



TOWN OF BARNSTABLE, MASSACHUSETTS
2018 OPERATING BUDGET



Mark S. Ells
Town Manager
May 4, 2017





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Barnstable
Massachusetts**

For the Fiscal Year Beginning

July 1, 2016

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, 2016. 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 **sixteenth consecutive year** that the Town of Barnstable has been presented with this prestigious award.*

The criterion on which the award for fiscal year 2017 was based is that which has been used as a guide in preparing the budget for fiscal year 2018. Therefore, it is my belief that the Capital and Operating budgets presented for fiscal year 2018 conform to program requirements, and I will submit them to GFOA to determine their eligibility for another award. My Staff, Mark Milne, Finance Director, and Robert O'Brien, Budget Director, are to be congratulated for their parts in this and the previous fifteen awards.

Mark S. Ells
Town Manager

FISCAL YEAR 2018 OPERATING BUDGET

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Front Cover: Adult Shellfish Classes

Back Cover: Open Budget Communication

Editors: Nathan Empey, Budget Analyst

Lynne Poyant, Community Services Director

GUIDE TO THE BUDGET

The FY18 budget document is organized into the following six sections:

- 1. Introduction:** This section starts with the Town Manager's budget message which communicates the Town Council Strategic Plan driving the budget development process. This section highlights major changes and key initiatives in the fiscal year budget. Town Council's Strategic Plan appears throughout the document illustrated within departmental goals and objectives. This section also includes defining Barnstable's Council-Manager form of government and organizational chart.
- 2. Budget Overview:** This section of the document is broken into five sub-sections: Building the Budget, Long-Term Budget Planning, Fiscal Year Operating Budget Summary, Revenue Estimates, 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 10-Year Forecast, Capital Improvements Plan, and Operating Budget.
 - b. Long-term budget planning-** There are many factors that can influence a town's budget. This subsection provides a brief overview of the more pertinent accounts that can influence Barnstable's budget into the future.
 - c. 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 as well as distribution of appropriated funds. Other information included is a list of Full-Time Equivalent Employees (FTE), Department of Revenue certified free cash figures, changes in fund balance, school and municipal operating changes, and consolidated resources/appropriation summary.
 - d. 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.
 - e. Town-Wide Financial Management Policies-** The last subsection 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. Capital Program and Other Funds:** This section is broken into two parts: Capital Improvements Plan and Other Funds. The capital portion provides a brief overview of the proposed Capital Improvement Plan, potential impacts the projects may have on the operating budget, and debt analysis. Other funds include an overview of resources that are not a part of the budget process. These funds can be standalone and focus on specific services. For example, revolving funds, receipts reserved for specific appropriations, gift and grant accounts.
- 4. 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, Regulatory Services, Building Services, Administrative Services, Planning & Development, Education and Other Requirements. The General Fund includes a majority of the services provided by the Town excluding those which are required to be accounted for by law or ordinance in another fund.

5. Department Summaries Enterprise Funds: An Enterprise Fund is a separate fund established to account for 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 charges; or
- b. where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The Town of Barnstable has nine enterprise funds: Airport, Golf Course, Marina, Sandy Neck Park, Solid Waste Facility, Water Supply, Water Pollution Control, and Public, Education Government Cable Access Fund (PEG).

6. Appendix: This is the final section of the operating budget booklet. Within this section, there are four appendixes as listed below.

- a. **Appendix A-** Includes budget appropriation orders for both operating and capital improvements. Town Council is required by law to vote on these appropriation orders. An appropriation order is an act of setting aside money for a specific purpose.
- b. **Appendix B-** Provides a glossary of government or financial terms used throughout the booklet. This appendix will help the reader understand the technical language used throughout the booklet.
- c. **Appendix C-** the Town's debt schedules. Many of the Town's capital projects require large upfront cash disbursements similar to an individual who purchases a home. Bonds (loans) are issued by the town, similar to a mortgage for an individual, to pay for the large disbursements and the loans are paid back over a period of time that ranges from 5 years to 20 years.
- d. **Appendix D -** Town History, Demographics & Statistics.

Department Summaries– General Fund Guide

FISCAL YEAR 2017 BUDGET ADMINISTRATION & TECHNICAL SUPPORT DIVISION GENERAL FUND

Administration & Technical Support 1

Mission Statement

The Administration and Technical Support Section provides centralized administrative and technical support services to the Department's operating divisions. These services include policy and procedural guidance, program and capital planning, oversight of Division operations, procurement and budgetary management services, community relations and it maintains close liaison with the Town Manager. In addition, the Division provides efficient, cost-effective and professional quality engineering, architectural, survey, and project management services in support of capital improvement and other projects.

Administration

Technical Support

Capital Projects 3

Recent Accomplishments

- 10.4 miles of asphalt surfacing was completed on Town roads, 4.8 miles of asphalt surfacing was completed on Private roads, 1.0 mile of complete, major, roadway reconstruction was completed.
- 3.9 miles of chipseal surface treatments were applied. This process applies a rubberized asphalt coating with fine stone on top of the existing roadway surface, extending the life of the existing asphalt.
- 35.0 miles of road sealing was performed
- Installed 1,200 feet of new granite curb and asphalt sidewalks
- Emergency Management coordination and claims regarding winter storm JUNO
- Multiple reviews of commercial site plans and subdivisions
- Construction management of Main Street Cotuit roadway and drainage rehabilitation
- Construction management of water department water main installation Scudder Ave. & Main Street, Hyannis
- Construction management of the public/private pumpout facility at Hyannis harbor
- Construction management of the sewer connection for the Structures and Grounds office facility

Percentage of FY 2017 General Fund Budget

This division comprises 1.09% of the overall General Fund budget.

Leadership, Management and Vision Page 259

FISCAL YEAR 2017 BUDGET PUBLIC WORKS DEPARTMENT GENERAL FUND

Public Works Department Financial Summary

FY 17 Source of Funding

Taxes provide 96% of the funding for this operation.

Public Works Department FY17 Budget By Division

The Highway Division is the largest operation within the Public Works Department General Fund operations representing 51% of the FY17 proposed budget.

Public Works Department Budget History

Fiscal Year	Budget Amount
Approved FY13	\$7,865,982
Approved FY14	\$9,263,982
Approved FY15	\$10,575,929
Approved FY16	\$11,384,164
Proposed FY17	\$10,627,419

The budget has increased from \$7.8 million in FY13 to \$10.6 million proposed FY17 or 35.14% over the five-year period. Costs associated with snow removal account for much of the change in the budget from year-to-year. In FY13 there were no snow removal deficits from the prior year as FY12 included a mild winter. The reduction in the budget for FY17 is due to decline in snow removal costs of \$1.1 million.

Enhancing, Protecting, Preserving, and Maintaining the Town's Infrastructure Page 260

- 1 Department or Division Title
- 2 Each department/division includes a mission statement, which helps guide policies and procedures.
- 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 Each division provides a list of accomplishments for the current fiscal year.
- 5 This chart shows the department/division total budget as a percentage of the overall general fund budget.

- 6 The department/division receives various sources of funding to cover operating cost. These sources are shown as a percentage of total sources of funding received by the department/division.
- 7 This chart shows each division/program as a percentage of the department/division total budget.
- 8 Town Council approved budget history for the department/division for the past five years. This also includes the next years proposed budget (highlighted in orange).

Department Summaries– General Fund Guide (Continued)

Public Works Dept.		Actual	2017	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17-18	Change	
Taxes	\$ 6,859,993	\$ 8,749,444	\$ -	\$ -	\$ (8,749,444)	-100.00%	
Fees, Licenses, Permits	184,790	184,000	-	-	(184,000)	-100.00%	
Interest and Other	103,400	101,800	-	-	(101,800)	-100.00%	
Special Revenue Funds	83,500	70,570	-	-	(70,570)	-100.00%	
Enterprise Funds	21,345	21,345	-	-	(21,345)	-100.00%	
General Fund Reserves	2,621,787	1,500,000	-	-	(1,500,000)	-100.00%	
Total Sources	\$ 9,834,815	\$ 10,627,159	\$ -	\$ -	\$ (10,627,159)	100.00%	
Expenditure Category							
Personnel	\$ 5,199,980	\$ 5,724,504	\$ -	\$ -	\$ (5,724,504)	-100.00%	
Operating Expenses	4,001,226	4,265,655	-	-	(4,265,655)	-100.00%	
Capital Outlay	633,609	637,000	-	-	(637,000)	-100.00%	
Total Appropriation	\$ 9,834,815	\$ 10,627,159	\$ -	\$ -	\$ (10,627,159)	100.00%	
Employee Benefits Allocation							
Life Insurance	\$ 375	\$ -	\$ -	\$ -	\$ -		
Medicare	50,748	-	-	-	-		
Health Insurance	220,646	-	-	-	-		
County Retirement	839,333	-	-	-	-		
Total Employee Benefits (1)	\$ 1,111,102	\$ -	\$ -	\$ -	\$ -		
Total Expenditures including benefits	\$ 10,945,917	\$ -	\$ -	\$ -	\$ -		
Full-time Equivalent Employees	82.50	84.50	84.50	0.00			

(1) Employee benefits are not included in total departmental appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes
 The Department's FY17 proposed budget is decreasing \$757,005 or 6.65%. This includes a reduction of \$1.1 million in snow removal costs. Excluding snow removal, the budget is increasing \$344,782, or 4.2%. Personnel costs are increasing \$247,782, which includes all contractual obligations and 2 new FTE's for the Highway Division. This has been offset by a reallocation of 45 FTE's for snow removal to be shared with the enterprise fund operations. Operating costs are increasing a net of \$77,000 with snow removal expenses. New contracts for diesel fuel and gasoline will save \$33,000 and electricity costs \$20,000. An additional \$130,000 is provided for operating cost increases including \$36,000 for solid waste disposal, \$7,000 for contracted services, \$20,000 for asphalt materials, \$7,000 for traffic signals, \$10,000 for software licenses, \$30,000 for vehicle maintenance and \$20,000 for catch basin cleaning. Capital outlay of \$636,000 will continue to level fund vehicle replacements at \$500,000, \$116,000 for building improvements and equipment replacement and \$20,000 to fund the Stone Park landscape installation project. General Fund reserves and tax support represent the largest funding sources combined at 96%.

Public Works – Additional Funding Recommended	Requested	Recommended
1. Software Licenses	\$110,000 Requested	\$10,000 Recommended
Architect and Surveyors require the use of design software packages (such as AutoCAD). It is now an industry standard. These computer programs have eliminated the need to have draftspersons, and changed how documents are stored. In addition to design programs, the DPW also now has Asset Management software and software for its GPS survey units. These systems are new technology and have license requirements as well. This request is to create a dedicated budget line item to fund these requirements.		
2. Stone Park Landscape	\$46,800 Requested	\$20,000 Recommended
This request will be used to make improvements to the recently acquired Stone Park located at the intersection of Main Street and South Street in Hyannis. It is expected this money would allow the DPW to install an irrigation system and a walkway in the park.		
Public Works – Highway		
1. Two new Laborers Positions	\$79,440 Requested	\$79,440 Recommended
This request is for two new Grade 5 employees to address the growing workload within the Highway Division as it relates to roadway systems, parking facilities and drainage facilities. These positions will also serve as Bridge Operators for the West Bay Draw Bridge in Osterville during the boating season. Historically 5 seasonal bridge tenders were hired every year to operate the bridge 22 weeks of the year. Though they were reliable, they were not capable of conducting basic diagnostics/trouble-shooting and manually lowering the bridge in the event of a failure. With the new Grade 5 employees, there will be at least two employees operating the bridge that will be able to perform basic trouble shooting of bridge failures, and "manually" lower the bridge if necessary.		
2. Overtime - Fleet Maintenance	\$40,000 Requested	\$20,000 Recommended
Fleet Maintenance is currently staffed with five mechanics that are responsible for all of the DPW fleet and others. The current and future repair requests are so demanding that it is necessary to work beyond the normal working hours to keep up with the demand, the current line item overtime budget is not adequate to sustain the level of service needed to maintain the fleet and infrastructure. The overtime line item is exhausted 50% by the end of the first quarter and is not enough for the remainder of the year as necessary.		
3. Traffic Signals	\$10,000 Requested	\$7,000 Recommended
Presently we have over 28 signalized intersections throughout the Town, and we are experiencing more traffic signal issues due to an aging equipment and lack of maintenance. We currently call a traffic light vendor to assist us in the repairs where as we have no qualified licensed employees to make such repairs. This has become quite costly over the last few years. If not funded Public safety is at risk.		
4. Asphalt Materials	\$21,900 Requested	\$20,000 Recommended
Creating key-ways and doing a high quality repair. This should result in a significant decrease in repeat complaint/work and a better overall product. To do this the section is using more asphalt and are on pace to exceed their budget.		

9 This financial table displays the following:

a 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 interest, etc.

b 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 for costs associated with large expenses for the purchase of an asset such as a vehicle.

c Estimated benefits allocated for informational purposes only. Actual costs are included in the other requirements (see Other Requirements section).

d Full-time equivalent employees: Includes permanent year-round staff only; no seasonal staff

10 Significant Budget Changes is a summary of the most significant changes to the proposed budget.

11 Additional Funding Recommended provides a brief description of the additional funding requested by the department and the amount of funding proposed.

a Program requesting the funding

b Names of the items being requested

c Department managers **requested** funds for a specific item. Town Manager **recommended** funding for those items. Not all items need to be fully funded due to savings within the budget, changes in needs, and sharing of resources between budgets.

Department Summaries– General Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET MARINE & ENVIRONMENTAL AFFAIRS DIVISION GENERAL FUND

Fiscal Year 2017 Goals and Objectives

Short Term:

1. Improve our wildlife educational trailer lighting system to better highlight the (taxidermy) birds and animals for schools, senior centers, such and update our educational seminars (Strategic Plan: Environment and Natural Resources, Education) **12**
2. Increase "Learn to Shell" for adults during the summer months (Strategic Plan: Environment and Natural Resources, Education, Recreation)
3. Increase our educational wildlife talks at schools, libraries, senior centers and private groups (Strategic Plan: Environment and Natural Resources, Education, Recreation)
4. Start additional herring count program for Sisseton River (Strategic Plan: Environment and Natural Resources, Infrastructure, Recreation)
5. Explore implementation of an on-line mooring waitlist renewal program (Strategic Plan: Regulatory Access & Accountability, Economic Development, Communication)
6. Continue GIS pinpointing of all moorings in town to determine mooring regulation compliance (Strategic Plan: Regulatory Access & Accountability)
7. Pursue future grant opportunities to support the division's needs (Strategic Plan: Public Health and Safety, Finance)
8. Increase patrol of Town beaches during summer months for any dog issues (Strategic Plan: Education, Public Health and Safety, Communication)

Long Term:

1. Improve mooring enforcement through public information (Strategic Plan: Regulatory Access & Accountability, Communication)
2. Improve communication and oversight of the licensed mooring servicers (Strategic Plan: Regulatory Access & Accountability, Communication)
3. Increase quahog seed production by approximately 280% (1.7 million total) in the FLUPSY (floating upweller system) at Prince Cove Marina (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources)
4. Continue to develop educational outreach programs (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)
5. Continue eel grass restoration projects and replant all areas in season (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)
6. Continue to remove old shellfish gear (20+ years) from Barnstable Harbor being uncovered by tidal action (Strategic Plan: Education, Public Health and Safety, Economic Development, Environment and Natural Resources)

Protect, Preserve and Promote use of Our Natural Resources and Waterways Page 194

FISCAL YEAR 2017 BUDGET MARINE & ENVIRONMENTAL AFFAIRS DIVISION GENERAL FUND

Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	Change
Administrative Assistant	1.85	1.85	-
Supervisor Natural Resource Officer	0.70	0.70	-
Natural Resource Officer	2.00	2.00	-
Director Marine & Env Affairs	0.70	0.70	-
Community Services Director	0.25	0.25	-
Senior Animal Control Officer	1.00	1.00	-
Animal Control Officer	0.50	1.00	0.50
Shellfish Biol/Const	1.00	1.00	-
Asst Hbrmst Pumpout Boat Operator	0.90	0.90	-
Asst Hbrmst Mooring Officer	1.00	1.00	-
Dept/Div Assistant	0.80	0.80	-
Full-time Equivalent Employees	10.70	11.20	0.50

(2) Full-time Equivalent Employees (FTE) are expressed as a percentage of one full-time employee.

Protect, Preserve and Promote use of Our Natural Resources and Waterways Page 197

12 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).

13 Full-time Equivalent Employees (FTE): This is a list of all personnel allocated to the division. Some personnel salary and wages can be allocated across multiple divisions. For example, a director manages the entire department, and thus their salary costs are allocated across divisions.

Department Summaries– General Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET		STRUCTURES & GROUNDS DIVISION				GENERAL FUND	
Building Maintenance Program							
The Building Maintenance Program is responsible for agency and scheduled maintenance/repairs to over 56 municipal buildings including the Town Hall, Cambridge Department, comfort stations, beach houses, and all Department/Division facilities. This team is comprised of carpenters, plumbers, painters and laborers who work together on repair, renovations and even new construction at municipal facilities. This program assists the Recreation Division with the set-up and removal of beach ramps, ticket booths, and lifeguard stations at all our beaches. This program is also responsible for monitoring, maintenance and repairs, construction and renovation projects for 3 marinas, 6 docks and 17 boat ramps. This section maintains, replaces and constructs new pilings, 12,000 sq. ft. of floats and 14 ramps. They perform the seasonal installation and removal of these floats. Additionally, this team provides support to the Highway Division for snow & ice control and the Town Clerk for all elections.							
14							
Building Maintenance	Actual	Approved	Projected	Proposed	Change	Percent	
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17-18	Change	
Taxes	\$ 437,499	\$ 516,944	\$ -	\$ -	\$ (516,944)	-100.00%	
Total Sources	\$ 437,499	\$ 516,944	\$ -	\$ -	\$ (516,944)	-100.00%	
Expenditure Category							
Personnel	\$ 299,507	\$ 414,844			\$ (414,844)	-100.00%	
Operating Expenses	137,952	101,700			(101,700)	-100.00%	
Total Appropriation	\$ 437,499	\$ 516,944	\$ -	\$ -	\$ (516,944)	-100.00%	
Employee Benefits Allocation:							
Life Insurance	\$ 24						
Medicare	3,355						
Health Insurance	20,742						
County Retirement	55,178						
Total Employee Benefits (1)	\$ 79,299	\$ -	\$ -	\$ -	\$ (79,299)	-100.00%	
Total Expenditures Including Benefits	\$ 516,797	\$ -	\$ -	\$ -	\$ (516,797)	-100.00%	
Full-Time Equivalent Employees	7.00	7.00		7.00	0.00		

FISCAL YEAR 2017 BUDGET		FINANCE DIVISION				GENERAL FUND	
Performance Measures / Workload Indicators							
15							
Performance Measures	FY 2013	FY 2014	FY 2015	FY 2016			
Central financial operating costs as a percentage of the overall general fund budget	1.77%	1.98%	1.99%	1.96%			
Workload Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected			
Vendor Payments Processed	36,192	36,435	41,187	41,534			
G/L Accounts Maintained	19,344	19,898	18,970	18,914			
G/L Transactions Processed	258,787	271,117	276,092	277,890			
Workload Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected			
Vendor Checks Processed	22,971	23,510	22,149	23,089			
Payroll Checks Processed	59,568	57,869	55,821	56,936			
Workload Indicators	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected			
RFP's Issued	26	20	23	33			
Sealed Bids Issued	42	44	50	52			
Contracts Processed	46	75	90	99			
Quotes Conducted or Reviewed	164	160	160	152			
Requisitions Reviewed for Compliance	750	586	650	596			
Avoided Bids	22	26	30	25			
Collaborative Contracts (State & County)	26	24	25	42			
Surplus Property Designations	21	25	25	41			

14 This section includes program description and financial summary.

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

Department Summaries–Enterprise Fund Guide

FISCAL YEAR 2017 BUDGET COMMUNITY SERVICES DEPARTMENT ENTERPRISE FUNDS

1 COMMUNITY SERVICES ENTERPRISE FUNDS

2 Marinas Sandy Neck Park
Olde Barnstable Fairgrounds & Hyannis Golf Courses Hyannis Youth & Community Center

3 Mission Statement

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

Providing Recreational/Commercial Opportunities and Access to Our Citizens, Visitors and Business Community Page 337

FISCAL YEAR 2017 BUDGET MARINA ENTERPRISE FUNDS

4 MARINA ENTERPRISE FUNDS

5 Mission Statement

The Marina Enterprise Fund is to provide services 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

- Barnstable Harbor Marina
- Bismore Park Marina Hyannis
- Gateway Marina Hyannis
- Marina at Prince Cove Marston's Mills

6 Recent Accomplishments

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

7 Percentage of FY17 All Appropriated Funds

Marine Enterprise Fund comprises less than 1% of all appropriated funds for fiscal 2017.

Providing Adequate and Safe Use of Water-Oriented Facilities That is Fair and Uniform To All Users Page 338

1 Department title: The department that oversees the enterprise funds. This group of enterprise funds adheres to the department mission statement.

2 Names of the various enterprises funds the department manages.

3 Mission Statement: The group of enterprise funds mission as a whole department.

4 Enterprise Fund title

5 Enterprise Fund Mission Statement

6 Recent Accomplishments for the current fiscal year

7 Percentage of the Enterprise Funds budget against all appropriated funds for the fiscal year (see Budget Overview section).

Department Summaries—Enterprise Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET MARINA ENTERPRISE FUNDS

Marina Enterprise Fund Financial Summary

The Marina Enterprise Fund was created in FY06 to isolate the financial activity of the four town-owned marinas: Barnstable, Bismore, Gateway, and Prince Cove. The enterprise model will allow the town to segregate all financial activity associated with operating these facilities to measure their financial self-sufficiency. The principal revenue source at all four marinas is the annual rental of docking space or slips. Town staff provides the daily management of the marinas.

Factors Affecting Revenues

The rates are set in accordance with the necessary **8** required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slip space so vacancy rates are not a significant factor in calculating revenues. In addition, weather can be a contributing factor on transient fees, which is the largest component of revenue for the marinas. Revenues are projected to increase less than 2 percent per year through a combination of activity levels and rate adjustments.

FY17 Source of Funding

Category	Percentage
Fees, Licenses, Permits, Capital Trust Fund	84%
Special Revenue Funds	9%
Interest and Other	4%
Charges for Services	3%

Marina Enterprise Fund Source of Funding History

Year	Amount
Actual FY13	\$681,268
Actual FY14	\$792,974
Actual FY15	\$737,346
Actual FY16	\$821,051
Proposed FY17	\$797,403

Providing Adequate and Safe Use of Water Oriented Facilities That is Fair and Uniform To All Users Page 341

FISCAL YEAR 2017 BUDGET MARINA ENTERPRISE FUNDS

Factors Affecting Expenses

The purchase of the Prince Cove Marina **11** covered with the issuance of a new loan. The new revenue sources derived from taking over the operations of the marina covers the annual loan payments for the acquisition. Additionally, a loan of \$1,250,000 was issued to replace the Barnstable Harbor Bulkhead. The General Fund will repay \$725,000 of the loan and the marina enterprise fund will repay the remaining \$525,000. In addition, the most recent FY16 bond issue for the Prince Cove Bulkhead (\$570,000), Bismore Bulkhead (\$158,000) and Gateway Dredging (\$280,000) are estimated to cost \$1,340,000 in annual debt payments for at least the next five years. These debt service payments are expected to result in fee adjustments in FY18. Salaries and benefits are projected to increase 3 percent and 10 percent per year respectively. Operating expenses are projected to increase on average 1 percent per year.

Marina Enterprise Fund FY 17 Budget By Expense Category

Category	Percentage
Debt service	45%
Personnel & benefits	36%
Operating expenses	12%
Transfers	2%
Capital outlay	2%

Marina Enterprise Fund Budget History

Year	Amount
Approved FY13	\$617,000
Approved FY14	\$680,221
Approved FY15	\$684,713
Approved FY16	\$703,721
Proposed FY17	\$797,403

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

Providing Adequate and Safe Use of Water Oriented Facilities That is Fair and Uniform To All Users Page 342

8 Factors Affecting Revenues provides a brief description of key factors influencing the Enterprise Fund’s revenues.

9 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.

10 Source of funding history provides a four-year historical trend.

11 Factors Affecting Expenses provides a brief description of key factors influencing the enterprise fund’s expenses.

12 Expense Category chart shows each category as a percentage of the total budget.

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

Department Summaries—Enterprise Fund Guide (Continued)

FISCAL YEAR 2017 BUDGET		MARINA				ENTERPRISE FUNDS	
Marina Enterprise Fund		Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding		FY 2016	FY 2017	FY 2017	FY 2018	FY17-18	Change
Fees, Licenses, Permits	14	610,868	593,600	620,000	627,500	33,900	5.71%
Charges for Services		12,375	7,200	12,000	11,000	3,800	52.78%
Interest and Other		27,672	17,700	115,000	22,700	5,000	28.25%
Special Revenue Funds		24,000	24,000	24,000	30,000	6,000	25.00%
Capital Trust Funds		62,431	61,231	61,231	60,031	(1,200)	-1.96%
Total Operating Source of Funding		\$ 737,346	\$ 703,731	\$ 832,231	\$ 751,231	\$ 47,500	6.75%
Borrowing Authorizations			1,008,000	1,008,000	500,000	(508,000)	-50.40%
Total Capital Source of Funding		\$ -	\$ 1,008,000	\$ 1,008,000	\$ 500,000	\$(508,000)	-50.40%
Total Source of Funding		\$ 737,346	\$ 1,711,731	\$ 1,840,231	\$ 1,251,231	\$(460,500)	-26.90%
Expense Category							
Personnel		230,608	250,108	240,104	254,616	4,508	1.80%
Benefits		28,614	30,312	30,282	31,612	1,301	4.29%
Operating Expenses	15	98,227	133,192	130,528	98,655	(34,542)	-25.93%
Capital Outlay		31,989	20,000	20,000	15,000	(15,000)	-25.00%
Debt Service		227,701	227,900	227,900	356,333	128,433	56.35%
Transfers Out		42,880	42,219	42,219	41,191	(1,028)	-2.43%
Subtotal Operating Budget		\$ 650,119	\$ 703,731	\$ 691,033	\$ 797,401	\$ 93,672	13.31%
Capital Improvement Program		13,471	1,178,000	1,178,000	500,000	(678,000)	-57.56%
Total Expenses		\$ 663,590	\$ 1,881,731	\$ 1,869,033	\$ 1,297,401	\$(584,328)	-31.05%
Excess (deficiency) cash b	16	\$ 73,755	\$ (170,000)	\$ (28,802)	\$ (46,172)		
Adjustment to accrual basis		201,362	-	-	-		
Beginning Net Assets per CAFR		4,073,505	4,348,622	4,348,622	4,319,821		
Ending Net Assets per CAFR		4,348,622	4,178,622	4,319,821	4,273,649		
Invested in capital assets, net of related debt (1)		(4,220,746)					
Reserved for encumbrances (2)		(66,261)					
Reserved for continuing appropriations (3)		(138,565)					
Other post employment benefits obligation (4)		107,068					
Net pension liability (4)		615,488					
Compensated absences (4)		17,804					
Deferred outflow of resources (5)		(1,054)					
Net assets available for appropriation (free cash) (6)	17	\$ 661,356					

14 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.

15 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.

16 Excess (deficiency): If expenses exceed source of funding the enterprise fund consumes resources (deficiency). If source of funding exceed expenses the enterprise fund generates resources (Excess).

17 Free cash: Free cash is the balance of cash in the Town’s treasury that is free and clear of all encumbrances that exist at the close of each fiscal year. The Town must submit a set of financial statements at the end of each year to the state Department of Revenue (DOR) from which this number is calculated. Once certified by DOR, appropriations can be made from the free cash amounts during the year.

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Fiscal Year 2018 Budget Message

Addressing Our Municipal Responsibilities



The Fiscal Year 2018 Operating Budget and Capital Improvements Program addresses the Town's responsibility to provide efficient and effective services for our residents. These budgets incorporate the Town Council's Strategic Plan goals into the programs and services funded for the next fiscal year. The Town Council's Strategic Plan stresses the importance of Quality of Life and Finance as priority principles in our community. These two principles are at the core of each budget decision we make. The Town Manager and staff will implement and manage services to achieve the policy goals. Maintaining a strong financial foundation and a structurally balanced operating budget along with a Capital Plan that targets high priority needs has been our focus once again this year.

A Strong Financial Foundation

Financial accountability remains at the core of our budgeting goals. Maintaining a structurally balanced budget provides more certainty for the continuity of services. This balanced budget provides a financial plan for meeting the operational needs of the Town. It adheres to the Town Council's budget policy to limit the increase in property taxes to the limitation under Proposition 2½. No property tax overrides are proposed to finance the operating or capital programs. The total proposed FY18 operating and capital budgets for the Town of Barnstable are \$206 million. The operating budgets for the General Fund and the Town's eight Enterprise Funds are \$187.8 million and the Capital Program budget is \$17.8 million.

Reserves used to balance the operating budgets total \$5.6 million. This is less than the amount of reserves generated in FY16 and is less than what is expected to be generated in FY17. When the generation of surplus equals or exceeds the use of surplus to balance operating budgets it results in a structurally balanced budget. Some of the reserves used to balance the FY18 operating budgets are for one-time capital outlay costs, fee mitigation, and \$1.5 million is used to pay for the FY17 snow and ice deficit. This cost can fluctuate significantly from year-to-year depending upon the weather. In addition, \$1 million of General Fund reserves are being transferred to the Capital Trust Fund. The one area of concern we are watching closely is the Water Supply Enterprise Fund. \$1.2 million of reserves are being used to balance the FY18 operating budget. The total amount of reserves available to fund the FY18 operating budget are approximately \$35 million.

Maintaining strong reserve levels and using conservative revenue estimates have proven to be effective strategies for the Town in preserving its financial integrity. Conservative revenue estimates have allowed us not only to restore reserves used to pay one-time expenses but to expand our capital improvements program. It also puts us in a more advantageous position to react to economic downturns. We have minimized the use of reserves to pay for recurring operating expenses in recent years creating more stability in the delivery of services. The FY18 budget is structurally balanced, fiscally responsible and does not rely on any one time fixes or solutions, and our tax collection rates continue to be in the 99-100% range.

As referenced in the Town Council Strategic Plan, we have explored and created new sources of funding. Fiscal Year 2016 was the first full year of operations for our renewable energy projects at the airport and transfer station. We generated over \$1.1 million from these projects in FY16. Much of this new recurring revenue source has been allocated to the Capital Trust Fund. This resource is also used to offset all of the electric costs in the Solid Waste Enterprise Fund and is used as a significant operating budget resource for the Airport Enterprise Fund. A portion of this new resource has

also been used to reduce the tax support needed to cover electricity costs budgeted in the Department of Public Works, allowing us to redirect taxes to other important services within the Department.

The proposed reorganization of the municipal operations in FY18 will also result in a reduction of two (2) full-time equivalents resulting in a savings of \$130,455. Other operating expense reductions of \$279,877 have been identified allowing these funds to be redirected to other initiatives within the FY18 municipal operating budget.

The Town of Barnstable is committed to maintaining its well established financial integrity. Our AAA bond rating along with the Government Finance Officers Association's budget and financial reporting awards for the past several years is indicative of this commitment. We are proud to have received our 16th consecutive Distinguished Budget Presentation Award for the FY17 budget document and the Certificate of Achievement for Excellence in Financial Reporting for fourteen (14) years in a row demonstrating a high commitment to quality reporting and comprehensive information on behalf of the efforts of our finance team. Strong financial management practices are imbedded in the Town's Charter and Administrative Code including, but not limited to, a reserve policy, annual 10-year financial forecasts and five year capital improvements programs as well as close monitoring of monthly budget reports. The recent addition of our Open Budget website, www.budget.townofbarnstable.us, allows interested parties to familiarize themselves with our financial operations offering the opportunity to identify possible revenue enhancements and expenditure reductions. These practices also assist in identifying trends and needs for the community, providing us the opportunity to better plan for our future.

Each year, I depend on our department heads, their staff, citizens and the members of the Comprehensive Financial Advisory Committee (CFAC) for their expertise in evaluating capital projects and the operating budget. CFAC's "second set of eyes" helped produce a better product and we thank them for the many hours spent on reviewing and commenting on the Capital Improvements Plan and Operating Budget. For the past couple of years, CFAC has produced a Financial Overview Report which gives the reader concise information as to how the Town operates by condensing the 400 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 FY18 upon completion of the budget.

Quality of Life Initiatives

The FY18 operating budget has the goal of "promoting and safeguarding the public's well-being by enacting policies to provide residents and visitors with the possibility of achieving a higher standard of living." Funding is provided for:

- Expansion of the Barnstable Police Department's Community Service Officer (CSO) program by adding more CSO's for the summer of 2017 will continue our objective of keeping Main Street Hyannis a family and business friendly destination;
- Reorganizing our Recreation Division to allow a more comprehensive use and involvement by all youth in our community;
- Restoring civilian dispatch to our Police Department will allow uniformed officers to return to prioritized areas in our community;
- Additional shellfish staff to support our community's desire to effectively plan and manage our natural resources;
- Increased response to snow removal throughout our community allows residents and businesses to return to their "normal" activities in a safe and prompt manner; and
- Operating capital for Conservation to assess water quality and remediate invasive species in our fresh water bodies.

Capital Investments/Infrastructure

The Town Council goals and strategies call for adherence to a sound financial plan to meet the prioritized capital needs of the Town within the confines of available resources. The FY2018 Capital Improvements Plan (CIP) presented to the Town Council was designed to improve our infrastructure and preserve our valuable public assets. The projects recommended for funding include projects that had received previous funding and are ready for the next stage of their development; projects that would contribute to the economic development of the Town; projects that would preserve important infrastructure components of the Town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be covered by user fees; and projects that have an important public safety component associated with them. The CIP totaled \$17,816,363. The General Fund program totaled \$12,700,363 and the Enterprise Funds totaled \$5,116,000. We continued our \$3.25 million commitment to public road improvements along with \$1.03 million in other infrastructure improvements. Municipal and school facility improvements total \$8.36 million including improvements to our Town Hall, Osterville Village Center, Senior Center, Police facility, School Administration Building, Centerville Recreation Building and Barnstable High School.

Economic Development

We share the Town Council's priority to encourage and grow a vibrant economy and a strong labor force, promoting a diversity of businesses, both for profit and non-profits, clean industry and smart growth. The FY18 proposed budget includes the following initiatives:

- Coordinating the efforts of town management relative to economic development by improving communication with the business community, implementing more efficient permitting processes, and elevating the staff position for economic development;
- Review and improvement to zoning bylaws;
- Refocusing our objectives relative to customer service to ensure responsiveness, reliability, a courteous and professional manner; and
- Develop emerging business opportunities that capitalize on our recognition as an international destination, quality of life, natural resources, and regional transportation/medical/educational opportunities.

Our ePermitting is operational in the Building Services Department and under review for expansion. Along with this streamlined permitting, there is an emphasis on improving customer service while enforcing our consumer regulations to benefit the safety of all. The Marstons Mills Village business district, Barnstable Village, and the East End of Hyannis are all in the design stages of revitalization projects with planned construction in the near future. We continue work on streetscape improvements to our neighborhoods such as Sea Street in Hyannis. We are also working closely with the Cape Cod Commission to reauthorize the Downtown Growth Incentive Zone (GIZ) and review of the zoning along the Route 132 commercial corridor. A Parking Implementation Strategy for downtown Hyannis is underway. A Housing Needs Assessment was completed with grant funds from the Cape Cod Chamber of Commerce last year. We took the next step and funded a Housing Production Plan, partially supported through a Community Compact grant from the Commonwealth of Massachusetts, which should be completed this fiscal year.

We continue to invest in the education of our public employees who will be the municipal leaders of tomorrow. Barnstable hosted the Massachusetts Municipal Association/Suffolk University Certificate in Local Government Leadership and Management Program again this year to improve the skills of the next wave of public service professionals and the Town will host another program in FY18.

Fiscal Year 2018 Priorities

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

Finance: We continue to explore ways to make our operations more efficient and effective. The FY18 Capital Program includes a proposal for a software solution to implement a paperless accounts payable process. This will allow for staff time to be spent performing other valuable functions as it eliminates the need to copy invoices, physically deliver them to the accounts payable office and will assist in the retrieval and research of invoices. It will also reduce the amount of copy paper and toner consumed as well as filing cabinets and space needed to store invoices.

Technology: Technology needs will receive \$45,757 in increased funding to keep up with software support and licensing fee requirements. Our Information Technology (IT) Division also provides hardware and software support for all departments, with the exception of Police and Schools, and we have included \$105,000 to continue the replacement and upgrades of necessary hardware and software. \$79,500 will be provided to the Police Department to update its technology.

Public safety: This is a primary responsibility and function of government so citizens can be safe throughout our community. We share the Town Council's goal to protect the health and safety of all Town residents and visitors by providing a safe desirable community in which to live, work, and visit. The FY18 budget proposal includes nine (9) new civilian dispatcher positions with a net budget impact of \$134,167 to the General Fund. Civilianizing the police telecommunications center will allow for the placement of more officers in the community, which immediately enables the department to target problem areas and assign multiple officers to remedy specific issues. Six (6) new seasonal Community Service Officers were implemented in FY17 to bring visibility and assistance in Hyannis during the busy summer season. Due to the success of this program it will be expanded in FY18 with funding being provided from gifts received for this purpose. There is \$34,110 in funding to provide training for sworn officers, as well as staff training, and other specialized training. An additional \$19,140 is provided for matron coverage to increase the number of shifts from 13 to 16 per week. The department is responsible for the wellbeing of individuals who are detained in holding cells and this will ensure adequate coverage is maintained. There is also \$314,620 of funding to provide for technology improvements, vehicle replacements, Taser replacements and traffic control equipment.

Public Works: The Department of Public Works (DPW) continues to be called upon to meet our many maintenance needs. Maintaining our current facilities, public buildings, roadways, and recreational areas, means not just fixing them up, but providing operating funds to prolong their useful life. Each year, DPW is tasked with additional responsibilities and this budget provides \$185,330 in additional operating expense funding. The budget also provides \$500,000 in funds for vehicle replacement, \$116,000 for facility upgrades and \$35,000 to replace the fuel pump island at the highway facility. The snow and ice removal budget is increasing \$125,000 to \$725,000. The past two winter seasons have resulted in snow removal deficits of \$1.5 million. The Town's response to snow removal has been enhanced resulting in a higher level of expenditures. The new response plan costs more and the Town is implementing a multi-year plan to increase the funding for snow removal to reduce the amount of deficits that are funded from reserves. The Town's reserves cannot continue to absorb deficits of this magnitude. More funding will need to be directed to this effort reducing the amount of funding available for other services.

Community Services Department: This department serves many segments of our community. Recreation, seniors, youth, golfers, Sandy Neck users, boaters, and library users all fall under Community Services. Civic and business associations are our partners in providing a vibrant, livable community. Hourly wage increases in the Community Services Department total \$27,000 to cover the \$1.00 per hour wage increase that went into effect January 1, 2017. The

seasonal pay increases target many of the programs enjoyed by younger members of our population. The wages keep pace with state minimum wage increases and help us be competitive in the workplace. There is also operating capital of \$68,000 for upgrading the equipment at our beaches and replacement of a vehicle at the Marine and Environmental Affairs Division. The FY18 budget also includes restructuring the Recreation Division to include the Hyannis Youth and Community Center (HYCC) to allow a more comprehensive use and involvement by all youth in our community and enhancing our shellfish programs by adding a new position to support our community's desire to effectively plan and manage our natural resources.

Regulatory Services Department: This department has been restructured for FY18 by removing the Building Services Division and placing it in its own department with direct reporting authority to the Town Manager's office. This is expected to align the responsibilities of the Building Commissioner appropriately with Massachusetts General Laws and enhance the customer service experience. We are also consolidating the Building Revolving Fund with the new Building Services Department within the General Fund. The two (2) full-time positions that were paid out of the revolving fund are now in the General Fund. A corresponding increase in projected revenue from this operation will offset the cost of this transfer.

Public Education: The Town Council Strategic Plan seeks to support the provision of quality education in partnership with the School Committee and state and federal governments. The Barnstable Public School system's FY18 budget is \$67,884,706, which represents an increase of \$1,834,706 or 2.78%. We support the budget prepared by new Superintendent Meg Mayo-Brown and approved unanimously by the Barnstable School Committee. The Superintendent crafted the budget with the focus on our students; with financial resources aligned to meet the continuum of student needs across all classrooms; and are designed to support the district priorities:

- Increase effectiveness of Tier I instruction for all students through professional development, instructional resources and use of time on learning;
- Enhance the quality and consistency of curriculum through a cycle of continuous curriculum review and refinement in alignment with the Massachusetts Curriculum Standards;
- Enhance social, emotional, and academic development (SEAD) for students through Massachusetts Tiered System of Support (MTSS) structures and systems; and
- Increase opportunities for students and teachers to enhance learning through the use of various technology tools.

The School Department budget allows for contractual salary and wage increases for staff, a \$340,000 contractual increase for bus transportation, and a program enhancement to provide a continuum of services to students with specific learning needs. Most importantly, the FY18 Budget retains current staffing levels. Employees comprise close to 80% of the budget and are our greatest asset and resource. Whether ensuring our students have a healthy breakfast to start their school day, maintaining a safe, positive school environment, providing co-curricular activities, designing a viable curriculum aligned to state standards, or providing a high quality instructional program, each position in the FY18 Budget serves an integral role in supporting and preparing all students for college and career success.

Other Requirements

This is the second largest area of the General Fund budget after the School Department. It includes the payments on the Town's bonds, employee benefits, insurance, grants and state and regional assessments. This area of the budget is increasing 5.6%; nearly double the percentage increase in the school and municipal operations. The largest area of this budget includes employee benefits which are increasing \$1.7 million or 7.5%. Plan design changes were made to the Town's health insurance plans to mitigate rate increases but rates still increased close to 11%. The plan design changes reduced this increase by approximately 2%. The retirement system assessment increased nearly \$600,000 or 7%. This budget continues to add to the annual contribution to the Other Post-Employment Benefits Trust Fund with a \$450,000

contribution from the General Fund and \$78,000 from the Enterprise Funds.

As the Town's commitment to the capital program grows so does its budget for debt service. This budget provides for all schedule debt payments totaling \$9.5 million which is 3.6% more than the FY17 budget. Property, casualty and liability insurance is increasing 8.6% or \$140,000.

This budget continues to support the Town's seven village libraries with a 3% budget increase in the grant totaling \$1,827,210. Assessments from other school systems for which Barnstable students attend total \$7,557,685; \$312,448 more than the FY17 amount. This includes the Cape Cod Regional Technical High School, Sturgis and Lighthouse Charters Schools and students participating in the School Choice program.

Civic Engagement

Communication and civic engagement are keys to making government work. We understand that community outreach and citizen engagement are shared goals by the Town Manager and the Town Council. Civic engagement is at the core of what we do and continues to be a priority. Barnstable Talks and Listens is our new informational outreach brochure.



By clicking on the Town's website, citizens can access eNews, Barnstable Today, Barnstable This Morning, Barnstable iForum, SeeClickFix, the Citizens Resource Line, get town officials contact information, sign up for the Barnstable Bulletin, the Senior Compass, and stay connected with town government.

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

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



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

Enterprise Funds

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

The FY18 proposed budget for the **Airport Enterprise Fund** is increasing \$415,009 or 6.8%. Most of the increase is in the cost of jet fuel. The loss of Island Airlines as a major customer has resulted in revenue contraction in many of the airport's business areas including fuel sales, rental car concessions, parking concessions and landing fees. Fees are currently being reviewed by the Airport Manager and Commission for possible adjustments in FY19. The FY18 operating budget will use \$367,183 of reserves to balance the budget; \$147,600 for capital outlay and \$219,583 for operations. The Enterprise Fund will use \$125,000 of reserves to fund the capital program.

A decrease of \$91,150 in the **Water Pollution Control Enterprise Fund** budget is principally due to a reduction in debt service. Estimated revenue generated by the operations will provide for the budget. No reserves will be used to finance the FY18 operating budget. The Enterprise Fund will use \$382,000 of its reserves to fund its FY18 capital program.

The **Water Enterprise Fund** budget is increasing \$84,174 or 1.3% over the FY17 revised budget of \$6,705,312. The FY17 budget was increased \$1,435,000 to implement water filtration systems at several of the wellheads and to purchase water from the Town of Yarmouth. A rate increase of 9% is being implemented for FY18. The enterprise fund will use \$1.2 million of reserves to balance the FY18 operating budget. Additional rates increases or other funding sources will need to be identified to reduce the level of reserves needed to balance the operating budget in future years.

The **Solid Waste Enterprise Fund** budget is increasing approximately \$25,000. There are no significant changes to this operation for FY18. Solid Waste revenue and reserves will provide for the FY18 budget. \$448,520 of reserves will be used to balance the budget. There is no increase in the residential transfer station sticker for FY18 and \$124,588 of reserves will be used for fee mitigation to balance the operating budget. \$323,932 of reserves will be used to cover the landfill capping debt which is nearing the end of its amortization.

The **Golf Course Enterprise Fund** is increasing \$103,590 or 3%. This includes all contractual pay increases for permanent employees and additional funding of \$20,744 for seasonal wage increases. \$22,000 is included for a lime program which is conducted every other year to maintain optimal soil conditions. Debt service will decrease by \$22,458. To balance this budget, \$64,875 of reserves will be used which is less than what the operation generated in FY16. The capital program of \$325,000 will be financed with borrowing authorizations.

The **HYCC Enterprise Fund** is increasing \$158,588 or 4.9%. The Public Works Department has been assigned to manage the operations and maintenance, custodial services, and equipment operation including the ice management. This shift of responsibility to Public Works was needed to assure a safe and efficient facility. Three additional positions were added to this fund in FY17 for this effort. This is offset by the transfer on one (1) position to the General Fund for a net increase of two (2) positions in the enterprise fund. Operating capital of \$80,000 is provided and includes funding for a used Zamboni. The operation will receive support from the General Fund in the amount of \$637,172 and will use \$55,000 of the Enterprise Fund's reserves to balance the budget. This is less than what it generated in FY16.

The **Sandy Neck Enterprise Fund** is increasing \$80,464 or 8.6%. Factors contributing to the increase include an hourly wage increase for seasonal employees, contractual pay increases for permanent staff, an increase in employee benefits, and additional funding for police details and facility maintenance. The budget also continues to fund a sand nourishment program, if needed, with \$50,000 provided in FY18. Current year revenue estimates will provide for the operating budget and \$50,000 of surplus will be used for the sand nourishment program.

The **Marina Enterprise Fund** budget is increasing \$41,664 or 5.2%. The increase is due to contractual wage increases, an increase in the hourly rate for seasonal employees and an increase in debt service. Current year revenue estimates will cover most of the operating budget and \$28,536 of reserves will be used to balance the budget.

The **Public, Educational and Governmental (PEG) Enterprise Fund** is new for FY18. This fund was previously treated as a special revenue fund and was not subject to Town Council appropriation. The FY18 budget is \$811,627 and includes funding for four (4) full-time staff; the same amount as funded in FY17. Funding is provided from the cable license contract with Comcast. This is expected to generate \$795,000 in FY18 and \$16,627 of reserves will be used to balance the budget. The budget includes \$125,000 for equipment replacement, \$170,000 for the School Department's B2BTV operation and \$60,000 for the Cape Cod Community Media Center operation.

Dedicated Staff and Government Partners

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

In Conclusion

This budget seeks to improve the quality of life of our residents, ensure public safety, protect our natural resources, provide a quality public education system, and deliver government services efficiently. We face the same economic challenges confronting other communities, and through prudent planning, we are able to meet our basic needs. In FY18, we have again maintained our fiscal stability, spent within our means, and prudently planned for our financial future. Our tasks remain balancing the needs in our community, setting realistic priorities, and providing a climate for a quality of life that addresses Barnstable's needs and is built on respect and opportunity for all.

Governmental Structure

Council-Manager Form of Government

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

The Town's organization structure for FY18 is changing. The former Building Services Division under the Regulatory Services Department will become its own department for FY18. A new division; Administration, Community Relations and Public Information, has been created within the Community Services Department. In addition, The Hyannis Youth and Community Center (HYCC) is no longer a separate division within the Community Services Department. It is now a program within the Recreation Division. The HYCC will remain an Enterprise Fund operation for management and accounting purposes. Finally, the former Growth Management Department has been retitled the Planning and Development Department.

Exclusive of the School Department and Airport, there are seven departments as follows; Administrative Services including two elected officials; Town Clerk and Town Collector; Community Services; Planning and Development; Police; Public Works; Building Services; and Regulatory Services. The new organization chart is on the following page.

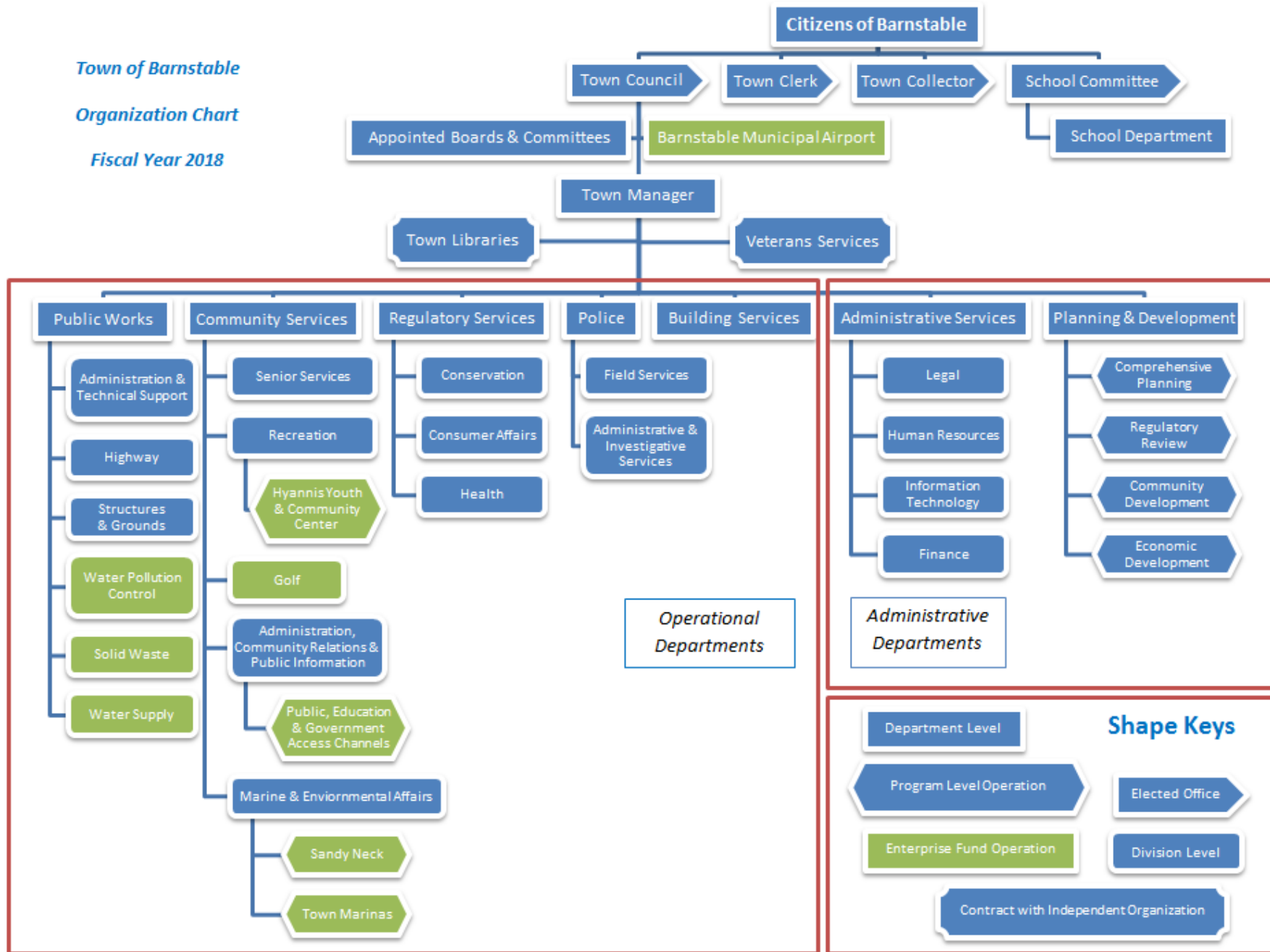
An elected School Committee consisting of five persons, and a Superintendent appointed by the School Committee governs the School Department. A seven member Airport Commission appointed by the Town Council governs Barnstable's Municipal Airport. An Airport Manager, appointed by the Airport Commission,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

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 2018



ELECTED OFFICIALS



BARNSTABLE TOWN COUNCIL

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

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

BARNSTABLE SCHOOL COMMITTEE

Margeaux Weber, Chair

Chris Joyce, Vice Chair

Stephanie Ellis

Mike Judge

R. Patrick Murphy

TOWN CLERK

Ann M. Quirk, CMC/CMMC

TOWN COLLECTOR

Maureen Niemi

NamePosition**TOWN ADMINISTRATION**

Mark S. Ells	Town Manager
M. Andrew Clyburn	Assistant Town Manager
Roland W. Breault	Manager Barnstable Municipal Airport
Meg Mayo-Brown	Schools Superintendent
Cynthia A. Lovell	Town Council Administrator
Paul B. MacDonald	Chief of Police
Elizabeth Jenkins	Director of Planning & Development Department
Lynne M. Poyant	Director of Community Services Department
Daniel W. Santos, P.E.	Director of Public Works Department
Richard V. Scali	Director of Regulatory Services Department
Paul Roma	Interim Director of Building Services Department

OTHER TOWN OFFICIALS

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

AIRPORT COMMISSION

John T. Griffin, Jr., Chairman
Timothy R. Luziatti, Vice Chairman
Robert L. O'Brien, Clerk
Stephen P. Cobb
James DellaMorte
Mary F. Smith
Elizabeth Young

Key Contact Information

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

Property Tax Information

History of Tax Rates For Town and Fire Districts

	FY 2008		FY 2009		FY 2010		FY 2011		FY 2012		FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
Town Tax Rate	\$5.80	79%	\$6.12	77%	\$6.87	79%	\$7.28	78%	\$7.59	77%	\$7.89	79%	\$8.22	79%	\$8.40	79%	\$8.41	78%	\$8.64	78%
Hyannis FD*	\$1.53	21%	\$1.78	23%	\$1.82	21%	\$2.04	22%	\$2.24	23%	\$2.14	21%	\$2.23	21%	\$2.27	21%	\$2.42	22%	\$2.42	22%
Total	\$7.33	100%	\$7.90	100%	\$8.69	100%	\$9.32	100%	\$9.83	100%	\$10.45	100%	\$10.45	100%	\$10.67	100%	\$10.83	100%	\$11.06	100%
Town Tax Rate	\$5.80	74%	\$6.12	72%	\$6.87	74%	\$7.28	76%	\$7.59	75%	\$7.89	75%	\$8.22	75%	\$8.40	75%	\$8.41	74%	\$8.64	74%
Barnstable FD	\$2.04	26%	\$2.37	28%	\$2.43	26%	\$2.31	24%	\$2.52	25%	\$2.57	25%	\$2.70	25%	\$2.81	25%	\$3.02	26%	\$2.96	26%
Total	\$7.84	100%	\$8.49	100%	\$9.30	100%	\$9.59	100%	\$10.11	100%	\$10.92	100%	\$10.92	100%	\$11.21	100%	\$11.43	100%	\$11.60	100%
Town Tax Rate	\$5.80	81%	\$6.12	81%	\$6.87	81%	\$7.28	81%	\$7.59	78%	\$7.89	80%	\$8.22	80%	\$8.40	79%	\$8.41	79%	\$8.64	79%
Cotuit FD	\$1.33	19%	\$1.43	19%	\$1.56	19%	\$1.68	19%	\$2.20	22%	\$1.75	20%	\$2.02	20%	\$2.22	21%	\$2.20	21%	\$2.26	21%
Total	\$7.13	100%	\$7.55	100%	\$8.43	100%	\$8.96	100%	\$9.79	100%	\$10.24	100%	\$10.24	100%	\$10.62	100%	\$10.61	100%	\$10.90	100%
Town Tax Rate	\$5.80	76%	\$6.12	74%	\$6.87	75%	\$7.28	76%	\$7.59	76%	\$7.89	76%	\$8.22	76%	\$8.40	76%	\$8.41	76%	\$8.64	76%
W. Barn. FD	\$1.86	24%	\$2.11	26%	\$2.28	25%	\$2.34	24%	\$2.37	24%	\$2.50	24%	\$2.59	24%	\$2.66	24%	\$2.68	24%	\$2.70	24%
Total	\$7.66	100%	\$8.23	100%	\$9.15	100%	\$9.62	100%	\$9.96	100%	\$10.81	100%	\$10.81	100%	\$11.06	100%	\$11.09	100%	\$11.34	100%
Town Tax Rate	\$5.80	85%	\$6.12	85%	\$6.87	85%	\$7.28	85%	\$7.59	84%	\$7.89	84%	\$8.22	84%	\$8.40	84%	\$8.41	84%	\$8.64	88%
COMM FD	\$1.03	15%	\$1.08	15%	\$1.26	15%	\$1.33	15%	\$1.43	16%	\$1.48	16%	\$1.51	16%	\$1.55	16%	\$1.59	16%	\$1.22	12%
Total	\$6.83	100%	\$7.20	100%	\$8.13	100%	\$8.61	100%	\$9.02	100%	\$9.73	100%	\$9.73	100%	\$9.95	100%	\$10.00	100%	\$9.86	100%
Town Tax Rate	\$5.80	79%	\$6.12	78%	\$6.87	79%	\$7.28	79%	\$7.59	78%	\$7.89	79%	\$8.22	79%	\$8.40	78%	\$8.41	78%	\$8.64	77%
Average FD Rate	\$1.56	21%	\$1.75	22%	\$1.87	21%	\$1.94	21%	\$2.15	22%	\$2.21	21%	\$2.21	21%	\$2.30	22%	\$2.38	22%	\$2.62	23%
Average Total	\$7.36	100%	\$7.87	100%	\$8.74	100%	\$9.22	100%	\$9.74	100%	\$10.10	100%	\$10.43	100%	\$10.70	100%	\$10.79	100%	\$11.26	100%

The above table lists the residential tax rates for the Town as well as the five fire districts. The Town tax rate is without a residential exemption added. The Town tax has historically comprised about 78% of the total tax bill using the average for all five-fire districts. The fire district tax bill share ranges from a low of 12% for the Centerville-Osterville-Marstons Mills (COMM) District to a high of 26% for the Barnstable Fire District.

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

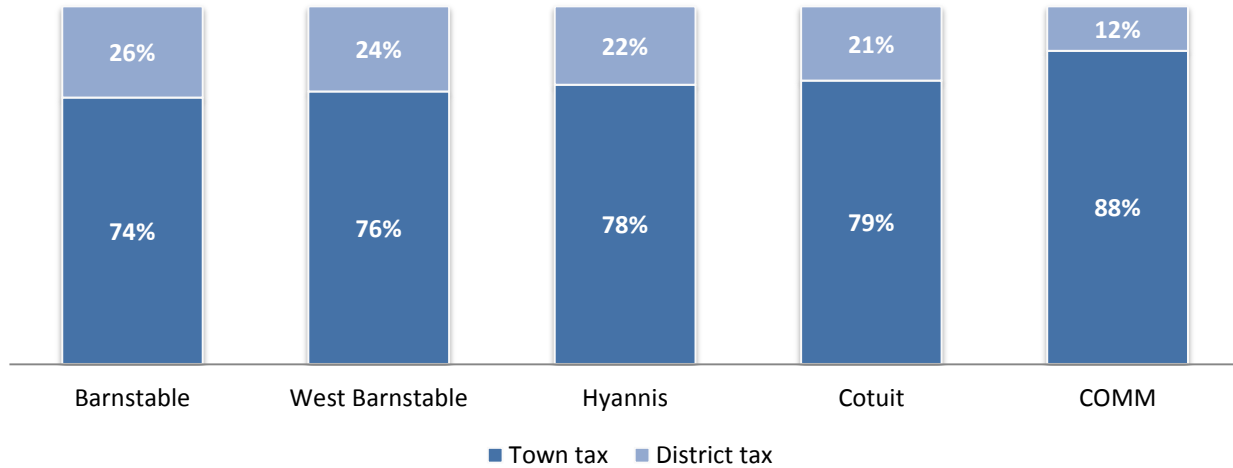
History of Town and Fire District Tax Levy Growth for the Past 5 Years

	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017		Growth in Levy FY13 to FY17	
Town tax levy	\$ 100,386,021	80.9%	\$ 103,522,018	80.5%	\$ 106,676,485	80.4%	\$ 110,547,068	79.8%	\$ 114,248,985	81.5%	\$ 13,862,964	13.8%
Hyannis FD tax levy	7,211,891	5.8%	7,947,989	6.2%	8,109,789	6.1%	8,979,002	6.5%	9,193,629	6.6%	1,981,738	27.5%
Barnstable FD tax levy	2,999,273	2.4%	3,105,291	2.4%	3,273,149	2.5%	3,648,926	2.6%	3,602,708	2.6%	603,435	20.1%
Cotuit FD tax levy	2,255,973	1.8%	2,591,217	2.0%	2,886,739	2.2%	2,955,621	2.1%	3,064,830	2.2%	808,857	35.9%
W. Barnstable FD tax levy	1,394,021	1.1%	1,424,071	1.1%	1,468,780	1.1%	1,509,369	1.1%	1,529,963	1.1%	135,942	9.8%
COMM FD tax levy	9,831,754	7.9%	9,936,382	7.7%	10,296,979	7.8%	10,958,772	7.9%	8,460,633	6.0%	(1,371,121)	-13.9%
Total FD tax levies	23,692,912	19.1%	25,004,950	19.5%	26,035,436	19.6%	28,051,690	20.2%	25,851,763	18.5%	2,158,851	9.1%
Grand total	\$ 124,078,933	100.0%	\$ 128,526,968	100.0%	\$ 132,711,921	100.0%	\$ 138,598,758	100.0%	\$ 140,100,748	100.0%	\$ 16,021,815	12.9%

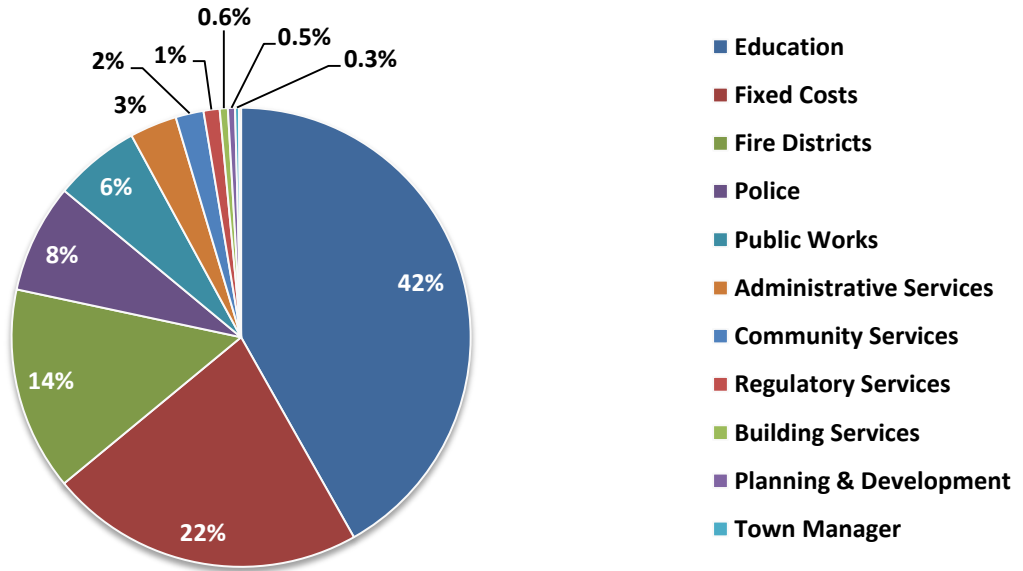
The Town’s tax levy has increased \$13.86 million over the five-year period of FY13 to FY17 or 13.8%. The fire districts’ tax levies have collectively increased \$2.16 million over the same period or 9.1%. Excluding COMM fire district, the remaining fire districts tax levy has increased by 25.5%

The following graph illustrates the FY17 combined residential Town and fire district tax bill on a property value of \$318,600 (the Town’s median residential value) for each district. Residents living in the Barnstable Fire District have the largest tax bill and residents in the COMM Fire District have the smallest.

Median FY17 Residential Tax Bill By District



Breakdown of FY17 Tax Bill For Median Home Value of \$318,600



Using an average tax bill, the largest component of the tax bill is for education representing 42%. The second largest component at 22% is fixed costs. The third largest component is the fire district at 14% of the tax bill. These categories along with Police and Public Works account for 92% of the tax bill.

Town Council Strategic Plan

MISSION STATEMENT

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

Guiding Principles

We believe...

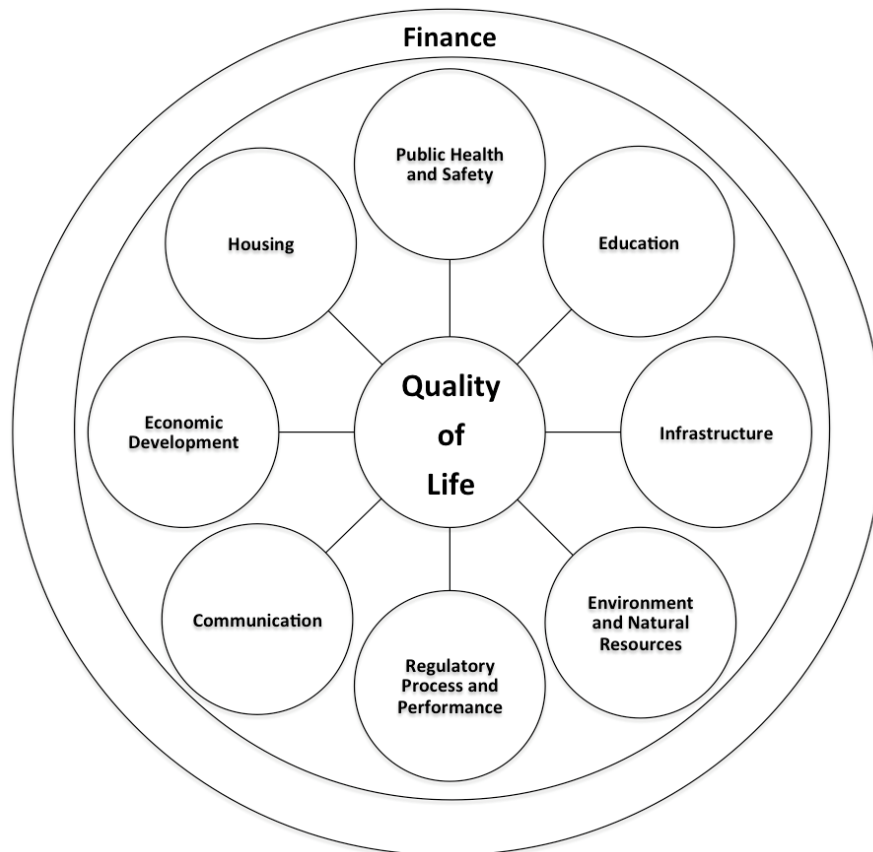
In our oath of office:

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 citizen 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 eight priority areas: *Communication, 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 supports and protects the wheel like a tire – if it deflates, any or all areas may be compromised.

Finance

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

Strategies:

- Ensure adherence to a sound financial plan to meet short- and long-term priorities of the operating and capital needs of the Town.
- Evaluate and assess, on an on-going basis, alternative methods to decrease the cost of services by exploring the financial benefits of regionalization, consolidation, privatization and collective bargaining.

- Explore and create new growth dollars and revenue sources (including grants) for the Town and Schools to alleviate strain on municipal and school budgets, perform operational auditing, advance greater energy efficiency, and stimulate new growth.
- Support and promote the Open Budget.

Communications

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

Strategies:

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

Economic Development

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

Strategies:

- 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.
 - Hire new staff or outside Consultant, or dedicate existing staff for this purpose.
 - Create marketing specifically to attract desirable new businesses to Barnstable.
 - Create or deepen connections between local educational institutions and businesses.

- Identify and encourage redevelopment of underutilized and/or blighted properties.
- Form a Committee on zoning to determine any changes that may require legislative action

Environment and Natural Resources

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

Strategies:

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

Regulatory Process and Performance

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

Strategies:

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

Public Health and Safety

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

Strategies:

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

- Support village-based and community-oriented public safety agencies and joint programs that police/school/youth/seniors/disabled/homeless and other vulnerable populations' programs.

Housing

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

Strategies:

- Review zoning issues identified by the Council and the Zoning Board of Appeals to determine how best to achieve housing goals through zoning changes. Proactively engage stakeholders with influence over this issue.
- Work in partnership with developers so they can take advantage of the available resources, funding, and assets to initiate housing projects.
- Explore permanent supportive housing solutions and creative financing to address homelessness in Barnstable.
- Champion the need for regional collaboration to address homelessness on the Cape in general, and in Barnstable in particular.
- Town Manager to determine ways the Town can ensure Town housing is high quality.

Town Infrastructure & Assets

Goal: Maintain and improve the Town's infrastructure and assets.

Strategies:

- Facilitate comprehensive infrastructure improvement planning for municipal roads, buildings, facilities, sewers, transportation systems, communication systems, water and wastewater systems, historical properties, and other capital assets.
- Support the exploration of traditional and non-traditional methods for managing wastewater in accordance with the guidance provided in the 208 Plan and the Town's Wastewater Facilities Plan.
- Provide a reliable source of dedicated funds to maintain existing infrastructure, capital assets, and aquatic resources, and make improvements when necessary.
- Seek state and federal money for town-wide repairs of private roads.
- Inventory and evaluate the current status of Town assets.
- Review options for effective and economical energy conservation programs, and solid waste and recycling programs.

Education

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

Strategies:

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

The Budget Process

Overview

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



At the center of the Town Council’s strategic plan is the “Quality of Life”. In the development of the annual operating budget and capital improvements 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.

Budget Schedule

September/October – The Ten-Year Forecast

The budget process begins with the preparation of the Ten-Year Financial Forecast. The forecast is designed to project the financial position of the Town for the subsequent ten years, addressing short-term and long-term issues, in order to provide the Town Council with a financial planning tool to assist them in setting fiscal policy at the beginning of the budget process. The forecast is not a predictor of what the Town will spend. The forecast is prepared and presented to the Council by the Town Manager in the fall. The Town Council then reviews the forecast and provides policy direction to the Town Manager as the formal beginning point of the budget process.

September/November – Operating Budget

The School Department begins its operating budget preparation in September. School principals begin by preparing their individual budgets in accordance with the Superintendent's guidelines.

The Town Manager's Office distributes the budget guidelines and worksheets to all municipal departments in early November. Departments prepare their operating budget requests and return the information by the beginning of January.

November – Capital Budget

The process of developing the capital budget begins in November when departments prepare an itemization of all capital improvements, including those of the School Department, proposed to be undertaken during the next five fiscal years with supporting data including cost estimates, methods of financing, recommended time schedules; and the estimated annual cost of the operating and maintaining the facilities included. The Town Manager's Office distributes the capital budget guidelines and worksheets to all departments. A committee of town and school officials reviews the requests and assigns a numerical ranking to each request using eleven (11) different criteria and submits a report to the Town Manager. The Town Manager reviews the committee's report and makes recommendations based on funding availability, project score and priority. The Comprehensive Finance Advisory Committee (CFAC) reviews the Town Manager's proposed capital budget and issues a report on the plan.

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

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

December/January/February

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

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

March

The Town Manager submits the Capital Improvements Plan to the Town Council at least 30 days prior to the submission of the Annual Operating Budget. This includes all town and school capital requests.

April

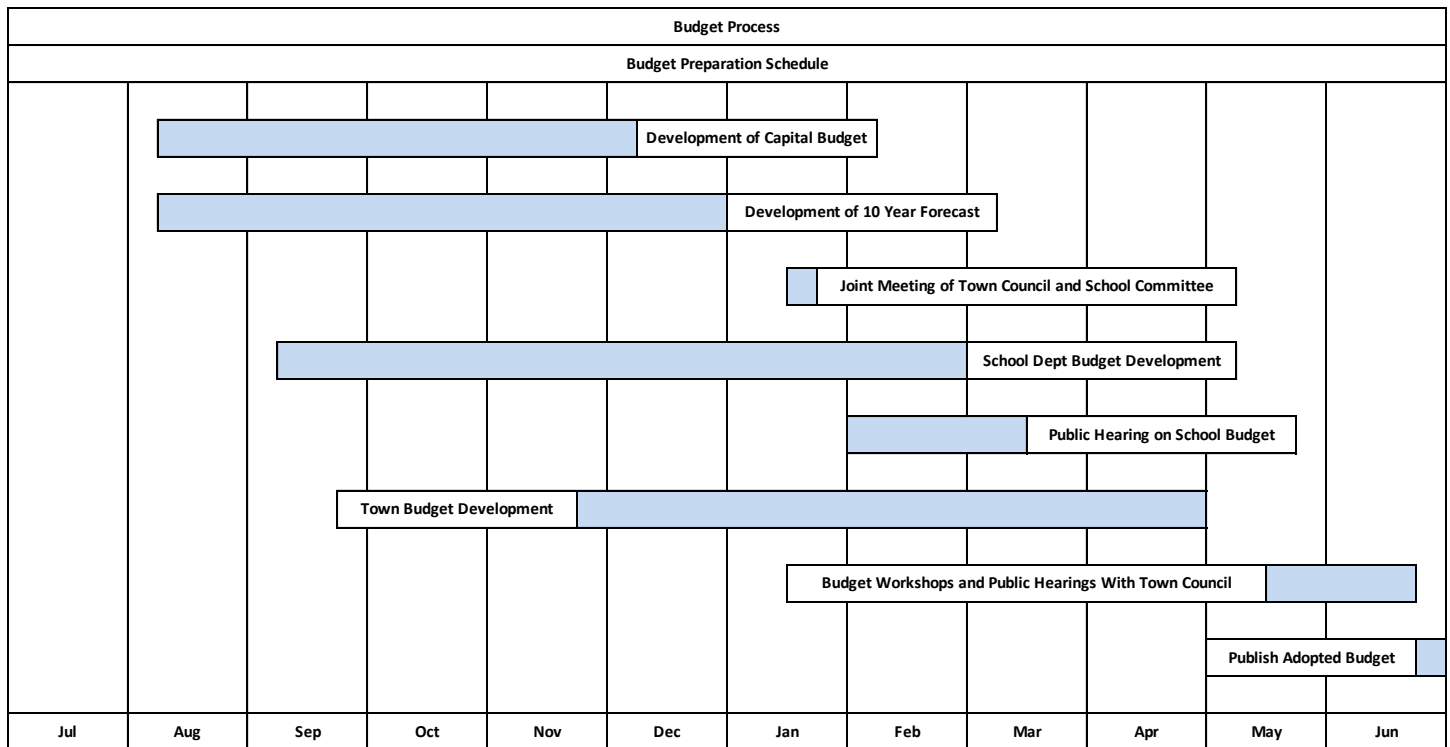
The School Committee approves the school's operating budget and submits it to the Town Manager.

May/June

Under state law and the Town Charter, the Town Manager is required to submit a recommended budget to the Town Council 170 days after their annual reorganization. Except in unusual circumstances, this typically occurs in May.

The submitted budget is provided to the Comprehensive Finance Advisory Committee who reviews the budget and prepares a report for the Town Council.

The Council reviews the budget and holds public hearings, which provide an opportunity for town and school management, budget staff, departments, and the general public to offer information, comment, and recommendations to the Town Council. In late May or early June (45 days after submittal of the budget), the Council adopts the budget.



Basis of Budgeting

Pursuant to Chapter 44, Section 32 of the Massachusetts General Laws, the Town adopts an Annual Operating Budget for the General 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 and Enterprise Fund budgets are prepared on a cash basis as opposed to the Comprehensive Annual 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 an 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 balance budget. A balanced budget occurs under one of three scenarios:

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

The Town’s FY18 budget is balanced using appropriated fund balance of \$4,830,425 for one-time capital expenditures and non-recurring operating expenses.

	Estimated Current Year Receipts	Transfer From Surplus	Transfer From General Fund	Trust Funds	Special Revenue Funds	Closed Projects	Grants	Borrowing Auth.	Total Receipts	Total Appropriations
General Fund Operations	\$ 155,607,275	\$ 3,555,307	\$ -	\$ 260,000	\$ 761,853	\$ -	\$ -	\$ -	\$ 160,184,435	\$ 160,184,435
Solid Waste Enterprise Fund Operations	2,979,500	448,520	-	-	-	-	-	-	3,428,020	3,428,020
Water Pollution Enterprise Fund Operations	4,601,261	-	-	-	-	-	-	-	4,601,261	4,601,261
Water Enterprise Fund Operations	5,578,000	1,211,486	-	-	-	-	-	-	6,789,486	6,789,486
Marina Enterprise Fund Operations	721,700	28,536	-	58,831	30,000	-	-	-	839,067	839,067
Sandy Neck Enterprise Fund Operations	968,462	50,000	-	-	-	-	-	-	1,018,462	1,018,462
Golf Enterprise Fund Operations	3,314,680	64,875	175,217	-	-	-	-	-	3,554,772	3,554,772
HYCC Enterprise Fund Operations	1,183,000	55,000	971,263	1,170,336	-	-	-	-	3,379,599	3,379,599
PEG Enterprise Fund Operations	795,000	16,627	-	-	-	-	-	-	811,627	811,627
Airport Enterprise Fund Operations	6,508,537	-	-	-	-	-	-	-	6,508,537	6,508,537
Capital Program	-	881,500	-	4,215,000	726,000	632,363	2,025,500	9,336,000	17,816,363	17,816,363
Totals	\$ 182,257,415	\$ 6,311,851	\$ 1,146,480	\$ 5,704,167	\$ 1,517,853	\$ 632,363	\$ 2,025,500	\$ 9,336,000	\$ 208,931,629	\$ 208,931,629

The \$6,311,851 of reserves being used to balance the operating and capital budgets represents 3% of the overall budget. The \$3,555,307 used for the General Fund operations includes \$1.5 million for the FY17 snow and ice removal deficit, a one-time transfer of \$1 million to the Capital Trust Fund, \$825,000 for employee benefits and \$230,307 for the School Department operating budget. A significant amount of the Water Enterprise Fund’s reserves are used to balance the FY18 operating budget as this operation has experienced significant cost increases to remove contaminants from the water supply. Rates increases will be necessary over the next several years to reduce the amount of reserves needed to balance the operating budget.

Implementation of the Approved Budget and Amendments to the Budget

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

Long-Term Budget Planning

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

New Property Tax Growth

Additional taxes generated from new building growth are estimated to increase gradually over the next few years with the anticipation of an improving economy. With limited vacant building lots available, the Town will have to rely more upon targeting redevelopment of existing lots to achieve this goal.

Chapter 70 Aid for Education

A new formula was developed several years ago that provides for each community to receive no less than 17.5% of its foundation budget in the form of CH70 aid. Barnstable is considered a high effort community meaning that it falls into the group of communities that will not receive more than 17.5% of its foundation budget in the form of CH70 aid. The current state aid proposed for FY18 provides Barnstable with 17.23% of its foundation budget. As a result, future increases in this category of state aid will be of a similar percentage increase that occurs in the foundation budget.

Unrestricted General Government Aid

No significant increase in this category of aid is projected. Additionally, the recent passage of legislation allowing casinos in Massachusetts should have some impact on the distribution of aid in this category. Most of this aid is currently derived from lottery sales which could be negatively impacted by casinos. The revenue sharing formula for casino revenue was reported to be based on the CH90 distribution formula, which is more favorable to the Town of Barnstable than the lottery formula. No projections for casino revenue have been provided to cities and towns.

Massachusetts School Building Assistance

The Town currently receives about \$3 million annually from the Massachusetts School Building Authority (MSBA). The budget assumes this funding will continue as scheduled. In addition, school officials continue to submit "statements of interest" to the Massachusetts School Building Authority which describe the preliminary plans for renovations and expansions to the existing facilities. Funding for new projects under this program is very competitive. The new program for financing school construction is derived from the state sales tax which has seen some recent recovery.

Investment Income

Interest rates have fallen precipitously over the past several years and cash balances will continue to decline as we complete capital projects. It is projected that investment rates will improve in the future as the economy recovers allowing for some modest growth in this area.

Salaries

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

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

Health Insurance

The Town of Barnstable belongs to a joint purchasing group (Cape Cod Municipal Health Group) for procuring health insurance for its employees. The group implemented plan design changes in FY13 and again for FY18 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 FY18. 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. For FY18, rates are increasing on average 10.7% across all plans.

Pension Assessments

The town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expense of running the system. Pension assessments are expected to continue to rise in the neighborhood of 4.5% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every other year of the unfunded liability for the system which will readjust the assessment levels. The assessments have increased more \$3.5 million over the past 10 years. The unfunded liability of the system is being amortized through fiscal year 2037 as allowed by State law.

Other Post-Employment Benefits

Similar to pensions, town employees can earn other post-employment benefits (OPEB) over their years of service that will not be received until after their employment with the town ends through retirement. In the Town of Barnstable, the OPEB consists principally in the form of health insurance. A new accounting rule requires that the town actuarially determine what its annual required contribution (ARC) would be to fully fund this benefit. The amount of the ARC that exceeds the town's actual health insurance expense for retirees in any one year gets added to the liability on the town's balance sheet. The ARC exceeded the town's actual expenses in fiscal year 2016 by an estimated \$4.5 million and the town's balance sheet liability grew to \$48 million. In essence, to fully fund health insurance for active and retired employees, the Town would have to budget \$4.5 million more per year for health insurance. A similar shortfall can be expected every subsequent year. If the Town elects not to fund all or part of this liability, it is expected that it will eventually lead to a bond rating downgrade as the rating agencies are watching very closely how governments across the country address, or don't address, this issue. It is expected that the Town will continue to cover fifty percent of the annual health insurance costs of eligible town retirees as this is the minimum required by state law. Eligible retired teachers enter the state's health insurance program managed through the Group Insurance Commission. The Town is assessed its share of the cost each year by the state for retired teachers. The town must pay 80% to 85% of retired teacher's health insurance premiums depending upon their retirement date. This charge is included on the Town's Cherry Sheet. The Town has created an OPEB Trust Fund and annually makes an appropriation into the fund; however, it is far below the ARC. The annual appropriation is projected to increase \$50,000 per year and is set at \$528,000 for FY18.

Utilities and Fuel

The FY18 budget across all Town budgets (General Fund and Enterprise Funds) for utilities and fuel is approximately \$5 million combined. The Town has installed co-generation equipment, photovoltaic solar panels and wind turbines and upgraded heating plants to make buildings more efficient. In addition, it has adopted a new fuel efficient vehicle policy and has several new electric vehicles and hybrids. Efforts will continue to reduce the Town's reliance on fossil fuels as well as reduce costs. A 4 megawatt photovoltaic solar array at the town's transfer station and recycling facility in Marstons Mills went on-line in FY15 as well as a 5 megawatt solar array at the Barnstable Municipal 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 increase funding for the capital program.

Private Roads

The Town has a significant inventory of private roads. Many of these roads are breaking down to the point where they need major repairs. Some of these roads can be considered public roads just by the very nature of their use; especially ones that connect one public way to another public way. These roads are predominantly used by commuters and not just property abutters. The Town has created a special revenue fund which can be used to make improvements to private ways. Funding is provided from meals and rooms taxes. The FY17 capital program included improvements to two (2) private roads that are predominantly used by commuters. No funding from the special revenue fund has been proposed for FY18.

Clean Water

This challenge involves four major pieces: expanding and constructing sewer collection systems, upgrading and maintaining existing sewer collection systems, ensuring clean drinking water by removing any contaminants and addressing municipal separate storm sewer systems (MS4) regulations. Protecting the Town's water resources is one of the immediate issues facing the community. The Town has created a Water Resources Advisory Committee, which is charged with advising Barnstable officials on the completion and implementation of its Comprehensive Water Resource Management Planning Project. The goal is to protect and restore the Town's fresh and salt-water bodies and its drinking water supplies, in compliance with the Cape Cod Commission's Cape Cod Area Wide Water Quality Management Plan Update of 2015, ("The 208 Plan"). The Town Council has already adopted several measures in July 2010 to begin addressing this issue including: the establishment of a 50% betterment assessment, adoption of a local meals tax and an increase in the local room occupancy tax. This issue is also being examined on a county-wide basis to see where opportunities exist for Cape Cod communities to work collaboratively on addressing the topic. Concurrently, the Town has commissioned a sewer rate study, which will provide a roadmap for setting sewer utility rates at levels, which will allow for the continuous upgrade and maintenance of the Town's existing sewer treatment facilities.

Capital Program

The Town of Barnstable has an inventory of over \$400 million in fixed assets. This includes land, land improvements, buildings, equipment and machinery, furniture and fixtures, boats, vehicles, trailers, computers, roads, sidewalks, bridges, runways, marinas, parks, fresh water ponds and lakes, dredged waterways, beaches, water and sewer lines and other. This inventory of assets requires the Town to invest considerable funds to replace or improve the assets over time. Town departments have identified in excess of \$100 million dollars of general fund capital needs over the next 5 years not including a comprehensive sewer expansion or private road repair program. This is more than what the Town can provide. It is estimated that it will take 10 years to fund all of the projects submitted for FY18.

Infrastructure Maintenance

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

has been used for upgrading the HVAC system at the Barnstable Community Horace Mann Charter Public School (BCHMCPS - formerly known as Hyannis East), technology upgrades system-wide, and replacement of the track and field at the high school.

Technology

Updating technology is a main concern in the School Department. Past technology upgrades have traditionally been performed as the facility is renovated. In FY07, a one-time infusion of \$300,000 was made for technology upgrades system-wide and another \$337,000 in FY10. The capital programs for FY14 to FY16 included \$600,000 for the School Department's technology infrastructure. The FY17 and FY18 capital improvement programs include over \$600,000 for technology infrastructure. In addition, the Information Technology Division within the municipal operations budget has a financial plan that includes \$105,000 annually for hardware and software upgrades and the Police Department receives \$78,000.

Special Education

The largest component within this section of the School Department budget is the cost for out-of-district residential placement services. These services can fluctuate enormously from year to year depending upon the number of students enrolled and the type of services required. One new student could easily add over \$100,000 of costs to the School Department's budget. The State Circuit Breaker Reimbursement Program provides for some financial relief. Subject to appropriation, the state's share shall equal a percentage of the prior year's approved instructional costs in excess of four times the full amount of the prior year's state average per pupil foundation budget as defined in MGL CH70 and in accordance with the Department of Elementary and Secondary Education. In recent years, the reimbursement rate was as high as 75%. For FY17, the rate is approximately 70%. Even with no changes in enrollment, a cut in the reimbursement rate can have a significant impact on a school district's budget.

Net School Spending Requirements

The Town is subject to one mandated spending requirement every year. The Commonwealth's school finance statute, Chapter 70 of the General Laws, establishes an annual "net school spending" requirement for each Massachusetts school district. Failure to comply with this requirement may result in non-approval of a municipality's tax rate, enforcement action by the Attorney General, or loss of state aid. The Town has consistently complied with the state mandated spending requirements. These are minimum spending requirements and each community determines its own level of spending so long as it meets these levels. The Town exceeded the minimum spending requirement in FY16 by nearly \$15 million and it is anticipated the FY17 and FY18 will have similar results.

Reserves Used To Balance Operating Budgets

The Town has used a portion of its General Fund reserves on an annual basis to balance the operating budget. The General Fund reserve, also known as Free Cash, is certified every year by the Massachusetts Department of Revenue. From this reserve, the Town Council's policy is to set aside an amount equal to 4% of the Annual Operating Budget, net of transfers, for extraordinary and unforeseen events. Any balance remaining is distributed between the School Department and Municipal Departments in accordance with a revenue sharing agreement. The use of the reserves is subject to Town Council approval. It may be used to balance annual operating budgets, capital budgets or to fund one-time expenses. The Town has historically been able to generate more reserves than what it has spent with the exception of FY08. This demonstrates a structurally balanced budget over the years. The generation of surplus is derived from unexpended appropriations and actual revenues out-performing budget estimates. The Town must be cautious about placing an over dependency on this funding source to pay for repeated operating costs. The current balance of \$13.1 million in the savings account is distributed in accordance with the revenue sharing agreement as follows:

Municipal savings	\$1.9 million
School savings	\$4.3 million
Town Council reserve	\$6.8 million
Total	\$13.1 million

Bond Ratings

The Town continues to manage its financial affairs in a prudent manner. In FY17, the Town’s bond rating was reaffirmed at AAA by Standard and Poor’s and recently the town received a two-step upgrade from Moody’s; Aa3 to Aa1. These excellent bond ratings should contribute to more favorable borrowing costs for the Town.

Borrowing Rates

Borrowing rates are at an all-time low for the municipal bond market. This has created an opportunity for the Town to “refund” or “refinance” most of its older bond issues. All bonds eligible for refunding have been refunded. The Town’s last bond issue of \$10.6 million in February 2017 resulted in a net interest cost of 2.74% over the life of the bond. The town could seize this opportunity, coupled with its excellent bond rating, and implement an aggressive capital improvement program that could save millions in borrowing costs but it would require a revenue source to repay the bonds such as an increase in taxes or the elimination of services.

Financial Fund Structure

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

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

Department and Financial Fund Relationship

Town Council	• General Fund
Town Manager	• General Fund
Administrative Services Department	• General Fund
Community Services Department	• General Fund • Golf Enterprise Fund • Marina Enterprise Fund • Sandy Neck Enterprise Fund • Hyannis Youth & Community Enterprise Fund • Public, Educational, Government Cable Enterprise Fund
Planning & Development	• General Fund
Police Department	• General Fund
Public Works Department	• General Fund • Solid Waste Enterprise Fund • Water Pollution Control Enterprise Fund • Water Supply Enterprise Fund
Regulatory Services Department	• General Fund
Building Services	• General Fund
School Department	• General Fund
Airport	• Airport Enterprise Fund

All Appropriated Funds Budget Summary

– All Funds Requiring Annual Appropriation

Fund	Actual FY 2016	Budget		FY17 - 18	
		FY 2017	FY 2018	\$ Change	% Change
General Fund	\$149,127,287	\$153,533,546	\$160,184,435	\$6,650,889	4.33%
Solid Waste Enterprise	3,056,168	3,403,815	3,428,020	24,205	0.71%
Water Pollution Control Enterprise	4,214,608	4,692,412	4,601,261	(91,151)	-1.94%
Water Supply Enterprise	4,383,836	6,705,312	6,789,486	84,174	1.26%
Marina Enterprise	820,049	797,403	839,067	41,664	5.22%
Sandy Neck Enterprise	864,859	937,998	1,018,462	80,464	8.58%
Golf Enterprise	3,250,637	3,451,182	3,554,772	103,590	3.00%
HYCC Enterprise	3,046,446	3,221,011	3,379,599	158,588	4.92%
PEG Enterprise	561,486	775,000	811,627	36,627	4.73%
Airport Enterprise	6,249,673	6,093,528	6,508,537	415,009	6.81%
Total All Budgeted Funds	\$175,575,050	\$183,611,207	\$191,115,266	\$7,504,059	4.09%
All Funds Net Of Transfers	\$166,308,998	\$178,300,042	\$184,552,416	\$6,252,374	3.51%
All Funds Net of Transfers and Snow Removal Deficit	\$163,707,211	\$176,799,993	\$183,052,416	\$6,252,423	3.54%
General Fund Net of Transfers and Snow Removal Deficit	\$138,336,746	\$147,622,243	\$153,033,951	\$5,411,708	3.67%
Full-time Equivalent Employees	1,282.45	1,294.40	1,308.95	14.55	

The total proposed FY18 operating budget for the Town of Barnstable's appropriated funds is \$191,115,266. This is an increase over the FY17 budget of \$7,504,059. In addition to the General Fund, this figure includes the Town's nine Enterprise Fund operations. These funds comprise the Town's annually appropriated funds.

Another way to look at the overall budget is to compare the change year-over-year net of transfers, as transfers are not direct expenditures for personnel services or operating expenses. Excluding transfers from the budget results in a FY18 budget increase of \$6,252,374 or 3.5%. The budget increase includes a net increase of 14.55 new full-time equivalent (FTE) positions. A majority of these (9) are for a civilian dispatch workforce in the Police Department. The School Department's FTE are increasing by 1.3 and the Municipal Operations by 13.25 FTE. Three (3) positions are being eliminated: one in the Town Manager's office, one in Public Works and one in Community Services.

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

The General Fund budget is increasing \$6,650,889 in FY18. This includes transfers and snow removal costs. Removing those costs result in a General Fund budget increase of \$5,411,708 or 3.6%. Municipal operations are increasing

\$1,165,601, education expenditures are increasing \$2,044,219 and fixed costs are increasing \$3,441,069. Major factors contributing to the increase in the overall budget are contractual labor obligations, an increase of 10.25 full-time equivalents, the transfer of three existing positions into the General Fund from other funds, software licensing and hardware maintenance fees across departments, additional funds for materials and supplies in Public Works, an increase in the base budget for snow removal, increases in pension and healthcare costs, and an increase in debt service.

The increase in the Airport Enterprise Fund budget is mainly attributable to the projected increase in jet fuel costs. The airport’s largest source of revenue is from the sale of jet fuel. They are projected to sell over 700,000 gallons in FY18 and the cost per gallon is expected to rise.

The decrease in the Water Pollution Control Enterprise Fund budget is due to a decrease in debt service. Some of the fund’s bonds will mature in FY17.

The Water Enterprise Fund budget is increasing primarily due to an increase in the management contract for operating the system, additional funding to purchase water from the town of Yarmouth, if needed, and funding to maintain the new carbon filter treatment system.

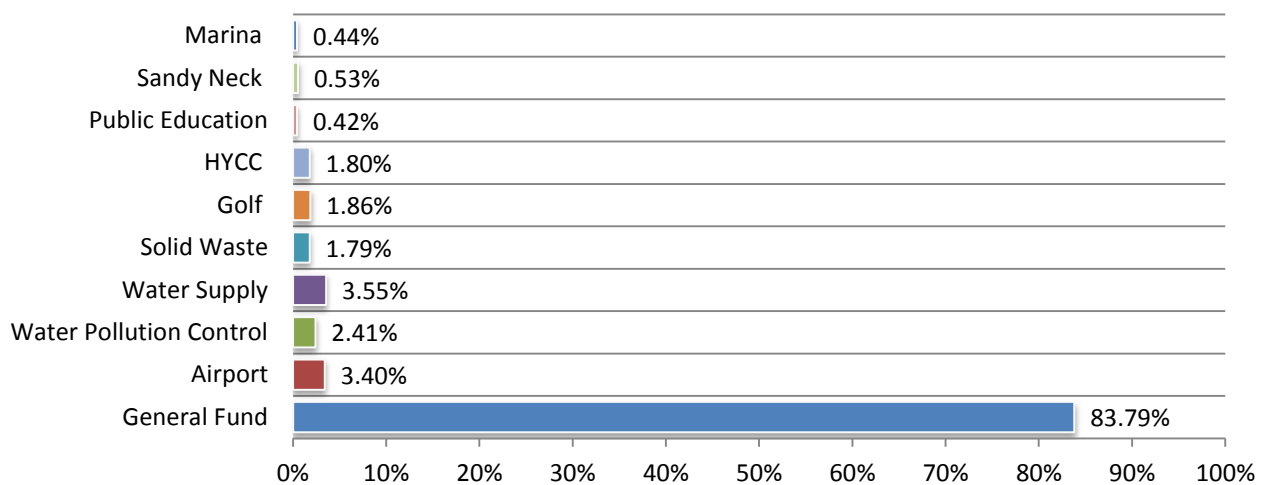
The Solid Waste, Golf Course and Marina Enterprise Fund budgets are increasing mainly due to contractual salary increases and increases in employee benefit costs.

The Sandy Neck Enterprise Fund is increasing due to contractual labor obligations, seasonal employee wage increases, additional funds for police details, and additional funding for facilities maintenance.

The HYCC Enterprise Fund is increasing mainly due to the addition of personnel, an increase in employee benefits, operating capital of \$80,000 and an increase in funds for facility maintenance.

The PEG Enterprise Fund is increasing due to \$125,000 be provided for operating capital. This is partially offset by decreases in other areas.

FY18 Distribution of All Appropriated Funds



The General Fund comprises 84% of all spending for the funds requiring annual appropriation. The Water Supply is the largest enterprise fund and comprises 3.55% of all spending.

Position Summary for All Appropriated Funds

DEPARTMENT	FY 09 FTE's	FY 10 FTE's	FY 11 FTE's	FY 12 FTE's	FY 13 FTE's	FY 14 FTE's	FY 15 FTE's	FY 16 FTE's	FY 17 FTE's	FY 18 FTE's	Chg
Town Council	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.40	1.46	1.46	-
Town Manager	5.00	4.50	4.50	4.50	4.50	4.50	4.50	4.50	4.50	3.50	(1.00)
Administrative Services	61.75	60.40	60.30	60.30	60.30	60.50	60.60	60.60	60.30	59.55	(0.75)
Finance	37.00	36.75	36.75	36.75	36.75	36.75	37.85	37.85	37.50	37.75	0.25
Legal	4.75	4.65	4.55	4.55	4.55	4.75	4.75	4.75	4.80	4.80	-
Human Resources	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	-
Information Technology	12.00	11.00	11.00	11.00	11.00	11.00	10.00	10.00	10.00	9.00	(1.00)
Community Services	56.79	60.53	58.66	57.20	57.15	57.90	59.88	61.58	69.30	70.80	1.50
Recreation	11.13	7.35	7.35	8.30	7.70	7.70	7.40	7.40	8.40	7.60	(0.80)
Administration, Community Relations & Public Info.	-	-	-	-	-	-	-	-	-	2.50	2.50
Senior Services	19.00	18.35	15.85	6.35	6.35	6.30	6.33	6.53	9.75	9.70	(0.05)
Marine & Environmental Affairs	8.21	8.21	7.61	9.65	9.65	10.45	10.70	10.75	11.25	12.10	0.85
Golf Enterprise Fund	10.30	10.20	10.20	15.85	15.75	15.75	15.75	17.00	17.00	17.00	-
Marina Enterprise Fund	1.40	1.45	1.45	1.45	1.45	1.45	1.45	1.65	1.65	1.65	-
Sandy Neck Enterprise Fund	2.75	2.70	2.70	2.70	2.75	2.75	3.75	3.75	3.75	3.75	-
HYCC Enterprise Fund	-	8.27	9.50	8.90	9.50	9.50	10.50	10.50	13.50	12.50	(1.00)
PEG Enterprise Fund	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	-
Planning & Development	14.15	13.00	12.35	11.50	11.50	12.50	10.65	10.65	10.50	10.50	-
Administration	-	-	2.50	2.50	2.50	3.00	2.50	2.50	2.50	2.50	-
Regulatory Review	7.00	7.00	3.35	3.00	3.50	3.50	3.50	3.50	4.00	4.00	-
Comprehensive Planning	3.50	2.50	2.00	1.50	1.00	1.00	1.00	1.00	0.50	0.50	-
Economic Development	0.65	0.65	1.65	1.65	1.65	2.65	2.65	2.65	2.50	2.50	-
Community Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-
Property Management	1.00	0.85	0.85	0.85	0.85	0.35	-	-	-	-	-
Traffic & Parking Management	1.00	1.00	1.00	1.00	1.00	1.00	-	-	-	-	-
Police	137.48	126.26	126.26	124.26	125.76	131.75	130.75	132.75	132.75	141.75	9.00
Administrative & Investigative Services	37.58	35.50	34.00	33.50	35.00	35.00	35.00	35.00	34.00	34.00	-
Field Services	99.90	90.76	92.26	90.76	90.76	96.75	95.75	97.75	98.75	107.75	9.00

FISCAL YEAR 2018 BUDGET

BUDGET OVERVIEW

DEPARTMENT	FY 09 FTE's	FY 10 FTE's	FY 11 FTE's	FY 12 FTE's	FY 13 FTE's	FY 14 FTE's	FY 15 FTE's	FY 16 FTE's	FY 17 FTE's	FY 18 FTE's	Chg
Public Works	120.50	115.50	115.50	115.75	116.35	116.33	116.33	118.33	121.25	120.75	(0.50)
Administration & Tech Support	16.00	16.00	15.50	15.50	12.95	12.93	12.93	12.93	12.00	11.50	(0.50)
Highway	39.50	35.50	35.50	35.50	35.50	35.50	35.50	35.50	37.50	37.50	-
Structures & Grounds	34.80	33.80	33.80	33.80	34.10	34.10	34.10	35.10	36.50	36.50	-
Solid Waste Enterprise Fund	15.10	15.10	15.10	15.10	15.75	15.75	15.75	16.75	16.95	16.95	-
Water Pollution Control Enterprise Fund	14.10	14.10	14.10	14.10	15.15	15.15	15.15	15.15	15.35	15.35	-
Water Supply Enterprise Fund	1.00	1.00	1.50	1.75	2.90	2.90	2.90	2.90	2.95	2.95	-
Building Services	12.50	11.50	12.15	12.50	12.50	12.50	12.50	12.00	12.00	14.00	2.00
Regulatory Services	22.15	21.65	19.10	19.90	21.10	21.58	21.48	21.50	22.00	22.00	-
Conservation	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	-
Consumer Affairs	6.50	6.50	3.95	4.50	5.20	5.20	5.10	5.10	5.10	5.10	-
Health	11.65	11.15	11.15	11.40	11.90	12.38	12.38	12.40	12.90	12.90	-
Airport Enterprise Fund	26.40	26.40	25.00	24.60	25.30	25.50	25.50	25.00	23.00	23.00	-
SUBTOTAL GENERAL FUND	383.67	358.52	352.27	344.06	343.91	352.31	349.44	351.60	358.85	370.10	11.25
SUBTOTAL ENTERPRISE FUNDS	75.05	83.22	83.55	88.45	92.55	92.75	94.75	96.70	95.15	97.15	2.00
TOTAL MUNICIPAL OPERATIONS	458.72	441.74	435.82	432.51	436.46	445.06	444.19	448.30	454.00	467.25	13.25
Schools	891.38	811.58	812.58	813.03	815.53	809.23	830.35	834.15	840.40	841.70	1.30
Administration (restated for school consolidation)	6.00	6.00	6.00	6.00	6.00	6.00	7.00	6.80	6.80	6.80	-
Instructional Services	751.00	686.20	686.20	686.03	638.90	634.60	654.72	680.90	686.45	687.75	1.30
Health Services	16.50	16.50	16.50	14.90	14.93	13.93	13.93	16.20	16.20	16.20	-
Transportation	23.00	21.00	21.00	21.00	24.00	24.00	24.00	20.50	20.50	20.50	-
Food Services	14.38	13.38	13.38	15.00	13.00	13.00	13.00	1.00	1.00	1.00	-
Athletics	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Other Student Services	6.00	6.60	7.60	7.60	48.46	46.46	46.46	40.90	41.40	41.40	-
Maintenance of Plant	63.50	51.90	51.90	52.50	59.24	59.24	59.24	53.45	53.65	53.65	-
Network & Technology	8.00	7.00	7.00	7.00	8.00	9.00	9.00	11.40	11.40	11.40	-
TOTAL ALL DEPARTMENTS	1,350.10	1,253.32	1,248.40	1,245.54	1,251.99	1,254.29	1,274.54	1,282.45	1,294.40	1,308.95	14.55

Total full-time equivalents are increasing by 14.55 positions, 1.30 in the School operations, 11.25 for the Municipal operations, and an increase of 2 in the Enterprise operations.

Change in Fund Balance – All Appropriated Funds

	Beginning Fund Balance	FY 2018		Ending Fund Balance	Dollar Change	Percentage Change
		Resources	Expenditures			
General Fund	\$24,187,184	\$156,629,128	\$160,184,435	\$20,631,877	(\$3,555,307)	-14.70%
Solid Waste Enterprise Fund	1,927,490	2,979,500	3,428,020	1,478,970	(448,520)	-23.27%
Water Pollution Control Enterprise Fund	33,772,470	4,601,261	4,983,261	33,390,470	(382,000)	-1.13%
Water Enterprise Fund	14,959,122	7,502,000	8,958,486	13,502,636	(1,456,486)	-9.74%
Marina Enterprise Fund	4,055,259	810,531	839,067	4,026,723	(28,536)	-0.70%
Sandy Neck Enterprise Fund	115,246	968,462	1,018,462	65,246	(50,000)	-43.39%
Golf Enterprise Fund	7,877,715	3,814,897	3,879,772	7,812,840	(64,875)	-0.82%
HYCC Enterprise Fund	9,278,196	3,324,599	3,379,599	9,223,196	(55,000)	-0.59%
PEG Enterprise Fund	1,990,425	795,000	811,627	1,973,798	(16,627)	-0.84%
Airport Enterprise Fund	72,085,121	7,091,354	7,583,537	71,592,938	(492,183)	-0.68%
Totals	\$170,248,228	\$188,516,732	\$195,066,266	\$163,698,694	(\$6,549,534)	-3.85%

Fund balance in the table above is reported on the budgetary; or cash basis for the General Fund, and the full accrual basis for the enterprise funds. A total of \$3.55 million of general fund surplus will be used to fund the FY18 operating budget. This will still leave a healthy fund balance of over \$20 million which represents over 12% of General Fund expenditures. The surplus will be used to fund the FY17 snow removal deficit of \$1,500,000, \$825,000 for employee benefits, a \$1 million transfer to the Capital Trust Fund and \$230,307 for the School Department operating budget.

The Airport Enterprise Fund will use \$492,183 of its fund balance, or reserves, to pay for a portion of the FY18 capital program and \$367,183 will be used to balance the FY18 operating budget.

The Solid Waste Enterprise Fund will use \$448,520 of its reserves to balance its FY18 operating budget. This will be used to cover the debt service on the landfill capping loan and to keep the residential transfer station stickers at \$240 for FY18.

The Water Pollution Control Enterprise Fund will use \$382,000 of reserves to finance the FY18 capital program. These are one-time expenses and the amount is immaterial in relation to the reserve balance.

The Water Enterprise Fund will use \$1,456,486 of reserves to balance its FY18 operating budget and capital program. \$1.2 million is for the operating budget which has a 9% rate increase built into the budget.

The Sandy Neck Enterprise Fund will use \$50,000 of surplus for a sand nourishment program and the Marina Enterprise Fund will use \$28,536 of surplus to offset their FY18 debt service payments.

The Golf Course Enterprise Fund will use \$64,875 of surplus to offset a biennial lime program, workers compensation expenses that are not projected to reoccur and a portion of the debt service as they received a large bond premium in FY16 which is included in the fund balance.

Finally, the HYCC will use \$55,000 of surplus to purchase a used Zamboni in FY18.

The State’s Division of Local Services certifies the amount of surplus a community has at the beginning of each fiscal year. This is the amount a community can use to balance its operating and capital budgets if they choose to do so. A five year summary of the certified amounts for the General Fund and each Enterprise Fund is illustrated below.

	July 1, 2011	July 1, 2012	July 1, 2013	July 1, 2014	July 1, 2015	July 1, 2016
General Fund	\$ 12,320,186	\$ 17,272,393	\$ 10,602,665	\$ 13,370,039	\$ 13,949,203	\$ 13,131,098
Solid Waste Enterprise Fund	3,460,970	3,854,114	3,428,957	4,010,757	3,489,420	2,409,841
Water Pollution Enterprise Fund	2,749,077	6,997,924	12,070,153	14,838,692	7,611,524	11,129,822
Water Supply Enterprise Fund	312,442	1,944,267	2,347,933	1,827,720	3,336,150	3,257,325
Marinas Enterprise Fund	327,309	422,111	570,096	714,427	661,356	1,795,001
Sandy Neck Enterprise Fund	500,177	645,858	611,448	569,512	478,853	714,332
Golf Enterprise Fund	70,879	414,712	387,901	500,742	638,274	1,023,207
HYCC Enterprise Fund	130,526	141,734	222,277	313,535	318,809	502,380
PEG Enterprise Fund	2,775,464	2,735,428	1,463,397	1,572,908	1,704,942	1,937,915
Airport Enterprise Fund	6,520,729	3,211,359	2,996,203	2,563,977	977,186	2,793,657
Total	\$ 29,167,759	\$ 37,639,900	\$ 34,701,030	\$ 40,282,309	\$ 33,165,717	\$ 38,694,578
Sewer Construction & Private Way Improvements				\$ 7,751,788	\$ 10,044,371	\$ 12,240,570

In addition to the General Fund and Enterprise Funds, the Town has a new reserve for sewer construction and private road maintenance and improvements. At the close of fiscal year 2016 the fund had a balance of \$12,240,570. It is projected to grow to over \$14 million at the end of fiscal year 2017. This special revenue fund is not part of the annual budget process. It is funded from a local meals tax and rooms tax.

Consolidated Resource/Appropriation Summary

	GENERAL FUND FY 2018 BUDGET	MARINA FUND FY 2018 BUDGET	SANDY NECK FUND FY 2018 BUDGET	GOLF FUND FY 2018 BUDGET	HYCC FUND FY 2018 BUDGET	PEG FUND FY 2018 BUDGET	SOLID WASTE FUND FY 2018 BUDGET
RESOURCES:							
Property Taxes	\$ 118,484,798	-	-	-	-	-	-
Other Taxes	8,984,000	-	-	-	-	-	-
Intergovernmental	18,852,905	-	-	-	-	-	-
Fines & Penalties	1,175,000	-	-	-	-	-	-
Fees, Licenses, Permits	3,128,900	\$ 686,500	\$ 634,846	-	\$ 368,500	\$ 795,000	-
Charges for Services	1,925,000	12,000	238,616	\$ 3,304,680	675,500	-	\$ 2,908,500
Interest and Other	1,201,148	23,200	95,000	10,000	139,000	-	71,000
Interfund Transfers	3,792,377	88,831	-	175,217	2,141,599	-	-
Borrowing Authorizations	-	-	-	325,000	-	-	-
TOTAL RESOURCES	\$ 157,544,128	\$ 810,531	\$ 968,462	\$ 3,814,897	\$ 3,324,599	\$ 795,000	\$ 2,979,500
OPERATING EXPENDITURES:							
Town Council	267,685	-	-	-	-	-	-
Town Manager	495,537	-	-	-	-	-	-
Administrative Services	5,997,073	-	-	-	-	-	-
Planning & Development	899,336	-	-	-	-	-	-
Police	13,835,845	-	-	-	-	-	-
Regulatory Services	2,039,538	-	-	-	-	-	-
Building Services	1,031,867	-	-	-	-	-	-
Public Works	10,937,141	-	-	-	-	-	2,697,244
Community Services	3,555,185	389,290	825,408	2,701,927	704,836	743,981	-
Education	75,442,391	-	-	-	-	-	-
Airport Operations	-	-	-	-	-	-	-
Subtotal Operations	\$ 114,501,598	\$ 389,290	\$ 825,408	\$ 2,701,927	\$ 704,836	\$ 743,981	\$ 2,697,244
OTHER REQUIREMENTS:							
Debt Service	9,500,634	378,234	92,181	431,153	1,170,336	-	393,368
Employee Benefits	24,031,654	26,363	51,835	221,310	132,255	66,988	215,967
Property, Casualty & Liability Ins.	1,760,000	9,466	8,112	20,696	99,326	658	19,899
State, County & Local Assessments	2,608,855	-	-	-	-	-	-
Library & Tourism Grants	1,954,210	-	-	-	-	-	-
Other Fixed Costs	177,000	-	-	-	-	-	-
Reserve For Abatements & Exemptions	915,000	-	-	-	-	-	-
Capital Program	-	-	-	325,000	-	-	-
Subtotal Other Requirements	\$ 40,947,353	\$ 414,063	\$ 152,128	\$ 998,159	\$ 1,401,917	\$ 67,646	\$ 629,234
Interfund Transfers	\$ 5,650,484	\$ 35,714	\$ 40,926	\$ 178,086	\$ 102,510	\$ -	\$ 101,542
Grand Total Expenditures	\$ 161,099,435	\$ 839,067	\$ 1,018,462	\$ 3,878,172	\$ 2,209,263	\$ 811,627	\$ 3,428,020
Excess (Deficiency) Cash Basis	\$ (3,555,307)	\$ (28,536)	\$ (50,000)	\$ (63,275)	\$ 1,115,336	\$ (16,627)	\$ (448,520)
Adjustment to accrual basis	-	-	-	-	-	-	-
Beginning Fund Balance	24,187,184	4,055,259	115,246	7,877,715	9,278,196	2,165,613	1,927,490
Ending Fund Balance	\$ 20,631,877	\$ 4,026,723	\$ 65,246	\$ 7,814,440	\$ 10,393,532	\$ 2,148,986	\$ 1,478,970

Consolidated Resource/Appropriation Summary

	SEWER FUND FY 2018 BUDGET	WATER SUPPLY FUND FY 2018 BUDGET	AIRPORT FUND FY 2018 BUDGET	CAPITAL PROJECTS FUND	TOTAL FY 2018 BUDGET	TOTAL FY 2017 BUDGET	CHANGE FY17 - 18
RESOURCES:							
Property Taxes	-	-	-	-	\$ 118,484,798	\$ 114,243,675	\$ 4,241,123
Other Taxes	-	-	-	-	8,984,000	8,433,683	550,317
Intergovernmental	-	-	\$ 1,037,600	-	19,890,505	25,019,668	(5,129,163)
Fines & Penalties	\$ 60,000	\$ 44,000	-	-	1,279,000	1,350,000	(71,000)
Fees, Licenses, Permits	10,000	29,500	663,341	-	6,316,587	6,271,596	44,991
Charges for Services	4,396,261	5,297,000	4,956,281	-	23,713,838	23,395,883	317,955
Interest and Other	135,000	207,500	434,132	-	2,315,980	2,316,173	(193)
Interfund Transfers	-	-	-	5,573,363	11,771,387	11,879,892	(108,505)
Borrowing Authorizations	-	1,924,000	-	7,087,000	9,336,000	15,890,650	(6,554,650)
TOTAL RESOURCES	\$ 4,601,261	\$ 7,502,000	\$ 7,091,354	\$ 12,660,363	\$ 202,092,095	\$ 208,801,220	\$ (6,709,125)
OPERATING EXPENDITURES:							
Town Council	-	-	-	-	267,685	263,842	3,843
Town Manager	-	-	-	-	495,537	633,153	(137,616)
Administrative Services	-	-	-	-	5,997,073	5,990,289	6,784
Planning & Development	-	-	-	-	899,336	904,137	(4,801)
Police	-	-	-	-	13,835,845	13,407,890	427,955
Regulatory Services	-	-	-	-	2,037,938	1,903,408	134,530
Building Services	-	-	-	-	1,033,467	901,642	131,825
Public Works	2,962,710	4,509,882	-	-	21,106,977	21,828,298	(721,321)
Community Services	-	-	-	-	8,920,627	9,949,535	(1,028,908)
Education	-	-	-	-	75,442,391	73,398,172	2,044,219
Airport Operations	-	-	5,607,274	-	5,607,274	5,783,287	(176,013)
Subtotal Operations	\$ 2,962,710	\$ 4,509,882	\$ 5,607,274	\$ -	\$ 135,644,150	\$ 134,963,653	\$ 680,497
OTHER REQUIREMENTS:							
Debt Service	1,149,395	2,129,024	170,344	-	15,414,669	14,677,983	736,686
Employee Benefits	246,025	69,333	342,468	-	25,404,198	22,362,912	3,041,286
Property, Casualty & Liability Ins.	70,828	13,190	175,223	-	2,177,398	1,620,000	557,398
State, County & Local Assessments	-	-	-	-	2,608,855	2,602,504	6,351
Library & Tourism Grants	-	-	-	-	1,954,210	1,900,990	53,220
Other Fixed Costs	-	-	-	-	177,000	172,000	5,000
Reserve For Abatements & Exemptions	-	-	-	-	915,000	1,700,000	(785,000)
Capital Program	382,000	2,169,000	1,075,000	10,000,000	13,951,000	34,881,954	(20,930,954)
Subtotal Other Requirements	\$ 1,848,248	\$ 4,380,547	\$ 1,763,035	\$ 10,000,000	\$ 62,602,330	\$ 79,918,343	\$ (17,316,013)
Interfund Transfers	\$ 172,303	\$ 68,057	\$ 213,228	\$ -	\$ 6,562,850	\$ 5,311,165	\$ 1,251,685
Grand Total Expenditures	\$ 4,983,261	\$ 8,958,486	\$ 7,583,537	\$ 10,000,000	\$ 204,809,330	\$ 220,193,161	\$ (15,383,831)
Excess (Deficiency) Cash Basis	\$ (382,000)	\$ (1,456,486)	\$ (492,183)	\$ 2,660,363	\$ (2,717,235)	\$ (11,391,941)	\$ 8,674,706
Adjustment to accrual basis	-	-	-	-	-	-	-
Beginning Fund Balance	33,772,470	14,959,122	72,085,121	11,539,397	181,787,625	168,749,786	13,037,839
Ending Fund Balance	\$ 33,390,470	\$ 13,502,636	\$ 71,592,938	\$ 14,199,760	\$ 179,070,390	\$ 157,357,845	\$ 21,712,545

In addition to the surplus used in the General Fund and Enterprise Funds a total of \$10,000,000 of bond proceeds within the capital project funds are expected to be expended.

General Fund Budget Summary

Source of Funding	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	Change FY17 - 18	Percent Change
Taxes	\$ 118,218,347	\$ 120,977,358	123,000,000	\$ 126,553,798	\$ 5,576,440	4.61%
Intergovernmental	18,019,274	18,782,718	18,793,852	18,852,905	70,187	0.37%
Fines & Penalties	1,293,794	1,250,000	1,583,421	1,175,000	(75,000)	-6.00%
Fees, Licenses, Permits	3,556,570	3,144,100	3,393,960	3,128,900	(15,200)	-0.48%
Charges for Services	2,067,131	1,910,000	2,186,804	1,925,000	15,000	0.79%
Interest and Other	2,697,616	1,298,500	1,505,109	1,201,148	(97,352)	-7.50%
Special Revenue Funds	670,053	738,853	738,853	761,853	23,000	3.11%
Enterprise Funds	2,579,351	2,560,007	2,560,007	2,770,524	210,517	8.22%
Trust Funds	280,000	270,000	270,000	260,000	(10,000)	-3.70%
Total Sources	\$ 149,382,136	\$ 150,931,536	\$ 154,032,006	\$ 156,629,128	\$ 5,697,592	3.77%

Expenditure Category	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	Change FY17 - 18	Percent Change
Municipal Operations	\$ 35,428,638	\$ 37,893,606	\$ 35,558,064	\$ 39,059,207	\$ 1,165,601	3.08%
All Education Operatons	70,017,347	73,398,172	73,298,172	75,442,391	2,044,219	2.79%
Fixed Costs Excluding Transfers	35,492,548	37,830,514	37,482,036	40,032,353	2,201,839	5.82%
Transfers	8,188,754	4,411,254	4,411,254	5,650,484	1,239,230	28.09%
Total Appropriation	\$ 149,127,287	\$ 153,533,546	\$ 150,749,526	\$ 160,184,435	\$ 6,650,889	4.33%

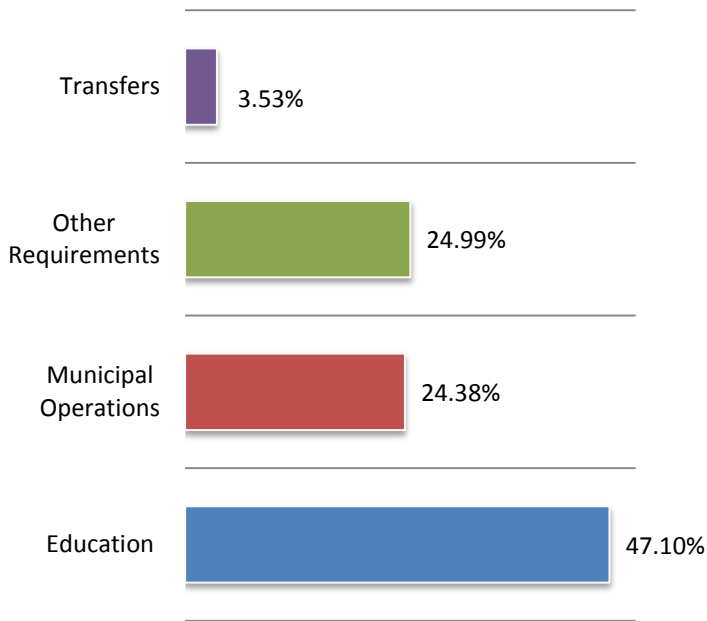
Excess (Deficiency)	\$ 254,849	\$ (2,602,010)	\$ 3,282,481	\$ (3,555,307)	\$ (953,297)	0.00%
Beginning Fund Balance	20,649,855	\$ 20,904,704	\$ 20,904,704	\$ 24,187,184		
Ending Fund Balance (cash basis)	\$ 20,904,704	\$ 18,302,694	\$ 24,187,184	\$ 20,631,877		

Full-time Equivalent Employees	1,185.75	1,199.25	1,211.80	12.55
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The total General Fund budget for FY18 is increasing \$6,650,889 over the FY17 amount, or 4.3%. New positions equaling 12.55 full-time equivalents are included in the budget. The Municipal Operations budget is increasing \$1,165,601; school operations are increasing \$2,044,219; fixed costs are increasing \$2,201,839 and transfers are increasing \$1,239,230.

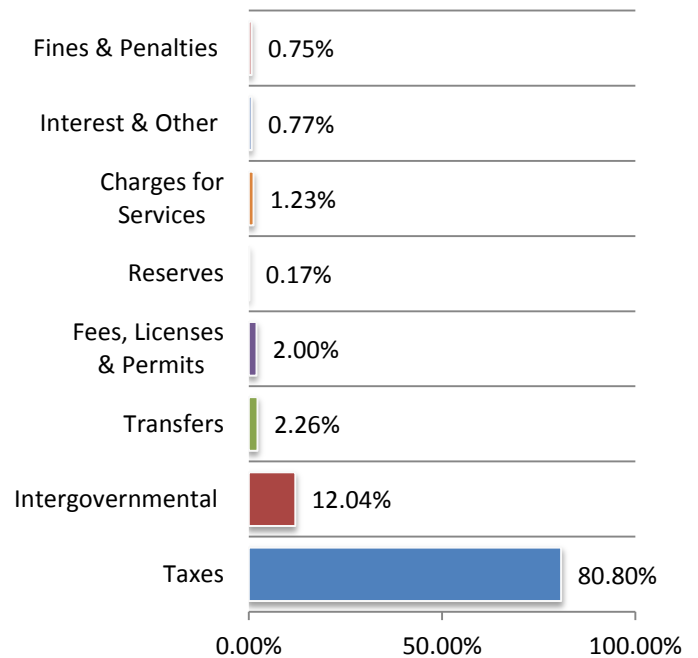
Total resources used to balance the budget are increasing \$5,697,592, which results in an increase of \$953,297 in reserves used to balance the budget. This is due to a \$1 million transfer to the Capital Trust Fund included in the FY18 budget. Taxes account for 98% of the increase in resources used to balance the FY18 budget as the net growth in all other funding sources total \$121,152. Taxes include property, motor vehicle, boat, and hotel/motel excise tax.

Distribution of General Fund Expenditures By Major Area



Education is the largest cost area for the General Fund accounting for 47% of all expenditures. Other Requirements (fixed costs) are the second largest area totaling \$40 million or 25%. Transfers include amounts allocated to the Capital Trust Fund for future capital improvements and support provided to the Golf Course and HYCC Enterprise Funds.

General Fund Resources



Taxes include property, motor vehicle and boat excise and local hotel/motel rooms tax. These funding sources provide 81% of the funding for all of the General Fund operations. Intergovernmental revenue provides 12% of the funding with local receipts making up the balance of 7%.

School Operations Changes:

SCHOOL			
Category	Amount	FTE	Description
Contractual Salary Obligations	1,357,120		Costs associated with employee collective bargaining agreements, retirements and resignations.
K-3 Grade Teachers	(120,088)	(2.00)	Staffing reductions due to changing enrollment.
School Counselor (0.5 FTE)	30,022	0.50	Elementary Counselor to support the social and emotional needs of students.
ESL Interventionist	35,802	1.00	Supports the learning needs of English Language Learners at Barnstable High School.
Grant Positions to General Fund	175,130	1.91	Existing grant funded positions moved to the General Fund due to reduced anticipated grant funding.
NECC Program to BHS	247,026	3.00	Expansion of the partnership with the New England Center for Children to provide Autism programming to Barnstable High School.
School Savings Account	(230,306)		One-time expenditures off set by the districts savings account.
Bus Contract	340,000		Contract rate increase for student transportation.
Increase in Local School Budget	1,834,706	4.41	

Municipal Operations Changes:

MUNICIPAL			
Category	Amount	FTE	Description
Town Manager staff reduction	(72,032)	(1.00)	Elimination of Administrative Assistant to Town Manager position.
Public Works staff reduction	(32,905)	(0.50)	Elimination of Energy Coordinator position.
Community Services Department staff reduction	(25,518)	(0.50)	Elimination of part-time Administrative Assistant.
Net reduction in overtime and seasonal wage budgets across all departments	(11,140)		Remaining fiscal year budget impact of a \$1 dollar increase in seasonal wages effective 1/1/17 net of reduction in overtime and seasonal wages across all departments.
Town Manager operating expenses	(26,832)		Reduction in funding for Town Manager operating expenses.
Administrative Services Department	(34,000)		Elimination of funding for consultant to evaluate alternatives for a new phone system included in FY17 budget; not repeated for FY18.
Police Department operating expenses	(15,300)		Elimination of one-time funding for boat repairs.
Police Department operating expenses	(75,275)		Reduction in training funds for one-time training conducted in FY17.
Police Department operating expenses	(12,100)		Reduction in funding for a car vac and dress uniforms not repeated in FY18.
Community Services operating expenses	(1,000)		Reduction in funding for educational outreach program.
Conservation operating expenses	(10,000)		Transfer shooting range land management funds to Public Works.
Contractual Salary Obligations net of savings in staff turnover	452,011		Costs associated with employee collective bargaining agreements and salary savings from lower salaries on new hires.
Town Clerk staff and operating expenses	19,000	0.25	Funds provided for software and staff to track requests for public information in accordance with the new public records law.
Civilian dispatch staff for Police Department	137,667	9.00	6 months of funding to civilianize the dispatch center in the Police Department beginning 1/1/18.
Building Services staff salaries	118,044	2.00	Consolidation of Building Revolving Fund with General Fund operation. Increase in staff is offset by increase in permit revenue.
Community Services Department salaries	55,120	1.00	Addition of a Aquaculture Specialist.
Community Services Department salaries	81,668	1.00	Transfer of Marketing Manager position from HYCC Enterprise Fund to General Fund.
Police Department salaries	11,880		Additional overtime funds for police officer training.
Police Department salaries	19,140		Additional funding for police matrons; increasing then number of shifts from 13 to 16 per week.

Municipal Operations Changes Continued:

Conservation overtime	4,000		Additional funding provided for trail and parking lot maintenance and illegal dumping cleanup.
Community Services Department salaries	9,780		Additional overtime and operating expenses for Assistant Harbormaster training.
Administrative Services operating expenses	28,000		Outside contract services for property valuation work for assessing operations.
Administrative Services operating expenses	35,198		Increase costs for software and hardware licensing and maintenance.
Administrative Services operating expenses	10,559		Increase in funds for town-wide cell phone service.
Police Department operating expenses	9,846		Patrol rifles and safety equipment.
Increase in gasoline & diesel across departments	24,700		Increase in cost based on new contract for FY18.
Building Services operating expenses	12,000		Funds provided for PayPal costs on ePermitting system and cleanup funds for neglected property.
Regulatory Service operating expenses	15,652		Additional Funding for Bismore Park programs.
Public Works operating expenses	182,330		Additional funding for land management, software licenses, safety training, roadway maintenance.
Snow Removal	125,000		Increase in base budget for snow removal.
Operating capital funding across departments	130,108		Increase in funding for recurring operating capital.
Increase in Municipal Operations	1,165,601	11.25	

Fixed Costs Changes:

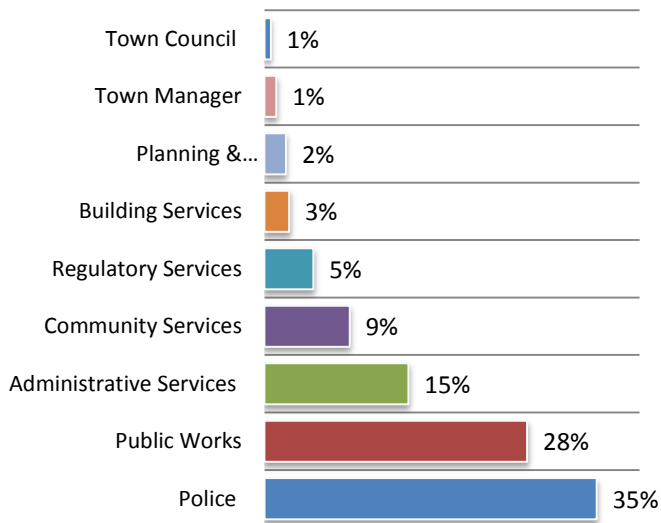
FIXED COSTS			
Category	Amount	FTE	Description
Employee benefits	1,668,742		Costs increases mainly due to retirement and health insurance.
Increase in debt service	328,526		Increase in annual debt service due to FY17 bond issue.
Increase in grant funding	53,220		Increase in grants for libraries.
Property & casualty insurance	140,000		Increase costs associated with premiums.
Assessments & other fixed costs	11,351		Increase costs associated State, County & local assessments.
Increase in fixed costs	2,201,839		

General Fund Expenditure Summary

Municipal Operations:	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	CHANGE FY17 - 18	
					\$	%
Police Department	\$ 13,119,283	\$ 13,407,890	\$ 13,551,351	\$ 13,835,845	\$ 427,955	3.19%
Public Works Department	9,834,852	10,627,159	9,518,379	10,937,141	309,982	2.92%
Administrative Services Department	5,586,389	5,990,289	5,534,236	5,997,073	6,784	0.11%
Community Services Department	2,763,937	3,262,086	2,892,079	3,555,185	293,099	8.99%
Regulatory Services Department	1,711,297	1,903,408	1,779,821	2,037,938	134,530	7.07%
Building Services	798,910	901,642	788,220	1,033,467	131,825	14.62%
Planning & Development	830,260	904,137	858,246	899,336	(4,801)	-0.53%
Town Manager	550,017	633,153	409,587	495,537	(137,616)	-21.74%
Town Council	233,693	263,842	226,145	267,685	3,843	1.46%
Total Municipal Operations	\$ 35,428,638	\$ 37,893,606	\$ 35,558,064	\$ 39,059,207	\$ 1,165,601	3.08%
Education:						
Local School System	63,128,410	66,050,000	65,950,000	67,884,706	1,834,706	2.78%
Regional School District	3,192,748	3,302,096	3,302,096	3,535,665	233,569	7.07%
Commonwealth Charter Schools	2,791,296	3,111,749	3,111,749	3,048,128	(63,621)	-2.04%
School Choice	904,893	934,327	934,327	973,892	39,565	4.23%
Total Education	\$ 70,017,347	\$ 73,398,172	\$ 73,298,172	\$ 75,442,391	\$ 2,044,219	2.79%
Fixed Costs:						
Employee Benefits	20,920,299	22,362,912	22,050,000	24,031,654	1,668,742	7.46%
Debt Service	8,564,409	9,172,108	9,152,000	9,500,634	328,526	3.58%
State & County Assessments	2,418,471	2,602,504	2,576,046	2,608,855	6,351	0.24%
Grants	1,872,179	1,900,990	1,900,990	1,954,210	53,220	2.80%
Property & Liability Insurance	1,573,817	1,620,000	1,650,000	1,760,000	140,000	8.64%
Celebrations, Rent & Other	143,373	172,000	153,000	177,000	5,000	2.91%
Total Other Requirements	\$ 35,492,548	\$ 37,830,514	\$ 37,482,036	\$ 40,032,353	\$ 2,201,839	5.82%
Total General Fund Before Transfers	\$ 140,938,533	\$ 149,122,292	\$ 146,338,272	\$ 154,533,951	\$ 5,411,659	3.63%
Transfers to Other Funds	8,188,754	4,411,254	4,411,254	5,650,484	1,239,230	28.09%
Grand Total General Fund	\$ 149,127,287	\$ 153,533,546	\$ 150,749,526	\$ 160,184,435	\$ 6,650,889	4.33%

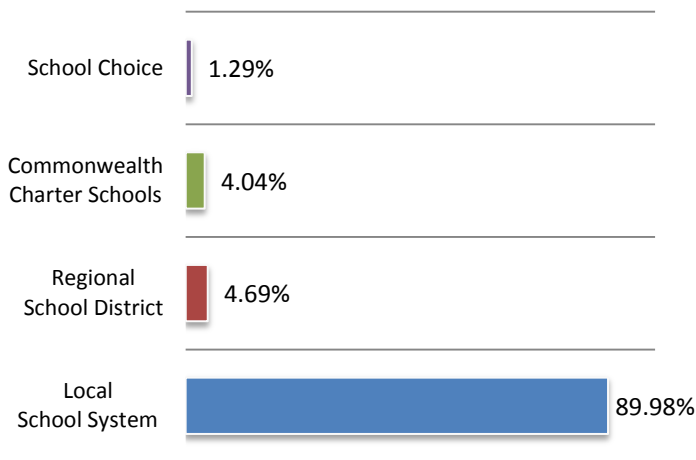
The municipal operations budget is increasing \$1,165,601 or 3.1%. Total spending on education is increasing \$2,044,219 or 2.8%. Local school operations are increasing \$1,834,706 while assessments from other districts are increasing \$209,513 collectively. The area with the largest increase in the General Fund budget is fixed costs which are increasing 5.8% or \$2,201,839. Most of the increase is in the employee benefits area. Health insurance premiums are rising 10.7% and the county retirement assessment increased 7%. Transfers to other funds are increasing by almost \$1.2 million. An additional \$1 million is being transferred to the Capital Trust Fund in FY18.

Distribution of Municipal Operations Budget



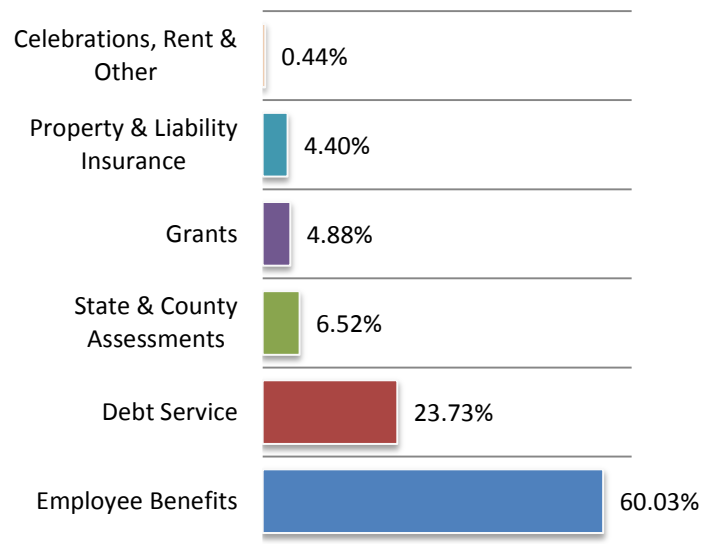
The two largest municipal operations; Police and Public Works, comprise 63% of all municipal spending. Administrative Services is the next largest area representing 15% and includes the Finance (including the two elected offices of Town Clerk and Town Collector), Legal, Human Resources and Information Technology divisions.

Distribution of All Education Expenditures



The local K to 12 school system accounts for 90% of all expenditures on education. The other 10% of education expenditures are directed towards other districts in which Barnstable students attend.

Distribution of Other Requirements Expenditures



A majority of these expenditures are for debt service and employee benefits. They comprise 84% of all expenditures in this category.

Municipal Budget and Funding Source Summary

Source of Funding	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	Change FY17 - 18	Percent Change
Taxes	\$ 22,578,250	\$ 27,700,212	\$ 24,286,890	\$ 29,095,781	\$ 1,395,569	5.04%
Intergovernmental	337,919	287,096	298,230	300,156	13,060	4.55%
Fines, Forfeitures, Penalties	1,293,794	1,250,000	1,583,421	1,175,000	(75,000)	-6.00%
Fees, Licenses, Permits	3,191,570	2,919,100	3,168,960	2,903,900	(15,200)	-0.52%
Charges for Services	2,067,131	1,910,000	2,186,804	1,925,000	15,000	0.79%
Interest and Other	1,896,873	800,300	1,006,909	576,000	(224,300)	-28.03%
Special Revenue Funds	554,016	626,670	626,670	649,670	23,000	3.67%
Enterprise Funds	907,298	900,179	900,179	933,700	33,521	3.72%
Reserves	2,601,787	1,500,049	1,500,000	1,500,000	(49)	0.00%
Total Sources	\$ 35,428,638	\$ 37,893,606	\$ 35,558,064	\$ 39,059,207	\$ 1,165,601	3.08%

Municipal Department	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	Change FY17 - 18	Percent Change
Police	\$ 13,119,283	\$ 13,407,890	\$ 13,551,351	\$ 13,835,845	\$ 427,955	3.19%
Public Works	9,834,852	10,627,159	9,518,379	10,937,141	309,982	2.92%
Administrative Services	5,586,389	5,990,289	5,534,236	5,997,073	6,784	0.11%
Community Services	2,763,937	3,262,086	2,892,079	3,555,185	293,099	8.99%
Regulatory Services	1,711,297	1,903,408	1,779,821	2,037,938	134,530	7.07%
Building & Zoning	798,910	901,642	788,220	1,033,467	131,825	14.62%
Planning & Development	830,260	904,137	858,246	899,336	(4,801)	-0.53%
Town Manager	550,017	633,153	409,587	495,537	(137,616)	-21.74%
Town Council	233,693	263,842	226,145	267,685	3,843	1.46%
Total Appropriated Expenditures	\$ 35,428,638	\$ 37,893,606	\$ 35,558,064	\$ 39,059,207	\$ 1,165,601	3.08%

Employee Benefits Allocation:	
Life Insurance	\$ 2,126
Medicare	328,894
Health Insurance	1,607,835
County Retirement	4,615,730
Total Employee Benefits (1)	\$ 6,554,585

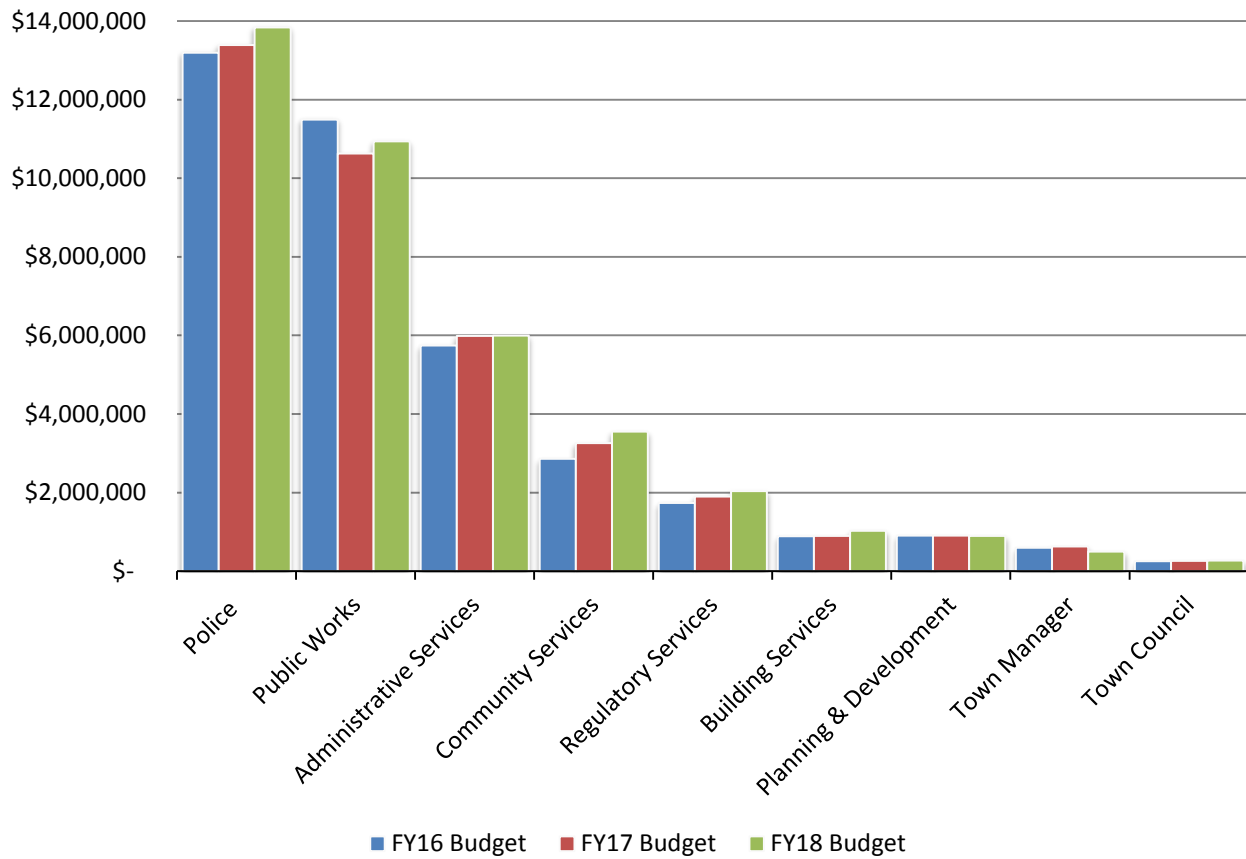
\$ 2,365
349,398
1,708,253
4,894,999
\$ 6,955,015

Total Expenditures Including Benefits	\$ 41,983,223	\$ 42,513,078
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Full-time Equivalent Employees	351.60	358.85	370.10	11.25
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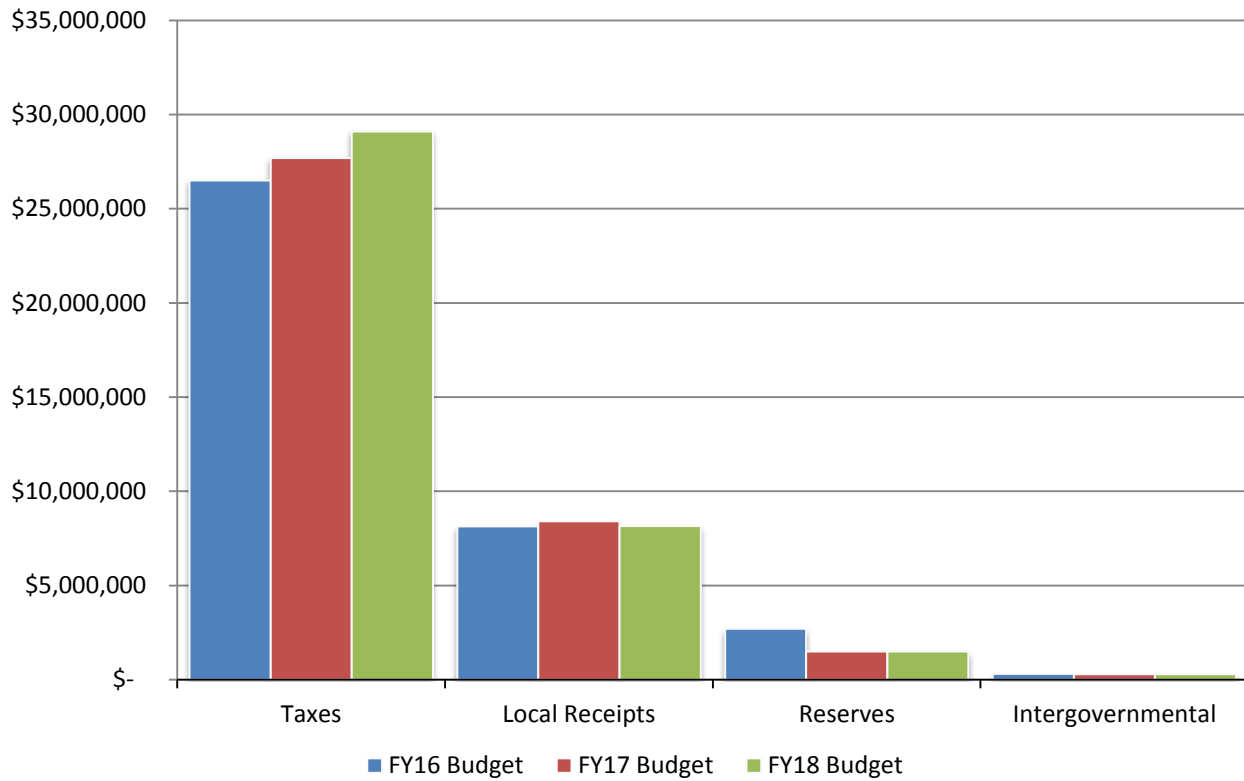
The largest budget increase in terms of dollars within the municipal operations is in the Police Department. This is due to nine (9) new civilian dispatch positions being added. The largest increase in terms of percentages is in the Building Services Department. This is due to the merging of the Building Revolving Fund activity with that of the General Fund activity for FY18. The Public Works budget is increasing \$309,982 and includes an additional \$125,000 for snow removal. Community Services is increasing \$293,099 which includes the addition of three (3) positions; two (2) transferred from other departments and one (1) new Aquaculture Specialist. Regulatory Services is increasing \$136,130 mainly due to \$87,000 of capital outlay provided for water quality for the first time. The Town Manager budget will decrease \$137,616 due to the elimination of one fulltime position and the reduction in operating expenses. There are no significant changes to the other municipal operations departments. The increase in the budget will be provided from taxes.

3 Year Expenditure Comparison By Department



The Police, Community Services, Administrative Services, Regulatory Services and Building Services Departments have all experienced growth over the past three years. Most of this increase is due to contractual labor obligations and new positions added to the budgets. Planning and Development and the Town Council budgets have not grown. The Town Manager and Public Works budgets have declined over the past three (3) years. The decline in the Public works budget is due to smaller snow removal costs incurred in FY17 and FY18 than what was incurred in FY16. FY16 included a record \$3.2 million in expenditures.

3 Year Comparison of Funding Sources For Municipal Operations



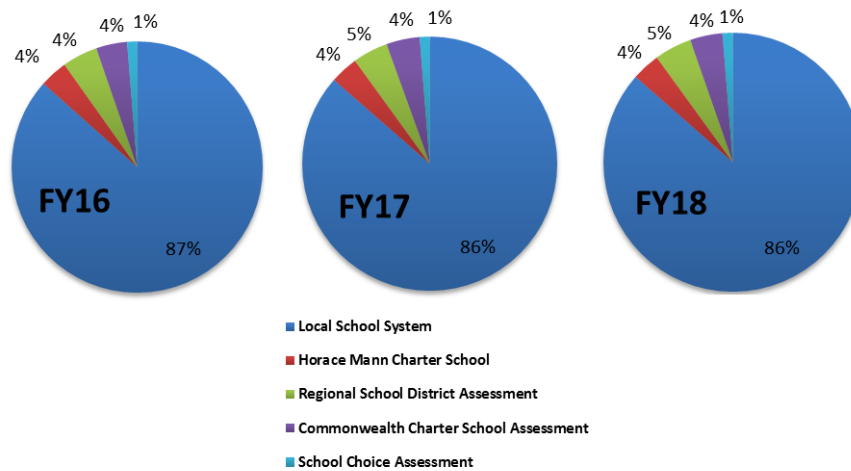
Taxes have been used to fund the increase in the municipal department operating budgets for the past three (3) years. This has increased from \$26.5 million to \$29.1 million. Reserves have been used to cover any snow removal costs in excess of budgeted amounts as well as some employee benefit costs. Conservative budget estimates for local receipts in FY17 and FY18 has created more dependency on taxes to fund these operations. The conservative estimates should allow the Town to generate surplus and replenish the reserves used to cover snow removal costs. Intergovernmental resources used to balance this area of the budget are immaterial.

Education Expenditures and Funding Source Summary

Source of Funding	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	Change FY17 - 18	Percent Change
Taxes	\$ 57,601,755	\$ 60,401,475	\$ 60,301,475	\$ 62,136,865	\$ 1,735,390	2.87%
Intergovernmental	12,049,639	12,771,697	12,771,697	12,850,220	78,523	0.61%
Fees, Licenses, Permits	365,000	225,000	225,000	225,000	-	0.00%
Interest and Other	953	-	-	-	-	0.00%
School Savings Account	-	-	-	230,306	230,306	0.00%
Total Sources	\$ 70,017,347	\$ 73,398,172	\$ 73,298,172	\$ 75,442,391	\$ 2,044,219	2.79%

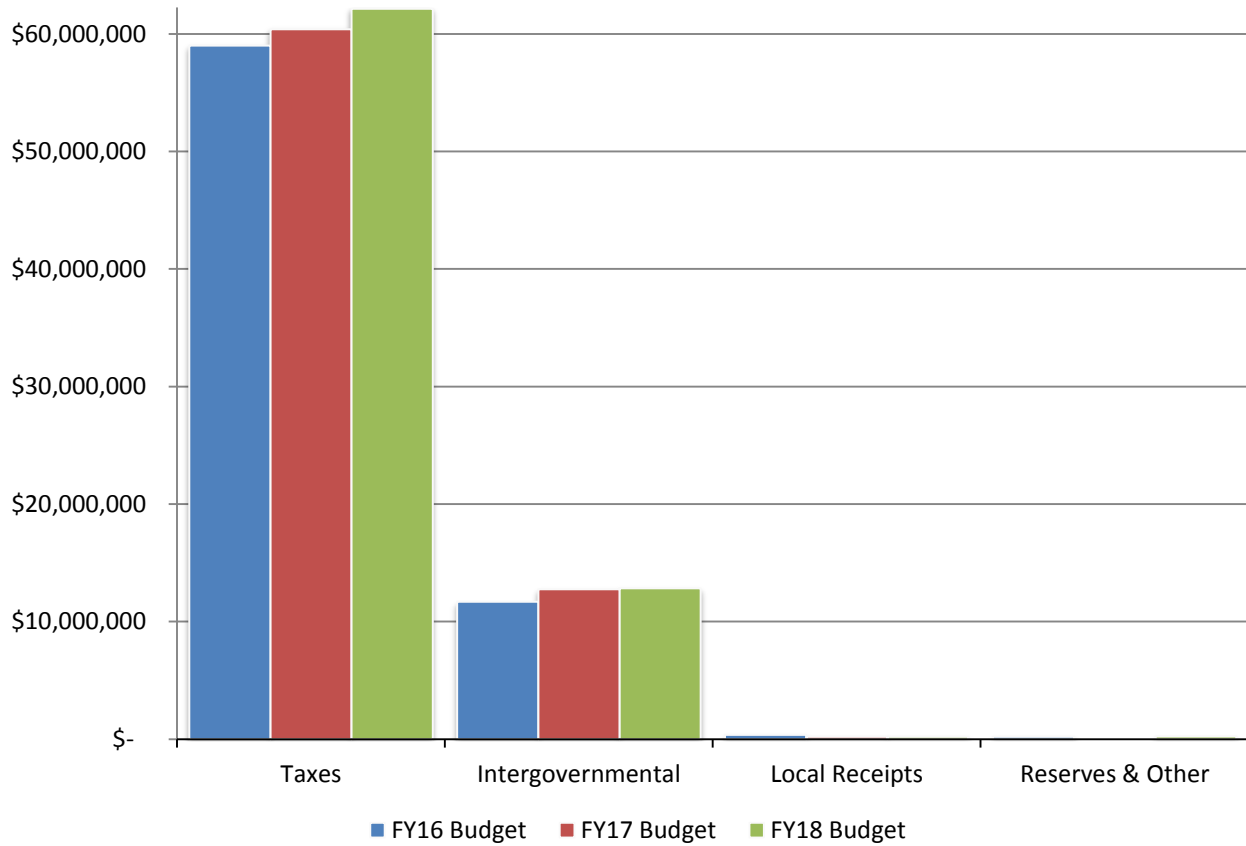
Expenditure Category	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	Change FY17 - 18	Percent Change
Local School System	\$ 60,618,893	\$ 63,439,759	\$ 63,322,151	\$ 65,230,189	\$ 1,790,430	2.82%
Horace Mann Charter School	2,509,517	2,610,241	2,627,849	2,654,517	44,276	1.70%
Regional School District Assessment	3,192,748	3,302,096	3,302,096	3,535,665	233,569	7.07%
Commonwealth Charter School Assessment	2,791,296	3,111,749	3,111,749	3,048,128	(63,621)	-2.04%
School Choice Assessment	904,893	934,327	934,327	973,892	39,565	4.23%
Total Appropriation	\$ 70,017,347	\$ 73,398,172	\$ 73,298,172	\$ 75,442,391	\$ 2,044,219	2.79%

Employee Benefits Allocation:			
Life Insurance	\$ 5,098		\$ 5,488
Medicare	699,971		713,970
Health Insurance	3,405,588		3,780,203
County Retirement	1,979,167		1,964,178
Total Employee Benefits (1)	\$ 6,089,824		\$ 6,463,839
Total Expenditures Including Benefits	\$ 76,107,171		\$ 79,762,011



The distribution of expenditures on education has shifted slightly away from the local system to the other three systems (Regional, Commonwealth Charters and School Choice). Regional School District Assessment shows the largest anticipated growth by 7% from FY17 to FY18. Enrollment in the other systems has grown resulting in higher assessments. The local school system budget is increasing by 2.8% from FY17 to FY18 and includes 1.30 new full-time equivalents.

3 Year Comparison of Funding Sources For Education



A majority of the funding for education has been provided from taxes for this three year period. Intergovernmental revenue is unchanged, as the State’s Chapter 70 funding formula for education benefits for Barnstable has leveled off. Minimal General Fund reserves have been used to balance this area of the budget. FY18 budget anticipates using \$230,306 of school reserves to balance budget.

Fixed Costs Expenditures and Funding Source

Other Requirements	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 30,096,706	\$ 32,892,632	\$ 32,544,154	\$ 35,321,153	\$ 2,428,521	7.38%
Intergovernmental	5,631,716	5,723,925	5,723,925	5,702,529	(21,396)	-0.37%
Interest and Other	799,790	498,200	498,200	625,148	126,948	25.48%
Special Revenue Funds	116,037	112,183	112,183	112,183	-	0.00%
Enterprise Funds	1,672,053	1,659,828	1,659,828	1,836,824	176,996	10.66%
Trust Funds	280,000	270,000	270,000	260,000	(10,000)	-3.70%
Reserves	5,085,000	1,085,000	1,085,000	1,825,000	740,000	68.20%
Total Sources	\$ 43,681,302	\$ 42,241,768	\$ 41,893,290	\$ 45,682,837	\$ 3,441,069	8.15%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Employee Benefits						
Retirement Assessments	\$ 8,035,227	\$ 8,406,711	\$ 8,400,000	\$ 9,003,460	\$ 596,749	7.10%
Health Insurance for Active Employees	6,056,420	7,226,550	7,050,000	7,754,715	528,165	7.31%
Retiree Health & Sick Benefits	4,191,330	4,123,071	4,050,000	4,558,479	435,408	10.56%
Workers' Compensation & Unemployment	1,602,444	1,535,000	1,500,000	1,600,000	65,000	4.23%
Medicare & Life Insurance	1,034,878	1,071,580	1,050,000	1,115,000	43,420	4.05%
Total	\$ 20,920,299	\$ 22,362,912	\$ 22,050,000	\$ 24,031,654	\$ 1,668,742	7.46%

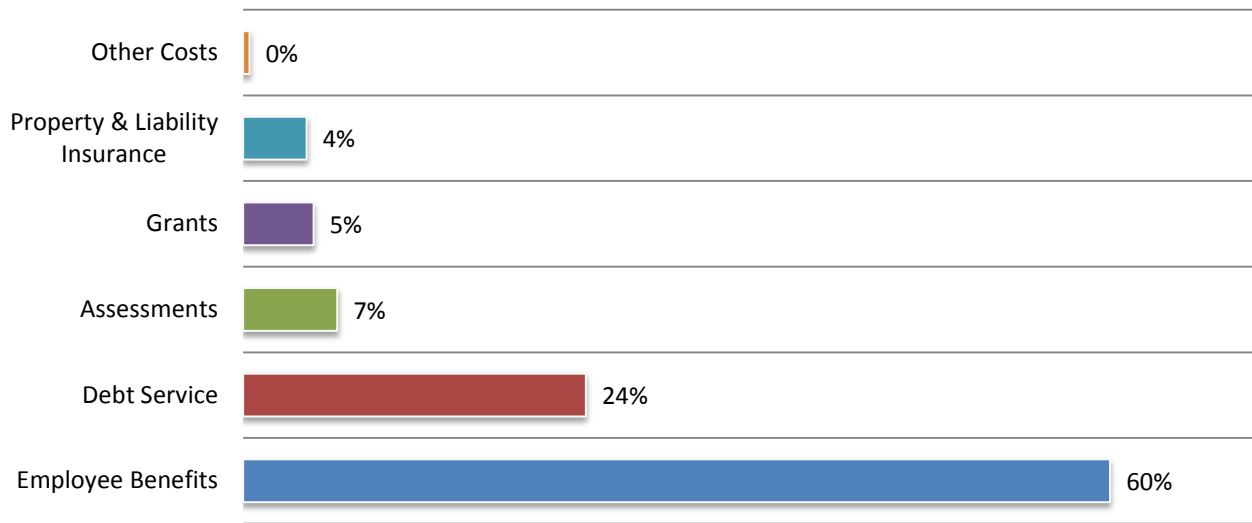
Debt Service, Grants, Assessments & Other	Actual	Approved	Projected	Proposed	Change	Percent
Debt Service	\$ 8,564,409	\$ 9,172,108	\$ 9,152,000	\$ 9,500,634	\$ 328,526	3.58%
Library Grants	1,714,000	1,773,990	1,773,990	1,827,210	53,220	3.00%
Tourism Grant	158,179	127,000	127,000	127,000	-	0.00%
Property & Liability Insurance	1,573,817	1,620,000	1,650,000	1,760,000	140,000	8.64%
Interest on Tax Refunds	19	20,000	1,000	20,000	-	0.00%
Celebrations	91,354	100,000	100,000	105,000	5,000	5.00%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	342,071	421,458	395,000	420,000	(1,458)	-0.35%
Old Kings Highway	9,750	9,500	9,500	10,250	750	7.89%
Greenhead Fly Control District	5,320	5,320	5,320	5,320	-	0.00%
County Tax & Cape Cod Commission Assessments	1,094,173	1,121,529	1,121,529	1,113,942	(7,587)	-0.68%
Mosquito Control	352,254	372,123	372,123	376,199	4,076	1.10%
Air Pollution Control Districts	21,832	22,378	22,378	21,224	(1,154)	-5.16%
RMV Non-renewal Surcharge	72,380	72,380	72,380	55,540	(16,840)	-23.27%
Cape Cod Regional Transit Authority	509,433	551,118	551,118	564,896	13,778	2.50%
Special Education Assessment	11,258	26,698	26,698	41,484	14,786	55.38%
Total	\$ 14,572,249	\$ 15,467,602	\$ 15,432,036	\$ 16,000,699	\$ 533,097	3.45%

Subtotal Before Transfers	\$ 35,492,548	\$ 37,830,514	\$ 37,482,036	\$ 40,032,353	\$ 2,201,839	5.82%
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Transfers	Actual	Approved	Projected	Proposed	Change	Percent
Transfer to Capital Trust Fund	\$ 7,435,335	\$ 3,540,468	\$ 3,540,468	\$ 4,504,004	\$ 963,536	27.21%
Transfer to Special Revenue Funds	34,999	-	-	-	-	0.00%
Transfer to Capital Projects Funds	-	1,710	1,710	-	(1,710)	-100.00%
Transfers to Enterprise Funds	718,420	869,076	869,076	1,146,480	277,404	31.92%
Total	\$ 8,188,754	\$ 4,411,254	\$ 4,411,254	\$ 5,650,484	\$ 1,239,230	28.09%

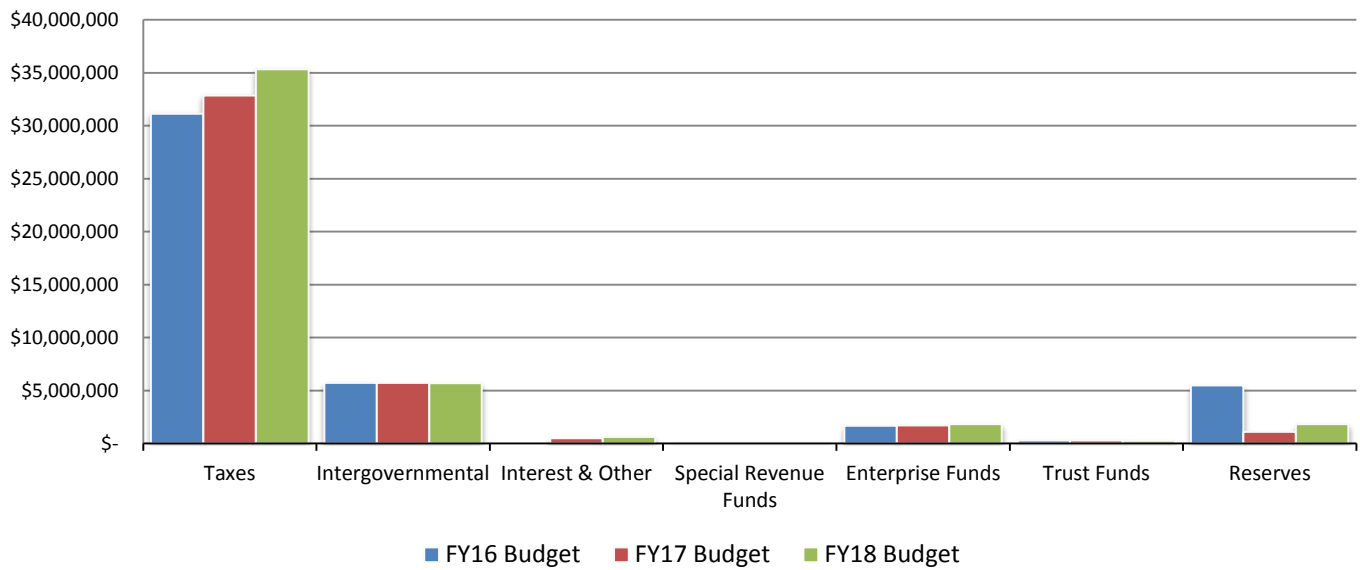
Grand Total Other Requirements	\$ 43,681,302	\$ 42,241,768	\$ 41,893,290	\$ 45,682,837	\$ 3,441,069	8.15%
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FY18 Other Requirements Budget



Employee benefits and debt service comprise most of the spending in this category. Together they account for 84% of all spending in the fixed costs category.

3 Year Comparison of Funding Sources for Fixed Costs



Taxes have provided the additional funding for this category over this three year period. Other revenue sources have remained level. The significant reduction from reserves was due to a one-time transfer of \$4 million to the Capital Trust Fund included in the FY16 budget.

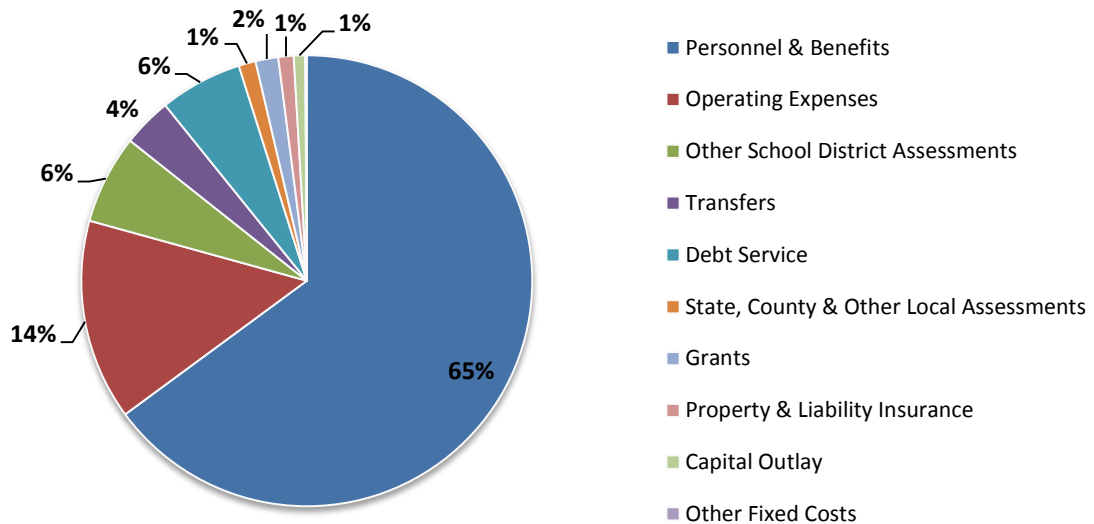
General Fund Budget by Major Expenditure Category

Expenditure Category	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	Change FY17 - 18	Percent Change
Personnel	\$ 73,576,589	\$ 77,796,692	\$ 76,635,884	\$ 79,937,405	\$ 2,140,713	2.75%
Employee Benefits	20,920,299	22,362,912	22,050,000	24,031,654	1,668,742	7.46%
Operating Expenses	21,259,438	22,361,373	21,253,955	23,052,431	691,058	3.09%
Other School District Assessments	9,398,454	9,958,413	9,976,021	10,212,202	253,789	2.55%
Transfers	8,188,754	4,411,254	4,411,254	5,650,484	1,239,230	28.09%
Debt Service	8,564,409	9,172,108	9,152,000	9,500,634	328,526	3.58%
State, County & Other Local Assessments	1,872,179	1,900,990	1,900,990	1,954,210	53,220	2.80%
Grants	2,418,471	2,602,504	2,576,046	2,608,855	6,351	0.24%
Property & Liability Insurance	1,573,817	1,620,000	1,650,000	1,760,000	140,000	8.64%
Capital Outlay	1,211,504	1,175,300	990,376	1,299,560	124,260	10.57%
Other Fixed Costs	143,373	172,000	153,000	177,000	5,000	2.91%
Total Expenditures	\$ 149,127,287	\$ 153,533,546	\$ 150,749,526	\$ 160,184,435	\$ 6,650,889	4.33%

Full-time Equivalent Employees	1,185.75	1,199.25	1,211.80	12.55
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Personnel costs and the associated employee benefits account for \$3.8 million of the FY18 General Fund budget increase. This includes an increase of 12.55 full-time equivalents; 1.3 in the local school operations and 11.25 in the municipal operations. Operating expenses are increasing \$691,058 and includes \$125,000 for snow removal; \$182,000 for Public Works and \$409,000 for the local school operations. Transfers are increasing \$1.2 million which includes an additional \$1 million for the Capital Trust Fund

General Fund FY18 Budget By Major Expenditure Category



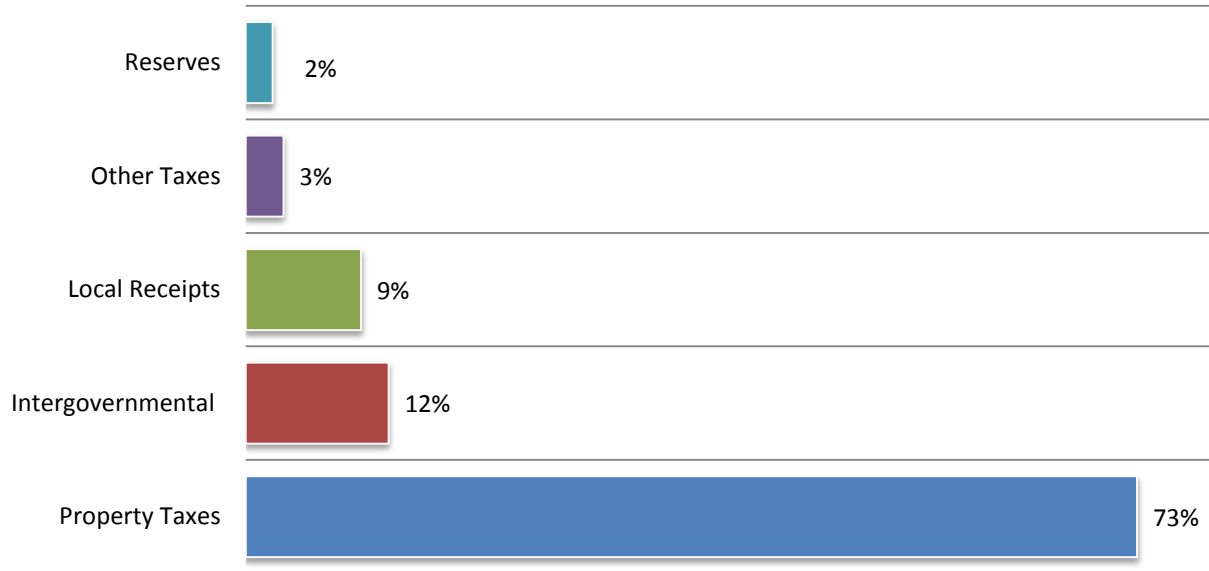
Salaries, wages and the associated benefits for all employees account for 65% of all General Fund expenditures. This is not unusual for local government as it functions as a service provider.

General Fund Revenue Summary

	Actual FY 2016	Budget FY 2017	Budget FY 2018	Change FY17 - 18	Percent Change
Property Taxes:					
Tax Levy	\$ 110,547,068	114,243,675	118,484,798	\$ 4,241,123	3.71%
Reserved for Abatements and Exemptions	(1,734,037)	(1,700,000)	(915,000)	785,000	-46.18%
Property Taxes Available for Operations	\$ 108,813,031	\$ 112,543,675	\$ 117,569,798	\$ 5,026,123	4.47%
Other Taxes:					
Motor Vehicle Excise Tax	7,376,288	6,485,683	7,000,000	514,317	7.93%
Boat Excise Tax	130,213	130,000	125,000	(5,000)	-3.85%
Motel/Hotel Excise Tax	1,867,950	1,790,000	1,830,000	40,000	2.23%
Payments in Lieu of Tax	30,865	28,000	29,000	1,000	3.57%
Total Other Taxes	\$ 9,405,316	\$ 8,433,683	\$ 8,984,000	\$ 550,317	6.53%
Other Resources:					
Intergovernmental	18,019,274	18,782,718	18,852,905	70,187	0.37%
Fines & Penalties	1,293,794	1,250,000	1,175,000	(75,000)	-6.00%
Fees, Licenses, Permits	3,556,570	3,144,100	3,128,900	(15,200)	-0.48%
Charges For Services	2,067,131	1,910,000	1,925,000	15,000	0.79%
Interest and Other	2,697,616	1,298,500	1,201,148	(97,352)	-7.50%
Special Revenue Funds	670,053	738,853	761,853	23,000	3.11%
Enterprise Funds	2,579,351	2,560,007	2,770,524	210,517	8.22%
Trust Funds	280,000	270,000	260,000	(10,000)	-3.70%
Reserves	-	2,602,010	3,555,307	953,297	36.64%
Total Other Resources	\$ 31,163,789	\$ 32,556,188	\$ 33,630,637	\$ 1,074,449	3.30%
Total General Fund Resources	\$ 149,382,136	\$ 153,533,546	\$ 160,184,435	\$ 6,650,889	4.33%

General Fund resources used to balance the FY18 operating budget are \$6.6 million more than the FY17 amount. Of this amount \$5 million is provided from property taxes as the tax levy will increase by 2.5% plus an estimated amount of \$950,000 for new property growth. This results in an expected increase of 3.7% in the tax levy. Additionally, the amount of the tax levy set aside for abatements and exemptions is being reduced by \$785,000 resulting in more funds being available for the operating budget. Motor vehicle excise taxes continue to show healthy growth and are projected to increase \$514,000. The net of all other funding sources are essentially level with the FY17 amount. The amount of reserves used to balance the budget will grow by \$953,297 as more reserves are being directed to the Capital Trust Fund to augment the capital program.

Composition of FY18 General Fund Revenue



Property taxes comprise 73% of all General Fund resources and intergovernmental resources make up 12%. Local receipts provide 9% of the funding sources and other taxes provide 3% of all the General Fund resources. Transfers from reserves comprise 2% of the total resources with a majority of this being used to fund the FY17 snow and ice deficit.

FY18 General Fund Revenue Estimates

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 FY18 to balance the operating or capital budgets. The formula used to calculate the projected tax levy for FY18 is as follows:

Base levy from FY17	\$112,771,807
Prop 2½ allowable increase	2,819,295 (2.5% of FY17 base)
Estimated new property tax growth	\$950,000
Cape Cod Commission environmental tax	\$594,793
Debt exclusions	\$1,348,903
Less reserve for abatements & exemptions	<u>(\$915,000)</u>
FY18 Tax Levy available for operations	\$117,569,798

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

The tax for the Cape Cod Commission (CCC) is a tax that is added to the levy every year above the Proposition 2½ allowable increase. This was a voter approved additional tax that all Cape Cod communities pay. The CCC assessments can only be increased by 2.5% every year so the tax is projected to grow by this percentage in FY18.

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

Every year a provision for abatements and property tax exemptions must be made as well. For FY18 a provision of \$915,000 is being set aside; reducing the available property taxes to fund operations by this amount.

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 seven years, the January commitment has been as follows:

FY 2008 - \$4,318,526 – 3.3% decrease
 FY 2009 - \$3,811,735 – 11.7% decrease
 FY 2010 - \$3,916,718 – 2.7% increase
 FY 2011 - \$4,073,493 – 4.0% increase
 FY 2012 - \$4,184,661 – 2.7% increase
 FY 2013 - \$4,578,757 – 9.4% increase
 FY 2014 - \$4,810,718 – 5.0% increase
 FY 2015 - \$5,066,021 – 5.3% increase
 FY 2016 - \$5,693,449 – 12.3% increase
 FY 2017 - \$5,860,158 – 2.9 % increase

The auto industry has recovered from the recessionary years. Locally, many dealerships have made significant investments in their properties signifying a recovery is in progress. For FY18 the Town is projecting a 7.9% increase in this tax as commitments continue to show improvement.

Boat Excise Tax

The boat excise tax has always been a relatively small revenue source to the Town and is set at \$10 per \$1,000 of valuation by the state. Boat excise has not experienced the increases that motor vehicle excise has in recent years. The state imposes a maximum taxable value of \$50,000 on vessels. This category is projected to be level in FY18 based on prior year collections. The following table is used to calculate the tax:

Length of Vessel (overall centerline length excluding bowsprits, boomkins and similar extensions)	Valuation of Vessels (based on age of vessel)		
	Under 4 years of age	4 thru 6 years of age	7 or more years of age
Under 16'	\$1,000	\$700	\$400
16' but less than 17.5'	\$1,500	\$1,000	\$800
17.5' but less than 20'	\$3,000	\$2,000	\$1,500
20' but less than 22.5'	\$5,000	\$3,300	\$2,500
22.5' but less than 25'	\$7,500	\$5,000	\$3,800
25' but less than 27.5'	\$10,500	\$7,000	\$5,300
27.5' but less than 30'	\$14,000	\$9,300	\$7,000
30' but less than 35'	\$18,500	\$12,300	\$9,300
35' but less than 40'	\$24,000	\$16,000	\$12,000
40' but less than 50'	\$31,500	\$21,000	\$15,800
50' but less than 60'	\$41,000	\$27,300	\$20,500
60' or over	\$50,000	\$33,000	\$24,800

Motel/Hotel Excise Tax

The Massachusetts Legislature enacted the Motel/Hotel Tax in 1985 as a local option excise tax on hotels, motels, and lodging houses (“bed and breakfasts”). The Commonwealth administers the tax by collecting the local option portion from business establishments and sending them back to the cities and towns on a quarterly basis. The local option tax was capped at 4% until recently. Cities and towns now have the option of increasing the local portion to 6%. The Town of Barnstable recently adopted this increase in July 2010. The revenue collected from the additional 2% has been dedicated for sewer expansion projects and certain qualifying private road improvements. Motel/Hotel tax revenues depend largely on room occupancy from year-to-year, the total number of room stock, as well as the base rates charged to consumers by hotels and motels. In better economic times, more rooms may be occupied during the Town’s tourist season, leading to potentially higher returns on the tax. The closure or conversion of rooms to condominiums reduces the number of room stock susceptible to the tax, leading to potentially lower returns on the tax. There is one new hotel/motel development on the horizon that may add less than 100 new rooms to the Town’s stock which contributes to the increase in projected revenue for this category.

Intergovernmental

This category of revenue consists of several state aid classifications. Most notably are CH70 aid for education and unrestricted general government aid. The estimate used for the FY18 budget proposal is based on the Governor’s proposed budget for FY18 which was issued in January of 2017. The House and Senate will also propose budgets and then conference to reconcile their differences. Their budget is then sent to the Governor who can veto specific line items or make changes to state aid categories like CH70. The House and Senate can override any vetoes. This process is usually completed by late June or early July; after the Town 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.

Local Receipts

This category includes revenue generated from services, fees, permits, licenses, fines, penalties, investment income and other sources generated at the local level. The historical activity levels in each are monitored and then projected. Any fee adjustments are also taken into consideration and projections for each area are then produced based on activity levels and rates. This area of revenue is projected to essentially be level with the FY17 amount as there are no significant changes proposed in fee rates and no significant changes projected in activity levels.

Trust Funds

The Town maintains a Pension Reserve Trust Fund which it utilizes every year to offset the pension assessment received from the County Retirement System. The pension assessment is budgeted in the General Fund. \$260,000 will be used in FY18. This is \$10,000 less than what was used for FY17.

General Fund Reserves

The Town will use \$3,555,307 in General Fund reserves to balance the FY18 operating budget. The Town has historically been able to generate more reserves than what it has used to balance the budget due to conservative revenue estimation and unexpended appropriations. The Town expects to generate a surplus in excess of \$3.5 million in FY17, which will offset what will be used in FY18 to balance the budget. Also, most of the costs being paid for with surplus are not recurring operating costs. Following is a ten-year history of General Fund reserves used and generated.

Certification Date:	Beginning Balance	Used For:		Generated	Ending Balance
		Operations	Capital		
July 1, 2007 (FY08)	\$13,441,565	(\$3,577,630)	(\$2,235,000)	9,692,548	\$17,321,483
July 1, 2008 (FY09)	\$17,321,483	(\$6,390,369)	(\$4,500,000)	1,501,616	\$7,932,730
July 1, 2009 (FY10)	\$7,932,730	(\$1,930,000)	\$0	2,408,587	\$8,411,317
July 1, 2010 (FY11)	\$8,411,317	(\$1,080,758)	\$0	3,416,013	\$10,746,572
July 1, 2011 (FY12)	\$10,746,572	(\$1,195,000)	(\$2,000,000)	4,768,613	\$12,320,185
July 1, 2012 (FY13)	\$12,320,185	(\$687,330)	\$0	5,639,538	\$17,272,393
July 1, 2013 (FY14)	\$17,272,393	(\$3,579,836)	(\$7,000,000)	4,403,107	\$11,095,664
July 1, 2014 (FY15)	\$11,095,664	(\$3,585,000)	(\$591,993)	\$6,451,368	\$13,370,039
July 1, 2015 (FY16)	\$13,370,039	(\$4,104,926)	(\$1,037,689)	\$5,721,779	\$13,949,203
July 1, 2016 (FY17)	\$13,949,203	(\$2,726,877)	(\$4,000,000)	\$5,908,772	\$13,131,098
Totals		(28,857,726)	(21,364,682)	49,911,941	

Town-Wide Financial Management Policies

Town Charter

1. Annual Budget Policy

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

2. Submission of Budget; Budget Message

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

3. Action of the Budget

Public Hearing

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

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

Adoption of the Budget

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

4. Supplementary Budgets and Appropriations

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

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

5. Capital Improvements Plan

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

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

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

- a. The times and places where entire copies of the capital improvements 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 improvements plan with or without amendment, provided that each amendment must be voted separately and that any increase in the capital improvements plan as submitted must clearly identify the method of financing proposed to accomplish this increase.

6. Long Term Financial Forecast

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

7. Annual Audit

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

8. Financial Management Standards

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

General Ordinances

Reversion of Appropriations

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

Enterprise Funds

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

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

Revolving Funds

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

- a. The Classroom Education Fund, Senior Services Division, Community Services Department.
- b. Adult Supportive Day Fund, Senior Services Division, Community Services Department.
- c. Recreation Program Fund, Recreation Division, Community Services Department.
- d. Shellfish Propagation Fund, Natural Resources Division, Community Services Department.
- e. Building Inspections Fund, Building Services Division, Regulatory Services Department.
- f. Consumer Protection Fund, Consumer Affairs Division, Regulatory Services Department.
- g. Geographical Information Systems Fund, Information Systems Division, Administrative Services Department.
- h. Police Training Fund, Police Department.

- i. Arts & Culture Program Fund, Growth Management Department.

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

- a. The Town Accountant shall account for all funds separately from all other monies of the Town and to which shall be credited only the departmental receipts received in connection with the programs supported by such revolving fund.
- b. Expenditures may be made from such revolving funds without further appropriation, subject to the provisions of this article; provided, however, that expenditures shall not be made or liabilities incurred from any of the revolving funds in excess of the balance of the fund nor in excess of the total authorized expenditures from such fund.
- c. Interest earned on any revolving fund balance shall be treated as General Fund revenue of the Town.
- d. Expenditures from said fund shall not be made for the purpose of paying any wages or salaries for full-time employees unless the fringe benefits associated with such wages or salaries are also charged to the fund.
- e. Annual authorization. Annually, at the time the town budget is submitted to the Town Council, the Town Manager shall submit an order to the Town Council authorizing the revolving funds set forth. The order shall contain the following:
 - i. The programs and purposes for which the revolving fund may be expended;
 - ii. The department or officer authorized to expend from such fund;
 - iii. The departmental receipts which shall be credited to the revolving fund; and
 - iv. A limit on the total which may be expended from such fund in the ensuing year, subject further to limitations that may be established annually within the order.

Administrative Code

1. Financial Policies and Procedures

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

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

shall be submitted no later than October 1.

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

An advance refunding of outstanding debt shall only be considered when present value savings of at least 3% of the principal amount of the refunded bonds are produced, unless: (a) a debt restructuring is necessary or (b) bond covenant revisions are necessary in order to facilitate the ability to provide services or to issue additional debt. An analysis shall be conducted when necessary to determine whether debt financing, cash purchase, or leasing is the most cost effective method of financing for the Town.

General Fund:

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

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

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

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

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

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

An adequate level of maintenance and replacement will be funded each year to insure that all capital facilities and

equipment are properly maintained as needed and tied to proper repair and maintenance procedures.

General obligation debt:

- a. All debt shall be financed outside the limitations of Proposition 2½ with the exception of debt related to Enterprise Funds, gifts, and betterments. The requirements for such financing shall be an expenditure of at least \$250,000 and a useful life in excess of five years.
- b. The term of long-term debt generally shall not exceed the expected useful life of the capital asset being financed and, in no case, shall it exceed 20 years.
- c. The ratio of net debt (total outstanding Town of Barnstable general obligation debt less reimbursements) to total assessed valuation shall not exceed 1.5%. This excludes debt of overlapping jurisdictions.
- d. The ratio of debt service to total expenditures (operating expenditures and debt service combined) shall not exceed 15%.
- e. The Town shall target a Standard and Poor's (S&P) ratio of 8%. S&P ratio is calculated by dividing overall net debt per capita by effective buying income per capita.
- f. Current revenue should be committed annually to provide sufficient "pay-as-you-go" financing so that, at the end of five years, annual contributions from current revenues amount to 10% of new debt to be issued.
- g. Excess appropriated bond issues shall be placed into a bond repayment fund account at the end of a project completion. The only purpose of the bond repayment fund account shall be to make bulk principal pay downs against general bond debt or be used to pay down the principal on any bond issue at the time of refinancing.

Offset receipts and Enterprise Funds in general:

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

Gifts and grants:

- a. All grants shall be managed to comply with the laws, regulations and guidance of the grantor; and all gifts and donations shall be managed and expended according to the wishes and instructions of the donor.

- b. All gifts and grants shall be evaluated for suitability and consistency to town policies. They shall also be formally accepted by both the Town Manager and the Town Council.

Capital Trust Fund:

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

2. Insurance

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

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

3. Investments

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

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

4. Computers and Automation

The purpose of this policy is to establish guidelines for the selection and utilization of computers in the Town of Barnstable. This policy is also intended to set up support procedures and personnel for assisting users in acquiring and

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

- a. Encourage the use of technology of all types to improve and enhance the efficiency of the Town's procedures and practices whenever and wherever possible.
- b. Maintain and promulgate standards for computer technology and general electronic information management. Provide policy guidance to the management on the review and purchase of computer technology (hardware, software, and communications) so as to insure compliance with published standards.
- c. Maintain procedures and policies to insure that the Town's electronic resources are properly managed. Emphasis shall be placed on insuring that electronic information is easily accessible by those departments requiring access.
- d. No deviation from published hardware, software, communications, or information management policies/standards without a written waiver signed by the Town Manager and/or his/her designee.
- e. Centralize functions 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 be consistent with the legal requirements, including Town ordinances, and the spirit of each respective trust document and, to the maximum extent possible, realize the purposes the trusts were intended to achieve. Trust fund management will be conducted with the primary objectives of:

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

Town Council Budget Policy

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

1. Revenue Policy and Order of Priority:

- a. To maintain a comprehensive and sound financial plan for meeting the prioritized operating and capital needs of the Town within the confines of available resources.
- b. To limit the increases on the property tax revenues to 2½% t plus new growth.
- c. To maintain adequate fund balances and reserves at 4% of the General Fund budget appropriation, net of transfers, to be set apart from certified free cash to protect against emergencies and unforeseen calamities.
- d. To maintain a capital trust fund by dedicating a minimum of \$6,725,000 in General Funds annually and to enhance the fund where possible with revenues or expenditure reductions not otherwise necessary to sustain operations, or through grants and gifts.
- e. To support a revenue sharing agreement between municipal and school operations that includes the following:
 - i. Increases or decreases in General Fund revenue will be shared 60/40 between school and municipal operations net of the amount set aside to cover fixed costs increases.
 - ii. General Fund savings reserves in excess of the 4% reserve mentioned in Item c. above will be made available for funding non-recurring municipal and non-recurring school operating expenses.
 - iii. The municipal and school operations savings account will continue to be credited with their respective appropriation savings; and excess General Fund revenue over budget estimates will be shared 60/40 between school and municipal operations.
- f. To seek new sources of funding through grants, impact fees, and other innovative revenue raising practices.
- g. Explore and create new revenue sources (including grants) for the Town and Schools to alleviate strain on municipal and school budgets and perform operational audits and work toward greater energy efficiency.
- h. To ensure that enterprise programs shall be self-supporting, except where the provision of basic public services require general fund support.
- i. To utilize revolving funds to fund senior service programs, recreational programs, shellfish propagation, building inspections, arts programs, GIS and consumer protection programs.
- j. To maximize interest income through sound investment practices.
- k. To aggressively pursue tax title payments for prior tax commitments.
- l. Increase the education efforts in disseminating to the general public the municipal/school financial position including a detailed, clear and easy to understand explanation of operational and capital budgets.
- m. Continue to support lobbying efforts to change the Chapter 70 funding formula (changed in FY06), Lottery Aid and other Municipal Aid.
- n. To preserve and promote residential and commercial tax base.

2. Expenditure Policy And Order of Priority:

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

3. General Policy:

- a. To maintain a consolidated administrative structure that will stabilize net operating costs, provide for cross training of employees, and improve service delivery by emphasizing:
 - i. Continued use of information systems technologies as a tool to increase performance efficiencies.
 - ii. Continued implementation of quality improvements in the operating departments of the Town.
 - iii. Continued implementation of a "user friendly" public service program for permitting, licensing and payment of taxes and fees.
 - iv. Continued implementation of innovative, cost-effective and meaningful programs and services and improve efficiency in the use of equipment and personnel.

- b. To ensure cost benefit analysis is performed on newly proposed programs to ensure cost efficiency and cost avoidance in implementation.
- c. Evaluate and assess on an on-going basis alternative methods to decrease the cost of services by exploring the financial benefits of regionalization, consolidation, privatization and collective bargaining.
- d. Continued implementation of a municipal public relations program that encourages community understanding of and participation in local government and that responds to constituents' requests and needs.
- e. Provide for adequate maintenance and repair of Town-owned property, maintain or improve the current level of service to the public schools and other municipal facilities through more efficient use of equipment and personnel.
- f. Continue efforts to address infrastructure critical needs including but not limited to roads and wastewater needs.

Management Policy

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

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

The municipal and school operations savings account will continue to be credited with their respective appropriation savings from FY16; and excess General Fund revenue over budget estimates for FY16 will be shared 60/40 between school and municipal operations after any allocation is made to maintain the Town Council's policy reserve.

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

The Capital Trust Fund will provide for a minimum of \$3.25 million for public road improvements annually.

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Fiscal Year 2018 Capital Program

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 costs of projects submitted exceed the Town's ability to finance them over the next five years so projects must be prioritized and opportunities for grants and other resources are constantly evaluated to assist in addressing this area of the budget. During this process, the town will also review the status of prior capital appropriations to see if there are any remaining funds available due to project savings that could be reauthorized for another purpose.

Submission Cost and Fiscal Year Summary

The capital projects identified by the Town departments in this year's CIP process represents a total of \$31,759,245 for FY 2018, and a combined total of \$183,834,788 over a five-year period. Of the \$183 million, approximately \$61.8 million represents enterprise funds and \$121.9 million are general fund requests.

Enterprise Fund projects are distributed by fund as follows:

Fund	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Totals
Airport	\$2,240,000	\$5,650,000	\$7,916,700	\$4,750,000	\$2,350,000	\$22,906,700
Golf	\$4,502,193	\$437,774	\$675,000	\$1,150,000	\$1,500,000	\$8,264,967
Water Pollution	\$382,000	\$5,155,000	\$400,000	\$4,000,000	\$1,470,000	\$11,407,000
Water Supply	\$2,168,840	\$5,844,500	\$1,286,000	\$3,250,000	\$1,288,000	\$13,837,340
Sandy Neck	\$376,000	-	-	-	-	\$376,000
Marina	-	\$5,047,250	-	-	-	\$5,047,250
Totals	\$9,669,033	\$22,134,524	\$10,277,700	\$13,150,000	\$6,608,000	\$61,839,257

General Fund projects are distributed as follows:

Department	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Totals
Police Dept.	\$158,226	-	\$846,600	-	-	\$1,004,826
Admin. Services	\$706,969	-	-	-	-	\$706,969
Comm. Services	\$4,508,704	\$6,989,401	\$9,824,088	\$692,620	\$539,432	\$22,554,245
Public Works	\$8,303,870	\$16,606,720	\$12,883,837	\$13,625,261	\$20,040,360	\$71,460,048
Reg. Services	\$82,443	\$93,000	\$93,000	\$93,000	\$93,000	\$454,443
Schools	\$8,330,000	\$4,635,000	\$3,000,000	\$4,850,000	\$4,600,000	\$25,815,000
Totals	\$22,090,212	\$28,324,121	\$26,647,525	\$19,260,881	\$25,272,792	\$121,995,531

Recommended Projects for Fiscal Year 2018

This list of projects totals \$17,816,363. The General Fund program totals \$12,700,363 and the Enterprise Funds total \$5,116,000. Funding for the General Fund portion of the program consists of \$3,865,000 in Capital Trust Fund (CTF) reserves, \$7,087,000 in new borrowing authorizations, \$40,000 from Community Development Block Grant funds, \$632,363 in transfers from closed appropriations, \$726,000 from the Community Preservation Fund, and \$350,000 from the school department’s share of General Fund savings.

Funding for the Enterprise Fund programs consists of using \$881,500 of enterprise fund reserves, \$2,249,000 in new borrowing authorizations, and \$1,985,500 is anticipated to be reimbursed from federal and state granting agencies for the Airport projects. The grant funds received will reduce the amount of any bonds issued or the reserves used to finance the enterprise fund’s capital program. The bonds issued for the enterprise fund projects are expected to be paid back with enterprise fund revenues.

Enterprise Funds:

Project Name and Council Order Number	Funding Source			
	Enterprise Fund Reserves	Bond Issue	Grants	Total
AIRPORT:				
Obstruction Mitigation Plan and Airspace Analysis 2017-090	17,250	-	327,750	345,000
Comprehensive FAA Airport Layout Plan/FAA Master Plan Update 2017-091	35,000	-	665,000	700,000
Airport Access Control and Security Improvements 2017-092	37,250	-	707,750	745,000
Clear Vegetation and Obstruction Removal - Airport Perimeter 2017-093	15,000	-	285,000	300,000
Runway and Taxiway Markings and Airport-Owned Roadways Annual Painting Contract 2017-094	150,000	-	-	150,000
Total Airport Enterprise Fund	254,500	-	1,985,500	2,240,000
GOLF:				
Hyannis Golf Course Turf Maintenance and Equipment Replacement 2017-085	-	325,000	-	325,000
Total Golf Course Enterprise Fund	-	325,000	-	325,000

Enterprise Funds Continued:

Project Name and Council Order Number	Funding Source			
	Enterprise Fund Reserves	Bond Issue	Grants	Total
WATER POLLUTION CONTROL:				
Pump Station Evaluation 2017-075	200,000	-	-	200,000
New 3/4 Ton Pickup Truck 2017-076	55,000	-	-	55,000
Treatment Plant Modeling - Biowin Model 2017-077	55,000	-	-	55,000
Barnstable Road Sewer Evaluation, Design and Construction 2017-078	72,000	-	-	72,000
Total Water Pollution Control Enterprise Fund	382,000	-	-	382,000
WATER SUPPLY:				
Lease Buy-out of (3) activated carbon filter units - Mary Dunn 1, 2 & 3 wells 2017-079	-	491,000	-	491,000
Well Reactivation Project 2017-080	-	295,000	-	295,000
Pipe Replacement and Upgrade Program 2017-081	-	500,000	-	500,000
Wells, Pump Stations, Treatment Plant Repair & Upgrade Program 2017-082	200,000	-	-	200,000
Water Storage Tank (Mary Dunn 1) New Roof, Appurtenances & Site Work Construction 2017-083	-	638,000	-	638,000
New Pickup Truck 2017-084	45,000	-	-	45,000
Total Water Supply Enterprise Fund	245,000	1,924,000	-	2,169,000
Total All Enterprise Funds	881,500	2,249,000	1,985,500	5,116,000

General Fund:

Project Name and Council Order Number	Funding Source						Total
	Capital Trust Fund Reserves	Bond Issue	Community Development Block Grant	Transfers	Community Preservation Funds	General Fund Savings	
INFRASTRUCTURE:							
Public Roads Maintenance 2017-071	3,250,000	-	-	-	-	-	3,250,000
JFK Museum Plaza Replacement 2017-072	-	-	-	235,000	-	-	235,000
Sidewalks & Guardrails & Cotuit Enhanced ADA Compliant Pedestrian Crossing 2017-073	-	314,000	-	-	-	-	314,000
West Barnstable Shooting Range 2017-074	-	350,000	-	-	-	-	350,000
Finance Dept-Tyler Content Manager 2017-095	105,000	-	-	-	-	-	105,000
Total	3,355,000	664,000	-	235,000	-	-	4,254,000
MUNICIPAL FACILITIES:							
Town Hall Restroom Renovations 2017-069	-	560,000	-	-	-	-	560,000
Town Hall & School Administration Building Masonry Sealer 2017-070	116,000	-	-	-	-	-	116,000
Osterville Recreation Building & Field Design 2017-086	-	675,000	-	-	434,000	-	1,109,000
Barnstable Senior Center Stand-by Generator 2017-087	154,000	-	40,000	55,000	-	-	249,000
Barnstable Police Department Dispatch Center Renovations 2017-088	158,000	-	-	-	-	-	158,000
Centerville Recreation Building Windows	-	-	-	-	292,000	-	292,000
Total	428,000	1,235,000	40,000	55,000	726,000	-	2,484,000

General Fund Continued:

Project Name and Council Order Number	Funding Source						
	Capital Trust Fund Reserves	Bond Issue	Community Development Block Grant	Transfers	Community Preservation Funds	General Fund Savings	Total
WATER QUALITY:							
Hydrilla Control - Mystic Lake, Middle Pond, and Long Pond (Centerville) 2017-089	82,000	-	-	-	-	-	82,000
Total	82,000	-	-	-	-	-	82,000
SCHOOL FACILITIES:							
Unit Ventilator Upgrades 2017-062	-	250,000	-	-	-	-	250,000
Barnstable High School 21st Century Learning Space Project 2017-063	-	3,158,000	-	342,363	-	-	3,500,363
Network Infrastructure Upgrades 2017-064	-	-	-	-	-	250,000	250,000
Communications and Security Network Upgrades 2017-065	-	-	-	-	-	100,000	100,000
Barnstable Public Schools Asbestos Abatement 2017-066	-	300,000	-	-	-	-	300,000
High School Stadium Bleachers 2017-067	-	1,055,000	-	-	-	-	1,055,000
Barnstable High School Cafeteria Storefront and Window Replacement/Barnstable West Barnstable Roof Replacement 2017-068	-	425,000	-	-	-	-	425,000
Total	-	5,188,000	-	342,363	-	350,000	5,880,363
Grand Totals	3,865,000	7,087,000	40,000	632,363	726,000	350,000	12,700,363

Project Descriptions and Budget Impact

GENERAL FUND:

#2017-062 Unit Ventilator Upgrades

Replace original/outdated unit ventilators at five elementary schools, (106 units). Current units are 50+ years old, failing and not operating to current American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) and Data Encryption Standards (DES) standards.

Source of Funding: Capital Trust Fund Bond Issue \$250,000

Budget Impact – Units that are more efficient should reduce energy consumption by at least 10%.

#2017-063 Barnstable High School 21st Century Learning Space Project

The HVAC units that service the Barnstable High School Library and adjacent spaces are at the end of life, undersized, inefficient, and no longer able to provide cooling and in jeopardy of losing the ability to provide heat. The existing distribution and return systems are not adequately designed or insulated for the 2-story space necessitating a system redesign with replacement of diffusers and the addition of low return air ducts to better circulate and distribute tempered air. The existing aluminum and single glazed curtain walls are over 40 years old and are nearing their life expectancy and do not meet modern standards. The single-pane glass panels block very little UV light and contribute to extreme heat gain in the summer, forcing the rooftop AC units to work harder and create an uncomfortable interior environment. The aluminum frame and glazing systems are also extremely inefficient at providing thermal resistance. In addition to the mechanical and solar improvements to the physical space, interior improvements to the space would include paint, flooring and furnishings.

Source of Funding: Capital Trust Fund Bond Issue \$3,158,000 & Transfer Closed Appropriations \$342,363 Council Orders 2013-105, 2013-106, 2014-092, 2014-093, 2014-096, 2015-045, 2015-115, 2015-116, 2015-119, and 2015-121

Budget Impact – HVAC & Curtainwall replacement expected to yield approximately 20% increase in annual energy savings.

#2017-064 Barnstable Public Schools District-wide

The Network Infrastructure Plan is a three (3) year plan that is designed to perform power and data capacity upgrades to the network infrastructure for the entirety of Barnstable Public Schools (BPS). These upgrades are essential to be able to support future Voice over Internet Protocol (VOIP) telephony and security system (security camera, radio frequency identification (RFID) security, etc.) projects. Additionally, included in this plan are labor costs associated with network engineering labor to implement recommended network design changes (from 2016 Harbor Networks Network Assessment), labor and parts to rewire BPS offices at the School Administration Building and the purchase of network monitoring software.

Source of Funding: School Savings Account \$250,000

Budget Impact – Routine maintenance to remain the same.

#2017-065 Communications and Security Network Upgrades

District-wide Upgrade and Design of Existing Phone, Security Camera and Electronic Entry Systems. The current BPS telephony and security system consists of multiple platforms and technologies that are local systems and are not network compatible. The existing systems are older technologies and are becoming increasingly difficult to maintain. This project phase would include technical consultation and engineering to identify system deficiencies, recommend solutions, and develop schedules and costs. System improvements would be performed in following year (s) as required.

Source of Funding: School Savings Account \$100,000

Budget Impact – Routine maintenance to remain the same.

#2017-066 Barnstable Public Schools Asbestos Abatement

Remove known remaining isolated areas of asbestos throughout the district, (crawlspaces, hot water pipes, floor tiles, etc.)

Source of Funding: Capital Trust Fund Bond Issue \$300,000

Budget Impact – Routine maintenance to remain the same.

#2017-067 Barnstable High School Stadium Bleachers

Replace existing home side bleachers and add visitor's side bleachers. Current bleachers are becoming structurally unsound and unsafe. Floor planks are showing signs of fatigue, bolts fasteners and structural members are rusting and deteriorating. Current configuration is not code compliant and due to design and age, retrofitting for compliancy is not possible.

Source of Funding: Capital Trust Fund Bond Issue \$1,055,000

Budget Impact - Routine maintenance should be minimized.

#2017-068 Barnstable High School Cafeteria Storefront and Window Replacement

Replace existing cafeteria storefront unit. Existing units are failing and becoming inoperable. Side rectangular windows are exhibiting air/water infiltration and original storefront/door assembly is becoming inoperable and creating a safety issue for egress.

Source of Funding: Combined Projects Capital Trust Fund Bond Issue \$225,000 + \$200,000 = \$425,000

Budget Impact - Energy cost savings will be realized by replacing current thermally inefficient window and door assemblies.

#2017-068 Barnstable West Barnstable Roof Replacement

Replacement of existing of sloped shingle roof. Postponement of this project may cause damage to building interior, furniture and educational materials. Localized repair and patching is no longer an effective option since the failure area has expanded to multiple large areas.

Source of Funding: Combined Projects Capital Trust Fund Bond Issue \$225,000 + \$200,000 = \$425,000

Budget Impact – Roof replacement will improve energy efficiencies by alleviating current leak and infiltration areas.

#2017-069 Town Hall Restroom Renovations

This project continues the work needed to upgrade the existing toilet facilities within the building. This funding request relates directly to public health, safety and code issues that need immediate attention. The Town Hall is the public image of the Town. The building requires continual upgrades and improvements. The public areas in Town Hall, which include the toilet rooms, are in poor condition and give a negative impression of the Town of Barnstable. In addition, there are limited toilet facilities, much of which does not meet ADA standards. Conditions exist where toilets are limited by gender on specific floor levels. The work of this CIP will correct this problem and bring the Town Hall into compliance.

Source of Funding: Capital Trust Fund Bond Issue \$560,000

Budget Impact – There may be potential savings from decrease water usage from more efficient fixtures.

#2017-070 Town Hall & School Administration Building Masonry Sealer

This project protects previously completed masonry restoration work for both the Town Hall and School Administration Buildings (SAB). The Town Hall is the public image of the Town of Barnstable. Exterior restoration work was completed using Community Preservation Act (CPA) funds, during which masonry sealer was installed to protect the soft brick from water absorption. The masonry on both the Town Hall and SAB buildings is West Barnstable Brick from 1897, which is known to be soft and porous. This masonry coating protects for between 5 and 8 years before the masonry needs recoating.

Source of Funding: Capital Trust Fund Reserves \$116,000

Budget Impact - There is no direct operating budget impact but performing this work at the required intervals will result in the preservation of the asset reducing or eliminating future costly repairs.

#2017-071 Public Roads Maintenance

Road rehabilitation work, milling and/or repaving of Rolling Hitch Road and Bay Lane in Centerville, Nickerson Road in Cotuit, Mitchell's Way and Megan Road in Hyannis, Osterville - West Barnstable Road in Marstons Mills, Lombard Avenue in West Barnstable, and Sea View Avenue in Osterville. Major drainage improvements are planned for Mitchell's Way in Hyannis. Smaller drainage projects, cracksealing and preventive maintenance are also planned for various roads town-wide (approx. 28 miles) to extend their service life. Associated costs are included in this project.

Source of Funding: Capital Trust Fund Reserves \$3,250,000

Budget Impact – The purpose of this project is primarily to maintain the existing roadway network and reduce the impacts of deferred maintenance on future capital budgets.

#2017-072 JFK Museum Plaza Replacement

This project would fund needed replacement of the failing bluestone plaza. These funds would provide for design, demolition, and construction. The JFK Hyannis Museum is one of the most highly used leased properties owned by the Town of Barnstable. 65,000 people visit the facility over the course of an average year. The existing Bluestone plaza is of low quality stone. The stone is degrading and creating trip hazards. There have been falls by pedestrians at this location due to deteriorated and displaced plaza stones. It is the intent to replace the failing plaza stone with a stamped concrete surface.

Source of Funding: Transfer from Closed Appropriations \$235,000 Council Order 2014-101 & 2013-115

Budget Impact – It is anticipated that there will be fewer repair work orders for the site.

#2017-073 Sidewalk Overlay and Guardrail & Cotuit Enhanced ADA Compliant Pedestrian Crossing

Construction of Americans with Disabilities (ADA) compliant and traffic calming designed pedestrian crossings in Cotuit. In addition, remove and replace 6,000 linear feet of old deteriorated concrete post and steel cable guardrails. Remove old broken asphalt and vegetation within existing footprint of sidewalk. Install a new 1.5" layer of new asphalt.

Source of Funding: Capital Trust Fund Bond Issue \$314,000

Budget Impact - This is existing infrastructure, which is already being maintained. This work should reduce the impacts from deferred maintenance on future capital budgets.

#2017-074 Barnstable Shooting Range

The first phase includes lead reclamation, reconfiguration, shooting position improvements and safety improvements to the existing cleared shotgun and pistol/rifle ranges. Future phases will include a comprehensive site assessment of the entire range area and remediation of the 5,000 parts per million lead shot area.

Source of Funding: Capital Trust Fund Bond Issue \$350,000

Budget Impact – This project has no impact on the operating budget as the range remains closed. An operating budget for the reopening of the range will be developed in FY18 and brought forward for a funding request when the condition of the range is suitable.

#2017-086 Osterville Recreation Building Design & Construction

Demolition of existing buildings and construction of a new recreation building and recreation fields. The existing recreation building and the former Osterville Bay Elementary School have reached the end of their useful life and are beyond repair. Funds were appropriated in FY17 for demolition of the buildings. This request begins the process of designing improvements for the new facility. Parking is inadequate as the building and grounds are heavily used. The existing ball field has deep holes and ruts and is at the end of its useful life.

Source of Funding: Capital Trust Fund Bond Issue \$675,000 & Community Preservation Fund \$434,000

Budget Impact – Funding for the design portion of this project will include estimates of operating costs for the new fields and building.

#2017-087 Barnstable Senior Center Stand-by Generator

Installation of a new stand-by generator at the Senior Center to handle the electrical demands during a power outage. Being able to operate the Senior Center during power outage conditions with back-up power is very important as many seniors seek shelter during inclement weather. An emergency generator at the Senior Center would also allow for the safe evacuation of the Adult Supportive Day clients whose space is located in the Garden (lower) Level of the Senior Center. When there is a power outage, the staff must escort the clients, most of who have cognitive and/or mobility impairments, through a long, winding and steep pathway to reach the main level of the building. Having an emergency generator onsite would allow power to be restored so the elevator and lights would be functional, thereby ensuring the safety of all users of the facility. The Hyannis Fire Department has recommended the installation of the generator during Senior Center annual safety inspections.

Source of Funding: Capital Trust Fund Reserves \$154,000, Community Development Block Grant (CDBG) \$40,000, and Transfer from Closed Appropriations \$55,000 Council Order 2014-101

Budget Impact – Annual testing and maintenance should amount to less than \$1,000.

#2017-088 Barnstable Police Department Dispatch Center Renovation

The dispatch center console furniture and equipment will be removed and replaced with furniture and equipment that meets current industry standards. The current dispatch console will be replaced with custom-made console and infrastructure storage. The carpeted flooring will be replaced by a commercial grade vinyl floor. The computer systems will be replaced with systems that meet the current industry standards, including additional larger monitors and upgraded technology. The chairs for the four workstations will be replaced with four new commercial grade dispatch chairs designed for 24/7 use.

Source of Funding: Capital Trust Fund Reserves \$158,000

Budget Impact – This project is to stabilize an existing Town building and would require a marginal increase in utility costs.

#2017-089 Hydrilla Control – Mystic Lake, Middle Pond, and Long Pond (Centerville)

Perform whole lake Sonar herbicide treatment to control the hydrilla, a relentless aquatic invasive weed, in Long Pond, Centerville. Perform a whole lake liquid Sonar (AS and Genesis) treatment at Mystic Lake and an area specific liquid Sonar (AS and Genesis) treatment in Middle Pond, Marstons Mills (3-5 acres) to continue to control expanding pioneer growth of hydrilla. Conduct DASH, diver hand-pulling and benthic barrier deployment to supplement the liquid Sonar treatment in the three waterbodies if determined it is needed. In addition, multiple aquatic vegetation surveys of the non-native hydrilla and dominant native plant growth in Long Pond, Mystic and Middle Pond will be completed.

Source of Funding: Capital Trust Fund Reserves \$82,000

Budget Impact – Routine maintenance to remain the same.

#2017-095 Tyler Content Manager (TCM)

This project will automate the Town's vendor payment system. Currently, every town and school location manually enters their invoices into the Munis system, makes a copy of the invoice for their files, and delivers the original invoice to the Accounts Payable Office in the School Administration Building. TCM will allow every location to scan the original invoice into the Munis system and electronically deliver it to the accounts payable staff. In addition, original invoices will no longer need to be copied saving time and paper, and they will be stored at its originating site eliminating storage space needs in the accounting operations. TCM is scalable and can be used to automate other paper processes. This project will be initiated by automating one of the most paper intensive processes we have being vendor invoices.

Source of Funding: Capital Trust Fund Reserves \$105,000

Budget Impact – \$8,100/yearly maintenance

Two foreseeable cost savings.

1. Annual employee time cost savings = \$25,000
2. Annual expense cost savings (paper) = \$2,000

WATER POLLUTION CONTROL ENTERPRISE FUND:**#2017-075 Pump Station Evaluations**

The Water Pollution Control Division maintains twenty-seven pump stations in the Town of Barnstable. The purpose of this project is to evaluate the structural, electrical, and mechanical components of twenty-two pump of those pump stations. These evaluations will also examine the emergency backup power options for each pump station, the vulnerability of the Town's shoreline pump stations to sea level rise, and the remaining available capacity for each pump station. This study will serve as a road map for future pump station upgrade projects.

Source of Funding: Water Pollution Control Enterprise Fund Reserves \$200,000

Budget Impact – Future budgetary impacts are yet to be determined, pending the results of the evaluation.

#2017-076 New ¾ Ton Pickup Truck

Purchase of a new ¾ ton pickup truck with a utility bed and snowplow attachments. The Water Pollution Control Division (WPCD) has thirteen employees and only five routine work vehicles. At times, work needs to be scheduled around vehicle availability. By adding a sixth vehicle, WPCD staff will not have to wait until vehicles become available in order to complete necessary tasks. Furthermore, the WPCD is anticipating that the sewer collection system will be expanding in future years, resulting in the need for more work vehicles to perform required maintenance.

Source of Funding: Water Pollution Control Enterprise Fund Reserves \$55,000

Budget Impact - Annual maintenance will be performed in-house and the annual operating costs are estimated at \$4,000.

#2017-077 Wastewater Treatment Plant Modeling – Biowin Model

This purpose of this project is to hire a consultant to develop a computerized wastewater treatment plant simulation model for the Hyannis Water Pollution Control Facility. This model will analyze the chemical, biological, and mechanical components of the system. Included in this project is a laboratory sampling program in order to develop and calibrate the model.

Source of Funding: Water Pollution Control Enterprise Fund Reserves \$55,000

Budget Impact - The model could result in potential savings due to process optimization. This will be identified in the model.

#2017-078 Barnstable Road Sewer Evaluation, Design and Construction

This project funds the evaluation and design of the Barnstable Road sewer system upgrades. Construction of the recommended improvements will occur in conjunction with water department water line improvements in a future fiscal year. The Water Department's 2007 Master Plan calls for the replacement of 3200 feet of water main, valves, hydrants, and service connections on Barnstable Road. These funds will allow the Water Pollution Control Division (WPCD) to hire a consultant to identify end design improvements to the sewer system on Barnstable Road. Certain stretches of sewer on Barnstable Road are 80 years old and the need to repair these lines is becoming imminent. This project will coordinate these repairs with other utilities in order to save on overall project costs and minimize any inconvenience to the public that would be caused by frequent road openings.

Source of Funding: Water Pollution Control Enterprise Fund Reserves \$72,000

Budget Impact - Normal levels of preventative maintenance would continue with no impact on operating budget or staffing.

WATER SUPPLY ENTERPRISE FUND:

#2017-079 Lease Buy-out of (3) Activated Carbon Filter Units - Mary Dunn 1, 2 & 3 Wells

Buy-out two (2) existing leases for the filter equipment. One lease agreement with the Calgon Company covering the filter units at the Mary Dunn 1 and 2 wells, another lease agreement with the TIGG Company, covering the filter unit at the Mary Dunn 3 well. The need for the activated carbon filter units is projected to last at least another five to seven years. The total costs of the leases are approximately \$210,000 per year while the buy-out cost is \$490,840. The payback time is a little more than two years.

Source of Funding: Water Enterprise Fund Bond Issue \$491,000

Budget Impact – The operating expense budget will be decreased by \$210,000 for the annual lease payment. This will be partially offset by the new annual loan payment.

#2017-080 Well Reactivation Project

This well reactivation project is an effort to increase the water production capacity for the Hyannis Water System on an accelerated basis by reactivating the Straightway 1 and Mary Dunn 4 wells. The combination of recent UCMR3 sampling and testing and the lowering of the Environmental Protection Agency (EPA) health advisory for PFOS / PFOA have resulted in a water production deficiency for the Hyannis Water System. This project will have the ability to add two wells and approximately 1.2 MGD to the system without a lengthy, five-year new well permit process. The same amount of water purchased from Yarmouth was \$4,300 dollars per day.

Source of Funding: Water Enterprise Fund Bond Issue \$295,000

Budget Impact – This project, if successful, could eliminate the need to purchase water from other water providers saving close to \$1 million in the operating budget.

#2017-081 Pipe Replacement and Upgrade Program

This is a continuation of a 30-year, phased, pipe replacement and upgrade program for the Hyannis Water System; as recommended by Weston & Sampson Engineering, Inc. in their April 2007 Master Plan. It is important to implement a structured program to replace and upgrade the water pipes in the distribution system, some of which are over 100 years old. This program is in addition to the routine maintenance and repair program to be performed by the contracted water system operator. The proposed capital budget for this pipe replacement and upgrade program is \$1,050,000 per year, and includes a capially funded water works project manager to oversee and implement this program. This continuing project will ensure the long-term ability of the Hyannis Water System to provide sufficient drinking water and fire readiness protection for all its customers.

Source of Funding: Water Enterprise Fund Reserves Bond Issue \$500,000

Budget Impact – The upgrades will be to the existing distribution piping which are already maintained by the DPW. Replacing these pipes will likely result in less maintenance cost and should not result in the need for additional personnel.

#2017-082 Wells, Pump Stations, Treatment Plant Repair & Upgrade Program

This CIP is a continuation of the repairs and upgrades program started in FY2007. With the exception of the Straightway well #2, all of the wells were constructed in the early to mid-1970. The prior year's monies were used to install emergency generators, lighting, and fencing and implement pavement improvements. Starting in FY2014 the Hyannis Water Board approved the recommendation to implement a structured rehabilitation program dealing with major facility components needing upgrades or replacements. These facility components and cost allocations are: \$45,000 for buildings, \$40,000 for process control equipment, \$40,000 for safety and security components, and \$45,000 for electrical equipment. Project management and oversight will be provided by a project engineer, partially funded out of this program in the amount of \$30,000.

Source of Funding: Water Enterprise Fund Reserves \$200,000

Budget Impact – The upgrades will be to the existing well buildings, treatment and other facilities that are currently maintained by the DPW. Some operating budget savings may be realized by replacing existing equipment with more energy efficient equipment, and a reduction in maintenance cost.

#2017-083 Water Storage Tank (Mary Dunn 1) new roof, appurtenances & site work construction

Construction of a new foundation repair, climbing ladder, and overflow rehabilitation on the Mary Dunn 1 water storage tank. Repairs and upgrades will also be made to the security fencing, gates and access road. These requested monies are for construction services. This project was recommended by Weston & Sampson Engineering, Inc. in their April 2007 Master Plan. A detailed tank evaluation was done in July 2015 by Weston & Sampson Engineers, Inc. based on inspections by Merithew / Utility Services Corporation, which resulted in this proposed work.

Source of Funding: Water Enterprise Fund Bond Issue \$638,000

Budget Impact – Funding this project will reduce future capital costs associated with deferred upgrades.

#2017-084 New pickup truck

The existing Water Division truck is a 1999 Ford pickup truck with approximately 153,000 miles. This seventeen-year-old truck was part of the asset acquisition from the Barnstable Water Company by the Town in 2005. The DPW Fleet manager has stated that the truck is badly corroded and will not be able to receive an inspection sticker. He recommends replacement.

Source of Funding: Water Enterprise Fund Reserves \$45,000

Budget Impact – There is no operating budget impact as this is replacing an existing vehicle that will more likely than not need significant repairs in the near future.

GOLF COURSE ENTERPRISE FUND:

#2017-085 Hyannis Golf Course Turf Maintenance and Equipment Replacement

Replace several key pieces of turf maintenance equipment. (2-green mowers, 2-tee mowers, 2-fairway mowers, 1-large area rough mower and 1-intermediate area rough mower).

Source of Funding: Golf Enterprise Fund Bond Issue \$325,000

Budget Impact – Replacing older equipment will save approximately \$5,000 in annual maintenance costs.

AIRPORT ENTERPRISE FUND:

#2017-090 Obstruction Mitigation Plan and Airspace Analysis

All airports need to manage their surrounding obstructions that exist near the airfield. The last time an analysis was completed was approximately 15 years ago and development along with tree growth has continued to occur through the years. An airspace analysis would bring in data to determine which obstructions would require either removal or some type of mitigation. The resulting obstruction mitigation plan and vegetation management plan will allow the airport to strategically formulate a process to correct known obstructions.

Source of Funding: Airport Enterprise Fund Reserves \$17,250, FAA AIP reimbursable Grant funds at 90% & MassDOT at 5%; BMA at 5% \$327,750. Potential for inclusion of the VMP portion within a MDOT Statewide Program.

Budget Impact – This will be included as part of the analysis to be performed.

#2017-091 Comprehensive FAA Airport Layout Plan/FAA Master Plan Update including Underground GIS Utilities Survey; Runway 15/33 Safety Enhancements and Improvements; Taxiway Echo Reconstruction; Engineered Material Arresting System (EMAS) Replacement

The Airport's required Federal Aviation Administration (FAA) Airport Layout Plan (ALP) and Master Plan (per FAA Advisory Circular AC150/5070-6) is a comprehensive long-term plan for the airport development that should be revisited and updated periodically, particularly upon completion of the Town and Cape Cod Commission mandated Master Plan and Development Agreement process. Development items that improve an airport for the primary purpose of accommodating aircraft operations would also be included in the update and are considered to be "capacity projects," which would include the possible safety enhancements and improvements by the extension of Runway 15/33 by approximately 926 feet to provide a better margin of safety for regional and longer range private and commercial jet aircraft; and to determine the potential need for Terminal expansion to accommodate use of jetways for larger air carrier aircraft using this airport.

Source of Funding: Airport Enterprise Fund Reserves \$35,000, FAA Airport Improvement Project (AIP) reimbursable Grant funds at 90% & MassDOT at 5%; BMA at 5% \$665,000

Budget Impact - This project has no direct impact on future operating budgets.

#2017-092 Airport Access Control and Security Improvements

The Barnstable Municipal Airport has a security program approved by the Transportation Security Administration (TSA) under Part 1542 of 49CFR Chapter XII; and as such is required to provide approved airport security measures over designated portions of the airport including the airport perimeter; in areas where passengers are enplaned or deplaned; where baggage is sorted, loaded and unloaded; and includes any adjacent areas that are not separated by other adequate security measures. Access to all entry control points to all of the aforementioned areas must be controlled by approved access control systems of various degrees of technology to prevent any penetration into secure areas, including state of the art surveillance cameras, recording systems, fiber optics and/or cloud-based connectivity, and so forth. At this time, by adding several layers of security, the industry standard has moved forward by utilizing dual prong control which uses an access control proxy card ID and either a key pad or biometrics (fingerprint, palm print or retina scan), and the use of trained, qualified, and certified personnel. This project will be Phase 2 of this continuing effort.

Source of Funding: Airport Enterprise Fund Reserves \$37,250, FAA Airport Improvement Project (AIP) reimbursable Grant funds at 90% & MassDOT at 5%; BMA at 5% \$707,750 approved by the TSA FSD.

Budget Impact – To be determined

#2017-093 Clear Vegetation and Obstruction Removal along the Airport Perimeter Fence Line Buffer Zone and in FAA Airspace (Part 77) Offending Areas

Design, permit and clear vegetation that has regrown along most of the Airport perimeter fence line buffer zone creating potential Transportation Security Administration (TSA) security violations; and in places where the vegetation has regrown in certain areas of the airfield where it is creating an airspace flight obstruction – sometimes called an Federal Aviation Administration (FAA) FAR Part 77 airspace obstruction or an offending area.

Source of Funding: Airport Enterprise Fund Reserves \$15,000, FAA Airport Improvement Project (AIP) reimbursable Grant funds at 90% & MassDOT at 5%; BMA at 5% \$285,000

Budget Impact – Routine maintenance will continue unabated to maintain the clear zones. This project will prevent a future increase in annual maintenance, which cannot be managed by existing staff levels.

#2017-094 Runway and Taxiway Markings and Airport-Owned Roadways Annual Painting Contract

Airport Runway and Taxiway Markings require annual operational and maintenance painting in order to meet FAA 14 CFR Part 139 Inspection requirements to maintain the Airport FAA Certification. In addition, all Airport-owned roadways require annual maintenance painting for roadway and pedestrian safety. This project combines both recurring painting requirements into one annual recurring contract.

Source of Funding: Airport Enterprise Fund Reserves \$150,000

Budget Impact – Labor and materials savings will be used for other required projects and help to eliminate work backlog.

Capital Trust Fund Cash Flow Analysis

The Capital Trust Fund (CTF) is used as a mechanism to finance the Town's General Fund capital improvements 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 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 flows in and out of the CTF for the prospective 20-year period in order to measure the level of additional capital appropriations the fund can absorb.

For the most part, this fund is not the funding source for Enterprise Fund capital improvements. Most enterprise funds pay 100% of their capital cost, which is recovered through their respective user fees. Enterprise Fund capital improvements may be funded from the CTF, which is a policy decision. The two current exceptions are the bond issues for the construction of the Hyannis Youth & Community Center (HYCC) and the bond issue for the Barnstable Harbor Marina bulkhead replacement.

The FY18 General Fund Capital Improvements Program includes a combination of "pay-as-you-go" or cash financing and new bond issues. The cash-financing portion of the program is funded from the Capital Trust fund reserves and balances remaining in appropriations from completed projects. This "pay-as-you-go" financing approach saves the Town thousands of dollars in the form of bond issuance and interest cost. It also provides the opportunity to have some capital program on an annual basis, and provides flexibility within the budget. With just a debt service program, the CTF can become saturated with loan payments and prohibit the approval of any new projects until the debt service from other projects expire. This would also reduce the Town's flexibility in its resource allocation as future cash flows are committed to fixed annual loan payments.

In the event of absolute necessity, the cash portion of the program could be converted to a debt program to allow for a larger capital program up front. For example, the Town could allocate \$1 million in cash per year for capital improvements or allocate \$1 million per year towards new debt service. \$1 million in new debt service could pay for a bond issue of approximately \$8 million with an amortization period of 10 years.

Furthermore, the cash program portion \$3.25 million 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 the capital expenditure. Countless scenarios can be created to allocate the annual cash flow of the CTF between cash and borrowing program.

The annual contribution to the CTF has grown to \$8.6 million in FY18. This amount is projected to increase by 2.5 percent per year in order to allocate more funds to the capital program. Even as more funds are allocated to the capital

program, the Town's capital needs require a higher contribution level. Opportunities to increase this contribution are examined every year. In FY16, an additional \$4 million was transferred from the general fund reserves to provide for a greater level of capital funding over the next five years and another \$1 million is anticipated by the end of FY19.

Table A on page 75 illustrates the CTF cash flow for the next 10 years incorporating all existing loan payments and the FY18 proposed capital improvements program. Table B illustrates the potential capacity within the CTF over the next ten years, and Table C provides the detailed amortization of all existing loans to be paid out of the CTF.

Major Assumptions Used In Table A:

- Investment earnings will average 1.1% per year;
- The transfer from the general fund will increase 2.5% per year;
- Loan amortization on the FY17 & FY18 bond issues will include:
 - \$363,000 and \$314,000 over 5 years,
 - \$1,455,000 and \$900,000 over 10 years,
 - \$3,159,000 and \$1,730,000 over 15 years,
 - \$4,526,000 and \$4,143,000 over 20 years;
- The coupon rates on the bonds are estimated to range from 2.5% to 4.0% with the longer the amortization period the higher the interest rate;
- The FY17 bonds will be issued at a time so that the first loan payments will not be made until FY18 and the first payment on the FY18 bond issue will be in FY19;
- There are no estimated savings from bond refinancing included in the projection;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact;
- No other major changes will take place in the municipal bond market; and
- The cash funded portion of the capital program will total \$3.7 million per year.

Major Assumptions Used In Table B:

In addition to all of the assumptions in Table A, bond issues of \$7 million per year are included for the FY19 through FY27 capital programs with the following amortization amounts:

- \$500,000 annually over 5 years
- \$1,000,000 annually over 10 years
- \$1,500,000 annually over 15 years
- \$4,000,000 annually over 20 years

TABLE A – Estimated Capital Trust Fund Cash Flow FY 2018 – FY 2027

ESTIMATED CAPITAL TRUST FUND CASH FLOW FY 2018 - FY 2027										
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
1 Beginning Trust Fund Balance	\$ 15,268,243	\$ 13,668,957	\$ 12,093,308	\$ 11,096,924	\$ 10,809,552	\$ 13,266,116	\$ 14,299,030	\$ 16,166,992	\$ 18,954,665	\$ 22,147,478
Resources:										
2 Investment Earnings	167,951	150,359	133,026	122,066	118,905	145,927	157,289	177,837	208,501	243,622
3 Private Road Betterments Collected	70,000	65,000	60,000	55,000	50,000	45,000	40,000	35,000	30,000	25,000
4 Transfer From General Fund	8,636,985	8,837,112	9,042,226	9,252,450	9,467,913	9,688,745	9,915,081	10,147,058	10,384,816	10,628,500
5 Additional Contribution From General Fund	-	-	-	-	2,000,000	-	-	-	-	1,000,000
6 Total Current Year Resources	8,874,936	9,052,471	9,235,252	9,429,516	11,636,818	9,879,672	10,112,370	10,359,895	10,623,317	11,897,122
7 Total Available Resources	24,143,178	22,721,428	21,328,560	20,526,441	22,446,370	23,145,788	24,411,400	26,526,886	29,577,982	34,044,600
Commitments:										
8 Existing Debt Service Payments	(5,716,646)	(5,399,462)	(5,031,234)	(4,544,744)	(4,036,367)	(3,788,159)	(3,264,730)	(2,619,903)	(2,494,343)	(2,032,619)
9 Estimated Debt Service on FY17 CIP (\$9.5M)	(892,575)	(876,200)	(859,825)	(843,450)	(827,075)	(753,670)	(737,654)	(721,638)	(716,824)	(699,352)
10 Estimated Debt Service on FY18 CIP (\$7.1M)	-	(652,458)	(640,576)	(628,694)	(616,812)	(604,930)	(542,024)	(530,681)	(519,338)	(516,677)
11 Public Roads Program	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)
12 Other Cash Program	(615,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
13 Total Current Year Commitments	(10,474,221)	(10,628,120)	(10,231,635)	(9,716,888)	(9,180,254)	(8,846,759)	(8,244,408)	(7,572,222)	(7,430,504)	(6,948,648)
14 Increase (Decrease) in Trust Fund	(1,599,285)	(1,575,650)	(996,383)	(287,372)	2,456,564	1,032,914	1,867,962	2,787,673	3,192,813	4,948,474
15 Ending Trust Fund Balance	\$ 13,668,957	\$ 12,093,308	\$ 11,096,924	\$ 10,809,552	\$ 13,266,116	\$ 14,299,030	\$ 16,166,992	\$ 18,954,665	\$ 22,147,478	\$ 27,095,952
16 % of trust fund resources committed in CY (max = 80%)	44%	48%	50%	49%	43%	40%	35%	30%	26%	21%

This table illustrates the Capital Trust Fund’s (CTF) cash flow incorporating all existing loan payments on previously authorized projects as well as the recommended projects for FY18. Cash funded projects in FY18 total \$3,865,000 and bond funded projects total \$7.087 million. The bonds will be issued in FY18 and the first estimated loan payment of \$652,458 is anticipated to be made in FY19 as illustrated above on line 10. Line 8 in the table above includes all existing loan payments. Line 9 illustrates the estimate debt service payment on the Town’s FY17 bond issue which had not been sold at the time of writing this report. Lines 11 and 12 include estimates on future cash appropriations for capital to be financed from the trust fund’s reserves. One-time additional resources to be added to the fund in FY22 and FY27 are included on line 5. The percentage of the trust fund’s current year resources that are committed in any year are less than the Administrative Code limit of 80% (line 16) indicating that the fund has the capacity to absorb more debt financed projects in future years.

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

ESTIMATED CAPITAL TRUST FUND CASH FLOW 10 Year Plan Projection											
		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
1	Beginning Trust Fund Balance	\$ 15,268,243	\$ 13,833,957	\$ 12,260,123	\$ 10,590,574	\$ 8,967,557	\$ 9,438,497	\$ 7,848,307	\$ 6,468,185	\$ 5,484,047	\$ 4,392,319
	Resources:										
2	Investment Earnings	167,951	152,174	134,861	123,921	120,781	147,823	159,206	179,775	210,461	245,603
3	Private Road Betterments Collected	70,000	65,000	60,000	55,000	50,000	45,000	40,000	35,000	30,000	25,000
4	Transfer From General Fund	8,636,985	8,837,112	9,042,226	9,252,450	9,467,913	9,688,745	9,915,081	10,147,058	10,384,816	10,628,500
5	Additional Contribution From General Fund	-	-	-	-	2,000,000	-	-	-	-	1,000,000
6	Total Current Year Resources	8,874,936	9,054,286	9,237,087	9,431,371	11,638,694	9,881,568	10,114,287	10,361,833	10,625,277	11,899,103
7	Total Available Resources	24,143,178	22,888,243	21,497,210	20,021,946	20,606,251	19,320,065	17,962,594	16,830,018	16,109,324	16,291,422
	Commitments:										
8	Existing Debt Service Payments	(5,716,646)	(5,399,462)	(5,031,234)	(4,544,744)	(4,036,367)	(3,788,159)	(3,264,730)	(2,619,903)	(2,494,343)	(2,032,619)
9a	Estimated Debt Service on FY17 CIP	(892,575)	(876,200)	(859,825)	(843,450)	(827,075)	(753,670)	(737,654)	(721,638)	(716,824)	(699,352)
9b	Estimated Debt Service on FY18 CIP	-	(652,458)	(640,576)	(628,694)	(616,812)	(604,930)	(542,024)	(530,681)	(519,338)	(516,677)
9c	Estimated Debt Service on FY19 CIP	-	-	(675,000)	(662,500)	(650,000)	(637,500)	(625,000)	(523,750)	(512,750)	(501,750)
9d	Estimated Debt Service on FY20 CIP	-	-	-	(675,000)	(662,500)	(650,000)	(637,500)	(625,000)	(523,750)	(512,750)
9e	Estimated Debt Service on FY21 CIP	-	-	-	-	(675,000)	(662,500)	(650,000)	(637,500)	(625,000)	(523,750)
9f	Estimated Debt Service on FY22 CIP	-	-	-	-	-	(675,000)	(662,500)	(650,000)	(637,500)	(625,000)
9g	Estimated Debt Service on FY23 CIP	-	-	-	-	-	-	(675,000)	(662,500)	(650,000)	(637,500)
9h	Estimated Debt Service on FY24 CIP	-	-	-	-	-	-	-	(675,000)	(662,500)	(650,000)
9i	Estimated Debt Service on FY25 CIP	-	-	-	-	-	-	-	-	(675,000)	(662,500)
9j	Estimated Debt Service on FY26 CIP	-	-	-	-	-	-	-	-	-	(675,000)
10	Public Roads Program	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)	(3,250,000)
11	Other Cash Program	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)	(450,000)
12	Total Current Year Commitments	(10,309,221)	(10,628,120)	(10,906,635)	(11,054,388)	(11,167,754)	(11,471,759)	(11,494,408)	(11,345,972)	(11,717,004)	(11,736,898)
13	Increase (Decrease) in Trust Fund	(1,434,285)	(1,573,835)	(1,669,548)	(1,623,017)	470,939	(1,590,190)	(1,380,121)	(984,139)	(1,091,728)	162,205
14	Ending Trust Fund Balance	\$ 13,833,957	\$ 12,260,123	\$ 10,590,574	\$ 8,967,557	\$ 9,438,497	\$ 7,848,307	\$ 6,468,185	\$ 5,484,047	\$ 4,392,319	\$ 4,554,524
15	% of trust fund resources committed in CY (max = 80%)	44%	48%	53%	58%	57%	63%	69%	73%	80%	80%
	Bond Financed Program	7,087,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
	Cash Funded Program	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000	3,700,000
	Total	10,787,000	10,700,000	10,700,000	10,700,000	10,700,000	10,700,000	10,700,000	10,700,000	10,700,000	10,700,000

Including the proposed FY18 capital program, it is estimated the Capital Trust Fund can absorb approximately \$96 million in projects over the next 10 years and stay within the maximum allowable commitment of 80% as shown on line 15. Cash financed capital is estimated at \$37 million and bond financed capital is estimated a \$63 million through FY27. The estimated annual loan payments on the bonds are illustrated on lines 9a through 9j.

TABLE C – Capital Trust Fund Debt Amortization Schedule

DEBT SERVICE PROGRAM		Issued	Maturity	Principal	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments
Purpose		Date	Date	Amount	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
CTF Building - Senior Center - Refunded	I	02/15/07	02/15/19	702,378	79,790	26,250	-	-	-	-	-	-	-	-
CTF MWPAT CW-04-31 Pool 11	I	11/09/07	07/15/20	389,216	33,999	33,999	33,999	33,999	-	-	-	-	-	-
CTF Coastal Water Quality Improvements	O	06/26/08	06/15/18	250,000	25,140	-	-	-	-	-	-	-	-	-
CTF Lake & Pond Improvements	I	06/26/08	06/15/18	250,000	25,140	-	-	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center	I	06/26/08	06/15/23	465,000	32,473	-	-	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center - CAP	I	06/26/08	06/15/23	150,000	10,475	-	-	-	-	-	-	-	-	-
CTF Boat Ramps - CAP	I	06/26/08	06/15/23	927,000	64,945	-	-	-	-	-	-	-	-	-
CTF Land Acquisition - CAP	I	06/26/08	06/15/23	365,200	25,140	-	-	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 1	I	06/26/08	06/15/23	350,000	24,093	-	-	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 2	I	06/26/08	06/15/23	350,000	24,093	-	-	-	-	-	-	-	-	-
CTF Private Road Repairs	I	06/26/08	06/15/23	1,607,900	112,083	-	-	-	-	-	-	-	-	-
CTF Municipal Building Improvements	I	06/26/08	06/15/28	297,000	5,238	-	-	-	-	-	-	-	-	-
CTF School Facility Improvements 1 (I)	I	06/26/08	06/15/28	916,600	31,425	-	-	-	-	-	-	-	-	-
CTF School Building Improvements	I	06/16/10	06/15/30	936,000	65,869	64,744	62,494	61,144	59,794	58,331	56,869	55,294	53,719	52,088
CTF Dredging	I	06/16/10	06/15/24	419,250	36,875	36,125	34,625	33,725	32,825	31,850	25,875	-	-	-
CTF Lake Treatment	I	06/16/10	06/15/25	275,000	24,575	24,075	23,075	17,475	17,025	16,538	16,050	15,525	-	-
CTF Municipal Facility Improvements	I	06/16/10	06/15/29	402,500	7,119	6,994	6,744	6,594	6,444	6,281	6,119	5,944	5,769	5,588
CTF Police Facility	I	06/16/10	06/15/30	508,000	36,594	35,969	34,719	33,969	33,219	32,406	31,594	30,719	29,844	28,938
CTF Nitrogen Management CW-04-31-A	I	03/15/11	07/15/20	211,460	23,330	23,330	23,330	23,330	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs V (I)	I	06/14/11	06/15/31	884,000	68,719	66,919	65,119	63,319	61,519	59,719	57,919	56,400	54,825	53,138
CTF Advance Refund 6/15/2002 Land Acquisitions BUTAPS	I	06/14/11	06/15/20	1,102,000	145,600	140,400	135,200	-	-	-	-	-	-	-
CTF Boat Ramp Renovations	I	06/14/11	06/15/21	250,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
CTF Bridge Repair	I	06/14/11	06/15/21	250,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
CTF Building - Town Hall Space - 00-110 Refunded	I	06/14/11	06/15/21	180,000	23,080	21,280	20,520	19,760	-	-	-	-	-	-
CTF Dredging East Bay & Blish Point	I	06/14/11	06/15/21	665,000	75,400	72,800	70,200	67,600	-	-	-	-	-	-
CTF Municipal Facility Improvement	I	06/14/11	06/15/21	300,000	34,800	33,600	32,400	31,200	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs IV	I	06/14/11	06/15/21	332,000	34,800	33,600	32,400	31,200	-	-	-	-	-	-
CTF School Parking Lot (I)	I	06/14/11	06/15/21	250,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
CTF Sidewalk Improvements	I	06/14/11	06/15/21	350,000	40,600	39,200	37,800	36,400	-	-	-	-	-	-
CTF Building - Town Hall Repairs - 01-087 Refunded	I	06/14/11	06/15/22	100,000	11,960	11,560	11,160	10,760	9,360	-	-	-	-	-
CTF School Remolding - Asbestos 00-110 Refunded	I	06/14/11	06/15/22	50,000	6,000	5,800	5,600	5,400	5,200	-	-	-	-	-
CTF Baxter Neck Road's - Private Way	I	06/14/11	06/15/26	350,000	32,725	31,725	30,725	29,725	23,725	22,925	22,125	21,450	20,750	-
CTF Prince Cove/Hayward Rd. Boat Ramp	I	06/14/11	06/15/26	600,000	53,850	52,250	50,650	49,050	47,450	45,850	44,250	42,900	41,500	-
CTF School Facilities Upgrades/Repairs II	I	06/14/11	06/15/26	179,000	13,463	13,063	12,663	12,263	11,863	11,463	11,063	10,725	10,375	-
CTF School Facilities Upgrades/Repairs III	I	06/14/11	06/15/26	190,000	18,863	18,263	17,663	17,063	11,863	11,463	11,063	10,725	10,375	-
CTF School Improvement (I)	I	06/14/11	06/15/26	487,000	45,588	39,188	37,988	36,788	35,588	34,388	33,188	32,175	31,125	-
CTF Advance Refund 6/15/2003 Main St. Hyannis Infr. Improv.	I	04/18/12	09/15/20	39,100	5,523	5,348	5,198	4,162	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Building Improvements	I	04/18/12	09/15/22	96,600	11,764	11,414	11,114	10,814	10,464	6,732	-	-	-	-
CTF Advance Refund 6/15/2003 Drainage 1 (i)	I	04/18/12	09/15/22	193,200	23,528	22,828	22,228	21,628	18,968	15,504	-	-	-	-
CTF Advance Refund 6/15/2003 Drainage 2 (i)	I	04/18/12	09/15/22	96,700	11,768	11,418	11,118	10,818	10,468	6,834	-	-	-	-
CTF Advance Refund 6/15/2003 Police Facility Addition	I	04/18/12	09/15/22	626,900	76,557	71,229	67,500	65,700	63,600	61,200	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel I	I	04/18/12	09/15/22	242,700	30,299	29,389	28,609	22,806	21,192	20,196	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel II	I	04/18/12	09/15/22	193,400	23,480	22,780	22,180	21,580	17,940	15,300	-	-	-	-
CTF Beach Facility Design	I	11/22/13	11/15/18	115,000	20,600	20,200	-	-	-	-	-	-	-	-
CTF Guardrail Replacements	I	11/22/13	11/15/18	60,000	10,300	10,100	-	-	-	-	-	-	-	-
CTF Intermediate School Roof & Façade Design	I	11/22/13	11/15/18	100,000	20,600	20,200	-	-	-	-	-	-	-	-
CTF Lombard Parking & Ballfield Design	I	11/22/13	11/15/18	101,000	20,600	20,200	-	-	-	-	-	-	-	-
CTF School Grounds Maintenance Equipment	I	11/22/13	11/15/18	150,000	30,900	30,300	-	-	-	-	-	-	-	-

TABLE C – Capital Trust Fund Debt Amortization Schedule – Continued

DEBT SERVICE PROGRAM		Issued	Maturity	Principal	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments	P&I Payments
Purpose		Date	Date	Amount	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
CTF School Gym Bleacher Upgrades	I	11/22/13	11/15/18	55,000	10,300	10,100	-	-	-	-	-	-	-	-
CTF School Hot Water Pump Replacement	I	11/22/13	11/15/18	85,000	15,450	15,150	-	-	-	-	-	-	-	-
CTF School Kitchen equipment	I	11/22/13	11/15/18	110,000	20,600	20,200	-	-	-	-	-	-	-	-
CTF Sewer Expansion Analysis	I	11/22/13	11/15/18	70,000	15,350	10,100	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair	I	11/22/13	11/15/23	120,000	16,750	11,500	11,250	10,950	10,650	10,375	10,125	-	-	-
CTF East Bay Dredging	I	11/22/13	11/15/23	600,000	70,200	69,000	67,500	65,700	63,900	62,250	60,750	-	-	-
CTF Guyer Barn Upgrades	I	11/22/13	11/15/23	148,000	17,425	17,125	16,750	16,300	15,850	15,438	10,125	-	-	-
CTF Highway Operations Facility Construction	I	11/22/13	11/15/23	66,000	5,850	5,750	5,625	5,475	5,325	5,188	5,063	-	-	-
CTF HS Library AC Units	I	11/22/13	11/15/23	450,000	52,650	51,500	50,625	49,275	47,925	46,688	45,563	-	-	-
CTF Hyannis Harbor Bulkhead Construction	I	11/22/13	11/15/23	142,000	17,150	16,850	16,475	16,025	10,650	10,375	10,125	-	-	-
CTF MEA Facility Upgrades	I	11/22/13	11/15/23	131,000	17,000	16,700	16,325	10,950	10,650	10,375	10,125	-	-	-
CTF Millway Boat Ramp & Dock Upgrades	I	11/22/13	11/15/23	133,000	17,000	16,700	16,325	10,950	10,650	10,375	10,125	-	-	-
CTF Osterville Community Building Upgrades	I	11/22/13	11/15/23	200,000	23,400	23,000	22,500	21,900	21,300	20,750	20,250	-	-	-
CTF Pearl St Building Upgrades	I	11/22/13	11/15/23	114,000	11,700	11,500	11,250	10,950	10,650	10,375	10,125	-	-	-
CTF Police Station Upgrades	I	11/22/13	11/15/23	168,000	17,550	17,250	16,875	16,425	15,975	15,563	15,188	-	-	-
CTF Private Road Repairs (I)	I	11/22/13	11/15/23	633,000	75,500	74,200	72,575	65,700	63,900	62,250	60,750	-	-	-
CTF S&G Facility Roof Repairs	I	11/22/13	11/15/23	103,000	11,700	11,500	11,250	10,950	10,650	10,375	10,125	-	-	-
CTF School Computer Network Infrastructure	I	11/22/13	11/15/23	189,000	23,000	22,600	22,100	21,500	15,975	15,563	15,188	-	-	-
CTF School Fire & Communications System	I	11/22/13	11/15/23	200,000	23,400	23,000	22,500	21,900	21,300	20,750	20,250	-	-	-
CTF School Roof Repairs	I	11/22/13	11/15/23	600,000	70,200	69,000	67,500	65,700	63,900	62,250	60,750	-	-	-
CTF Sidewalk Overlays	I	11/22/13	11/15/23	190,000	23,150	22,750	22,250	21,650	21,050	15,563	15,188	-	-	-
CTF Tennis Courts	I	11/22/13	11/15/23	500,000	58,500	57,500	56,250	54,750	53,250	51,875	50,625	-	-	-
CTF Town Hall Interior Upgrades	I	11/22/13	11/15/23	150,000	17,550	17,250	16,875	16,425	15,975	15,563	15,188	-	-	-
CTF US Custom House upgrades	I	11/22/13	11/15/23	263,000	29,250	28,750	28,125	27,375	26,625	25,938	25,313	-	-	-
CTF Water Quality Evaluation	I	11/22/13	11/15/23	230,000	28,700	28,200	27,575	21,900	21,300	20,750	20,250	-	-	-
CTF West Barnstable Community Building Upgrades	I	11/22/13	11/15/23	72,000	10,900	5,750	5,625	5,475	5,325	5,188	5,063	-	-	-
CTF Beach Facilities Improvements (I) \$270,000 Refunded	I	02/15/15	02/15/22	71,300	17,985	16,310	15,680	15,120	14,560	-	-	-	-	-
CTF Marstons Mills Fish Run Reconstruction	I	02/17/15	02/15/30	326,000	34,875	33,750	27,625	26,825	26,025	25,225	24,425	23,625	22,825	22,225
CTF Senior Center - Parking Lot Expansion	I	02/17/15	02/15/30	290,000	29,125	28,225	27,325	26,525	25,725	24,925	24,125	23,325	22,525	21,925
CTF Centerville Recreation Building	I	02/17/15	02/15/35	185,000	15,763	15,313	14,863	14,463	14,063	13,663	13,263	12,863	12,463	12,163
CTF Early Learning Center Modular Facility	I	02/17/15	02/15/35	2,000,000	162,125	157,625	153,125	149,125	145,125	141,125	137,125	133,125	129,125	126,125
CTF Police Facilities	I	02/17/15	02/15/35	288,000	23,869	23,194	22,519	21,919	21,319	20,719	20,119	19,519	18,919	18,469
CTF Blish Point Sand Management	I	02/17/15	02/15/20	215,000	50,425	43,400	41,600	-	-	-	-	-	-	-
CTF Dredge Permitting/Planning	I	02/17/15	02/15/20	341,000	78,675	70,525	67,600	-	-	-	-	-	-	-
CTF Sidewalk/Guardrail Improvements 1	I	02/17/15	02/15/20	200,000	45,200	43,400	41,600	-	-	-	-	-	-	-
CTF Sidewalk/Guardrail Improvements 2	I	02/17/15	02/15/20	85,000	16,950	16,275	15,600	-	-	-	-	-	-	-
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	I	02/17/15	02/15/22	199,700	51,390	49,455	42,520	41,000	38,480	-	-	-	-	-
CTF School Upgrades 1 (I) \$360,000 Refunded	I	02/17/15	02/15/22	104,700	28,127	27,360	21,280	20,520	19,760	-	-	-	-	-
CTF Police Station Construction (I) \$400,000 Adv Refunded 6-15-05	I	02/17/15	02/15/25	181,650	23,783	23,130	22,320	21,600	20,880	20,160	19,440	18,720	-	-
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	I	02/17/15	02/15/26	325,200	52,065	49,310	47,600	46,080	44,560	43,040	35,520	34,240	32,960	-
CTF MME Roof Replacement (I) \$750,000 Refunded	I	02/17/15	02/15/26	329,800	52,056	49,510	47,800	46,280	44,760	43,240	40,720	34,240	32,960	-
CTF School Health & Safety Improvements \$478,000 Refunded	I	02/17/15	02/15/26	193,400	31,780	30,700	29,620	28,660	27,700	21,740	19,980	19,260	18,540	-
CTF BHMCS Roof (I) \$910,000 Refunded	I	02/17/15	02/15/27	426,900	60,581	57,705	55,770	54,050	52,330	50,610	48,890	46,170	44,490	42,230
CTF School Upgrades 2 (I) \$150,000 Refunded	I	02/17/15	02/15/27	47,400	6,766	6,645	6,420	6,220	6,020	5,820	5,620	4,920	4,240	4,120
CTF Senior Center - Garden Level \$457,000 Refunded	I	02/17/15	02/15/27	195,000	31,635	25,555	24,700	23,940	23,180	22,420	21,660	20,900	20,140	19,570
CTF Town Building Repairs & Renovations \$685,000 Refunded	I	02/17/15	02/15/27	317,600	46,470	44,940	43,410	41,050	39,730	38,410	37,090	30,770	29,650	27,810
CTF Nitrogen Management CW-04-31-B Series 16	I	05/14/15	07/15/20	157,531	27,842	27,882	27,922	27,963	-	-	-	-	-	-
CTF BCHMPCS Façade & Roof Improvements (#2015-117)	I	02/25/16	06/30/26	260,000	39,200	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	-

TABLE C – Capital Trust Fund Debt Amortization Schedule – Continued

DEBT SERVICE PROGRAM		Issued Date	Maturity Date	Principal Amount	P&I Payments FY 2018	P&I Payments FY 2019	P&I Payments FY 2020	P&I Payments FY 2021	P&I Payments FY 2022	P&I Payments FY 2023	P&I Payments FY 2024	P&I Payments FY 2025	P&I Payments FY 2026	P&I Payments FY 2027
CTF Channel Dredging- Barnstable Harbor (#2016-035)	I	02/25/16	06/30/26	490,000	67,600	65,600	63,600	61,600	59,600	57,600	55,600	48,600	46,800	-
CTF High School & Middle School Boiler Upgrades (#2015-119)	I	02/25/16	06/30/26	350,000	47,600	46,200	44,800	43,400	42,000	40,600	39,200	37,800	36,400	-
CTF Paving: Bay Stree Boat Ramp (#2015-099)	I	02/25/16	06/30/26	142,000	20,000	19,400	18,800	18,200	17,600	17,000	16,400	10,800	10,400	-
CTF W Village Elementary A/C Replacement (#2015-120)	I	02/25/16	06/30/26	250,000	34,000	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	-
CTF Hamblin Pond Alum Treatment (#2015-112)	I	02/25/16	06/30/31	300,000	29,725	28,925	28,125	27,325	26,525	25,725	24,925	24,125	23,325	22,525
CTF Joshua's Pond Recreational Facility (#2015-111)	I	02/25/16	06/30/31	282,000	29,194	28,394	27,594	26,794	25,994	25,194	24,394	23,594	22,794	21,994
CTF Road Repairs - Governors Way (#2016-037)	I	02/25/16	06/30/31	304,000	29,725	28,925	28,125	27,325	26,525	25,725	24,925	24,125	23,325	22,525
CTF Road Repairs (#2015-102)	I	02/25/16	06/30/31	518,000	51,719	50,319	48,919	47,519	46,119	44,719	43,319	41,919	40,519	39,119
CTF BIS Façade & Roof Improvements (#2015-116)	I	02/25/16	06/30/36	3,353,000	276,781	269,981	263,181	256,381	249,581	242,781	235,981	229,181	222,381	210,581
CTF Craigville Beach Bathhouse (#2016-031)	I	02/25/16	06/30/36	450,000	39,525	38,525	37,525	36,525	35,525	34,525	33,525	32,525	31,525	25,525
CTF Elementary School Modular Classroom (#2015-115)	I	02/25/16	06/30/36	3,720,000	308,306	300,706	293,106	280,506	273,106	265,706	258,306	250,906	243,506	236,106
CTF Guardrail Improvements (#2015-098)	I	02/25/16	06/30/36	170,000	26,000	25,200	24,400	18,600	18,000	17,400	16,800	16,200	15,600	-
CTF Police Station Remodeling (#2015-100)	I	02/25/16	06/30/36	355,000	31,444	30,644	29,844	29,044	28,244	27,444	26,644	25,844	25,044	24,244
CTF Sidewalk Improvements (#2015-098)	I	02/25/16	06/30/36	230,000	33,200	32,200	31,200	30,200	29,200	23,200	22,400	21,600	20,800	-
CTF Town Hall Remodeling (#2015-101)	I	02/25/16	06/30/36	939,000	79,831	77,831	75,831	73,831	71,831	69,831	67,831	65,831	63,831	57,831
CTF Bismore Park Visitor Center - CAP \$150,000	I	06/21/16	06/30/23	48,000	1,920	11,920	11,120	10,400	9,700	9,000	8,300	7,600	7,000	-
CTF Bismore Park Visitor Center \$465,000 Refunded	I	06/21/16	06/30/23	147,500	5,900	35,900	34,200	33,520	32,820	29,120	-	-	-	-
CTF Boat Ramps - CAP \$927,000 Refunded	I	06/21/16	06/30/23	290,000	11,600	66,600	69,400	67,000	64,600	57,200	-	-	-	-
CTF Land Acquisition - CAP \$365,200 Refunded	I	06/21/16	06/30/23	115,000	4,600	28,600	27,640	26,680	23,720	21,840	-	-	-	-
CTF Pleasant St. Dock - 1 \$350,000 Refunded	I	06/21/16	06/30/23	109,500	4,380	27,380	25,960	24,560	22,680	21,840	-	-	-	-
CTF Pleasant St. Dock - 2 \$350,000 Refunded	I	06/21/16	06/30/23	110,000	4,400	27,400	26,480	24,560	22,680	21,840	-	-	-	-
CTF Private Road Repairs \$1,607,900	I	06/21/16	06/30/23	509,000	20,360	125,360	120,160	112,000	108,000	104,000	-	-	-	-
CTF Municipal Building Improvements \$297,000 Refunded	I	06/21/16	06/30/28	49,300	1,572	6,572	5,672	6,200	6,000	5,800	5,600	5,400	5,300	5,200
CTF School Facility Improvements 1 (I) \$916,600 Refunded	I	06/21/16	06/30/28	295,700	9,428	39,428	36,928	34,080	36,000	34,800	33,600	32,400	31,800	31,200
TOTAL GENERAL FUND DEBT SERVICE					4,462,479	4,181,931	3,861,053	3,410,003	2,940,066	2,734,177	2,250,789	1,643,583	1,557,868	1,130,836
CTF HYCC 4	I	06/26/08	06/15/28	6,765,000	354,055	-	-	-	-	-	-	-	-	-
CTF Marina Bulkhead Repair I	I	06/14/11	06/15/30	725,000	58,831	57,231	55,631	54,031	52,431	50,831	44,231	43,050	41,825	40,513
CTF HYCC 1 (I) \$1,000,000 Refunded	I	02/17/15	02/15/27	474,900	66,446	64,390	62,230	60,310	58,390	56,470	53,550	51,670	49,790	47,380
CTF HYCC 2 (I) \$8,000,000 Refunded	I	02/17/15	02/15/27	3,794,400	535,190	515,775	495,450	480,170	463,890	447,650	430,450	413,330	396,290	380,070
CTF HYCC 3 (I) \$1,600,000 Refunded	I	02/17/15	02/15/27	759,000	107,645	103,135	98,670	95,630	92,590	89,550	86,510	82,470	79,470	76,220
CTF HYCC 4 (I) \$6,765,000 Refunded	I	06/21/16	06/30/28	3,320,000	107,000	452,000	433,200	419,600	404,000	384,480	374,200	360,800	344,100	332,600
TOTAL ENTERPRISE FUND DEBT SERVICE					1,229,167	1,192,531	1,145,181	1,109,741	1,071,301	1,028,981	988,941	951,320	911,475	876,783
Temporary interest on bond anticipation notes					25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
GRAND TOTAL ALL DEBT SERVICE					5,716,646	5,399,462	5,031,234	4,544,744	4,036,367	3,788,159	3,264,730	2,619,903	2,494,343	2,032,619

Sewer Construction and Private Way Maintenance and Improvements Fund

Chapter 355 of the Acts of 2014 enacted by the General Court allows the Town of Barnstable to establish a special fund that may be used for the construction of sewers and the maintenance and improvements of private ways.

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

The Stewart's Creek sewer construction, West Main Street Pump Station and FY16 private way improvement projects are the only projects to date that have been accounted for within this special fund. The Town borrowed money from the Massachusetts Clean Water Trust to finance the construction of the sewer projects. The Town received low interest loans and principal subsidies on the loans. The loans will be paid back from the resources credited to this special fund. Betterments on the Stewarts Creek project were assessed to property abutters in the amount of 50% of the project costs. The betterments collected are credited to this fund.

The Fiscal Year 2018 Capital Program does not include any projects to be financed from this fund. On the following page is a 10 year projection for the fund's activity. With no additional projects included in the projection the fund is estimated to accumulated available resources amounting to \$36 million by fiscal year 2027.

	Projected									
	2018P	2019P	2020P	2021P	2022P	2023P	2024P	2025P	2026P	2027P
INT.PENALT.SEWER	\$ 24,000	\$ 22,000	\$ 20,000	\$ 18,000	\$ 16,000	\$ 14,000	\$ 12,000	\$ 10,000	\$ 8,000	\$ 6,000
HOTEL/MOTEL TAX	952,748	962,275	971,898	981,617	991,433	1,001,348	1,011,361	1,021,475	1,031,689	1,042,006
MEALS TAX	1,480,280	1,480,280	1,480,280	1,480,280	1,480,280	1,480,280	1,480,280	1,480,280	1,480,280	1,480,280
SEWER ASSESSMENT	128,391	121,391	114,391	107,391	100,391	93,391	86,391	79,391	72,391	65,391
EARNINGS ON INVESTMENT	91,534	105,229	121,478	137,835	154,320	170,934	187,679	204,556	221,568	238,715
Total Revenues:	2,676,953	2,691,176	2,708,048	2,725,124	2,742,425	2,759,953	2,777,711	2,795,702	2,813,928	2,832,393
	-0.45%	0.53%	0.63%	0.63%	0.63%	0.64%	0.64%	0.65%	0.65%	0.66%
PRINCIPAL LONG-TERM DEBT	372,642	380,507	388,541	396,742	405,117	413,669	422,402	431,320	440,426	449,724
INTEREST LONG TERM DEBT	128,259	120,728	113,037	105,184	97,166	88,978	80,617	72,080	63,363	54,461
DEBT ISSUANCE EXPENSES	9,500	9,000	8,500	8,000	7,500	7,000	6,500	6,000	5,500	5,000
Total Expenses:	510,402	510,235	510,078	509,926	509,783	509,647	509,519	509,400	509,288	509,185
Surplus Generated (Used)	2,166,552	2,180,941	2,197,970	2,215,197	2,232,642	2,250,306	2,268,192	2,286,302	2,304,640	2,323,207
Beginning Surplus	14,030,556	16,197,108	18,378,049	20,576,019	22,791,216	25,023,858	27,274,164	29,542,356	31,828,659	34,133,299
Ending Surplus	\$ 16,197,108	\$ 18,378,049	\$ 20,576,019	\$ 22,791,216	\$ 25,023,858	\$ 27,274,164	\$ 29,542,356	\$ 31,828,659	\$ 34,133,299	\$ 36,456,506

Debt Position Analysis

Type and Purpose of Debt

The Town sells bonds to finance major capital improvements that require large cash outlays. General Obligation Bonds (G.O.B) have been sold to fund capital improvements managed by various municipal operations such as schools, public works, recreation, conservation, and the Town's enterprise fund operations. General Obligation Debt, (G.O.D), is supported by the full faith and credit of the Town and is repaid from property taxes collected from both current and future property owners throughout the term of the debt, except for the bonds issued to fund most capital improvements for enterprise fund operations. Although property taxes are pledged as collateral for enterprise fund GOB's, most of the bonds are repaid with revenue generated by the enterprise funds and not property taxes. This arrangement provides for more favorable borrowing rates for enterprise fund debt and is required by Massachusetts General Laws. Alternatively, enterprise funds would have to issue what are referred to as "Revenue Bonds", which would typically carry much higher interest rates, as the collateral is enterprise fund revenue as opposed to property taxes.

Properly structured municipal debt is tax exempt. This feature is attractive to many investors who, in turn, require less interest than they would from non-tax-exempt investments. Typical rates for municipal bonds over the past several years have been in the 1.5% to 4% range. Rates remain low in FY17 as the economy is making municipal bonds more attractive for highly rated communities. When netted out against inflation, municipal borrowing costs, especially for strong credit worthy Towns such as Barnstable is enviable.

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

Current Debt Position

As of June 30, 2016, the Town of Barnstable had \$107 million of outstanding long-term debt. New debt issued in FY16 was \$19 million and existing debt retired was \$12 million, representing a \$7 million net increase in the outstanding long-term debt level from June 30, 2015. These debt figures include all debt incurred on behalf of the governmental funds and enterprise funds.

Projected Debt Payments by Project and Fund

The following four tables set forth the projected General Obligation Debt (G.O.D.) payments by issue for both the Town’s governmental funds and the enterprise funds. It is significant to note the State reimburses for school construction projects at the rate of 64% including interest costs incurred, as well as several Massachusetts Clean Water Trust (MCWT) loans for sewer construction, water system improvements and landfill capping loans.

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

Projects	Maturities Through	Original Loan Amount	Coupon Rate (%)	Outstanding at June 30, 2015	Issued	Redeemed	Outstanding at June 30, 2016
MCWT Title V Bond of 1997.....	2021	\$ 200,000	0.00	\$ 62,203	\$ -	\$ (10,403)	\$ 51,800
MCWT Title V Bond of 2002.....	2023	200,000	0.00	80,240	-	(9,972)	70,268
MCWT Title V Bonds of 2006.....	2026	400,000	0.00	220,000	-	(20,000)	200,000
MCWT Title V Bond of 2007.....	2027	200,000	0.00	120,000	-	(10,000)	110,000
Municipal Purpose Bonds of 2007.....	2027	43,910,388	3.38 - 4.75	17,480,000	-	(4,245,000)	13,235,000
MCWT Bond of 2008 (CW-04-31).....	2021	389,216	2.00	192,238	-	(30,460)	161,778
Municipal Purpose Bonds of 2008.....	2028	5,928,700	3.75 - 4.50	2,839,000	-	(2,113,000)	726,000
MCWT Bond of 2009.....	2021	887,454	2.00	289,444	-	(45,766)	243,678
Municipal Purpose Bonds of 2010.....	2030	3,873,270	2.00 - 5.00	2,550,000	-	(200,000)	2,350,000
Municipal Purpose Bonds of 2011.....	2031	15,451,000	2.00 - 4.00	9,310,000	-	(1,715,000)	7,595,000
Municipal Purpose Refunding of 2012.....	2023	10,037,900	2.00 - 4.00	6,879,500	-	(910,000)	5,969,500
Municipal Purpose Bonds of 2014.....	2024	6,248,000	2.00 - 3.00	5,455,000	-	(750,000)	4,705,000
Municipal Purpose Refunding of 2015.....	2027	5,265,500	2.00 - 4.50	5,265,500	-	(299,100)	4,966,400
Municipal Purpose Bonds of 2015.....	2035	3,930,000	2.00 - 4.50	3,930,000	-	(355,000)	3,575,000
Municipal Purpose Bonds of 2016.....	2036	12,113,000	2.00 - 4.00	-	12,113,000	-	12,113,000
Municipal Purpose Refunding of 2016.....	2028	1,674,000	2.00 - 4.00	-	1,674,000	-	1,674,000
Total Bonds Payable.....				54,673,125	13,787,000	(10,713,701)	57,746,424
Add: unamortized premium.....				871,649	1,000,312	(167,402)	1,704,559
Total Bonds Payable, net.....				\$ 55,544,774	\$ 14,787,312	\$ (10,881,103)	\$ 59,450,983

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

Year	Principal	Interest	Total
2017.....	\$ 9,374,178	\$ 2,317,042	\$ 11,691,220
2018.....	9,269,185	1,896,535	11,165,720
2019.....	9,249,430	1,500,056	10,749,486
2020.....	5,647,108	1,091,694	6,738,802
2021.....	4,468,615	869,870	5,338,485
2022.....	3,998,204	692,056	4,690,260
2023.....	3,367,704	526,844	3,894,548
2024.....	2,278,000	403,468	2,681,468
2025.....	1,730,000	326,005	2,056,005
2026.....	1,438,000	257,263	1,695,263
2027.....	1,016,000	203,176	1,219,176
2028.....	900,000	175,378	1,075,378
2029.....	865,000	149,128	1,014,128
2030.....	845,000	126,550	971,550
2031.....	680,000	99,456	779,456
2032.....	555,000	78,600	633,600
2033.....	545,000	61,950	606,950
2034.....	545,000	45,600	590,600
2035.....	545,000	29,250	574,250
2036.....	430,000	12,900	442,900
Total.....	\$ <u>57,746,424</u>	\$ <u>10,862,821</u>	\$ <u>68,609,245</u>

The Commonwealth of Massachusetts has approved school construction assistance to the Town. The assistance program, which is administered by the Massachusetts School Building Authority, provides resources for construction costs and debt service interest of general obligation bonds outstanding. The Town is currently receiving annual payments for 64% of eligible costs in relation to the construction of the new Middle School and the renovation and addition to the High School. During 2016, approximately \$3,019,000 of such assistance was received. Approximately \$9,916,000 will be received in future years. Of this amount, \$586,000 represents reimbursement of future long-term interest costs and \$9,330,000 represents reimbursement of approved construction cost and interest costs previously paid.

Bonds Payable Schedule – Enterprise Funds

Projects	Maturities Through	Original Loan Amount	Coupon Rate (%)	Outstanding at June 30, 2015	Issued	Redeemed	Outstanding at June 30, 2016
Golf Course.....	2026	\$ 6,915,500	2.00 - 5.00	\$ 2,701,500	\$ 314,000	\$ (310,500)	\$ 2,705,000
Add: unamortized premium.....				314,768	-	(54,221)	260,547
Total Golf Course Bonds Payable, net.....				3,016,268	314,000	(364,721)	2,965,547
Wastewater.....	2036	28,606,319	0.00 - 4.75	16,093,639	1,569,000	(1,593,048)	16,069,591
Water.....	2036	25,766,872	2.00 - 5.00	11,332,888	4,313,547	(693,781)	14,952,654
Add: unamortized premium.....				810,683	148,308	(108,438)	850,553
Total Water Bonds Payable, net.....				12,143,571	4,461,855	(802,219)	15,803,207
Solid Waste Transfer Station.....	2027	8,145,600	0.00 - 4.50	2,276,000	-	(470,900)	1,805,100
Sandy Neck.....	2031	1,265,000	4.00	1,065,000	-	(55,000)	1,010,000
Marinas.....	2036	3,122,000	3.00 - 5.00	1,764,000	1,008,000	(165,000)	2,607,000
Add: unamortized premium.....				-	90,143	-	90,143
Total Marinas Bonds Payable, net.....				1,764,000	1,098,143	(165,000)	2,697,143
Hyannis Youth and Community Center.....	2028	25,713,300	3.375 - 5.00	10,477,300	3,320,000	(4,243,400)	9,553,900
Add: unamortized premium.....				720,384	343,699	(111,417)	952,666
Total Hyannis Youth and Community Center Bonds Payable, net.....				11,197,684	3,663,699	(4,354,817)	10,506,566
Airport.....	2031	730,000	2.00 - 4.12	620,000	-	(30,000)	590,000
Total Bonds Payable, net.....				\$ 48,176,162	\$ 11,106,697	\$ (7,835,705)	\$ 51,447,154

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

Year	Principal	Interest	Total
2017.....	\$ 4,580,472	\$ 2,212,820	\$ 6,793,292
2018.....	4,261,965	1,548,650	5,810,615
2019.....	4,348,498	1,307,620	5,656,118
2020.....	3,951,298	1,142,814	5,094,112
2021.....	3,804,463	998,772	4,803,235
2022.....	3,549,219	859,602	4,408,821
2023.....	3,598,967	729,479	4,328,446
2024.....	3,523,222	600,725	4,123,947
2025.....	3,421,492	480,517	3,902,009
2026.....	3,189,288	366,817	3,556,105
2027.....	3,167,620	274,013	3,441,633
2028.....	2,000,497	185,260	2,185,757
2029.....	1,254,708	131,546	1,386,254
2030.....	1,236,823	102,584	1,339,407
2031.....	1,175,549	72,160	1,247,709
2032.....	692,445	48,057	740,502
2033.....	704,454	32,737	737,191
2034.....	281,002	20,646	301,648
2035.....	284,066	13,625	297,691
2036.....	267,197	6,544	273,741
Total.....	\$ 49,293,245	\$ 11,134,986	\$ 60,428,231

The Town is scheduled to be subsidized by the MCWT on a periodic basis for principal in the amount of \$941,328 and interest costs for \$337,100 for a portion of the enterprise fund debt. The principal subsidies are guaranteed.

The Town issued \$5,245,000 in General Obligation Refunding Bonds on June 21, 2016, for an advance debt, refunding of \$5,375,000 in outstanding General Obligation Bonds originally issued in 2008. The \$5,375,000 of General Obligation Bonds was refunded by placing the proceeds of the refunding bonds plus a net bond premium for a total of \$5,740,080 in an irrevocable trust to refund the outstanding debt when they are callable on June 15, 2018. As a result, the refunded bonds are considered deceased and the liability have been removed from the statement of net position. The reacquisition price exceeded the net carrying amount of the old debt by \$2,454,045. This refunding was undertaken to reduce total debt service payments by \$536,776 and resulted in an economic gain of \$588,662.

The Town is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At September 15, 2016, the Town had the following authorized and unissued debt:

Purpose	Amount Authorized Unissued
Sewer Projects	\$11,192,246
Water Projects	5,094,480
Guardrail, Sidewalks & Road Improvements	910,000
Airport Projects	28,446,215
Golf Projects	565,000
Community Services Projects	2,171,000
Dredging Projects	1,488,000
School Projects	4,961,000
Solid Waste Transfer Station	2,000,000
Administration Projects	363,000
Marstons Mills Parking Lot Acquisition	290,000
Fish Run Reconstruction	500
Total Authorized Unissued	\$57,481,441

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 ten-year forecast, and financial fund management have helped the Town's position.

In February 2017, the Town Treasurer conducted a \$11.259 million bond sale, which required a rating to be assigned to it prior to the sale. In their most recent bond rating analysis dated February 7, 2017 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:

- Very strong economy, with access to a broad and diverse metropolitan statistical area (MSA);
- Very strong management, with "strong" financial policies and practices under our Financial Management Assessment methodology;
- Strong budgetary performance, with a slight operating surplus in the general fund and an operating surplus at the total governmental fund level in fiscal 2016;
- Very strong budgetary flexibility, with an available fund balance in fiscal 2016 of 23% of operating expenditures;
- Very strong liquidity, with total government available cash at 24.0% of total governmental fund expenditures and 3.7x governmental debt service, and access to external liquidity we consider strong;
- Strong debt and contingent liability profile, with debt service carrying charges at 6.4% of expenditures and net direct debt that is 48.9% of total governmental fund revenue, as well as low overall net debt at less than 3% of market value and rapid amortization, with 78.1% of debt scheduled to be retired in 10 years, but a large pension and other postemployment benefit (OPEB) obligation and the lack of a plan to sufficiently address the obligation; and
- Strong institutional framework score.

The descriptor used by S&P for this rating is "Prime Investment Grade". Strong bond ratings generally reduce interest expense to service the debt as well as bond insurance costs. Additionally, strong bond ratings enhance the prestige of the community within the financial markets and are a vote of confidence by the rating agency that the municipality is pursuing a sound financial course. This AAA rating reflects sound credit quality with associated very low risk and should result in future low borrowing costs for the Town. In August 2007, Moody's Rating Services upgraded its bond rating for the Town from Aa3 to Aa1, a two-step increase.

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

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

Extract from Standard & Poor’s Credit Profile of Barnstable Printed November 8, 2013

“The stable outlook reflects our view of the town’s very strong budgetary flexibility and liquidity, further supported by a very strong economy. As such, we do not expect to change the rating in the next two years. Although Barnstable maintains a strong debt and liability profile, and despite pension and OPEB costs that are expected to continue rising through the medium term, we do not anticipate weakened performance or liquidity measures, due to the town’s very strong management practices. Steady economic development in recent years should aid tax base stability and provide additional tax revenue. While unlikely, a prolonged period of structural imbalance resulting in significant deterioration of available reserves could result in a lower rating.”

General Obligation Debt – Limitations

There are legal limitations that govern the issuance of municipal debt. Under Massachusetts statutes, the debt limit of the Town of Barnstable is 5 percent of the valuation of taxable property as last equalized by the State Department of Revenue. The Town can authorize debt up to this amount without State approval. The current debt limitation for the Town of Barnstable is close to \$674 million, which is significantly higher than the Town’s outstanding general obligation debt that is subject to this limitation. It should be pointed out that much of the existing Town debt does not factor into this limitation. There are categories of general obligation debt that are exempt from, and do not count against the debt limit such as certain school bonds, water bonds, solid waste disposal facility bonds, and water pollution abatement revenue bonds.

Town’s Equalized Valuation (EQV)	<u>\$13,476,184,100</u>
Debt Limit – 5% of EQV	\$673,809,205
Less:	
Outstanding Debt Applicable to Limit	\$72,346,608
Authorized and Unissued Debt	<u>\$33,058,354</u>
Legal Debt Margin	<u>\$568,404,243</u>

General Obligation Debt – Affordability

Debt analysis, future debt projections and general obligation bond ratios help determine the amount of general obligation debt the Town can afford to issue and support. The table on the following page illustrates the various debt ratios compared to national medians reported by Standard and Poor’s. As shown, Barnstable’s ratios show moderate amounts of debt. There are a number of factors not directly under the control of the Town that 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 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.

Jurisdiction	Debt Outstanding	Applicable Percentage	Share of Overlapping Debt
Barnstable County	\$ 25,043,156	17.40%	\$ 4,357,509
Barnstable Fire District	1,070,000	100.00%	1,070,000
Centerville-Osterville-Marstons Mills Fire Dist.	2,965,293	100.00%	2,965,293
Cotuit Fire District	1,510,000	100.00%	<u>1,510,000</u>
Subtotal overlapping debt			9,902,802
Town direct debt			<u>59,450,983</u>
Total direct and overlapping debt			<u>\$ 69,353,785</u>

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

Town of Barnstable Debt Ratios

Current Status

0.13876%

Criteria

Direct Debt - General Fund debt as a % of the Town's FY16 equalized property valuation as calculated by the state.

Formula – Overall general fund debt ÷ Equalized valuation

Standard & Poor's rates this as low (favorable)

7.30%

Municipal Debt Burden – Current Year

Definition - Town's general fund debt service ÷ Total General Fund expenditures

Standard & Poor's rates this as moderate

\$1,315

Net Direct Debt Per Capita

Definition – Governmental fund net debt ÷ Town population

Standard & Poor's rates this as low (favorable)

\$ 298,192

Per Capita Market Value

Definition – Equalized valuation ÷ Population

Standard & Poor's rates this as very high (favorable)

Administrative Policies In Relation To Debt

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

Debt Refinancing

An advance refunding of outstanding debt shall only be considered when present value savings of at least 3% of the principal amount of the refunded bonds are produced, unless: (1) a debt restructuring is necessary or (2) bond covenant revisions are necessary in order to facilitate the ability to provide services or to issue additional debt. The Town, in collaboration with its Financial Advisor, continually monitors municipal bond market conditions to identify refinancing opportunities. An analysis shall be conducted when necessary to determine whether debt financing, cash purchase, or leasing is the most cost effective method of financing for the Town.

General Obligation Debt

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

The debt-to- assessed value ratio for the Town of Barnstable is 0.82%.

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 7.33%.

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

The Town's debt-to-income per capita ratio is 6.75%.

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

The Town currently exceeds this requirement by a significant margin. The Town intends to spend over \$19 million in the next five years as "pay-as-you-go" financing and anticipates financing about \$35 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.

Capital Trust Fund

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

1. The Capital Trust Fund will be funded through a general operation set aside of at least \$1.9 million annually. The estimated commitment for FY 2018 is approximately \$8.6 million. This is expected to be repeated for the next 5 years.
2. The Capital Trust Fund shall not be utilized for any purpose other than that stated herein.
3. The criteria for reviewing capital project eligibility for Capital Trust Fund borrowing include the following:
 - a. The capital project shall have a financing term of 20 years or less;
 - b. The capital project shall have a minimum project cost of \$250,000; and
 - c. The capital project is approved by the Town Council for funding through an appropriation and loan order submitted by the Town Manager.
4. The Capital Trust Fund will have a debt service restriction on the fund, such that debt service estimates from authorized loan orders shall not exceed, at any one time, more than 80% of the amount in the fund as of the close of the fiscal year prior to the next debt service authorization, unless recommended by the Town Manager.
5. The Capital Trust Fund shall otherwise function in accordance with related financial policies of the Town.

Debt Summarized

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

Other Funds Not Part of the Budget Process

Capital Projects Funds

The General Fund Capital Improvements Plan proposed for FY17 totals \$15,598,449. Funding for the General Fund capital will be provided from reserves within the Town's Capital Trust Fund, remaining balances from previously approved and completed projects, the Community Preservation Fund and borrowing authorizations. The general fund capital program is required by State law to be accounted for in a separate "Capital Projects Fund". The capital project accounting requirement allows for the segregation of capital related expenditures from operating expenses for a clearer presentation. The amounts list in the *Consolidated Resource/Appropriation Summary* on page 60 AND 61 includes not only the FY17 proposed capital plan for the General Fund but also the activity projected to occur from existing borrowing authorizations and appropriations approved in prior years for the general fund capital program.

Special Revenue Funds

Purpose and Description

The Special Revenue Funds are used to account for revenue sources that are legally restricted for specific purposes. The funds received by the Town are under the control of the Town Manager as they pertain to the general government and the School Committee as they pertain to School Department. Most funds may be expended without further appropriation. Some require Town Council authorization to expend. There are several sub-categories of special revenue funds. These include the following:

Revolving Funds

These are used to account for receipts from specific activities that are used to cover the cost of operating specific activities. The municipal and school operations have several revolving type activities. The municipal activities require Town Council action which approves a spending ceiling every year. The School Department revolving activities are under the School Committee's governance and do not require Town Council approval. The largest municipal revolving fund is the Recreation Revolving Fund which generates approximately \$475,000 of program activity per year.

The largest school revolving fund is the School Lunch Revolving Fund. Other notable school revolving funds include School Choice Tuition. Tuition received from other communities who send their children to Barnstable Schools is credited to this account and the School Committee is allowed to expend the funds for school related purposes, particularly to offset the costs of educating the out-of-town students.

Receipts Reserved for Appropriation

Certain revenues collected by the town are restricted under state laws as to their use and require the Town Council's approval in order to expend. These must be kept separate from other receipts that are credited to the General Fund.

Revenue for the Barnstable Disability Commission (BDC) is derived from receipts on handicap parking fines collected by the town. The Town Council has authorized the BDC to expend up to \$3,000 per year on administrative costs. Any additional expenditure out of the fund must be approved by the Town Council.

Receipts from the sale of Town-owned property can only be expended on purposes for which the Town can borrow funds. In other words, these receipts cannot be used to pay for operating costs. They can only be used for capital related expenditures.

Parking meter receipts are derived from the parking activities at Bismore Park. Special legislation enacted by the state upon petition from the town restricts these receipts for being used to maintain and improve the Bismore Park area. The FY16 and FY17 expenditures include debt service on the visitor center in Bismore Park as well as the maintenance costs of the facility and park area.

Wetland protection fees are assessed by the Conservation Commission in accordance with the Wetland Protection Act and are used to cover the cost of administering the act, which is part of the Conservation Division's operating budget.

Embarkation fees are derived from a \$0.50 fee added to every ferry passenger ticket. These receipts are used to mitigate the cost of having ferry operations in the harbor area, which are incurred by the Police and Public Works Departments. This is also used to pay the debt service on some pier reconstruction at the harbor.

Mooring fees are credited to the Waterways Improvement Fund (WWIF) in accordance with state law. The WWIF can be used for administering the mooring program, 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 two largest types of receipts in this category include cable license fees and Community Preservation Fund surtaxes.

The Community Preservation Fund is funded from a 3% surtax on real estate bills. In accordance with state laws, these receipts must be accounted for separately from other General Fund revenues. The revenue can be used to finance open space land acquisitions, recreation improvements, and historic preservation and community housing projects. Expenditure activity levels will be determined by the level of project requests brought forward to the committee throughout the year. Revenue will track with the real estate tax levy change every year.

Grants

Federal, state and other grants must be accounted for separately from the general fund and enterprise fund grants are included within the enterprise funds. Grants can be accepted by any department but grants received by the municipal operations must be brought forward to the Town Council for their authorization to expend. Grants received by the School Department must receive School Committee approval. The greatest impact in the Town's grant activity is in the School Department which receives several federal and state grants. Some are entitlement grants and many are competitive.

Trust and Agency Funds

The Town uses the trust funds to account for assets held in a trustee capacity. Normally, the principal assets remain intact, and income that is generated can be used in accordance with the terms and conditions of the will or gift.

The Town Treasurer, in conjunction with the Trust Fund Advisory Committee, work to formulate a plan that will provide the Town with the maximum amount of resources possible while simultaneously protecting the integrity of the principal investments. In accordance with the Town's Charter, the Town Manager is trustee of all trust funds except those administered by a court appointed trustee, and those under the School Committee.

All revenues from trust funds are generated primarily from investment income, and each year, expenditures from these funds are based on anticipated expendable income. As a matter of policy or for legal reasons, trust fund principal is not utilized for general expenditures with the exception of the Pension Reserve Fund. The trusts generated approximately \$1.5 million in investment income annually. Future earnings will depend upon interest rates and investment appreciation.

Expenditures are based on the current year needs and anticipated expendable income. Notable trust funds are the Pension Reserve, Cobb Fund and Kirkman Fund.

The Pension Reserve Fund is used to offset tax support for the county retirement assessment. As of June 30, 2016, the fund had a market value of almost \$2.3 million. The Pension Reserve Fund will transfer \$260,000 in FY18 to the general fund to offset the cost of funding the county retirement assessment.

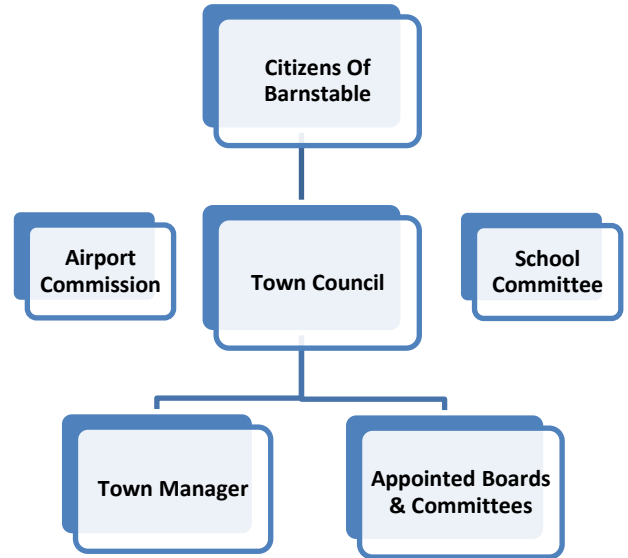
The Cobb Trust Fund is managed by a Town Council appointed Trustee and had a market value of over \$9 million at the end of FY15. The Trustee sold some real estate in FY14 which should result in higher award levels in the future since the Trust has more invested cash now. The annual awards from this fund have been around \$150,000 per year. All awards are for the benefit of Barnstable school children.

The Kirkman Fund, with a market value of more than \$5 million as of June 30, 2015, will be used to provide beautification projects first at the Mosswood Cemetery and then all other town cemeteries. This fund is also used for the Cotuit Library and finally, all other public libraries. Proposals will be solicited from DPW's Structures and Grounds Division and the seven village libraries for project funding. No operating expenses of the public works department, which maintains the cemeteries, are paid for out of this fund. Approximately \$150,000 to \$300,000 has been awarded annually out of this fund for the past few years.

TOWN COUNCIL

Mission Statement

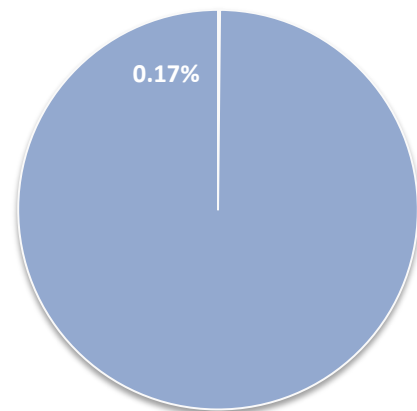
To protect the Town of Barnstable’s unique character and quality of life, to enact policies that respond to the needs of our community and are consistent with the Town Council budget policy, and to openly involve all in Town initiatives.



Recent Accomplishments

- Through sound fiscal policy with the help of the Town Manager, to meet its operational and capital needs with a balanced budget, the Town ,through its professional staff, has maintained a balanced budget and continued to receive a AAA Bond Rating, as well as recipient of the “Distinguished Budget Presentation Award” and financial reporting awards from the Government Finance Officers Association.
- The Council approved projects toward improving the quality of life for residents in the Town of Barnstable now and for future generations. With Community Preservation Funds, the Town acquired property for open space and recreation; funded the creation of affordable housing and the preservation of its resources; historic buildings and historical records. The introductions of online permitting as well as approving a Tax Increment Financing agreement are a couple of strategies utilized by the Council toward encouraging business in Barnstable.

Percentage of FY18 General Fund Budget



The Town Council budget represents 0.17% of the overall General Fund budget.

Fiscal Year 2018 Goals and Objectives

1. **Finance** - Provide a viable financial plan for meeting the operational and capital needs of the Town with a balanced budget that includes ongoing cost reductions, maintaining reserves, and aggressively pursuing new revenue sources.
2. **Public Health and Safety** -Protect the health and safety of all Town residents and visitors by providing a safe and desirable community in which to live, work, and visit.
3. **Education** - To provide quality education, using a balance of resources in a partnership with the School Committee and the State and Federal governments.
4. **Economic Development** - To maintain a vibrant economy and a strong labor force, promoting a diversity of businesses, both for-profit and non-profit, clean industry, and smart growth.
5. **Infrastructure** - Facilitate the maintenance, improvement, and best use of the Town's infrastructure and capital assets.
6. **Communications** - Achieving a high-level of communication within town government; between the town and its residents, boards, commissions, volunteers and visitors, fostering participation and positive results geared toward meeting the needs of the community.
7. **Housing** - Promote town-wide initiatives of affordable, workforce, senior, and rental housing to meet the needs of Barnstable residents.
8. **Environment and Natural Resources** - Conserve and protect areas in the Town that are most significant as natural and historical resources for visual quality, outdoor recreation, public access, water supply, wildlife habitat and cultural history.
9. **Quality of Life** - Provide opportunities for residents and visitors to achieve their potential.
10. **Regulatory Access and Accountability** - Providing consistent, comprehensive, responsive, fair, and easily understood communication within town government; and between the Town and its residents, committees, commissions, volunteers and visitors, fostering participation and positive results geared toward meeting community needs.

Description of Services Provided

The Town Council, a thirteen member elected body, is the legislative and policy-making branch of town government. The Council develops, adopts and enacts policies and ordinances, to promote the general welfare of the Town consistent with its mission and goals.

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

Town Council	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 184,865	\$ 236,335	\$ 198,638	\$ 240,395	\$ 4,060	1.72%
Enterprise Funds	48,828	27,507	27,507	27,290	(217)	-0.79%
Total Sources	\$ 233,693	\$ 263,842	\$ 226,145	\$ 267,685	\$ 3,843	1.46%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 212,714	\$ 233,392	\$ 201,795	\$ 237,235	\$ 3,843	1.65%
Operating Expenses	20,979	30,450	24,350	30,450	-	0.00%
Total Appropriation	\$ 233,693	\$ 263,842	\$ 226,145	\$ 267,685	\$ 3,843	1.46%

Employee Benefits Allocation:	Actual	Approved	Projected
Life Insurance	\$ 47		\$ 48
Medicare	2,616		2,614
Health Insurance	26,784		27,574
County Retirement	30,299		28,446
Total Employee Benefits (1)	\$ 59,746		\$ 58,682
Total Expenditures Including Benefits	\$ 293,439		\$ 284,827

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$3,843 or 1.46% over the FY17 approved budget. Personnel cost are increasing \$3,843. There are no changes to the operating expense budget.

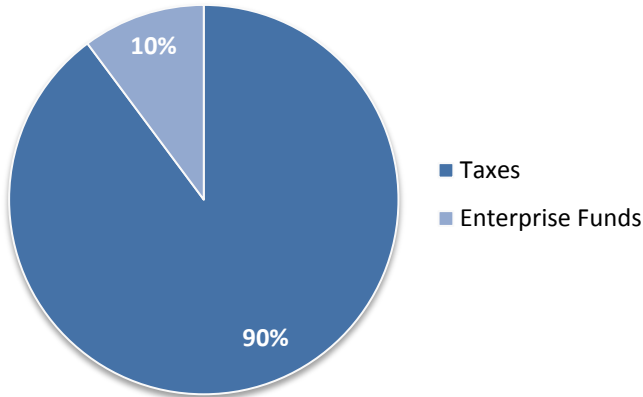
Funding for this operation is provided from taxes and enterprise funds. Enterprise fund support is decreasing \$217 and tax support will increase \$4,060. The increase in tax support is a combination of the budget increase and the reduction in enterprise fund support.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative	1.00	1.00	1.00	-
Administrative Assistant	0.40	0.40	0.40	-
Full-time Equivalent Employees	1.40	1.40	1.40	0.00

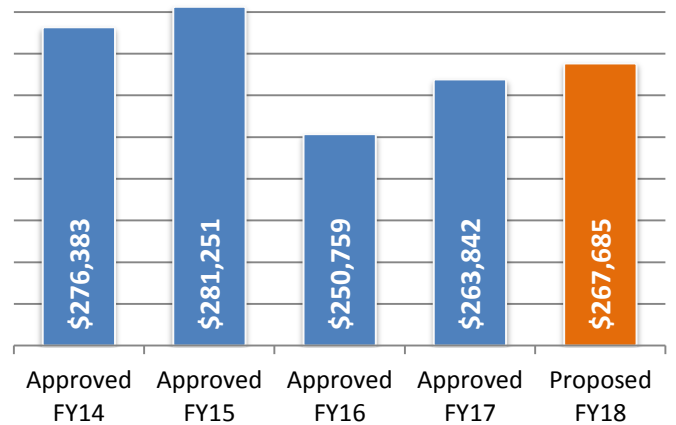
Town Council Financial Summary

FY18 Source of Funding



90% of the budget is financed from taxes and the other 10% from enterprise funds.

Town Council Budget History

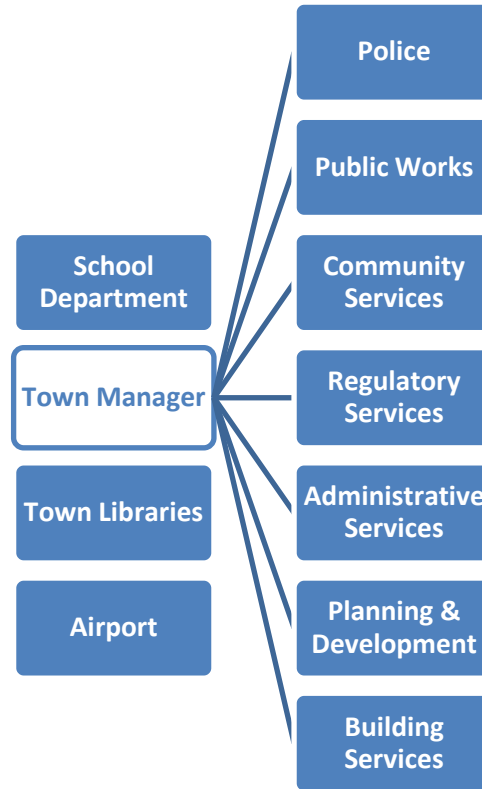


The budget has declined since the FY14 budget of \$276,383. The proposed FY18 amount of \$267,685 is down 3.15% over the five-year period. The significant change between the FY15 and FY16 is due to one full-time position being scaled back to 16 hours per week. There have been no other significant changes in this budget over the past five years.

TOWN MANAGER

Mission Statement

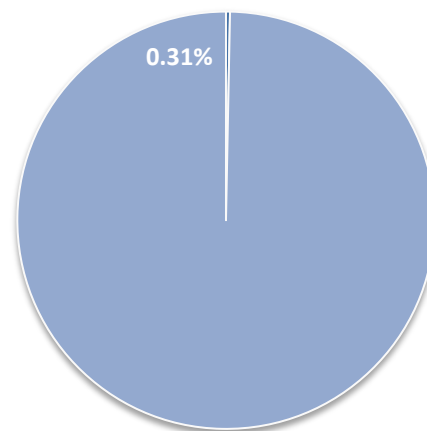
The primary mission of the Town Manager’s Office is to ensure that the laws of the State and the ordinances, resolutions, regulations, and policies of the Town Council are faithfully executed.



Recent Accomplishments

- Prepared the FY 2018 Operating and Capital budgets with the Town Councils strategic plan and its priorities at the core of these financial documents.
- Worked successfully with the community to implement a plan to improve issues related to homelessness in and around downtown Hyannis that reduced the number of homeless or near homeless individuals in camps, better coordinated outreach workers to assist those in need, and participated in the change in management of the local shelter.
- Developed programs to involve our youth more actively in our Youth and Community Center and programs by reorganizing staff, removing financial barriers, and assisting with transportation.
- Partnered with our civic and village associations in an effort to better respond to each villages’ needs while keeping in mind our community’s common goals.

Percentage of FY18 General Fund Budget



The Town Manager budget represents 0.31% of the overall general fund budget.

Additional Recent Accomplishments

- Maintain effective communications with the Town Council and the public to ensure an open and transparent municipal government through all means of social media and technology such as our Open Budget software.
- Prioritized our environmental resource, and public health and safety while managing the safe and compliant services offered by the Town.

Fiscal Year 2018 Goals and Objectives

1. Enhance the Town of Barnstable's customer service focus to reinforce our message "how can serve you" by restructuring as needed, providing educational support to staff, and engaging our public in open discussion about our programs and services.
2. Expand the Community Service Officer program at the Barnstable Police Department on Main Street Hyannis in support of a safe and welcoming environment.
3. Reallocate resources appropriately to ensure the effective management of municipal assets. One example is the shifting of maintenance operations and custodial services of the Hyannis Youth and Community Center to the Department of Public Works.
4. Prepare an inventory of assets, evaluate the assets in respect to programs and services, and develop a plan for long-term asset management.
5. Complete a master plan for dredging, obtain maintenance dredge permits, and develop a corresponding financial plan in support of the recommendations of the master plan.
6. Maintain the quality and quantity of water in the Hyannis water system so that our residents, business, and visitors continue to be served by a high quality, cost effective service.
7. Improve our economic development programs to support growth in our community while maintaining the quality of life that is essential to our community.
8. Recommend modifications and improvements to our zoning bylaws in an effort to modernize, organize, and support healthy and appropriate growth.

Description of Services Provided

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

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

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



Mark S. Ells, Town Manager

TOWN MANAGER	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 406,319	\$ 510,687	\$ 288,209	\$ 417,328	\$ (93,359)	-18.28%
Fees, Licenses, Permits	17,898	19,500	18,412	18,400	(1,100)	-5.64%
Enterprise Funds	125,800	102,966	102,966	59,809	(43,157)	-41.91%
Total Sources	\$ 550,017	\$ 633,153	\$ 409,587	\$ 495,537	\$ (137,616)	-21.74%
Expenditure Category						
Personnel	\$ 466,143	\$ 506,321	\$ 325,331	\$ 395,537	\$ (110,784)	-21.88%
Operating Expenses	83,874	126,832	84,256	100,000	(26,832)	-21.16%
Total Appropriation	\$ 550,017	\$ 633,153	\$ 409,587	\$ 495,537	\$ (137,616)	-21.74%
Employee Benefits Allocation:						
Life Insurance	\$ 36		\$ 23			
Medicare	6,631		3,780			
Health Insurance	37,570		27,736			
County Retirement	113,415		62,341			
Total Employee Benefits (1)	\$ 157,652		\$ 93,881			
Total Expenditures Including Benefits	\$ 707,669		\$ 503,468			

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

Summary of Significant Budget Changes

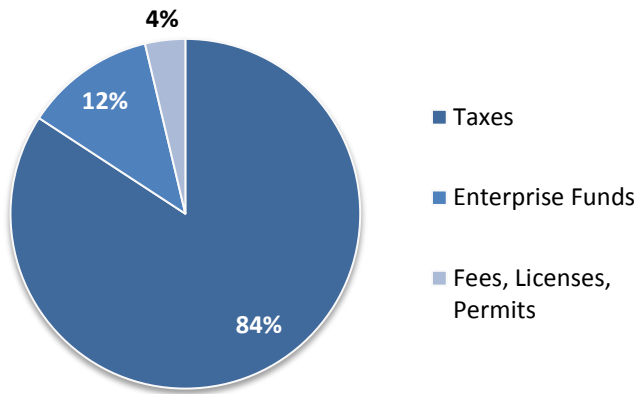
The Town Manager’s FY18 proposed budget will see a reduction of \$137,616 from the FY17 approved budget, or a 22% decrease. The reduction is a result of the elimination of one full-time position, savings from the turnover in personnel and the reduction of \$26,832 in operating expenses. Funding for this operation is comprised of fees, enterprise fund support and taxes. Tax support will decrease \$93,359.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Assistant Town Manager	1.00	1.00	1.00	-
Clerical Assistant	0.50	0.50	0.50	-
Confidential Assistant	1.00	1.00	1.00	-
Town Manager	1.00	1.00	1.00	-
Town Manager's Assistant	1.00	1.00	-	(1.00)
Full-time Equivalent Employees	4.50	4.50	3.50	-1.00

Town Manager Financial Summary

FY18 Source of Funding



84% of the budget is financed from taxes, 12% from enterprise funds, with the remaining 4% financed from fees, licenses and permits issued by this operation.

Town Manager Budget History



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

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ADMINISTRATIVE SERVICES DEPARTMENT



Finance

- Includes Elected Town Clerk
- Includes Elected Town Collector



Legal



Human Resources

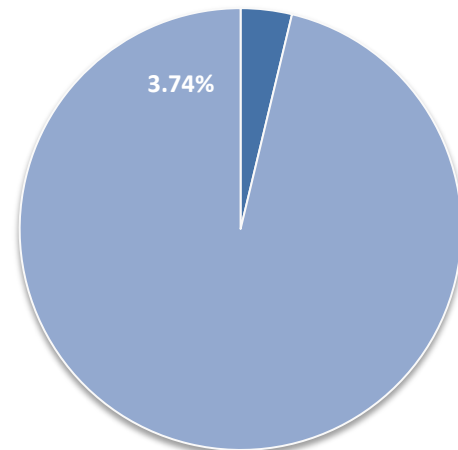


Information Technology

Department Description

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

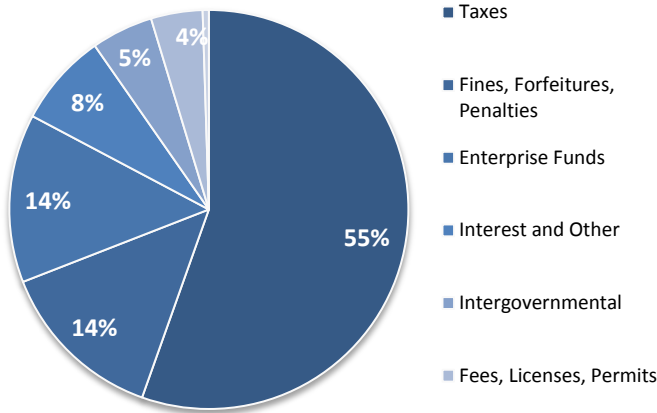
Percentage of FY18 General Fund Budget



The Administrative Services Department budget represents 3.74% of the overall General Fund budget.

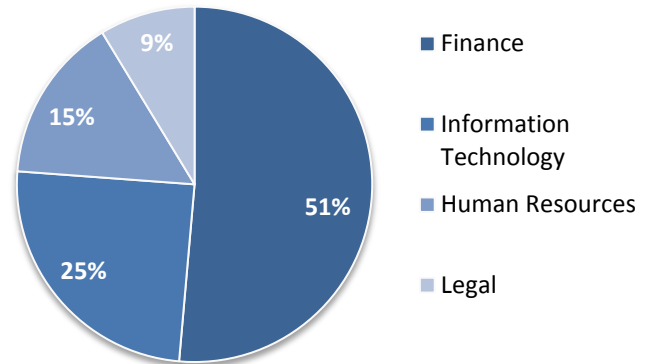
Administrative Services Department Financial Summary

FY18 Source of Funding



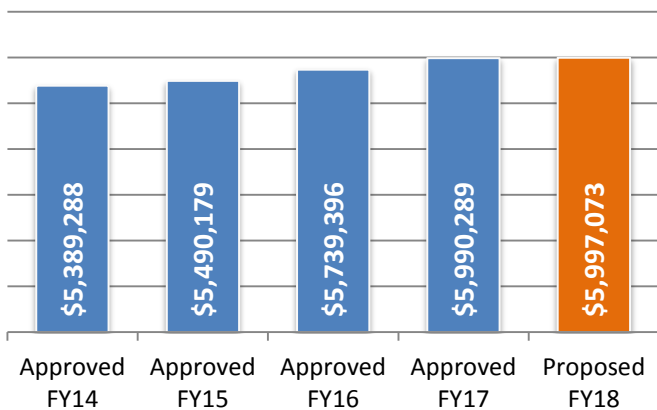
Taxes provide 55% of the funding for this department. The next largest funding sources are penalties and interest on the late payment of taxes and enterprise fund representing 14% each. Investment earnings provide 8% of the division’s funding sources.

Administrative Services Department FY18 Budget By Division



The Finance Division is the largest division in this department representing 51% of the department’s FY18 proposed budget.

Administrative Services Department Budget History



The department’s budget has increased from \$5.389 million in FY14 to \$5.997 million in FY18 over the last five years or 11.28%.

Administrative Services Dept.	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 1,702,651	\$ 3,168,730	\$ 2,185,134	\$ 3,324,437	\$ 155,707	4.91%
Intergovernmental	287,096	287,096	298,230	300,156	13,060	4.55%
Fines, Forfeitures, Penalties	912,202	850,000	1,177,907	819,000	(31,000)	-3.65%
Fees, Licenses, Permits	271,605	262,060	287,708	250,500	(11,560)	-4.41%
Charges for Services	1,310	1,000	300	-	(1,000)	-100.00%
Interest and Other	1,707,108	663,500	827,054	454,000	(209,500)	-31.57%
Special Revenue Funds	30,000	30,000	30,000	30,000	-	0.00%
Enterprise Funds	674,417	727,903	727,903	818,980	91,077	12.51%
Total Sources	\$ 5,586,389	\$ 5,990,289	\$ 5,534,236	\$ 5,997,073	\$ 6,784	0.11%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 4,369,751	\$ 4,611,433	\$ 4,518,788	\$ 4,606,460	\$ (4,973)	-0.11%
Operating Expenses	1,080,333	1,239,856	1,015,448	1,285,613	45,757	3.69%
Capital Outlay	136,306	139,000	-	105,000	(34,000)	-24.46%
Total Appropriation	\$ 5,586,389	\$ 5,990,289	\$ 5,534,236	\$ 5,997,073	\$ 6,784	0.11%

Employee Benefits Allocation:	
Life Insurance	\$ 468
Medicare	57,051
Health Insurance	264,379
County Retirement	848,402
Total Employee Benefits (1)	\$ 1,170,298
Total Expenditures Including Benefits	\$ 6,756,688

\$ 672
57,864
282,430
878,972
\$ 1,219,938
\$ 6,754,174

Full-time Equivalent Employees	60.60	60.30	59.55	-0.75
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$6,784 or 0.11% over the FY17 approved budget. Personnel costs are decreasing \$4,973 mainly due to a transfer of one full-time position from Information Technology to the Community Services Department and reduced cost in overtime. Other costs included in personnel are contractual obligations, and \$13,000 for 0.25 FTE's to increase hours for a part-time Public Record Assistant position in the Town Clerk's Office. Operating costs are increasing \$45,757, which will fund the increased cost for software and hardware maintenance/licenses (\$35,198), cell phone services (\$10,559), property valuation services (\$28,000), and public records requests software (\$6,000). These increases are offset by a reduction to the budget in the Information Technology Division for outside consultants. Capital outlay includes \$105,000 for the continuation of software and hardware upgrades throughout the municipal operations managed by the Information Technology Division. Tax support is expected to increase \$155,707 or 4.91% to cover the cost increases as well as the reduction in other funding sources. The largest reduction in other funding sources is for special assessments issued by the Assessing operation. Assessments for the failure to file an updated income and expense report by commercial property owners will not be issued in FY18 as the reports will not be required.

Additional Funding Recommended

Town Clerk

1. Public Records Assistance

\$19,000 Requested
\$19,000 Recommended

The new Public Records Law requires the Town to assign a Records Access Officer. The Town Clerk is this officer. The law requires all requests for public information to be tracked and responded to within 10 business days. Departments across the Town receive public records requests on a regular basis and a central clearinghouse has been set up under the Town Clerk's office to manage the flow of the requests and responses. This does not include the School Department which handles their own public information requests. This funding will provide the additional staff and software needed to track and manage the requirements under the new law.

Assessing

2. Valuation Contract Assistance

\$28,000 Requested
\$28,000 Recommended

The Assessing Division's primary responsibility is to determine the full and fair cash value of property in the Town of Barnstable, so that the taxpayer pays only their fair share of taxes. This funding request will help the division by outsourcing to Real Estate Research Consultants, Inc. (RRC), which specializes in both personal property and business appraisal and valuation.

Information Technology

3. Software/Hardware License Support

\$35,198 Requested
\$35,198 Recommended

Information Technology (I.T.) provides software and hardware for every department in the Town. The majority of this software/hardware is subject to an annual maintenance fee. This fee entitles the Town to support and maintenance releases of the software and gives us a license to use it. For hardware, it provides timely replacement of critical hardware that has failed or is about to fail. By keeping current on maintenance, the Town will benefit by having up-to-date software and the ability to legally use the software with valid licenses. By keeping hardware under maintenance the Town can be more assured that there would be as little down time as possible from hardware failures.

4. Cell Phone Contract

\$10,559 Requested
\$10,559 Recommended

26 new devices have been added to the Town's contract including 22 in Public Works that includes 16 new tablets used by department staff for field related work.

5. Maintain Existing Operating Capital

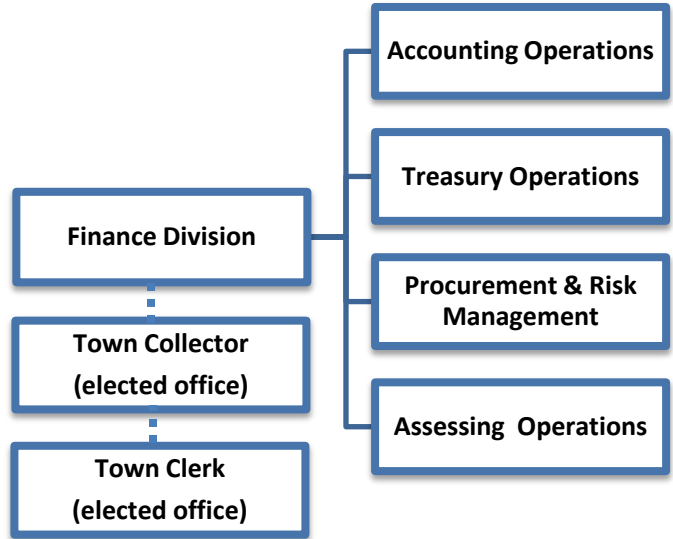
\$105,000 Requested
\$105,000 Recommended

Information Technology relies on this funding to keep things moving forward in this ever-changing industry. This is the lifeblood that keeps the Town current with its technology. It has been important to the Town's success for many years. The operating capital in Fiscal 2017 has benefited every department in the area of technology and computing from new PC's and printers to network upgrades to the highly redundant virtual servers and SAN's (Storage Area Network) that run applications and store data. Items this operating capital will cover in Fiscal 2018 include replacement, printers, servers, and plotters, networking equipment, hardware for virtual servers, firewalls, and Storage Area Networks (SAN) and security appliances.

FINANCE DIVISION

Mission Statement

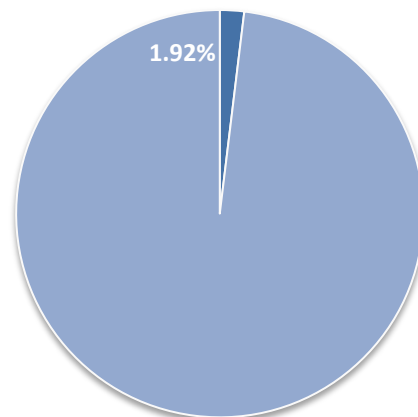
The mission of the Finance Division is to safeguard the financial assets, vital records and elections process of the town using professional financial and administrative practices in order to preserve the Town’s financial integrity, preservation of vital and historical records, and the integrity in elections.



Recent Accomplishments

- Successfully implemented the Open Budget website expanding the Town’s financial reporting capabilities.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA.
- Received the distinguished Budget Presentation Award from the GFOA.
- Issued \$10.7 million in new bonds at a rate of 2.74% and received a AAA bond rating.
- Worked with the Asset Management Sub-committee on evaluating town tax possessions identifying opportunities for revenue production.
- Developed an internal control document to satisfy the Committee of Sponsoring Organizations (COSO) requirements.
- Assisted with the changeover in vendors for a new school bussing contract.
- Received an unmodified audit opinion on the June 30, 2016 financial report.

Percentage of FY18 General Fund Budget



The Finance Division represents 1.92% of the overall General Fund budget.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

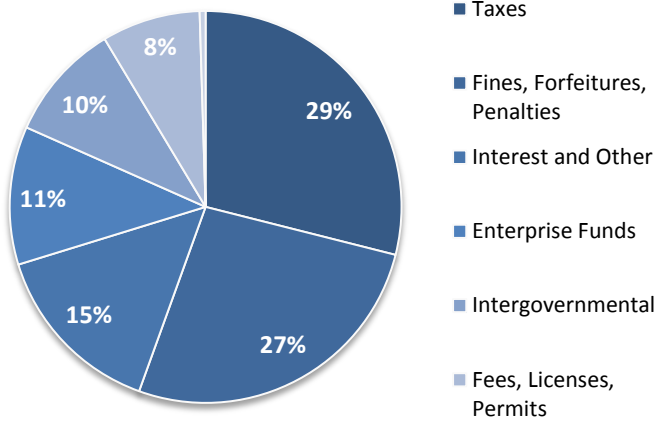
1. Implement a new tracking system to comply with the new public records law in order to maintain compliance with the new law. **(SP: Communication, and Finance)**
2. Implement a new paperless invoice processing system in order to improve efficiency, reduce paper costs and storage needs. **(SP: Finance)**
3. Complete a compressive review of all Town-owned property to identify those that could be sold and placed back on the tax roll and to identify opportunities where Town properties can be better utilized. **(SP: Finance)**
4. Practice and promote sound financial policies and procedures in order to maintain the Town's AAA bond rating. **(SP: Finance)**
5. Evaluate the possibility of contracting out property valuation services as opposed to performing them in-house in order to ensure property values are updated in a timely and accurate manner. **(SP: Finance)**
6. Expand vendor list participating in the Town's ACI payment program in order to enhance the Town's revenue stream. **(SP: Finance)**
7. Assist with the education of the voting public of the tax consequences associated with the regional school district's new building project. **(SP: Communication, and Finance)**
8. Conduct a special election in October for the regional school district's new building project. **(SP: Finance)**
9. Implement automatic budget updating for all revolving type funds eliminating manual budget entries in order to improve efficiency. **(SP: Finance)**

Long Term:

1. Continue to participate in the GFOA Distinguished Budget Award and Financial Reporting Award programs to ensure the Town adheres to the highest levels of budgetary and financial reporting. **(SP: Finance)**
2. Explore ways to enhance the Town's transparency in financial reporting. **(SP: Communication)**
3. Work on a financial plan to reduce the deficit spending incurred for snow and ice removal in order to protect the town's reserves. **(SP: Finance)**
4. Enhance funding for the Town's OPEB liability in order to protect its bond rating. **(SP: Finance)**
5. Participate in the evaluation of expanding photovoltaic systems in Town to enhance the Town's revenue stream and reduce the purchase of energy from the electric grid. **(SP: Finance)**
6. Expand the use of Content Manager to reduce the consumption of paper and improve the efficiency of staff time. **(SP: Finance)**

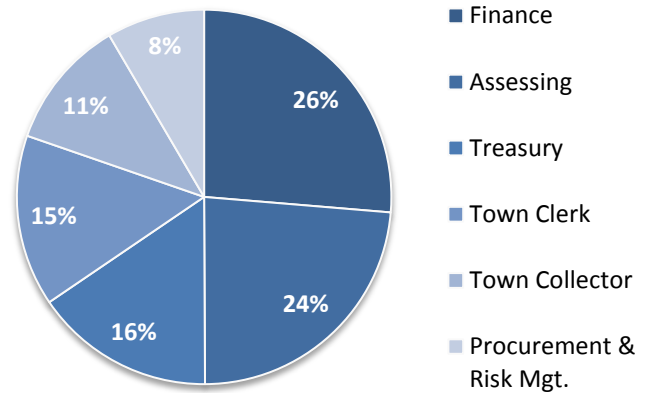
Finance Division Financial Summary

FY18 Source of Funding



The largest funding sources for this operation are taxes and fees charged on the late payment of taxes. These two categories comprise 56% of the Division’s funding. Taxes provide 29% of the funding sources for the division. Enterprise funds support 11% of the operation.

Finance Division FY18 Budget By Program



The Finance Program is the largest area of this division’s budget comprising 26% followed by the Assessors, which comprises 24% of the budget.

Finance Division Budget History



The division’s budget has increased from \$2.754 million in FY14 to \$3.081 million proposed in FY18 or 11.9% over this five-year period.

Finance Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ -	\$ 606,376	\$ -	\$ 891,896	\$ 285,520	47.09%
Intergovernmental	287,096	287,096	298,230	300,156	13,060	4.55%
Fines, Forfeitures, Penalties	912,202	850,000	1,177,907	819,000	(31,000)	-3.65%
Fees, Licenses, Permits	271,605	262,060	287,708	250,500	(11,560)	-4.41%
Charges for Services	1,310	1,000	300	-	(1,000)	-100.00%
Interest and Other	1,707,058	663,500	827,054	454,000	(209,500)	-31.57%
Special Revenue Funds	15,000	15,000	15,000	15,000	-	0.00%
Enterprise Funds	293,262	319,892	319,892	351,379	31,487	9.84%
Total Sources	\$ 3,487,533	\$ 3,004,924	\$ 2,926,091	\$ 3,081,931	\$ 77,007	2.56%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,465,568	\$ 2,622,089	\$ 2,560,814	\$ 2,665,096	\$ 43,007	1.64%
Operating Expenses	359,630	382,835	328,023	416,835	\$ 34,000	8.88%
Total Appropriation	\$ 2,825,197	\$ 3,004,924	\$ 2,888,837	\$ 3,081,931	\$ 77,007	2.56%

Employee Benefits Allocation:	
Life Insurance	\$ 314
Medicare	32,899
Health Insurance	157,678
County Retirement	477,643
Total Employee Benefits (1)	\$ 668,532
Total Expenditures Including Benefits	\$ 3,493,730

\$ 532
32,616
170,166
503,530
\$ 706,844
\$ 3,595,681

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$77,007 or 2.56%. Personnel costs increases include contractual obligations and a 0.25 FTE increase for the Town Clerk's operation. Overtime funding has been decreased by \$5,600. Tax support is increasing \$285,220 as other resources used to balance the budget are declining. Most notably are special assessments for commercial properties who fail to file an updated income and expense report with the assessing operations. These reports will not be needed in FY18; therefore, no assessments will be issued.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Accounting Officer	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	-
Chief Procurement Officer	1.00	1.00	1.00	-
Collection Assistant	1.00	1.00	1.00	-
Comptroller	1.00	1.00	1.00	-
Data Collection/Field Inspector	1.00	1.00	1.00	-
Deputy Finance Director	1.00	1.00	1.00	-
Dir. of Property & Risk Mgt.	1.00	1.00	1.00	-
Director of Finance	1.00	1.00	1.00	-
Financial/Budget Analyst	2.00	2.00	2.00	-
Insurance & Asset Coordinator	1.00	1.00	1.00	-
Lister	1.00	1.00	1.00	-
Office Manager	1.00	1.00	1.00	-
Payroll Coordinator	1.00	1.00	1.00	-
Principal Assessor Assistant	3.00	3.00	3.00	-
Principal Dept/Div Assistant	5.50	5.50	5.75	0.25
Property Management Coordinator	0.35	-	-	-
Property Transfer Assistant	1.00	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	-
Town Collector	1.00	1.00	1.00	-
Town Treasurer	1.00	1.00	1.00	-
Full-time Equivalent Employees	37.85	37.50	37.75	0.25

Description of Division Services Provided

Accounting Operation

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



The Accounting Operation conducts the following functions:

- General ledger maintenance;
- Budget preparation/ monitoring;
- Capital improvement program development;
- Short and long range financial forecasting;
- Audit coordination;
- Vendor payment processing;
- Monthly and annual financial reporting;
- Cost of service analysis;
- Cost/benefit analysis;
- Open Budget website maintenance;
- MUNIS system training;
- Fixed asset inventory and reporting; and
- Grant monitoring and reporting.

Accounting Source of Funding	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	Change FY17 - 18	Percent Change
Taxes	\$ 599,286	\$ 598,771	\$ 578,840	\$ 590,144	\$ (8,627)	-1.44%
Interest and Other	419	-	-	-	-	0.00%
Special Revenue Funds	15,000	15,000	15,000	15,000	-	0.00%
Enterprise Funds	144,322	183,220	183,220	206,102	22,882	12.49%
Total Sources	\$ 759,027	\$ 796,991	\$ 777,060	\$ 811,246	\$ 14,255	1.79%

Expenditure Category	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	Change FY17 - 18	Percent Change
Personnel	\$ 671,023	\$ 710,741	\$ 707,415	\$ 724,996	\$ 14,255	2.01%
Operating Expenses	88,005	86,250	69,645	86,250	-	0.00%
Total Appropriation	\$ 759,027	\$ 796,991	\$ 777,060	\$ 811,246	\$ 14,255	1.79%

Employee Benefits Allocation:			
Life Insurance	\$ 80		\$ 77
Medicare	8,869		8,830
Health Insurance	40,521		49,507
County Retirement	117,946		138,237
Total Employee Benefits (1)	\$ 167,415		\$ 196,651
Total Expenditures Including Benefits	\$ 926,443		\$ 973,711

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

Treasury Operation

The Treasury Operation is responsible for the Town’s payroll processing, the management of its cash and debt activity and the Town’s tax title program. The operation interacts with all departments and many outside organizations. The operation also offers staff liaison support to the Barnstable Trust Fund Advisory Committee, The Barnstable Elderly and Disabled Taxation Committee and represents the Town on the Steering Committee and the Board of Directors of the Cape Cod Municipal Health Group; a municipal joint purchase medical insurance consortium.



The Treasury Operation conducts the following functions:

- Debt management (issuance and payment of bonds);
- Banking services;
- Delinquent tax billing and collection;
- Revenue collection and forecasting;
- Cashiering;
- Payroll processing;
- Federal and State wage reporting and tax deposits;
- Remitting payroll deductions to vendors; and
- The issuance of all vendor checks.

Treasury	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ -	\$ -	\$ -	\$ 5,370	\$ 5,370	0.00%
Fines, Forfeitures, Penalties	165,713	47,500	215,320	94,000	46,500	97.89%
Fees, Licenses, Permits	2,209	2,000	2,300	3,000	1,000	50.00%
Interest and Other	1,371,604	364,000	506,661	314,000	(50,000)	-13.74%
Enterprise Funds	70,511	59,160	59,160	63,570	4,410	7.45%
Total Sources	\$ 1,610,038	\$ 472,660	\$ 783,441	\$ 479,940	\$ 7,280	1.54%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 381,238	\$ 399,371	\$ 391,908	\$ 412,140	\$ 12,769	3.20%
Operating Expenses	70,307	67,800	61,794	67,800	-	0.00%
Total Appropriation	\$ 451,544	\$ 467,171	\$ 453,702	\$ 479,940	\$ 12,769	2.73%

Employee Benefits Allocation:	
Life Insurance	\$ 24
Medicare	5,114
Health Insurance	24,054
County Retirement	78,997
Total Employee Benefits (1)	\$ 108,188
Total Expenditures Including Benefits	\$ 559,733

\$ 23
5,099
26,155
80,752
\$ 112,029
\$ 565,731

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

Procurement & Risk Management Operation

The Procurement and Risk Management (PRM) Operation provides expertise in the areas of acquisition, management, insurance, inventory, and disposal of assets held by the Town. In addition, it provides oversight of policies, procedures and enforcement of procurement laws on a Town-wide basis, including schools and enterprise accounts. Included in this program’s responsibilities are the functions of risk management for the Town’s property and casualty insurance, as well as the specialty insurance policies such as public official’s liability, and the processing of claims and loss control activities. The operation also provides extensive involvement in the negotiation of energy contracts for all segments of the Town, the promotion of energy efficiency measures, the researching of alternative energy projects, and the active participation and leadership of the Town’s Green Team.



Procurement & Risk Mgt	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 33,105	\$ 74,001	\$ 67,226	\$ 74,258	\$ 257	0.35%
Interest and Other	158,090	133,500	119,950	138,000	4,500	3.37%
Enterprise Funds	47,176	46,467	46,467	48,177	1,710	3.68%
Total Sources	\$ 238,371	\$ 253,968	\$ 233,643	\$ 260,435	\$ 6,467	2.55%
Expenditure Category						
Personnel	\$ 230,721	\$ 246,508	\$ 229,060	\$ 252,975	\$ 6,467	2.62%
Operating Expenses	7,650	7,460	4,583	7,460	-	0.00%
Total Appropriation	\$ 238,371	\$ 253,968	\$ 233,643	\$ 260,435	\$ 6,467	2.55%
Employee Benefits Allocation:						
Life Insurance	\$ 24		\$ 23			
Medicare	3,380		3,226			
Health Insurance	14,115		13,636			
County Retirement	45,769		46,690			
Total Employee Benefits (1)	\$ 63,288		\$ 63,576			
Total Expenditures Including Benefits	\$ 301,658		\$ 297,219			

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

Assessing Operation

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



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

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

Assessing	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 354,689	\$ 420,252	\$ 347,806	\$ 419,252	\$ (1,000)	-0.24%
Intergovernmental	287,096	287,096	298,230	300,156	13,060	4.55%
Charges for Services	1,119	-	300	-	-	0.00%
Interest and Other	270	-	2,750	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
Total Sources	\$ 651,174	\$ 715,348	\$ 657,086	\$ 727,408	\$ 12,060	1.69%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 585,463	\$ 644,348	\$ 592,909	\$ 628,408	\$ (15,940)	-2.47%
Operating Expenses	65,711	71,000	64,177	99,000	28,000	39.44%
Total Appropriation	\$ 651,174	\$ 715,348	\$ 657,086	\$ 727,408	\$ 12,060	1.69%

Employee Benefits Allocation:		
Life Insurance	\$ 108	\$ 325
Medicare	7,848	7,567
Health Insurance	41,994	45,967
County Retirement	127,666	127,930
Total Employee Benefits (1)	\$ 177,617	\$ 181,789
Total Expenditures Including Benefits	\$ 828,791	\$ 838,875

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

Town Clerk Operation (Elected Office)

The Town Clerk’s office registers all citizens in the community to vote through in-person, mail-in and computer registration through the 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	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 221,353	\$ 252,214	\$ 244,344	\$ 289,092	\$ 36,878	14.62%
Fees, Licenses, Permits	180,468	169,560	187,440	165,000	(4,560)	-2.69%
Charges for Services	191	1,000	-	-	(1,000)	-100.00%
Interest and Other	8,628	2,000	17,256	2,000	-	0.00%
Total Sources	\$ 410,639	\$ 424,774	\$ 449,040	\$ 456,092	\$ 31,318	7.37%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Personnel	\$ 365,562	\$ 372,699	\$ 399,307	\$ 398,017	\$ 25,318	6.79%
Operating Expenses	45,078	52,075	49,733	58,075	6,000	11.52%
Total Appropriation	\$ 410,639	\$ 424,774	\$ 449,040	\$ 456,092	\$ 31,318	7.37%

Employee Benefits Allocation:		
Life Insurance	\$ 48	\$ 47
Medicare	4,491	4,635
Health Insurance	24,865	26,879
County Retirement	59,260	60,435
Total Employee Benefits (1)	\$ 88,664	\$ 91,996
Total Expenditures Including Benefits	\$ 499,303	\$ 541,036

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

Town Collector Operation (Elected Office)

The Town Collector Operation provides services in the area of tax billing and collection and customer services. The operation is responsible for the collection of property and other taxes due and payable to the Town of Barnstable, as well as the five fire districts, located in the Town of Barnstable. Receipts collected are paid over to the Town Treasurer and the five fire district treasurers on a weekly basis. In addition, the Town Collector collects fees on behalf of the Hyannis Main Street Business Improvement District, which encompasses most of the Main Street, Hyannis property owners, and submits the fees weekly to the district's treasurer. Property taxes and sewer utility charges are billed on a quarterly basis. Motor vehicle excise taxes are billed when tax commitments are received from the State; usually once a month. The operation also issues the annual boat excise tax.



Customer services involves proving information to taxpayers, mortgage companies, attorneys, and the general public by telephone and in the Collector's Office regarding all tax accounts and providing general information relating to the Town of Barnstable. Another facet is the preparation of municipal lien certificates showing the status of real estate taxes for banks, attorneys, and taxpayers when property is sold or refinanced. Certificates of discharge are also prepared when road, sewer, water, and Title V Septic betterments are paid in full, so the betterment lien can be removed from the deed at the Registry of Deeds.

Town Collector	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fines, Forfeitures, Penalties	746,489	802,500	962,587	725,000	(77,500)	-9.66%
Fees, Licenses, Permits	88,928	90,500	97,968	82,500	(8,000)	-8.84%
Interest and Other	168,047	164,000	180,437	-	(164,000)	-100.00%
Enterprise Funds	23,253	23,045	23,045	25,530	2,485	10.78%
Total Sources	\$ 1,026,717	\$ 1,080,045	\$ 1,264,037	\$ 833,030	\$ (247,015)	-22.87%

Expenditure Category						
Personnel	\$ 231,561	\$ 248,423	\$ 240,215	\$ 248,560	\$ 137	0.06%
Operating Expenses	82,880	98,250	78,091	98,250	-	0.00%
Total Appropriation	\$ 314,441	\$ 346,673	\$ 318,306	\$ 346,810	\$ 137	0.04%

Employee Benefits Allocation:		
Life Insurance	\$ 29	\$ 35
Medicare	3,197	3,259
Health Insurance	12,129	8,023
County Retirement	48,006	49,486
Total Employee Benefits (1)	\$ 63,360	\$ 60,803
Total Expenditures Including Benefits	\$ 377,802	\$ 379,109

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

Performance Measures / Workload Indicators

Cost of Financial Operations - Maintaining a cost effective financial operation by measuring its cost as a percentage of the overall general fund-operating budget for the government. This includes the accounting, treasury and procurement related activities.

Performance Measures	FY 2014	FY 2015	FY 2016	FY 2017
Central financial operating costs as a percentage of the overall General Fund budget	1.98%	1.99%	1.96%	1.92%

Accounting Operation

Workload Indicators	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated
Vendor Payments Processed	36,435	41,187	41,406	41,560
G/L Accounts Maintained	19,898	18,970	19,087	19,113
G/L Transactions Processed	271,117	276,092	300,081	302,030

Treasury Operation

Workload Indicators	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated
Vendor Checks Processed	23,510	22,149	23,331	24,000
Payroll Checks Processed	57,869	55,821	59,730	60,000

Procurement & Risk Management Operation

Workload Indicators	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated
RFP's Issued	20	23	28	30
Sealed Bids Issued	44	50	30	30
Contracts Processed	75	90	138	125
Quotes Conducted or Reviewed	160	160	144	145
Requisitions Reviewed for Compliance	586	650	625	625
Avoided Bids	26	30	24	25
Collaborative Contracts (State & County)	24	25	45	45
Surplus Property Designations	25	25	50	50

Assessing Operation

Performance Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Total Properties Assessed	28,925	28,797	28,766	28,770
Number of Abatements Filed	106	273	143	200
% of Properties Filing Abatements	0.004%	0.009%	0.005%	0.007%
Number of Abatements Granted	52	85	40	75
Average Abatement Dollar per Appeal Filed	\$ 776.09	\$ 759.39	\$ 734.80	\$ 750.00
Total Tax Dollar Value for Appeals Granted	\$ 40,357	\$ 64,548	\$ 29,392	\$ 56,250
Percentage of FY Tax Levy for Appeals Granted	0.00038%	0.00058%	0.00026%	0.00047%

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Appellate Tax Board Appeals Settled	11	23	14	10
Exemptions Processed	715	677	700	700
RE/PP Abatements Processed	106	186	143	200
MVE Abatements Processed	2,419	2,442	1,500	1,600
Building Permits Inspected	1,165	2,227	2,400	2,300
Re-listing Inspections	2,697	1,592	2,800	2,800
Property Transfers (Deeds) Processed	2,412	2,442	2,500	2,600

Town Clerk Operation (Elected Office)

Workload Indicators	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated
Births Recorded	778	800	792	810
Marriages Recorded	361	350	437	420
Deaths Recorded	829	800	878	893
Dogs Licensed	2,750	2,800	3,500	3,755
New Voters Registered	1,436	1,400	2,825	2,850
Business Licenses Issued	360	350	360	362

Town Collector Operation (Elected Office)

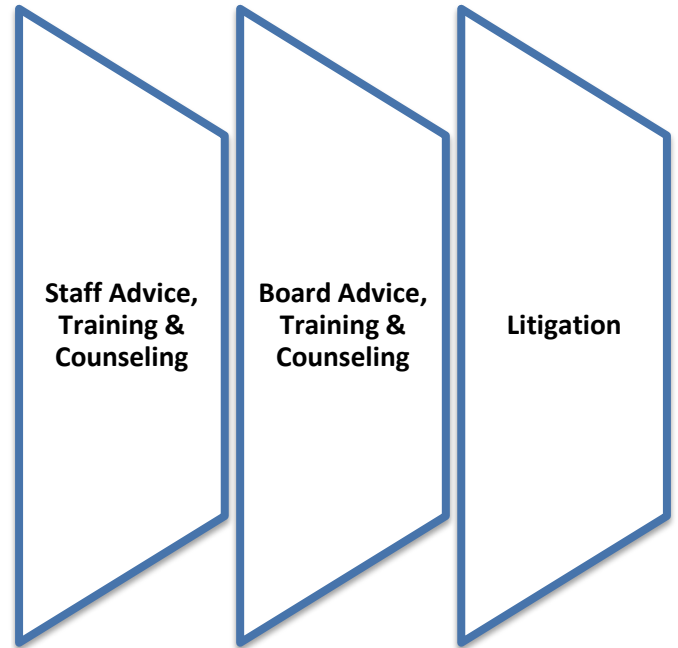
Property Tax Collection Rates - Collection rates are a good indication of the Town’s efficiency and financial stability. The net tax levy is used for calculating the rates. The net tax levy is calculated by subtracting the amount set aside for abatements and exemptions from the gross tax levy.

Performance Measures	FY 2013 Levy	FY 2014 Levy	FY 2015 Levy	FY 2016 Levy	FY 2017 Levy - Estimated
Percentage of the net property tax levy collected in the fiscal year levied	97.88%	97.99%	97.18%	97.25%	98%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.22%	99.35%	99.37%	98.40%	98%

Legal Division

Mission Statement

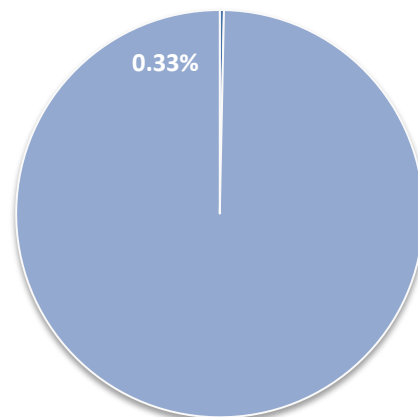
The Legal Division is dedicated to providing professional legal services to all the components of town government. This must be carried out consistent with the oath of office each attorney is obliged to take under Section 38 of Chapter 221 of the General Laws: "I solemnly swear that I will do no falsehood, nor consent to the doing of any in court; I will not wittingly or willingly promote or sue any false, groundless or unlawful suit, nor give aid or consent to the same; I will delay no man for lucre or malice; but I will conduct myself in the office of an attorney within the courts according to the best of my knowledge and discretion, and with all good fidelity as well to the courts as my clients. So help me God."



Recent Accomplishments

- With the passage of the special legislation necessary to effectuate the Cape Cod Rail Trail Bicycle and Pedestrian recreational path across the east end of Town from the Yarmouth Town line to the intersection of Mary Dunn Road and Independence Drive, our office is working with several state agencies to ensure that the necessary legal documents are drafted to implement the special legislation.
- After attempts to negotiate with Barnstable County to reimburse the Hyannis ratepayers for the Perfluorooctane Sulfate ("PFOS") contamination in several Hyannis wells from the County's Fire Training and Rescue Academy. The Town was forced to institute litigation against the County to seek reimbursement for their current and future response costs to ensure that the Hyannis drinking water remains safe. Our office has also been involved with the drafting of Inter Municipal Agreements to provide additional water to Hyannis customers and in the preparation of contracts involving the carbon filtration systems installed in the three Mary Dunn wells.

Percentage of FY18 General Fund Budget



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

Additional Recent Accomplishments

- With the strong support of the Town Council and the Town administration, the decade long effort to protect the Town's citizens against the documented risks posed by the Cape Wind project (which proposed to construct 131, approximately 430-foot high wind turbines in Nantucket Sound), realized several significant legal victories this year at both the state and federal levels. At the state level, the Town prevailed before the Department of Public Utility's (DPU) Energy Facilities Siting Board (EFSB), which refused to further extend Cape Wind's so-called composite permit. Cape Wind appealed the EFSB's decision to the Supreme Judicial Court but subsequently withdrew that appeal. The result is that Cape Wind now has no state permits in place to allow construction of its electric cables in Nantucket Sound or ashore. Additionally, we recently won a D.C. Circuit ruling that overturned the Department of the Interior's approval of inadequate Cape Wind mitigation regarding protection of endangered species.



Legal Team: Charlie McLaughlin, Ruth Weil, Amber Patterson, Susan Robbins, Dave Houghton

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. 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).**
2. Continue to devote attention to decreasing defensive litigation by education and training. **(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 the Town Council on legal issues relating to growth and the quality of life including Hyannis revitalization, coastal access and economic development. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources, Housing).**
5. Continue to provide advice and assistance on the implementation of legislation designed to promote energy efficiency to effectuate cost savings. **(SP: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources).**
6. Continue efforts to work legislatively to establish a housing court serving the Cape. **(SP: Public Health and Safety, Economic Development, Environment and Natural Resources).**

Long Term:

1. Work with the Town and regional entities to develop a comprehensive approach to clean water management. **(SP: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources)**
2. Work on the recodification of the Zoning Ordinance to promote predictability and streamlined permitting. **(SP: Finance, Economic Development).**
3. Work with the Town Council to amend the Zoning Ordinance to allow for the creation of more multifamily rental housing. **(SP: Housing, Economic Development).**
4. 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).**

FY17 Goals and Results

1. Continue to devote attention to decreasing defensive litigation by education and training. **(SP: Finance, Economic Development, Regulatory Process and Performance)**

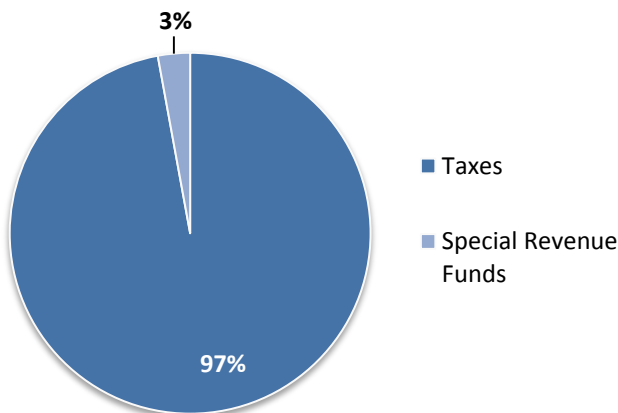
Action: Conducted several training sessions with Town staff prior to the effective date of substantial amendments to the Public Records Law to ensure that Town staff was prepared to implement the provisions of the new law.

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).**

Worked with the legislative delegation to provide all necessary documentation to ensure that passage of the Special Legislation authorizing the “land swap” which will allow the Town to obtain the necessary easements for the Cape Cod Rail Bicycle and Pedestrian Recreational Path.

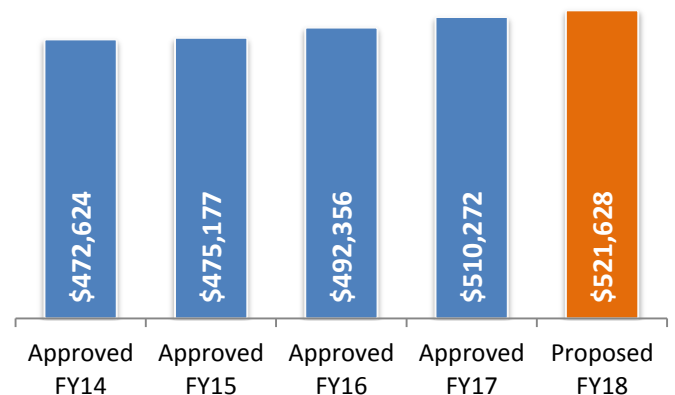
Legal Division Financial Summary

FY18 Source of Funding



Taxes support 97% of this operation with the other 3% coming from the Community Preservation Fund for which the operation provides support in reviewing applications for funding and associated legal assistance.

Legal Division Budget History



The Legal Division’s budget has increased from \$472,624 in FY14 to \$521,628 in FY18 or 10.37% over the five-year period.

Description of Division Services Provided

It is the goal of the Legal Division to prevent and/or minimize legal problems for the Town. The Legal Division functions as an in-house corporate law office in providing and/or supervising the provision of legal services to tenements of the governmental structure and to the citizens, depending on their relationship to the Town. The availability of in-house legal staff to offer advice and counsel on an as-needed basis has created an ability to address concerns and issues in a timely and efficacious fashion. As part of its in-house counsel services, the Legal Division provides all Town entities with panoply of legal support ranging from advice, training and counseling to litigation services. Litigation represents the end stage in the resolution of disputes in which the Town is a party. At that point, issues are brought before other tribunals, judicial, quasi-judicial, at the county, state, and federal level, for resolution. Occasionally, the Town brings the matter as plaintiff; more often, we are a party defendant, or an appellant or appellee. Litigation is thus the end of a continuum if the program is seen as merely one of ending disputes. Every effort is made to avoid it by providing legal counseling in advance of decision-making or otherwise committing to a course of action that will lead to litigation. Of course, not every matter is most advantageously settled for the Town by avoiding litigation at all costs, but it is always desirable to have the legal options and alternatives spelled out. That is the function of legal counseling. In this regard, some of the most effective counseling results in litigation. Lessons are rarely more vivid than when the earlier decisions of a town board are dissected by a judge or a hearing officer. Therefore, the most realistic view of the proper delivery of legal services is that the function is one integrated whole, best measured by the time spent as required by the client, consistent with professional quality and responsibility.



Legal Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 472,882	\$ 495,272	\$ 459,775	\$ 506,628	\$ 11,356	2.29%
Interest and Other	50	-	-	-	-	0.00%
Special Revenue Funds	15,000	15,000	15,000	15,000	-	0.00%
Total Sources	\$ 487,932	\$ 510,272	\$ 474,775	\$ 521,628	\$ 11,356	2.23%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 446,313	\$ 470,572	\$ 451,874	\$ 481,928	\$ 11,356	2.41%
Operating Expenses	41,619	39,700	22,901	39,700	-	0.00%
Total Appropriation	\$ 487,932	\$ 510,272	\$ 474,775	\$ 521,628	\$ 11,356	2.23%

Employee Benefits Allocation:			
Life Insurance	\$ 24		\$ 23
Medicare	6,345		6,255
Health Insurance	11,867		13,008
County Retirement	85,550		86,883
Total Employee Benefits (1)	\$ 103,786		\$ 106,169
Total Expenditures Including Benefits	\$ 591,718		\$ 580,944

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$11,356 or 2.23% entirely due to personnel cost increases. Operating expenses are level funded at \$39,700.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Town Attorney	1.00	1.00	1.00	-
Assistant Town Attorney	2.00	2.00	2.00	-
Legal Assistant	1.00	1.00	1.00	-
Legal Clerk	0.75	0.80	0.80	-
Full-time Equivalent Employees	4.75	4.80	4.80	0.00

Performance Measures / Workload Indicators

Workload Indicators	Pending Matters	Matters Opened	Matters Closed
Fiscal Year 2013	1,642	296	124
Fiscal Year 2014	1,791	265	306
Fiscal Year 2015	1,547	300	251
Fiscal Year 2016	1,620	306	119

Human Resources Division

Mission Statement

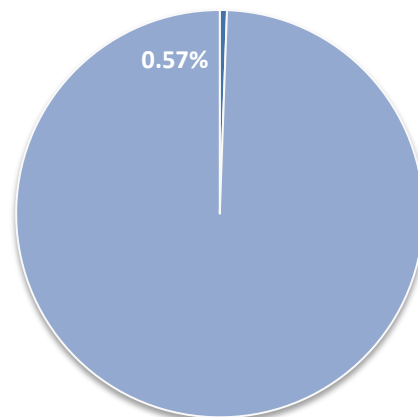
The mission of Human Resources is to deliver reliable and innovative services that allow the Town of Barnstable to provide the best possible service to its citizens.



Recent Accomplishments

- Assisted in the hiring of several high-level positions including Assistant Town Manager, Building Commissioner, and Director of Growth Management.
- Partnered with the Police Department to sponsor active threat/first aid training for municipal employees.
- Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.

Percentage of FY18 General Fund Budget



The Human Resources Division comprises 0.57% of the overall General Fund budget.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Implement a uniform employee orientation program for new Municipal/School employees. (SP: Education, Communication)
2. Increase the functionality of the municipal applicant tracking system. (SP: Education, Communication, Finance)
3. Successfully negotiate all school and municipal collective bargaining agreements. (SP: Communication, Finance)

Long Term:

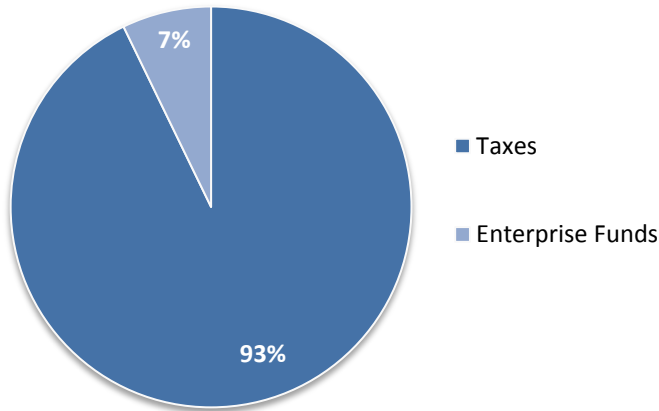
1. Implement a new classification system for municipal positions. (SP: Education, Communication)
2. Work with Departments to develop a succession plan to identify and train the next generation of managers. (SP: Education, Communication)



William Cole, Human Resources Director – Years of Service Awards Ceremony

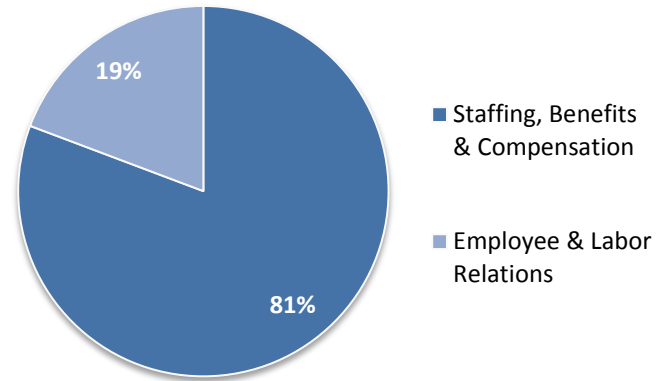
Human Resources Division Financial Summary

FY18 Source of Funding



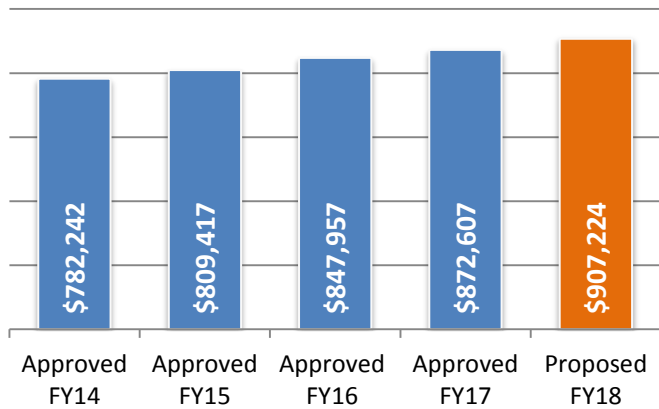
Most of the funding for this operation is derived from tax support 93% with the remaining 7% coming from support provided to the Town’s enterprise funds.

Human Resources Division FY18 Budget By Program



The largest program area in this division is the Staffing, Benefits and Compensation Program comprising 81% of the budget.

Human Resources Division Budget History



The budget for this division has increased from \$782,242 in FY14 to \$907,224 in FY18, or 15.98% over the five-year period.

FISCAL YEAR 2018 BUDGET

HUMAN RESOURCES DIVISION

GENERAL FUND

Human Resources Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 749,131	\$ 815,079	\$ 776,711	\$ 841,965	\$ 26,886	3.30%
Enterprise Funds	58,564	57,528	57,528	65,259	7,731	13.44%
Total Sources	\$ 807,695	\$ 872,607	\$ 834,239	\$ 907,224	\$ 34,617	3.97%
Expenditure Category						
Personnel	\$ 674,945	\$ 695,407	\$ 712,519	\$ 730,024	\$ 34,617	4.98%
Operating Expenses	132,750	177,200	121,720	177,200	-	0.00%
Total Appropriation	\$ 807,695	\$ 872,607	\$ 834,239	\$ 907,224	\$ 34,617	3.97%
Employee Benefits Allocation:						
Life Insurance	\$ 49		\$ 36			
Medicare	9,374		9,913			
Health Insurance	41,342		45,603			
County Retirement	121,166		125,134			
Total Employee Benefits (1)	\$ 171,931		\$ 180,686			
Total Expenditures Including Benefits	\$ 979,626		\$ 1,014,925			

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$34,617 or 3.97% entirely due to personnel cost associated with all contractual obligations. Tax support will increase by \$26,886 to fund the increase in the budget.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017
Admin. Assistant to HR Director	1.00	1.00
Assistant HR Director	1.00	1.00
Benefits Administrator	1.00	1.00
Benefits Assistant	1.00	1.00
Director of Human Resources	1.00	1.00
Human Resources Coordinator	1.00	1.00
Principal Assistant HR	2.00	2.00
Full-time Equivalent Employees	8.00	8.00

FY 2018	Change
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
2.00	-
8.00	0.00



William Cole, Human Resources Director; Mark Ells, Town Manager; Jessica Rapp Grassetti, Town Councilor; James Benoit, GIS Coordinator – Years of Service Awards Ceremony

Description of Division Services

Staffing, Benefits, and Compensation Program

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



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

- creating/revising/updating job descriptions;
- receipt and processing of all relevant paperwork;
- composing, posting and tracking of vacancy announcements;
- external and internal recruitment efforts;
- development and review of selection criteria;
- preparation of interview package and review of hiring package;
- insuring compliance with applicable state/federal laws and regulations; and
- maintaining teacher certification database.

Benefits: The offering of a comprehensive benefits package is one of the most important tools in the recruitment and retention of talented and motivated employees. The administration of these benefit programs is comprised of two distinct areas. The first area is that of benefit maintenance, including the paying of bills and the processing of paperwork. The second area is that of benefit research, development, and implementation. Due to the increasing costs of employee benefit programs, Human Resources must closely review and analyze every existing program and complete a thorough cost/benefit analysis before any new or revised program is introduced to the Town. Examples of employee benefits include:

- health, dental and life insurance;
- long and short-term disability;
- flexible spending accounts;
- employee assistance program (EAP);
- deferred compensation;
- workers' compensation and unemployment compensation administration; and
- pre-employment testing (drug, alcohol, physical and skill-set tests).

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.

Staffing & Compensation	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 589,006	\$ 644,651	\$ 615,060	\$ 667,177	\$ 22,526	3.49%
Enterprise Funds	58,564	57,528	57,528	65,259	7,731	13.44%
Total Sources	\$ 647,570	\$ 702,179	\$ 672,588	\$ 732,436	\$ 30,257	4.31%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 525,028	\$ 541,229	\$ 558,439	\$ 571,486	\$ 30,257	5.59%
Operating Expenses	122,542	160,950	114,149	160,950	-	0.00%
Total Appropriation	\$ 647,570	\$ 702,179	\$ 672,588	\$ 732,436	\$ 30,257	4.31%

Employee Benefits Allocation:		
Life Insurance	\$ 37	\$ 27
Medicare	7,355	7,879
Health Insurance	31,427	34,204
County Retirement	121,166	125,134
Total Employee Benefits (1)	\$ 159,985	\$ 167,244
Total Expenditures Including Benefits	\$ 807,555	\$ 839,832

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

Employee/Labor Relation Program

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

Collective Bargaining: The goal of collective bargaining is to create an environment where supervisor and employee issues can be addressed and where changes can be implemented through negotiations. The Town of Barnstable administers six municipal and eight school collective bargaining agreements, covering over 90% of the Town's workforce. Human Resources has the following responsibilities in the area of collective bargaining:

- mediation and conflict resolution;
- union contract interpretation;
- grievance processing; and
- arbitration hearings.



Employee Relations/Training: Providing training and morale-building events help foster an effective and productive workforce. To that end, Human Resources coordinate a variety of employee recognition programs. These programs include an ice-cream social and employee appreciation luncheons. The establishment of comprehensive training programs helps keep employees current with important workplace issues as well as assisting with individual professional development. Human Resources have also been responsible for implementing training in the following areas:

- sexual harassment/illegal harassment;
- conflict of interest/ethics;
- performance appraisal/documentation;
- workplace violence;
- diversity; and
- labor/management issues.



In addition, the division is responsible for the administration of various union and non-union education incentive programs. These programs allow employees to further their education and training.

Workplace Diversity/Compliance: The Town of Barnstable is required to review and revise its Affirmative Action and Minority/Women Business Enterprise plans annually. To do so, assistance and consultation is provided to all Town and School departments so that Equal Employment Opportunity data can be collected and analyzed and problem areas can be identified. To insure that legal requirements applicable to affirmative action are disseminated to all levels of employees, numerous workshops and training programs are utilized to orient and educate employees, supervisors and senior management. Periodic reports to local, state and federal agencies and commissions are required. Local outreach programs to minority and women’s organizations are also utilized, and every good faith effort will be made to eliminate underutilization of eligible minority and female employees and applicants.

Employee/Labor Relations	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 160,125	\$ 170,428	\$ 161,651	\$ 174,788	\$ 4,360	2.56%
Total Sources	\$ 160,125	\$ 170,428	\$ 161,651	\$ 174,788	\$ 4,360	2.56%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 149,917	\$ 154,178	\$ 154,080	\$ 158,538	\$ 4,360	2.83%
Operating Expenses	10,208	16,250	7,571	16,250	-	0.00%
Total Appropriation	\$ 160,125	\$ 170,428	\$ 161,651	\$ 174,788	\$ 4,360	2.56%

Employee Benefits Allocation:		
Life Insurance	\$ 12	\$ 9
Medicare	2,019	2,033
Health Insurance	9,915	11,399
Total Employee Benefits (1)	\$ 11,946	\$ 13,441
Total Expenditures Including Benefits	\$ 172,071	\$ 175,092

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

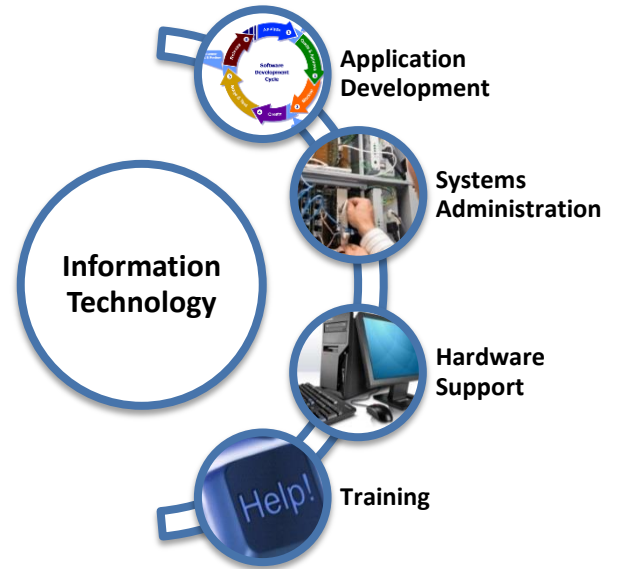
Performance Measures / Workload

Performance Measures /Workload Indicators	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Personnel Forms Processed	1,102	1,050	1,006	950	1,000
Employment Applications Processed	1,520	1,629	1,624	1,700	1,200
Permanent Position Vacancies	149	160	158	125	120
Avg. # of Applications per vacancy	10.3	10.2	10.3	13.5	10.0

Information Technology Division

Mission Statement

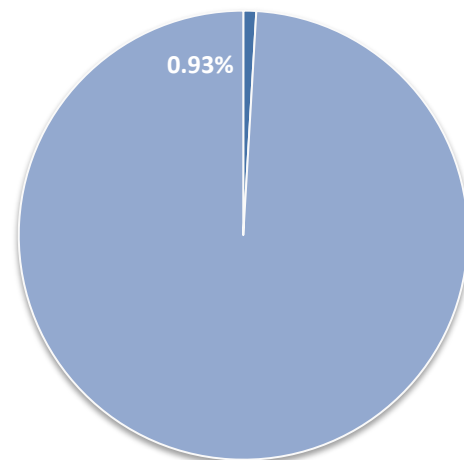
The mission of the Information Technology Division, a sub-department of the Administrative Services Department, is to plan, implement and manage the effective and efficient utilization of information technology for the Town of Barnstable in its provision of services to the citizens.



Recent Accomplishments

- Completed new web based GIS property map application for use by the public.
- Completed QA/QC of deliverables from the Spring 2014 aerial flyover and mapping update project and integrated the new mapping data into the Town's GIS.
- Completed conversion of the GIS parcel maps to meet Level III of the MassGIS Standard for Digital Parcel Files.
- Updated and modernized the Barnstable Municipal Airport's section of the website.
- Purchased and setup ArchiveSocial, a cloud-based application that archives all the Town's Social Media sites to meet public records laws.
- Replaced 261 PC's with new PC's and with upgraded Microsoft Office.
- Upgraded Microsoft Exchange email server.
- Replaced the computer room air conditioner.

Percentage of FY18 General Fund Budget



The Information Technology Division comprises 0.93% of the overall General Fund budget.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

While it is sometimes difficult to state which specific Council's Strategic Plan to which these goals apply, it is important to note, Information Technology in one form or another supports virtually all the strategic goals.

Short Term:

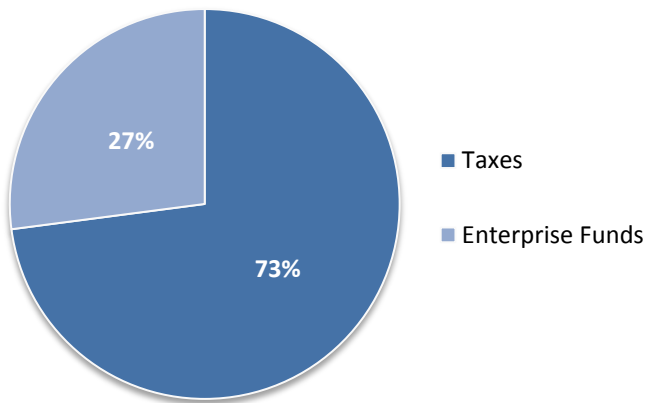
1. Continued growth of the web site and updating to a more modern cleaner look and feel. **(SP: Regulatory Access and Accountability, Communications)**
FY16/FY17, Met Expectations. Website areas reworked HYCC, Licensing, Natural Resources, and Parking. Ongoing.
2. Continued integration between CH18 and the web site. **(SP: Regulatory Access and Accountability, Communications, Education)**
FY16/FY17, Met expectations. Website backend reworked to better handle presenting the multiple years of video we have posted. Ongoing.
3. Continue to expand CH18 programming and video production. **(SP: Regulatory Access and Accountability, Communications)**
FY16/FY17, Met expectations. "Voices" show. Ongoing.
4. Continued expansion of the ViewPoint E-Permitting application across other departments. **(SP: Regulatory Access and Accountability, Communications, Education)**
FY16/FY17, Met expectations. Building and a portion of Health went live. Ongoing.

Long Term:

1. Continue building on the "corporate database" that enables all departments to track history back to a Parcel Number or Address. **(SP: Communication, Finance)**
FY16/FY17, Met expectations. Ongoing.
2. Continued work in designing and utilizing the BFON (Barnstable Fiber Optic Network) including VIOP (Voice over Internet Protocol) or other alternatives to the current aging phone system in FY18. **(SP: Communication, Finance)**
FY16/FY17, Met expectations. Performed physical inventory of existing phones. Mapped network routes. Updated some switching equipment with more to do in FY18. Ongoing.
3. Develop stage two of the Disaster Recovery Plan (DRP) that will enable the Town to be back functional with critical systems in a reasonable time should a disaster happen and the data center in Town Hall is destroyed. Stage one, daily backup up all town virtual servers to an off-site location (North Side County communications building) completed in FY16. **(SP: Infrastructure, Communication, Finance)**
FY16 /FY17, Missed expectations. Completed stage 1, stage 2 delayed due to staffing.
4. Continue website growth to meet the expanding needs of the Town's Departments. **(SP: Education, Communication)**
FY16/FY17, Met expectations (see Performance/Workload measures)
5. Further expand the use of GIS web mapping applications across all internal Town Departments, replacing older desktop software with modern web based apps. **(SP: Regulatory Access and Accountability, Communication)**
FY16/FY17, Met expectations. G.I.S. Created interactive web mapping program for the management of stormwater drainage assets and associated maintenance records for D.P.W.

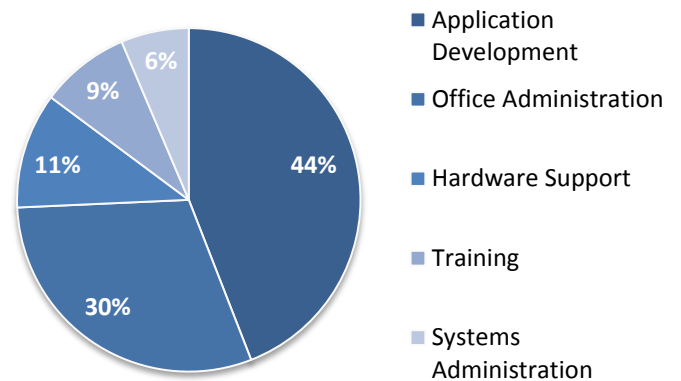
Information Technology Division Financial Summary

FY18 Source of Funding



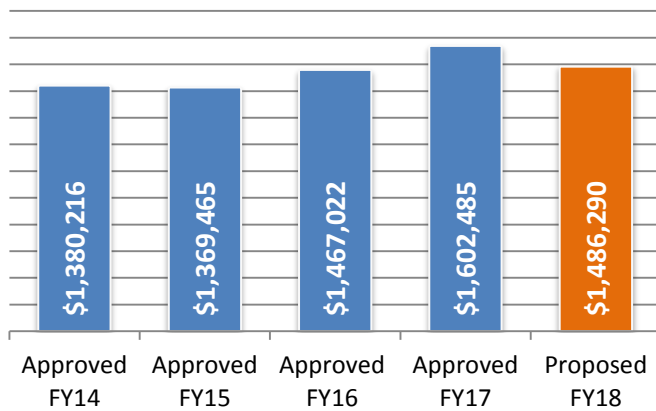
Most of the funding for this operation comes from tax support 73% with the remaining 27% coming from support provided to the Town’s Enterprise Funds.

Information Technology Division FY18 Budget By Program



Application Development is the largest program area in this budget at 44% followed by Office Administration at 30%. Capital outlays for hardware and software replacements are included in the Office Administration program area.

Information Technology Division Budget History



This budget has increased from \$1.380 million in FY14 to \$1.486 million in FY18 or 7.69%. The spike in FY16 was the result of significant cost increase in software and license support, most notably View Point/View Permit newly added annual maintenance agreements. In addition, the spike in the FY17 budget represents one-time capital outlay VOIP consulting. The reduction in FY18 is due to the transfer of the Web/Intranet Developer position to the Community Services Department.

Information Technology	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 1,142,974	\$ 1,252,003	\$ 985,902	\$ 1,083,948	\$ (168,055)	-13.42%
Enterprise Funds	322,591	350,483	350,483	402,342	51,859	14.80%
Total Sources	\$ 1,465,565	\$ 1,602,486	\$ 1,336,385	\$ 1,486,290	\$ (116,196)	-7.25%
Expenditure Category						
Personnel	\$ 782,925	\$ 823,365	\$ 793,581	\$ 729,412	\$ (93,953)	-11.41%
Operating Expenses	546,334	640,121	542,804	651,878	11,757	1.84%
Capital Outlay	136,306	139,000	-	105,000	(34,000)	-24.46%
Total Appropriation	\$ 1,465,565	\$ 1,602,486	\$ 1,336,385	\$ 1,486,290	\$ (116,196)	-7.25%
Employee Benefits Allocation:						
Life Insurance	\$ 81		\$ 81			
Medicare	8,433		9,081			
Health Insurance	53,492		53,653			
County Retirement	164,043		163,425			
Total Employee Benefits (1)	\$ 226,049		\$ 226,240			
Total Expenditures Including Benefits	\$ 1,691,614		\$ 1,562,625			

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

Summary of Significant Budget Changes

The FY18 proposed budget is decreasing \$116,196 or 7.25%. Personnel cost are decreasing \$93,953, which includes all contractual obligations and the transfer of one full-time position to Community Services. Operating costs are increasing \$11,757. This includes requests for software and hardware maintenance/licenses (\$35,198) and cellular phone services (\$10,559). This is offset by a reduction of \$34,000 for outside consultants. Capital outlay includes funding for network upgrades \$105,000. Taxes provide most of the funding for this budget and enterprise fund reimbursements are increasing \$51,859 for the support this division provides to those operations.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Assistant Info. Systems Manager	1.00	1.00	1.00	-
Developer/Analyst	1.00	1.00	1.00	-
Geographic Info System Coordinator	1.00	1.00	1.00	-
GIS Specialist	1.00	1.00	1.00	-
Help Desk Coordinator	1.00	1.00	1.00	-
Help Desk/Administrative Assistant	1.00	1.00	1.00	-
Info. Systems Dept. Manager	1.00	1.00	1.00	-
Microcomputer Spec. Appls. Develop.	1.00	1.00	1.00	-
Microcomputer Specialist	1.00	1.00	1.00	-
Web/Intranet Developer	1.00	1.00	-	(1.00)
Full-time Equivalent Employees	10.00	10.00	9.00	-1.00

Description of Division Services

Application Production and Development Program

The Application Development of this program area is responsible for analyzing needs and creating new applications to meet the Town’s requirements for automation where third party applications do not exist or are not cost effective. This area maintains and updates many existing in-house applications. This area is also responsible for conversion work when migrating from one system to another. The Support to the Production System’s program area entails support for applications such as Munis (Fund Accounting, Tax Collections, Payroll, Utility Billing, Tax Title, ViewPoint, Visions, RRC (Assessment), RecTrac (Recreation and Council on Aging) and the myriad of in-house applications written to support the operations of the Town. This area is also responsible for all Web and Intranet development. The following is a sampling of Applications and Support services that Information Technology has provided over the past year.



In G.I.S., analysis and map production services are grouped into this program. These services range from simple topographic site maps to complex analyses resulting in multiple maps and database reports. For example, G.I.S. analysis could be used to produce a map and report of all parcels less than one acre that fall within a groundwater protection district and are within 500 feet of an existing sewer line. Another example might be to produce a map showing the location of existing conservation and protected open space parcels in relation to privately owned, vacant land. A less complex but more common request might be to print a topographic map or aerial photograph of a particular area of town. The G.I.S. staff provides these services on a daily basis to many town departments. In addition, site maps and abutter lists are available as a service to the public. The usefulness of a G.I.S. is dependent upon the quality of its G.I.S. data. Within G.I.S., the staff also works to maintain, improve, and update the town’s G.I.S. data. This data includes computerized maps and databases (layers) of sewer lines, roads, buildings, voter precincts, traffic signs, wetlands, and school districts; these are examples of the 150+ layers maintained in the G.I.S. system.

Application and Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 306,602	\$ 363,036	\$ 337,686	\$ 252,842	\$ (110,194)	-30.35%
Enterprise Funds	322,591	350,483	350,483	402,342	51,859	14.80%
Total Sources	\$ 629,193	\$ 713,519	\$ 688,169	\$ 655,184	\$ (58,335)	-8.18%
Expenditure Category						
Personnel	\$ 327,599	\$ 345,077	\$ 333,099	\$ 251,544	\$ (93,533)	-27.10%
Operating Expenses	301,594	368,442	355,070	403,640	35,198	9.55%
Total Appropriation	\$ 629,193	\$ 713,519	\$ 688,169	\$ 655,184	\$ (58,335)	-8.18%
Employee Benefits Allocation:						
Life Insurance	\$ 39		\$ 38			
Medicare	4,004		3,964			
Health Insurance	15,069		15,368			
County Retirement	127,815		128,716			
Total Employee Benefits (1)	\$ 146,927		\$ 148,087			
Total Expenditures Including Benefits	\$ 776,120		\$ 836,256			

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

Systems Administration Program

This critical program area is where all of the Systems Administration takes place. System Administration is maintaining the day-to-day operations of the town’s networking and server infrastructure to ensure a reliable and secure environment. Samplings of functions are included below:



- Monitor network traffic for performance related issues;
- Implement new network topologies to avoid performance problems;
- Maintain and monitor all networking hardware to ensure reliability and minimize down-time;
- Maintain and monitor all servers for performance, errors and capacities ensuring all are within thresholds;
- Virtualize new servers when older servers are outgrown;
- Monitor and maintain Wide Area Networking Environment (65 miles of fiber optic cable, 54 buildings);
- Database administration;
- Operating systems administration (2 Linux, 36 Windows Servers);
- Maintain users on all the systems;
- Maintain Data Integrity (Backups, off-site vault storage, etc.);
- Software license and maintenance contract management;
- Maintain CH18 broadcasting and video equipment; and
- Security Cameras.

Systems Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 81,071	\$ 93,362	\$ 84,060	\$ 94,981	\$ 1,619	1.73%
Total Sources	\$ 81,071	\$ 93,362	\$ 84,060	\$ 94,981	\$ 1,619	1.73%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 80,293	\$ 80,727	\$ 83,138	\$ 82,346	\$ 1,619	2.01%
Operating Expenses	778	12,635	922	12,635	-	0.00%
Total Appropriation	\$ 81,071	\$ 93,362	\$ 84,060	\$ 94,981	\$ 1,619	1.73%

Employee Benefits Allocation:			
Life Insurance	\$ 9		\$ 9
Medicare	750		824
Health Insurance	7,729		9,412
Total Employee Benefits (1)	\$ 8,488		\$ 10,245
Total Expenditures Including Benefits	\$ 89,559		\$ 94,305

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

Hardware Program

This program area is responsible for the installation and on-going maintenance of PC's, printers and all the associated peripherals/software (Microsoft Office upgrades, scanners, modems, faxes, etc.) The computer is an essential tool for virtually all Town employees, and any type of failure cripples their ability to perform their job functions efficiently and effectively.



Hardware Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 201,385	\$ 160,403	\$ 152,237	\$ 161,849	\$ 1,446	0.90%
Total Sources	\$ 201,385	\$ 160,403	\$ 152,237	\$ 161,849	\$ 1,446	0.90%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 71,584	\$ 72,234	\$ 73,629	\$ 73,680	\$ 1,446	2.00%
Operating Expenses	129,801	88,169	78,608	88,169	-	0.00%
Total Appropriation	\$ 201,385	\$ 160,403	\$ 152,237	\$ 161,849	\$ 1,446	0.90%

Employee Benefits Allocation:			
Life Insurance	\$ 5		\$ 5
Medicare	802		840
Health Insurance	5,982		6,749
County Retirement	14,536		14,648
Total Employee Benefits (1)	\$ 21,325		\$ 22,242
Total Expenditures Including Benefits	\$ 222,710		\$ 174,479

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

Training Program

This program area is responsible for the training and support of the entire Town’s software. This includes the Town’s standardized Microsoft Office Suite, in-house written application and third party software. Training is either in a structured classroom environment or given on a one-to-one basis. This program area initially receives virtually any problem a user might have. All problems are funneled through the Help Desk where it is then determined if it is a software or hardware issue and passed on to the appropriate “program area”. Support and training for G.I.S. users is also grouped into this program. As the G.I.S. expands into different departments, the number of users that require training and support is increasing. Some of the G.I.S. software can be very complex and requires a significant amount of training for users to become proficient. The G.I.S. staff provides much of this training to users in-house. Additionally, users require day-to-day technical support, troubleshooting, and guidance with their various projects. The G.I.S. staff provides these support services to a growing user base. Tasks within this program include the following:



- Formal and informal software training;
- Software technical support; and
- Technical guidance for specific projects.

Training Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 117,946	\$ 123,496	\$ 121,500	\$ 125,340	\$ 1,844	1.49%
Total Sources	\$ 117,946	\$ 123,496	\$ 121,500	\$ 125,340	\$ 1,844	1.49%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Personnel	\$ 117,946	\$ 123,496	\$ 121,500	\$ 125,340	\$ 1,844	1.49%
Total Appropriation	\$ 117,946	\$ 123,496	\$ 121,500	\$ 125,340	\$ 1,844	1.49%

Employee Benefits Allocation:		
Life Insurance	\$ 7	\$ 7
Medicare	1,523	1,524
Health Insurance	11,628	11,622
County Retirement	10,874	10,971
Total Employee Benefits (1)	\$ 24,032	\$ 24,123
Total Expenditures Including Benefits	\$ 141,978	\$ 145,623

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

Administration Program

This program area, as its name implies is Office Administration. The technical part of CH18 broadcasting and video production happens to fall under this program as well. Major items that fall under this program:

- General office administration;
- Procurements;
- Bids;
- Budgeting;
- Personnel;
- Ensuring set goals for the department are met;
- Development of standards, policies, and procedures;
- Project management;
- Software license and maintenance contract management;
- G.I.S. project management;
- Policies and Procedures;
- Video and CH18 technical hardware;
- System Administration;
- Network Connectivity; and
- Cellular devices.



Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 435,970	\$ 511,706	\$ 290,419	\$ 448,936	\$ (62,770)	-12.27%
Total Sources	\$ 435,970	\$ 511,706	\$ 290,419	\$ 448,936	\$ (62,770)	-12.27%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 185,503	\$ 201,831	\$ 182,215	\$ 196,502	\$ (5,329)	-2.64%
Operating Expenses	114,161	170,875	108,204	147,434	(23,441)	-13.72%
Capital Outlay	136,306	139,000	-	105,000	(34,000)	-24.46%
Total Appropriation	\$ 435,970	\$ 511,706	\$ 290,419	\$ 448,936	\$ (62,770)	-12.27%

Employee Benefits Allocation:		
Life Insurance	\$ 21	\$ 23
Medicare	1,354	1,929
Health Insurance	13,084	10,501
County Retirement	10,818	9,090
Total Employee Benefits (1)	\$ 25,277	\$ 21,543
Total Expenditures Including Benefits	\$ 461,247	\$ 311,962

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

Performance Measures / Workload

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

Performance Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Percent of availability of database environments*	99.9%	99.9%	99.5%	99.5%
Availability of critical core applications*	99.9%	99.9%	95.9%	99.5%
Availability of Town's web site including property data and maps*	99.9%	99.9%	98.7%	99.5%

*Does not include scheduled down times.

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
New PC's installed	66	60	300	60
Help Desk work orders completed	871	853	900	900
CH18 Meetings/Shows produced/Recorded	942	960	970	970
Completed requests for Maps and geographic analysis	1,158	991	1,000	1,000
Web requests for website changes or additions	N/A	270,000	700,000	710,000

Application Production and Development Program

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Number of work orders for Web Developer	2,659	2,103	2,000	2,000
Large print jobs with folding/mailing	N/A	N/A	10	10
Systems Administration Program	942	960	970	970
Network Uptime (not including scheduled down time)	99.5%	99.5%	99.5%	99.5%
Number of security cameras	23	36	48	55
Administration Program	23	36	48	55
Channel 18 Uptime %	99.5%	99.5%	99.5%	99.5%
Number of Personnel	13	12	12	13
Hardware Program	23	36	48	55
Number of PC's and Laptops	420	450	520	550

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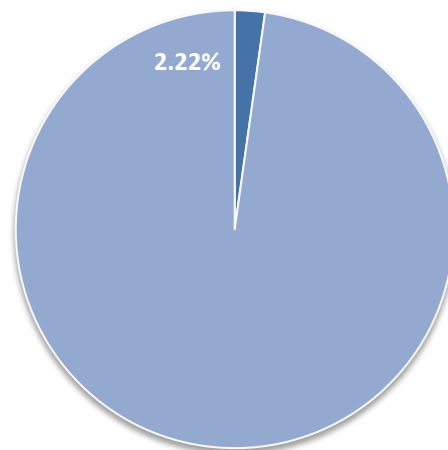
COMMUNITY SERVICES DEPARTMENT



Mission Statement

The Community Services General Fund operations are comprised of four divisions, whose mission is to maintain programmatic oversight of the Town’s natural resources, waterways, senior programs, beaches, trail systems, playing fields, community buildings, community relations and public information. This also includes providing an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment. The department also serves as liaison to Veterans Services.

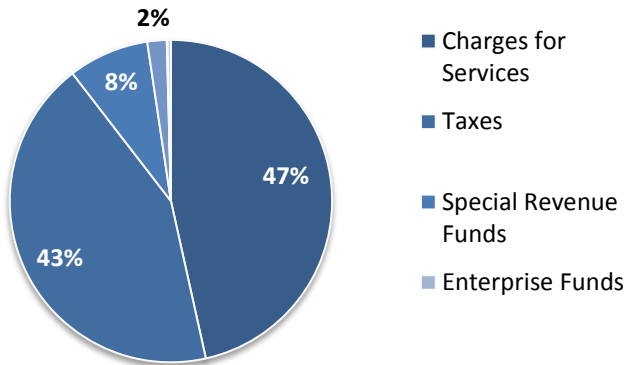
Percentage of FY18 General Fund Budget



The Community Service Department comprises 2.22% of the total General Fund budget.

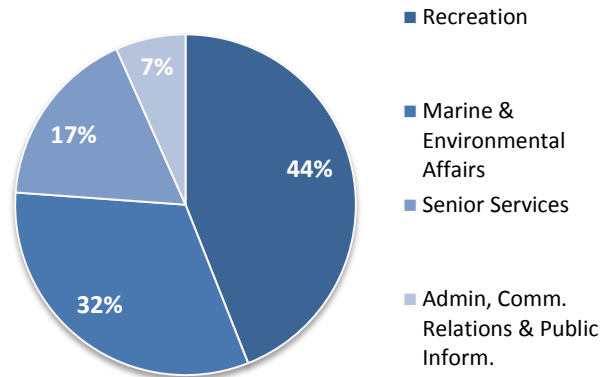
Community Services Department Financial Summary

FY18 Source of Funding



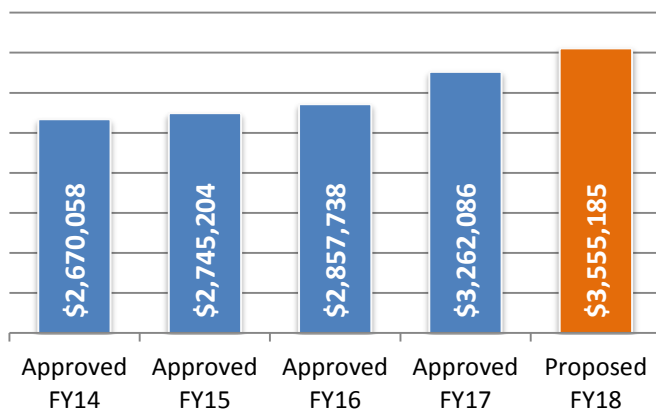
Charges for services provide the department with 47% of its funding while taxes provide 43% of its funding. Special revenue funds provide the operation with 8% of its funding. This funding comes from the Waterways Improvement Special Revenue Fund.

FY18 Budget By Division



Recreation is the largest division in the department representing 44% of the budget followed by Marine & Environmental Affairs at 32%, Senior Services at 17%, and Administration, Community Relations & Public Information (ACPI) at 7%.

Community Services Department Budget History



The department's budget has grown from \$2.67 million in FY14 to \$3.55 million proposed for FY18 or 33%. The Adult Social Day program contributed 22.18% of the increase, which is due to changes in accounting recognition from a standalone revolving fund into the General Fund.

Community Services Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 634,304	\$ 1,243,128	\$ 672,623	\$ 1,529,409	\$ 286,281	23.03%
Fees, Licenses, Permits	75,879	60,000	69,166	69,000	9,000	15.00%
Charges for Services	1,713,501	1,644,000	1,831,317	1,654,000	10,000	0.61%
Interest and Other	18,845	10,000	14,015	12,000	2,000	20.00%
Special Revenue Funds	288,000	288,000	288,000	288,000	-	0.00%
Enterprise Funds	33,408	16,958	16,958	2,776	(14,182)	-83.63%
Total Sources	\$ 2,763,937	\$ 3,262,086	\$ 2,892,079	\$ 3,555,185	\$ 293,099	8.99%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,388,895	\$ 2,817,321	\$ 2,563,587	\$ 3,114,140	\$ 296,819	10.54%
Operating Expenses	315,428	367,265	262,503	373,045	5,780	1.57%
Capital Outlay	59,614	77,500	65,989	68,000	(9,500)	-12.26%
Total Appropriation	2,763,937	3,262,086	2,892,079	3,555,185	293,099	8.99%

Employee Benefits Allocation:	Actual	Approved
Life Insurance	\$ 165	\$ 160
Medicare	29,875	28,686
Health Insurance	70,919	81,528
County Retirement	355,178	349,536
Total Employee Benefits (1)	\$ 456,138	\$ 459,910
Total Expenditures Including Benefits	\$ 3,220,075	\$ 3,351,989

Full-time Equivalent Employees	24.68	29.40	31.90	2.50
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$293,099 or 8.99%. Personnel costs are increasing \$296,819, or 10.54%, which includes contractual obligations, state’s minimum wage increase requirements totaling \$27,000, and the addition of 2.5 full-time equivalent (FTE) positions. The new FTE’s include one (1) new Aquaculture Specialist position (\$55,120) and two (2) positions transferred; one from Information Technology and one from the Hyannis Youth & Community Center operations (\$177,643). This cost increase is partially offset by the elimination of 0.50 FTE for an Administrative Assistant position (\$25,518). The transferred positions will help support the new Administration, Community Relations & Public Information Division. Personnel cost also includes \$7,000 in overtime to support mandatory Harbormaster training.

Operating costs are increasing by \$5,780 or 1.57%. This includes \$4,000 for gasoline for senior center transportation, and \$2,780 for mandatory Harbor Master training, offset by a \$1,000 reduction for the department’s educational outreach program. Capital Outlay cost is decreasing by \$9,500 or 12.26%. Marine & Environmental Affairs will receive \$35,000 to purchase a replacement vehicle. Recreation will receive \$33,000 for aquatic equipment replacement. Tax support will increase \$286,281 or 23% over the FY17 amount to fund most of the budget increase.

Additional Funding Recommended

Marine & Environmental Affairs

1. Seasonal Wage Increase

\$3,000 Requested
\$3,000 Recommended

Increase seasonal staff by \$1 due to the state minimum wage requirement for January 2017 (includes adjustments of all temporary positions to maintain positions classifications).

2. Aquaculture Specialist

\$55,120 Requested
\$55,120 Recommended

Aquaculture Specialist fulfills an essential role as a regulatory figure in the Town of Barnstable's ever-growing aquaculture industry. The Town of Barnstable currently has over 160 acres of aquaculture grants that create an estimated (based on grant holder annual reports) five million dollars in shellfish product annually. Proper oversight of this industry can only be accomplished by a fulltime employee with knowledge of current laws and regulations imposed by state and federal agencies. In order for Barnstable to continue to provide a modern system of resource management, we must strive to continually meet the needs of the community as dictated by the balanced use of public land and the demands of a growing aquaculture industry. The success of current and future aquaculture projects within the Town of Barnstable increases the urgency for a fulltime Natural Resource Officer (Aquaculture Specialist).

3. Harbormaster Training

\$9,780 Requested
\$9,780 Recommended

Harbormasters have wide and varied responsibilities, ranging from harbor management to enforcing the maritime laws of the state and town ordinances, rules and regulations. MGL requires satisfactory completion of an initial prescribed course of study for harbormasters for anyone who receives an appointment as a harbormaster or as an assistant harbormaster on a full-time basis. The initial training program includes, in part, a component related to law enforcement – specifically the completion of the MPTC Reserve Academy or above. This funding request, if approved, will allow the new Mooring Officer/Assistant Harbormaster to complete the required training. Training is mandatory and critical for harbormasters to effectively and lawfully carry out related duties.

4. Vehicle Replacement

\$35,000 Requested
\$35,000 Recommended

The truck that is currently used by waterways safety, pump out, and mooring staff (including seasonal staff) is a 2005 Chevy Silverado with 100,000 miles. It continues to show signs of increasing wear and tear, and the transmission is sluggish and periodically slips when it tries to change gears. Reliability is diminishing. The purchase of a new truck will enable staff to continue to be able to provide necessary services and continue to complete required tasks/duties.

5. Educational Outreach

\$4,000 Requested
\$4,000 Recommended

Funding is needed to continue the process of “stuffing” animals. Natural Resources currently has booming predator presentations and animal adaptation presentations, but we would like to be able to do local species in your yard presentations- teaching residents about raccoons, opossum, squirrels, skunks, etc. These animals cost money to stuff. We also would like to have some owls added in the mix should we get some, and we are planning on doing a red fox that had very interesting fur colors (a perfect speaking point for variation within a species). Total costs associated with having these animals stuffed will run about \$2,000- \$2,200 based on costs of other animals.

Additional Funding Recommended (Continued)

Recreation

6. Seasonal Wage Increase

\$24,000 Requested

\$24,000 Recommended

Increase seasonal staff by \$1 due to the state minimum wage requirement for January 2017 (includes adjustments of all temporary positions to maintain positions classifications).

7. Equipment

\$33,000 Requested

\$33,000 Recommended

Replacement of picnic tables and grills. The replacement of bike racks where we currently have none. The picnic tables that we currently have do not meet current standards and are chained to trees causing a tripping hazard. People are locking bikes in areas that at sites with no bike racks and the same is happening when the racks are full.

Senior Services

8. Gasoline

\$4,000 Requested

\$4,000 Recommended

By offering safe, courteous and reliable transportation services to life-sustaining, life-maintaining and life-enriching destinations including medical appointments, grocery shopping, banking and the Barnstable Senior Center, our "Silver Express" transportation program empowers senior citizens to stay connected to their community and age-in-place in their homes, providing them with a sense of independence and reducing social isolation.

Marine & Environmental Affairs Division

Mission Statement

The mission of the Marine and Environmental Affairs Division is to provide services that protect the safety of people and vessels that use our waterways and waterside facilities. Furthermore, to provide for the protection, preservation, and enhancement of the Town’s natural resources. This includes such areas as Sandy Neck. The Division also addresses Animal Control issues that threaten the health, welfare, and quality of life for our citizens.

Recent Accomplishments

- Worked with Shellfish Committee to update Shellfish, Eel, Herring, and Aquaculture Regulations.
- Gave 42+ educational wildlife and shellfish talks to schools, libraries, senior center, and private groups.
- Successfully released 40 terrapin graduates in the head start program.
- Held Commercial Shellfish lottery and issued three new permits.
- Held three kids clamming classes and two adult classes.
- Brushed and cleared debris from all Town herring runs.
- Continued with eelgrass restoration projects.
- Purchased and installed video surveillance cameras in remote areas to improve regulation compliance - leading to illegal dumping citations.
- Received approval for design, and permitting of herring run improvements to Long Pond and Mill Pond in Marstons Mills.

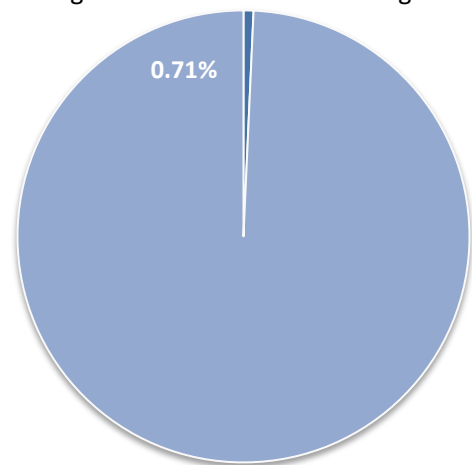
Natural Resources

Animal Control

Waterways Safety

Moorings

Percentage of FY18 General Fund Budget



The Marine & Environmental Affairs Division comprises less than 0.71% of the overall General Fund budget.

Additional Recent Accomplishments

- Relayed 900 bushel of quahogs from Taunton River to Cotuit Bay.
- Planted 2.4 million quahog seed Town-wide under 119 predator exclusion nets.
- Completed year 1 of 2 year Habitat Assessment of Lovell's Pond with MA DMF, looking at herring run and pond restoration.
- Implemented Three Bays North Bay Oyster Singles Propagation Demonstration.
- Obtained approval from MA Division of Marine Fisheries to lease aquaculture sites in a conditionally approved area for North Bay Seasonal Grant Nurseries.
- Planted 500,000 single oysters Town-wide.
- Planted 350 bags of remote set oysters in Barnstable Harbor.
- Removed derelict oyster gear from Barnstable Harbor.
- Added six new animals to wildlife education collection.
- Increased staffing for Animal Control, providing greater coverage.
- Pinpointed by GPS 99% of moorings in Town to assist with regulation compliance.
- Pumped out 396 boats properly disposing of 11, 441 gallons of waste.



Clamming Class for Kids!



Harbormaster

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Completed second year of Lovell's Pond Habitat Assessment investigating herring run restoration. **(SP: Environment and Natural Resources)**
2. Increased "Learn to Shellfish Classes" to include razor clam classes. **(SP: Environment and Natural Resources, Education)**
3. Increased our educational wildlife talks to schools, libraries, senior centers and private groups. **(SP: Environment and Natural Resources, Education)**
4. Relayed 600 bushels out of Town quahogs. **(SP: Environment and Natural Resources)**
5. Relayed 150 bushels of quahogs out of Centerville River. **(SP: Environment and Natural Resources, Education)**
6. Purchased and grew 350 bags of remote set oysters at Scudder Lane. **(SP: Environment and Natural Resources)**
7. Begin implementation of North Bay Seasonal Nurseries. **(SP: Environment and Natural Resources, Education, Economic Development, Public Health and Safety)**
8. Increased open acreage available for commercial razor clam harvest. **(SP: Environment and Natural Resources, Education, Economic Development)**
9. Collaborated with Three Bays Preservation to quantify nitrogen removed by The Three Bays North Bay Oyster Singles Propagation Demonstration project. **(SP: Environment and Natural Resources, Communication)**
10. Explored implementation of an on-line mooring waitlist renewal program. **(SP: Regulatory Process and Performance, Economic Development, Communication)**
11. Continued GPS pinpointing of all moorings in Town to determine mooring regulation compliance. **(SP: Regulatory Process and Performance)**
12. Pursued future grant opportunities to support the division's needs. **(SP: Public Health and Safety, Finance)**
13. Continued enforcement of dog licensing and rabies vaccination of dogs. **(SP: Education, Public Health and Safety, Communication, Economic Development)**
14. Increased patrol of Town beaches during summer months for any dog issues. **(SP: Education, Public Health and Safety, Communication)**



Barnstable Harbor – Sandy Neck Lighthouse

Fiscal Year 2018 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Long-Term:

1. Improve mooring enforcement through public information. **(SP: Regulatory Process and Performance, Communication)**
2. Improve communication and oversight of the licensed mooring servicers. **(SP: Regulatory Process and Performance, Communication)**
3. Explore implementation of an on-line mooring renewal program. **(SP: Regulatory Process and Performance, Economic Development, Communication)**
4. Increase quahog seed production by approximately 280% (1.7 million totals) in the FLUPSY (floating upweller system) at Prince Cove Marina. **(SP: Education, Public Health and Safety, Economic Development, Environment and Natural Resources)**
5. Continue to develop educational outreach programs. **(SP: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)**
6. Continue eel grass restoration projects and replant all areas in season. **(SP: Education, Public Health and Safety, Economic Development, Environment and Natural Resources, Communication)**
7. Continue to remove old shellfish gear (20+ years) from Barnstable Harbor being uncovered by tidal action. **(SP: Education, Public Health and Safety, Economic Development, Environment and Natural Resources)**



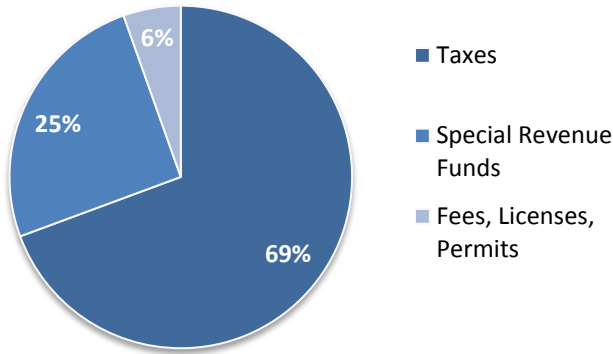
Shellfish Relay



Clamming Class for Kids!

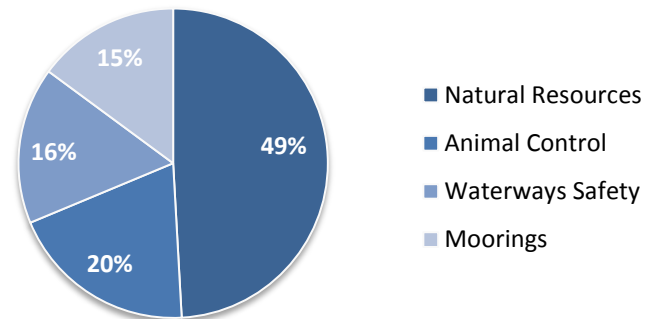
Marine & Environmental Affairs Division Financial Summary

FY18 Source of Funding



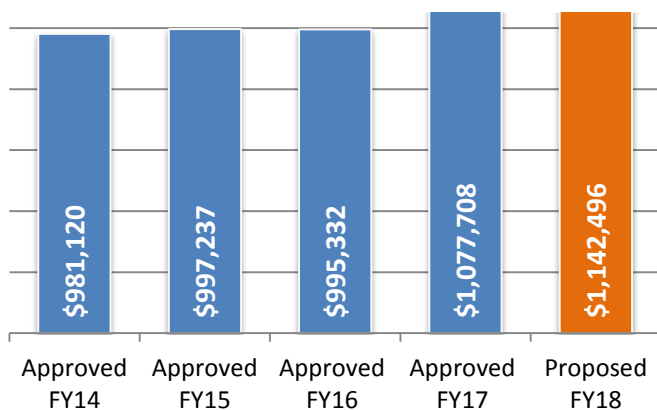
Taxes provide 69%, fees and permits provide 6%, and special revenue provides 25% of the funding for operations. Special revenue is principally derived from the Waterways Improvement Special Revenue Fund.

MEA Division FY18 Budget By Program



The Natural Resources program is the largest program area within this division representing 49% of the overall budget.

MEA Division Budget History



The Marina & Environmental Affairs budget has increased from \$981,120 in FY14 to \$1,142,496 proposed for FY18, or 16.45% over a five-year period.

Marine & Environmental Affairs	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 587,928	\$ 732,708	\$ 558,825	\$ 792,496	\$ 59,788	8.16%
Fees, Licenses, Permits	66,159	57,000	60,546	62,000	5,000	8.77%
Interest and Other	48	-	400	-	-	0.00%
Special Revenue Funds	288,000	288,000	288,000	288,000	-	0.00%
Total Sources	\$ 942,136	\$ 1,077,708	\$ 907,771	\$ 1,142,496	\$ 64,788	6.01%
Expenditure Category						
Personnel	\$ 734,675	\$ 818,343	\$ 756,440	\$ 888,351	\$ 70,008	8.55%
Operating Expenses	182,619	217,365	118,192	219,145	1,780	0.82%
Capital Outlay	24,841	42,000	33,139	35,000	(7,000)	-16.67%
Total Appropriation	\$ 942,136	\$ 1,077,708	\$ 907,771	\$ 1,142,496	\$ 64,788	6.01%
Employee Benefits Allocation:						
Life Insurance	\$ 94		\$ 95			
Medicare	7,294		7,045			
Health Insurance	36,656		39,102			
County Retirement	143,735		127,681			
Total Employee Benefits (1)	\$ 187,779		\$ 173,923			
Total Expenditures Including Benefits	\$ 1,129,915		\$ 1,081,694			

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$64,788 or 6.01%. Personnel costs are \$70,008 or 8.55%. This includes all contractual obligations, minimum wage increase of \$3,000, \$7,000 for Harbormaster training, and 1 FTE for the new Aquaculture Specialist position. Operating cost is increasing by \$1,780 or 0.82%. This includes \$2,780 for Harbor Master training materials. Capital Outlay cost is decreasing by \$7,000 or 16.67%. This includes \$35,000 to replace a vehicle, and elimination of a one-time \$7,000 to replace an outboard motor. An increase in tax support of \$59,788 will provide for most of the increase in the budget.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative Assistant	1.80	1.80	1.80	-
Animal Control Officer	1.50	2.00	2.00	-
Aquaculture Specialist	-	-	1.00	1.00
Asst Hrbrmst Mooring Officer	1.00	1.00	1.00	-
Asst Hrbrmst Pumpout Boat Operator	1.00	1.00	1.00	-
Community Services Director	0.25	0.25	0.10	(0.15)
Dept/Div Assistant	0.80	0.80	0.80	-
Director Marine & Env Affairs	0.70	0.70	0.70	-
Natural Resource Officer	2.00	2.00	2.00	-
Shellfish Biol/Const	1.00	1.00	1.00	-
Supervisor Natural Resource Officer	0.70	0.70	0.70	-
Full-time Equivalent Employees	10.75	11.25	12.10	0.85



Shellfish Stocking Projects

Description of Division Services

Natural Resources Program

The Natural Resources Program 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 program 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, state and federal wildlife, fisheries, and environmental regulations. The program provides support for sand operations at Sandy Neck, including environmental functions associated with endangered species and resource management. Natural Resources is 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 Division Natural Resources Program include:

- Enforce regulations, maintenance, and repair of all five herring runs for river herring and sea run trout;
- Enforce all Land Use Regulations in Town Conservation Areas in 6,000+ acres of Town conservation lands;
- Monitors fin fishing, lobster activities for both salt and fresh water;
- Overseeing hunting programs Town-wide and assisting the State Environmental Police;
- Oversee and seek regulation compliance for commercial, recreational shell fishing and private aquaculture grants within the Town; and
- Instituted a very popular educational outreach turtle, shellfish and wildlife programs for many school systems; libraries, senior centers and nonprofits.

Natural Resources	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 455,770	\$ 510,782	\$ 426,679	\$ 561,162	\$ 50,380	9.86%
Interest and Other	48		-		-	0.00%
Total Sources	\$ 455,818	\$ 510,782	\$ 426,679	\$ 561,162	\$ 50,380	9.86%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 315,192	\$ 325,582	\$ 325,782	\$ 383,962	\$ 58,380	17.93%
Operating Expenses	115,784	143,200	67,758	142,200	(1,000)	-0.70%
Capital Outlay	24,841	42,000	33,139	35,000	(7,000)	-16.67%
Total Appropriation	\$ 455,818	\$ 510,782	\$ 426,679	\$ 561,162	\$ 50,380	9.86%

Employee Benefits Allocation:		
Life Insurance	\$ 45	\$ 51
Medicare	3,159	3,259
Health Insurance	23,202	25,350
County Retirement	76,643	68,480
Total Employee Benefits (1)	\$ 103,048	\$ 97,139
Total Expenditures Including Benefits	\$ 558,866	\$ 523,818

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



Herring Run Project



Education Outreach Program

Animal Control Program

Animal Control calls for specialized investigative work in enforcing laws and regulations. When pet owners do not fulfill their responsibilities for their pets, neighbors and the community at large complains, government must establish and enforce laws to regulate pets. Pets owned by individuals who do not accept their responsibilities can have a very detrimental effect on any community. When allowed to roam at will, domestic pets can and do pose a threat to the health, welfare and quality of life of neighbors and citizens as a group. Animal Control at its best is very emotional, often volatile, and requires that those involved be professional, well-trained, and have the ability to effectively deal with people of all social and ethnic backgrounds. Animal Control Officers are responsible for operating an animal control van, capturing animals not kept in compliance with established laws and ordinances, properly housing them, quarantining domestic animals that bite or scratch and often submit suspect animals for testing at State Laboratory for rabies control. Animal Control Officers also respond to wildlife issues and educate the public accordingly.



The program includes but is not limited to the following:

The program includes but is not limited to the following:

- Impoundment of dogs found running unleashed and at large;
- Investigation of animal bites to both humans and animals;
- Emergency service for sick and/or injured animals including both domestic and wildlife;
- Enforcement and education of the Town of Barnstable's Dog Control Regulations in conjunction with related Commonwealth of Massachusetts State Statutes and Federal Statutes;
- Identification and return of lost pets;
- Quarantine of animals that bite or scratch for observation of zoonotic diseases including rabies;
- Aid in the control of animal diseases including rabies control;
- Answer animal-related questions, both domestic and wild as posed by citizens or supervisors;
- Investigation of animal cruelty and neglect complaints; and
- Provide humane education and domestic pet care information.

Animal Control Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 172,828	\$ 214,387	\$ 192,759	\$ 216,986	\$ 2,599	1.21%
Fees, Licenses, Permits	6,138	7,000	6,390	7,000	-	0.00%
Interest and Other			400		-	0.00%
Total Sources	\$ 178,966	\$ 221,387	\$ 199,549	\$ 223,986	\$ 2,599	1.17%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 162,149	\$ 196,387	\$ 187,742	\$ 198,986	\$ 2,599	1.32%
Operating Expenses	16,818	25,000	11,807	25,000	-	0.00%
Total Appropriation	\$ 178,966	\$ 221,387	\$ 199,549	\$ 223,986	\$ 2,599	1.17%

Employee Benefits Allocation:		
Life Insurance	\$ 20	\$ 20
Medicare	958	1,361
Health Insurance	4,304	4,818
County Retirement	13,460	25,303
Total Employee Benefits (1)	\$ 18,741	\$ 31,502
Total Expenditures Including Benefits	\$ 197,707	\$ 231,051

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



Charles Lewis , Senior Animal Control Officer



Helping to remove raccoons from an enclosure

Waterways Safety Program

The Waterways Program is divided into several areas of service being provided to the boating public and others using our waterside facilities including:

- Conducting land patrol activities with an eye towards the (improper) use of Town ways to water, boat ramps and other marine facilities and for violations of Town ordinances;
- Conducting marine (on the water) patrols to ensure compliance with all pertinent state boating laws and local ordinances concerning the use of the waterways. Also to ensure proper stationing of buoys, mooring placement as it effects navigation, and to provide assistance to area boaters;
- Providing emergency response for vessels in trouble, overdue vessels, vessels adrift, reported oil spills, and rescue response with other agencies;
- Placing, hauling and maintaining approximately 200 aids to navigation (channel markers, regulatory buoys and signs, and breakwater lights) which enable boaters to safely navigate through our harbors. These are placed in early spring and removed in late fall. All buoys are repainted and fitted with new tackle, as needed;
- Provide pump out service in the Three Bays area by boaters, in Barnstable Harbor by use of a dockside facility, and in Hyannis Harbor by boat and by a shore side facility. Since the start of this service, water quality has improved; and
- Overseeing daily operation of the Blish Point boat ramp in Barnstable, including the collection and pay over of fees.



Fees collected at the Blish Point boat ramp during the summer of 2016 were \$33,466.

Harbormasters are mandated to enforce various Mass. General Laws (MGL), including MGL Ch. 90B (Motorboat Laws), Ch. 91 Sec. 10A with respect to moorings, Ch. 91 Sec. 10C concerning docking of commercial vessels, MGL Sec. 17-28 which deals with the stationing of vessels, powers of the harbormaster, and obstructing access. The Division is also responsible for enforcing Town Ordinances – Ch. 3 Articles 14 and 33 (Use of waterways and houseboats).

Waterways Safety Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ -	\$ 133,325	\$ 90,011	\$ 14,243	\$ (119,082)	-89.32%
Fees, Licenses, Permits	60,021	50,000	54,156	55,000	5,000	10.00%
Special Revenue Funds	131,137	-	-	118,000	118,000	0.00%
Total Sources	\$ 191,158	\$ 183,325	\$ 144,167	\$ 187,243	\$ 3,918	2.14%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 118,821	\$ 147,040	\$ 116,681	\$ 150,958	\$ 3,918	2.66%
Operating Expenses	40,595	36,285	27,486	36,285	-	0.00%
Total Appropriation	\$ 159,417	\$ 183,325	\$ 144,167	\$ 187,243	\$ 3,918	2.14%

Employee Benefits Allocation:		
Life Insurance	\$ 5	\$ 3
Medicare	1,422	945
Health Insurance	6,476	6,049
County Retirement	33,841	27,282
Total Employee Benefits (1)	\$ 41,743	\$ 34,279
Total Expenditures Including Benefits	\$ 201,160	\$ 178,446

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



Town Ways to Water

Mooring Program

Under MGL Ch. 91, Sec. 10A, a Harbormaster is empowered to authorize by permit, on a temporary basis, the mooring of floats or rafts held by anchors or bottom moorings - upon such terms and conditions the Harbormaster deems necessary.

In keeping with the spirit and intent of this law, a mooring program was established. The program's intent is to provide efficient utilization of harbor areas, to improve the safety of moored vessels, and to provide adequate space for the enjoyment of all users of the harbors. This is done by controlling the placement of moorings, establishing standards for mooring tackle, and by establishing regular, systematic mooring inspections.



The mooring process is a complex process involving:

- Regulation review and promulgation;
- Fee collection and making payments to Town Treasurer;
- Annual issuance of permits, stickers and tags;
- Oversight of mooring inspections and placement;
- Renewal by mail program;
- Working with Assessor's and Tax Collector's offices for compliance of boat excise laws;
- Data entry and update;
- Mooring enforcement;
- Mooring wait list fee collection and administration;
- Oversight and monitoring of licensed mooring servicers; and
- Removal of illegal and abandoned moorings.

The program oversees the placement and permitting of over 2,309 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 1,164 entries on twenty-seven waiting lists.

Mooring Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ -	\$ -	\$ -	\$ 105	\$ 105	0.00%
Special Revenue Funds	\$ 156,863	\$ 288,000	\$ 288,000	\$ 170,000	\$ (118,000)	-40.97%
Total Sources	\$ 156,863	\$ 288,000	\$ 288,000	\$ 170,105	\$ (117,895)	-40.94%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 138,513	\$ 149,334	\$ 126,235	\$ 154,445	\$ 5,111	3.42%
Operating Expenses	9,422	12,880	11,141	15,660	2,780	21.58%
Total Appropriation	\$ 147,935	\$ 162,214	\$ 137,376	\$ 170,105	\$ 7,891	4.86%

Employee Benefits Allocation:		
Life Insurance	\$ 25	\$ 21
Medicare	1,756	1,481
Health Insurance	2,674	2,886
County Retirement	19,792	6,616
Total Employee Benefits (1)	\$ 24,246	\$ 11,004
Total Expenditures Including Benefits	\$ 172,181	\$ 148,380

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



Moorings

Performance Measures / Workload Indicators

Natural Resources Program

Workload Indicator	FY 2016	FY 2017	FY 2018
Shellfish Permits Issued:	Actual	Estimated	Projected
Commercial Shellfish	47	47	47
Recreation Shellfish	2,838	2,850	2,850

Animal Control Program

Workload Indicator	FY 2016	FY 2017	FY 2018
Animal Control	Actual	Estimated	Projected
Calls to Service	3,191	3,200	3,200

Mooring Program

Workload Indicator	FY 2016	FY 2017	FY 2018
Mooring Program	Actual	Estimated	Projected
Permits Processed	2,309	2,350	2,350



Shellfish Stocking Project

Recreation Division

Mission Statement

The Recreation Division is committed to providing leisure opportunities to improve the quality of life in our community through exceptional and affordable programs and services.



Recent Accomplishments

- Created an On-line Registration Manual for those that may be challenged with the computer, to simplify the process for them.
- Attained a Grant from the Cape Cod Healthcare to help provide the Mommy Mixer Program.
- Won the Cape Cod Lifesaving Competition 8 years in a row for the Non-Surf Beaches.
- Re-certify all Water Safety Instructors in New American Red Cross Swim Program.
- The Recreation Division successfully developed and implemented additional programs as follows to meet the needs of our community. New Build a Bevin Skiff, Mommy Mixer, Young Scientists Programs, and Girls' Naturalists Club.
- Lopes Field improvements with new fencing, slice seeding, new bleacher (recycled from HYCC) parking lot renovations and new gate.
- All Town In-Field improvements with the purchase of a Toro Sand Pro in-field groomer. The improvement has helped make the fields safe to play ball on, leveling and packing down the stone dust.

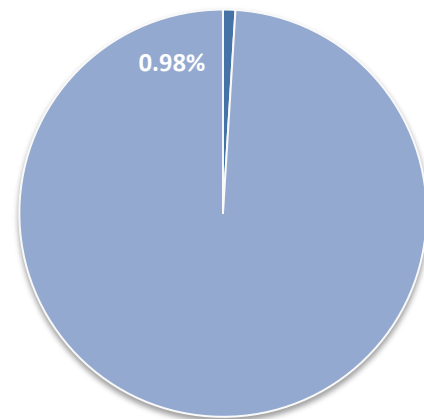


Activities Program



Aquatics Program

Percentage of FY18 General Fund Budget



The Recreation Division comprises 0.98% of the overall General Fund budget.

Additional Recent Accomplishments

- All aquatic facilities are equipped with AEDs (Automated Electrical Defibrillator), with the purchase of 6 new AEDs.
- Attended the National Recreation Conference and got the ear of the country, to put pressure on American Red Cross for service they are lacking to provide to Aquatic facilities nationwide.
- Partnered with the Cape Cod Disc Golf Association to provide new disc baskets. Replacing and improving the entire disc golf course at Burgess Park.
- The Barnstable Youth Commission (BYC) presented its third Annual Community Substance Abuse Prevention Forum and Youth Summit at Cape Cod Community College. The BYC attained support and funds from First Student Bus Company, Cape and Islands District Attorney Michael O'Keefe, Cape Cod Healthcare, JFK Memorial Trust Fund, Charitable Redemption Partnerships, Barnstable Police Department grant and all Town of Barnstable Unions.
- Attained 100% funding for Project Bread to provide breakfast and lunch to 68 program participants at our Leisure Program held at the Barnstable Community Horace Mann Charter Public School.



2016 Aquatic Staff Photo

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term: (Activity, Aquatic and Revolving)

1. Recertify all Lifeguards in New Red Cross Waterfront Lifeguard Certification (includes Professional CPR and First Aid) and all other staff in Adult, Child and Infant CPR/AED and First Aid. **(SP: Education, Public Health and Safety)**
2. Continue the website improvements, with pictures and specifics of what each beach site has to offer.**(SP: Education, Communication)**
3. Update RecTrac (software) to better serve community with registration. **(SP: Education, Communication)**
4. Obtain funding, develop, and implement a 4th Annual 7th Grade Youth Summit and Community Substance Abuse Prevention Forum with the Barnstable Youth Commission. **(SP: Education, Finance, Communication)**
5. Continue to develop and implement Recreation Programs that are requested by residents and visitors of the Town of Barnstable that are affordable and able to be provided through our revolving fund (i.e. Stem programs, inter-generational programs). **(SP: Education, Communication, Environment and Natural Resources)**
6. Actively pursue available grant-funding to help sustain our services and offset program costs (specifically the Youth Summit and Mommy Mixer Programs). **(SP: Finance)**
7. Obtain New Youth Commissioners as we have five who will be ineligible in 2018. **(SP: Education, Communication)**
8. Develop and present a Youth Job Fair with HYCC advertisers and Barnstable Youth Commission, including educational opportunities on "How to (fill out an application, resume writing, and interviewing skills) education". Bring together local business and youth. **(SP: Education, Communication)**



9. Present two continuing education units at the MRPA Conference **(SP: Education, Communication)**

a. Our "Walking in Your Shoes" program to the Mass Recreation and Parks Association to assist the rest of the state to offer this program that Barnstable has offered for the last 10 years. To help the entire State to train staff to be more sensitive to people with disabilities.

b. Our Barnstable Aquatics Manual will be used as a State model to assist other Recreation Professionals develop their own Staff Operational Manuals.

Fiscal Year 2018 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Long Term: (Activity, Aquatic and Revolving)

1. Work cooperatively with the Department of Public Works, Osterville Village Association, and Town to develop a comprehensive strategic plan for the Osterville Bay Fields, Grounds and Facilities. **(SP: Infrastructure, Economic Development)**
2. Through Town of Barnstable resources, provide educational outreach to our residents and taxpayers regarding all recreational Human Resource (i.e. high school and youth oriented job fairs, etc.) opportunities especially for our Youth. **(SP: Education, Communication)**
3. Continue working closely and cooperatively with the DPW in upgrading and maintaining the following Town of Barnstable recreation facilities: beach buildings, community buildings, skate park, outdoor play areas, and Town athletic facilities. **(SP: Finance, Infrastructure)**
4. Coordinate Volunteer workdays for all ball fields and beach facilities to assist in the overall maintenance. **(SP: Infrastructure, Public Health and Safety)**
5. Increase awareness and gain credibility with the Youth for the Town of Barnstable Youth Commission. **(SP: Education, Communication, Economic Development)**



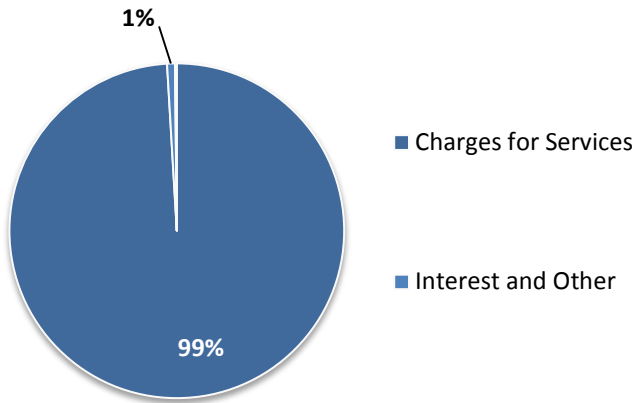
Youth Commission



Leisure Program

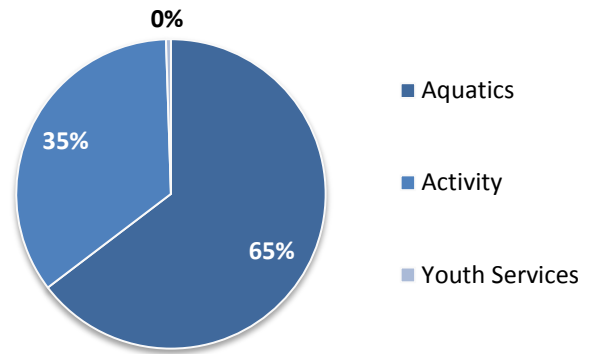
Recreation Division Financial Summary

FY18 Source of Funding



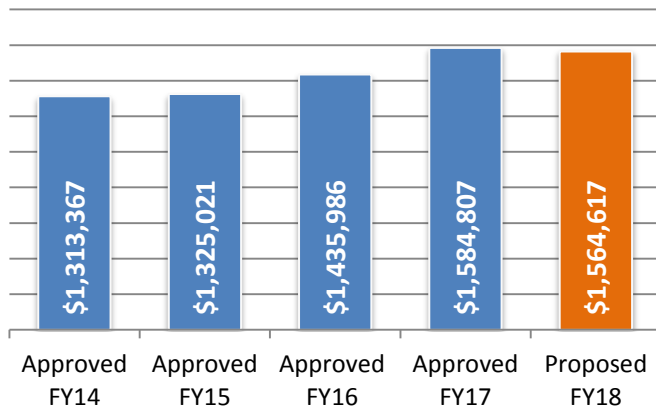
Charges for services provide 99% of the operation’s funding.

Recreation Division FY18 Budget By Program



The Aquatics Program is the largest program in the division comprising 65% of the budget.

Recreation Division Budget History



This budget has increased from \$1.313 million in FY14 to \$1.564 million proposed for FY18, or 19.13% for the five-year period. Due to the state mandatory minimum wage increase, seasonal wages represent the largest contribution to the increase by at least 14% of the growth in cost for Recreation since FY15.

Recreation	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ -	\$ 3,849	\$ -	\$ -	\$ (3,849)	-100.00%
Charges for Services	1,708,223	1,554,000	1,741,967	1,574,000	20,000	1.29%
Interest and Other	18,797	10,000	13,615	12,000	2,000	20.00%
Enterprise Funds	33,408	16,958	16,958	2,776	(14,182)	-83.63%
Total Sources	\$ 1,760,428	\$ 1,584,807	\$ 1,772,540	\$ 1,588,776	\$ 3,969	0.25%
Expenditure Category						
Personnel	\$ 1,263,412	\$ 1,447,607	\$ 1,305,882	\$ 1,429,917	\$ (17,690)	-1.22%
Operating Expenses	105,031	101,700	112,284	101,700	-	0.00%
Capital Outlay	34,773	35,500	32,850	33,000	(2,500)	-7.04%
Total Appropriation	\$ 1,403,215	\$ 1,584,807	\$ 1,451,016	\$ 1,564,617	\$ (20,190)	-1.27%
Employee Benefits Allocation:						
Life Insurance	\$ 21		\$ 15			
Medicare	17,240		14,786			
Health Insurance	13,196		14,184			
County Retirement	98,378		99,718			
Total Employee Benefits (1)	\$ 128,835		\$ 128,703			
Total Expenditures Including Benefits	\$ 1,532,050		\$ 1,579,719			

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

Summary of Significant Budget Changes

The FY18 proposed budget is decreasing \$20,190 or 1.27%. Personnel costs are decreasing \$17,690 or 1.22%. This includes contractual obligations, the state's minimum wage increase requirements \$24,000, which is offset by the transfer of 0.30 FTE director position to Administration, Community Relations & Public Information division, and elimination of 0.50 FTE Admin Assistant position. Operating cost is unchanged. Capital Outlay costs are decreasing \$2,500 or 7.04%. This cost includes \$33,000 for aquatic equipment. The FY18 budget is anticipated to receive no tax support.



Youth Commission



Public Ball Field

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017
Administrative Assistant	0.50	0.50
Asst Dir. Recreation & Leisure	-	1.00
Community Services Director	0.40	0.40
Dept/Div Assistant	1.00	1.00
Financial Supervisor	0.50	0.50
Leisure Services Director	1.00	1.00
Principal Dept/Div Assistant	1.00	1.00
Program Coordinator	3.00	3.00
Full-time Equivalent Employees	7.40	8.40

FY 2018	Change
-	(0.50)
1.00	-
0.10	(0.30)
1.00	-
0.50	-
1.00	-
1.00	-
3.00	-
7.60	-0.80



Basketball Program



Aquatics Staff Alumni at Piggy Trot

Description of Division Services

The Recreation Division is comprised of two General Fund programs and one Revolving Fund program. The General Fund programs are: Activities and Aquatics. Also, within these programs, expansion and additional innovative activities take place through the Division’s Revolving Programs.

Activities Program

The purpose of the Activity Program is to provide an array of social, intellectual, and physical opportunities to our citizens so they can enhance their lifestyles through positive leisure experiences. The Town recognizes the Recreation Division as a significant revenue producer. However, the Town is sensitive to the respective fees charged for services to our residents/taxpayers. The Division is able to offer additional activities through the Revolving Fund Program. The Revolving Fund does not cover indirect costs of existing staff, facility uses and overhead. The Division annually develops and implements a needs assessment program to determine the accuracy of the comprehensive program through the customer satisfaction rating done for all activities.



Activities	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 409,269	\$ 524,010	\$ 434,279	\$ 473,668	\$ (50,342)	-9.61%
Charges for Services	83,155	64,000	83,521	66,000	2,000	3.13%
Interest and Other	18,797	10,000	13,615	12,000	2,000	20.00%
Enterprise Funds	16,704	8,479	8,479	1,388	(7,091)	-83.63%
Total Sources	\$ 527,925	\$ 606,489	\$ 539,894	\$ 553,056	\$ (53,433)	-8.81%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 471,338	\$ 543,069	\$ 473,975	\$ 492,136	\$ (50,933)	-9.38%
Operating Expenses	56,588	56,920	59,419	56,920	-	0.00%
Capital Outlay	-	6,500	6,500	4,000	(2,500)	-38.46%
Total Appropriation	\$ 527,925	\$ 606,489	\$ 539,894	\$ 553,056	\$ (53,433)	-8.81%

Employee Benefits Allocation:	
Life Insurance	\$ 14
Medicare	5,915
Health Insurance	12,616
County Retirement	63,267
Total Employee Benefits (1)	\$ 81,811
Total Expenditures Including Benefits	\$ 609,737

\$ 7
5,260
13,573
63,964
\$ 82,804
\$ 622,698

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



Public Ball Field



Volleyball Program

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 sixteen Town beach sites. In working closely with the DPW, the various beach areas are receiving much of the attention they require resulting in more beach patrons frequenting the Town sites. The Recreation Division continues to assist the Marine & Environmental Affairs Division with the water safety component of Sandy Neck Beach Park. The various activities within this program begin on Memorial Weekend and conclude on Labor Day.



Aquatics	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Charges for Services	\$ 1,625,068	\$ 1,490,000	\$ 1,658,446	\$ 1,508,000	\$ 18,000	1.21%
Enterprise Funds	16,704	8,479	8,479	1,388	(7,091)	-83.63%
Total Sources	\$ 1,641,772	\$ 1,498,479	\$ 1,666,925	\$ 1,509,388	\$ 10,909	0.73%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 792,074	\$ 904,538	\$ 831,907	\$ 937,781	\$ 33,243	3.68%
Operating Expenses	48,444	44,780	52,865	44,780	-	0.00%
Capital Outlay	34,773	29,000	26,350	29,000	-	0.00%
Total Appropriation	\$ 875,290	\$ 978,318	\$ 911,122	\$ 1,011,561	\$ 33,243	3.40%

Employee Benefits Allocation:	
Life Insurance	\$ 8
Medicare	11,325
Health Insurance	580
County Retirement	35,111
Total Employee Benefits (1)	\$ 47,023
Total Expenditures Including Benefits	\$ 922,314

\$ 8
9,525
611
35,754
\$ 45,899
\$ 957,021

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



Aquatics Program



Learn to Swim

Performance Measures / Workload Indicators

Workload Indicator Parking Permit Comparisons	2015 Actuals	2016 Actuals	2017 Estimated
Residents	19,402	20,554	20,654
Replacements	282	262	262
Handicap	648	608	608
Seasonal	50	37	40
Landlord	691	730	760
Weekly	539	537	550
Totals	21,612	22,728	22,874



2016 Leisure Staff Photo

Senior Services Division

Mission Statement

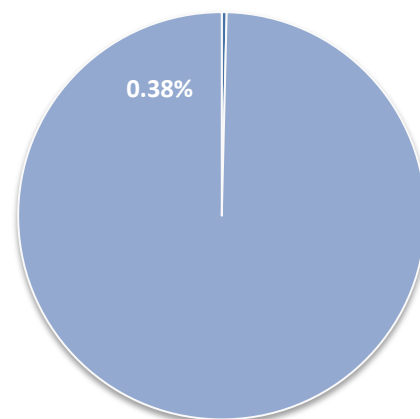
The Barnstable Senior Services Division seeks to enhance the quality of life for elders in our community through the design and implementation of needed activities, programs and services. Our vision at the Barnstable Senior Center is to provide an inclusive, diverse and welcoming environment and to offer opportunities that enrich and empower our senior population. By offering a broad spectrum of programs and services, ranging from advocacy, transportation, adult supportive day, caregiver assistance, volunteer opportunities and social, educational and wellness activities, we are helping to ensure that our senior citizens remain physically, mentally and civically engaged in the Barnstable community.

Recent Accomplishments

- Together with the Council on Aging and Friends of the Barnstable Council on Aging, we conducted a joint strategic planning session to help build alignment between the boards and staff and develop action items as we move toward implementation of the 50+ needs assessment recommendations.
- We collaborated with all seven-village libraries to offer enhanced access to our outreach services by having an Outreach Coordinator on site at each library once a month to meet with clients.
- Completed the parking lot expansion project, which has provided us with approximately 50 additional parking spots.
- Awarded a \$1,300 grant from the Gay and Lesbian Equity (GALE) Fund to launch social programs for lesbian, gay, bisexual and transgender (LGBT) older adults.
- Through funding support from the Massachusetts Association of Councils on Aging, we offered a bimonthly support group for LGBT caregivers.




Percentage of FY18 General Fund Budget



The Senior Services Division budget comprises 0.38% of the overall General Fund operating budget.

Additional Recent Accomplishments

- Awarded a formula grant from the Executive Office of Elder Affairs in the amount of \$128,450 which funds a number of staff positions and helps to offset vehicle maintenance and newsletter mailing costs.
 - The Friends of the Barnstable Council on Aging showed their ongoing commitment to the Senior Center by generously providing funding support for a variety of programs and services
 - The Hyannis Rotary Club provided a \$3,000 gift to the Friends of the Barnstable Council on Aging to assist the Senior Services Division with a home safety program for seniors.
- 
- Elder Services of Cape Cod and the Islands awarded us a \$6,000 Title III E grant to help support our transportation program.
 - With the support of the Massachusetts Association of Councils on Aging, we offered a bimonthly regional networking group for job seekers aged 50 and over.
 - In June, thanks to funding from the Massachusetts Association of Councils on Aging, we hosted a Live Your Life Well event that was well attended and provided participants with tools and strategies to reduce isolation and encourage healthy aging.
 - We introduced two new ongoing grandparent support groups, one for grandparents raising grandchildren and another for grandparents who are alienated from their grandchildren.
 - We received funding through the Community Development Block Grant (CDBG) to replace a failed freezer and failing dishwasher.
 - Other facility improvements included refinishing the wood floor and painting the lobby and main function rooms.
 - We continued our community outreach efforts through our quarterly Compass, which is mailed out to approximately 4,000 households, a weekly e-newsletter, Facebook page, community presentations and government access television programming. Due to a new partnership with Liturgical Publications for our newsletter production, we redesigned the Compass and moved from a quarterly to bimonthly frequency which was met with a positive response from our readers.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Work with staff, board members, facility users and community members to develop a collective vision for the future of the Senior Services Division and the Barnstable Senior Center. **(SP: Public Health and Safety, Education, Communication)**
2. Collaborate with the Council on Aging, Youth Commission, Recreation Division and School Department to explore the development of meaningful intergenerational programming to build bridges between the younger and older generations that will benefit our community. **(SP: Education, Communication)**
3. Work with the Department of Public Works and Disability Commission to design and complete a new ADA compliant walkway to improve access into the facility for disabled individuals. **(SP: Public Health and Safety, Infrastructure)**
4. Continue to advocate for an emergency generator at the Senior Center to ensure the safety of facility users and particularly adult supportive day program participants by restoring lights and elevator power during outages. **(SP: Public Health and Safety)**
5. Continue to develop social and educational programming for LGBT older adults and conduct outreach to the LGBT elder community to increase access to our services and provide a welcoming, inclusive and supportive environment. **(SP: Education, Communication)**
6. Continue to promote awareness of the Adult Supportive Day program to caregivers to increase attendance. **(SP: Education, Communication)**
7. Continue to develop targeted outreach and marketing efforts throughout the senior and boomer population to expand knowledge and attendance of the programs and services of the Barnstable Senior Center. **(SP: Education, Communication)**
8. Introduce evening programming two nights a week to encourage increased use of the facility by boomers and working seniors who cannot attend during daytime hours and evaluate the need for additional evening hours. **(SP: Education, Communication)**



9. Actively pursue available grant-funding to help sustain our services and offset program costs, including our adult supportive day and transportation programs. **(SP: Finance)**

10. Continue to enhance our volunteer recruitment and retention program to attract new volunteers to the Center. **(SP: Education, Communication)**

11. Continue to participate in regional aging and human service networks to assess and address the growing needs of the aging community. **(SP: Public Health and Safety, Education, Communication)**

Fiscal Year 2018 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Long-Term:

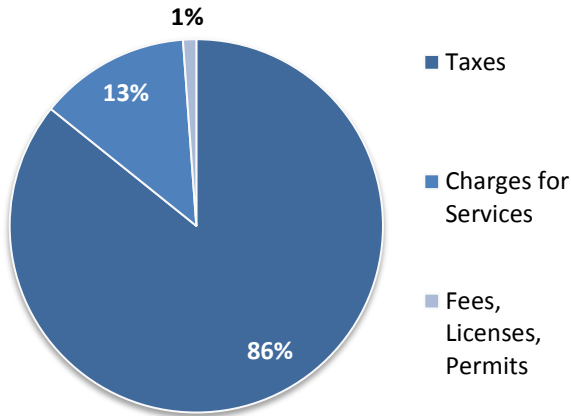
1. Continue to develop and enhance programs and services that improve the lives of Barnstable's senior population including advocacy, transportation, and caregiver services to ensure that our efforts to assist seniors to age in place and maintain their independence are maintained. **(SP: Public Health and Safety, Education, Communication)**
2. Join the AARP Age Friendly Community Network **(SP: Infrastructure, Education, Communication)**
3. Continue to reach out to a more diverse population that more accurately reflects the changing demographics of the Town of Barnstable. **(SP: Education, Communication)**
4. Pursue the National Council on Aging accreditation process. **(SP: Education, Communication)**
5. Maintain commitment to community wide marketing efforts including social media, monthly government access television shows, The Compass newsletter and weekly e-newsletter and continue to develop innovative marketing strategies. **(SP: Education, Communication)**



Annual Thanksgiving Turkey Trot

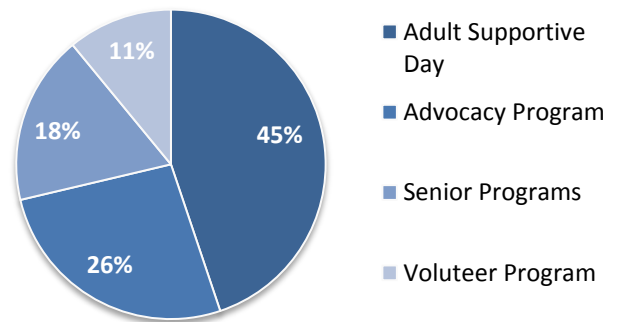
Senior Services Division Financial Summary

Senior Services Division FY18 Source of Funding



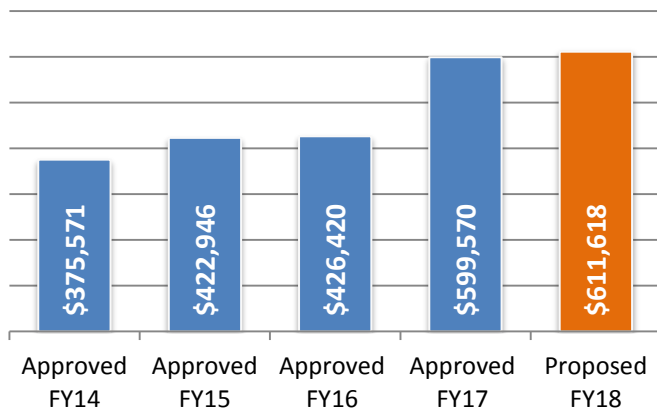
Taxes provide 86% of the funding for this operation. Charges for services provide 13% which are mainly derived from the Adult Supportive Day Program.

Senior Services Division FY18 Budget By Program



Adult Supportive Day Program is the largest program area in this division representing 45% of the overall budget.

Senior Services Division Budget History



The division’s budget has increased from \$375,571 in FY14 to a proposed amount of \$611,618 in FY18, or 62.85% over the five-year period. The spike in FY17 is due to the Adult Supportive Day Program being integrated into the General Fund.

Senior Services Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 403,589	\$ 506,570	\$ 435,322	\$ 524,618	\$ 18,048	3.56%
Fees, Licenses, Permits	9,720	3,000	8,620	7,000	4,000	133.33%
Charges for Services	5,278	90,000	89,350	80,000	(10,000)	-11.11%
Total Sources	\$ 418,586	\$ 599,570	\$ 533,292	\$ 611,618	\$ 12,048	2.01%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 390,809	\$ 551,370	\$ 501,265	\$ 559,418	\$ 8,048	1.46%
Operating Expenses	27,777	48,200	32,027	52,200	4,000	8.30%
Total Appropriation	\$ 418,586	\$ 599,570	\$ 533,292	\$ 611,618	\$ 12,048	2.01%

Employee Benefits Allocation:		
Life Insurance	\$ 50	\$ 49
Medicare	5,342	6,856
Health Insurance	21,067	28,242
County Retirement	113,065	122,137
Total Employee Benefits (1)	\$ 139,524	\$ 157,284
Total Expenditures Including Benefits	\$ 558,110	\$ 690,576

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$12,048 or 2.01%. Personnel costs are increasing \$8,048. This includes all contractual obligations. Operating costs are increasing \$4,000 for gasoline to support the transportation program.



Annual Memorial Day Event



Veterans and Youth Programming

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017
Adult Social Day Care	-	1.00
Adult Supportive Day Prog. Aide	-	1.50
Assistant Director Senior Services	0.75	0.75
Community Services Director	0.15	0.15
Custodian	0.50	0.60
Director Senior Services	1.00	1.00
Division Assistant	1.00	1.00
Outreach & Development Coord.	1.00	1.00
Outreach & Transportation Coord.	0.50	0.75
Principal Dept/Div Assistant	1.00	1.00
Receptionist	0.25	0.25
Van Driver Senior Services	0.38	0.75
Full-time Equivalent Employees	6.53	9.75

FY 2018	Change
1.00	-
1.50	-
0.75	-
0.10	(0.05)
0.60	-
1.00	-
1.00	-
1.00	-
0.75	-
1.00	-
0.25	-
0.75	-
9.70	-0.05



Description of Division Services

The Senior Services Division has long been the gateway for elders in the Town of Barnstable to access programs and services to provide support and help them maintain their independence. According to Census 2010 data, 28.4% of the Town’s population is over 60 and there are 12,845 seniors spread throughout the seven villages of Barnstable. Demographic projections indicate that the senior cohort will rise steadily in the coming years and is projected to reach 42% by 2030, placing an increasing demand on the Barnstable Senior Center to continue to meet the needs of our elderly population. We are responding to this by identifying and providing needed programs and services. The Senior Services Division is proud to offer a wide array of opportunities for interaction, assistance, engaging our seniors to stay connected to their community and our programs, and services help them to maintain a healthy and active lifestyle.

Adult Supportive Day Program

The Adult Supportive Day Program fills a vital need in our community for caregiver respite and participant support. Staffed by a full-time Program Coordinator and three part-time Program Aides, this program seeks to meet the needs of elders who cannot, or do not wish to stay alone at home during the day. The Adult Supportive Day Program reduces the stress associated with caregiving by providing much-needed respite for the caregiver and helping seniors to age-in-place in our community. Our Adult Supportive Day Program offers a full day of structured, therapeutic activities five days per week Monday-Friday from 9:00a.m.-3:00 p.m. Program participants pay a daily rate for services, on a sliding scale basis, and in some cases are eligible for reimbursement for part of the costs from other organizations in the community.



Adult Supportive Day	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 81,342	\$ 172,620	\$ 114,979	\$ 194,232	\$ 21,612	12.52%
Charges for Services	5,278	90,000	89,350	80,000	(10,000)	-11.11%
Total Sources	\$ 86,620	\$ 262,620	\$ 204,329	\$ 274,232	\$ 11,612	4.42%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 86,084	\$ 241,120	\$ 191,129	\$ 248,732	\$ 7,612	3.16%
Operating Expenses	536	21,500	13,200	25,500	4,000	18.60%
Total Appropriation	\$ 86,620	\$ 262,620	\$ 204,329	\$ 274,232	\$ 11,612	4.42%

Employee Benefits Allocation:	
Life Insurance	\$ 14
Medicare	1,191
Health Insurance	3,718
County Retirement	53,054
Total Employee Benefits (1)	\$ 57,977
Total Expenditures Including Benefits	\$ 144,597

\$ 14
2,845
9,108
60,658
\$ 72,625
\$ 276,954

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

Program Name	Program Goal	Outcome Measure	Results
Adult Supportive Day	Provide day care services to elders in need of supportive care in an active and engaging environment to maintain health and wellbeing and provide respite for caregivers.	Participant placement/attendance	64 clients served; 2,240 units of service provided (6-hour day).

Senior Program

The Barnstable Senior Center offers numerous classes and activities on a daily basis designed to help seniors stay physically, mentally and socially active. We are proud of the wide and diverse variety of opportunities for learning and socialization we provide. Each week we offer a multitude of activities including exercise classes, computer classes, health seminars, caregiver support groups, movies, art workshops, musical entertainment, intergenerational activities and blood pressure clinics. Our current calendar of activities is packed with approximately 200 activities each month.



Senior Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 104,354	\$ 105,140	\$ 99,279	\$ 101,448	\$ (3,692)	-3.51%
Fees, Licenses, Permits	9,720	3,000	8,620	7,000	4,000	133.33%
Total Sources	\$ 114,074	\$ 108,140	\$ 107,899	\$ 108,448	\$ 308	0.28%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 88,305	\$ 90,590	\$ 89,708	\$ 90,898	\$ 308	0.34%
Operating Expenses	25,769	17,550	18,191	17,550	-	0.00%
Total Appropriation	\$ 114,074	\$ 108,140	\$ 107,899	\$ 108,448	\$ 308	0.28%

Employee Benefits Allocation:	
Life Insurance	\$ 16
Medicare	1,221
Health Insurance	3,713
County Retirement	7,818
Total Employee Benefits (1)	\$ 12,768
Total Expenditures Including Benefits	\$ 126,842

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

Program Name	Program Goal	Outcome Measure	Results
Senior Program	To encourage promote healthy aging among Barnstable's senior citizens by offering a wide array of opportunities for seniors to remain mentally and physically active.	Number of participants in activities and classes.	26,727 visits. High level of customer satisfaction through class evaluation and continuing participation in events and activities.



Exercise Class



Social Event

Volunteer Program

Research has shown that volunteering is good for your mental and physical health. The Senior Services Division relies heavily on the valuable services provided by those who graciously volunteer their time at the Center. Elders, likewise, find great meaning and value in the time spent volunteering. This mutually beneficial activity enables the Senior Services Division to conduct many of its programs and services. Volunteer positions include van drivers, front desk receptionists, class instructors, special events volunteers. Without the support of the dedicated volunteers that we have, we could not simply provide the range and depth of services we offer to the community.



Volunteer Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 62,008	\$ 67,804	\$ 62,836	\$ 67,044	\$ (760)	-1.12%
Total Sources	\$ 62,008	\$ 67,804	\$ 62,836	\$ 67,044	\$ (760)	-1.12%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 61,620	\$ 64,004	\$ 62,660	\$ 63,244	\$ (760)	-1.19%
Operating Expenses	388	3,800	176	3,800	-	0.00%
Total Appropriation	\$ 62,008	\$ 67,804	\$ 62,836	\$ 67,044	\$ (760)	-1.12%

Employee Benefits Allocation:	
Life Insurance	\$ 9
Medicare	837
Health Insurance	3,509
Total Employee Benefits (1)	\$ 4,355
Total Expenditures Including Benefits	\$ 66,363

\$ 9
806
3,718
\$ 4,533
\$ 67,369

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

Program Name	Program Goal	Outcome Measure	Results
Volunteer	To provide opportunity for elders to engage in valuable community service remaining active in their community	Recruitment and placement volunteers. Dollar value of volunteer service hours	165 volunteers provided 7,067 hours valued at \$23.56 per hour.

Advocacy Program

For many seniors, maneuvering through the complex maze of benefit-related problems, family and health issues, and retirement plans facing them is overwhelming, especially in a technology-driven, ever-changing world such as ours is today. Our Outreach staff assists seniors to ensure they are enrolled in any federal, state or local government programs they are eligible for, resulting in significant cost savings for many seniors who are already living on fixed incomes. These programs include Medicare, MassHealth, Prescription Advantage, Fuel Assistance, and Food Stamps. Through our telephone reassurance program, mailbox sticker program, brown bag and turkey trot programs, our Outreach Program also acts as a safety net for isolated and homebound seniors in our community.



Advocacy	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 155,884	\$ 161,005	\$ 158,228	\$ 161,894	\$ 889	0.55%
Total Sources	\$ 155,884	\$ 161,005	\$ 158,228	\$ 161,894	\$ 889	0.55%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 154,800	\$ 155,655	\$ 157,768	\$ 156,544	\$ 889	0.57%
Operating Expenses	1,084	5,350	460	5,350	-	0.00%
Total Appropriation	\$ 155,884	\$ 161,005	\$ 158,228	\$ 161,894	\$ 889	0.55%

Employee Benefits Allocation:	
Life Insurance	\$ 10
Medicare	2,094
Health Insurance	10,127
County Retirement	52,193
Total Employee Benefits (1)	\$ 64,424
Total Expenditures Including Benefits	\$ 220,308

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

Program Name	Program Goal	Outcome Measure	Results
Advocacy	To address and assist elders with critical needs related to public benefits, financial, health and human services issues.	Number of clients served through case management (face to face, on the phone, home visits) and cost savings to seniors.	988 clients served; 2,181 units of service; 100% client response and satisfaction. \$1,930,942 in savings to clients through enrollment in public benefits.

Transportation Program

By offering safe, courteous and reliable transportation services to life-sustaining, life-maintaining and life-enriching destinations including medical appointments, grocery shopping, banking, and the Barnstable Senior Center. Our “Silver Express” transportation program empowers senior citizens to stay connected to their community and age-in-place in their homes, providing them with a sense of independence and reducing social isolation. In addition to our handicapped accessible vans we also operate an electric vehicle to help reduce fuel costs. Our drivers are trained to understand the needs of seniors with dementia and mobility impairments and ensure that they reach their destinations safely. Utilizing volunteer drivers, in addition to our paid driver, allows us to significantly expand service delivery to our clients and ensures that we can continue to sustain this important program.



Program Name	Program Goal	Outcome Measure	Results
Transportation	To address and assist elders with transportation needs.	Number of clients served and number of rides provided.	135 clients served through 6,109 one-way trips.

Administration, Community Relations & Public Information Division

Mission Statement

Administration, Community Relations and Public Information oversees the day-to-day operations of the Community Services Department and provides media and communication strategies to provide the Town’s residents and visitors with timely and accurate information relative to municipal government.

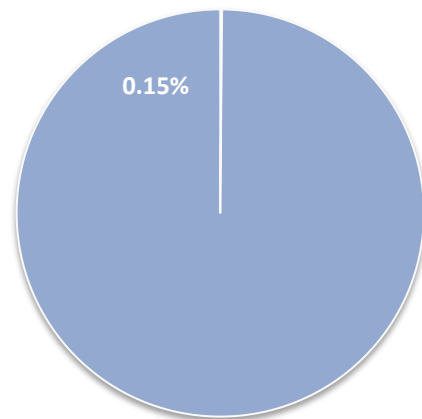
Town of Barnstable Website

Monthly Barnstable Bulletin

Recent Accomplishments

- Since 2005 have provided monthly newsletter which is available as both digital and print versions.
- Assist in the creation of weekly Town Manager eNewsletter.
- Created Department of Public Works Snow and Ice Brochure.
- Created public information campaign for the Barnstable Bag Ban which included a slogan “Barnstable Bags It” and logo.
- Maintains Town of Barnstable Facebook and Twitter pages.
- Weekday production of “Barnstable Today” news program and specialty programming on CH18.

Percentage of FY18 General Fund Budget



The Administration, Community Relations & Public Inform Division budget comprises 0.15% of the overall General Fund operating budget.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Evaluate government and educational access television programming as well as physical plant. **(SP: Education, d Communication)**
2. Evaluate and update Town of Barnstable's website keeping in mind mobile compatibility. **(SP: Education, Communication)**
3. Produce FY17 Annual Report in a timely manner. **(SP: Education, Communication)**

Long Term:

1. Increase awareness of CH18 through special programming. **(SP: Education, Communication)**
2. Keep pace with modern communication formats. **(SP: Education, Communication)**

Town of Barnstable Website

Town of Barnstable Monthly Bulletin

Description of Division Services

The Administration, Community Relations and Public Information Division provides a wide and diverse array of programs designed to meet the needs of the community that includes government, education and public access television, website, weekly and monthly newsletters, press releases, social media and other communication channels. 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.

Administration, Community Relations & Public Information Division Financial Summary

Admin, Comm. Relations & Public Inform.	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ -	\$ -	\$ -	\$ 236,454	\$ 236,454	0.00%
Total Sources	\$ -	\$ -	\$ -	\$ 236,454	\$ 236,454	0.00%
Expenditure Category						
Personnel	\$ -	\$ -	\$ -	\$ 236,454	\$ 236,454	0.00%
Total Appropriation	\$ -	\$ -	\$ -	\$ 236,454	\$ 236,454	0.00%

Summary of Significant Budget Changes

This is a new division created within the Community Services Department. This division will focus directly on community relations and public information. Personnel costs within the division include 2.5 positions, which are transferred from Information Technology, Hyannis & Youth Community Center, and reallocation of the Community Services Director’s salary to manage the operations.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Web/Intranet Developer	-	-	1.00	1.00
Marketing Manager	-	-	1.00	1.00
Community Services Director	-	-	0.50	0.50
Full-time Equivalent Employees	0.00	0.00	2.50	2.50

PLANNING & DEVELOPMENT DEPARTMENT

Mission Statement

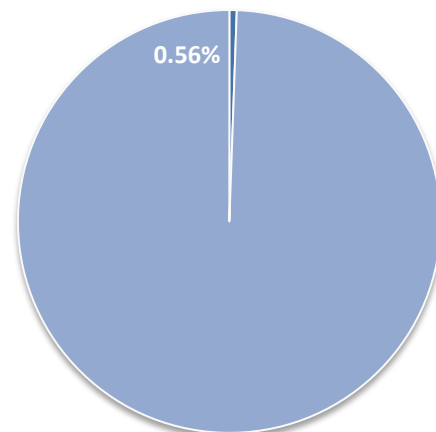
The department is comprised of five organizational functions, four of which are program functions and one that serves as the administrative component. The department’s mission is to preserve the character of Barnstable’s seven villages and improve residents’ quality of life by developing and implementing land use, community development, regulatory, traffic and property management strategies to support and promote sustainable economic development.



Recent Accomplishments

- **Economic Development:** Parking Management Analysis and Strategy recommendations for downtown Hyannis; promoted our Cultural Districts - HyArts, and ArtsBarnstable; continued Façade Improvement program.
- **Regulatory Process:** Continued work to improve permitting climate; developed scope of work for zoning update in non-residential districts.
- **Housing:** Completed Housing Production Plan; began Top of the Shop technical assistance project.
- **Environment & Natural Resources:** Completed CZM Coastal Resiliency Grant project with Provincetown Center for Coastal Studies.
- **Communications:** Continued village civic engagement; enhanced multi-platform outreach strategies using PDD website and infographics.

Percentage of FY18 General Fund Budget



The Planning & Development Department comprises 0.56% of the overall General Fund budget

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

As the Planning and Development Department (PDD) discussed goals for the upcoming year, we realized that further silo dismantling was necessary within the Department. To that end, we present our goals under the single umbrella of Economic and Community Development. It is our belief that all PDD programs and projects support economic and community development.

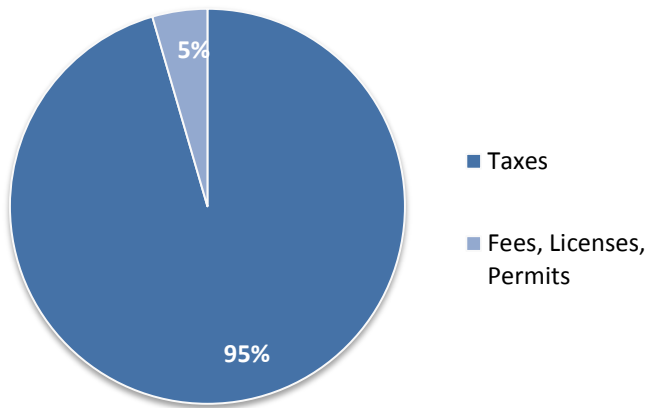
- Complete Cape Cod Commission's Hyannis Area Project including the Growth Incentive Zone modification process to incentivize commercial and residential development in Hyannis and the Iyannough Road Regional Commercial Area **(SP: Regulatory Access & Accountability, Economic Development)**
- Provide technical assistance for Top of the Shop housing on Main Street in Hyannis **(SP: Communication)**
- Conduct and complete Open Space and Recreation Plan Update stakeholder and civic engagement. Complete plan update for submission to the Commonwealth in September 2017 **(SP: Environment and Natural Resources)**.
- Review Pearl Street Arts Campus programming to ensure maximum support for the creative economy sector with incubator space and market exposure and to ensure the program uses best business practices **(SP: Economic Development)**
- Engagement with and outreach to business sectors and individual businesses to better understand their needs **(SP: Communication)**
- Direct Business Assistance
 - ~ Continue Façade Improvement Program
 - ~ Using Community Development Block Grant (CDBG) Hyannis Neighborhood Revitalization Strategy Area designation, revive micro-enterprise lending and other job creating economic development projects for CDBG funding **(SP: Communication, Economic Development)**
- Prioritize for implementation Housing Production Plan recommendations focusing on incentives for downtown Hyannis multi-unit rental development and stabilizing single-family home neighborhoods **(SP: Regulatory Access & Accountability, Economic Development)**



Aselton Park – Hyannis

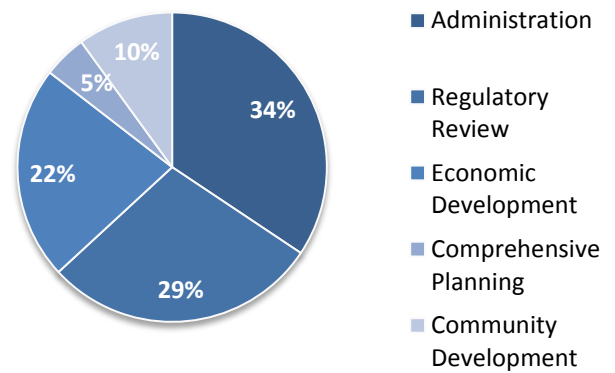
Planning & Development Department Financial Summary

FY18 Source of Funding

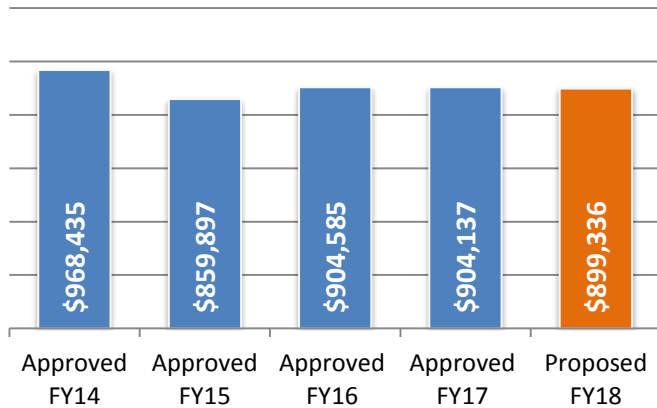


Taxes provide 95% of the department’s funding.

Planning & Development Department FY18 Budget By Program



Planning & Development Department Budget History



Administration is the largest program area in the Planning & Development Department budget at 34%. Regulatory Review 29% and Economic Development 22% are the second and third largest program areas, respectively.

This department’s budget has decreased 7.14% from FY14 to FY18. The decline in the budget for FY15 is attributable to positions being transferred to other departments.

Planning & Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 787,768	\$ 865,137	\$ 812,496	\$ 858,836	\$ (6,301)	-0.73%
Fees, Licenses, Permits	42,358	39,000	45,750	40,500	1,500	3.85%
Interest and Other	134	-	-	-	-	0.00%
Total Sources	\$ 830,260	\$ 904,137	\$ 858,246	\$ 899,336	\$ (4,801)	-0.53%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 723,193	\$ 795,737	\$ 759,046	\$ 790,936	\$ (4,801)	-0.60%
Operating Expenses	107,067	108,400	99,200	108,400	-	0.00%
Total Appropriation	\$ 830,260	\$ 904,137	\$ 858,246	\$ 899,336	\$ (4,801)	-0.53%

Employee Benefits Allocation:	
Life Insurance	\$ 40
Medicare	9,720
Health Insurance	52,531
County Retirement	165,297
Total Employee Benefits (1)	\$ 227,588
Total Expenditures Including Benefits	\$ 1,057,848

\$ 40
9,611
43,375
164,657
\$ 217,683
\$ 1,075,929

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

Summary of Significant Budget Changes

There are no significant changes to this operating budget. Staffing remains at 10.5 full-time equivalents and operating expenses are level funded at \$108,400.

Taxes provide 95% of the funding for this Department.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative Assistant	3.00	3.00	3.00	-
Director of Planning and Development	1.00	1.00	1.00	-
Economic Coordinator	0.15	-	-	-
Economic Dev. Specialist	1.00	1.00	1.00	-
Principal Dept/Div Assistant	1.50	1.50	1.50	-
Principal Planner	1.00	2.00	2.00	-
Reg/Design Review Planner	1.00	-	-	-
Special Projects Coordinator	2.00	2.00	2.00	-
Full-time Equivalent Employees	10.65	10.50	10.50	0.00



Artist Jackie Reeves with her mural "Tales of the Sea" at Bismore Park, Ocean Street, Hyannis.

Description of Services Provided

Administration

Administration provides support for the four department programs with professional and administrative staff. The Director, working with PDD staff, provides professional planning and development advice and assistance to town residents, business entities, the Town Manager, Town Council, Boards, Commissions, Committees and Departments, county and state agencies, and private sector organizations and entities. This advice and assistance includes economic development, downtown revitalization, land use, community planning, infrastructure, transportation, capital improvement, environmental issues and impacts. Administrative activities include payroll, billing, grant procurement and administration, media relations material preparation and distribution, contract preparation, procurement assistance and invoice processing. PDD Administration staff provides direct support to Barnstable Economic Development Commission, Barnstable Historical Commission, and the Housing Committee.



Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 294,451	\$ 308,891	\$ 317,883	\$ 303,063	\$ (5,828)	-1.89%
Fees, Licenses, Permits	7,170	6,000	6,800	6,000	-	0.00%
Interest and Other	134	-	-	-	-	0.00%
Total Sources	\$ 301,755	\$ 314,891	\$ 324,683	\$ 309,063	\$ (5,828)	-1.85%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 195,531	\$ 206,491	\$ 225,483	\$ 200,663	\$ (5,828)	-2.82%
Operating Expenses	106,224	108,400	99,200	108,400	-	0.00%
Total Appropriation	\$ 301,755	\$ 314,891	\$ 324,683	\$ 309,063	\$ (5,828)	-1.85%

Employee Benefits Allocation:	
Life Insurance	\$ 12
Medicare	2,497
Health Insurance	20,967
County Retirement	27,350
Total Employee Benefits (1)	\$ 50,826

\$ 12
2,948
15,090
36,411
\$ 54,461

Total Expenditures Including Benefits	\$ 352,581	\$ 379,144
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Community Development Program

The Community Development program mission is to strengthen and renew neighborhoods in Barnstable and enhance and enrich the quality of life for the Town’s residents through housing and community development planning, funding, and implementation.



Community Development Block Grant (CDBG) Program: Through the CDBG Action Plans developed by GMD, CDBG grant funds from the U.S. Department of Housing and Urban Development (HUD) are allocated to activities that assist the Town’s low and moderate-income residents. **During FY 2017, CDBG funded affordable housing units for homeownership; homeowner rehabilitation including sewer connections; small business assistance through the Hyannis façade improvement program; and the Hyannis BID Main Street Clean Team.**

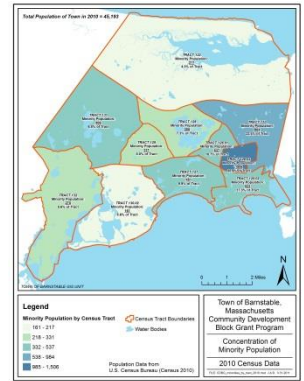
Community Housing: Community Housing implements our state and locally approved housing plan; monitors affordable housing compliance with permit requirements and deed restrictions; coordinates with Department of Housing and Community Development (DHCD) to maintain the Subsidized Housing Inventory; provide assistance affordable housing project review; works with the Community Preservation Committee and the Housing Committee on affordable housing. During FY 2017, completed the Housing Production Plan with a special focus on Hyannis and with PDD Regulatory Review Staff reworked Accessory Apartment Program to improve efficiency.

Community Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 83,421	\$ 86,138	\$ 86,073	\$ 89,870	\$ 3,732	4.33%
Total Sources	\$ 83,421	\$ 86,138	\$ 86,073	\$ 89,870	\$ 3,732	4.33%
Expenditure Category						
Personnel	\$ 83,421	\$ 86,138	\$ 86,073	\$ 89,870	\$ 3,732	4.33%
Total Appropriation	\$ 83,421	\$ 86,138	\$ 86,073	\$ 89,870	\$ 3,732	4.33%
Employee Benefits Allocation:						
Medicare	\$ 1,199		\$ 1,219			
County Retirement	17,256		17,725			
Total Employee Benefits (1)	\$ 18,455		\$ 18,944			
Total Expenditures Including Benefits	\$ 101,876		\$ 105,017			

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

Comprehensive Planning Program

Comprehensive Planning’s mission is research, analyze, and develop plans, through civic engagement activities, for the Town’s long-term needs in the areas of economic development, preservation and enhancement of resources, sustainable development practices, provision of adequate public facilities and infrastructure. This program also monitors existing regulations and works to redraft those that are outdated or unnecessarily restrictive. A broad range of comprehensive planning information including policy advice and research results is shared with Town Council, the Town Manager, regulatory boards and Town agencies, committees, residents and business owners. Ongoing planning projects include targeted regulatory amendment to improve efficiency; strategic infrastructure, transportation and capital improvements planning to foster economic activity; environment and resource planning; village center planning and downtown revitalization.



Comprehensive Planning	Actual	Approved	Projected	Proposed
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018
Taxes	\$ 43,324	\$ 52,803	\$ 32,590	\$ 40,759
Total Sources	\$ 43,324	\$ 52,803	\$ 32,590	\$ 40,759

Change	Percent
FY17 - 18	Change
\$ (12,044)	-22.81%
\$ (12,044)	-22.81%

Expenditure Category	Actual	Approved	Projected	Proposed
Personnel	\$ 43,126	\$ 52,803	\$ 32,590	\$ 40,759
Operating Expenses	198	-	-	-
Total Appropriation	\$ 43,324	\$ 52,803	\$ 32,590	\$ 40,759

\$ (12,044)	-22.81%
-	0.00%
\$ (12,044)	-22.81%

Employee Benefits Allocation:	
Life Insurance	\$ 2
Medicare	562
Health Insurance	4,929
County Retirement	24,459
Total Employee Benefits (1)	\$ 29,951
Total Expenditures Including Benefits	\$ 73,275

\$ 2
351
2,362
14,247
\$ 16,962
\$ 49,552

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

Economic Development Program

Economic Development's mission is to implement economic development planning to enhance quality of life for Barnstable, its residents, and visitors. Specific activities include supporting Hyannis' revitalization; collaborating with the Hyannis Area and Cape Cod Chambers of Commerce and the Downtown Hyannis Business Improvement District; regulatory review and reform for the Iyannough Road Regional Commercial Center corridor; place making strategies to attract and retain visitors to Hyannis Harbor and Village centers. Economic Development implementation strategy is based on business outreach, professional development, peer review, professional organization membership and consultation with professionals. The strategy focuses on designated growth areas with active support for village centers and monitors sector activity to determine new program components.



- Business Support:** During FY 2017 PDD and Regulatory Services partnered to increase awareness of GMD's Economic Development Specialist coordinating and support services for businesses seeking permits at the 200 Main Street Town Hall Annex. GMD works with local, state, and regional partners to provide connections to resources for local businesses. Coastal Community Capital, SCORE, Greater Hyannis and Cape Cod Chambers of Commerce, and Massachusetts Office of Business Development are among those resources.
- Business Outreach:** Business outreach remains integral to the economic development program. The Director and PDD's Economic Development team have visited more than 200 businesses and have had personal contact in many settings with scores more. We learn about the business climate and share the Town's goals and planning initiatives in these interactions. Most importantly, we engage in open and honest discussion about how Barnstable fares at being "Open for Business". We are pleased to report that overall, the results continue to be positive. This cornerstone communication strategy remains a top priority.
- Web Presence www.businessbarnstable.com** PDD Economic Development staff administer. The site goal, shared by the Economic Development Commission, is to provide government information, resource connections and a snapshot of the Barnstable economy. At present, the site is engaging in a design modernization to ensure optimal function and attractiveness to all demographics. This website enhancement will be launched in the coming year.



- Creative Economy/Arts and Culture:** In alignment with state, regional and local organizations, GMD has paid particular attention to this business sector over the past few years. GMD Economic Development Program implements the Harbor Your Arts Program. This is a place making and small business incubator initiative supporting downtown Hyannis revitalization. Through Artist Shanties at Bismore Park, performing arts at Aseleton Park, year round Pearl Street artist studios and the Guyer Barn at the Arts Campus, the Harbor Your Arts program has stimulated collateral development on Pearl Street, attracts and retains visitors for Main Street and downtown Hyannis. This program supports the state designated Hyannis HyArts Cultural District and the Barnstable Village Cultural District which provides marketing opportunities through state media outlets. A visit to artsbarnstable.com gives a thorough overview of Arts and Culture activities in all seven villages.

Economic Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 153,906	\$ 131,871	\$ 150,258	\$ 170,363	\$ 38,492	29.19%
Fees, Licenses, Permits	30,813	32,000	33,100	30,500	(1,500)	-4.69%
Total Sources	\$ 184,719	\$ 163,871	\$ 183,358	\$ 200,863	\$ 36,992	22.57%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 184,074	\$ 163,871	\$ 183,358	\$ 200,863	\$ 36,992	22.57%
Operating Expenses	645	-	-	-	-	0.00%
Total Appropriation	\$ 184,719	\$ 163,871	\$ 183,358	\$ 200,863	\$ 36,992	22.57%

Employee Benefits Allocation:			
Life Insurance	\$ 6		\$ 6
Medicare	2,520		2,350
Health Insurance	12,021		11,796
County Retirement	32,172		49,123
Total Employee Benefits (1)	\$ 46,720		\$ 63,276
Total Expenditures Including Benefits	\$ 231,439		\$ 246,634

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



HyArts - Guyer Barn



HyArts Artists Shanties at Bismore Park

Regulatory Review Program

Regulatory Review Program mission is to provide exemplary assistance to residents, property owners, Boards, Commissions, Committees and Departments, assist with implementation of the Town’s land use ordinances and provide general advice and assistance on regulatory issues. Program staff is charged with analyzing outdated or unnecessarily restrictive ordinances to determine needed reforms. The Regulatory Review program provides staff support, technical assistance and administrative services to the Planning Board, Zoning Board of Appeals, Old King’s Highway Historic District Committee, Barnstable Historical Commission and Hyannis Main Street Waterfront Historic District Commission. Regulatory Review is a primary customer service presence for the Town.



Regulatory Review	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 212,667	\$ 285,434	\$ 225,692	\$ 254,781	\$ (30,653)	-10.74%
Fees, Licenses, Permits	4,375	1,000	5,850	4,000	3,000	300.00%
Total Sources	\$ 217,042	\$ 286,434	\$ 231,542	\$ 258,781	\$ (27,653)	-9.65%
Expenditure Category						
Personnel	\$ 217,042	\$ 286,434	\$ 231,542	\$ 258,781	\$ (27,653)	-9.65%
Total Appropriation	\$ 217,042	\$ 286,434	\$ 231,542	\$ 258,781	\$ (27,653)	-9.65%
Employee Benefits Allocation:						
Life Insurance	\$ 20		\$ 20			
Medicare	2,942		2,742			
Health Insurance	14,614		14,127			
County Retirement	64,061		47,151			
Total Employee Benefits (1)	\$ 81,636		\$ 64,040			
Total Expenditures Including Benefits	\$ 298,678		\$ 295,582			

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

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Police Department



Administrative & Investigative Services Bureau

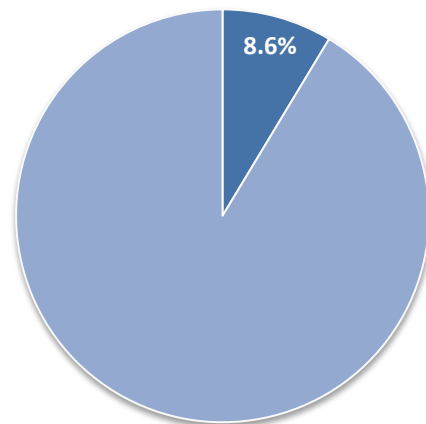
Field Services Bureau



Department Description

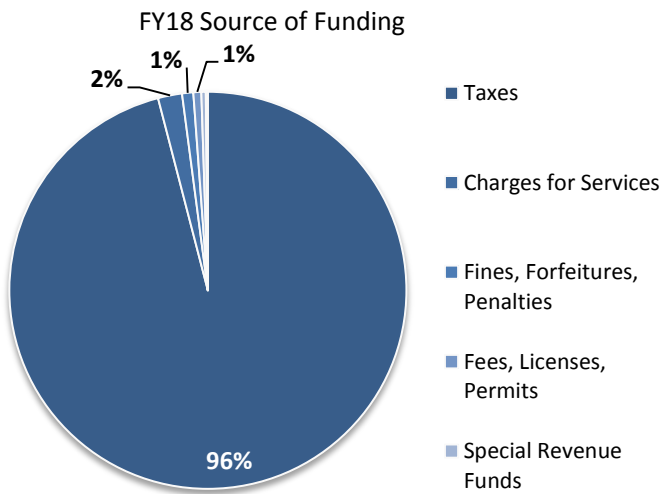
The Barnstable Police Department is comprised of two principal organizational Bureaus whose members strive to work in partnership with our community in seeking out and solving problems in order to enhance our quality of life. We are committed to preserving the peace and protecting the lives, property and rights of all our citizens through proactive policing strategies.

Percentage of FY18 General Fund Budget



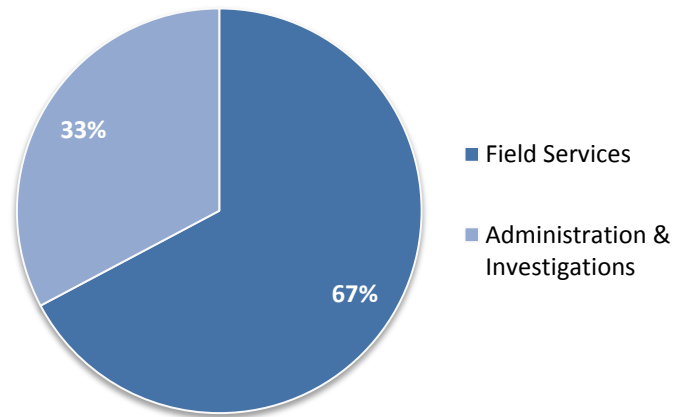
The Police Department budget comprises 8.6% of the overall General Fund budget.

Police Department Financial Summary



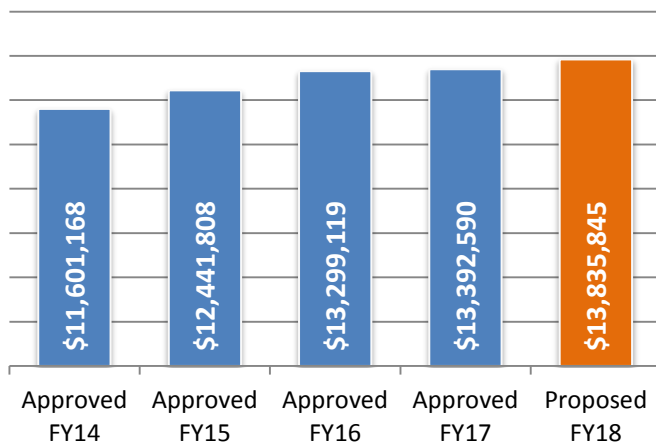
Taxes support 96% of the budget.

Police Department FY18 Budget By Bureau



Field Services represent 67% of this operating budget.

Police Department Budget History



The Police Department budget has increased from \$11.6 million in FY14 to \$13.83 million proposed in FY18 or 19.26%. Most of the increase is attributable to contractual costs as well as an increase in the number of staffing.

Fiscal Year 2018 Overall Department Goals (in practice by both Bureaus)

1. Continue to address quality of life issues within our community, including:
 - a) **Homelessness:** the Department continues to make progress working with outside resources, the court and people within this population to address the many concerns surrounding this topic.
 - b) **Opiate trafficking and use:** the Department continues to not only use proactive enforcement strategies, but also working with outside agencies to address community awareness of this epidemic.

Police Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 12,419,486	\$ 12,743,050	\$ 12,779,751	\$ 13,276,845	\$ 533,795	4.19%
Fines, Forfeitures, Penalties	132,948	176,000	131,083	126,000	(50,000)	-28.41%
Fees, Licenses, Permits	106,072	149,840	182,755	89,000	(60,840)	-40.60%
Charges for Services	350,034	265,000	353,837	271,000	6,000	2.26%
Interest and Other	60,745	24,000	53,925	23,000	(1,000)	-4.17%
Special Revenue Funds	50,000	50,000	50,000	50,000	-	0.00%
Total Sources	\$13,119,283	\$13,407,890	\$13,551,351	\$13,835,845	\$ 427,955	3.19%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 11,791,903	\$ 12,144,520	\$ 12,275,555	\$ 12,572,784	\$ 428,264	3.53%
Operating Expenses	944,799	940,570	892,582	868,941	(71,629)	-7.62%
Capital Outlay	382,581	322,800	383,214	394,120	71,320	22.09%
Total Appropriation	\$13,119,283	\$13,407,890	\$13,551,351	\$13,835,845	\$ 427,955	3.19%

Employee Benefits Allocation:		
Life Insurance	\$ 721	\$ 743
Medicare	142,856	156,762
Health Insurance	802,976	851,000
County Retirement	1,843,204	2,126,246
Total Employee Benefits (1)	\$ 2,789,757	\$ 3,134,752

Total Expenditures Including Benefits	\$15,909,040	\$16,686,103
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Full-time Equivalent Employees	132.75	132.75	141.75	9.00
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$427,955 or 3.19%. Personnel costs are increasing \$428,264 or 3.53%. Most of the increase is attributed to contractual obligations. Other costs includes \$189,167 to hire 9 FTE's to support the police dispatch center, \$11,880 for overtime to support police training, and \$19,140 to support additional hours for Matrons. Operating costs are decreasing by \$71,629 or 7.62%. Several one-time costs have been removed, which helps mitigate the additional cost for dispatch uniforms and advertisement (\$3,500), specialized training and legal updates (\$22,230), purchase patrol refiles (\$5,746), safety equipment (\$4,100), and an increase in the gasoline contract (\$17,700). Capital Outlay includes \$270,000 of funding for 6 new patrol vehicles, \$79,500 for computer hardware and software, \$18,000 for Tasers, and \$26,620 traffic equipment. Tax support will increase by \$533,795 in FY18 and provides most of the funding for this department.

Additional Funding Recommended

1. Increase Number of Civilian Telecommunicators

\$488,350 Requested
\$192,667 Recommended

The use of civilian dispatchers at the Barnstable Police Department is a long-standing recommendation and one that was successfully implemented in 2001. A return to a civilianized telecommunications center will provide not only a professional, specifically skilled staffing solution, but will enable the Department to assign nine additional officers to the street to utilize their training as intended. The recommended funding will provide the funds necessary to begin this change in January 2018. The FY19 budget will reflect the balance of the additional costs needed for this initiative.

The opportunity to bring consistency of staff, service, skills, and scheduling in the police telecommunications center, as well as get more officers out on the street where they are ideally utilized, will be lost. Furthermore, the Department will continue to be mandated to annually provide 16 hours of continuing education for approximately eighty telecommunicators, which creates an unnecessary burden of training records management and impractical use of training time.

2. Specialized Training

\$52,110 Requested
\$52,110 Recommended

Since the demands on law enforcement are not static, the training needs are ever increasing. We are seeking to maintain our current level of training and enhance particular areas of interest through specialized trainings that will ensure the services provided to the Town of Barnstable are balanced, measured, and proper in every aspect. Some of the specialized trainings listed are courses that our own officers are instructing which represents a cost savings, however, there are overtime costs associated with sending officers who are off duty or back-filling shifts for their attendance at classes.

3. Increase in Funding of Hours for Matron Coverage

\$19,140 Requested
\$19,140 Recommended

The department is currently budgeted for matron coverage for thirteen shifts per week out of 16 shifts. The holding facility at the police department has changed in recent years in both the daily use of the holding cells and in the complexity of individuals held in custody. The matrons' primary duties are to provide well-being checks every 15 minutes. They also perform pat-downs on female arrestees and complete property inventory sheets for those held in custody. However, their primary and most important role is to guard against the serious liability exposure associated with detaining individuals in a temporary jail setting to ensure that they do not harm themselves and/or that their medical needs are met while under our watch.

4. Patrol Rifles

\$5,746 Requested
\$5,746 Recommended

Two new Patrol Rifles to be utilized by Detectives, flashlights for all rifles, standardized slings for the rifles, new magazines and three deployment bags with medical supplies and extra magazines for the rifles to support critical incidents. Given the surge in active shooter and lone-wolf attacks police Patrol Rifles are a critical tool for any department. We currently field 10 Patrol Rifles, which are shared by qualified officers and deployed on patrol, and the Detective Unit does not have any rifles assigned.

Additional Funding Recommended (Continued)

5. Portable Breath Testing Device (PBT)

\$4,100 Requested
\$4,100 Recommended

The police department encounters numerous people that may be under the influence of alcohol ranging from vehicle operators to homeless people. The PBT offers a quick easy way to verify that a person may be intoxicated. It can be used at a motor vehicle stop or an encounter of a person on the street or any other location an officer responds to. Upon requests from some schools, they have been used at school functions when a student's sobriety is in question.

6. Increase in gasoline/diesel

\$17,700 Requested
\$17,700 Recommended

The Town of Barnstable through a collaborative bidding process with Barnstable County, receives fixed contract prices for both gasoline and diesel wholesale purchases. Fiscal 2018 contract prices have increase over the previous year. The department requests funding to support the increase cost associated with these price increases.

7. Computer Hardware & Software

\$79,500 Requested
\$79,500 Recommended

The police department has been using and outdated and obsolete versions Microsoft Office 2007 and Microsoft Exchange Server 2010. The department is long overdue for an update to a more secure, modern and efficient software productivity suite as realized in Microsoft Office 2016 and Microsoft Exchange Server 2016. Upgrading these two software systems is necessary to ensure productivity and efficiency of all police employees in their day to day functions and duties. These two systems used and relied upon by every person in the department and are in use 24/7.

Furthermore, a server refresh is needed to replace old, outdated servers that have been in use 24/7 since 2009. Due to our continued digital growth and demand for more processing power, new and more powerful servers are necessary to provide our infrastructure with the resilience, redundancy and the processing power to meet our environment demands.

8. Vehicles

\$270,000 Requested
\$270,000 Recommended

The department requests the replacement of 6 patrol vehicles that can be placed into service delivery to the community in patrolling, investigating, responding and protecting the citizenry and commercial businesses in the Town of Barnstable and for optimum safety to police officers driving the vehicle.

9. Traffic Equipment

\$30,360 Requested
\$26,620 Recommended

Traffic enforcement of speeders is one of the top requests of residents in the Town. The speed trailers provide a quick and immediate response to problem traffic areas. These trailers would be replacing two trailers that are no longer in service. The old trailers no longer work due aging equipment that can no longer be serviced due to parts that are no longer manufactured. Technology has changed greatly with the new signs allowing a led display and flashing lights to be programmed instead of just a speed display, which is how the old trailers worked. They also are solar powered and can remain deployed for days on end. The old signs were battery powered and had to be recharged every few days requiring more man-hours for constant deploying and charging.

Administrative & Investigative Services Bureau

Bureau Description

The Administrative & Investigative Services Bureau is committed to providing the department with leadership via the senior command staff. The Investigative Services Division is responsible for criminal investigations, victim services, youth services, prosecution, drug-related crime, 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.



Administrative Services Program



Investigative Services Program

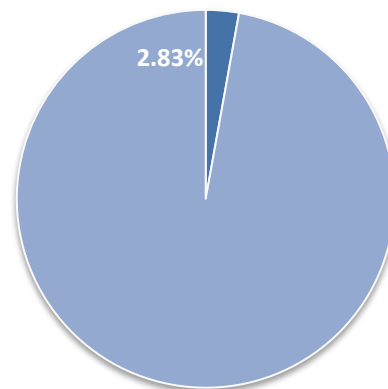


Records Program

Recent Accomplishments

- Private Property Complaints: 16 site visits conducted with regulatory services
- Alcohol Compliance Checks: 51 Bar/Restaurant checks conducted; 25 Package Stores/Convenience Stores conducted
- Alcohol Establishment complaints: 2 investigated
- Taxi Inspections conducted: Two-day Meter Inspection conducted in October (56 in total); Two-day Safety Inspection/renewal conducted in December (56 in total)
- Livery inspections conducted: One-day safety/renewal inspection conducted in December (35)
- Joint Compliance checks with Hyannis FD of alcohol establishments (Hyannis area): 10 establishments checked

Percentage of FY18 General Fund Budget



This division comprises 2.83% of the total General Fund budget

Additional Recent Accomplishments

- **Major Investigations:** In 2016, Barnstable Police Detectives completed the most significant investigation in the history of the BPD. Detectives spent over five months, working 16 hour days, seven days a week, using wiretapping practices to dismantle the most sophisticated and violent drug trafficking operation on Cape Cod. On September 19, 2015, Christine Ferriera was brutally murdered by individuals associated with the Denzel Chisholm/Christian Chapman Drug Trafficking Organization (NAUTI-Block gang) in retaliation for Ferriera's testimony against their members in a BPD robbery/attempted murder investigation in Hyannis, Massachusetts. Because of the homicide and other recent acts of violence committed by the gang, the BPD and the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) initiated the investigation. Between October of 2015 and April 5, 2016, investigators intercepted 17 different cellular telephones used by gang members and associates, used informants to purchase firearms and narcotics, and initiated car-stops based on interceptions that resulted in drug and firearm seizures. An arrest and interview conducted because of the investigation led to the identification of the individuals involved in the murder of Ferriera. During the course of the investigation, investigators purchased and/or seized approximately 1,200 grams of heroin, thirteen (13) firearms, including a machine gun and TEC-9, 648 rounds of ammunition, and approximately \$200,000 in U.S. currency. On April 5, 2016, the BPD Detectives along with approximately 150 other local, state, and federal partners simultaneously executed 17 Federal search warrants and 12 Federal arrest warrants. Evidence found during the 17 search warrants included five (5) additional firearms, approximately 200 grams of heroin, and \$35,000 in U.S. Currency. Because of the investigation, BPD Detectives arrested 22 members of the organization. The Cape & Islands District Attorney's Office also charged the three main suspects with Ferriera's murder. As of December 2016, seven (7) defendants have already pled guilty in federal court. The investigation remains ongoing.
- **Community Impact Unit:** On a daily basis, through its partnership with multiple social service agencies, the Community Impact Unit (CIU) continued to address the adverse effects of homelessness, mental illness and drug addiction (the CIU target population) on Public Health & Safety, Quality of Life, and Housing in the Town of Barnstable. The CIU met monthly with the Barnstable Community Crisis Intervention Team (CCIT), which collectively works to provide appropriate services for individuals in the target population by coordinating housing, physical and mental health services, substance abuse treatment, appropriate terms of probation, and case management. Weekly case conferences with the Street Outreach Team were coordinated by the CIU relative to vulnerable individuals in their target population. Weekly meetings were conducted between the CIU and Gosnold Drug Treatment, as well as in-person meetings with victims of opiate overdose to offer options for recovery. Six Community Service Officers were hired for the summer season to work in the CIU during the busy summer season. The Street Crimes Unit was combined into the CIU towards the common endeavor of deterring crimes and public nuisance crimes that directly affect the Quality of life for residents, businesses and visitors. The CIU collaborated with the Behavioral Health Coalition of Cape Cod and the Islands to teach three Mental Health First Aid (MHFA) classes to regional police departments and certified 50 additional Barnstable Police Officers in MHFA with the end goal of having all sworn members of the department certified.





Community Service Impact Unit

- **Activity of Consumer Affairs Officer:** Worked in partnership with Regulatory Services to address the following areas of complaint:
 - *Auto Dealership Complaints:* 9 Class II Dealer complaints investigated; 1 Class I Dealer complaint investigated;
 - *Auto Dealership Site Visits:* 4 conducted;
 - *Licensed Business Complaints:* 8 businesses addressed;
 - *Open Air Parking Lot Complaints:* 4 investigations;
 - *Taxi Complaints:* 5 Complaints addressed;
 - Unregistered MV complaints: 6 investigations conducted;
 - Junk Dealer complaints: 2 Investigations; and
 - 10 Show Cause Hearings.

The above information does not include many follow-ups, action plans, or police service calls.

- **Hirings/Promotions:** Promoted five Sergeants; hired nine new officers; hired six Seasonal Community Service Officers (36 candidates of which 16 were interviewed); hired three matrons (five individual background checks).
- **Training:** In the spring of 2017 hosted an FBI Law Enforcement Executive Development course at the Barnstable Police Facility. Five Lieutenants were sent to a 10-session Executive Development Series at Roger Williams University. Sent nine recruit officers to the Plymouth Police Academy and monitored their progress and performance – eight recruits graduated in September 2016.
- **Other Accomplishments of Note:** Participated in the Barnstable Youth Commission Annual Youth Summit, Community Substance Abuse Prevention Forum and all regular monthly meetings. Also, conducted 58 background investigations for other law enforcement agencies, and secured \$424,598 in grant funding. The Narcotics unit made 77 undercover buys/purchases; performed 34 search warrants; made 83 arrests, seized 195 grams of Cocaine, 3,485 grams of Heroin and 25 pounds of marijuana – altogether representing a street value of approximately \$765,000. Purchased a drone that has already been extremely helpful in locating missing persons and wanted suspects, in accessing remote crime scenes and in accident reconstruction.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Collaborating with community resources, such as the Barnstable Youth Commission, continues to develop and promote a drug education and prevention programs for school-age youth. **(SP: Education, Public Health and Safety, Communication)**
2. Continue ongoing Mental Health training for all patrol officers. **(SP: Education, Public Health and Safety, Communication)**
3. Increase the number of Community Service Officers working in the summer from six to ten. **(SP: Education, Public Health and Safety)**
4. Work with the Town Manager and the Town Council on a favorable plan to reopen the Shooting Range. **(SP: Environment and Natural Resources, Economic Development)**

Long Term:

1. Continue to address quality of life issues especially in the areas of homelessness; opiate trafficking and use; and a continued reduction in Part I crimes. **(SP: Education, Public Health and Safety)**
2. Replacement of the Police Department's Radio System. **(SP: Public Health and Safety, Infrastructure)**

FY17 Goals and Results

1. **To reduce crime and improve the overall Quality of Life and Public Health and Safety within the Town, the Narcotics Unit and the Street Crimes Unit will focus on identifying and dismantling organized groups of individuals involved in the distribution of opiates such as heroin.**

Result: Two major investigations surrounding drug trafficking, prostitution and murder were solved by the use of wire-taps and sophisticated investigatory practices and technical expertise by the Barnstable PD. Between the two cases, three murders had occurred and subsequently five people were charged with murder. Both of these cases represent the largest drug trafficking, murder cases brought to adjudication in the history of the Barnstable Police, and were responsible for the shutdown of significant drug trafficking organizations onto the Cape that had a serious impact on the quality of life in the Town of Barnstable.

2. **Combine the Street Crime Unit and Community Impact Unit to incorporate uniform policing strategies directed toward issues specific to the Main Street Hyannis area.**

Result: This goal was met and contributed to the success of other measures being taken in the Hyannis area to alleviate concerns and improve quality of life.

3. **Incorporate additional resources as follows to target specific issues: community resource officers in Hyannis during the summer months.**

Result: This goal was met with the hiring of six community service officers that patrolled the Main Street area throughout the summer and fall. With the success of this program, the department will be looking to expand it on the coming year.

4. **Incorporate additional resources.**

Result: A narcotic detection dog as added, as well as the addition of Seasonal Community Service Officers.

5. **Continue Mental Health Training for all officers.**

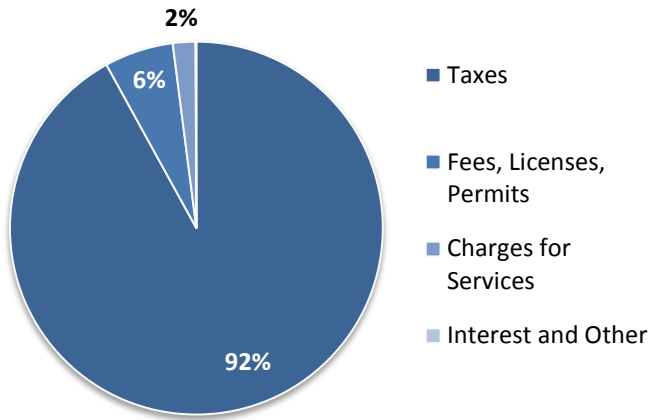
Result: 50 additional officers were certified in mental health first aid.



High School Road and Main Street Junction – Annual Father’s Day Car Show

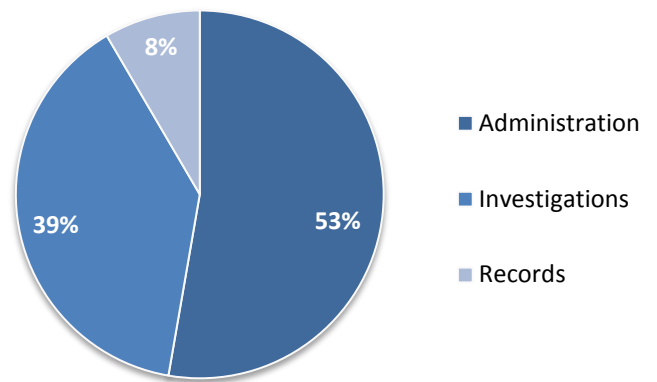
Administrative & Investigative Services Division Financial Summary

FY18 Source of Funding



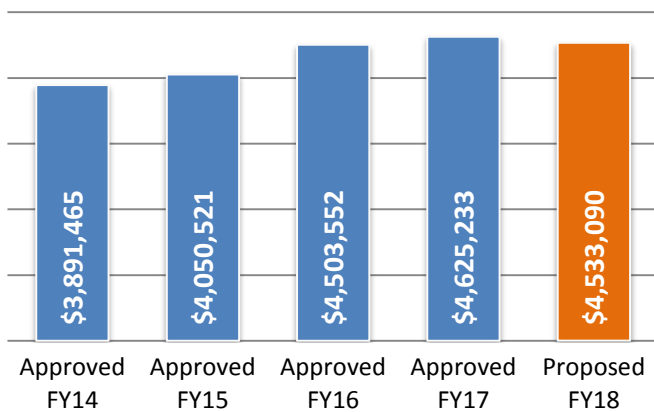
92% of the funding is provided from taxes.

Administrative & Investigative Services FY18 Budget By Program



Administration 53% and Investigations 39% comprise of this division's budget.

Administration & Investigative Services Budget History



The budget has increased from \$3.684 million in FY13 to \$4.625 million in FY17 or 25.52% over the five-year period.

Admin & Investigative Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 3,624,453	\$ 4,207,393	\$ 3,360,531	\$ 4,170,090	\$ (37,303)	-0.89%
Fees, Licenses, Permits	106,072	149,840	182,755	89,000	(60,840)	-40.60%
Charges for Services	350,034	265,000	353,837	271,000	6,000	2.26%
Interest and Other	1,685	3,000	3,225	3,000	-	0.00%
Total Sources	\$ 4,082,243	\$ 4,625,233	\$ 3,900,348	\$ 4,533,090	\$ (92,143)	-1.99%
Expenditure Category						
Personnel	\$ 2,767,583	\$ 3,384,663	\$ 2,637,997	\$ 3,283,275	\$ (101,388)	-3.00%
Operating Expenses	932,078	917,770	879,137	855,695	(62,075)	-6.76%
Capital Outlay	382,581	322,800	383,214	394,120	71,320	22.09%
Total Appropriation	\$ 4,082,243	\$ 4,625,233	\$ 3,900,348	\$ 4,533,090	\$ (92,143)	-1.99%
Employee Benefits Allocation:						
Life Insurance	\$ 196		\$ 208			
Medicare	26,875		30,056			
Health Insurance	224,867		223,890			
County Retirement	515,638		243,323			
Total Employee Benefits (1)	\$ 767,577		\$ 497,478			
Total Expenditures Including Benefits	\$ 4,849,819		\$ 4,397,826			

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

Summary of Significant Budget Changes

The FY18 proposed budget is decreasing \$92,143 or 1.99%. Personnel costs are decreasing \$101,388 mostly attributed to officer retirements. Other personnel costs include all contractual obligations and \$11,880 for officer training. Operating costs are decreasing \$62,075. Most of the cost reductions are due to one-time expenses for specific training, equipment, and dress uniforms. Those reductions have been offset by additional costs that include \$22,230 for training, dispatch advertising (\$500), \$17,700 for an increase in the gasoline contract, \$3,000 for dispatch uniforms, and \$4,100 portable breath testing devices. Capital outlay costs are increasing \$71,320. This includes \$270,000 for 6 new vehicles, \$79,500 for computer hardware and software maintenance, \$18,000 for Tasers, and \$26,620 for new traffic enforcement equipment. Tax support is decreasing by \$37,303.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017
Administrative Assistant	3.00	3.00
Alarm Administrator	1.00	1.00
Chief of Police	1.00	1.00
Confidential Assistant to Chief	1.00	1.00
Deputy Chief	1.00	2.00
Detective	7.00	10.00
Director of Finance & Support Services	1.00	1.00
Domestic Violence/Victim Services	-	1.00
Financial Coordinator	1.00	1.00
Lieutenant	2.00	1.00
Mechanic	2.00	2.00
Patrol Officer	8.00	3.00
Records/Property Supervisor	1.00	1.00
Secretary to Detective Division	1.00	1.00
Sergeant	4.00	4.00
Tech Administrator	1.00	1.00
Full-time Equivalent Employees	35.00	34.00

FY 2018	Change
3.00	-
1.00	-
1.00	-
1.00	-
2.00	-
10.00	-
1.00	-
1.00	-
1.00	-
1.00	-
2.00	-
3.00	-
1.00	-
1.00	-
4.00	-
1.00	-
34.00	0.00

Description of Division Services Provided

Administrative Services

The Administrative Services provides the Department with leadership and support via the senior staff through a variety of functional areas as follows:

- Under the direction of a Lieutenant, the Executive Services includes the Personnel Selection Unit, the Professional Standards Unit, the Information Systems Office, the Research and Analysis Unit, the Accreditation Office, and the Training Unit;
- Personnel Selection is responsible for the recruitment, investigation and selection of new police officers. Coordinates and monitors medical, psychological and physical aptitude testing for police officer candidates. Conducts background investigations on all civilian employees of the Department;
- Professional Standards is responsible for the investigation of allegations of misconduct by members of the Police Department;
- The Research and Analysis unit is responsible for the compilation of data-driven information that identifies trends in activity and crime then enables the department to direct specific action to an area and target the negative activity for remediation;
- Computer Support Operations is responsible for programming, maintenance and user support of all computer systems in the police building and in the police vehicles. Additionally, computer support is responsible for the maintenance and support of all electronic equipment. This area of the department also handles evidence pertaining to computer-based crimes;
- Training provides for the development of in-service training programs covering firearms, use of force, criminal and case law updates and other related training;
- Motor Vehicle Maintenance is responsible for the repair and upkeep of the Department's motor vehicles, motorcycles and boats;
- Administrative Services also includes areas relating to Communications Maintenance; Emergency Management; Budgeting and Finance; Grant Writing and Administration; and Facility Supervision and Maintenance; and
- Volunteer Services incorporates approximately 55 Volunteers in Police Service (VIPS) serving at the Main Station and the Main Street-Hyannis Substation and West Villages Station-Marstons Mills Substation.



Administrative Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 2,038,421	\$ 2,133,944	\$ 1,902,405	\$ 2,027,351	\$ (106,593)	-5.00%
Fees, Licenses, Permits	106,072	149,840	182,755	89,000	(60,840)	-40.60%
Charges for Services	350,034	265,000	353,837	271,000	6,000	2.26%
Interest and Other	1,685	3,000	3,225	3,000	-	0.00%
Total Sources	\$ 2,496,210	\$ 2,551,784	\$ 2,442,222	\$ 2,390,351	\$ (161,433)	-6.33%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 1,197,259	\$ 1,374,032	\$ 1,213,366	\$ 1,203,354	\$ (170,678)	-12.42%
Operating Expenses	916,370	854,952	845,642	792,877	(62,075)	-7.26%
Capital Outlay	382,581	322,800	383,214	394,120	71,320	22.09%
Total Appropriation	\$ 2,496,210	\$ 2,551,784	\$ 2,442,222	\$ 2,390,351	\$ (161,433)	-6.33%

Employee Benefits Allocation:		
Life Insurance	\$ 73	\$ 74
Medicare	11,053	11,731
Health Insurance	105,949	110,895
County Retirement	228,526	144,285
Total Employee Benefits (1)	\$ 345,601	\$ 266,985
Total Expenditures Including Benefits	\$ 2,841,811	\$ 2,709,207

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



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;
- 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; and
- 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.

Records	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 341,129	\$ 377,169	\$ 336,757	\$ 382,450	\$ 5,281	1.40%
Total Sources	\$ 341,129	\$ 377,169	\$ 336,757	\$ 382,450	\$ 5,281	1.40%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 326,380	\$ 326,169	\$ 313,382	\$ 331,450	\$ 5,281	1.62%
Operating Expenses	14,749	51,000	23,375	51,000	-	0.00%
Total Appropriation	\$ 341,129	\$ 377,169	\$ 336,757	\$ 382,450	\$ 5,281	1.40%

Employee Benefits Allocation:			
Life Insurance	\$ 45		\$ 52
Medicare	4,390		7,999
Health Insurance	16,415		17,796
County Retirement	60,010		60,109
Total Employee Benefits (1)	\$ 80,859		\$ 85,956
Total Expenditures Including Benefits	\$ 421,988		\$ 422,713

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

Investigative Services

The Investigative Services Program falls under the supervision of a Deputy Chief. Those functions include a Narcotics Unit, a General Investigations Unit, Juvenile Services, an Arson Investigator, a Sexual Assault Investigator, a Domestic Violence Detective and the Community Impact Unit. The focus of the Investigative Services Bureau is the investigation of serious crimes including, but not limited to, homicides, assaults, sexual assaults, robberies, burglaries, narcotics trafficking, weapons (gun) violations, larcenies, and identity fraud. The Bureau accomplishes its work through a number of functional areas as follows:



- A Detective Lieutenant supervises the day-to-day operations of General Investigations Unit and is responsible for the investigation of all felony and serious crimes;
- 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;
- The primary function of the Community Impact Unit is to address the adverse impact of homelessness, mental illness and drug addiction on the community and to deter crimes of violence, “open air” (in public) narcotics distribution, disorderly conduct, and other public nuisance offenses such as prostitution and vandalism. The unit is active in all the villages of the Town of Barnstable;
- 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.);
- Juvenile Services investigates crimes and status offenses involving juveniles and the investigation of sexual assaults; provides a School Resource Officer at Barnstable High School and Adopt-A-School Officers at six (6) elementary schools and one (1) middle school;
- Criminal Identification assists in the collection and preservation of evidence, photographing crime and accident scenes and the fingerprinting and photographing of arrested persons;
- 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 hearings, show cause hearings, warrant applications, summons and alcohol commitments. The Prosecution Unit, which includes a Sergeant and a Detective, who act as the Department’s liaison, and maintains an effective working relationship scheduling and coordinating all cases with the Court, District Attorney’s Office, defense counselors and witnesses. The unit assures that police officers are notified of pending cases, of cancellation of cases, and assures that evidence is available when needed; and
- The Citizen’s Police Academy provides training to the citizens of the Town on the duties and functions of the Police Department, and recently graduated its 28th class.

Investigative Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 1,244,904	\$ 1,696,281	\$ 1,121,369	\$ 1,760,289	\$ 64,008	3.77%
Total Sources	\$ 1,244,904	\$ 1,696,281	\$ 1,121,369	\$ 1,760,289	\$ 64,008	3.77%
Expenditure Category					Change	Percent
Personnel	\$ 1,243,945	\$ 1,684,463	\$ 1,111,249	\$ 1,748,471	\$ 64,008	3.80%
Operating Expenses	959	11,818	10,120	11,818	-	0.00%
Total Appropriation	\$ 1,244,904	\$ 1,696,281	\$ 1,121,369	\$ 1,760,289	\$ 64,008	3.77%
Employee Benefits Allocation:						
Life Insurance	\$ 79		\$ 82			
Medicare	11,432		10,326			
Health Insurance	102,504		95,200			
County Retirement	227,102		38,929			
Total Employee Benefits (1)	\$ 341,117		\$ 144,537			
Total Expenditures Including Benefits	\$ 1,586,020		\$ 1,265,906			

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

Performance Measures / Workload Indicators

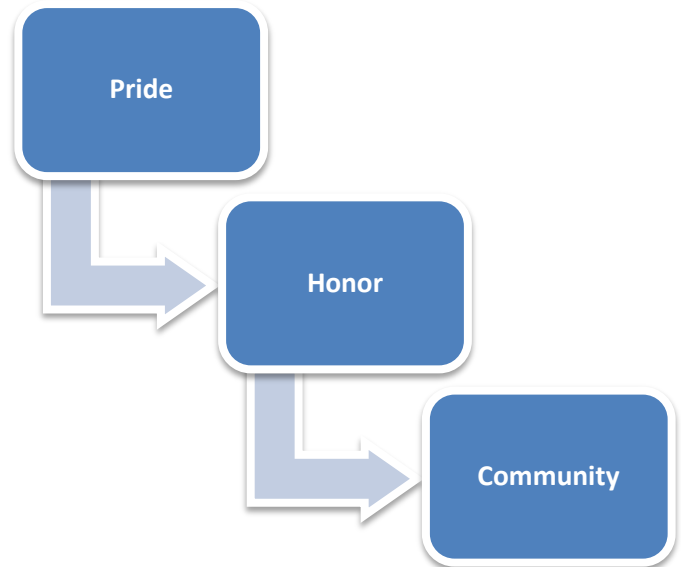
Performance Measures:	Training (Police Officer and Telecommunications Specialized Training Hours)			
Training Topic	# of Officers	Hours Per Officer	Frequency	Yearly Avg Hours
Armorer	4	8	Bi-Annual	16
Breath Test Operator	80	8	Tri-Annual	213
Chemical Munitions Instructor Re-cert	4	40	Bi-Annual	80
CJIS	119	4	Bi-Annual	220
Computer Forensics	2	40	Annual	80
Crisis Negotiator	5	60	Annual	300
K-9	3	196	Annual	588
SWAT In-Service	12	112	Annual	1,344
Crime Analysis	1	80	Annual	80

Workload Indicators	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Firearms Licenses Processed	663	729	801
Taxi/Limousine Licenses Issued	114	122	144
Processed Arrest/Incident/Accident Reports	7,274	7,346	7,419
Processed Item Evidence/Property	2,820	2,848	2,876
Process sex offenders for annual registrations, etc.	245	269	295
Home sex offender verification checks	39	80	80

Field Services Bureau

Mission Statement

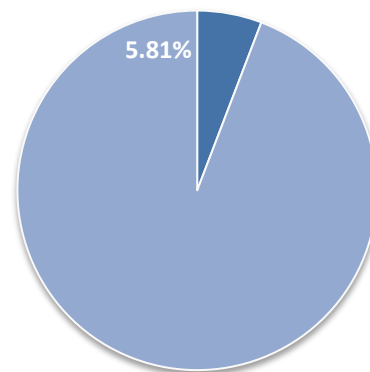
The Field Services Bureau - police relations includes detection and apprehension of criminal perpetrators and the maintenance of the safe and orderly flow of traffic. The mission of the patrol force is to develop our complement of officers and supervisors into a team. This team will become a cohesive unit with improved productivity and healthy working attitudes. This will enhance our service to the department, the community and our families.



Recent Accomplishments

- Provided physical security, site security, and traffic escorts for two Presidential candidates.
- Processed 1,660 ‘on view’ arrests, 825 summonses, 684 protective custodies, and 104 protective custody evaluations.
- Performed 18,044 security checks of areas at potential risk of crime.
- Handled 2,320 medical emergency calls and responded to 102 opiate overdoses. 13 overdoses were fatal and Narcan was used 73 times by BPD personnel to revive victims.
- Performed 449 warrant attempts resulting in 223 warrant arrests.
- Made 180 Section 12 (mental health) and 121 Section 35 (alcohol) services.
- Responded to 626 domestic violence calls, made 149 domestic violence arrests and 538 restraining order service attempts.

Percentage of FY18 General Fund Budget



The Field Services Bureau comprises 5.81% of the total General Fund budget.

Additional Recent Accomplishments

- Officers conducted 6,998 motor vehicle stops, issued 4,627 citations, investigated 753 traffic complaints and conducted 835 various traffic enforcement activities resulting in 272 traffic related arrests.
- Responded to 1,515 Homeless incidents, 972 were complaints received from the public and 543 were self-initiated by officers, 317 were related to intoxicated/impaired persons, 120 were due to disturbances, 115 were for medical assists, 159 were for CIU camp checks, and 590 calls were related to trespassing.
- Of special note, this year was the implementation of a new pilot program, the Community Service Officers. This program was initiated because of the Department's commitment to community policing and public engagement. The six CSOs that were hired had no arrest authority, but were envisioned to act as liaisons between the public on Main Street, Hyannis and the Department. Despite having no police powers, the young men and women of this program were dispatched to 22 calls from 7/1/16 through 9/21/16; however, they *self-initiated* 2155 different calls for service resulting in their handling of **2,177** various incidents during this period. Initially tasked with working from 7/1/16 until 9/5/16, the program was so successful that it has been continued until Columbus Day and the Department has plans to renew it for next year.
- Part 1 Crimes have steadily decreased over the past five years.
- Responded to 2,089 motor vehicle accidents, 1,582 accidents were property damage only, 292 were hit and run, 212 resulted in injury, and three were fatal.



Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Continue to strengthen our shift based training program. **(SP: Quality of Life, Education, Public Health and Safety, Communication)**
2. Increase the number of field interactions by each officer by: **(SP: Public Health and Safety, Communication)**
 - Expanding the use of foot and mountain bike patrols.
 - Implementing a pro-active plan within the town to promote traffic safety, education, and suppress criminal activity community wide.
3. Identify new programs to increase community outreach and interaction. **(SP: Public Health and Safety, Communication)**
4. Obtain national narcotic K9 certification and add an additional general purpose K-9. **(SP: Public Health and Safety)**

Long Term:

1. Continue to expand our community policing efforts and non-traditional policing methods. **(SP: Public Health and Safety)**

FY17 Goals and Results

1. Add a narcotic detection dog to the K9 unit.

Result: This goal was met with the selection of Ptl. Kevin Fullam to attend handler training with his newly acquired K9 partner, Vonnie. Both Officer Fullam and his partner are currently on patrol and performing their duties.

2. Increase traffic enforcement.

Result: This goal is ongoing as traffic related concerns continue to be one of the most frequent complaints received by the Department. Over the course of the year the Department has increased the number of speed and traffic data collection devices within its inventory and has utilized DATA driven approaches to address areas of concern.

3. Implement a schedule for shift-based training.

Result: Although the Department does utilize electronic means as well as roll call periods to address topics of concern and disseminate training materials, we would like to see further improvement in this area.

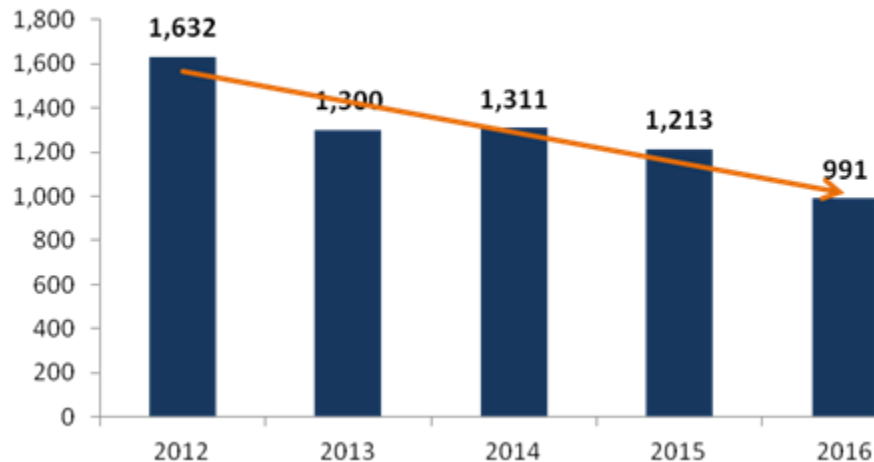
4. Create a 'downtown' sector for Hyannis in order to provide better coverage.

Result: This goal was met and the Department did identify and staff a specific area in and around Main Street with uniformed officers to address concerns. Officers utilized foot patrols, motorcycle patrols, mountain bike patrols, and traditional 'cruiser' patrols to provide an increased presence in the area.

5. Increase use of village stations and directed patrols.

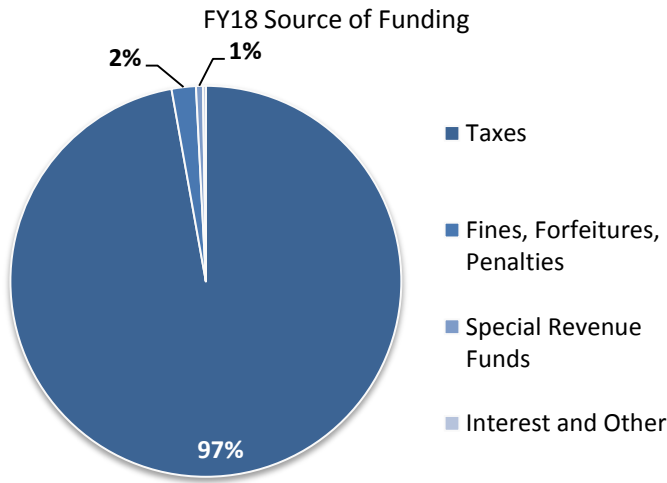
Result: This goal is another one of our continuing objectives. Although these locations are utilized for a variety of activities throughout the year, we would like to see more usage.

Part 1 Crimes by Fiscal Year

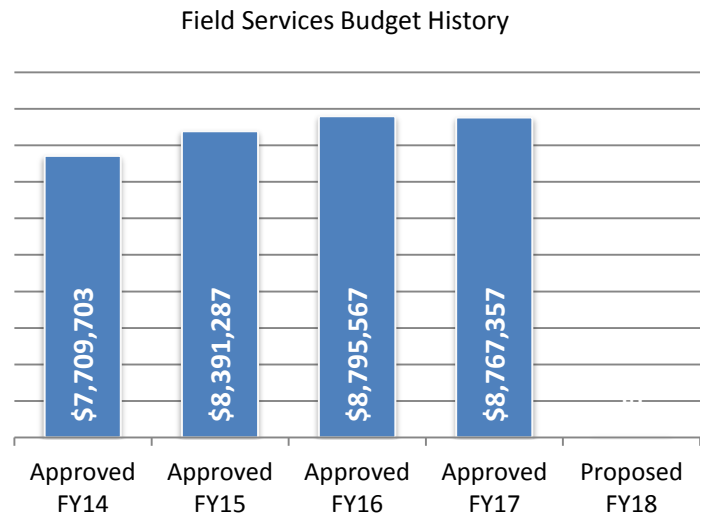


The total reported crimes have declined from 1,632 in year 2012 to 991 in year 2016 or 40% decline.

Field Services Division Financial Summary



97% of the funding for this operation is provided from taxes.



The Field Services budget has increased from \$7.493 million in FY13 to \$8.767 million proposed in FY18 or 17% over the five-year period. The increase is primarily due to an increase in the number of sworn officers and contractual obligations for personnel.

Description of Division Services Provided

The patrol force consists of four patrol shifts, lock-up oversight, the marine unit, mountain bike unit, traffic unit, firearms licensing, and the canine unit. Field Services also includes the SWAT Team, the Public Information Office, Accreditation Office, Emergency Preparedness and Telecommunications. The SWAT is responsible for high-risk warrant service and the apprehension of armed felons. Emergency Preparedness is responsible for coordinating with all Town, State and Federal Agencies, Public Utilities and the American Red Cross for disaster preparedness, response and mitigation. The Public Information Office is responsible for relaying accurate and timely information and news updates to the media.

The Patrol Force, under the command of the Deputy Chief of Field Services, is divided into four watches. Each watch is under the command of a Lieutenant. The major function of patrol is crime prevention and crime suppression. The Town of Barnstable has been geographically divided into patrol sectors, and staffing levels are assigned to a sector based on activity. There are currently six sectors to which one or more officers may be assigned. The Patrol Division has a variety of functional areas of responsibility:

- Two K-9 officers provide overlapping shift coverage;

- The Traffic Unit implements community enforcement programs and public education;
- The Marine Unit is responsible for patrolling and safeguarding the waterways of the Town of Barnstable;
- The Mountain Bike Unit is responsible for patrol coverage throughout the downtown Hyannis Area;
- The All-Terrain Vehicle Unit is responsible for patrolling limited access areas;
- The Field Training Officer Unit is responsible for training all new recruits upon their graduation from the police academy; and
- Crime Prevention provides citizens of the Town with the information necessary to assist them in decreasing the chances they will be the victims of a crime through such things as the Operation Identification and Neighborhood Watch Programs.



Seven Newly Sworn in Officers

FISCAL YEAR 2018 BUDGET

FIELD SERVICES BUREAU

GENERAL FUND

Field Services Bureau	Actual	Approved	Projected	Proposed
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018
Taxes	\$ 8,795,033	\$ 8,535,657	\$ 9,419,220	\$9,106,755
Fines, Forfeitures, Penalties	132,948	176,000	131,083	126,000
Interest and Other	59,060	21,000	50,700	20,000
Special Revenue Funds	50,000	50,000	50,000	50,000
Total Sources	\$ 9,037,041	\$8,782,657	\$ 9,651,003	\$9,302,755

Change	Percent
FY17 - 18	Change
\$ 571,098	6.69%
(50,000)	-28.41%
(1,000)	-4.76%
-	0.00%
\$ 520,098	5.92%

Expenditure Category	Actual	Approved	Projected	Proposed
Personnel	\$ 9,024,320	\$ 8,759,857	\$ 9,637,558	\$9,289,509
Operating Expenses	12,721	22,800	13,445	13,246
Total Appropriation	\$ 9,037,041	\$8,782,657	\$ 9,651,003	\$9,302,755

\$ 529,652	6.05%
(9,554)	-41.90%
\$ 520,098	5.92%

Employee Benefits Allocation:	
Life Insurance	\$ 524
Medicare	115,981
Health Insurance	578,109
County Retirement	1,327,566
Total Employee Benefits (1)	\$ 2,022,180
Total Expenditures Including Benefits	\$11,059,221

\$ 535
126,706
627,110
1,882,923
\$ 2,637,274
\$12,288,277

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$520,098 or 5.92%. Personnel costs are increasing \$529,652 or 6.05%. This includes contractual obligations, which is the largest contribution to cost. In addition, Field Services requests include \$19,140 to support increase Matron coverage and \$189,167 to hire 9 full time civilian dispatch communicators. The costs has been mitigated by a reduction in overtime. Operating cost decreasing by \$9,554. This includes the elimination of some one-time line items as well as request for \$5,746 for purchase of patrol rifles.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017
Crossing Guard	0.75	0.75
Deputy Chief	-	1.00
Detective	3.00	2.00
Lieutenant	2.00	2.00
Patrol Officer	76.00	77.00
Sergeant	14.00	14.00
Telecomm. Specialist/Jail Assistant	2.00	2.00
Full-time Equivalent Employees	97.75	98.75

FY 2018
0.75
1.00
2.00
2.00
77.00
14.00
11.00
107.75

Change
-
-
-
-
-
-
9.00
9.00

Performance Measures / Workload Indicators

Workload Indicator Part I Crime Category	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	% Change 2015-2016
Murder	-	1	-	1	1	0.00%
Rape	28	23	23	23	26	13.04%
Robbery	34	34	25	26	18	-30.77%
Aggravated Assault	229	197	204	180	151	-16.11%
<i>*Aggravated Assault with a Firearm</i>	<i>13</i>	<i>2</i>	<i>1</i>	<i>2</i>	<i>1</i>	-50.00%
Burglary / Breaking and Entering	373	312	206	217	173	-20.28%
Larceny	894	695	798	702	581	-17.24%
Motor Vehicle Theft	61	36	54	62	40	-35.48%
Totals:	1,632	1,300	1,311	1,213	991	-18.30%

Workload Indicator	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	% Change 2015-2016
Calls for Service	52,599	56,520	65,915	60,209	61,487	2.12%
Number of Motor Vehicle Stops	4,616	6,455	7,209	5,689	6,998	23.01%
Number of Part II Crimes	1,169	1,056	938	814	728	-10.57%
Number of Arrests	2,006	1,938	1,840	1,733	1,728	-0.29%
Number of Criminal Summons	1,076	953	1,033	821	829	0.97%
Number of Protective Custody Cases	490	531	583	604	614	1.66%

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PUBLIC WORKS DEPARTMENT



**Administration & Technical Support
Division**



Highway Division

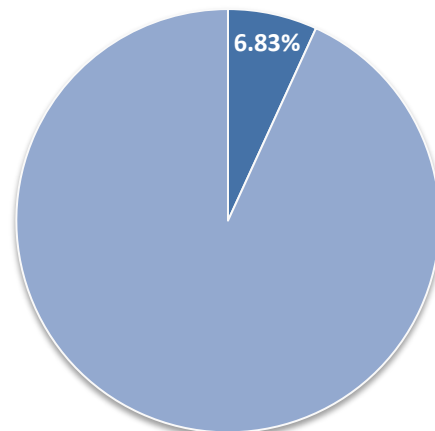


**Structures & Grounds
Division**

Percentage of FY18 General Fund Budget

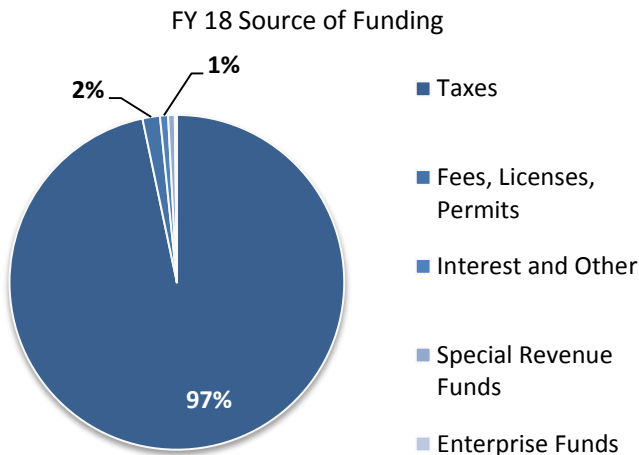
Mission Statement

The Mission of the Public Works Department 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.



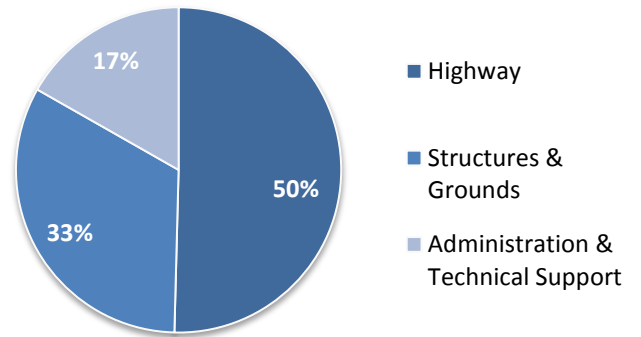
The Public Works Department comprises 6.83% of the overall General Fund budget; the third largest department after the School Department and Police Department. This budget also includes any deficit spending on snow removal from the previous year.

Public Works Department Financial Summary

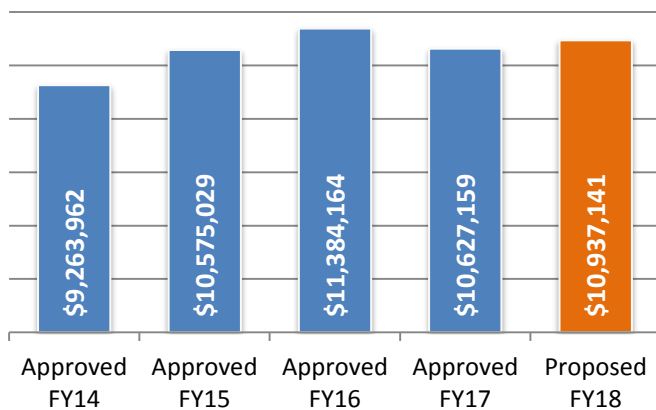


Taxes provide 97% of the funding for this operation.

Public Works Department FY18 Budget By Division



Public Works Department Budget History



The Highway Division is the largest operation within the Public Works Department General Fund operations representing 50% of the FY18 proposed budget.

The budget has increased from \$9.2 million in FY14 to \$10.9 million proposed FY18 or 18.06% over the five-year period. Costs associated with snow removal account for much of the fluctuation in the budget from year-to-year.

FISCAL YEAR 2018 BUDGET

PUBLIC WORKS DEPARTMENT

GENERAL FUND

Public Works Dept.	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 6,809,207	\$ 8,749,395	\$ 7,649,849	\$ 9,076,226	\$ 326,831	3.74%
Intergovernmental	50,823	-	-	-	-	0.00%
Fees, Licenses, Permits	184,790	184,000	174,295	184,000	-	0.00%
Interest and Other	103,400	101,800	102,320	85,000	(16,800)	-16.50%
Special Revenue Funds	63,500	70,570	70,570	70,570	-	0.00%
Enterprise Funds	21,345	21,345	21,345	21,345	-	0.00%
General Fund Reserves	2,601,787	1,500,049	1,500,000	1,500,000	(49)	0.00%
Total Sources	\$ 9,834,852	\$ 10,627,159	\$ 9,518,379	\$ 10,937,141	\$ 309,982	2.92%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 5,199,980	\$ 5,724,504	\$ 5,252,101	\$ 5,714,156	\$ (10,348)	-0.18%
Operating Expenses	4,001,868	4,266,655	3,725,105	4,571,985	305,330	7.16%
Capital Outlay	633,003	636,000	541,173	651,000	15,000	2.36%
Total Appropriation	\$ 9,834,852	\$ 10,627,159	\$ 9,518,379	\$ 10,937,141	\$ 309,982	2.92%

Employee Benefits Allocation:	
Life Insurance	\$ 373
Medicare	50,748
Health Insurance	220,646
County Retirement	839,335
Total Employee Benefits (1)	\$ 1,111,101

Total Expenditures Including Benefits	\$ 10,945,953
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Full-time Equivalent Employees	83.53	86.00	85.50	-0.50
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Department's FY18 proposed budget is increasing \$309,982 or 2.92%. This includes an increased budget of \$125,000 for snow removal. Excluding snow removal, the budget is increasing \$184,982, or 2.17%. Personnel costs are decreasing \$10,348, which includes all contractual obligations, elimination of 0.50 FTE for the Administration Division, and \$5,000 custodial overtime for the maintenance of public comfort stations. Operating costs are increasing a net of \$180,330 or 4.2% when excluding snow removal expenses. Public Works operating requests include \$3,000 for diesel/gasoline contract price increases, \$38,400 annual GPS vehicle tracking service, \$44,000 work order system, \$5,000 safety officer training budget, \$2,630 for Ridgewood Park maintenance, \$30,000 Stewart's Creek monitoring, \$42,000 disposal of street sweeping material, and \$5,300 for landscaping on Route 132. Capital outlay cost is increasing \$15,000. This includes continued level funding for vehicle replacements at \$500,000 and \$91,000 for building improvements and equipment replacement. Other costs include \$25,000 to maintain Town leased properties, and \$35,000 to replace DPW's fuel pump station. General Fund reserves and tax support represent 97% of the funding for this department.

Additional Funding Recommended

Public Works – Administration

1. GPS Vehicle Tracking System

\$40,000 Requested

\$38,400 Recommended

This decision package covers the second year's annual fee for the GPS system. The GPS system allows the DPW staff to monitor vehicle location, vehicle activity, vehicle speed, starts and stops, fuel usage, etc. However, the real power in the system comes in managing snow and ice, and other emergency response events. The DPW has replaced its existing snow and ice map with a large smart board. Those in the Emergency Response Center (ERC), and inspectors via tablets, can see where any vehicle is at any point of time. It also allows a first level of quality control as it can indicate when a street has been missed during a storm, and allows staff to respond accordingly prior to complaints. As our inspectors have tablets in the field, it also allows them to better monitor the contractor fleet, and ensure the Town is getting the most value for its contractor dollar. Finally, it has a feature that allows the citizens of the Town to see a simplified version of the system via the Town website, so they can see that plows are in their neighborhoods.

2. Work Order Systems

\$45,000 Requested

\$44,000 Recommended

The previous work orders systems were old, limited in function, and did not "communicate" with each other. The new system has proven to be very useful, tablet friendly so can be used in the field by inspectors and working supervisor, it has the ability to be tied to our new asset management system/GIS, and report friendly. Work orders are handled by one system despite Division, they can be sent immediately from the office to the field and the supervisor in the field can make entries from there. It will eliminate some of the more mundane data entry needs as when a piece of infrastructure is fixed the work order can be closed in the field and Asset Management will automatically be updated. Reports will be universal and able to provide the data decision makers require.

3. Safety Training Budget

\$10,000 Requested

\$5,000 Recommended

The request is to provide the new Department of Public Works Safety and Training Officer with a budget for class materials, trainings, safety equipment, lab testing, contract instructors, etc.

4. Stewart's Creek Monitoring Plan

\$30,000 Requested

\$30,000 Recommended

The request is to provide a budget for on-going monitoring, sampling and analysis of the Stewart's Creek. This work will ensure the restoration project is progressing as expected; and if not, will alert the Town and allow it to make changes as necessary. A monitoring program such as this was initially recommended in the Stewart's Creek Estuary Restoration Act Project Application, and was further recommended by our consultants as part of their review effort of the completed Army Corps of Engineers (USACE) project. A monitoring program will allow the Town to understand what is occurring in this very visible environment. It will also provide the DPW data it needs to inform discussions with various stakeholders regarding their particular interest in the creek.

Additional Funding Recommended (Continued)

5. Vehicles

\$500,000 Requested
\$500,000 Recommended

The DPW has approximately 150 pieces of equipment, which are used to conduct its day-to-day business for the Town. These vehicles are replaced when they reach the end of their useful life with monies from the Vehicle Op Cap budget. The DPW has created sustainable, long-term plans, for the vehicle program. The snow fighter initiative alone is saving the DPW over \$750,000 over this 5-year period, and over \$1.7M by FY2031. Other savings have come from the aggressive use of Chapter 90 funds for large vehicles (such as the Vac Truck in FY14, and the loader in FY15). We have been aggressive with the US Government DERMO program, getting a new large wrecker and water tanker for effectively no money. Finally, we are looking hard at how best to extend the life of our existing fleet to make sure we get as many years out of it as possible. These and other initiatives have allowed the DPW to level fund this program for a number of years, keeping the Vehicle Op Cap budget at \$500,000.

Public Works – Highway

6. Increase in gasoline/diesel

\$3,000 Requested
\$3,000 Recommended

The Town of Barnstable through a collaborative bidding process with Barnstable County, receives fixed contract prices for both gasoline and diesel wholesale purchases. Fiscal 2018 contract prices have increased over the previous year. The department requests funding to support the increase cost associated with these price increases.

7. Street Sweeping

\$42,000 Requested
\$42,000 Recommended

The current line item, which covers street sweeping, is inadequate to support the new disposal regulations. Street sweeping has previously been performed with a budget of \$42,000, which equals roughly \$105 an hour for work we have done. Lately the cost has risen to over \$199 per hour due to new disposal requirements at an approved DEP dumpsite.

8. Landscaping Route 132 Maintenance

\$5,300 Requested
\$5,300 Recommended

To fund the cost of supplying bark mulch for landscaping the beds along Iyannough Road (Route 132) Hyannis. The Highway Division has needed to reapply bark mulch to plant beds in the median of Route 132 annually. The cost is approaching \$3,000 per year, and exceeds the total value of the existing Forestry section landscaping budget. This, in turn, prevents them from doing other needed landscaping work in Town.

9. Fuel Pump Island

\$35,000 Requested
\$35,000 Recommended

Replace fuel pumps and control system located at the DPW administration building. The current fuel pumps are over 8 years old, out dated, and have been failing on a regular basis. The vendor who repairs them has advised us there is not much more we can do other than replace them, and parts are no longer available for portions of them. These pumps are a critical piece of infrastructure for our operations.

Additional Funding Recommended (Continued)

Public Works – Structures and Grounds

10. Ridgewood Park Expenses

\$5,530 Requested

\$2,630 Recommended

The Structures & Grounds Division will be taking over the maintenance of Ridgewood Park beginning December 1, 2016. The Ridgewood Park renovation was completed over a year and a half ago and was under a maintenance agreement with the contractor that is about to expire. The Structures & Grounds Division will incur increased labor and materials costs associated with the landscape enhancements realized through the Urban Development Grant. There are 11 zones of irrigation, over 1.5 acres of turf, benches, playground equipment, stone pathways, perennial beds, trash receptacles, teak benches and newly planted trees and shrubs that will need to be maintained and fertilized.

11. Building and Mechanical Systems Operating Capital

\$91,000 Requested

\$91,000 Recommended

The Structures & Grounds Division is responsible for the ongoing maintenance of (56) municipal facilities, 19 of which require HVAC systems year round. The Division uses this budget to fund repairs to facilities and equipment. The HVAC systems that support many of these facilities are in desperate need of upgrading and in some cases complete replacement with new more energy efficient units.

12. Leased Property Operating Capital

\$25,000 Requested

\$25,000 Recommended

The Structures & Grounds Division has been tasked with managing capital improvements for seven Town properties that are currently under lease agreements. Under this program a percentage of rental income is allocated for larger capital improvements that fall outside the responsibility of our tenants. The Town of Barnstable is responsible for maintaining our leased properties in serviceable condition under existing lease contracts. We must continue to invest in our properties if we are going to attract desirable tenants and obtain market rates.

13. Overtime / Public Restrooms Maintenance & Surveillance

\$10,000 Requested

\$5,000 Recommended

The Structures & Grounds Division in cooperation with the Barnstable Police Department implemented an improved surveillance and maintenance schedule for our public rest rooms beginning in July of 2016. This effort was in response to complaints from citizens and staff of increased vandalism, drug use and excessive loitering. The BPD Community Services Unit and DPW Custodial Staff increased surveillance and cleaning schedules to include hourly inspections resulting in a significant reduction in illegal activities and a noted improvement in the cleanliness of the facilities. This funding will continue this effort to provide weekend custodial coverage for both the Town Hall and North Street Comfort Stations from April 1st through December 31st.

Administration & Technical Support Division

Mission Statement

The Administration and Technical Support Section provides centralized administrative and technical support services to the Department’s five operating divisions. These services include policy and procedural guidance, program and capital planning, oversight of Division operations, procurement and budgetary management services, community relations and it maintains close liaison with the Town Manager. In addition, the Division provides efficient, cost-effective and professional quality engineering, architectural, survey, and project management services in support of capital improvement and other projects.

Recent Accomplishments

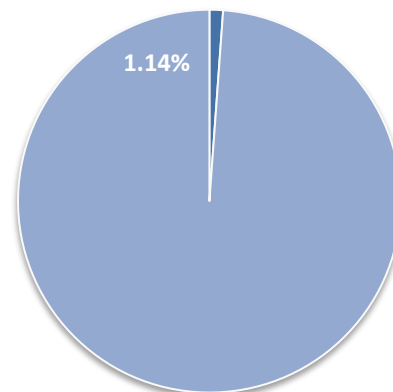
- Design Services for East Main Street Hyannis, streetscape improvements.
- Continued Comprehensive dredge permitting assistance and project management.
- Coordination with MassDOT for Route 28/Strawberry Hill Road intersection improvements.
- Continued Bearnse’s Way/Route 28 construction coordination with MassDOT.
- Gateway Marina Dredge Project construction oversight.
- Barnstable Intermediate School Repairs: Provide project management for the design and repairs to the School with document review and contract administration services. Project has been completed.
- Barnstable High School Cafeteria Repairs: Provided contract administration services for the repair of the facade. Project is completed.

Administration

Technical Support

Capital Projects

Percentage of FY18 General Fund Budget



This division comprises 1.14% of the overall General Fund budget.

Additional Recent Accomplishments

Town Engineer 2016 Accomplishments

Procurement and Management of the Following Contracted Technical Services:

- Design Services for Joshua's Pond recreation area improvements.
- Design Services for Barnstable Village streetscape improvements.
- Design Services for the Hyannis Dog Park.



Special Projects

- Bay Street Boat Ramp construction oversight.
- Inspection and review of traffic signal operation and supervision of signal repair.
- Review of multiple private sector projects involving public infrastructure improvements including, BJ's facility Attucks Lane, Hyannis and Chick-fil-A Restaurant Route 132, Hyannis.
- The work done in calendar year 2016 included 37.3 miles of roadway. This included 28 miles of preventative maintenance treatments (chipseals and cracksealing) and 9.3 miles of major repairs. In addition, the drainage program installed 18 drainage systems.
- Town Hall and School Administration Building (SAB) Historical Restoration Projects: Completed the full renovation of the Town Hall West Stair and Hearing Room. Initiated design work for renovation of the first floor corridor. Continued the engineering design for the replacement of the Town Hall steam heating system with a new energy efficient hot water system using modular boilers. Continued development of a building master plan in coordination with plans to secure the building.
- Paine Black House Restoration: Completed the installation of a new red cedar roof, white cedar shingle siding and trim, a new septic system, electrical service upgrade and new gas service and furnace.
- Hyannis Golf Club ADA Rest Room Renovations and Upgrade: Completed renovation of the rest room facilities to accommodate ADA requirements. Begin design work for improvements to the entrance, interior stair, stair windows, rear deck, and canopy.
- Tennis Courts: Completed the work at Barnstable West Barnstable Elementary School and the Waldorf School.
- MEA Facility Renovation: Completed major interior office expansion and renovations. Installed a new standby electrical generator.
- Old Town Hall: Completed Phase II of exterior renovations.

Additional Recent Accomplishments (Continued)

Survey accomplishments for 2016:

- Initiated program for establishing benchmarks along the coasts of Barnstable;
- Performed 26 "Tree" surveys;
- Performed 30 side line surveys of public ways;
- Performed topographic survey at Craigville Beach;
- Performed boundary and topographic survey for Joshua's pond redevelopment project; and
- Performed boundary and topographic survey for the entire Veteran's Park project.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

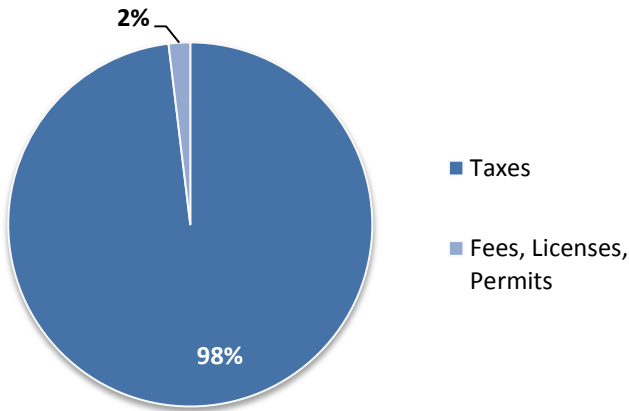
1. Complete DPW Safety Manual. **(SP: Public Health and Safety)**
2. Start the assessment program. **(SP: Public Health and Safety)**
3. Complete Nutrient Management Planning. **(SP: Environment and Natural Resources)**
4. Continue to leverage technology for more effectiveness. **(SP: Public Health and Safety, Finance)**
5. Continue to improve snow and ice procedures. **(SP: Public Health and Safety, Finance)**
6. Seamlessly integrate HYCC facility maintenance into DPW purview. **(SP: Infrastructure)**

Long Term:

1. Create an electronic filing system. **(SP: Communication)**
2. Broaden Asset Management Program to include all horizontal disciplines. **(SP: Education, Communication)**
3. Begin to create standardized SOP/Direction on subsurface road layout and develop utility corridors. **(SP: Education, Communication, Finance)**

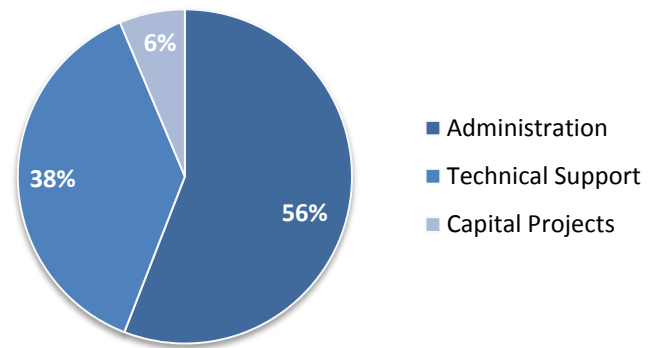
Administration & Technical Support Division Financial Summary

FY18 Source of Funding

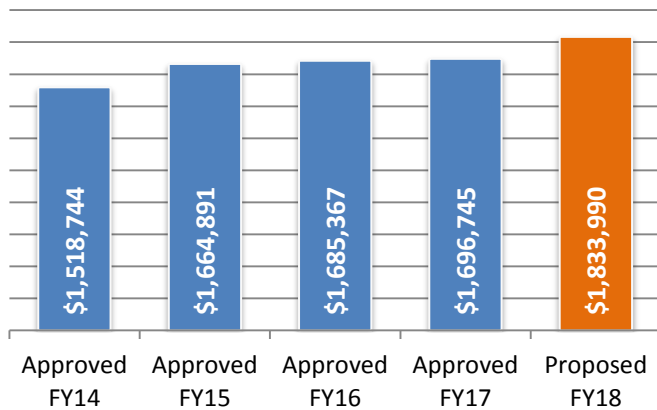


Taxes support 98% of the operation.

Administration & Technical Support Division FY18 Budget By Program



Administration & Technical Support Division Budget History



The Administration Program is the largest program area within this division representing 56%. This is mainly due to the management of all capital outlay within the Public Works Department being included in this program area.

The significant budget increase in FY15 resulted from an increase in the division’s annual capital outlay for vehicle and heavy equipment replacement. From FY14 to proposed FY18 the budget has increased 20.76%.

Admin & Tech Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 1,576,787	\$ 1,661,745	\$ 1,529,012	\$ 1,798,990	\$ 137,245	8.26%
Intergovernmental	48,091	-	-	-	-	0.00%
Fees, Licenses, Permits	31,170	35,000	38,090	35,000	-	0.00%
Interest and Other	100	-	520	-	-	0.00%
Total Sources	\$ 1,656,148	\$ 1,696,745	\$ 1,567,622	\$ 1,833,990	\$ 137,245	8.09%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 936,908	\$ 991,709	\$ 974,462	\$ 986,554	\$ (5,155)	-0.52%
Operating Expenses	86,237	69,036	51,987	196,436	127,400	184.54%
Capital Outlay	633,003	636,000	541,173	651,000	15,000	2.36%
Total Appropriation	\$ 1,656,148	\$ 1,696,745	\$ 1,567,622	\$ 1,833,990	\$ 137,245	8.09%

Employee Benefits Allocation:	
Life Insurance	\$ 69
Medicare	10,883
Health Insurance	68,578
County Retirement	333,776
Total Employee Benefits (1)	\$ 413,306
Total Expenditures Including Benefits	\$ 2,069,453

\$ 79
12,018
75,834
277,151
\$ 365,083
\$ 1,932,705

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$137,245 or 8.09%. Personnel costs are decreasing \$5,155 due to staff turnover and include all contractual obligations, and the elimination of 0.50 FTE Energy Coordinator position. Operating expenses are increasing \$127,000. Public Works operating requests include \$38,400 annual GPS vehicle tracking service, \$44,000 work order system, \$5,000 safety officer training budget, and \$30,000 Stewart's Creek monitoring. Capital outlay cost is increasing \$15,000. This includes continued level funding for vehicle replacements at \$500,000 and \$91,000 for building improvements and equipment replacement. Other costs include \$25,000 to maintain town leased properties, and \$35,000 to replace DPW's fuel pump station. An increase in tax support will provide for the budget increase of \$137,245.



Culvert Construction

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Admin Assistant to Public Works Director	0.55	0.55	0.55	-
Assistant Public Works Director	0.55	0.55	0.55	-
Director of Public Works	0.55	0.55	0.55	-
Energy Coordinator	0.48	0.50	-	(0.50)
Engineer Records Manager	1.00	1.00	1.00	-
Financial Coordinator	0.55	0.55	0.55	-
Principal Assistant	0.50	-	-	-
Safety Officer	-	0.55	0.55	-
Senior Engineer	1.00	1.00	1.00	-
Senior Engineering Technician	1.00	1.00	1.00	-
Senior Project Manager	1.20	1.20	1.20	-
Supervisory Project Engineer	1.00	-	-	-
Survey Assistant Instrument Technician	-	1.00	1.00	-
Survey Crew Chief	-	1.00	1.00	-
Surveying Field Technician	2.00	-	-	-
Town Architect	1.00	1.00	1.00	-
Town Engineer	0.55	0.55	0.55	-
Town Surveyor	1.00	1.00	1.00	-
Full-time Equivalent Employees	12.93	12.00	11.50	-0.50



Road Construction



Storm Drainage System

Description of Division Services Provided

Administration Program

This Division is organized into four groups. The Administration Group leads the Department and provides management and fiscal oversight. The Engineering Group supports the operational divisions with engineering and project management expertise in all matters relating to horizontal construction (roads, 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.



Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 912,705	\$ 913,375	\$ 791,618	\$ 1,025,282	\$ 111,907	12.25%
Total Sources	\$ 912,705	\$ 913,375	\$ 791,618	\$ 1,025,282	\$ 111,907	12.25%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 222,690	\$ 234,175	\$ 221,310	\$ 208,682	\$ (25,493)	-10.89%
Operating Expenses	57,012	43,200	29,135	165,600	122,400	283.33%
Capital Outlay	633,003	636,000	541,173	651,000	15,000	2.36%
Total Appropriation	\$ 912,705	\$ 913,375	\$ 791,618	\$ 1,025,282	\$ 111,907	12.25%

Employee Benefits Allocation:		
Life Insurance	\$ 15	\$ 18
Medicare	3,139	3,092
Health Insurance	6,507	6,835
County Retirement	78,879	80,250
Total Employee Benefits (1)	\$ 88,541	\$ 90,195
Total Expenditures Including Benefits	\$ 1,001,245	\$ 881,813

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

Technical Support Program

The information support program supplies services and records to other DPW divisions, various Town boards, committees and agencies, as well as the 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.



Technical Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 547,298	\$ 635,499	\$ 569,987	\$ 657,187	\$ 21,688	3.41%
Fees, Licenses, Permits	31,170	35,000	38,090	35,000	-	0.00%
Interest and Other	100	-	520	-	-	0.00%
Total Sources	\$ 578,568	\$ 670,499	\$ 608,597	\$ 692,187	\$ 21,688	3.23%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 554,046	\$ 650,194	\$ 589,665	\$ 666,882	\$ 16,688	2.57%
Operating Expenses	24,522	20,305	18,932	25,305	5,000	24.62%
Total Appropriation	\$ 578,568	\$ 670,499	\$ 608,597	\$ 692,187	\$ 21,688	3.23%

Employee Benefits Allocation:	
Life Insurance	\$ 54
Medicare	6,308
Health Insurance	54,399
County Retirement	133,306
Total Employee Benefits (1)	\$ 194,067
Total Expenditures Including Benefits	\$ 772,635

\$ 60
7,440
58,935
73,803
\$ 140,239
\$ 748,836

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

Capital Projects Program

The Capital Projects Program provides project and engineering management services for the capital projects. Project management of capital projects involves preliminary planning of a project through to the successful completion of the project. This entails planning, design or review of design by a consultant, permitting, bidding, construction, inspection, grant management, contract management, and all other management functions to assure the timely and cost effective completion of the capital project.

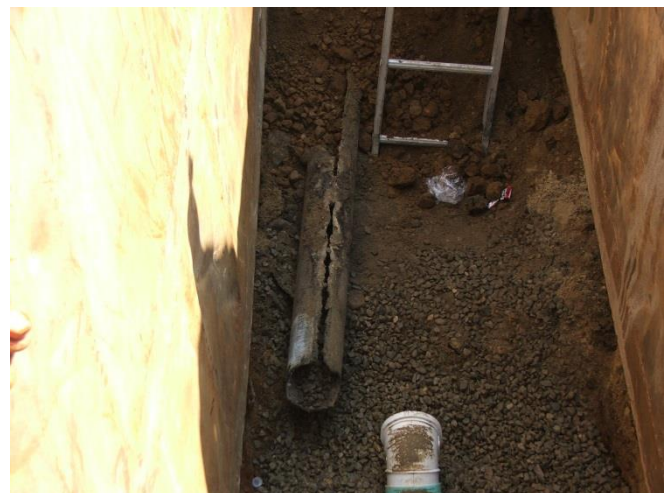
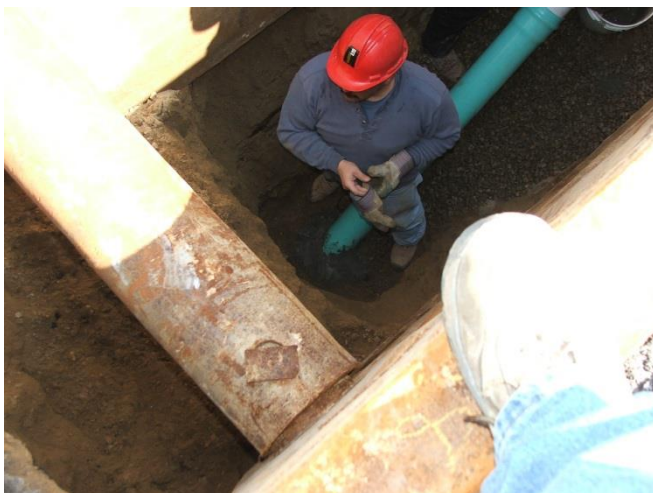


Capital Projects	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 116,784	\$ 112,871	\$ 167,407	\$ 116,521	\$ 3,650	3.23%
Intergovernmental	48,091	-	-	-	-	0.00%
Total Sources	\$ 164,875	\$ 112,871	\$ 167,407	\$ 116,521	\$ 3,650	3.23%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 160,172	\$ 107,340	\$ 163,487	\$ 110,990	\$ 3,650	3.40%
Operating Expenses	4,703	5,531	3,920	5,531	-	0.00%
Total Appropriation	\$ 164,875	\$ 112,871	\$ 167,407	\$ 116,521	\$ 3,650	3.23%

Employee Benefits Allocation:		
Life Insurance	\$ 1	\$ 1
Medicare	1,435	1,486
Health Insurance	7,671	10,064
County Retirement	121,591	123,098
Total Employee Benefits (1)	\$ 130,697	\$ 134,648
Total Expenditures Including Benefits	\$ 295,572	\$ 302,055

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



Capital Program Pipe Replacement

Highway Division

Mission Statement

The mission of the Highway Division is to protect, maintain and improve the Town’s roadway system, parking facilities, trees, and drainage facilities in a manner, which promotes maximum life of those facilities, improves traffic flow, and enhances both pedestrian and vehicular safety. 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.

Recent Accomplishments

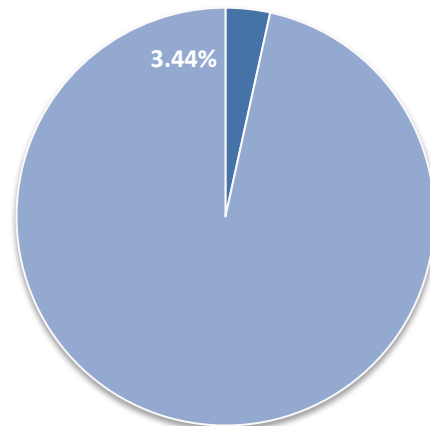
- The Division received and responded to over 2,303 unscheduled work requests from citizens.
- Cleaned over 1,228 catch basins.
- Installed 648 tons of new asphalt road patches.
- Applied liquid crack sealer to 10.32 miles of Town roads.
- Swept over 561 miles of roads and 43 parking lots.
- Replaced and maintained 1,759 street signs.
- Mowed 271 miles of road shoulders and picked up litter on 168 miles.
- Maintained 39 traffic and 13 school lights.
- Responded to 48 Traffic/school light malfunctions.

Roadway Maintenance

Equipment Support

Snow & Ice Removal

Percentage of FY18 General Fund Budget



The Highway Division comprises 3.44% of the overall General Fund budget.

Additional Recent Accomplishments

- With the help and cooperation of staff from other Divisions responded to 15 snow and ice events and removed over 40.5 inches of snow accumulation.
- Provided traffic control, fencing, sweeping, signs and decorations for many parades and festivities including Fourth of July, Village Festivals, Father's Day Car Show and the Pops by the Sea concert.
- Continued with rebuilding of Marsh Trail on Sandy Neck.
- Removed 65 hazardous trees town wide.
- Repaired 83 catch basin drainage systems.
- Repainted 480 stop bars, 183 crosswalks.
- Repainted 182 miles of fog lines Town-wide.
- Repainted 190 miles of center lines Town-wide.
- Removed and installed 4,481 of new guardrail.
- Opened the West Bay Drawbridge 4,346 times for boat traffic.
- Planted 13 new trees.



Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Clean 2,000 Catch Basins Town-wide. **(SP: Environment and Natural Resources, Infrastructure)**
2. Continue with sidewalk overlay repair program and guardrail replacement Town-wide, contingent on funding. **(SP: Infrastructure)**
3. Integrate the new DPW work order system into daily operations. **(SP: Communication, Education, Finance)**
4. Reorganize and staff the Osterville Drawbridge operations. **(SP: Finance)**

Long Term:

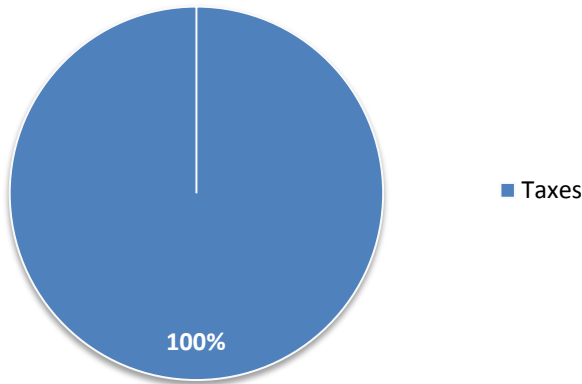
1. Develop staff training programs to insure that staff is knowledgeable in current technologies and efficient and safe methods related to their work environment. **(SP: Communication, Education, Public Health and Safety)**
2. Initiate results from Asset Management program study. **(SP: Infrastructure, Public Health and Safety)**



Road Construction

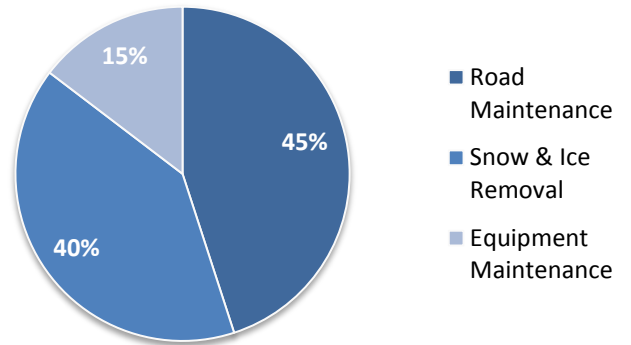
Highway Division Financial Summary

FY18 Source of Funding



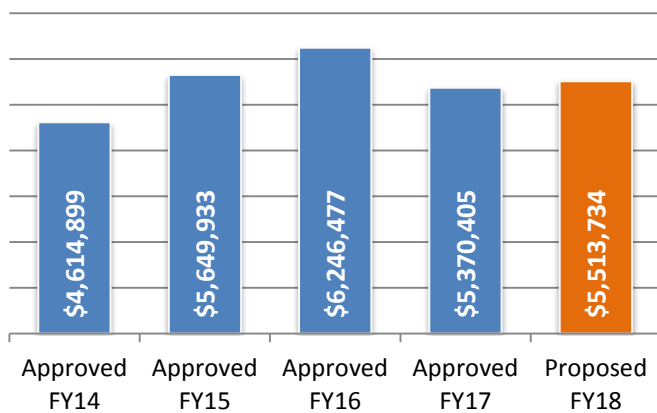
Taxes provide 100% of the support for this operation.

Highway Division FY18 Budget By Program



Roadway maintenance is the largest program area within the Highway Division comprising 45% of the proposed FY18 budget. The Snow & Ice Program will fluctuate from year-to-year depending upon the weather.

Highway Division Budget History



Highway's budget has increased from \$4.6 million in FY14 to \$5.5 million proposed in FY18, or 19.48% over the five-year period, mostly attributable to snow removal. FY16 required a large use of reserves to cover snow removal cost for the previous year.

FISCAL YEAR 2018 BUDGET

HIGHWAY DIVISION

GENERAL FUND

Highway Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 2,355,306	\$ 3,870,356	\$ 3,362,953	\$ 4,013,734	\$ 143,378	3.70%
Intergovernmental	2,732	-	-	-	-	0.00%
General Fund Reserves	2,601,787	1,500,049	1,500,000	1,500,000	(49)	0.00%
Total Sources	\$ 4,959,825	\$ 5,370,405	\$ 4,862,953	\$ 5,513,734	\$ 143,329	2.67%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,205,141	\$ 2,348,788	\$ 2,181,207	\$ 2,316,817	\$ (31,971)	-1.36%
Operating Expenses	2,754,684	3,021,617	2,681,746	3,196,917	175,300	5.80%
Total Appropriation	\$ 4,959,825	\$ 5,370,405	\$ 4,862,953	\$ 5,513,734	\$ 143,329	2.67%

Employee Benefits Allocation:	
Life Insurance	\$ 93
Medicare	13,742
Health Insurance	41,012
County Retirement	145,500
Total Employee Benefits (1)	\$ 200,346
Total Expenditures Including Benefits	\$ 5,160,171

\$ 101
21,354
51,418
154,596
\$ 227,469
\$ 5,090,422

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$143,329 or 2.67%. Excluding snow removal, the budget is increasing \$18,329 or 0.56%. Personnel costs are decreasing \$31,971. This includes staff turnover and contractual obligations. Excluding snow removal cost, operating costs are increasing \$50,300 or 5.02%. Highway requests include \$3,000 diesel/gasoline contract price increases, \$42,000 for street sweep disposal cost, \$5,300 landscaping cost for Route 132. Tax support will increase \$143,378 or 3.70% in FY18 to fund this operation.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative Assistant Highway	1.00	1.00	1.00	-
Arborist	2.00	2.00	2.00	-
Bridge Operator/Laborer Craftsperson	-	3.00	3.00	-
Courier/Maintenance Person	0.50	0.50	0.50	-
Division Supervisor Highway	1.00	1.00	1.00	-
Equipment Operator	14.00	11.00	11.00	-
Forestry Foreman	1.00	1.00	1.00	-
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	4.00	5.00	5.00	-
Principal Division Assistant Highway	1.00	1.00	1.00	-
Section Foreman	2.00	2.00	2.00	-
Working Foreman	3.00	4.00	4.00	-
Full-time Equivalent Employees	35.50	37.50	37.50	0.00



Road Pavement Comparison



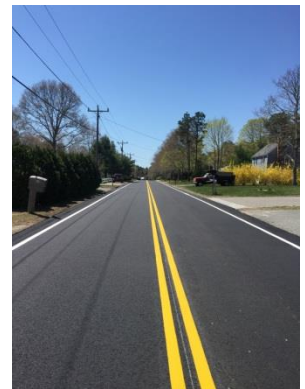
Completed Road Pavement and Guardrail

Description of Division Services Provided

The Division is organized into four Sections: the Traffic Section, the Forestry Section, the Roads Section, and the Equipment Section. The Division is responsible for 260 miles of town roads, 70 miles of town sidewalks, 4 miles of bike paths, 74 town parking lots, 4,000 drainage systems on town roads, 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, and over 48,500 feet of guardrail. It also performs emergency repairs to 200 miles of private roads, and operates and maintains the Town’s only drawbridge. The Division also maintains the DPW fleet of over 150 vehicles including trucks, automobiles, street sweepers, backhoes and everything in between. The crews are supported by a small office staff, which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for the DPW.

Roadway Maintenance Program

The Roadway Maintenance Program is responsible for 250 miles of Town roads, 70 miles of Town sidewalks, 4 miles of bike paths, 74 Town parking lots, 6 bridges and over 4,000 drainage systems on Town roads. It also performs emergency repairs to 200 miles of private roads, sweeps Town roads and private roads on an emergency basis, grades 91 gravel roads, removes brush and mows 144 lane miles of Town road shoulders, and removes litter from 250 miles of Town roads. In addition, the division maintains over 8,000 regulatory and non-regulatory signs on Town roads and street signs on private roads, maintains and repairs 1,100 feet of guardrails on Town roads, and provides pavement marking on Town primary roads and parking lots. The Forestry section plants approximately 25 new trees per year and maintains and waters 100 trees per week during the summer months. The bridge crew operates the drawbridge and the courier moves interdepartmental mail, as well as picking up dead animals. The Roadway Maintenance program focuses on our goal of infrastructure maintenance, deals expeditiously with daily complaints, strives to complete the preparations necessary for the following year’s roadway resurfacing program and, increasingly, accomplishes construction projects such as drainage improvements. During winter storms, everyone works to keep our roadways passable.



Road Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 2,034,369	\$ 2,428,815	\$ 1,897,681	\$ 2,481,325	\$ 52,510	2.16%
Total Sources	\$ 2,034,369	\$ 2,428,815	\$ 1,897,681	\$ 2,481,325	\$ 52,510	2.16%
Expenditure Category						
Personnel	\$ 1,506,274	\$ 1,778,979	\$ 1,453,895	\$ 1,784,189	\$ 5,210	0.29%
Operating Expenses	528,096	649,836	443,786	697,136	47,300	7.28%
Total Appropriation	\$ 2,034,369	\$ 2,428,815	\$ 1,897,681	\$ 2,481,325	\$ 52,510	2.16%
Employee Benefits Allocation:						
Life Insurance	\$ 56		\$ 60			
Medicare	4,839		12,214			
Health Insurance	17,247		26,714			
County Retirement	82,608		76,307			
Total Employee Benefits (1)	\$ 104,750		\$ 115,295			
Total Expenditures Including Benefits	\$ 2,139,119		\$ 2,012,976			

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

Equipment Maintenance Support Program

The Equipment Maintenance Support Program maintains a 150-unit fleet of vehicles, which includes trucks, automobiles, street sweepers, backhoes and everything in-between. We do this for all divisions of the DPW, as well as Marine & Environmental Affairs (including Natural Resources, Animal Control, Sandy Neck and Harbormaster programs), Weights and Measures, Recreation, and the Hyannis Youth & Community Center. The Equipment Maintenance Support Program also maintains 27 traffic signals, 13 school flashers, the Osterville drawbridge, and operates the municipal fueling depot.



Equipment Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 825,406	\$ 841,590	\$ 865,272	\$ 807,409	\$ (34,181)	-4.06%
Total Sources	\$ 825,406	\$ 841,590	\$ 865,272	\$ 807,409	\$ (34,181)	-4.06%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 435,843	\$ 489,809	\$ 466,818	\$ 452,628	\$ (37,181)	-7.59%
Operating Expenses	389,563	351,781	398,454	354,781	3,000	0.85%
Total Appropriation	\$ 825,406	\$ 841,590	\$ 865,272	\$ 807,409	\$ (34,181)	-4.06%

Employee Benefits Allocation:		
Life Insurance	\$ 25	\$ 28
Medicare	5,353	6,002
Health Insurance	18,909	19,853
County Retirement	62,891	78,289
Total Employee Benefits (1)	\$ 87,178	\$ 104,171
Total Expenditures Including Benefits	\$ 912,584	\$ 969,443

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



Highway Snow Removal Equipment



Road Construction

Snow & Ice Removal Program

The Snow & Ice Removal Program provides for snow and ice removal from 450 miles of roads comprised of 201 miles of Town roads, 49 miles of county roads, 200 miles of private roads, 54 municipal parking areas containing 46 acres, and 70 miles of Town sidewalks and four miles of bike paths. The program goal is to remove a large portion of the accumulated snow and ice from its areas of responsibility as quickly as possible. The removal is intended to be of sufficient width and depth to allow the adequately prepared public to travel at reduced speeds throughout the Town. The Department does not attempt to achieve bare pavement during any storm. The practice is far too expensive and the large quantities of salt required would be detrimental to the environment.



Snow & Ice Removal	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ -	\$ 599,951	\$ 600,000	\$ 725,000	\$ 125,049	20.84%
Intergovernmental	2,732	-	-	-	-	0.00%
General Fund Reserves	2,601,787	1,500,049	1,500,000	1,500,000	(49)	0.00%
Total Sources	\$ 2,604,519	\$ 2,100,000	\$ 2,100,000	\$ 2,225,000	\$ 125,000	5.95%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 263,024	\$ 80,000	\$ 260,494	\$ 80,000	\$ -	0.00%
Operating Expenses	1,837,026	2,020,000	1,839,506	2,145,000	125,000	6.19%
Total Appropriation	\$ 2,100,050	\$ 2,100,000	\$ 2,100,000	\$ 2,225,000	\$ 125,000	5.95%

Employee Benefits Allocation:		
Life Insurance	\$ 12	\$ 13
Medicare	3,551	3,138
Health Insurance	4,856	4,851
Total Employee Benefits (1)	\$ 8,419	\$ 8,002
Total Expenditures Including Benefits	\$ 2,108,468	\$ 2,108,002

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

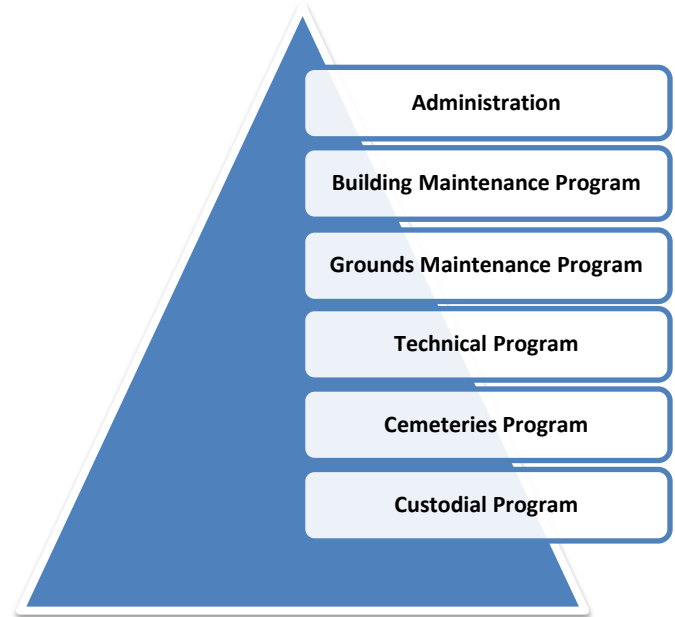


Snow Removal Equipment

Structures & Grounds Division

Mission Statement

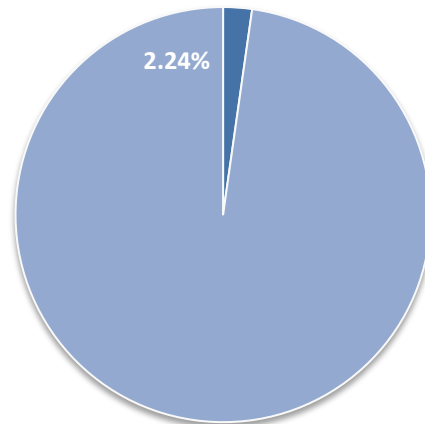
The mission of the Structures & Grounds Division is to protect, enhance and maintain the Town’s buildings, parks, cemeteries, marinas, recreational and community facilities and resources. We strive to accomplish this in a manner that maximizes safety, life, utility and enhances the Town’s unique environmental and aesthetic qualities. Our goal is to construct, renovate and maintain our facilities in the most responsive, and cost effective manner without diminishing the quality we seek to implement.



Recent Accomplishments

- Completed 98 HVAC related service calls.
- Completed 274 building maintenance and repair work orders.
- Completed 168 electrical related service and repair work orders.
- Completed 66 plumbing related service work orders.
- Completed 63 locksmith related work orders.
- Completed 74 phone service and hardware relocation work orders.
- Completed 169 custodial services work orders and provided interior painting services.
- Provided expanded weekend custodial services to improve maintenance and surveillance of the Hyannis Public Restrooms.
- Replaced sub floor and provided carpentry support for Solid Waste Gatehouse renovation.

Percentage of FY18 General Fund Budget



The Structures & Grounds Division comprises 2.24% of the overall General Fund budget.

Additional Recent Accomplishments

- Replaced 1,500 square feet of cedar clapboard, fascia, door and window trim and installed cupola and weathervane assembly in support of the Craigville Bathhouse restoration project.
- Provided comprehensive carpentry serviced for the Burgess Barn restoration project including fabrication of historically correct sliding barn door, installation of new siding, trim, and cedar gutter replacement.
- Completed phase two of MEA interior office renovations including new flooring, ceiling finishes, lighting, electrical upgrades and painting.
- Constructed handrail and windbreak for Kalmus Beach Pavilion.
- Completed Bearse's Way and Main Street LED lighting conversion project to include 158 decorative poles.
- Replaced 40-ton failed AC chiller at the JFK Museum Facility.
- Assisted with large-scale homeless camp clean ups at multiple locations.
- Prepped and painted JFK Memorial pool and concrete deck surround.
- Provided installation and removal services for 189 docks and finger piers at six (6) marina locations.
- Completed phase one of renovations at Lopes Field to include: grooming infield and playing surfaces, installation of new concrete pad and four sets of re-purposed bleachers, new fencing on back-stop and protective fencing for player and spectator areas, installed 2 new player benches, and installed new heavy duty gate and guard-rail system.
- Completed renovation of Sea Street Beach Park to include: Installation of 13 new composite picnic tables, aggressive trimming of trees and vegetation, installation of 900+ feet of pressure treated post (guard-rail), installation of new emergency access gate, complete renovation of traffic island with new granite bench and plantings.
- Issued, mapped and deeded 89 gravesites.
- Poured concrete monument foundations and set 113 grave markers.
- Continued selective restoration of ancient gravestones.
- Restored Beechwood Cemetery field stone entrance pillars and stonewalls.



Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Implement transitional plan to assume control of the HYCC Facility mechanical systems, ice maintenance and custodial services. **(SP: Infrastructure, Public Health and Safety)**
2. Working with DPW Administration, consolidate, and find efficiencies, with municipal trash pick-up in Town. **(SP: Public Health and Safety, Finance)**

Long Term:

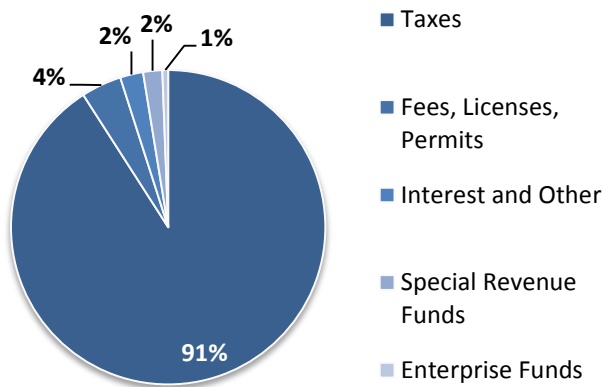
1. In cooperation with the Community Services Department work on implementing improved management and maintenance plans for the Hyannis Youth & Community Center throughout FY18. These improvements will include written life safety and evacuation plans, contracted services for HVAC and refrigeration plant maintenance and comprehensive custodial services. **(SP: Infrastructure, Public Health and Safety, Communication)**
2. Develop and promote a facilities energy use policy for all Town Departments. Continue to bring forward energy conservation and generation measures throughout our municipal facilities. **(SP: Infrastructure, Finance)**
3. Continue to establish a preventive maintenance program for all municipal facilities under management. This program will place an emphasis on reducing mechanical failures by providing scheduled preventive maintenance procedures. This effort will allow the division to stock common replacement parts, identify major repairs, insure reliability of our systems and reduce maintenance and operating costs. **(SP: Infrastructure, Finance)**



Public Works Team

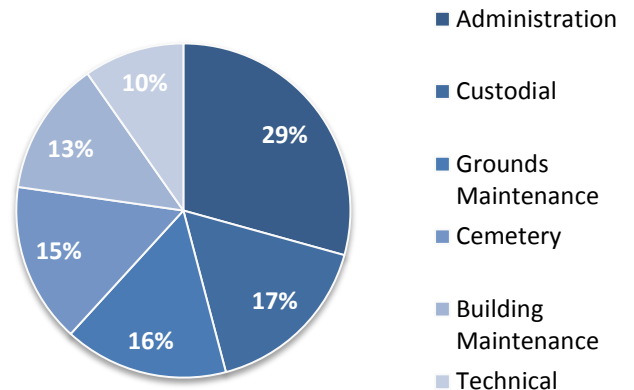
Structures & Grounds Division Financial Summary

FY18 Source of Funding

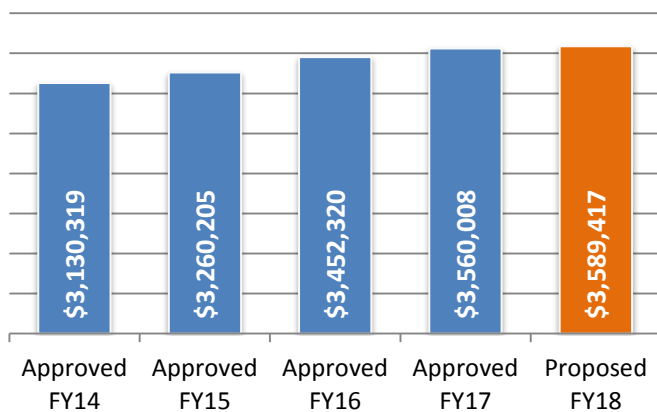


Taxes provide 91% of the support for this operation.

Structure & Grounds Division FY18 Budget By Program



Structures & Grounds Division Budget History



Administration is the largest program area within the Structures & Grounds Division. This program includes all the utility budgets for the Town.

The division's budget has increased from \$3.1 million in FY14 to \$3.58 million proposed in FY18, or 14.67% over the five-year period.

Structures & Grounds Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 2,877,114	\$ 3,217,293	\$ 2,757,884	\$ 3,263,502	\$ 46,209	1.44%
Fees, Licenses, Permits	153,620	149,000	136,205	149,000	-	0.00%
Interest and Other	103,300	101,800	101,800	85,000	(16,800)	-16.50%
Special Revenue Funds	63,500	70,570	70,570	70,570	-	0.00%
Enterprise Funds	21,345	21,345	21,345	21,345	-	0.00%
Total Sources	\$ 3,218,879	\$ 3,560,008	\$ 3,087,804	\$ 3,589,417	\$ 29,409	0.83%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,057,932	\$ 2,384,006	\$ 2,096,432	\$ 2,410,785	\$ 26,779	1.12%
Operating Expenses	1,160,947	1,176,002	991,372	1,178,632	2,630	0.22%
Total Appropriation	\$ 3,218,879	\$ 3,560,008	\$ 3,087,804	\$ 3,589,417	\$ 29,409	0.83%

Employee Benefits Allocation:	
Life Insurance	\$ 211
Medicare	26,123
Health Insurance	111,057
County Retirement	360,059
Total Employee Benefits (1)	\$ 497,450
Total Expenditures Including Benefits	\$ 3,716,328

\$ 217
26,646
122,162
388,550
\$ 537,575
\$ 3,625,379

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$29,409 or 0.83%. Personnel costs are increasing \$26,779. This includes all contractual obligations, staff turnover, and \$5,000 for custodial overtime to support public bathhouses during the tourist season. Operating costs are increasing \$2,630. The \$2,630 operating requests is for maintenance of Ridgewood Park. Tax support for this division is increasing \$46,209 or 1.44%.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative Assistant	1.00	1.00	1.00	-
Carpenter	5.00	3.00	3.00	-
Cemeteries Foreman	1.00	1.00	1.00	-
Cemetery Services Coordinator	1.00	1.00	1.00	-
Custodian	6.00	7.00	7.00	-
Equipment Operator	2.00	2.00	2.00	-
General Foreman	1.00	1.00	1.00	-
Laborer/Craftsperson	5.00	6.00	6.00	-
Maintenance Technician	4.00	6.00	6.00	-
Principal Dept/Div Assistant	1.10	1.50	1.50	-
Section Foreman	3.00	2.00	2.00	-
Structures & Grounds Div. Supervisor	1.00	1.00	1.00	-
Working Foreman	4.00	4.00	4.00	-
Full-time Equivalent Employees	35.10	36.50	36.50	0.00

Description of Division 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 Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 861,769	\$ 948,002	\$ 854,612	\$ 966,792	\$ 18,790	1.98%
Interest and Other	101,800	101,800	101,800	85,000	(16,800)	-16.50%
Total Sources	\$ 963,569	\$ 1,049,802	\$ 956,412	\$ 1,051,792	\$ 1,990	0.19%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 292,440	\$ 317,101	\$ 308,908	\$ 317,831	\$ 730	0.23%
Operating Expenses	671,128	732,701	647,504	733,961	1,260	0.17%
Total Appropriation	\$ 963,569	\$ 1,049,802	\$ 956,412	\$ 1,051,792	\$ 1,990	0.19%

Employee Benefits Allocation:		
Life Insurance	\$ 17	\$ 17
Medicare	3,758	3,834
Health Insurance	31,385	34,524
County Retirement	57,390	62,156
Total Employee Benefits (1)	\$ 92,551	\$ 100,530
Total Expenditures Including Benefits	\$ 1,056,119	\$ 1,056,942

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

Grounds Maintenance Program

The Grounds Maintenance program provides maintenance, beautification, and improvements for 52 acres of municipal grounds. This includes 12 parks, 49 traffic islands, 29 memorial islands, 21 facilities grounds, 3 playgrounds, 6 ball fields, 4 tennis courts, 43 ways to water, and 17 beaches. It includes administration of the Town’s Adopt-A-Spot program for 47 locations, support to the Conservation Division with conservation land maintenance, support to the Recreation Division with beach raking and building maintenance and support to the Engineering Division with landscaping tasks on specific projects. It also provides support for the Division’s marina and building maintenance programs and assists the Highway Division with snow and ice control. This program also includes tree care, planting, flowerbeds maintenance, and management of a 20’X48’ greenhouse.



Grounds Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 452,864	\$ 461,174	\$ 426,681	\$ 478,181	\$ 17,007	3.69%
Special Revenue Funds	63,500	70,570	70,570	70,570	-	0.00%
Enterprise Funds	21,345	21,345	21,345	21,345	-	0.00%
Total Sources	\$ 537,709	\$ 553,089	\$ 518,596	\$ 570,096	\$ 17,007	3.07%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 434,347	\$ 460,656	\$ 434,753	\$ 476,293	\$ 15,637	3.39%
Operating Expenses	103,362	92,433	83,843	93,803	1,370	1.48%
Total Appropriation	\$ 537,709	\$ 553,089	\$ 518,596	\$ 570,096	\$ 17,007	3.07%

Employee Benefits Allocation:	
Life Insurance	\$ 48
Medicare	6,422
Health Insurance	5,601
County Retirement	53,992
Total Employee Benefits (1)	\$ 66,062
Total Expenditures Including Benefits	\$ 603,771

\$ 50
6,550
6,161
71,621
\$ 84,382
\$ 602,978

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



Structures & Grounds Maintained Flower Beds and Equipment

Building Maintenance Program

The Building Maintenance Program is responsible for emergency and scheduled maintenance/repairs to over seven municipal buildings including the Town Hall Campus, the Police Department, HYCC, comfort stations, beach houses, and all Department/Division facilities. This team is comprised of carpenters, plumbers, painters and laborers who work together on repair, renovations and even new construction at municipal facilities. This program assists the Recreation Division with the set-up and removal of beach ramps, ticket booths and lifeguard stations at all our beaches. It is responsible for monitoring/maintenance/repairs and construction/renovation projects for 3 marinas, 6 docks and 17 boat ramps. This section maintains, replaces and constructs new pilings, 12,000 sq. ft. of floats and 14 ramps. They perform the seasonal installation and removal of these floats. Additionally, this team provides support to the Highway Division for snow and ice control and the Town Clerk for all elections.



Building Maintenance	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 438,064	\$ 516,544	\$ 362,399	\$ 467,280	\$ (49,264)	-9.54%
Total Sources	\$ 438,064	\$ 516,544	\$ 362,399	\$ 467,280	\$ (49,264)	-9.54%
Expenditure Category						
Personnel	\$ 299,507	\$ 414,844	\$ 282,093	\$ 365,580	\$ (49,264)	-11.88%
Operating Expenses	138,557	101,700	80,306	101,700	-	0.00%
Total Appropriation	\$ 438,064	\$ 516,544	\$ 362,399	\$ 467,280	\$ (49,264)	-9.54%
Employee Benefits Allocation:						
Life Insurance	\$ 24		\$ 26			
Medicare	3,355		3,422			
Health Insurance	20,742		22,816			
County Retirement	55,178		44,000			
Total Employee Benefits (1)	\$ 79,299		\$ 70,264			
Total Expenditures Including Benefits	\$ 517,363		\$ 432,663			

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

Custodial Program

The Custodial Program provides janitorial services for six municipal office buildings, four comfort stations, three community buildings, one cemetery office and the Barnstable Police Station facility. Cleaning schedules provide daily routine maintenance including floor care, dusting, restroom cleaning/sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is also responsible for purchasing, inventorying and distributing of all cleaning supplies in support of municipal facilities and recreational programs at 14 beach buildings. Additional services include building security, safety inspections, meeting set-up, special events support, interior painting, walkway de-icing and preventive maintenance tasks.



Custodial Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 544,708	\$ 580,318	\$ 531,050	\$ 595,734	\$ 15,416	2.66%
Total Sources	\$ 544,708	\$ 580,318	\$ 531,050	\$ 595,734	\$ 15,416	2.66%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 443,301	\$ 499,268	\$ 458,025	\$ 514,684	\$ 15,416	3.09%
Operating Expenses	101,407	81,050	73,025	81,050	-	0.00%
Total Appropriation	\$ 544,708	\$ 580,318	\$ 531,050	\$ 595,734	\$ 15,416	2.66%

Employee Benefits Allocation:		
Life Insurance	\$ 66	\$ 67
Medicare	4,638	4,730
Health Insurance	14,331	15,764
County Retirement	72,630	82,163
Total Employee Benefits (1)	\$ 91,664	\$ 102,724
Total Expenditures Including Benefits	\$ 636,372	\$ 633,774

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

Technical Program

The Technical Program team consists of a licensed electrician and HVAC technician who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They respond to problem calls, troubleshoot, repair, maintain and install equipment throughout our facilities. This team is very concerned with safety, energy efficiency and comfort levels. This program gives support to the Information Technology Division through their data network wiring capabilities. They also provide support to the Highway Division to help light up the Village Green, Bismore Park and the Airport Rotary with colorful Christmas light displays.



Technical Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 257,805	\$ 359,032	\$ 204,910	\$ 349,120	\$ (9,912)	-2.76%
Total Sources	\$ 257,805	\$ 359,032	\$ 204,910	\$ 349,120	\$ (9,912)	-2.76%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 159,194	\$ 240,837	\$ 140,970	\$ 230,925	\$ (9,912)	-4.12%
Operating Expenses	98,611	118,195	63,940	118,195	-	0.00%
Total Appropriation	\$ 257,805	\$ 359,032	\$ 204,910	\$ 349,120	\$ (9,912)	-2.76%

Employee Benefits Allocation:			
Life Insurance	\$ 17		\$ 18
Medicare	2,160		2,203
Health Insurance	10,572		11,630
County Retirement	37,889		36,590
Total Employee Benefits (1)	\$ 50,638		\$ 50,441
Total Expenditures Including Benefits	\$ 308,444		\$ 255,351

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

Cemeteries Program

The Cemetery Program provides maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance and care of 14 Town cemeteries, office building and maintenance garage. The section provides preventive maintenance and repair of all grounds and interment services equipment. It provides scheduling, coordination and supervision of funeral services and interment excavation services for approximately 225 burials annually, installation of burial vaults, monument foundations, and marker setting. Maintains accurate records systems data base, cemetery lot mapping, and lot sales support; restores ancient headstones as time and resources permit, and expansion of raw land for future lot development. Additionally, it provides support to the Highway Division with snow/ice control. This Division recently dedicated a 96-niche Columbarium at Mosswood Cemetery.



Cemetery Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 321,905	\$ 352,223	\$ 378,232	\$ 406,395	\$ 54,172	15.38%
Fees, Licenses, Permits	153,620	149,000	136,205	149,000	-	0.00%
Interest and Other	1,500	-	-	-	-	0.00%
Total Sources	\$ 477,025	\$ 501,223	\$ 514,437	\$ 555,395	\$ 54,172	10.81%
Expenditure Category						
Personnel	\$ 429,142	\$ 451,300	\$ 471,683	\$ 505,472	\$ 54,172	12.00%
Operating Expenses	47,882	49,923	42,754	49,923	-	0.00%
Total Appropriation	\$ 477,025	\$ 501,223	\$ 514,437	\$ 555,395	\$ 54,172	10.81%
Employee Benefits Allocation:						
Life Insurance	\$ 39		\$ 39			
Medicare	5,791		5,907			
Health Insurance	28,426		31,268			
County Retirement	82,980		92,020			
Total Employee Benefits (1)	\$ 117,235		\$ 129,234			
Total Expenditures Including Benefits	\$ 594,260		\$ 643,671			

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

Building Services Department

Mission Statement

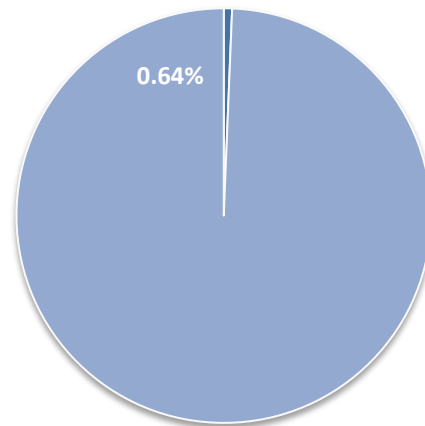
The mission of the Building Services Department is to provide fair and consistent inspectional services throughout the Town of Barnstable, including expert plan review for proposed projects encompassing both residential and commercial properties and zoning and code enforcement, while maintaining and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



Recent Accomplishments

- Inspection and opening of Ethan Allen, BJ’s Wholesale expansion. Trader Joe’s expansion and Home Depot expansion.
- Conducted over 112 team inspections to address quality of life concerns.
- Internal plan review functions now facilitated by Chief Local Inspector.
- Conducted 52 Site Plan Review meetings.
- Pre-application meetings implemented to provide meaningful feedback concerning code requirements.
- Provided oversight of 115 abandoned and foreclosed properties.
- Implemented e-permitting successfully issuing 3,740 residential permits, 234 commercial permits, 195 occupancy permits, 315 certificates of inspection, 3,643 plumbing and gas permits, 3,103 electrical permits and 84 sign permits.

Percentage of FY18 General Fund Budget



This Building Services Department comprises 0.64% of the overall General Fund budget.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Continue to investigate quality of life issues in the Town's neighborhoods. **(SP: Economic Development, Public Health and Safety)**
2. Ensure safe, permitted dwelling structures for citizens of the Town. **(SP: Economic Development, Public Health and Safety, Regulatory Process and Performance)**

Long Term:

1. Continue to provide public safety services. **(SP: Public Health and Safety)**
2. Respond to emergency inspection requests by Police and Fire as well as other divisions and agencies. **(SP: Public Health and Safety, Communication)**
3. Assess unsafe structures. **(SP: Public Health and Safety)**
4. Receive, review, issue and inspect all permits. **(SP: Economic Development, Public Health and Safety, Regulatory Process and Performance)**



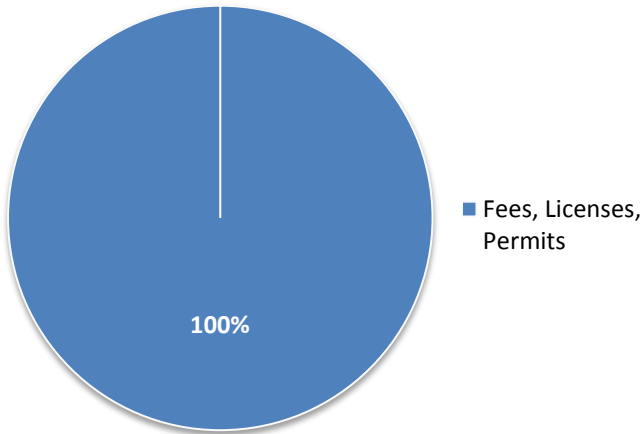
Residential Kitchen - Inspections



New Building Growth – Renovated Building

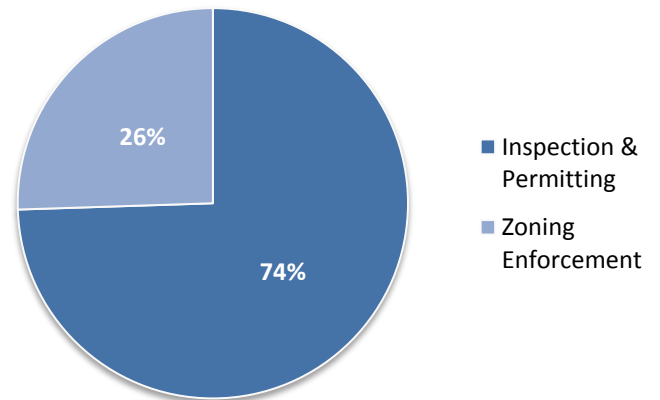
Building Services Department Financial Summary

FY18 Source of Funding

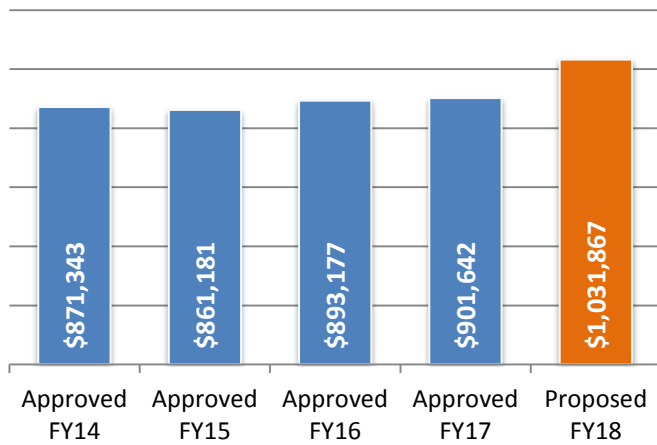


Funding for the operations are entirely covered by permits issued and no tax support is provided.

Building Services Department FY18 Budget By Program



Building Services Department Budget History



The Inspection & Permitting Program comprises 74% of the Division's budget.

This budget has increased from \$871,343 in FY14 to \$1,031,867 proposed budget or 18.42% over the five-year period. The spike in FY18 is the result of integrating the Building Services Revolving Fund into the General Fund.

Building Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fees, Licenses, Permits	\$ 1,514,007	\$ 1,258,150	\$ 1,407,350	\$ 1,288,000	\$ 29,850	2.37%
Charges for Services	698	-	-	-	-	0.00%
Total Sources	\$ 1,514,705	\$ 1,258,150	\$ 1,407,350	\$ 1,288,000	\$ 29,850	2.37%
Expenditure Category						
Personnel	\$ 758,007	\$ 853,971	\$ 747,120	\$ 978,796	\$ 124,825	14.62%
Operating Expenses	40,903	47,671	41,100	54,671	7,000	14.68%
Total Appropriation	\$ 798,910	\$ 901,642	\$ 788,220	\$ 1,033,467	\$ 131,825	14.62%
Employee Benefits Allocation:						
Life Insurance	\$ 104		\$ 104			
Medicare	10,214		10,418			
Health Insurance	47,374		52,111			
County Retirement	156,119		161,834			
Total Employee Benefits (1)	\$ 213,810		\$ 224,467			
Total Expenditures Including Benefits	\$ 1,012,720		\$ 1,012,687			

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$130,225 or 14.44%. Personnel cost is increasing \$123,225. This includes all contractual obligations, and 2 FTE's transferred from the Building Services Revolving Fund. These 2 FTE's are \$64,436 for a Local Inspector and \$46,092 for a Permit Technician. The remaining request is for \$7,516 to support a part-time clerk position. Operating cost will increase \$7,000 to support costs associated with the E-permitting for PayPal fees. Fees generated by the division cover 100% of the direct operating costs.



Audi Dealer



Ethan Allen

New Building Growth – Audi Car Dealership and Ethan Allen Construction Projects

Additional Funding Recommended

Building Services – Inspection & Permitting

1. PayPal Expenses

\$7,000 Requested
\$7,000 Recommended

Unexpected permitting fees were incurred with the implementation of the electronic permitting process. These fees have not been factored into the operating budget of the Building Division. It has become increasingly labor intensive and more expensive to assume the full burden of this cost. In addition to the incurring the PayPal expense for all valid transactions, we must also incur the reimbursement costs for those e-permits withdrawn or invalidated.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative Assistant	1.00	1.00	1.00	-
Building Commissioner	1.00	1.00	1.00	-
Chief Local Inspector		1.00	1.00	-
Chief Zoning Enforcement Officer		1.00	1.00	-
Gas & Plumbing Inspector	2.00	2.00	2.00	-
Local Inspector	3.00	2.00	3.00	1.00
Officer Manager Building	1.00	1.00	1.00	-
Permit Technician	1.00	1.00	2.00	1.00
Wire Inspector	1.50	1.50	1.50	-
Zoning Board/Site Plan Reviewc	0.50	0.50	0.50	-
Zoning Enforcement Officer	1.00	-	-	-
Full-time Equivalent Employees	12.00	12.00	14.00	2.00



Fairfield Inn



New Building Growth – Fairfield Inn and Kohl's Building

Description of Division Services

Comprised of seven villages, Barnstable is 76 square miles. With a large commercial center, Barnstable is often noted to be the hub of the Cape. The Building and Zoning Division is responsible for administering and enforcing the Massachusetts State Building Code, plumbing/gas codes, Zoning Ordinance and the Architectural Access Code mandated by Massachusetts General Laws in addition to the 44 zoning and overlay districts identified in our local ordinances. The primary function of the Building Department is to ensure that all projects are constructed in compliance with the Massachusetts State Building Code.

Inspection & Permitting Program

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



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

Inspection & Permitting	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fees, Licenses, Permits	\$ 1,506,657	\$ 1,253,150	\$ 1,400,000	\$ 1,281,000	\$ 27,850	2.22%
Charges for Services	698	-	-	-	-	0.00%
Total Sources	\$ 1,507,355	\$ 1,253,150	\$ 1,400,000	\$ 1,281,000	\$ 27,850	2.22%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 547,842	\$ 648,206	\$ 513,717	\$ 714,727	\$ 66,521	10.26%
Operating Expenses	40,903	46,871	41,100	53,871	7,000	14.93%
Total Appropriation	\$ 588,745	\$ 695,077	\$ 554,817	\$ 768,598	\$ 73,521	10.58%

Employee Benefits Allocation:	
Life Insurance	\$ 71
Medicare	7,353
Health Insurance	36,229
County Retirement	149,389
Total Employee Benefits (1)	\$ 193,042
Total Expenditures Including Benefits	\$ 781,786

\$ 72
7,500
39,852
124,266
\$ 171,689
\$ 726,506

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

Zoning Enforcement Program

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



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

FISCAL YEAR 2018 BUDGET

Building Services Department

GENERAL FUND

Zoning Enforcement	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 202,815	\$ 201,565	\$ 226,053	\$ 256,269	\$ 54,704	27.14%
Fees, Licenses, Permits	7,350	5,000	7,350	7,000	\$ 2,000	40.00%
Total Sources	\$ 210,165	\$ 206,565	\$ 233,403	\$ 263,269	\$ 56,704	27.45%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 210,165	\$ 205,765	\$ 233,403	\$ 262,469	\$ 56,704	27.56%
Operating Expenses	-	800	-	800	-	0.00%
Total Appropriation	\$ 210,165	\$ 206,565	\$ 233,403	\$ 263,269	\$ 56,704	27.45%

Employee Benefits Allocation:			
Life Insurance	\$ 32		\$ 32
Medicare	2,861		2,918
Health Insurance	11,145		12,259
County Retirement	6,730		37,568
Total Employee Benefits (1)	\$ 20,768		\$ 52,778
Total Expenditures Including Benefits	\$ 230,933		\$ 286,181

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

Performance Measures / Workload Indicators

Workload Indicators	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Number of Permits	11,314	8,400	8,400
Number of Inspections	42,902	32,000	42,000
Zoning Complaints Investigated	624	700	700
Site Plan Reviews Conducted	52	115	115
Front Counter Inquiries	13,800	14,000	14,000
Telephone Inquiries	8,500	7,500	7,500

REGULATORY SERVICES DEPARTMENT



**Conservation
Division**



**Consumer Affairs
Division**

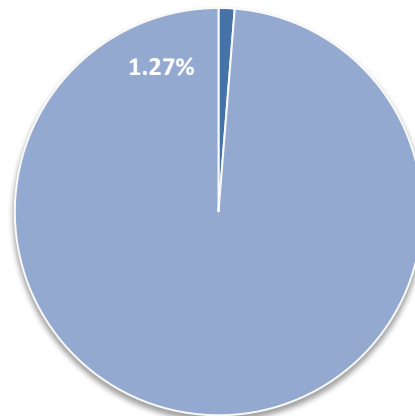


**Public Health
Division**

Mission Statement

The Regulatory Services Department located at 200 Main Street, is comprised of three divisions: Conservation/Land Management Division; Consumer Affairs Division; and Public Health Division, whose collective mission is to provide public health, public safety, environmental and enforcement services to Town businesses, residents and visitors in order that the quality of life and business are enjoyed by the community is sustained or improved.

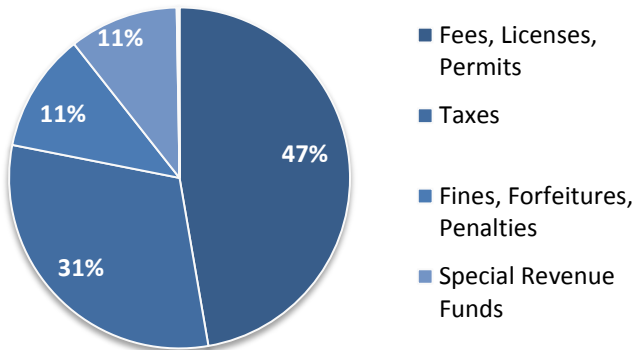
Percentage of FY18 General Fund Budget



The Regulatory Services Department comprises 1.27% of the overall General Fund budget.

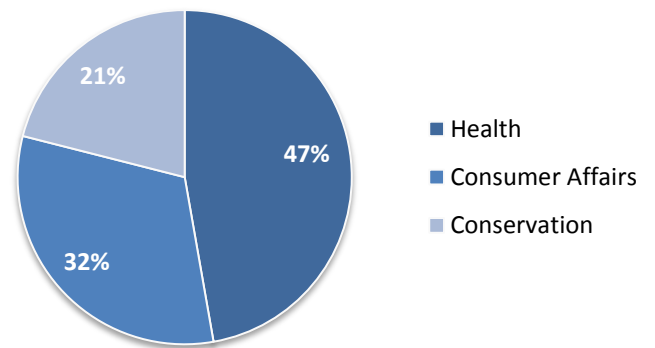
Regulatory Services Department Financial Summary

FY18 Source of Funding



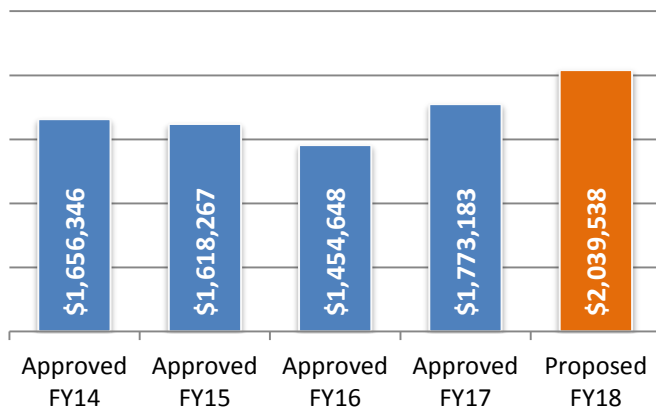
Fees, licenses and permits support 47% of the direct operating costs of the department.

Regulatory Services Department FY18 Budget By Division



The Health Division is the largest division within the department representing 47%.

Regulatory Services Department Budget History



The department’s budget has increased from \$1.6 million in FY14 to \$2 million in FY18 or 23% over the five-year period. Consumer Affairs Division has provided the largest cost increase. These costs have been related to the Bismore Park Gateway Greeters Initiative.

Regulatory Services	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 349,445	\$ 540,258	\$ 319,321	\$ 626,838	\$ 86,580	16.03%
Fines, Forfeitures, Penalties	248,645	224,000	274,431	230,000	6,000	2.68%
Fees, Licenses, Permits	978,962	946,550	983,524	964,500	17,950	1.90%
Charges for Services	1,588	-	1,350	-	-	0.00%
Interest and Other	6,641	1,000	9,595	2,000	1,000	100.00%
Special Revenue Funds	122,516	188,100	188,100	211,100	23,000	12.23%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Total Sources	\$ 1,711,297	\$ 1,903,408	\$ 1,779,821	\$ 2,037,938	\$ 134,530	7.07%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 1,505,434	\$ 1,674,267	\$ 1,598,565	\$ 1,710,857	\$ 36,590	2.19%
Operating Expenses	205,863	229,141	181,256	245,641	16,500	7.20%
Capital Outlay	-	-	-	81,440	81,440	0.00%
Total Appropriation	\$ 1,711,297	\$ 1,903,408	\$ 1,779,821	\$ 2,037,938	\$ 134,530	7.07%

Employee Benefits Allocation:	
Life Insurance	\$ 174
Medicare	19,184
Health Insurance	84,656
County Retirement	264,480
Total Employee Benefits (1)	\$ 368,494
Total Expenditures Including Benefits	\$ 2,079,791

\$ 178
19,644
93,084
302,670
\$ 415,576
\$ 2,195,396

Full-time Equivalent Employees	33.50	34.00	36.00	2.00
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$134,530 or 7%. Personnel costs are increasing \$36,590. This includes all contractual obligations and \$3,900 for conservation overtime. Operating costs are increasing \$16,500. Requests include \$5,000 for cleanup funds in the Health Division and \$21,500 for Bismore Park improvements. Operating expenses are reduced \$10,000 which has been transferred to Public Works for the management of the Shooting Range grounds. Capital outlay cost includes three projects for pond water quality management: \$11,540 for Fanwort, \$47,500 for Bearse Pond Study and \$22,400 for Mystic Lake/Middle Pond monitoring and survey. Tax support is increasing \$86,580. Additional funding (\$23,000) is being provided from the Bismore Park Special Revenue Funds to offset the costs of the Gateway Greeters and Bismore Park improvements.



Additional Funding Recommended

Regulatory – Conservation

1. Increase Overtime **\$4,000 Requested**
\$3,900 Recommended

Increase in operating costs to manage open space. We find we are expending the Land management overtime budget by late fall with the exception of the funding set aside for the management of the Crocker Neck gate. The new trail and parking recently added at Lumbert Pond Conservation Area has been added to Conservation’s maintenance list.

2. Fanwort Control **\$13,265 Requested**
\$11,540 Recommended

Funding to support invasive Fanwort control in hot spot areas via mechanical means, DASH (Diver Assisted Suction Harvesting) along with pre- and post-treatment surveys and final report. Fanwort is very invasive and without control will spread throughout the lake, affecting recreational use and aquatic habitat.

3. Bearse Pond Study & Water Quality Monitoring **\$47,500 Requested**
\$47,500 Recommended

Bearse Pond has experienced several seasons with small cyanobacteria blooms. Spikes of nutrients and other contaminants from polluted runoff are damaging Bearse Pond and encouraging cyanobacteria blooms. Review of shoreline inputs and polluted storm run-off into Bearse Pond, which have not been reviewed thoroughly in the past, is needed to assess the watershed impacts to protect long-term pond health. In addition, continuous water quality monitoring will help understand patterns that lead to toxic cyanobacteria bloom.

Additional Funding Recommended (Continued)

4. Mystic Lake/Middle Pond Monitoring & Survey

\$22,400 Requested
\$22,400 Recommended

There have been recent unsubstantiated reports of algae blooms and mussel kills in Mystic Lake. The funding will allow for important water quality data collection. Mystic Lake and Middle Pond were once considered to be the two best ponds for freshwater mussels in all of Massachusetts. There was a large mussel kill in Mystic Lake in 2009/2010. The State has received occasional reports of mussel kills in Mystic over the last couple of years, where localized patches of Pyganodon were washing ashore, but no investigation or quantification has been done. A mussel survey would help to determine status of mussel populations.

Regulatory – Health Services

5. Nuisance Abatement

\$5,000 Requested
\$5,000 Recommended

This request is to provide funding to the Public Health Division to provide the Town the ability to fund the clean-up and removal of refuse and debris piles, the hiring of a professional to conduct rodent infestation exterminations, and to safely secure (i.e. blocked-up windows, holes in roofs, exterior siding, etc.) at abandoned buildings and dwellings which are privately owned and/or abandoned. Each year, we receive more and more complaints and requests from frustrated neighbors to correct public health and safety issues at a privately owned neighboring property, which cannot be readily resolved due to the absence of an owner, lack of funding available to an owner, foreclosure, and/or due to the abandonment of a private property. This will allow the Town to move ahead and correct serious public health and safety issues more readily.

Regulatory – Consumer Affairs

6. Bismore Park Projects

\$21,500 Requested
\$21,500 Recommended

To continue enhancing the services provided at Bismore Park through the Gateway Greeter program, Arts & Cultural Program as well as visitor services. As Bismore is a highly visible gateway for our community, these requests will enhance quality of life and economic development. In collaboration with Arts & Cultural program and Community Services Department, staff has identified several areas in which need to be updated, initiated or enhanced.

Conservation Division

Mission Statement

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

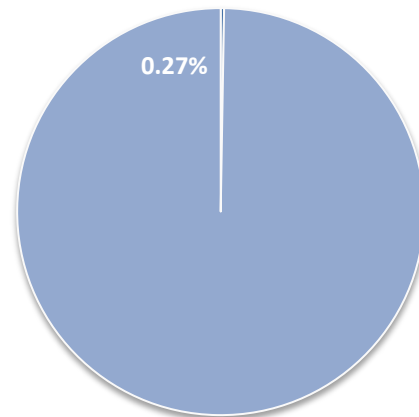
Conservation Program

Land Management Program

Recent Accomplishments

- Successful deployment of the Town’s first SolarBee (water circulator) to combat cyanobacteria in Schoolhouse Pond.
- Treatment of Mystic Lake and Middle Pond, Marstons Mills and Long Pond, Centerville with Sonar™ to combat hydrilla.
- Fanwort control in Wequaquet Lake by mechanical means.
- Coordinated contract for control burn at Crocker Neck Conservation area scheduled for spring 2017.
- Directed Eagle Scout in trail marking post project in Seabury Farm and Bridge Creek Conservation Areas.
- Updated Commission’s NOI submission checklist including a requirement that a PDF versions of the application be submitted to Shellfish Department and Harbormaster.
- Coordinated Coastsweep Beach Cleanup for 16th year.

Percentage of FY18 General Fund Budget



The Conservation Division comprises 0.27% of the overall General Fund budget.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Continue lake and pond restoration projects to combat invasive plants, hydrilla and fanwort. **(SP: Environment and Natural Resources)**
2. Continue to assist Health Division on lake and pond projects to reduce toxic Cyanobacteria. **(SP: Environment and Natural Resources, Public Health and Safety)**
3. Continue wildfire management efforts for public safety purposes at key conservation parcels. **(SP: Environment and Natural Resources)**
4. Permit and install a small footbridge at a stream crossing, Lumbert Pond Conservation Area. **(SP: Infrastructure)**
5. Prepare a cost analysis and review current fee schedule. **(SP: Finance)**

Long Term:

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

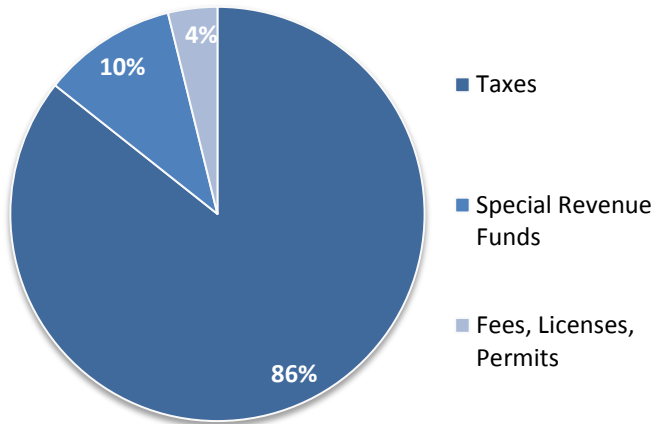


Osprey nest



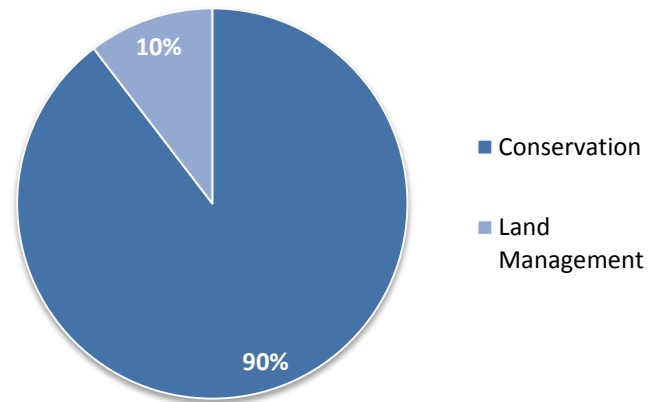
Conservation Division Financial Summary

FY18 Source of Funding



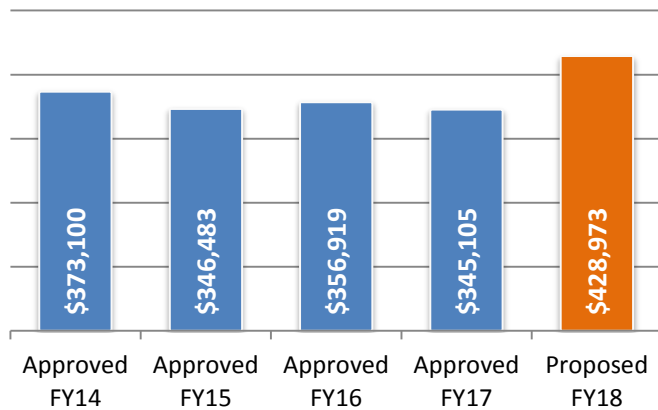
Taxes provide 86% of the funding for this operation. The Wetlands Protection Special Revenue Fund provides 10% of the funding for this operation.

Conservation Division FY18 Budget By Program



The Conservation Program comprises 90% of the FY18 proposed budget for this division.

Conservation Division Budget History



The budget has increased from \$373,100 in FY14 to \$428,973 in FY18 or 15%. The drop in the FY15 budget resulted from a transfer of \$25,000 of funding to the Department of Public Works in order to manage other lands owned by the Town. The spike in the FY18 budget is due to water quality monitoring requests.

Conservation Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 254,805	\$ 288,105	\$ 267,191	\$ 367,373	\$ 79,268	27.51%
Fees, Licenses, Permits	19,453	12,000	18,900	16,500	4,500	37.50%
Charges for Services	1,588	-	1,350	-	-	0.00%
Special Revenue Funds	45,000	45,000	45,000	45,000	-	0.00%
Total Sources	\$ 320,845	\$ 345,105	\$ 332,441	\$ 428,873	\$ 83,768	24.27%
Expenditure Category						
Personnel	\$ 285,151	\$ 287,800	\$ 290,806	\$ 300,128	\$ 12,328	4.28%
Operating Expenses	35,694	57,305	41,635	47,305	(10,000)	-17.45%
Capital Outlay	-	-	-	81,440	81,440	0.00%
Total Appropriation	\$ 320,845	\$ 345,105	\$ 332,441	\$ 428,873	\$ 83,768	24.27%
Employee Benefits Allocation:						
Life Insurance	\$ 25		\$ 26			
Medicare	3,614		3,687			
Health Insurance	22,682		24,950			
County Retirement	53,629		54,919			
Total Employee Benefits (1)	\$ 79,950		\$ 83,582			
Total Expenditures Including Benefits	\$ 400,795		\$ 416,023			

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$83,868 or 24.3%. Personnel costs are increasing \$12,428 because of contractual obligations, and \$3,900 for overtime. Operating costs are decreasing by \$10,000 as these costs are being transferred to Public Works for shooting range grounds management. Capital outlay cost includes \$11,540 Fanwort, \$47,500 Bearses Pond study and monitoring, \$22,400 Mystic Lake/Middle Pond monitoring. Tax support for this division is increasing \$79,368 or 27.55%. This increase mostly due to the capital outlay requests.



More turkey sightings occurring in town



Controlled burn on conservation land

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017
Administrative Assistant	1.00	1.00
Conservation Administrator	1.00	1.00
Conservation Agent	1.00	1.00
Conservation Assistant	1.00	1.00
Full-time Equivalent Employees	4.00	4.00

FY 2018	Change
1.00	-
1.00	-
1.00	-
1.00	-
4.00	0.00



**Pre SolarBee launch to help combat Cyanobacteria -
Schoolhouse Pond**

Description of Division Services

Conservation Program

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



Conservation Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 221,418	\$ 237,502	\$ 220,819	\$ 322,870	\$ 85,368	35.94%
Fees, Licenses, Permits	19,453	12,000	18,900	16,500	\$ 4,500	37.50%
Charges for Services	1,588	-	1,350	-	-	0.00%
Special Revenue Funds	45,000	45,000	45,000	45,000	-	0.00%
Total Sources	\$ 287,459	\$ 294,502	\$ 286,069	\$ 384,370	\$ 89,868	30.52%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 271,940	\$ 270,800	\$ 271,181	\$ 279,228	\$ 8,428	3.11%
Operating Expenses	15,519	23,702	14,888	23,702	-	0.00%
Capital Outlay	-	-	-	81,440	81,440	0.00%
Total Appropriation	\$ 287,459	\$ 294,502	\$ 286,069	\$ 384,370	\$ 89,868	30.52%

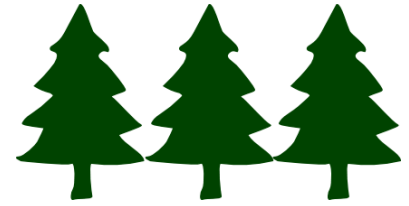
Employee Benefits Allocation:	
Life Insurance	\$ 25
Medicare	3,611
Health Insurance	22,641
County Retirement	53,629
Total Employee Benefits (1)	\$ 79,905
Total Expenditures Including Benefits	\$ 367,364

\$ 26
3,683
24,905
54,919
\$ 83,533
\$ 369,602

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

Land Management Program

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



Land Management	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 33,386	\$ 50,603	\$ 46,372	\$ 44,503	\$ (6,100)	-12.05%
Total Sources	\$ 33,386	\$ 50,603	\$ 46,372	\$ 44,503	\$ (6,100)	-12.05%
Expenditure Category						
Personnel	\$ 13,211	\$ 17,000	\$ 19,625	\$ 20,900	\$ 3,900	22.94%
Operating Expenses	20,175	33,603	26,747	23,603	(10,000)	-29.76%
Total Appropriation	\$ 33,386	\$ 50,603	\$ 46,372	\$ 44,503	\$ (6,100)	-12.05%
Employee Benefits Allocation:						
Life Insurance	\$ 0		\$ -			
Medicare	3		4			
Health Insurance	41		45			
Total Employee Benefits (1)	\$ 44		\$ 48			
Total Expenditures Including Benefits	\$ 33,431		\$ 46,420			

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



Performance Measures / Workload Indicators

Conservation Program	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Total Site Inspections	456	470	470
# Certificates of Compliance issued	77	80	80
# Wetland Violations Complaints	73	55	60

Permit Review Process	FY 2014 Actual	FY 2015 Actual	FY 2015 Actual
Applications Requiring Commission Review	177	159	173
(Applications Approved by Commission)	(177)	(149)	(168)
Total Building Permit Applications Reviewed by Division	899	846	920

Land Management Program	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
# Land management complaints	19	17	19

Consumer Affairs Division

Mission Statement

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

Recent Accomplishments

Consumer Affairs:

- Implemented Plastic Bag Ordinance along with team.
- Working with Disability Commission on Handicap space inventory located on Town-owned properties.

Licensing Division:

- Continued to work with Departments on revising Private Parking Lot regulations.
- Held annual compliance meetings for liquor license holders, Class I & II and private parking lot licensees.

Parking Enforcement Program:

- Installed new weekend pay-2-park meter at 200 Main Street.
- Created 6-hour bus parking on Old Colony Road.

Bismore Park Gateway Greeter Program:

- Began Greeter Island restoration project.
- Repainted parking lines and stall numbers at Bismore.

Weights & Measures Program:

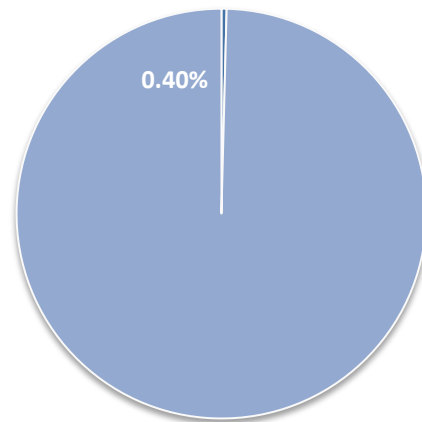
- Increased package checking inspections throughout district.

Licensing

Parking Citation Processing

Weights & Measures (Revolving Fund)

Percentage of FY18 General Fund Budget



The Consumer Affairs Division comprises 0.4% of the overall General Fund budget.

Additional Recent Accomplishments

Consumer Affairs

- Began electronic archival scanning of historic files within programs of Consumer Affairs.
- Increased various fees through public hearing process before Town Council.
- Participated in training of Police Community Service Officers.

Licensing Division

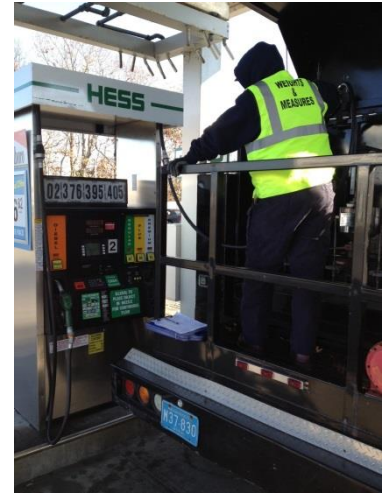
- Amended Licensing Rules and Regulations through public outreach and hearing process with the Licensing Authority.
- Worked with Disability Commission to create Licensing Authority policy regarding ADA compliance in Common Victualler licensed establishments.
- Created team review process for all Class I & II license applications.
- Incorporated internally and assisted businesses with newly adopted ABCC ePermitting application process.

Parking Enforcement Program

- Created Parking Program Manager/Transportation Coordinator position.
- Issued RFP and contract for upgraded Parking Ticket processing system.
- Assisted consultant with Hyannis parking study.
- Amended Town Hall and North Street parking lots to 6-hr max, issued 700+ employee parking permits.

Bismore Park Gateway Greeter Program

- Increase Gateway Greeter season to end of October.
- Created Town Welcome Center at Bismore, staffed by Gateway Greeters.



- Installed 6 bike racks.

Weights & Measures Program

- Revised Taxi Inspections with assistance from Consumer Affairs Officer.
- Began vehicle replacement plan.
- Began work on school outreach program for Weights & Measures Week.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

Licensing Division

1. Continue to work on Private Parking Lot regulation revisions with team. **(SP: Regulatory Process and Performance, Communication)**
2. Begin working on interdepartmental informational compliance meetings. **(SP: Regulatory Process and Performance, Communication)**

Parking Enforcement Program

3. Finalize recommendations for sign upgrades to Handicap parking spaces on Town-owned property. **(SP: Regulatory Process and Performance, Infrastructure)**
4. Work with Growth Management on Parking study recommendation implementation. **(SP: Regulatory Process and Performance, Economic Development)**

Bismore Park Gateway Greeter Program

5. Continue to work with other divisions on capital projects. **(SP: Infrastructure)**
6. Enhance promotion of special events, and town programs and services at Welcome Center. **(SP: Education, Communication)**

Weights & Measures Program

7. Begin work on creating inventory database with replacement recommendation. **(SP: Finance)**
8. Enhance school outreach programs. **(SP: Education, Communication)**
9. Increase communication of information to towns within district. **(SP: Education, Communication)**



Fiscal Year 2018 Goals and Objectives (Continued)

Long Term:

Licensing Division

1. Begin working on recommendations to revise Taxi regulations. **(SP: Regulatory Process and Performance)**
2. Begin process of including Licensing into ePermitting. **(SP: Regulatory Process and Performance)**

Parking Enforcement Program

3. Work with Growth Management on ways parking can assist with overall mission and goals. **(SP: Economic Development)**
4. Work with outside agencies and organizations to better serve parking and transportation needs. **(SP: Economic Development)**

Bismore Park Gateway Greeter Program

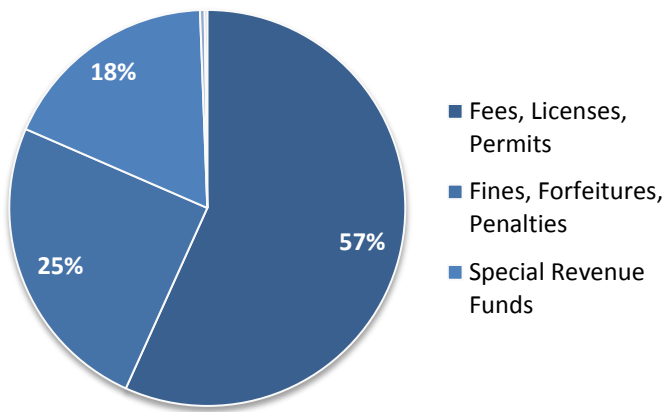
5. Work with Growth Management on exploring possible interpretative discussions at Bismore. **(SP: Education, Communication)**

Weights & Measures Program

6. Increase communication and public education on Town website and through public outreach programs. **(SP: Education, Communication)**

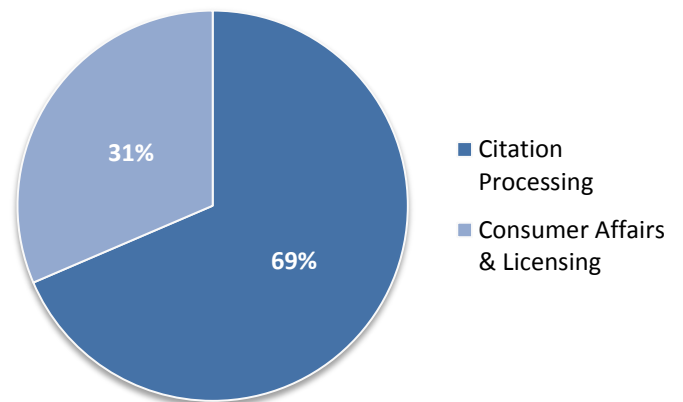
Consumer Affairs Division Financial Summary

FY18 Source of Funding



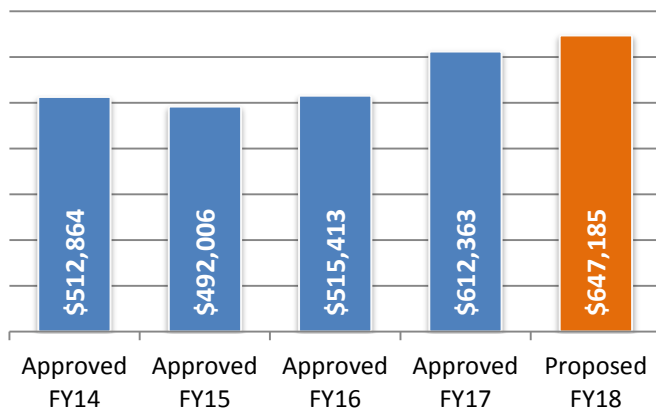
Fees, licenses and permits deliver 57% of the total source of funding. No tax support is provided. The Bismore Park Special Revenue Fund provides 25%.

Consumer Affairs Division FY18 Budget By Program



Citation Processing Program is the largest program area in this division representing 69% of the proposed budget.

Consumer Affairs Division Budget History



The Division’s budget has increased from \$512,864 in FY14 to \$647,185 in FY18 or 26.19% over the five-year period. The FY18 Gateway Greeters request represents 66% of the entire increase over the five-year period.

Consumer Affairs Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fines, Forfeitures, Penalties	\$ 248,645	\$ 224,000	\$ 274,431	\$ 230,000	\$ 6,000	2.68%
Fees, Licenses, Permits	531,026	523,000	537,017	527,000	4,000	0.76%
Interest and Other	4,064	1,000	6,975	2,000	1,000	100.00%
Special Revenue Funds	77,516	143,100	143,100	166,100	23,000	16.07%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Total Sources	\$ 864,751	\$ 894,600	\$ 965,023	\$ 928,600	\$ 34,000	3.80%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 424,802	\$ 530,485	\$ 458,658	\$ 542,307	\$ 11,822	2.23%
Operating Expenses	93,248	81,878	70,601	103,378	21,500	26.26%
Total Appropriation	\$ 518,050	\$ 612,363	\$ 529,259	\$ 645,685	\$ 33,322	5.44%

Employee Benefits Allocation:	
Life Insurance	\$ 29
Medicare	5,970
Health Insurance	21,017
County Retirement	80,459
Total Employee Benefits (1)	\$ 107,474
Total Expenditures Including Benefits	\$ 625,524

\$ 31
6,089
23,119
101,935
\$ 131,174
\$ 660,433

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$34,822 or 5.69%. Personnel cost are increasing \$13,322 which includes all contractual obligations. Operating costs are increasing \$21,500 to support Bismore Park improvements.

There is no tax support provided to this division. Parking meter receipts from the Bismore Special Revenue Fund are increasing \$23,000 or 16.07%. The large increase reflects funding to support the Bismore Park improvements initiative.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017
Administrative Assistant	1.00	1.00
Consumer Affair Division Supervisor	0.85	0.85
Consumer Affairs Executive Assttand	0.85	0.85
Director Regulatory Services	0.85	0.85
Parking Mgr. Transportation Coordinator	1.00	1.00
Principal Dept/Div Assistant	0.50	0.50
Sealer of W&M Program Manager	0.05	0.05
Full-time Equivalent Employees (2)	5.10	5.10

FY 2018	Change
1.00	-
0.85	-
0.85	-
0.85	-
1.00	-
0.50	-
0.05	-
5.10	0.00



Bike Rack Bismore Park



Weights & Measures Truck

Description of Division Services Provided

Located at the Regulatory Services Building at 200 Main Street, the Consumer Affairs Division provides a wide range of services for both the consumer and visitor of our community. Through enforcement of local and state regulations, the Licensing and Weights & Measures programs ensure that businesses operate within compliance to meet the standards which protects consumers on a daily basis. The Parking program not only is tasked with enforcing and managing parking within our community, but provides visitor services through its Gateway Greeter program and assist other departments in implementation of projects to better serve both residents and guests.

Licensing Program

The Licensing program provides support to both the Licensing Authority and the Town Manager. Licensing program processes and holds authority on public hearings for new licenses, changes to existing licenses, and renewal of existing licenses. These areas include alcohol and non-alcohol restaurants, package stores, inns, parking lots, cinemas/theatres, junk dealers, lodging houses, entertainment, sidewalk cafés, taxis and limos, duckmobiles, and mini-golf, and maintain records of all licensing applications and show cause hearings held annually. The field staff provides inspection and enforcement activities in licensed establishments throughout the Town as well as education efforts to 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).



Licensing Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fees, Licenses, Permits	\$ 499,721	\$ 488,000	\$ 503,784	\$ 496,000	\$ 8,000	1.64%
Interest and Other	4,064	1,000	6,975	2,000	1,000	100.00%
Total Sources	\$ 503,785	\$ 489,000	\$ 510,759	\$ 498,000	\$ 9,000	1.84%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 172,282	\$ 185,154	\$ 178,343	\$ 190,683	\$ 5,529	2.99%
Operating Expenses	13,585	11,312	9,503	11,312	-	0.00%
Total Appropriation	\$ 185,866	\$ 196,466	\$ 187,846	\$ 201,995	\$ 5,529	2.81%

Employee Benefits Allocation:	
Life Insurance	\$ 18
Medicare	2,261
Health Insurance	13,468
County Retirement	61,863
Total Employee Benefits (1)	\$ 77,611
Total Expenditures Including Benefits	\$ 263,477

\$ 19
2,307
14,814
39,958
\$ 57,098
\$ 244,944

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

Citation Processing & Parking Program

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



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

Citation Processing & Parking Program	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ -	\$ 10,297	\$ -	\$ 13,090	\$ 2,793	27.12%
Fines, Forfeitures, Penalties	248,645	224,000	274,431	230,000	6,000	2.68%
Fees, Licenses, Permits	31,306	35,000	33,233	31,000	\$ (4,000)	-11.43%
Special Revenue Funds	77,516	143,100	143,100	166,100	23,000	16.07%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Total Sources	\$ 360,966	\$ 415,897	\$ 454,264	\$ 443,690	\$ 27,793	6.68%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 252,520	\$ 345,331	\$ 280,315	\$ 351,624	\$ 6,293	1.82%
Operating Expenses	79,664	70,566	61,098	92,066	21,500	30.47%
Total Appropriation	\$ 332,184	\$ 415,897	\$ 341,413	\$ 443,690	\$ 27,793	6.68%

Employee Benefits Allocation:	
Life Insurance	\$ 11
Medicare	3,708
Health Insurance	7,549
County Retirement	18,595
Total Employee Benefits (1)	\$ 29,863
Total Expenditures Including Benefits	\$ 362,047

\$ 12
3,782
8,304
61,977
\$ 74,076
\$ 415,489

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

Weights & Measures (Revolving Fund)

The Weights and Measures Program is a service of government to protect the interests of both buyer and seller of commodities. This service provides third-party verification of the accuracy of representations and measurements in the retail marketplace; manufacturing plants, and distribution centers. Retail sales of commodities sold annually in Barnstable exceed \$400,000,000. Inspectors test devices used to determine accuracy such as scales, gasoline dispensers, home heating oil delivery vehicles, taximeters, pharmacy balances and others. Packaged products are inspected in retail stores to determine accurate measurement and compliance with labeling and advertising regulations. The Division annually inspects approximately 4,000 devices and 1,403 prepackaged commodities in Barnstable (M.G.L. Ch. 94-98.101).



Performance Measures / Workload Indicators

Consumer Services (Weights & Measures)

Barnstable Weights & Measures is responsible for the compliance of over 4,000 devices in 10 towns on Cape Cod. Barnstable Weights & Measures is responsible for the inspection of devices within the Town, as well as nine contract towns. In addition to this, the Division handles the sealing duties of vehicle tank meters for two additional towns. The figure for inspected devices may fluctuate year to year, but typically it is approximately 4,000 devices. The Weights & Measures Division conducts annual inspections on gasoline dispensers and vehicle tank meters, or oil trucks. The same can be said of scale inspections of varying sizes which can relate to net weight inspections conducted during the year. The Division conducts Item Price inspections at food stores and stores with food departments. The goal is to have the store meet compliance requirements for ticketing and pricing. Through the Citizen’s Academy, 30 residents are educated about the Weights & Measures Program and the responsibilities of the Division. Each month, the Weights & Measures Division informs thousands of Town residents on ways to being a better consumer in the marketplace. The topics range from the purchase of gasoline, to which types of devices are inspected and to many other helpful tips.

Annual Device Inspections	FY16 Actual		FY17 Estimated		FY18 Projected	
	#	\$\$	#	\$\$	#	\$\$
Retail Scales-Small, Medium & Large Capacity	1,338	\$88,660	1,380	\$88,320	1,400	\$90,400
Weights	238	1,892	230	1,825	238	1,892
RMFD/Retail Motor Fuel Dispensers	1,487	82,165	1,750	92,750	1,750	92,750
VTM	120	13,700	132	14,960	132	14,960
Taxi Meters	106	5,840	98	5,490	100	5,610
Reverse Vending	162	3,560	140	3,360	155	3,550
Bulk Storage Meters	12	2,120	7	1,195	7	1,195
Linear/Cordage Device	42	1,345	45	1,290	42	1,345
Vehicle Safety Inspections	97	4,850	100	5,000	100	5,000
Price Verification Scanner Inspections	862	25,430	850	26,900	880	27,200
Price Verification Fines	83	16,900	75	15,000	75	1,600

Annual Device Inspections (Continued)	FY16 Actual		FY17 Estimated		FY18 Projected	
	#	\$\$	#	\$\$	#	\$\$
IP Inspection/Items Checked (Non-fee Based)	39,009	-	45,500	-	46,700	-
IP Inspection Violations	969	112,900	955	94,545	970	102,000
Device Fines	-	4,075		2,300	-	3,000
Annual Device Inspection Totals	44,525	\$ 363,437	51,262	\$ 352,935	52,549	\$ 350,502

Violations	FY16 Actual		FY16 Estimated		FY17 Projected	
	#	\$\$	#	\$\$	#	\$\$
# of violations by business	427	\$15,200	360	\$6,100	340	\$4,700
Supermarkets	157	29,100	160	27,600	170	30,100
Convenience/Gas Stations	194	21,100	215	21,200	240	21,000
Pharmacy	191	47,500	225	45,100	220	46,200
Violation Totals	969	\$ 112,900	960	\$ 100,000	970	\$ 102,000

Economic Impact	FY16 Actual	FY17 Estimated	FY18 Projected
Savings to Consumer - IP Inspections	241,717	235,600	236,200
Savings to Consumer - PV Inspections	192,917	180,000	182,000
Total Economic Impact	\$ 434,634	\$ 415,600	\$ 418,200

Consumer Affairs – Licensing

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

License Type	Complaint	Sanction
Class II Used Car Dealer	Not adhering to floorplan	· Working with Consumer Affairs Officer.
Common Victualler All Alcohol	501-14 Failure to comply with IRS payment	· Letter in file
Class II Used Car Dealer	Floor plan not in compliance	· Letter in File
Common Victualler All Alcohol	501-5 Conducting private parking lot	· 14 Days, 7 to serve, 7 to be held
Innholder All Alcohol	Health Code Violations	· 30 Day suspension
General on Premise All Alcohol	501-7 Sale or delivery of an alcoholic beverage to a person under 21 years of age.	· 2 day suspension, 1 to serve, 1 held

License Type (Continued)	Complaint	Sanction
Wine & Malt Package Store (2)	501-7 Sale or delivery of an alcoholic beverage to a person under 21 years of age.	· 2 day suspension, 1 to serve, 1 held
All Alcohol Package Store	501-7 Sale or delivery of an alcoholic beverage to a person under 21 years of age.	· 2 day suspension, 1 to serve, 1 held
Common Victualler All Alcohol	501-7 Sale or delivery of an alcoholic beverage to a person under 21 years of age.	· 2 day suspension, 1 to serve, 1 held
Common Victualler All Alcohol (2)	501-7 Sale or delivery of an alcoholic beverage to a person under 21 years of age.	· 5 Day suspension, 2 to serve, 3 to be held. One day to serve from pervious sanction.

Citation Processing & Parking Program

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

Location of Citations	Citations Written	Percentage of Total
CCH	259	2.90%
Old Colony	76	0.85%
Town Malls	1,642	18.38%
Other Retail Lots	408	4.57%
Commuter Lot	746	8.35%
Town Landings/Ramps	745	8.34%
Beaches	881	9.86%
Main Street Hyannis	434	4.86%
Bismore	2,962	33.15%
Town Lots	495	5.54%
All Other Locations	286	3.20%
Total	8,934	100.00%

Ticket Processing & Meter	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Citations Processed - Outputs	8,651	8,500	8,500
Citations Receipts	\$265,980	\$240,000	\$250,000
Meter Receipts	\$347,419	\$250,000	\$300,000
Total Receipts	\$ 613,398	\$ 490,000	\$ 550,000

Public Health Division

Mission Statement

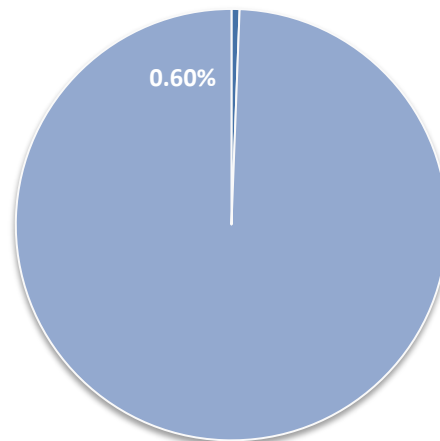
The members of the Public Health Division strive to provide efficient and effective environmental health and public health protection services. We are committed to protecting our public citizens and visitors so that they may enjoy a safe and healthy environment through strict enforcement and proactive public health strategies.



Recent Accomplishments

- Conducted a total of 6,644 inspections at rental houses, restaurants, motels, public swimming pools, retail stores, septic systems, recreational camps, hazardous material sites, horse stables, and other facilities.
- Conducted 1,133 high quality food establishment inspections at restaurants, retail food stores, bed and breakfast establishments, supermarkets, and mobile food units.
- Provided four (4) seasonal influenza vaccination clinics to residents at various locations.
- Issued 4,339 permits and collected fees totaling \$424,061.
- Reviewed and approved 2,253 building permit applications involving the construction of new homes, commercial buildings, sheds, additions, alterations, remodeling work, and demolitions.
- Responded to 541 public health-related complaints within 24 business hours.

Percentage of FY18 General Fund Budget



The Public Health Division comprises 0.60% of the overall General Fund budget.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

Strategy 1: The Public Health Division will streamline the approval processes for issuing temporary food permits associated with new and recurring one-day celebrations and special events. **(SP: Regulatory Process and Performance.)**

Strategy 2: The Public Health Division will provide meaningful age and needs-appropriate personal health promotion programs available for all residents at advertised locations and at one-day special events. This personal health promotion program will include blood pressure monitoring, immunizations, cholesterol blood testing, educational personal health improvement information, and vaccinations free of charge to all residents. **(SP: Education, Communication)**

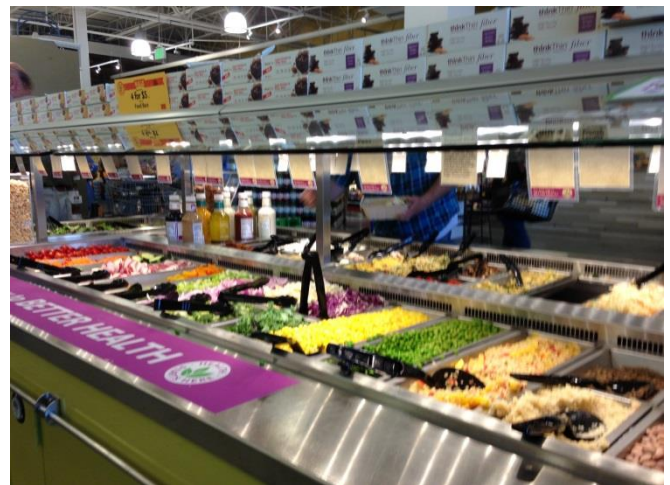
Strategy 3: The Public Health Division will support collaborative action to provide protection of our sole source aquifer and marine embayment areas to reduce nitrogen loading in all water bodies. This Division will continue to strictly enforce local and State regulations, specifically in regards to the maximum wastewater discharge limitations at each site, during the building permit process. **(SP: Environment and Natural Resources.)**

Long Term:

Strategy 1: The Public Health Division will incorporate new electronic capabilities for inspection reporting and improve existing electronic processes for various permitting processes making them more timely and cost effective. **(SP: Regulatory Process and Performance.)**



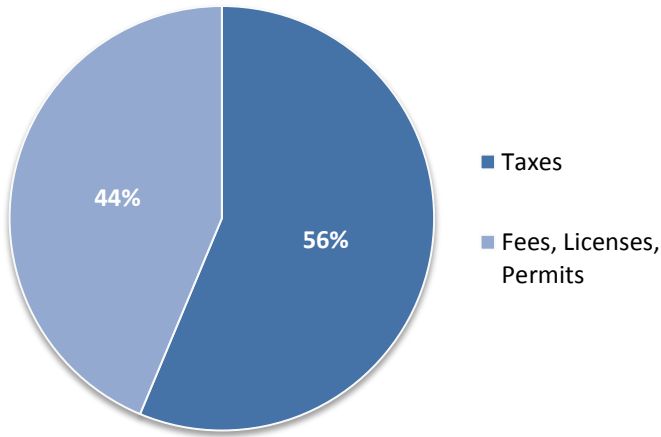
Thomas McKean, Public Health Director



Food Quality Control

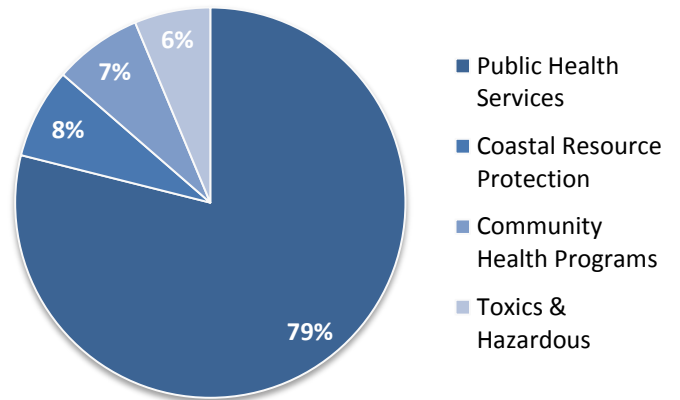
Public Health Division Financial Summary

FY18 Source of Funding



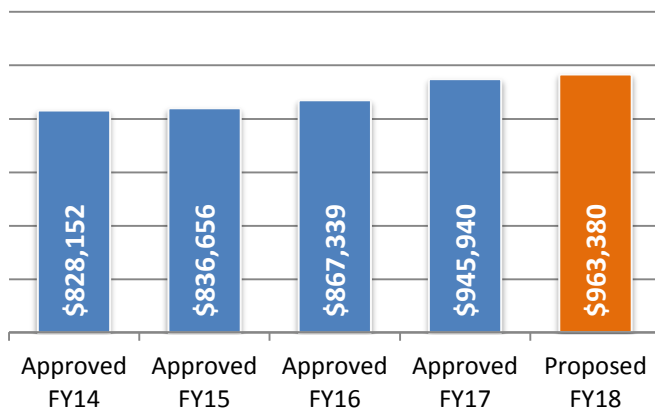
Taxes provide 56% of the financial support for this operation with the other 44% provided from permits and fees charged by the division.

Public Health Division FY18 Budget By Program



The Public Health Program is the largest program area within the division comprising 79% of the proposed budget.

Public Health Division Budget History



The Division's budget has increased from \$828,152 in FY14 to \$963,380 in FY18 or 16.33% over the five-year period.

Public Health Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 441,342	\$ 534,390	\$ 487,894	\$ 542,380	\$ 7,990	1.50%
Fees, Licenses, Permits	428,483	411,550	427,607	421,000	9,450	2.30%
Interest and Other	2,577	-	2,620	-	-	0.00%
Total Sources	\$ 872,402	\$ 945,940	\$ 918,121	\$ 963,380	\$ 17,440	1.84%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 795,481	\$ 855,982	\$ 849,101	\$ 868,422	\$ 12,440	1.45%
Operating Expenses	76,921	89,958	69,020	94,958	5,000	5.56%
Total Appropriation	\$ 872,402	\$ 945,940	\$ 918,121	\$ 963,380	\$ 17,440	1.84%

Employee Benefits Allocation:	
Life Insurance	\$ 120
Medicare	9,600
Health Insurance	40,958
County Retirement	130,393
Total Employee Benefits (1)	\$ 181,071
Total Expenditures Including Benefits	\$ 1,053,472

\$ 121
9,868
45,015
145,816
\$ 200,820
\$ 1,118,941

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$17,440 or 1.84%. Personnel costs are increasing \$12,440, which includes all contractual obligations. Operating cost is increasing \$5,000 to support cleanup funds.

To fund the budget increase, tax support is increasing \$7,990 and fees generated by the division are expected to increase \$9,450.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative Assistant	1.00	1.00	1.00	-
Chief Health Inspector		1.00	1.00	-
Coastal Health Resource Coordinator	0.50	0.50	0.50	-
Hazard Materials Health Inspector	1.00	1.00	1.00	-
Hazardous Materials Specialist	0.50	1.00	1.00	-
Health Inspector	4.50	3.50	3.50	-
Principal Dept/Div Assistant	3.00	3.00	3.00	-
Public Health Director	1.00	1.00	1.00	-
Public Health Nurse	0.50	0.50	0.50	-
Septic System Info Coordinator	0.40	0.40	0.40	-
Full-time Equivalent Employees	12.40	12.90	12.90	0.00



Interior of Regulatory Services Building 200 Main Street

Description of Division Services Provided

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

Environmental & Public Health Services

The mission of the Public Health and Environmental Protection Services Program is to provide a variety of public health inspection services so that residents and visitors may enjoy a high quality of life. This program provides education and strict enforcement of Board of Health Regulations, Town Ordinances, and various State and Federal Codes. This program provides groundwater protection, saltwater estuary resource protection, food establishment inspections; swimming pool inspections, septic system inspections, recreational day camp inspections, tanning facility inspections, private well permitting, hotel inspections, horse stable inspections, and other services. A majority of the employees of the Public Health Division are assigned to this Program.



Environmental & Public Health	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 310,905	\$ 353,525	\$ 343,121	\$ 346,235	\$ (7,290)	-2.06%
Fees, Licenses, Permits	421,484	397,550	421,591	414,000	16,450	4.14%
Interest and Other	2,577	-	2,620	-	-	0.00%
Total Sources	\$ 734,966	\$ 751,075	\$ 767,332	\$ 760,235	\$ 9,160	1.22%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 686,874	\$ 695,142	\$ 710,150	\$ 699,302	\$ 4,160	0.60%
Operating Expenses	48,092	55,933	57,182	60,933	5,000	8.94%
Total Appropriation	\$ 734,966	\$ 751,075	\$ 767,332	\$ 760,235	\$ 9,160	1.22%

Employee Benefits Allocation:	
Life Insurance	\$ 94
Medicare	8,165
Health Insurance	39,582
County Retirement	130,393
Total Employee Benefits (1)	\$ 178,234
	\$ 95
	8,328
	43,540
	145,816
	\$ 197,779
Total Expenditures Including Benefits	\$ 913,201
	\$ 965,111

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

Coastal & Shellfish Resource Area Protection

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



Coastal & Shellfish Protection	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 67,328	\$ 61,847	\$ 65,708	\$ 68,992	\$ 7,145	11.55%
Fees, Licenses, Permits	3,000	9,000	3,500	3,000	(6,000)	-66.67%
Total Sources	\$ 70,328	\$ 70,847	\$ 69,208	\$ 71,992	\$ 1,145	1.62%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 67,224	\$ 68,197	\$ 67,267	\$ 69,342	\$ 1,145	1.68%
Operating Expenses	3,103	2,650	1,941	2,650	-	0.00%
Total Appropriation	\$ 70,328	\$ 70,847	\$ 69,208	\$ 71,992	\$ 1,145	1.62%

Employee Benefits Allocation:			
Life Insurance	\$ 13		\$ 13
Medicare	907		980
Health Insurance	688		750
Total Employee Benefits (1)	\$ 1,608		\$ 1,743
Total Expenditures Including Benefits	\$ 71,935		\$ 70,951

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

Nursing Services

The mission of the Nursing Services Program is to provide nursing services to senior citizens and other at-risk residents, so that citizens may enjoy and maintain personal physical health. This program consists of one part-time Public Health Nurse. 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. In addition, staff receives reports and acts on any involving prematurely born infants. This program also provides tuberculosis screening and investigates tuberculosis cases to control the spread of this disease; and provides various types of immunizations to pre-school aged children and other residents who request immunizations.



Community Health	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 60,468	\$ 63,964	\$ 46,262	\$ 66,554	\$ 2,590	4.05%
Fees, Licenses, Permits	3,999	5,000	2,516	4,000	(1,000)	-20.00%
Total Sources	\$ 64,468	\$ 68,964	\$ 48,778	\$ 70,554	\$ 1,590	2.31%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 41,382	\$ 41,839	\$ 41,479	\$ 43,429	\$ 1,590	3.80%
Operating Expenses	23,085	27,125	7,299	27,125	-	0.00%
Total Appropriation	\$ 64,468	\$ 68,964	\$ 48,778	\$ 70,554	\$ 1,590	2.31%

Employee Benefits Allocation:	
Life Insurance	\$ 13
Medicare	528
Health Insurance	688
Total Employee Benefits (1)	\$ 1,229
Total Expenditures Including Benefits	\$ 65,696

\$ 13
560
725
\$ 1,298
\$ 50,076

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

Toxic & Hazardous Contaminants Program

This program provides education and enforcement in regards to proper handling of toxic materials and disposal of hazardous wastes so that citizens and visitors may enjoy a safer and healthier environment. This Program consists of one employee, a Hazardous Materials Specialist. This program provides immediate onsite response to hazardous waste spills, household and small business hazardous waste disposal, inspections at businesses and agencies that store and/or handle toxic and hazardous materials, clean-up of hazardous releases on town-owned properties, and proper maintenance, testing, and removal of underground fuel storage tanks.



Toxic & Hazardous	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 2,640	\$ 55,054	\$ 32,803	\$ 60,599	\$ 5,545	10.07%
Total Sources	\$ 2,640	\$ 55,054	\$ 32,803	\$ 60,599	\$ 5,545	10.07%
Expenditure Category						
Personnel	\$ -	\$ 50,804	\$ 30,205	\$ 56,349	\$ 5,545	10.91%
Operating Expenses	2,640	4,250	2,598	4,250	-	0.00%
Total Appropriation	\$ 2,640	\$ 55,054	\$ 32,803	\$ 60,599	\$ 5,545	10.07%
Total Expenditures Including Benefits	\$ 2,640		\$ 32,803			

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

Performance Measures / Workload Indicators

Public Health	Program Outcome Measure			
Activity Name (What)	FY16 Budget (Input)	FY16 End Product (Output)	FY16 Unit Cost or Productivity (Efficiency)	FY16 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 twenty-four (24) business hours within standards and within budget				
Complaint Response	\$ 55,306	541 Complaints	\$102.23/complaint	96% of complaints were responded to within 24 business hours with quick appropriate action taken
To inspect all food establishments each year; with the objective of completing greater than 95% of inspections twice per year within standards and within budget.				
Food Estimated Inspections	\$ 117,424	1,133 Inspections	\$103.64/ inspection	98% of food establishments inspected on schedule, at least once every six months, at the HQFSI* level
<i>*HQFSI = High Quality Food Service Inspection - Completion of a 52-item inspection report, followed by an informal discussion with the operator of the food establishment to review each of the violations observed and to provide recommendations to prevent future recurrence of violations.</i>				

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SCHOOL DEPARTMENT

Mission Statement

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

Core Values

- All children have the right to every opportunity to achieve their full potential.
- Each person deserves to be treated with dignity and respect.
- Integrity and personal responsibility are the hallmarks of our daily interactions.

Recent Accomplishments

Accountability and Assistance Levels: All Massachusetts schools are classified into one of five accountability and assistance levels (1-5), with the highest performing in Level 1 and lowest performing in Level 5. This year Hyannis West Elementary was moved from a Level 2 to a Level 1 school.

In addition, Hyannis West was recognized as a "Commendation School" by the Commonwealth of Massachusetts. This is recognition for "high progress" which identifies schools that have achieved accelerated student learning.

School	School Type	Accountability and Assistance Level
West Barnstable Elementary	Elementary School	Level 1
Centerville Elementary	Elementary School	Level 1
Hyannis West Elementary	Elementary School	Level 1
West Villages Elementary School	Elementary School	Level 2
Barnstable United Elementary School	Elementary School	Level 2
Barnstable Intermediate School	Middle School	Level 2
Barnstable High	Middle-High School or K-12	Level 2

School Committee

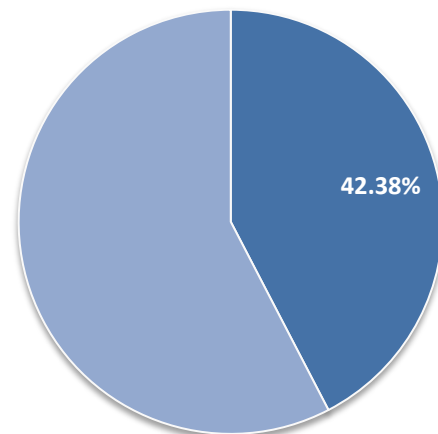
Superintendent

Assistant Superintendent

Principals

Department Heads

Percentage of FY18 General Fund Budget



The School Department's operating budget represents 42.38% of the overall General Fund budget.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

It is our goal throughout the budget development cycle to align our financial resources to meet the continuum of student needs across all classrooms and students. We are focused on providing a budget that is designed to support the following district priorities:

- Increase effectiveness of Tier I instruction for all students through professional development, instructional resources and use of time on learning.
- Enhance the quality and consistency of curriculum through a cycle of continuous curriculum review and refinement in alignment with the Massachusetts Curriculum Standards.
- Enhance social, emotional, and academic development (SEAD) for students through MTSS structures and systems.
- Increase opportunities for students and teachers to enhance learning through the use of various technology tools.

Curriculum Goals:

1. Math:

- a. Adopt a K – 3 Math programs that are aligned to the MA Curriculum Frameworks that develops student understanding of mathematical concepts, and provides the foundation needed to prepare students for 4th grade math and beyond.
- b. Develop K – 5 curriculum maps for mathematics that are aligned vertically across grade levels and horizontally within grade levels.

2. Professional Development:

- a. Provide professional development to K – 5 staff related to math content and effective instructional strategies to develop student understanding of mathematical concepts.
- b. Development of in-district course offerings to meet re-licensure requirements related to SPED and ELL instruction.

3. Writing:

- a. Explore and identify a K – 5 Writing program that will work in conjunction with our Reach for Reading program
- b. Review and revise K – 5 curriculum maps for ELA to include writing lessons and resources.



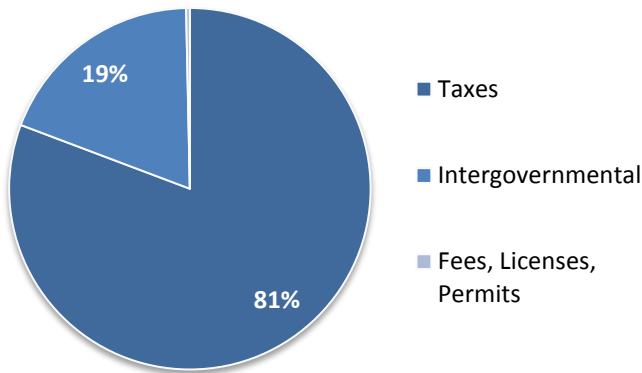
High School Drama Club



High School Hockey

School Department Financial Summary

FY18 Source of Funding



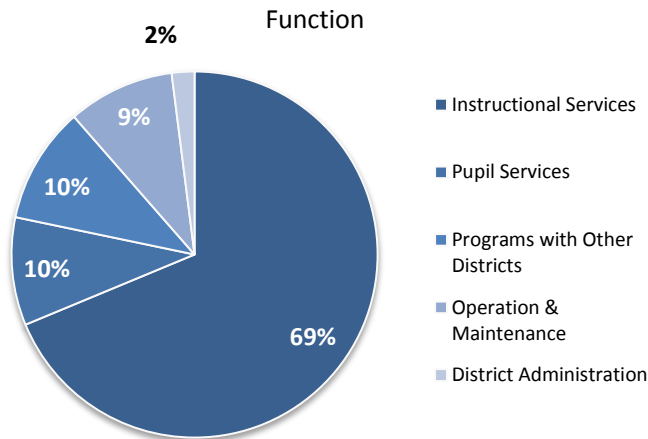
From this, 81% of the budget is financed from taxes and 19% from intergovernmental resources.

Local School Department Budget History



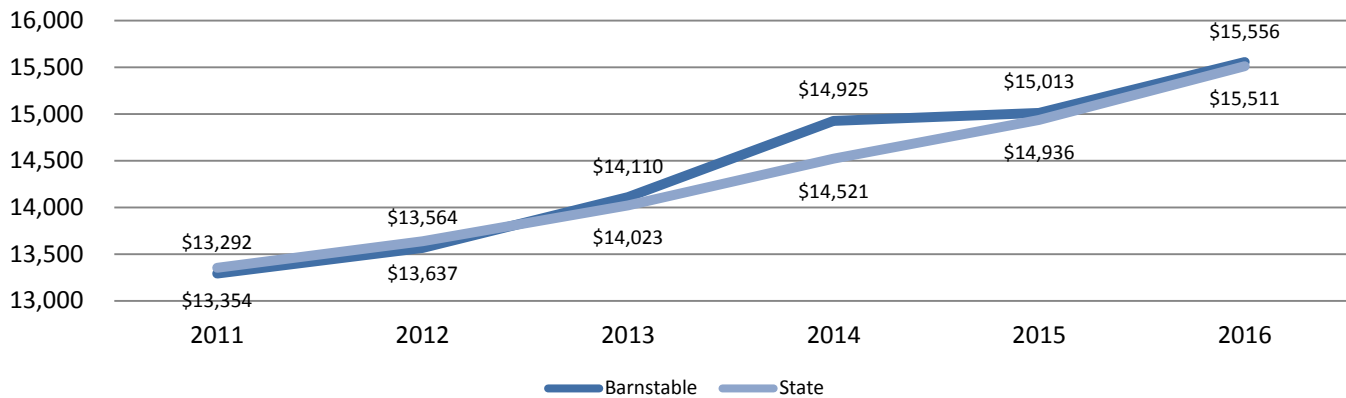
The School Department budget has increased from \$57.2 million in FY14 to a proposed \$67.9 million in FY18, or 18.7% over the five-year period.

School Department FY18 Budget by DESE



Instructional Services is the largest function at 69% of proposed budget. Pupil Services is the second largest at 10%

School Department Per Pupil Expenditure
2011 -2016



School Department expenditures per pupil have mirrored the state average consistently for the past five years. Costs associated with capital investments and payments to other schools/districts are excluded for comparison purposes. Instructional Services is the largest function within the School Department representing 69% in FY18, this represents expenses directly related to the teaching of students. Activities which have as their purpose the general direction, execution, and control of the affairs of the school district that are system wide and not confined to one school, subject, or narrow phase of school activity make up the District Administration function, this is budgeted at 2% of the total school budget in FY18 .



Elementary Read Along



Elementary Arts & Crafts

FISCAL YEAR 2018 BUDGET

SCHOOL DEPARTMENT

GENERAL FUND

School Department	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 50,492,658	\$ 53,053,303	\$ 52,953,303	\$ 54,579,180	\$ 1,525,877	2.88%
Intergovernmental	12,049,639	12,771,697	12,771,697	12,850,220	78,523	0.61%
Fees, Licenses, Permits	365,000	225,000	225,000	225,000	-	0.00%
Interest and Other	953	-	-	-	-	0.00%
School Savings Account	220,160	-	-	230,306	230,306	0.00%
Total Sources	\$63,128,410	\$66,050,000	\$65,950,000	\$67,884,706	\$ 1,834,706	2.78%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 46,160,568	\$ 48,435,226	\$ 48,393,996	\$ 49,816,504	\$ 1,381,278	2.85%
Operating Expenses	14,458,325	15,004,533	14,928,155	15,413,685	409,152	2.73%
Horace Mann Charter School	2,509,517	2,610,241	2,627,849	2,654,517	44,276	1.70%
Total Appropriation	\$63,128,410	\$66,050,000	\$65,950,000	\$67,884,706	\$ 1,834,706	2.78%

Employee Benefits Allocation:	
Life Insurance	\$ 5,098
Medicare	699,971
Health Insurance	3,405,588
County Retirement	1,979,167
Total Employee Benefits (1)	\$ 6,089,824
Total Expenditures Including Benefits	\$69,218,234

\$ 5,488
713,970
3,780,203
1,964,178
\$ 6,463,839
\$72,413,839

Full-time Equivalent Employees	834.15	840.40	841.70	1.30
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The FY18 proposed budget is \$1,834,706 more than the FY17 approved budget representing a 2.78% increase. The increase provides for the contractual pay increases for all department staff. In addition, 4.41 FTE positions are being added to the general operating budget. Positions include Special Education Assistants, part-time School Counselor, English Language Learner support staff and K-5 Math Coaches. Total districtwide FTE change is limited to 1.3 FTE positions as 3.11 FTE grant funded positions and 2.0 Grade Teachers are reduced. Barnstable is continuing its partnership with the New England Center for Children and bringing its successful Autism programming structure to Barnstable High School (\$247,026). Contracted bus services costs will increase in FY18 (\$340,000) as a result of a new competitively bid contract beginning July 2017.

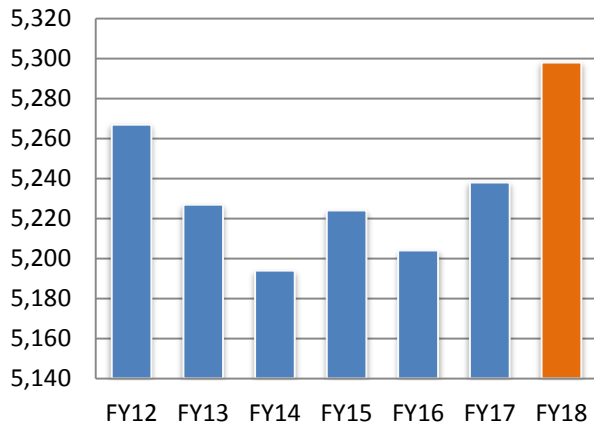
Description of Services Provided

The Barnstable School District is primarily responsible for providing a tuition free education to all school age residents residing within the boundaries of Barnstable. This responsibility requires the recruitment and retention of a professional workforce, who is both trained and highly qualified in the delivery of the 21st century curriculum.

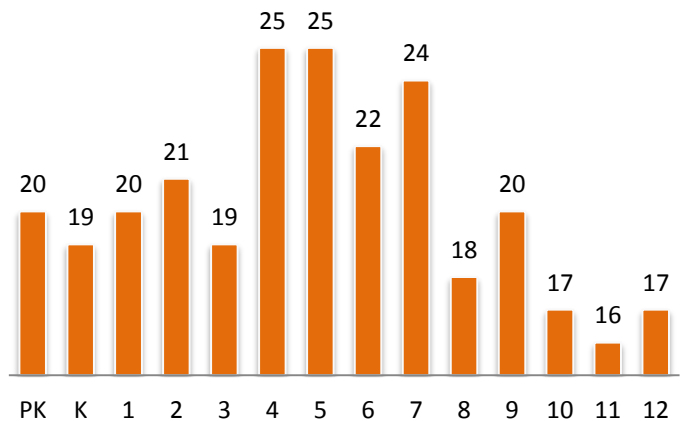
The district strives to provide a common, standards base curriculum, which insures all students meet their fullest potential. To support curriculum a myriad of support services are provided daily to our students. The school system provides competitive pupil-teacher ratios; individualized education plan supports, and employs reading specialists and math coaches, school counselors and nurses.

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

Enrollment



Anticipated Class Size Fiscal 2018



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



High School Volley Ball



High School Lacrosse

OTHER REQUIREMENTS

Employee Benefits

Insurance

Grants

Assessments, Debt Service & Other

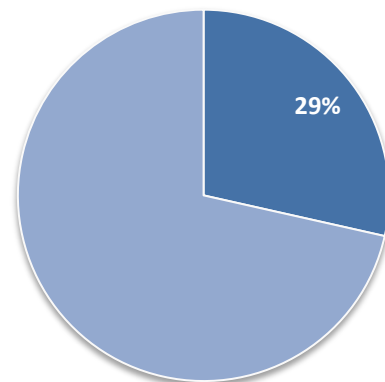
Transfers

Deficits From Prior Year

Description

Within the FY 2018 budget, a category of costs called "Other Requirements" has been separated from the departmental budgets. Within this category, the following costs are included: debt service; employee benefits, premiums for liability and casualty insurance; celebrations; Lombard Trust lease payments; grants to the public libraries and for tourism; transfers, and various assessments the Town receives from State and County agencies.

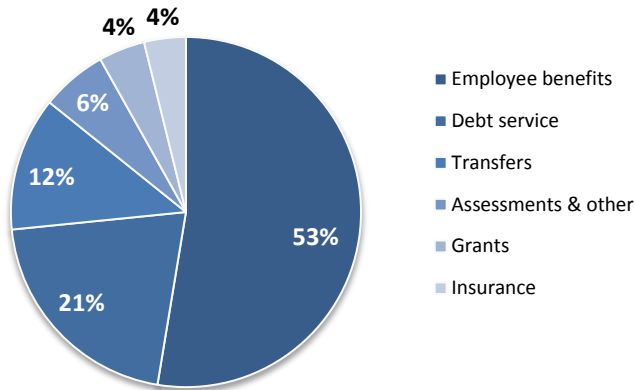
Other Requirements
Percentage of Total FY18 General Fund
Budget



Total expenditures on Other Requirements represent 29% of the overall General Fund budget.

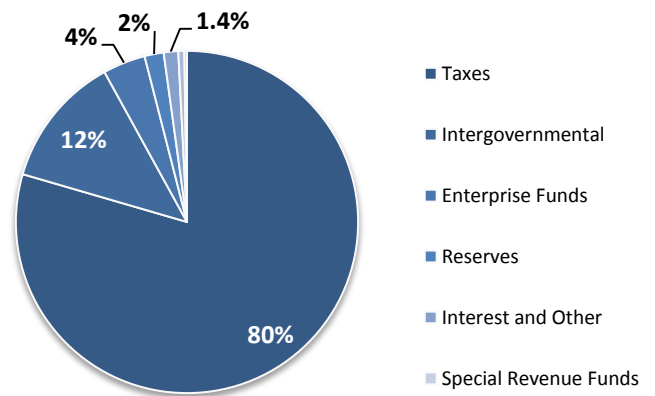
Other Requirements Financial Summary

FY18 Allocation of Other Requirements Budget



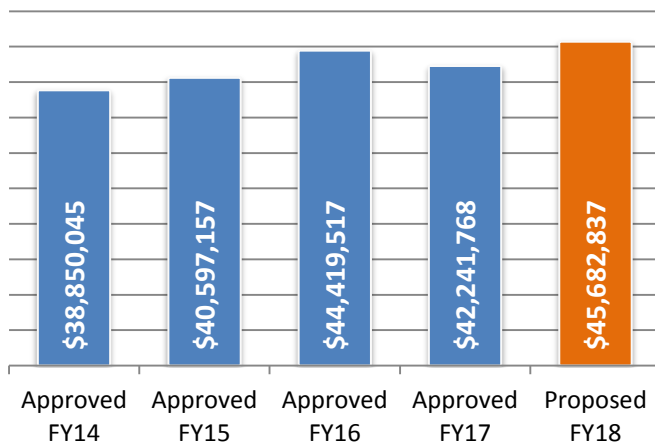
Employee benefits are the largest section of this budget representing 53% of all expenditures. The second largest area is debt service representing 21% of spending.

Other Requirements FY18 Source of Funding



Taxes provide 80% of the funding source for this area of the budget. Intergovernmental aid provides 12%, which is mostly derived from school construction reimbursements from the Massachusetts School Building Authority. These reimbursements will expire when the corresponding debt payments expire. A total of \$1,825,000 in General Fund reserves will be used to balance this area of the budget.

Other Requirements Budget History



This budget has increased 17% since FY14. The volatility in fixed cost is twofold: debt service payments change with capital projects or refunding of bonds, and availability to transfer additional funds to the Capital Trust Fund. A one-time \$4,000,000 transfer to the Capital Trust Fund in FY16 accounts for the decrease in FY17. The FY18 budget includes an additional \$1 million for the Capital Trust Fund.

FISCAL YEAR 2018 BUDGET

OTHER REQUIREMENTS

GENERAL FUND

Other Requirements	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 30,096,706	\$ 32,892,632	\$ 32,544,154	\$ 35,321,153	\$ 2,428,521	7.38%
Intergovernmental	5,631,716	5,723,925	5,723,925	5,702,529	(21,396)	-0.37%
Interest and Other	799,790	498,200	498,200	625,148	126,948	25.48%
Special Revenue Funds	116,037	112,183	112,183	112,183	-	0.00%
Enterprise Funds	1,672,053	1,659,828	1,659,828	1,836,824	176,996	10.66%
Trust Funds	280,000	270,000	270,000	260,000	(10,000)	-3.70%
Reserves	5,085,000	1,085,000	1,085,000	1,825,000	740,000	68.20%
Total Sources	\$ 43,681,302	\$ 42,241,768	\$ 41,893,290	\$ 45,682,837	\$ 3,441,069	8.15%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Employee Benefits						
Retirement Assessments	\$ 8,035,227	\$ 8,406,711	\$ 8,400,000	\$ 9,003,460	\$ 596,749	7.10%
Health Insurance for Active Employees	6,056,420	7,226,550	7,050,000	7,754,715	528,165	7.31%
Retiree Health & Sick Benefits	4,191,330	4,123,071	4,050,000	4,558,479	435,408	10.56%
Workers' Compensation & Unemployment	1,602,444	1,535,000	1,500,000	1,600,000	65,000	4.23%
Medicare & Life Insurance	1,034,878	1,071,580	1,050,000	1,115,000	43,420	4.05%
Total	\$ 20,920,299	\$ 22,362,912	\$ 22,050,000	\$ 24,031,654	\$ 1,668,742	7.46%

Debt Service, Grants, Assessments & Other	Actual	Approved	Projected	Proposed	Change	Percent
Debt Service	\$ 8,564,409	\$ 9,172,108	\$ 9,152,000	\$ 9,500,634	\$ 328,526	3.58%
Library Grants	1,714,000	1,773,990	1,773,990	1,827,210	53,220	3.00%
Tourism Grant	158,179	127,000	127,000	127,000	-	0.00%
Property & Liability Insurance	1,573,817	1,620,000	1,650,000	1,760,000	140,000	8.64%
Interest on Tax Refunds	19	20,000	1,000	20,000	-	0.00%
Celebrations	91,354	100,000	100,000	105,000	5,000	5.00%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	342,071	421,458	395,000	420,000	(1,458)	-0.35%
Old Kings Highway	9,750	9,500	9,500	10,250	750	7.89%
Greenhead Fly Control District	5,320	5,320	5,320	5,320	-	0.00%
County Tax & Cape Cod Commission Assessments	1,094,173	1,121,529	1,121,529	1,113,942	(7,587)	-0.68%
Mosquito Control	352,254	372,123	372,123	376,199	4,076	1.10%
Air Pollution Control Districts	21,832	22,378	22,378	21,224	(1,154)	-5.16%
RMV Non-renewal Surcharge	72,380	72,380	72,380	55,540	(16,840)	-23.27%
Cape Cod Regional Transit Authority	509,433	551,118	551,118	564,896	13,778	2.50%
Special Education Assessment	11,258	26,698	26,698	41,484	14,786	55.38%
Total	\$ 14,572,249	\$ 15,467,602	\$ 15,432,036	\$ 16,000,699	\$ 533,097	3.45%

Subtotal Before Transfers	\$ 35,492,548	\$ 37,830,514	\$ 37,482,036	\$ 40,032,353	\$ 2,201,839	5.82%
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Transfers	Actual	Approved	Projected	Proposed	Change	Percent
Transfer to Capital Trust Fund	\$ 7,435,335	\$ 3,540,468	\$ 3,540,468	\$ 4,504,004	\$ 963,536	27.21%
Transfer to Special Revenue Funds	34,999	-	-	-	-	0.00%
Transfer to Capital Projects Funds	-	1,710	1,710	-	(1,710)	-100.00%
Transfers to Enterprise Funds	718,420	869,076	869,076	1,146,480	277,404	31.92%
Total	\$ 8,188,754	\$ 4,411,254	\$ 4,411,254	\$ 5,650,484	\$ 1,239,230	28.09%

Grand Total Other Requirements	\$ 43,681,302	\$ 42,241,768	\$ 41,893,290	\$ 45,682,837	\$ 3,441,069	8.15%
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Summary of Significant Budget Changes

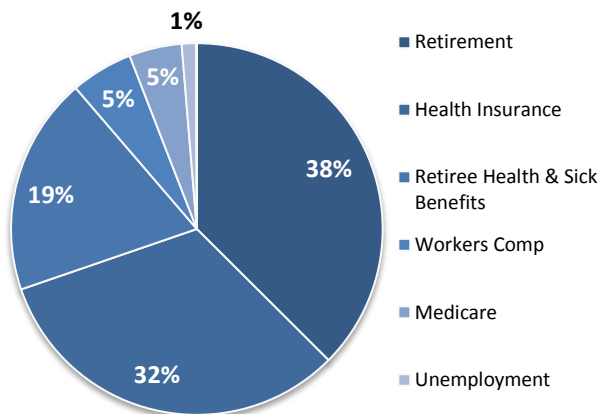
The total budget for Other Requirements, including transfers, is increasing \$3,441,069 or 8.15%. Excluding transfers, this budget is increasing \$2,201,839, or 5.82%. A majority of the increase is in the employee benefits and debt service areas. Health insurance premiums are increasing an average of 11% a year. Increases in these areas total \$963,573 or 44% of the year-over-year change in Other Requirements excluding transfers.

Description of Other Requirements

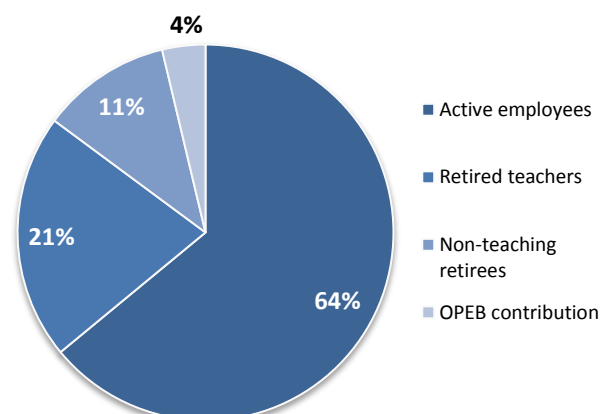
Employee Benefits

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

Distribution of FY18 Employee Benefits Budget



Distribution of FY18 Health Insurance Expenditures



Health insurance for active and retired employees is the largest expenditure in this area of the budget. Collectively, they represent 51% of all employee benefits spending. This includes the contribution to the Town's Trust Fund for other-post employment benefits, which is budgeted at \$450,000 for FY18. The Town's Annual Required Contribution (ARC), as calculated by actuaries, for fully funding its other post-employment benefit obligation is approximately \$5 million. This level of funding cannot be achieved immediately without significant cuts to services or additional increases in the tax levy. Health insurance for active employees comprises 64% of all health insurance expenses while retirees make up 32%. The county retirement assessment is the second largest expenditure in this category representing 38% of the total budget. These assessments have increased considerably over the past few years. The Town has been able to mitigate some of the increase by adopting a new payment schedule that saves approximately \$125,000 per year.

Health Insurance

The Town contributes 50% towards the health insurance premium for employees except for retired teachers. This is the minimum amount allowed under state law. Upon retirement, teachers join the State's Group Insurance Commission and the Town is responsible for contributing 85% to 90% towards their health insurance costs. The state deducts this cost from the Town's quarterly state aid distribution. Factors affecting costs in this category are the number of retirees, co-pay levels, deductibles and health insurance premium changes. Plan design changes to health insurance plans were implemented in FY13 and FY18 which resulted in some premium savings.

Pension Assessments

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

Unemployment

The Town self-insures for unemployment costs. The state bills the Town on a monthly basis for unemployment collected by former employees. There are no layoffs planned for FY18 which would require an increase in this area of the budget.

Worker's Compensation

The Town began self-insuring for worker's compensation in FY12. This expense covers all active Town employees including those working for the School Department and enterprise funds. Costs have risen significantly due to a number of recent factors. First, an increase in workplace claims and severity of claims has driven up the Town's experience rating, which translates, into higher premiums. Second, the market for worker's compensation coverage has changed, making fewer carriers interested in the large payroll exposure of the Town. This has limited the Town's options for carriers and creative programs that allow for better pricing. In the past, discounted programs have been an option for the Town and Schools, but lately, these programs have tightened up, and the deviated premium programs have offered smaller discounts. Finally, the payroll and job classification rates, which determine the premiums, have continued to rise. These are set by the state, and the Town has no control over this change, which has translated into increased premiums. For these reasons, the Town converted to a self-insured program in FY12, and will continue operating in this manner for FY18. A dollar one insurance option is evaluated every year for feasibility.

Despite these financial challenges, the Town's objective is to strive to create a safe workplace through appropriate supervision and safety education. Loss control measures and training programs to limit potential losses have been implemented, and the Town actively engages in developing a climate of safety for all Town and School employees. The Human Resources budget includes \$15,000 in FY18 for workplace safety training.

Insurance

The Town procures premium based liability, property, casualty, automobile, specialty and fire insurance on all its land, building, and equipment. The total listed value of the town's "fixed asset" holdings exceeds \$400 million. In addition, specialty coverage including Public Officials Liability, School Board Legal Liability, Aviation Liability, limited pollution coverage, and police accident and health insurance are secured each year to protect the activities and employees of the town, school and enterprise operations. Many of these coverages extend over to the boards and commissions, and the many volunteers who annually participate in local municipal operations.

Each year, the actual renewal premium amounts fluctuate based on past experience and coverage needs. These factors affect the cost of insurance and include claims history, insurance market conditions, deductible levels and insured values. In addition to the incremental rise in the insured value of our existing property and buildings, new buildings have been added to the policy in recent years (Bismore Visitor Center, the Hyannis Youth & Community Center, and Airport Terminal and Air Traffic Control Tower). This escalating value directly affects premiums as it broadens the Town's

coverage. The total cost of insurance has grown from \$1.2 million in FY06 to \$1.76 million in FY18. This is a 47% increase, an average of 9% per year.

Grants

Included in this category is the funding provided to the Town's seven village libraries and funding for a tourism promotion contract to enhance the Town's economy. Each library has its own Board of Trustees and the Town exercises no control over their daily operations. The Town is a major source of funding for the village libraries. The tourism grant is funded from the local portion of the Hotel/Motel tax collected by the Town. The FY18 proposed budget includes a tourism grant amount that represents approximately 7% of the total estimated rooms tax to be collected by the Town using a 4% rooms tax rate. The grant to the libraries is increasing 3% and the payment to the Lombard Trust remains level at \$52,000.

Assessments and Other

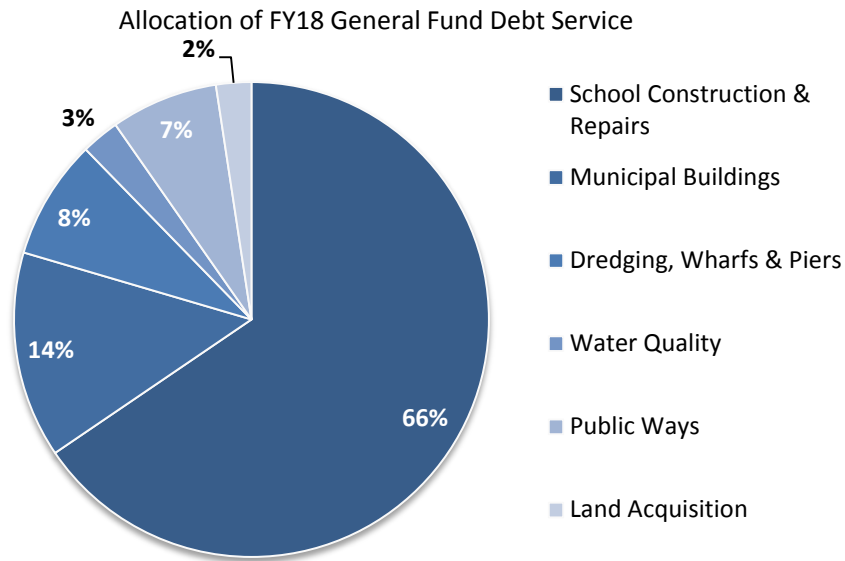
The Town participates in four regional entities, namely: the Cape Cod Technical Regional High School (CCTRHS), a regional Veteran's District, the Old King's Highway Historic District, and the Cape Cod Greenhead Fly Control District. These assessments are based on the Town's share of the cost of running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

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

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

Debt Service

Major capital improvements within the Capital Improvement Program will be funded through the issuance of notes and bonds and repayment of the debt issuance is included in the debt service appropriation. For further detail on the Town's debt obligations, please refer to pages 108 through 117. This budget does not include debt associated with enterprise fund operations. Debt service for enterprise fund operations is included in each respective enterprise fund. Additionally, this budget does not include debt service on land acquisitions made by the Community Preservation Fund (CPF). The CPF, a special revenue fund, pays for its own debt service out of surtaxes added to the Town's real estate tax bills. The chart below details the General Fund debt service budget by type of capital improvement.



Transfers

Included in this category are all budgeted transfers to other Town funds from the General Fund. This includes \$4.5 million to the Capital Trust Fund and \$1.1 million for the Golf Course Enterprise Fund and HYCC Enterprise Fund. The Town has committed \$9,636,985 of tax support to its annual capital program. This amount is transferred to the Capital Trust Fund. In return, the Capital Trust Fund (CTF) will transfer \$5,132,981 back to the General Fund for the payment on bonds issued to fund capital improvements, which are included in the General Fund budget. This results in a net transfer to the CTF of \$4,504,004.

The Golf Course Enterprise Fund is assessed \$454,820 of indirect costs for support received from General Fund operations, as well as other fixed costs budgeted in the General Fund that are attributable to the Enterprise Fund operation. The Enterprise Fund has budgeted \$279,603 for reimbursing the General Fund resulting in a General Fund subsidy of \$175,217. The HYCC Enterprise Fund is assessed \$334,091 of indirect costs for support received from General Fund operations, as well as other fixed costs budgeted in the General Fund that are attributable to the Enterprise Fund operation. In addition, the HYCC’s estimated revenue for FY18 is \$637,172 less than the direct operating expenses budgeted in the Enterprise Fund. No reimbursement to the General Fund is budgeted in the Enterprise Fund for this support resulting in a subsidy of \$971,263. The total Enterprise Fund subsidy budgeted in this category is \$1,146,480.

Appropriation Deficits

The Town has the authority under Massachusetts General Law to expend amounts in excess of appropriations for snow and ice removal, overlay deficits and any court ordered judgments. Any such expenditure in the prior year must be raised on the subsequent year’s tax levy. The Town has a snow removal deficit of \$1,500,000 from FY17, which is included in the FY18 proposed budget of the Department of Public Works.

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COMMUNITY SERVICES ENTERPRISE FUNDS



Marinas



Sandy Neck Park



**Olde Barnstable
Fairgrounds & Hyannis
Golf Courses**



**Hyannis Youth &
Community Center**



**Public, Educational,
Governmental Access
Television**

Mission Statement

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

MARINA ENTERPRISE FUND

Mission Statement

The mission of the Marina Enterprise Fund is to provide services in a manner that is fair and uniform to all users, as well as to protect the safety of people and vessels that use our waterways and waterside facilities.

Town Operated Marinas

Barnstable Harbor Marina

Bismore Park Marina Hyannis

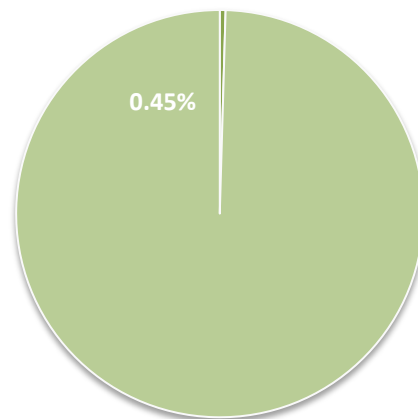
Gateway Marina Hyannis

Marina at Prince Cove Marstons Mills

Recent Accomplishments

- In final stages of Gateway Marina dredge project. Once project has been completed, several unusable slips will become available for slip lease contracts.
- Continued the “FLUSPY” program at the Prince Cove Marina in conjunction with Natural Resources.
- Worked with Town of Barnstable Growth Management and the Hyannis Civic Association on the Winter Harbor Lighting at Bismore Park Marina and Hyannis Inner Harbor.
- Exceeded the Performance Measure at Barnstable Harbor Marina transient dockage use by \$21,092.
- Continued dock hardware improvements at all Town Marinas.

Percentage of FY18 All Appropriated Funds



Marine Enterprise Fund comprises less than 0.45% of all appropriated funds.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

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

Long Term:

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



Barnstable Harbor Marina



Gateway Hyannis Marina

Description of Marina Enterprise Fund Services Provided

The Marina Enterprise Fund encompasses the four Town-owned marina facilities; Barnstable Harbor Marina, Bismore Park Marina, Gateway Marina, and The Marina at Prince Cove. With 188 boat slips available, the program generates an annual income of more than \$750,000.



Prince Cove Marina

The Marina Enterprise Fund was established as part of the FY06 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 was initially intended to be self-supporting in that all marina related expenses were to be recovered by the revenues of the users of the marinas and that no funds would be required from the General Fund. When the Barnstable Harbor bulkhead failed the cost of the replacement required a General fund subsidy. This subsidy is about \$60,000 for FY18. As the fund grows, future upgrades to all the marinas are expected to be paid for from user fees.

The Marina Enterprise Fund was established to:

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



Harbormaster Boat

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

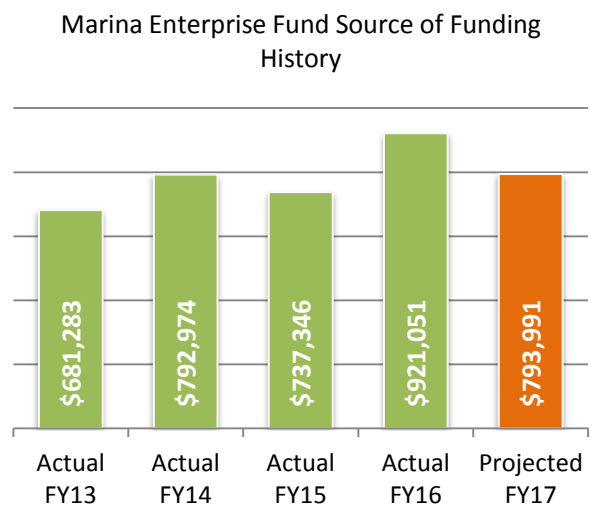
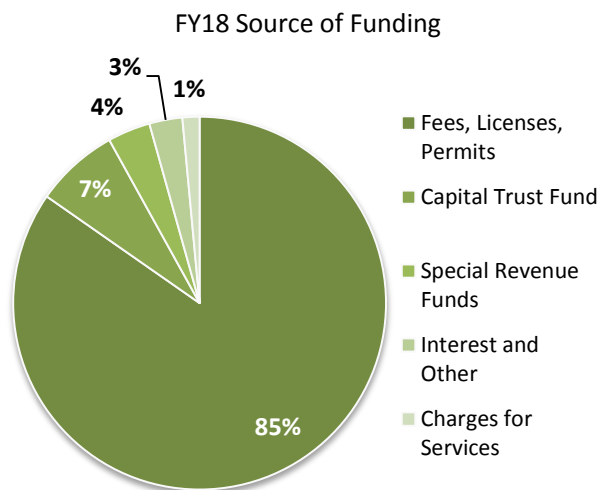
Additional revenue for the Town is generated through the boat excise tax information, which is gathered through slip agreements.

The intent of the services provided are to operate the marinas in a manner that is fair and uniform to all slip holders. Services and utilities provided at the marinas include electrical power, restroom facilities, water, pump out availability, and trash removal. Each marina has a unique configuration to what services are available.

Marina Enterprise Fund Financial Summary

Factors Affecting Revenues

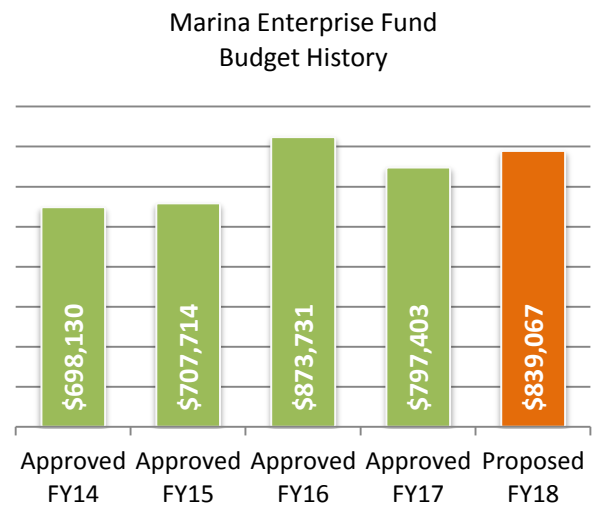
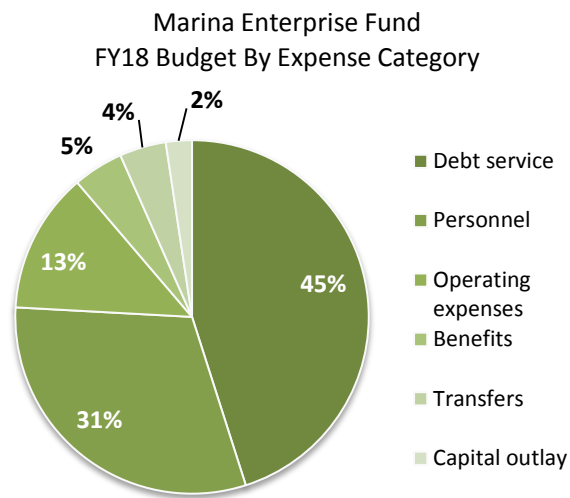
The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slip space, so vacancy rates are not a significant factor in calculating revenues. Revenues are projected to increase slightly each year through a combination of activity levels and rate adjustments.



Fees, Licenses, Permits account for 85% of all Marina Enterprise Fund revenues. This includes both transient docking fees and annual slip holders. The Capital Trust Fund provides the second largest source of revenue at 7% for debt service payments associated with the Barnstable Marina Bulkhead project in 2011. A portion of this project was paid for with the Capital Trust Fund.

Factors Affecting Expenses

The purchase of the Prince Cove Marina in FY03 was financed with the issuance of a new loan. The new revenue sources derived from taking over the operations of the marina covers the annual loan payments for the acquisition. Additionally, a loan of \$1,250,000 was issued to replace the Barnstable Harbor Bulkhead. The General Fund will repay \$725,000 of the loan and the Marina Enterprise Fund will repay the remaining \$525,000. The FY16 and FY17 capital programs authorized another \$1.5 million in dredging and bulkhead improvement projects. The annual debt payments for this operation have increased significantly as a result.



The FY18 proposed budget shows that debt service represent the largest expense category within the Marina operations at 45%, which is due to debt payments for the most recent capital projects for Gateway dredging, and Prince Cove and Hyannis bulkhead repairs. Personnel and benefits is the second largest category at 44%. The Marina Enterprise Fund budget has increased from \$698,130 in FY14 to \$839,067 FY18 or 20.19% over the five-year period. The spike in FY16 was due to the reimbursements to the General Fund of \$170,000 for the cost of reinstalling the piles in Barnstable Harbor that were damaged in the FY15 winter season.



Bismore Marina



Barnstable Harbor Marina

FISCAL YEAR 2018 BUDGET

MARINA

ENTERPRISE FUNDS

Marina Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fees, Licenses, Permits	\$ 698,064	\$ 627,500	\$ 660,852	\$ 686,500	\$ 59,000	9.40%
Charges for Services	22,518	11,000	20,874	12,000	1,000	9.09%
Interest and Other	115,239	22,700	22,234	23,200	500	2.20%
Special Revenue Funds	24,000	30,000	30,000	30,000	-	0.00%
Capital Trust Fund Reserves	61,231	60,031	60,031	58,831	(1,200)	-2.00%
Total Operating Source of Funding	\$ 921,052	\$ 751,231	\$ 793,991	\$ 810,531	\$ 59,300	7.89%
Borrowing Authorizations		500,000		-	(500,000)	-100.00%
Total Capital Source of Funding	\$ -	\$ 500,000	\$ -	\$ -	\$ (500,000)	-100.00%
Total Source of Funding	\$ 921,052	\$ 1,251,231	\$ 793,991	\$ 810,531	\$ (440,700)	-35.22%
Expense Category						
Personnel	247,585	254,616	241,383	258,311	3,695	1.45%
Benefits	30,552	31,613	33,995	38,692	7,079	22.39%
Operating Expenses	96,351	107,848	76,368	108,116	268	0.25%
Capital Outlay	14,148	15,000	13,791	20,000	5,000	33.33%
Debt Service	227,901	356,333	356,333	378,234	21,901	6.15%
Transfers Out	203,512	31,993	31,993	35,714	3,721	11.63%
Subtotal Operating Budget	\$ 820,049	\$ 797,403	\$ 753,863	\$ 839,067	\$ 41,664	5.22%
Capital Improvement Program	74,198	500,000		-	(500,000)	-100.00%
Total Expenses	\$ 894,247	\$ 1,297,403	\$ 753,863	\$ 839,067	\$ (458,336)	-35.33%
Excess (Deficiency) cash basis	\$ 26,805	\$ (46,172)	\$ 40,128	\$ (28,536)	\$ 17,636	
Adjustment to accrual basis	(360,296)	-	-	-		
Beginning Net Assets per CAFR	4,348,622	4,015,131	4,015,131	4,055,259		
Ending Net Assets per CAFR	4,015,131	\$ 3,968,959	\$ 4,055,259	\$ 4,026,723		
Invested in capital assets, net of related debt (1)	(2,931,421)					
Reserved for encumbrances (2)	(8,819)					
Reserved for continuing appropriations (3)	-					
Reserved for subsequent year's budget (4)	(46,172)					
Other post employment benefits obligation (5)	118,032					
Compensated absences (5)	14,054					
Net pension liability (5)	680,992					
Deferred revenue (6)	-					
Deferred outflow of resources (7)	(46,796)					
Net assets available for appropriation (free cash) (8)	\$ 1,795,001					

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

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

(3) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2016.

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

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

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

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

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

Summary of Significant Budget Changes

The Marina Enterprise Fund FY18 proposed budget is increasing \$41,664 or 5.22%. Personnel costs are increasing by \$3,695 and include additional funding for minimum wage increases (\$9,500) and all contractual obligations. Savings from the turnover is staffing offset some of this increase. Debt service payments have increased by \$21,901 due to the recent bulkhead and dredging projects. Operating cost is increase by \$268 due to the indirect cost charge for marine/property/vehicle insurance year-over-year. Capital outlay cost of \$20,000 is for the annual dock replacement and maintenance program. The FY18 General Fund cost charges to the Marina Enterprise Fund \$71,543.

Funding for this operation includes a transfer of \$30,000 from the Bismore Park Special Revenue Fund and \$58,831 from the Capital Trust Fund. \$28,536 of reserves will be used to balance the FY18 proposed budget as there are no proposed changes to slip fees.

Additional Funding Recommended

1. Seasonal Pay Increase

\$9,500 Requested
\$9,500 Recommended

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

2. Dock Replacement and Maintenance

\$20,000 Requested
\$20,000 Recommended

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

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative Assistant	0.20	0.20	0.20	-
Community Services Director	0.10	0.10	0.10	-
Director Marine & Environmental Affairs	0.15	0.15	0.15	-
Marina Manager/Asst. Harbor Master	1.00	1.00	1.00	-
Principal Dept/Div Assistant	0.20	0.20	0.20	-
Full-time Equivalent Employees	1.65	1.65	1.65	0.00

Performance Measures/Workload Indicators

	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Transient Dockage Fees Collected	\$205,000	\$200,000	\$196,000

SANDY NECK ENTERPRISE FUND

Mission Statement

The mission of the Sandy Neck Beach Park is to provide recreational opportunities and access to our Town’s citizens and visitors while protecting the natural, cultural and historic resources on Sandy Neck so that a long-term, sustainable balance between use and conservation of these resources is achieved.

Recent Accomplishments

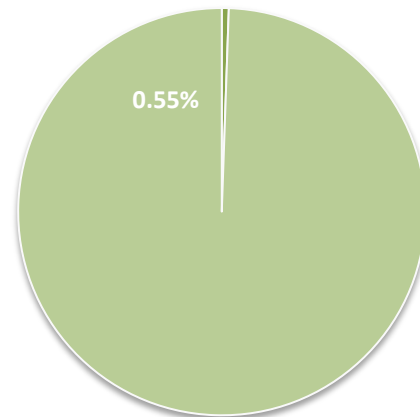
- Using Coastal Zone Management grant funding, produced an alternative analysis for long-term coastal resiliency of the Sandy Neck bathhouse/parking lot area. This effort included research, public outreach, and reporting findings to Town management.
- Submitted a Habitat Conservation Plan to the Natural Heritage and Endangered Species Program in order to improve off road vehicle access while still protected endangered nesting shorebirds.
- Refurbished the interior of the Sandy Neck Gatehouse and improved the surrounding grounds.

4,700 Acres of Dunes

Maritime Forests and Marshes

Recreational Opportunities

Percentage of FY18 All Appropriated Funds



Sandy Neck Enterprise Fund comprises less than 0.55% of all appropriated funds.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Implement the Sandy Neck Beach Park Habitat Conservation Plan in the spring of 2017, which will include management strategies to improve off road vehicle beach access while still protecting nesting shorebirds. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Communication)**
2. Explore the use of a Radio Frequency Identification (RFID) digital log-in system for off road vehicles. **(SP: Public Health and Safety, Regulatory Process and Performance)**
3. Amplify beach patron safety measures to address the increase in off road vehicle beach use. **(SP: Public Health and Safety, Regulatory Process and Performance)**

Long Term:

1. Implement coastal resiliency strategies to the bathhouse/parking area thereby protecting Sandy Neck Infrastructure. **(SP: Environment and Natural Resources, Infrastructure, Recreation)**
2. Construct a Coastal Interpretive Center that will provide the public, as well as school groups, with interactive educational materials about Sandy Neck; its cultural history, ecology and geology. **(SP: Infrastructure, Education, Environment and Natural Resources, Recreation)**



Sandy Neck Lighthouse and Cottages



Sandy Neck Sand Dunes

Description of Sandy Neck Enterprise Fund Services Provided

The Sandy Neck Program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services are listed in the Programs Description.

The mission 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:



Sandy Neck Horseback Riding

Gatehouse Operations: (the hub of all beach activities):

- Processing vehicles, collecting fees, databasing and record keeping, scheduling cottage owner escorts and issuing trail passes;
- Permit sales (off road vehicle [ORV]), horseback riding, camping and campfire);
- Providing the public with beach information and written materials (maps, regulations, policies, tide charts, etc.);
- Issuing Special Permits for large events such as weddings, charitable functions and organized campfire gatherings;
- Merchandise sales (clothing, firewood and Sandy Neck memorabilia); 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 exclosures and fencing around protected species nesting habitat;
- Mandatory data collection and reporting of endangered species populations to state agencies;
- Injured wildlife rescue, including marine mammals and cold stunned sea turtles;
- Invasive plant species removal;
- GIS mapping work to catalog resources and restoration efforts; and
- Overseeing Sandy Neck hunting activities.

Off Road Beach Operations:

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

Enforcement and Emergency Response:

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

Educational Program:

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

Grounds and Facilities:

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

Management Responsibilities:

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



Sandy Neck Beach House



Sandy Neck Dunes

Sandy Neck Enterprise Fund Financial Summary

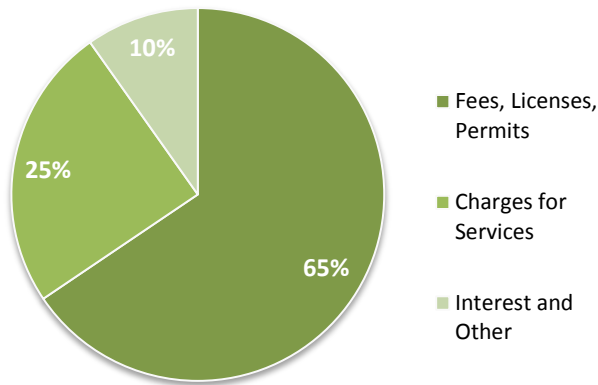
Sandy Neck, a coastal barrier beach, is approximately six miles long, varying in width from 200 yards to one half mile. The Town of Barnstable owns this unique conservation and recreation area. The Sandy Neck Park Enterprise Fund was created in FY06. The activities included in this operation are visitors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



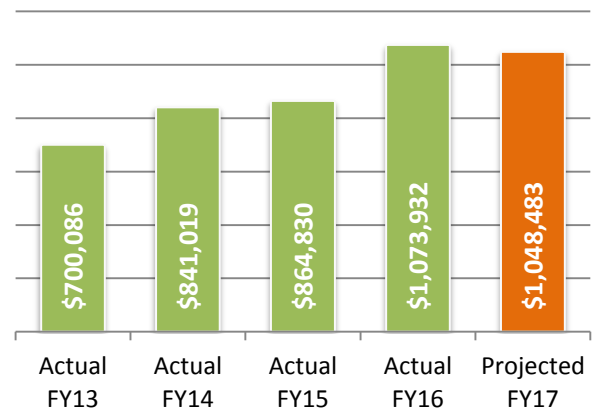
Factors Affecting Revenues

Major sources of revenue for this operation include beach sticker sales, parking revenue and off-road vehicle sticker sales. Weather can play a major role in the revenue generated at this park as approximately 20 to 25 percent of revenue is derived from daily parking fees. Other factors that can affect revenue are nesting endangered shorebirds and turtles. These can affect activity levels at this park and staff has been working on a plan with state officials to mitigate the impacts while protecting the species.

FY18 Source of Funding



Sandy Neck Enterprise Fund Source of Funding History

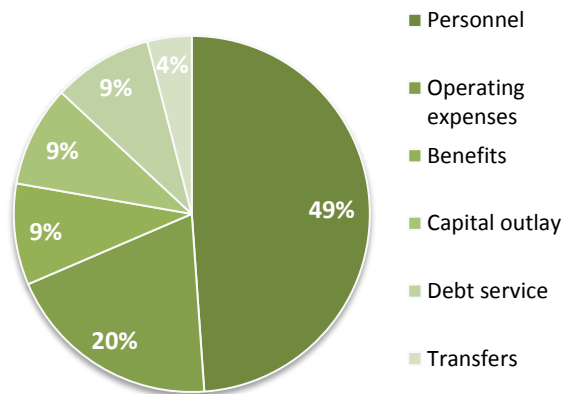


Fees, Licenses, Permits represent the largest funding source 65%. Off road vehicle sticker fees provide the largest contribution to this revenue category. The second largest category at 25% includes beach stickers and parking lot fees.

Factors Affecting Expenses

Salaries and benefits are projected to increase 2 percent to 10 percent per year. Operating expenses are projected to increase approximately 1 percent per year. Operating expense include the loan payment of approximately \$95,000 per year for the construction of the bathhouse which opened in May 2011.

Sandy Neck Enterprise Fund
FY18 Budget By Expense Category



Sandy Neck Enterprise Fund
Budget History



Personnel and benefits expenses comprise 58% of all expenditures. The Sandy Neck Park operating budget has increased from \$743,588 in FY14, to \$1,018,462 FY18 or 36% over the five-year period. Most of the increases are attributable to increases in both permanent staff and seasonal staff. The minimum wage increase for seasonal employees has accounted for 23% of the total cost increase from FY15 to FY17 approved budgets.



Sandy Neck Off Road Vehicles (ORV)



Snowy Owl on Sandy Neck

FISCAL YEAR 2018 BUDGET

SANDY NECK

ENTERPRISE FUNDS

Sandy Neck Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fees, Licenses, Permits	\$ 725,578	\$ 568,519	\$ 720,440	\$ 634,846	\$ 66,327	11.67%
Charges for Services	244,954	237,479	223,115	238,616	1,137	0.48%
Interest and Other	103,400	82,000	104,928	95,000	13,000	15.85%
Total Operating Source of Funding	\$ 1,073,932	\$ 887,998	\$ 1,048,483	\$ 968,462	\$ 80,464	9.06%
Intergovernmental Aid	148,500	-	-	-	-	0.00%
Total Capital Source of Funding	\$ 148,500	\$ -	\$ -	\$ -	\$ -	0.00%
Total Source of Funding	\$ 1,222,432	\$ 887,998	\$ 1,048,483	\$ 968,462	\$ 80,464	9.06%
Expense Category						
Personnel	\$ 439,313	\$ 463,683	\$ 450,925	\$ 497,828	\$ 34,145	7.36%
Benefits	61,689	76,319	80,347	93,715	17,396	22.79%
Operating Expenses	159,269	174,216	135,233	200,312	26,096	14.98%
Capital Outlay	71,500	93,500	71,855	93,500	-	0.00%
Debt Service	95,481	93,831	93,831	92,181	(1,650)	-1.76%
Transfers Out	37,607	36,449	36,449	40,926	4,477	12.28%
Subtotal Operating Budget	\$ 864,859	\$ 937,998	\$ 868,640	\$ 1,018,462	\$ 80,464	8.58%
Capital Improvement Program	\$ 91,981	\$ -	\$ -	\$ -	\$ -	0.00%
Total Expenses	\$ 956,840	\$ 937,998	\$ 868,640	\$ 1,018,462	\$ 80,464	8.58%
Excess (Deficiency) cash basis	\$ 265,592	\$ (50,000)	\$ 179,843	\$ (50,000)	\$ -	
Adjustment to accrual basis	(128,423)	-	-	-		
Beginning Net Assets per CAFR	(201,766)	(64,597)	(64,597)	115,246		
Ending Net Assets per CAFR	(64,597)	<u>\$ (114,597)</u>	<u>\$ 115,246</u>	<u>\$ 65,246</u>		
Invested in capital assets, net of related debt (1)	(249,820)					
Reserved for encumbrances (2)	(9,355)					
Reserved for continuing appropriations (3)	(92,807)					
Reserved for subsequent year's budget (4)	(50,000)					
Other post employment benefits obligation (5)	62,791					
Compensated absences (5)	5,767					
Net pension liability (5)	1,195,826					
Deferred revenue (6)	(1,300)					
Deferred outflow of resources (7)	(82,173)					
Net assets available for appropriation (free cash) (8)	\$ 714,332	-	-	-		

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

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

(3) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2016.

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

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

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

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

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

Summary of Significant Budget Changes

The proposed budget is increasing \$80,464 or 8.58%. Personnel costs are increasing \$34,145, and include funding for contractual obligations, minimum wage increases of \$9,000, and \$13,000 for gatehouse staff. Operating costs are increasing \$26,096. These additional costs include \$11,000 for police detail to handle the increased volume of traffic on the beach, \$9,000 for beach facility maintenance, and \$5,800 for a federal endangered species permit. Capital outlay will remain level funded. These costs include \$16,000 for a radio frequency identification system for better monitoring of pass holders, \$22,500 for a vehicle replacement, , and continuation of a sand nourishment program at \$55,000. The budget includes using \$50,000 of the Enterprise Fund’s reserves to fund the sand nourishment program, if needed. The FY18 General Fund costs charges to the Sandy Neck Enterprise Fund total \$100,873.



Sandy Neck Sand Dunes



2016 Sandy Neck Seasonal Staff

Additional Funding Recommended

1. Seasonal Pay Increase

\$9,000 Requested
\$9,000 Recommended

Proposal is to fund the mandated increase in the hourly pay rate of all seasonal Sandy Neck staff positions by \$1.00 per hour starting January 1, 2017. This is a statewide minimum wage increase.

2. Gatehouse Staff Member

\$13,000 Requested
\$13,000 Recommended

Existing staffing levels at the Gatehouse, Public Beach and Off Road Vehicle Beach are no longer adequate to handle the volume of vehicles (and people) at Sandy Neck Beach Park on any given busy summer day. An additional seasonal Gatehouse Supervisor will assist with permit sales, traffic control and merchandise transactions.

3. Police Detail Line Item Increase

\$11,000 Requested
\$11,000 Recommended

The number and complexity of enforcement and medical issues has also increased along with beach use. Two police officers during busy shifts are needed to address the volume of issues.

4. Building and Facilities Line Item Increase

\$9,000 Requested
\$9,000 Recommended

Buildings and facilities at Sandy Neck Beach Park include the gatehouse, bathhouse, air compressor shack, garage, halfway house, two overlooks, two sets of stairs and the handicap ramp. In the past few years storm damage cost has been considerable. As such, other maintenance projects have been put on hold in order to replace storm-damaged stairs, broken pipes and downed flagpoles.

5. Vehicle Purchase

\$22,500 Requested
\$22,500 Recommended

Sandy Neck is designated as an Area of Critical and Environmental Concern. As such, multiple local, state and federal agencies have regulatory requirements for the management of the park. Natural Resource Officers are charged with patrolling six miles of beach and 4,500 acres of dune and marshlands. In addition, staff must monitor the breeding populations of four endangered species. These many duties are handled by one full-time Natural Resource Officer, four seasonal Natural Resource Officers, three biologists and a full-time Park Manager. We maintain six vehicles and five ATVs and we need to continue to replace the oldest vehicles in order to have a working fleet for our staff. Without replacement vehicles, we will not be able to continue our current level of service and staff and public safety will be in jeopardy. Further, we will not be able to maximize revenue potential because the John Deere Gator is used for merchandise sales on the beach.

6. Radio Frequency Identification System (RFID)

\$16,000 Requested
\$16,000 Recommended

ORV permits would have an RFID chip embedded within the sticker that would allow for immediate vehicle identification and accurate daily logging. RFID system would provide accurate, automated representation of vehicles accessing the ORV beach. Management of the beach would be greatly improved with (real time) correct and consistent usage data particularly for enforcement purposes and during emergencies.

Additional Funding Recommended (Continued)

7. HCP Mitigation Fee

\$5,800 Requested
\$5,800 Recommended

The State of Massachusetts has successfully obtained a Federal Section 10 Permit, which allows limited “takes” under the Endangered Species Act in exchange for mitigation. This enables towns to increase Off Road Vehicle (ORV) access by allowing limited management strategies during the plover and tern nesting seasons. The Sandy Neck Program has requested, via a state Habitat Conservation Permit (HCP), the opportunity to: (1) deter plover nesting within the first section of the ORV beach thus guaranteeing beach access; and (2) escort vehicles past unfledged tern chicks. In exchange for these activities, the Sandy Neck Program has agreed to fund off-site mitigation.

8. Sand Stabilization

\$55,000 Requested
\$55,000 Recommended

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

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Administrative Assistant	0.20	0.20	0.20	-
Community Services Director	0.10	0.10	0.10	-
Director Marine & Environmental Affairs	0.15	0.15	0.15	-
Natural Resource Officer	1.00	1.00	1.00	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Sandy Neck Park Manager	1.00	1.00	1.00	-
Supervisor Natural Resource Officer	0.30	0.30	0.30	-
Full-time Equivalent Employees	3.75	3.75	3.75	0.00



Endangered Species – Plover

Performance Measures/Workload Indicators

In calendar year 2017, Sandy Neck Beach Park is going to implement our Habitat Conservation Permit (HCP). This permit was obtained via a Certificate of Inclusion into the Section 10 (Federal) permit that was acquired by the State of Massachusetts. Section 10 permits allow for greater flexibility in the management of endangered species.

The goals of the Sandy Neck HCP are:

- Greatly reduce the probability of a complete closure of the off road vehicle (ORV) beach due to nesting endangered shorebirds;
- Reduce late season ORV beach congestion by offering limited escorts past late nesting tern chicks;
- Demonstrate to the Sandy Neck ORV beach patrons that we are working to improve ORV access during the endangered shorebird nesting period; and
- Accomplish the above tasks while still protecting our endangered nesting shorebirds.

	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Merchandise Sales	\$ 40,016	\$ 40,000	\$ 35,000

Off Road Vehicle Permits (ORV)	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Total Permits Sold	4,766	4,500	4,500



Sandy Neck - Sea Turtle



Sandy Neck - Seal

GOLF COURSE ENTERPRISE FUND

Mission Statement

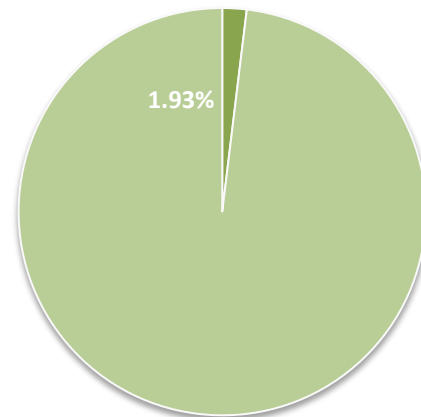
Barnstable Golf is dedicated to provide, operate and maintain affordable, self-supporting public golf facilities, while protecting them for the future, by maintaining and improving the courses, the buildings, and the equipment. Golf Course Management strives to provide programs that enrich recreational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

Recent Accomplishments

- For the fourth year in a row Olde Barnstable Fairgrounds GC was voted by golfers throughout New England as one of the Top 25 Public Places to play. This year we came in at #10.
- Replaced the roofs at both Hyannis & Olde Barnstable GC clubhouse buildings as part of a multi-phase facility upgrade program.
- Hyannis GC Head Golf Professional, Jesse Schechtman, received the Gary Philbrick Golf Professional of the Year award from the Cape Cod Chapter of the PGA.
- Contracted with the National Golf Foundation to produce a Market Analysis and conduct an operational review of the Golf Division. This document will assist in the decision making process regarding the rehabilitation of Hyannis GC including ROI potential if the project is approved.
- Replaced the last of three original irrigation system water pumps, motor and variable speed control drive at the Olde Barnstable GC pumping station. The system is back to its full capacity of 900 gallons per minute.



Percentage of FY18 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.93% of all appropriated funds.

Additional Recent Accomplishments

- Replaced the deck awning at Olde Barnstable GC clubhouse building.
- Secured a new lessee for the food and beverage concession at Olde Barnstable Fairgrounds (OBF).
- In April 2017, we will celebrate Olde Barnstable Fairgrounds GC's 25th Anniversary.
- Hyannis GC will receive a new fleet of rental golf carts in April.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. To complete the second phase of golf clubhouse facilities upgrades. At OBF this phase includes window and door replacement, decking and balustrade replacement, HVAC system upgrades and ceiling repairs. Interior and exterior painting will also be completed. Phase two at Hyannis GC consists of replacement of the large deck and awning, replacement of the interior stairwell, remodeling of the main building entrance and painting. **(SP: Infrastructure)**
2. Replace several key pieces of turf maintenance equipment at Hyannis GC. The majority of the mowing equipment is at least 10 years old, in poor condition, beyond its useful life and experiencing frequent, expensive breakdowns. An existing equipment bond is being retired and the plan is to roll the expense into a new loan for acquiring the new equipment. We are looking to replace two greens mowers, two tee and approach mowers, two fairway mowers, a large area rough mower and an intermediate rough trim mower. **(SP: Infrastructure)**
3. Purchase new kitchen equipment for OBF restaurant. Much of the present equipment is more than 25 years old and in need of replacement. There is a shortage of refrigerator and freezer space, the ice machine is too small as is the beverage cooler. Counter space and shelving is also inadequate. **(SP: Infrastructure)**
4. Continue to edge, reshape and replenish sand in bunkers at both courses. The bunkers at both courses are showing the signs of deterioration after many years of use and are in need of complete rehabilitation – especially Hyannis Golf Course. The condition of the bunkers is the #1 complaint we receive. **(SP: Finance, Infrastructure)**
5. Remove select trees around tees and greens at both courses. Over time tree growth shades out the greens and impacts putting green performance. The result will be improved air movement, increased sunlight and reduced disease incidence. **(SP: Finance, Infrastructure)**
6. Continue to expand on tournament/event offerings; New for 2017 includes a Masters Shootout, One day Member/Guest and a Ladies Invitational event at Hyannis GC. **(SP: Communication, Economic Development)**
7. Creation of a new golf outing/event video and outing preparation kit to push marketing campaign to grow outing business. **(SP: Communication, Education, Economic Development)**



Olde Barnstable Fairgrounds Driving Range

Fiscal Year 2018 Goals and Objectives (Continued)

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Long Term:

1. To continue to seek funding for the rehabilitation/restoration of the Hyannis GC. The Hyannis Golf Course is over 42 years old and is showing its age. The Golf Division seeks to use a combination of funding sources to accomplish this project. Since 2014 this proposal has been submitted three times. A Master Business Plan and recent Market Analysis have also been submitted to bolster the project. **(SP: Finance, Infrastructure)**
2. To continue to position Barnstable Golf as the premier golf destination on Cape Cod. This is a win-win for the Town. Our guest golfers stay at local hotels and motels, eat at local restaurants, shop at local stores, and visit our beaches and other Town attractions. The successful completion of the Hyannis Rehabilitation/Restoration Plan will be the most significant contributing factor that leads to achieving this goal. **(SP: Finance, Economic Development)**
3. Start the planning process for the restoration of key features at Olde Barnstable GC. Now that the golf course is 25 years old we need to start thinking about sand bunker restoration, irrigation system upgrades and cart path repaving. OBF has enjoyed a strong regional following based upon high quality standards. 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, Education)**
4. Investigate the feasibility of replacing the parking lot at Hyannis GC. The pavement is in poor condition full of cracks and potholes. The entire lot needs to be re-configured and enlarged to accommodate current use. Frequently the lot is unable to handle the volume of cars needing parking spots. **(SP: Finance, Infrastructure)**



18th Hole at Olde Barnstable Fairgrounds



Hyannis Golf Course – First Tee Program for Youth

Description of Golf Course Enterprise Fund Services Provided

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 GC also features a large function/banquet facility that can accommodate groups of up to 150 guests. The management staff has put together a comprehensive plan for the successful operation of both golf courses with the emphasis on being self-supportive. The focus of the Golf Division is to provide affordable golfing opportunities to residents and guests alike by offering highly conditioned golf courses and exceptional customer service. The Maintenance program strives to keep both courses in great playing condition with the goal of exceeding customer expectations. The Operations program does an outstanding job of balancing the needs of both members and guests alike in an effort to provide a memorable golfing experience. A strong membership and repeat clientele is the cornerstone of our revenue producing capabilities. The Administration program oversees the day-to-day activities of both facilities and manages all financial aspects of the Golf Division. An aggressive marketing plan has been implemented that is aimed at making the Town of Barnstable a true golfing destination featuring the course of Barnstable Golf.

Administration Activity

The Administration is the financial management arm of the Golf Division. The Administration oversees the collection of cash receipts and the pay-overs to the Town. As an enterprise fund it is vital that the Administration closely monitor the revenues and expenses as we cannot spend more than we make. One of the most important jobs of the Administration is the development and implementation of the annual fiscal operating budget. For the fiscal year ending June 30, 2016 the Golf Division generated \$3,183,371 in revenues. Through the setting of fees and rates, forecasting of revenues, and adhering to tight expense controls, the Administration strives to keep Barnstable Golf in the black. As facility managers for the Town's two golf properties the Administration develops both long and short range comprehensive capital improvement plans to ensure protection and enhancement of the assets. The Administration works hard to balance the yearly operational needs of the division, the debt service and financial obligations owed to the Town, and funding needed capital improvements with the revenues generated. Barnstable Golf pays \$633,000 in debt service and administrative support to the Town annually. The Administration is also responsible for developing and implementing a progressive marketing plan that includes TV, radio, internet, social media, print and web based advertising campaigns with a focus on promoting the Town of Barnstable as a true golfing destination. Golfing visitors stay in local hotels and motels, eat at local restaurants, visit local attractions and shop at local businesses. Golf is good for our community.

Operations Activity

The Operations activity is responsible for management of the two pro shops, practice facilities, golf carts and all golfer related activities. Each operation is managed by a highly trained PGA golf professional that is supported by a staff of customer service experts. The 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. The Operations staff answers hundreds of phone calls daily providing a wide variety information to customers. Operations provide professional player assistance, golf instruction (both individual and group) to juniors, seniors, women and the physically challenged. One of the main responsibilities of Operations is to provide outstanding customer service to all of our members and guests. The staff greets golfers at the bag drop area, assists them with any needs they may have, helps organize games, provides course information and collects fees. The Operations staff handles over 70,789 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. The Operations staff is

responsible for keeping a combined 152 golf carts clean, fueled, and stored daily. With over 37,500 cart rounds annually, all carts need to be brought to the staging area daily during the peak months.

Maintenance Activity

The mission of the Maintenance Activity is to provide highly conditioned, top quality golf courses for members and guests to enjoy while being good stewards to the open space lands they sit on. Daily grooming of the golf courses consists of mowing greens, tees, collars, approaches, fairways, roughs, and raking bunkers. Course set-up (changing flag pin locations, moving tee markers, and emptying trash receptacles) also occurs daily in peak season. The Maintenance Activity manages and protects over 280 acres of open space land including over 150 acres of golf turf between the two courses. Maintenance staff is responsible for performing all necessary cultural practices in the spring and fall such as aeration, topdressing, over seeding of greens, tees and fairway turf. The licensed, professional turf management staff in Maintenance are responsible for the safe, timely, and accurate applications of plant protectants to combat infestations of weeds, insects and diseases that occur throughout the properties. Top consideration is always given to using the most environmentally safe products at the lowest rates possible. The Maintenance management staff made a conscious decision several years ago to go with a minimalistic approach concerning applying nitrogen based fertilizers on the golf courses. For the past four years the rough areas on the courses, accounting for the most turf acreage, have only received 1.0 lb. of nitrogen per year. The Fairways, the second largest turf areas in terms of acreage, have been receiving 2-2.5 lbs. of nitrogen per year. This has equated to a 35-50% sustained reduction in applied nitrogen to 85% of the turf found on the two golf course properties. Organic fertilizers make up 50% of the fertilizer used on the courses with the exception of the tees and greens, where it consists of 80%. The Maintenance staff understands the importance of safely coexisting with the natural environment surrounding the golf courses as well as the water that runs beneath them. The focus of the Maintenance activity is on sustainability, where less is more.



18th Hole Olde Barnstable Fairgrounds



9th Hole Hyannis Golf Course

Golf Course Enterprise Fund Financial Summary

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

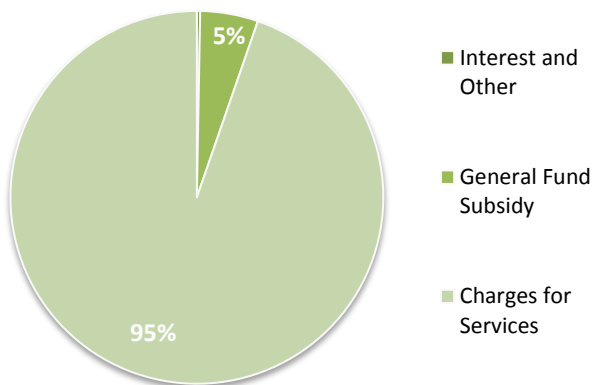
During the past several years, management has committed revenue resources to improving golf course conditions. Without healthy turf conditions, it is difficult to charge competitive prices. The visitor is likely to pay more for a top quality conditioned golf course. Therefore, the playing surfaces must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

Total General Fund support for this operation is calculated at \$454,820. The estimated revenue generated at the facilities will allow for a reimbursement of \$279,603 resulting in a general fund subsidy of \$175,217. Going forward, fee increases in the neighborhood of 2-3% per year may be necessary if activity levels remain constant with current levels.

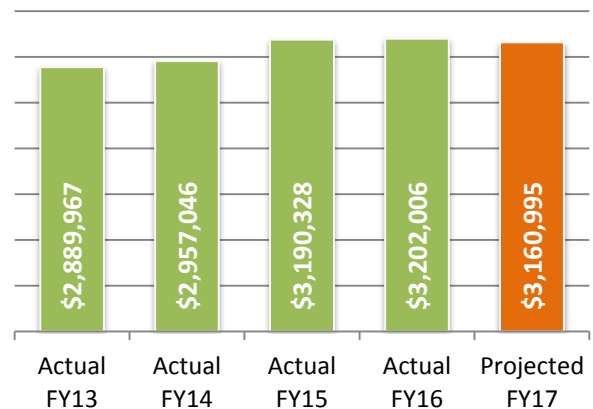
Factors Affecting Revenues

Each year, golf course fees are set through the town-wide user fee rate analysis. These fees are set in accordance with the necessary revenue required to run course operations with a small profit if play shows an upward trend. As growth in play is difficult to predict, fees are set assuming level utilization. If the amount of rounds played or memberships increase then the need to raise rates can be mitigated.

FY18 Source of Funding



Golf Course Enterprise Fund Source of Funding History

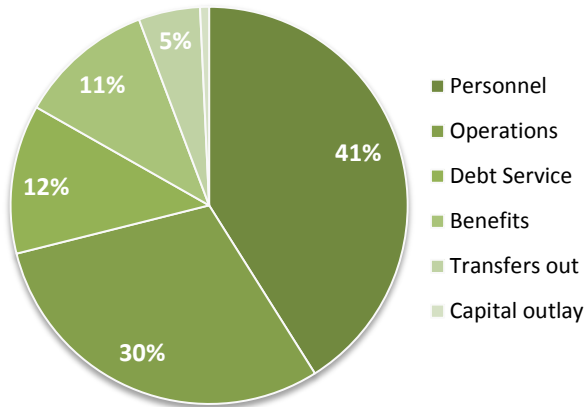


Charges for services is 95% of total revenue source, which annual pass holders account for 28%. The General Fund subsidy provides 5% of total revenue source.

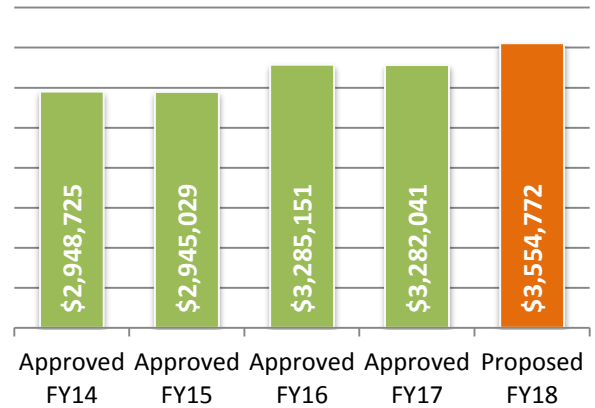
Factors Affecting Expenses

Reductions in staff levels over the past few years were implemented because of declining revenue. No increase in permanent year-round staff is projected over the next ten years. A projected wage increase of 3 percent and benefit increases of 10 percent per year are included in the forecast. Operating expenses are projected to increase approximately 1 percent per year.

Golf Enterprise Fund
FY18 Budget By Activity



Golf Enterprise Fund
Budget History



Personnel and benefits is the largest category within the golf course operation comprising 52% of the total proposed budget. The budget has increased from \$2.9 million in FY14 to \$3.5 million in FY18 or 20.55% over the five-year period. Due to several capital projects at both golf courses, debt service payments have attributed to the steady increase in budget.



Olde Barnstable Fairgrounds 1st Hole



Olde Barnstable Clubhouse Banquet

FISCAL YEAR 2018 BUDGET

GOLF COURSE

ENTERPRISE FUNDS

Golf Course Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 125,598	\$ 149,140	\$ -	\$ 175,217	\$ 26,077	17.48%
Charges for Services	3,173,011	3,180,617	3,152,582	3,304,680	124,063	3.90%
Interest and Other	52,537	5,128	8,413	10,000	4,872	95.01%
Total Operating Source of Funding	\$ 3,351,146	\$ 3,334,885	\$ 3,160,995	\$ 3,489,897	\$ 155,012	4.65%
Capital Trust Fund Reserves	\$ 82,000	\$ -	\$ -	\$ -	\$ -	0.00%
Borrowing Authorizations	-	565,000	-	325,000	(240,000)	-42.48%
Total Capital Source of Funding	\$ 82,000	\$ 565,000	\$ -	\$ 325,000	\$ (240,000)	-42.48%
Total Source of Funding	\$ 3,433,146	\$ 3,899,885	\$ 3,160,995	\$ 3,814,897	\$ (84,988)	-2.18%
Expense Category						
Personnel	\$ 1,271,444	\$ 1,381,414	\$ 1,308,994	\$ 1,459,522	\$ 78,108	5.65%
Benefits	332,323	357,320	353,769	392,397	35,077	9.82%
Operating Expenses	1,010,150	1,066,957	958,451	1,067,614	657	0.06%
Capital Outlay	52,979	27,000	26,450	26,000	(1,000)	-3.70%
Debt Service	419,026	453,611	453,611	431,153	(22,458)	-4.95%
Transfers Out	164,715	164,880	164,880	178,086	13,206	8.01%
Subtotal Operating Budget	\$ 3,250,637	\$ 3,451,182	\$ 3,266,155	\$ 3,554,772	\$ 103,590	3.00%
Capital Improvement Program	\$ 225,178	\$ 565,000	\$ -	\$ 325,000	\$ (240,000)	-42.48%
Total Capital Expenses	\$ 225,178	\$ 565,000	\$ -	\$ 325,000	\$ (240,000)	-42.48%
Total Expenses	\$ 3,475,815	\$ 4,016,182	\$ 3,266,155	\$ 3,879,772	\$ (136,410)	-3.40%
Excess (Deficiency) Cash Basis	\$ (42,669)	\$ (116,297)	\$ (105,160)	\$ (64,875)	\$ 51,422	
Adjustment to accrual basis	6,257	-	-	-		
Beginning Net Assets per CAFR	8,019,287	7,982,875	7,982,875	7,877,715		
Ending Net Assets per CAFR	7,982,875	\$ 7,866,578	\$ 7,877,715	\$ 7,812,840		
Invested in capital assets, net of related debt (1)	(10,719,035)					
Invested in inventory (1)	(63,146)					
User fees receivable (1)	(35,464)					
Reserved for encumbrances (2)	(101,506)					
Other post employment benefits obligation (3)	606,692					
Compensated absences (3)	88,616					
Accrued Interest (3)	74,878					
Net pension liability (3)	3,581,297					
Deferred outflow of resources (4)	(391,999)					
Net assets available for appropriation (free cash) (6)	\$ 1,023,208					

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

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

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

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

(5) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2016.

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

Summary of Significant Budget Changes

The Golf Course Enterprise Fund FY18 proposed budget is increasing \$103,590 or 3%. Personnel cost are increasing \$78,108. This is for all contractual obligations and includes \$20,744 in funding for minimum wage increases. Operating costs are increasing \$657 due to indirect cost changes for property/liability/vehicle insurance cost year-over-year, \$5,000 for credit card fees, and the elimination of one-time costs. Capital outlay includes \$26,000 to purchase kitchen equipment at Olde Barnstable. The proposed budget includes using \$64,875 of reserves to balance the budget.

Additional Funding Recommended

1. Seasonal Pay Increase

\$20,744 Requested
\$20,744 Recommended

Proposal is to fund the mandated increase in the hourly pay rate of all seasonal golf course staff positions by \$1.00 per hour starting January 1, 2017. This increase is a statewide minimum wage increase.

2. Replacement & Repair of Kitchen Equipment

\$30,000 Requested
\$26,000 Recommended

The Golf Division is requesting \$30,000 for the replacement of numerous pieces of restaurant kitchen equipment and repair of additional equipment. During the development of the RFP for a new lessee at the F&B concession at OBFGC it was discovered that there are serious deficiencies in the kitchen equipment condition and operating ability. Many of the kitchen appliances are original to the opening of the golf course, 25 years ago, and most were purchased used at that time. There is a major lack of freezer and refrigeration space for the size of the operation. The ice machine is inadequate in size and failing. The walk-in cooler needs serious repairs, or replacement, salad units are inoperable, a new under-bar beer cooler is needed, there is no POS system, replacement of a small under-bar ice machine and barrel cooler are necessary.

3. Credit Card Increase to Reflect Sales

\$5,000 Requested
\$5,000 Recommended

The golf operations have experienced an increase in the level of merchandise sales from the pro shop operations. Golf shop merchandise and equipment sales are up 29% from a year ago and over 50% from two years ago. The Golf Division is request \$5,000 for increase credit card fees that coincide with the increased sales transactions

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Assistant Golf Course Supervisor	3.00	2.00	2.00	-
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	1.00	2.00	2.00	-
Golf Head Professional	2.00	2.00	2.00	-
Laborer/Greens Person	2.00	2.00	2.00	-
Principal Dept/Div Assistant	4.00	4.00	4.00	-
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
Full-time Equivalent Employees	17.00	17.00	17.00	0.00

FISCAL YEAR 2018 BUDGET

GOLF COURSE

ENTERPRISE FUNDS

Olde Barnstable Fairgrounds	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 108,014	\$ 128,260	\$ -	\$ -	\$ (128,260)	-100.00%
Charges for Services	1,717,147	1,696,702	1,698,931	1,768,968	72,266	4.26%
Interest and Other	33,575	5,128	8,013	10,000	4,872	95.01%
Total Operating Source of Funding	\$ 1,858,736	\$ 1,830,090	\$ 1,706,944	\$ 1,778,968	\$ (51,122)	-2.79%
Borrowing Authorizations		\$ 258,000		\$ -	\$ (258,000)	-100.00%
Total Capital Source of Funding	\$ -	\$ 258,000	\$ -	\$ -	\$ (258,000)	-100.00%
Total Source of Funding	\$ 1,858,736	\$ 2,088,090	\$ 1,706,944	\$ 1,778,968	\$ (309,122)	-14.80%
Expense Category						
Personnel	\$ 729,072	\$ 732,466	\$ 713,070	\$ 765,643	\$ 33,177	4.53%
Benefits	241,335	102,320	175,912	191,329	89,009	86.99%
Operating Expenses	570,048	568,544	502,924	592,275	23,731	4.17%
Capital Outlay	52,979	27,000	26,450	26,000	(1,000)	-3.70%
Debt Service	46,762	66,767	66,767	90,510	23,743	35.56%
Transfers Out	141,655	23,083	141,797	178,086	155,003	671.50%
Subtotal Operating Budget	\$ 1,781,851	\$ 1,520,180	\$ 1,626,920	\$ 1,843,843	\$ 323,663	21.29%
Capital Improvement Program	\$ 10,000	\$ 258,000		\$ -	\$ (258,000)	-100.00%
Total Capital Expenses	\$ 10,000	\$ 258,000	\$ -	\$ -	\$ (258,000)	-100.00%
Total Expenses	\$ 1,791,851	\$ 1,778,180	\$ 1,626,920	\$ 1,843,843	\$ 65,663	3.69%
Excess (Deficiency) Cash Basis	\$ 66,885	\$ 309,911	\$ 80,024	\$ (64,875)	\$ (374,786)	

Hyannis Golf Course	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 17,584	\$ 20,880		\$ 175,217	154,337	739.18%
Charges for Services	1,455,864	1,483,915	1,453,651	1,535,712	51,797	3.49%
Interest and Other	18,962		400		-	0.00%
Total Operating Source of Funding	\$ 1,492,410	\$ 1,504,795	\$ 1,454,051	\$ 1,710,929	\$ 206,134	13.70%
Capital Trust Fund Reserves	\$ 82,000				\$ -	0.00%
Borrowing Authorizations		307,000		325,000	18,000	5.86%
Total Capital Source of Funding	\$ 82,000	\$ 307,000	\$ -	\$ 325,000	\$ 18,000	5.86%
Total Source of Funding	\$ 1,574,410	\$ 1,811,795	\$ 1,454,051	\$ 2,035,929	\$ 224,134	12.37%
Expense Category						
Personnel	\$ 542,372	\$ 648,948	\$ 595,924	\$ 693,879	\$ 44,931	6.92%
Benefits	90,988	255,000	177,857	201,068	(53,932)	-21.15%
Operating Expenses	440,102	498,413	455,527	475,339	(23,074)	-4.63%
Debt Service	372,264	386,844	386,844	340,643	(46,201)	-11.94%
Transfers Out	23,060	141,797	23,083	-	(141,797)	-100.00%
Subtotal Operating Budget	\$ 1,468,786	\$ 1,931,002	\$ 1,639,235	\$ 1,710,929	\$ (220,073)	-11.40%
Capital Improvement Program	\$ 215,178	\$ 307,000		\$ 325,000	\$ 18,000	5.86%
Total Capital Expenses	\$ 215,178	\$ 307,000	\$ -	\$ 325,000	\$ 18,000	5.86%
Total Expenses	\$ 1,683,964	\$ 2,238,002	\$ 1,639,235	\$ 2,035,929	\$ (202,073)	-9.03%
Excess (Deficiency) Cash Basis	\$ (109,554)	\$ (426,208)	\$ (185,184)	\$ -	\$ 426,208	

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

Program Name	Program Goal	Program Outcome Measures		
Maintenance	To provide residents and guests with a well-conditioned golf course facility.	To ensure the user's visit is highly memorable and enjoyable to promote return visits. (CSR Program is based on 10.0)		
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
<p>MAINTENANCE (Acres aerated, bunker sand spread, acres maintained daily, irrigation, sprinklers & piping, pruning and trimming)</p> <p>Equipment repair and maintenance. Apply fertilizer, plant protectants. Improvement projects.</p>	<p>\$1,215,974</p>	<p>305 acres aerated 400 tons sand spread annually 160 acres maintained daily 1,300 valve in-head sprinklers and approx. 12 miles of various size PVC pipe 6,500 trees (holly, oak, pine, birch, beech and small evergreens) Keep fleet of over 100 pieces of equipment in good working order. Apply over 65 tons of granular fertilizer, lime, and organics soil amendments to 160 acres. Maintain operation building and grounds including Memorial and plantings.</p>	<p>\$ Total budget spread throughout maintenance programs</p>	<p>9.79 CSR</p>

HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

Mission Statement

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

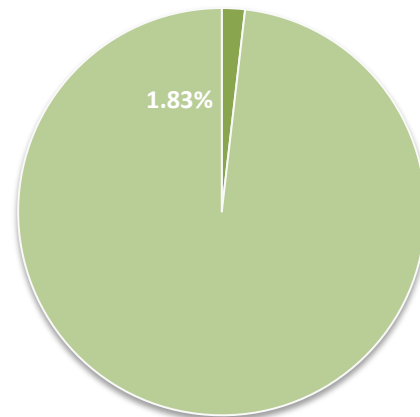
Recent Accomplishments

- Expanded HYCC programming to include expanded figure skating programs, additional summer youth programming in the gym and Shepley Room.
- Partnered with the Cape Cod Chamber of Commerce to attract and host a Mixed Martial Arts Event in the gymnasium in May, 2016 that featured local and regional professional and amateur fighters.
- Implement additional community service programs in the facility that included: four (4) blood drives, two (2) clothing drives, two (2) food drives, two (2) Flu Clinics and one (1) Toy Drive during FY16. Those programs have continued in FY17.
- The Hyannis Youth & Community Center full time and seasonal staff is on pace to be re-certified in First Aid and CPR by the end of FY17.
- Fostered a positive relationship between the Hyannis Youth & Community Center and the YMCA Achievers Program to help the program grow as it entered its second year.

ICE FACILITY

YOUTH CENTER

Percentage of FY18 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.83% of all appropriated funds.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

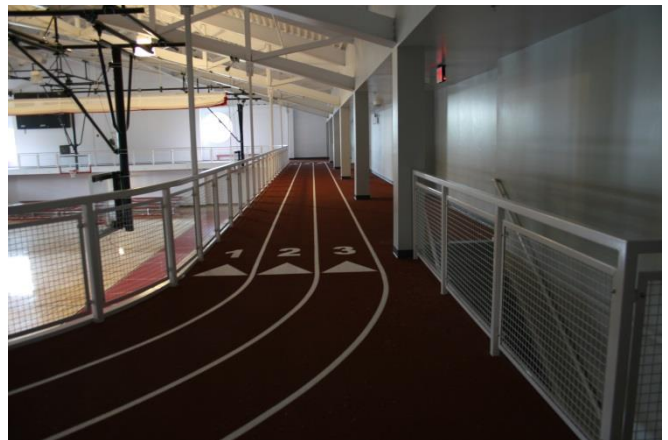
1. Identify specific areas of potential growth within the gym and ice and work towards filling those areas with new programs and events to attract more users to the facility. **(SP: Finance, Education, Communication)**
2. Continue to deliver community service programs to include annual blood, food and clothing drives. **(SP: Education, Communication)**
3. Expand the advertisement program to reach \$115,000. **(SP: Finance, Education, Communication)**
4. Collaborate with a hockey organization to bring a Junior Hockey Program to the facility. **(SP: Finance, Economic Development)**
5. Collaborate with a figure skating club to host an annual summer figure skating event in the facility. **(SP: Economic Development)**

Long Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. **(SP: Education, Communication, Economic Development)**
2. Develop and identify the sports organizations that will assist with both the process and the funding of programs. **(SP: Finance, Communication, Economic Development)**
3. Utilizing Town of Barnstable resources provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. **(SP: Education, Communication)**
4. Continue to work with Barnstable Recreation, Barnstable School Department and village Libraries for serving our youth within the Hyannis Youth & Community Center. **(SP: Education, Communication)**
5. Strategize and continue to develop green initiatives at the Hyannis Youth & Community Center. **(SP: Finance, Education, Communication)**



HYCC Game Room



HYCC Track

FY17 Goals and Results

1. Maximize the marketing program of the facility's ice and youth center components to ensure the revenue stream will meet all operational costs along with a sum of money to be dedicated toward the debt schedule. **(SP: Finance, Quality of Life)** – Revenue is on pace to meet or exceed revenue goal in FY17
2. Identify specific areas of potential growth within the gym and ice and work towards filling those areas with new programs and events to attract more users to the facility. **(SP: Finance, Quality of Life)** – Expanding the spring program offerings in the gymnasium to include pickleball for kids and additional youth basketball programs. Offered additional figure skating classes as well as a new youth broomball program.
3. Re-certify the Hyannis Youth and Community Center staff in First Aid and CPR by October 1, 2016. **(SP: Education, Quality of Life)** – On schedule to have all full time and seasonal staff re-certified by the end of the fiscal year.
4. Foster the relationship between the Hyannis Youth & Community Center and the YMCA Achievers Program to help the program continue into its second year. **(SP: Education, Quality of Life)** – YMCA Achievers Program has grown the program in FY17 and the HYCC serves as a home for weekly meetings for students and monthly meetings for the steering committee.

Description of Hyannis Youth & Community Center Enterprise Fund Services Provided

The Hyannis Youth and Community Center (HYCC) is now in its eight year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2016-2017. From September through March, all levels of youth hockey practice and play competitive games. The HYCC is proud to partner with the Cape Cod Chamber of Commerce to bring high profile events to the facility including: Men's Division I Hockey, Women's Hockey East Championship Tournament and U.S. Figure Skating events. The gymnasium serves as the home court for three high schools: Saint John Paul II, Sturgis East and Sturgis West. Several basketball leagues, tournaments and camps utilize the space as their primary court. Public skating and recreational programming is offered with expansive programs for both residents and non-residents. Some of the ongoing programs of note include US Figure Skating Instructional Badge Programs, Free Community Yoga, Toddler Programs, Adult Day Programs and the Walking Program. The Shepley Community Room hosts hundreds of clubs, Town and organizational meetings, private birthday parties and other functions throughout the year.

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; and
- 825 sq. ft. Multi-purpose room.

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



HYCC Hockey Rink – Youth Sports

Administration Activity – Ice Facility

The Administration program of the ice component oversees the activities of the facility to make sure service and rink conditions are at the highest level. The Administration oversees the collection of cash receipts and the pay overs to the Town, monitoring revenue vs. expenses. Administration provides preparation of annual budgets, projection of revenues and long-range planning. The Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met. The Program Coordinators, under the umbrella of the Administration, will offer and teach a variety of ice-related programs to include figure skating, learn-to-skate, hockey, etc. All activities are run on an instructional basis, emphasizing teamwork, self-esteem and respect.

Operations Activity – Ice Facility

The Operations program provides a wide variety of programs for our residents. United States Figure Skating Association (USFSA) trained professionals provide individual and/or group instruction. We strive to provide developmental programs for all participants. Our goal is to provide affordable, quality ice rinks that will attract residents, hockey players and figure skaters. The staff is responsible for greeting the participants/teams when they enter the facility directing them to the correct location, effectively and efficiently collecting fees, and providing necessary information. Customer relations and education are a major objective for operations. The operations staff is responsible for scheduling available ice time to interested groups. The operations staff is responsible for keeping rental skates sharpened, cleaned and sanitized on a daily basis. Our staff answers hundreds of requests daily providing a wide variety of information to customers.

Ice Facility programs with a brief description are as follows:

- Tournaments - Played on both the Lt. Joseph P. Kennedy Jr. and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. The HYCC has hosted a number of tournaments for both men and women of all abilities. The tournaments range from boys and girls youth hockey tournaments to Division I college tournaments to Adult Men's and Women's Tournaments;
- Public Skating – An activity that is available for all ages and abilities; hours for public skating are offered nearly every day: Monday – Friday: mid-morning to early afternoon, as well as Saturday and Sunday afternoons. Skate rentals are available for those who do not own their own skates;
- HYCC Skating School - The Learn-to-Skate Program offered throughout the year and services approximately 500 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to the adult. There are two 10-week sessions and some inter-sessions when scheduling allows;
- Camps/Clinics - Ice time is offered during the spring and summer months to outside agencies that want to run hockey programs for private leagues. The clinics and hockey schools offered in the facility provide a range of services for various ages, skill levels and positions; and
- Barnstable Youth Hockey – A non-profit organization dedicated to serving the youth of Barnstable and the surrounding areas. Their mission is to provide a positive and fun experience while teaching children all aspects of the game of ice hockey, emphasizing teamwork and good sportsmanship. BYHA fields teams at the A, B and C travel levels for Mites through Bantam age players, as well as House Level Farm and Mini Mite programs.

Maintenance Activity – Ice Facility

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

Administration Activity – Youth Center

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

Operations Activity – Youth Center

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

Youth Center programs with a brief description are as follows:

- Private Gym Rentals – A program that allows Pope John Paul II, Sturgis East and Sturgis West to rent the gym for volleyball and basketball. The fall and winter programs for each school include both girls and boys teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court;
- Special Events – The gym space is rented to various user groups for trade shows and other events throughout the course of the year. These events cover a wide spectrum of interest and appeal to a wide range of residents and visitors to Barnstable;
- Youth Programs – The HYCC offers a variety of programs for kids of all ages, from tots through school age kids. The gym and Shepley Community Room are utilized for a wide variety of activities including Miss Lori Klub Kidz, martial arts, baking, chess and a home school gym class;
- Adult Programs – Year round fitness programs that include Yoga, Walking Groups, Volleyball, Basketball, Pickleball and Physical Training. Each activity is unique and offers a variety of fitness levels; and
- Membership - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. The computer lab is open to adults Monday through Friday from 9 a.m. until 2pm when school is in session. The game room offers air hockey, pool, ping pong and other games. Membership allows participants access to the walking track, Open Gym activities, the game room and the computer lab. A monthly schedule is provided for each program. Yearly membership for residents cost \$20 per person and \$40 per person for non-residents.

Maintenance Activity – Youth Center

Providing and maintaining a high quality, top-notch Youth Center is the mission of the Maintenance Activity. The focus of the Maintenance Activity in the Youth Center is to uphold a high standard of excellence so that the Youth Center is always a welcoming facility. The day-to-day operations in the Youth Center include the cleaning and upkeep of all Administration Offices, Reception area, Teen Center and surrounding offices. The Maintenance staff is responsible for restocking and cleaning restrooms in public areas and administrative areas. During the winter months, all walkways and entrances are to be shoveled and treated so that the public can safely enter and exit the building. Maintenance Staff is responsible for the general upkeep of the grounds in and around the HYCC.

Hyannis Youth & Community Center Enterprise Fund Financial Summary

FY17 was the seventh full year of operations for this Enterprise Fund. The facility consists of a youth center complete with multi-purpose rooms, a full size gymnasium with a three (3) lane-walking track above it, a snack bar, pro shop, lockers, common areas and two ice skating rinks. The main rink has a seating capacity of 1,700. Ice rink areas can also be used for non-ice activities such as concerts, roller derby and soccer, and other dry-floor events. The facility is operated as an enterprise fund in order to determine its level of self-sufficiency.

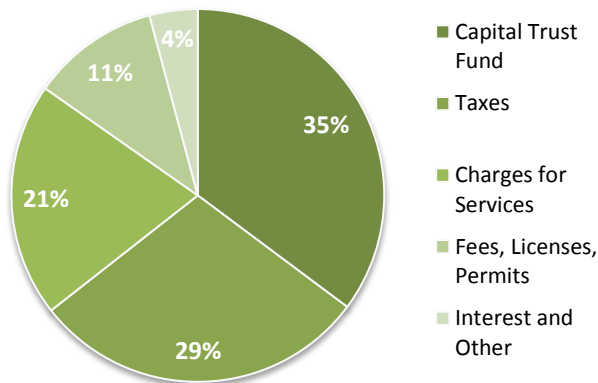
The facility was constructed at a cost of approximately \$24.7 million dollars. \$4.5 million was received in the form of grants, \$1.3 million was received from private contributions, \$1.5 million was transferred in unspent balances from other town projects that had been completed and \$17.4 million in new bonds were issued to complete the financing. The loan repayments on the bond issue are included in the enterprise fund’s operating expenses but are being made by the Capital Trust Fund. A transfer of cash is made annually from the trust fund to cover this cost.

Factors Affecting Revenues

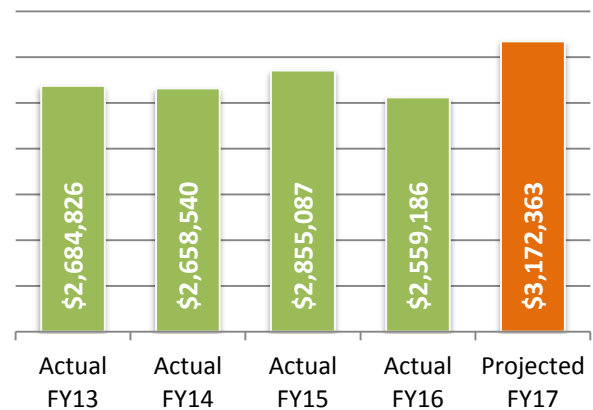
The main revenue sources for this operation are from ice rental and advertising. The possibility of collaborating with other entities to sell more ice time is always explored. Major ice rental activities include public skating, youth hockey associations, camps, clinics, private ice rentals, tournaments and leagues. Ice activities are projected to generate 85 percent of the total gross revenue.

The facility opened its doors soon after the Great Recession and has been challenged with selling all of its available ice time. As the activities conducted in this facility are recreational in nature, downturns in the economy will impact this operation more significantly. Customers tend to cut back on the amount they spend on recreational activities during economically stressful times. No significant increase in total revenue is projected.

FY18 Source of Funding



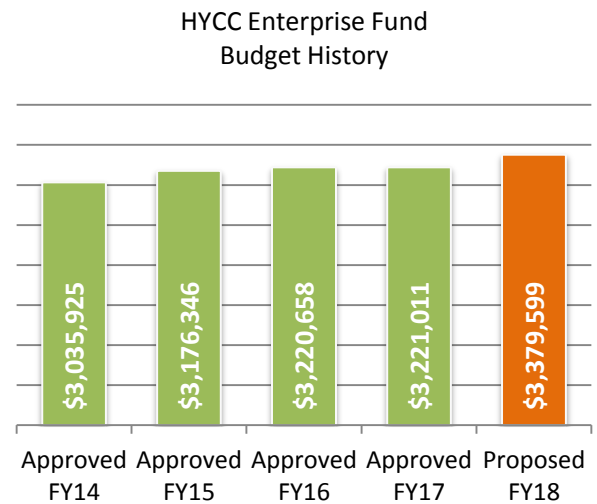
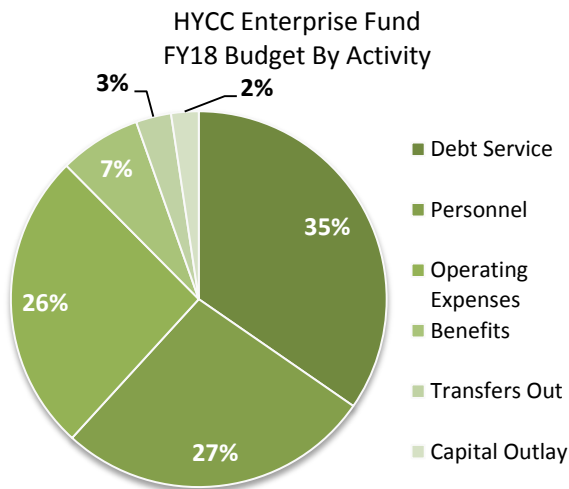
HYCC Enterprise Fund Source of Funding History



The Capital Trust Fund provides 35% of total revenue source for HYCC for debt service payments for the construction of the facility. The General Fund subsidy provides 29% to fund excess operating costs over operating revenues.

Factors Affecting Expenses

Salaries and benefits are projected to increase 3 to 10 percent annually. Operating expenses are projected to increase on average 3 percent per year. Operating costs are projected to increase as the facility is almost ten years old. Mechanical systems are beginning to reach their useful lives and may need replacing soon.



Debt service encompasses a larger percentage of the FY18 proposed budget; more than any other category in the HYCC. Personnel and benefits is the second largest area of the budget 34%. The budget for this operation has increased from \$3 million in FY14 to \$3.3 million FY18 proposed budget or 11.32% increase over the five-year period.



HYCC Hockey Rink – Figure Skating



HYCC Basketball – Youth Sports

Hyannis Youth & Community Center	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 592,820	\$ 719,936	\$ 719,936	\$ 971,263	\$ 251,327	34.91%
Fees, Licenses, Permits	324,902	299,000	333,616	368,500	69,500	23.24%
Charges for Services	729,483	735,450	674,070	675,500	(59,950)	-8.15%
Interest and Other	212,801	141,000	188,265	139,000	(2,000)	-1.42%
Capital Trust Fund	1,292,000	1,256,476	1,256,476	1,170,336	(86,140)	-6.86%
Total Operating Source of Funding	\$ 3,152,006	\$ 3,151,862	\$ 3,172,363	\$ 3,324,599	\$ 172,737	5.48%
Total Sources of Funding	\$ 3,152,006	\$ 3,151,862	\$ 3,172,363	\$ 3,324,599	\$ 172,737	5.48%
Expense Category						
Personnel	\$ 793,169	\$ 851,142	\$ 815,000	\$ 917,411	\$ 66,269	7.79%
Benefits	148,113	207,852	195,738	237,653	29,801	14.34%
Operating Expenses	692,643	803,969	626,218	871,689	67,720	8.42%
Capital Outlay	-	-	-	80,000	80,000	0.00%
Debt Service	1,292,202	1,256,476	1,256,476	1,170,336	(86,140)	-6.86%
Transfers Out	120,319	101,572	101,572	102,510	938	0.92%
Subtotal Operating Budget	\$ 3,046,446	\$ 3,221,011	\$ 2,995,004	\$ 3,379,599	\$ 158,588	4.92%
Total Expenses	\$ 3,046,446	\$ 3,221,011	\$ 2,995,004	\$ 3,379,599	\$ 158,588	4.92%
Excess (Deficiency) Cash Basis	\$ 105,560	\$ (69,149)	\$ 177,359	\$ (55,000)	\$ 14,149	
Adjustment to accrual basis	83,495	-	-	-		
Beginning Net Assets per CAFR	8,911,782	9,100,837	9,100,837	9,278,196		
Ending Net Assets per CAFR	9,100,837	\$ 9,031,688	\$ 9,278,196	\$ 9,223,196		
Invested in capital assets, net of related debt (1)	(10,195,779)					
Reserved for encumbrances (2)	(19,622)					
Deferred revenue (3)	(47,795)					
Accrued interest (4)	179,033					
Other post employment benefits obligation (4)	169,006					
Compensated absences (4)	45,308					
Net pension liability (4)	2,156,732					
Deferred outflow of resources (5)	(816,190)					
Reserved for subsequent year's budget (6)	(69,150)					
Net assets available for appropriation (free cash) (7)	\$ 502,380					

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

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

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

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

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

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

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$158,588 or 4.92%. Personnel and benefit costs are increasing \$96,070 and include all contractual obligations as well as three additional full-time employees for the maintenance of the facility. One position is being transferred to the General Fund for a net increase of two FTE's.

Operating costs are increasing \$67,720 as more funding is provided for the facility's maintenance. \$80,000 is provided for capital outlay which includes funding for a third Zamboni (used) and \$25,000 for equipment replacement and facility improvements. These cost increase are partially offset by a reduction in debt service of \$86,000.

Funding for this operation is comprised of \$1,183,000 in estimated operating revenue; a \$1,170,336 transfer from the Capital Trust Fund, \$971,263 in tax support and \$55,000 of the Enterprise Fund reserves. The General Fund charges to this enterprise fund total \$334,091 and are included in the \$3.38 million budget, resulting in a net subsidy of \$637,172.

Additional Funding Recommended

1. Building and Mechanical Systems Operating Capital

\$25,000 Requested
\$25,000 Recommended

Funding for midsized building repairs and mechanical equipment at HYCC. Structures & Grounds is responsible for the ongoing maintenance of HYCC facility. The division uses this budget to fund repairs to the building, HVAC components, and ice plant as needed.

2. Operating Capital – HYCC Vehicles

\$55,000 Requested
\$55,000 Recommended

The existing building precludes on Zamboni from covering both sheets of ice, thus when one goes down that sheet of ice is not usable until the Zamboni is repaired. This request will buy a used, third, Zamboni, and store it in the garage, where the rink floor is currently stored.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Facility Manager	1.00	1.00	1.00	-
Financial Supervisor	0.50	0.50	0.50	-
HYCC General Manager	1.00	1.00	1.00	-
Lead Custodian	-	-	1.00	1.00
Lead Zamboni Operator	-	-	1.00	1.00
Maintenance Custodian	4.00	4.00	5.00	1.00
Marketing Manager	1.00	1.00	-	(1.00)
Program Coordinator	1.00	1.00	1.00	-
Program Supervisor	1.00	1.00	1.00	-
Youth Center Manager	1.00	1.00	1.00	-
Full-time Equivalent Employees	10.50	10.50	12.50	2.00

Performance Measures/Workload Indicators

Kennedy Rink Usage Hours	FY15 Actual	FY16 Actual	FY17 Estimated	FY18 Projected
Hours Available	5,840.00	5,856.00	5,840.00	5,840.00
Hours Used	2,974.74	2,965.17	2,989.17	3,164.17
Hours Unused	2,865.26	2,890.83	2,850.83	2,675.83
% Hours Used	50.94%	50.63%	51.18%	54.18%

Butler Rink Usage Hours	FY15 Actual	FY16 Actual	FY17 Estimated	FY18 Projected
Hours Available	5,840.00	5,840.00	5,840.00	5,840.00
Hours Used	2,947.59	3,288.16	3,410.55	3,585.55
Hours Unused	2,892.41	2,551.84	2,429.45	2,254.45
% Hours Used	50.47%	56.30%	58.40%	61.40%

Total % of Hours Used	50.70%	53.47%	54.79%	57.79%
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PUBLIC, EDUCATIONAL, GOVERNMENT (PEG) ACCESS CHANNELS ENTERPRISE FUND

Mission Statement

The mission of municipal television is to serve the community as a valued resource by providing timely news and events to inform Barnstable residents on own and school programs and services.

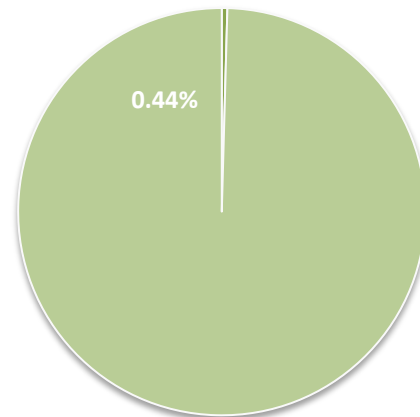


Recent Accomplishments

Channel 18 strives to keep Barnstable residents up-to-date and informed. Channel 18 staff covered a wide range of events and departments in the Town of Barnstable in 2016:

- A groundbreaking ceremony at Barnstable-West Barnstable Elementary School to the dedication of the columbarium at Mosswood Cemetery
- The preservation of historical records through the Town Clerk's office.
- Continuing coverage of over 40 board, committee, and commission meetings helps the Town present an open and transparent vision of Barnstable Town Government.
- Programming including *Barnstable Today*, *The Compass*, *Around Town* and *Seasons of Sandy Neck* are also created to highlight some of what our Town has to offer.
- Channel 22 programming has produced a "Principals Perspectives" series highlighting their educational culture and goals.

Percentage of FY18 All Appropriated Funds



The Public, Educational, Government (PEG) comprises 0.44% of all appropriated funds

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Channel 18 continues coverage of more than 40 boards, committees and commissions. (SP: Education, Communication)
2. Channel 18 continues production of a daily news show, *Barnstable Today*. (SP: Education, Communication)
3. Create more CH18 award-winning programming. Past awards include: 1st Place in Alliance for Community Media Northeast Region awards for "Weights and Measures Week", 3rd Place for "Natural Resources Educational Outreach Program" and "Snowy Owl Release on Sandy Neck" and 2nd place for "One Bite Can Change Your Life". (SP: Education, Communication)
4. Channel 22 will produce and expand the B2B news program outside of BHS to the lower grade levels of the district.

Long Term:

1. Upgrades to Town Hall TV Studio. (SP: Education, Infrastructure, Communication)
2. 100% coverage of all Town boards, committees, commissions and subcommittees. (SP: Education, d Communication)



Description of Public, Educational, Government (PEG) Enterprise Fund Services Provided

Administration Activity

Working to keep government open and transparent.

The Town of Barnstable government and school access channels 18 and 22 are valuable tools that connect the residents with the day-to-day workings of Barnstable Town Government and School District.

We do this by providing the residents of Barnstable with information about government and school issues, meeting coverage, up-to-date storm/emergency related information, road construction updates and covers a wide range of departments, video coverage of public meetings, development of original series, and displaying important Town and School announcements. Internship opportunities are provided to students at Channel 22 as well as production opportunities for students interested in broadcast journalism.



Security Camera

This 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.



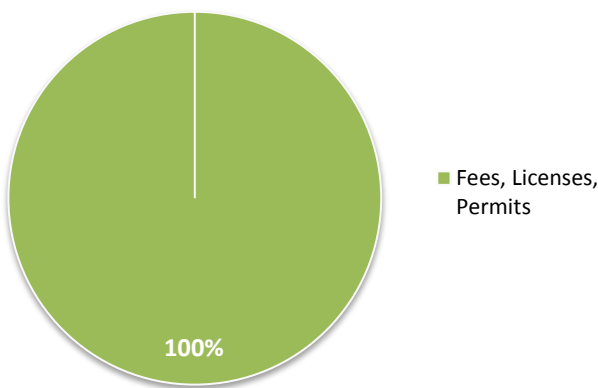
Town Hall Projector – Information Technology Equipment

Public, Educational, Government (PEG) Enterprise Fund Financial Summary

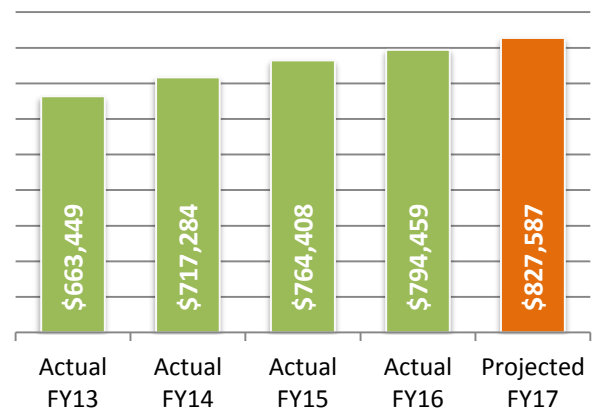
The Town receives approximately \$800,000 per year from its cable license with Comcast. In accordance with the licensing agreement, the funds are restricted for use as they relate to public, educational, and governmental programming activity. The Town currently uses these funds to operate Channels 18 and 22. They were also used to finance the construction of a fiber optic network that was completed in FY14. The network connects 48 municipal facilities including all school buildings. This fund will also be used to self-insure the network.

Factors Affecting Revenues

FY18 Source of Funding



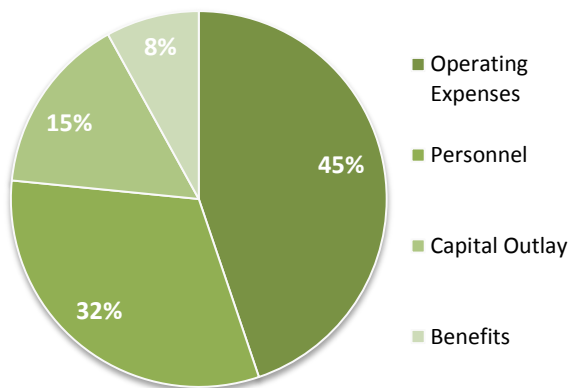
PEG Enterprise Fund Source of Funding History



Public, Educational, Governmental Enterprise Fund receives 100% of its revenue source from a cable license with Comcast.

Factors Affecting Expenses

PEG Enterprise Fund FY18 Budget By Activity



PEG Enterprise Fund Budget History



Operating expense is the largest component at 45%. Personnel and benefits is the second largest area of the budget 40%. The budget for this operation has increased from \$736,075 in FY14 to FY18 proposed amount of \$811,627 or 10.26% increase over the five-year period.

Public, Educational, Government (PEG)	Actual	Approved	AS OF 12/31	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fees, Licenses, Permits	\$ 794,459	\$ 775,000	\$ 430,467	\$ 795,000	\$ 20,000	2.58%
Total Operating Source of Funding	\$ 794,459	\$ 775,000	\$ 430,467	\$ 795,000	\$ 20,000	2.58%
Total Sources of Funding	\$ 794,459	\$ 775,000	\$ 430,467	\$ 795,000	\$ 20,000	2.58%
Expenditure Category						
Personnel	\$ 259,059	\$ 333,985	\$ 119,717	\$ 257,785	\$ (76,200)	-22.82%
Benefits	15,244	18,715	7,756	65,120	46,405	247.96%
Operating Expenses	285,256	367,300	250,484	363,722	(3,578)	-0.97%
Capital Outlay	1,927	55,000		125,000	70,000	127.27%
Subtotal Operating Budget	\$ 561,486	\$ 775,000	\$ 377,957	\$ 811,627	\$ 36,627	4.73%
Total Expenses	\$ 561,486	\$ 775,000	\$ 377,957	\$ 811,627	\$ 36,627	4.73%
Excess (Deficiency) Cash Basis	\$ 232,973	\$ -	\$ 52,510	\$ (16,627)	\$ (16,627)	
Adjustment to accrual basis		-	-	-		
Beginning Net Assets	1,704,942	1,937,915	1,937,915	1,990,425		
Ending Net Assets	1,937,915	\$ 1,937,915	\$ 1,990,425	\$ 1,973,798		

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$36,627 or 4.7%. Personnel and benefit costs are decreasing \$29,795 and include all contractual obligations. The reduction is a result of turnover in staffing and the reduction in seasonal employees. Operating costs are slightly lower due to a reduction in the funds allocated for operating Channel 22. Operating capital of \$125,000 includes funding for major equipment upgrades necessary for Channel 18. Funding for this operation is provided from the license agreement with Comcast. \$16,627 of surplus will be used to balance the operating budget.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Assistant News Coordinator	1.00	1.00	1.00	-
News Coordinator	1.00	1.00	1.00	-
Video Assistant	1.00	1.00	1.00	-
Video Specialist	1.00	1.00	1.00	-
Full-time Equivalent Employees	4.00	4.00	4.00	0.00

PUBLIC WORKS ENTERPRISE FUNDS



**SOLID
WASTE**



**WATER
POLLUTION
CONTROL**



**WATER
SUPPLY**

Mission Statement

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

SOLID WASTE ENTERPRISE FUND

Mission Statement

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

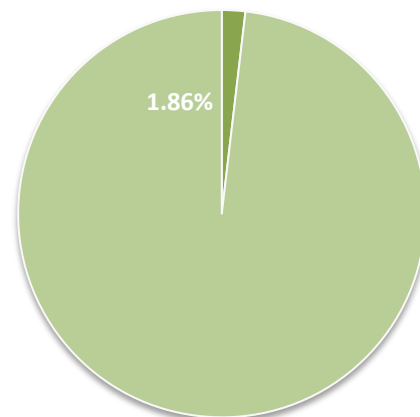
Transfer Station

Recycling Centers

Recent Accomplishments

- Received and transferred 8,563 tons of municipal solid waste.
- Received 1,828 tons of Single Stream recyclables.
- Received 466 tons of corrugated cardboard.
- Packer Service collected 405 tons of solid waste from municipal properties.
- Received and transferred 2,900 tons of construction and demolition materials.
- Implemented a MassDEP-funded program for the transportation and recycling of mattresses.
- Completed the evaluation of the Master Plan for the future operations and the layout of the facility.
- Screened 4,500 cubic yards of compost and provided it free of charge to our sticker holders.
- Implemented a Food Waste Composting program.
- Completed and submitted all DEP, Cape Cod Commission and Town reports and permits.

Percentage of FY18 All Appropriated Funds



Solid Waste Fund comprises 1.86% of all appropriated funds.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

Short Term:

1. Begin the improvements of the Master Plan at the facility. **(SP: Finance, Economic Development, Infrastructure)**
2. Monitor the Food Waste Composting program for effectiveness. **(SP: Finance, Public Health and Safety, Regulatory Process and Performance)**

Long Term:

1. Continue the improvements of the Master Plan at the facility. **(SP: Finance, Economic Development, Infrastructure)**
2. Pursue all available grants and methods to improve costs of operations. **(SP: Finance)**



Description of Solid Waste Fund Services Provided

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

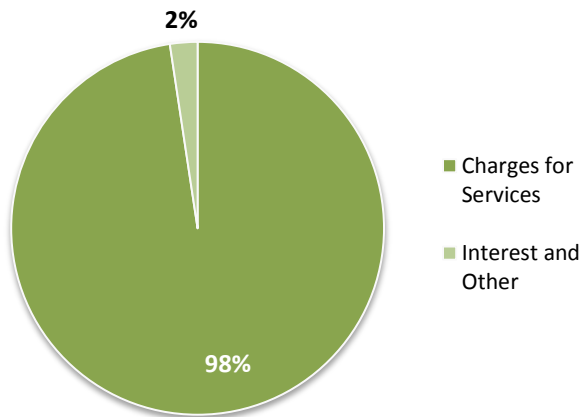
Solid Waste Fund Financial Summary

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

Factors Affecting Revenues

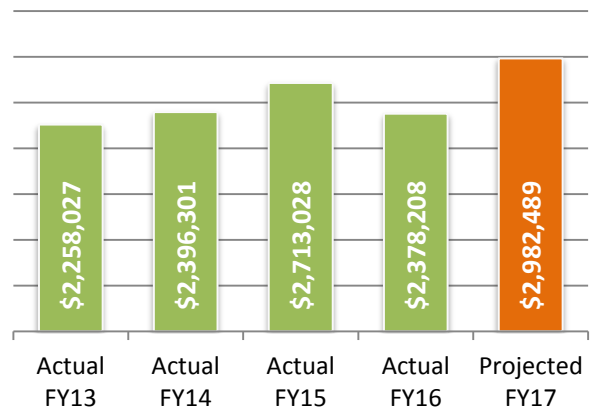
The Solid Waste Fund revenues are affected by rates set at the residential transfer station and recycling facility. Rates are set annually for services provided by this facility. The two major sources of revenue for the fund are the residential sticker and the tonnage fees charged for disposal of construction and demolition materials by homeowners and local small businesses. The Department of Public Works is evaluating a pay-as-you-throw program option that could increase recycling and reduce disposal costs. This will be presented to the Town Council for their consideration in the near future.

FY18 Source of Funding



Charges for services account for 98% of total revenue sources. This includes the annual residential transfer station sticker.

Solid Waste Enterprise Fund Source of Funding History

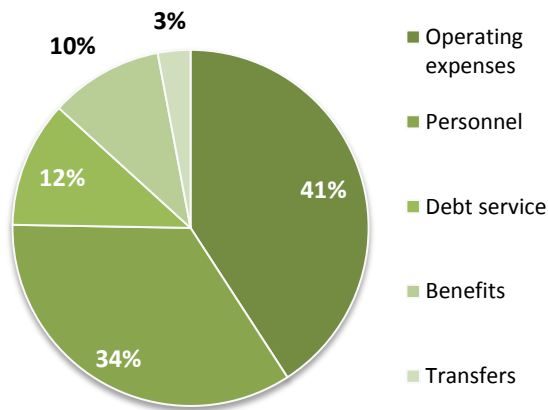


The drop-off in revenue in FY16 was the result in a change in the timing of renewals for residential transfer station stickers.

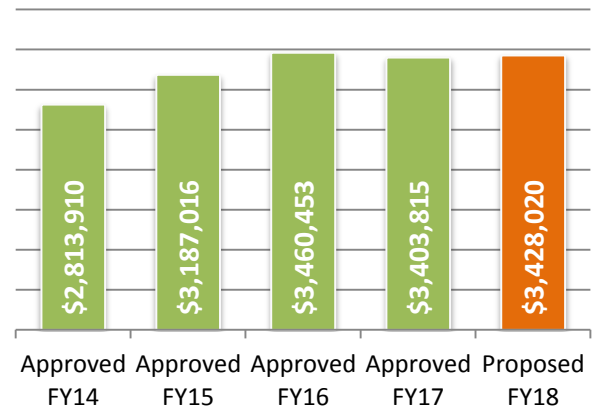
Factors Affecting Expenses

Expenses have been forecast to provide staffing levels for a 7-day operation. Projected wage and benefit increases range from 3 to 10 percent. Debt service is included for all solid waste related borrowings. A significant amount of the fund’s surplus is expected to be consumed by funding debt repayment over the next two years on the loan issued for the landfill capping. Surplus used for debt repayment has been planned as surplus was accumulated in prior years for this specific purpose in order to eliminate any need for rate increases to repay the loans.

Solid Waste Enterprise Fund
FY18 Budget By Major Category



Solid Waste Enterprise Fund
Budget History



Personnel and Benefits comprise 44% of this fund’s expenses. Operating expenses comprise the second largest category 41%. The Solid Waste Enterprise Fund budget has increased from \$2.8 million in FY14 to \$3.4 million proposed FY18 or 21.82% over the five-year period. The significant spikes in FY15 and FY16 are due to new waste disposal contract that is significantly higher than previous years.



Solid Waste Main Office Building



Solid Waste Trash Bin

Solid Waste Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Intergovernmental Aid	\$ 107,258	\$ -	\$ -	\$ -	\$ -	0.00%
Charges for Services	2,194,247	3,004,007	2,915,923	2,908,500	(95,507)	-3.18%
Interest and Other	76,703	73,000	66,566	71,000	(2,000)	-2.74%
Total Operating Source of Funding	\$ 2,378,208	\$ 3,077,007	\$ 2,982,489	\$ 2,979,500	\$ (97,507)	-3.17%
Intergovernmental Aid	\$ 10,500	\$ -	\$ -	\$ -	\$ -	0.00%
Borrowing Authorizations	-	2,000,000	-	-	(2,000,000)	-100.00%
Total Capital Source of Funding	\$ 10,500	\$ 2,000,000	\$ -	\$ -	\$ (2,000,000)	-100.00%
Total Sources of Funding	\$ 2,388,708	\$ 5,077,007	\$ 2,982,489	\$ 2,979,500	\$ (2,097,507)	-41.31%
Expense Category						
Personnel	\$ 1,063,416	\$ 1,153,572	\$ 1,076,581	\$ 1,180,498	\$ 26,926	2.33%
Benefits	293,313	320,421	307,524	352,613	32,192	10.05%
Operating Expenses	1,173,720	1,393,487	1,002,612	1,399,999	6,512	0.47%
Capital Outlay	38,267	38,300	38,300	-	(38,300)	-100.00%
Debt Service	391,631	399,544	399,544	393,368	(6,176)	-1.55%
Transfers Out	95,821	98,491	98,491	101,542	3,051	3.10%
Subtotal Operating Budget	\$ 3,056,168	\$ 3,403,815	\$ 2,923,052	\$ 3,428,020	\$ 24,205	0.71%
Capital Improvements Program	\$ 301,099	\$ 2,700,000	\$ -	\$ -	\$ (2,700,000)	-100.00%
Total Capital Expenses	\$ 301,099	\$ 2,700,000	\$ -	\$ -	\$ (2,700,000)	-100.00%
Total Expenses	\$ 3,357,267	\$ 6,103,815	\$ 2,923,052	\$ 3,428,020	\$ (2,675,795)	-43.84%
Excess (Deficiency) Cash Basis	\$ (968,559)	\$ (1,026,808)	\$ 59,437	\$ (448,520)	\$ 578,288	
Adjustment to accrual basis	367,898	-	-	-		
Beginning Net Assets per CAFR	2,468,714	1,868,053	1,868,053	1,927,490		
Ending Net Assets per CAFR	1,868,053	\$ 841,245	\$ 1,927,490	\$ 1,478,970		
Invested in capital assets, net of related debt (1)	(913,539)					
Intergovernmental receivable (1)	(342,814)					
Reserved for subsequent year's budget (2)	(1,026,808)					
Reserved for encumbrances (3)	(90,087)					
Other post employment benefits obligation (4)	491,249					
Compensated absences (4)	61,379					
Net pension liability (4)	2,838,719					
Reserved for continuing appropriations (5)	(281,244)					
Deferred outflow of resources (6)	(195,067)					
Net assets available for appropriation (free cash) (7)	\$ 2,409,841					

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

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

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

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

(5) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2016.

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

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

Summary of Significant Budget Changes

The FY18 proposed operating budget is increasing \$24,205 or 0.71%. Personnel costs are increasing \$26,926. This includes all contractual obligations. Operating cost is increasing \$6,512 due to indirect cost charges for property/vehicle/officials insurance year-over-year. The FY18 General Fund charges to the Solid Waste Enterprise fund total \$338,497. The Solid Waste Enterprise Fund FY18 proposed budget will to use \$448,520 to balance the budget. A total of \$323,932 is used to pay for the landfill capping loan and \$124,588 is used for fee mitigation as there is no proposed increase in the residential transfer station sticker price for FY18.



Solid Waste – Kids Touch-a-Truck

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Administrative Assistant	1.00	1.00	1.00	-
Assistant DPW Director	0.15	0.15	0.15	-
Director of Public Works	0.15	0.15	0.15	-
Equipment Operator	1.00	2.00	2.00	-
Financial Coordinator	0.15	0.15	0.15	-
Lab/Craftperson/Gate Attendant	6.50	5.00	5.00	-
Mechanic/Working Foreman	2.00	2.00	2.00	-
Principal Dept/Div Assistant	0.50	1.00	1.00	-
Recycling Laborer	4.00	4.00	4.00	-
Safety Officer	-	0.20	0.20	-
Solid Waste Supervisor	1.00	1.00	1.00	-
Town Engineer	0.15	0.15	0.15	-
Full-time Equivalent Employees	16.75	16.95	16.95	0.00



Solid Waste Trash Truck

WATER POLLUTION CONTROL

Mission Statement

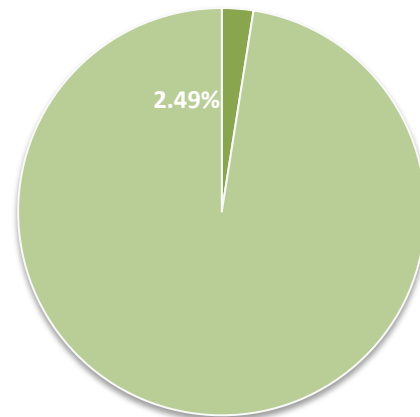
The mission of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient and effective means of disposing of sanitary waste.



Recent Accomplishments

- Treated 572,326,500 gallons of wastewater.
- Treated 12,675,000 gallons of septage.
- Treated 936,200 gallons of grease.
- Processed 1,153 dry tons of sludge.
- Performed jet-rod cleaning of 5.0 miles of sewer line.
- Performed television inspection of 1.8 miles of sewer line.
- Completed instrumentation upgrades to the pretreatment odor control system.
- Upgraded SCADA communication and alarm network from radio to fiber optic.
- Installed a new emergency backup generator at the Oak Neck Pump Station.
- Installed portable backup generator hookups at Old Colony Pump Station, Freezer Road Pump Station, and Marstons Mills Waste Water Treatment Plant.

Percentage of FY18 All Appropriated Funds



Water Pollution Control Enterprise Fund comprises 2.49% of all appropriated.

Additional Recent Accomplishments

- Installed two new pumps at Kalmus Beach house pump station.
- Carried out a “Wastewater to Energy” pilot project at the Old Colony Pump Station.
- Began an evaluation of the septage receiving building and solids handling practices.
- Began construction of a new emergency backup generator and new electrical distribution panels.
- Selected a contractor to construct improvements to all five clarifiers at the Hyannis Water Pollution Control Facility (WPCF).



Water Clarifier

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the following areas of the Town’s FY18 Strategic Plan: Public Health and Safety; Quality of Life; and Housing)

Short Term:

1. Complete the construction of a new emergency backup generator at the Hyannis WPCF. (Spring 2017) **(SP: Infrastructure)**
2. Construct a portable generator storage building. (Summer 2017) **(SP: Infrastructure)**
3. Install a new backup generator at the Route 6A Pump Station. (Fall 2017) **(SP: Infrastructure)**
4. Complete an “Infiltration and Inflow Analysis” and submit findings to the Massachusetts DEP. (Winter 2017) **(SP: Communication, Education)**
5. Complete the rehabilitation of all five clarifiers at the Hyannis WPCF (Spring 2018). **(SP: Infrastructure)**

Long Term:

1. Develop a computerized wastewater treatment plant simulation model for the Hyannis WPCF. **(SP: Infrastructure, Communication, Education)**
2. Complete a comprehensive evaluation of the Town’s network of sewage pumping stations. **(SP: Communication, Environment and Natural Resources, Education)**
3. Complete design and begin construction of improvements to the septage receiving building. **(SP: Infrastructure)**
4. Evaluate, design, and construct improvements to the Water Pollution Control Facility in order to meet new Commonwealth of Massachusetts effluent discharge requirements. **(SP: Infrastructure)**

Description of Water Pollution Control Enterprise Fund Services Provided

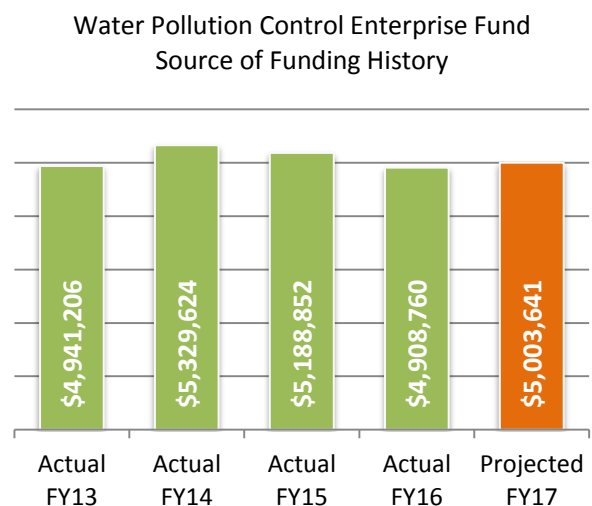
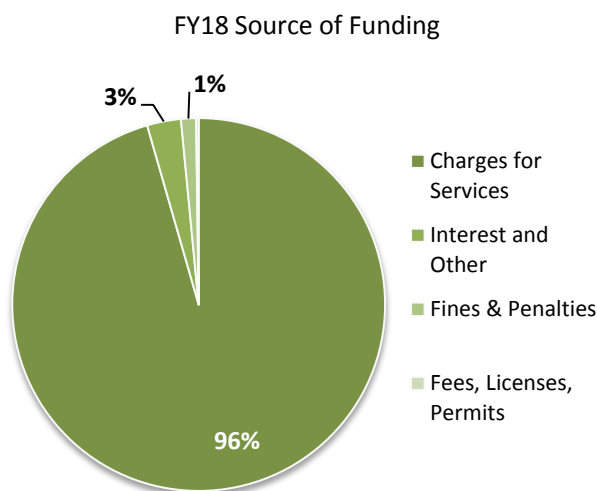
The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of a secondary wastewater treatment plant, 30 sewage pump stations and 55 miles of sewer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

Water Pollution Control Enterprise Fund Financial Summary

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

Factors Affecting Revenues

Sewer rates charged to users of the system account for a majority of the revenue in this fund. The number of customers tied into the facility can have a significant impact on revenue. The rates are set in accordance with the necessary revenue required to run the sewer operations and pay back the borrowings issued for the sewer plant improvements. Rate increases of approximately 4 to 5 percent have been implemented over the past several years.

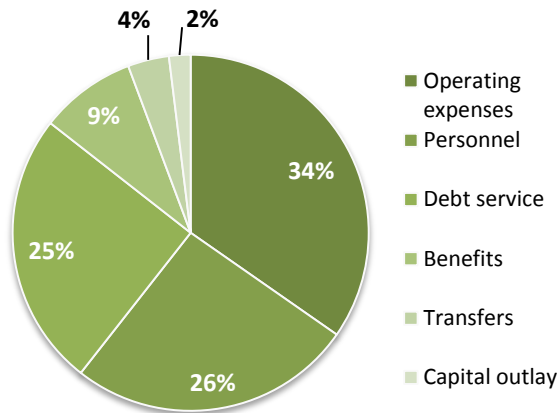


Charges for services accounts for 96% of total sources of revenue. 50% of this category comes from commercial sewer.

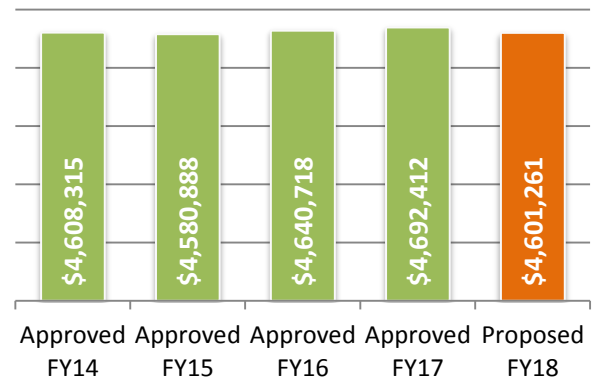
Factors Affecting Expenses

Expenses have been forecast to maintain current staffing levels, at a projected wage and benefit increase of 3 and 10 percent respectively. Operating expenses are projected to increase 3 percent per year. Debt service is included for all sewer related borrowings. Projections have been made for all outstanding loan authorizations that have yet to be issued by the Town that will be the responsibility of ratepayers.

Water Pollution Control Enterprise Fund
FY18 Budget By Major Category



Water Pollution Control Enterprise Fund
Budget History



By category, operating expenses is the largest component at 34% followed by personnel and benefits 35% and debt service 25%. The Water Pollution Control Enterprise Fund budget has remained level over the past five years with no significant changes. The reduction in utility costs as a result of implementing renewable energy projects has been a major contributor to this.



Waste Water Facility



Waste Water Plant Activated Sludge Process

FISCAL YEAR 2018

WATER POLLUTION CONTROL

ENTERPRISE FUNDS

Water Pollution Control Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fines & Penalties	\$ 53,835	\$ 50,000	\$ 93,825	\$ 60,000	\$ 10,000	20.00%
Fees, Licenses, Permits	15,560	10,000	13,795	10,000	-	0.00%
Charges for Services	4,791,544	4,542,412	4,746,949	4,396,261	(146,151)	-3.22%
Interest and Other	260,414	90,000	149,072	135,000	45,000	50.00%
Total Operating Source of Funding	\$ 5,121,353	\$ 4,692,412	\$ 5,003,641	\$ 4,601,261	\$ (91,151)	-1.94%
Intergovernmental Aid	\$ 35,000	\$ -	\$ -	\$ -	\$ -	0.00%
Borrowing Authorizations	-	2,104,000	-	-	(2,104,000)	-100.00%
Total Capital Source of Funding	\$ 35,000	\$ 2,104,000	\$ -	\$ -	\$ (2,104,000)	-100.00%
Total Sources of Funding	\$ 5,156,353	\$ 6,796,412	\$ 5,003,641	\$ 4,601,261	\$ (2,195,151)	-32.30%
Expense Category						
Personnel	\$ 1,086,446	\$ 1,131,789	\$ 1,114,811	\$ 1,191,470	\$ 59,681	5.27%
Benefits	340,721	353,446	353,449	401,915	48,469	13.71%
Operating Expenses	1,338,281	1,620,175	1,229,712	1,596,178	(23,997)	-1.48%
Capital Outlay	50,304	90,000	65,000	90,000	-	0.00%
Debt Service	1,225,686	1,328,307	1,328,307	1,149,395	(178,912)	-13.47%
Transfers Out	173,170	168,695	168,695	172,303	3,608	2.14%
Subtotal Operating Budget	\$ 4,214,608	\$ 4,692,412	\$ 4,259,974	\$ 4,601,261	\$ (91,151)	-1.94%
Capital Improvements Program	\$ 257,004	\$ 2,193,505	\$ -	\$ 382,000	\$ (1,811,505)	-82.58%
Total Capital Expenses	\$ 257,004	\$ 2,193,505	\$ -	\$ 382,000	\$ (1,811,505)	-82.58%
Total Expenses	\$ 4,471,612	\$ 6,885,917	\$ 4,259,974	\$ 4,983,261	\$ (1,902,656)	-27.63%
Excess (Deficiency) Cash Basis	\$ 684,741	\$ (89,505)	\$ 743,667	\$ (382,000)	\$ (292,495)	
Adjustment to accrual basis	(1,853,191)	-	-	-		
Beginning Net Assets per CAFR	34,197,253	33,028,803	33,028,803	33,772,470		
Ending Net Assets per CAFR	33,028,803	\$ 32,939,298	\$ 33,772,470	\$ 33,390,470		
Invested in capital assets, net of related debt (1)	(21,305,280)					
User Charges Receivable (1)	(1,785,013)					
Special Assessments Receivable (1)	(1,119,252)					
Intergovernmental receivable (1)	(598,514)					
Reserved for subsequent year's budget (2)	-					
Reserved for encumbrances (3)	(186,182)					
Reserved for continuing appropriations (4)	-					
Other post employment benefits obligation (5)	323,488					
Compensated absences (5)	75,480					
Net pension liability (5)	2,918,769					
Deferred outflow of resources (6)	(222,477)					
Net assets available for appropriation (free cash) (7)	\$ 11,129,822					

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

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

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

(4) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2016.

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

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

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

Summary of Significant Budget Changes

The FY18 proposed budget is decreasing \$91,151 or 1.94%. Personnel costs are increasing \$59,681, which includes all contractual obligations. Capital outlay of \$90,000 will support repairs for plant and equipment. Debt service is decreasing \$178,912 due to older bonds expiring. The FY18 capital budget will use \$382,000 in reserves to balance the budget.

Additional Funding Recommended

1. Plant & Equipment

\$90,000 Requested
\$90,000 Recommended

The Operating Capital line is used to fund repairs for expensive pieces of equipment at the WPCF and pump stations. Recent examples include \$39,000 for the replacement of a grinder at the Old Colony Pump Station, \$15,000 for a VFD upgrade on an effluent pump, and \$9,000 for a replacement backup generator for the Oak Neck Pump Station. This budget line is essential to pay for these repairs, as they do not generally fit into the routine operating budget for Pumping Stations or Buildings and Grounds.

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Admin Assistant Sewer Billing	1.00	1.00	1.00	-
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Assistant DPW Director	0.15	0.15	0.15	-
Assistant Mechanic	1.00	1.00	1.00	-
Chief Maintenance Mechanic	1.00	1.00	1.00	-
Chief Plant Operator	1.00	1.00	1.00	-
Construction Project Inspector	1.00	1.00	1.00	-
Director of Public Works	0.15	0.15	0.15	-
Financial Coordinator	0.15	0.15	0.15	-
Labratory Tech/Chemist	2.00	2.00	2.00	-
Plant Operator/Maintenance Laborer	5.00	5.00	5.00	-
Principal Clerk	1.00	1.00	1.00	-
Safety Officer	-	0.20	0.20	-
Senior Project Manager	0.40	0.40	0.40	-
Town Engineer	0.15	0.15	0.15	-
Water Pollution Control Division Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	15.15	15.35	15.35	0.00

WATER SUPPLY ENTERPRISE FUND

Mission Statement

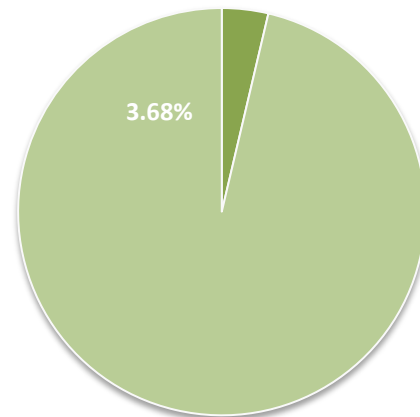
The mission of the Water Supply Division is to provide commercial and residential properties in Hyannis, Hyannisport and West Hyannisport with a safe, efficient and effective means of obtaining drinking water and fire-readiness services.



Recent Accomplishments

- Pumped, treated, and distributed 850,640,000 Gallons of Water in FY16.
- Increased water quality by continuing the unidirectional flushing system for the Hyannis Water System.
- Finished the construction of pipe replacement projects at Scudder Avenue and Craigville Beach Road and on Main Street from Sea Street to the West End Rotary.
- The completion of the third phase of the cleaning and lining pipe rehabilitation project on Sea Street from Main Street to South Street and Ocean Avenue.
- Reactivated a temporary water supply connection with the Town of Yarmouth to resolve a contamination and supply issue at the Maher Treatment Plant based on UCMR3 data and subsequent water quality testing.
- Resolved water supply contamination issues with the installation of a third activated carbon filter at the Mary Dunn 3 well. The contaminant, PFOS is originating from the Barnstable County Fire Training Academy.

Percentage of FY18 All Appropriated Funds



Water Supply Enterprise Fund comprises 3.68% of all appropriated funds.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the following areas of the Town's FY18 Strategic Plan: Public Health and Safety; Quality of Life; and Housing)

Short Term:

1. Finish making improvements to the system to ensure customers are protected from PFOS and PFOA pollutants. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance)**
2. Prioritize the implementation of the new well exploration program to provide the Hyannis Water System with options to develop new water production sources with high quality drinking water. **(SP: Infrastructure, Environment and Natural Resources)**
3. Implement the findings of the preliminary design study relative to water treatment needs at the Maher facility, balancing investment and maximizing results. **(SP: Infrastructure, Environment and Natural Resources)**
4. 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)**

Long Term:

1. Secure the Division's water supply either by treatment or relocation. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance)**
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, Communication, Regulatory Process and Performance)**
3. Insure reliable and redundant fire-flows to assist the Hyannis Fire Department and support demands on the system. **(SP: Infrastructure)**



Catch Basin and Water Pump

Description of Water Supply Enterprise Fund Services

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

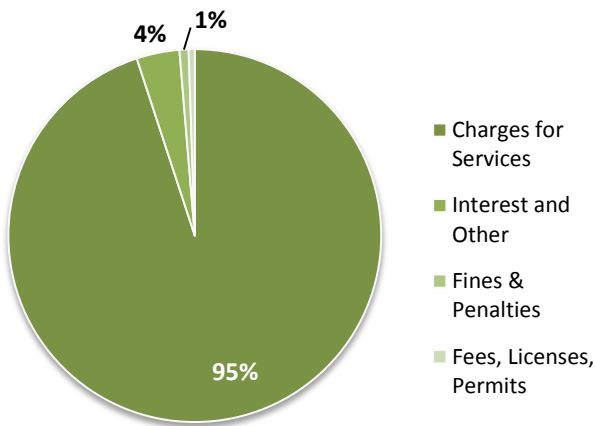
Water Supply Enterprise Fund Financial Summary

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

Factors Affecting Revenues

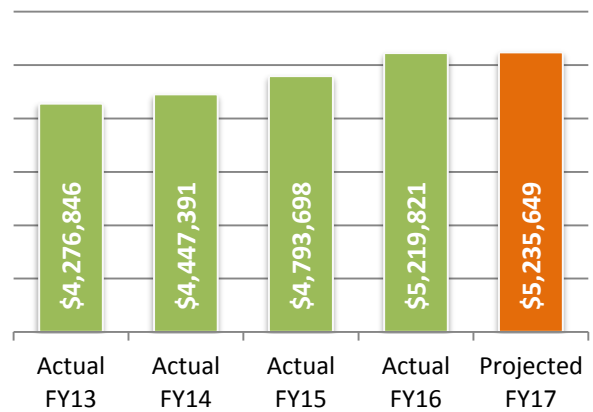
The rates are set in accordance with the necessary revenue required to run the water operations and pay back borrowings issued for water related capital improvements. Current rates are projected to increase 9 percent in FY18 and FY19 to cover the cost of recent major capital improvements.

FY18 Source of Funding



Charges for services are 95% of total sources of revenues, which metered sales accounts for 77% of this category followed by public hydrants fees 14%.

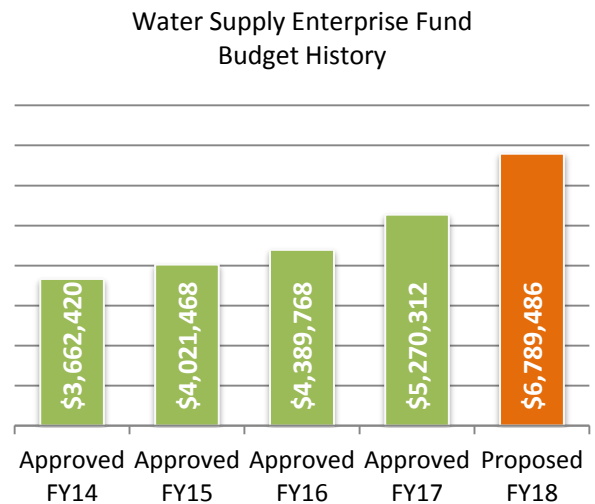
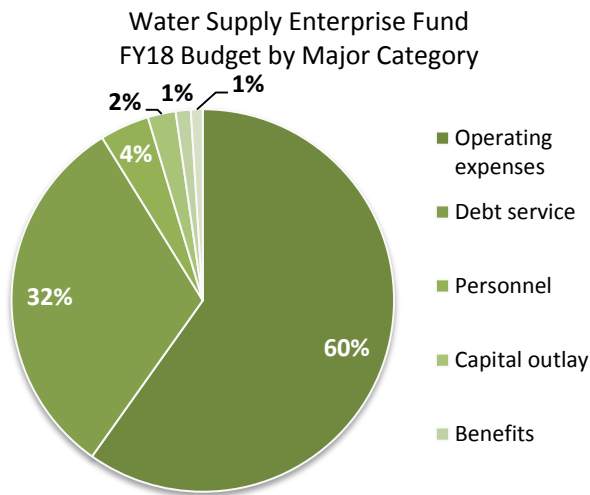
Water Supply Enterprise Fund Source of Funding History



Revenue growth for this operation has been a result of rate increases and an increase in consumption.

Factors Affecting Expenses

Management of this service is provided for by an outside contractor and it is expected to continue operating in this manner. The capital improvement portion of this service has a significant impact on expenses. The system has incurred expenses in excess of \$10 million recently to address the water contamination at the Mary Dunn and Maher wells. The projection does not include any legal settlement with the County for the pollution of the Mary Dunn wells and is based on a worst-case scenario.



By activity, operating expenses represent the largest component at 60% followed by debt service at 32%. The Water Supply Enterprise Fund budget has increased from \$3.66 million in FY14 to \$6.78 million proposed for FY18 or 85.38%. The significant increase is mainly due to an increase in debt service from an aggressive capital improvement program as well as increase in the management contract for the system’s operations.



Public Fire Hydrant Installation

FISCAL YEAR 2018

WATER SUPPLY

ENTERPRISE FUNDS

Water Supply Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fines & Penalties	\$ 43,210	\$ 50,000	\$ 31,824	\$ 44,000	\$ (6,000)	-12.00%
Fees, Licenses, Permits	379,523	149,000	157,584	29,500	(119,500)	-80.20%
Charges for Services	4,630,405	4,890,812	4,835,630	5,297,000	406,188	8.31%
Interest and Other	250,661	180,500	210,611	207,500	27,000	14.96%
Total Operating Source of Funding	\$ 5,303,798	\$ 5,270,312	\$ 5,235,649	\$ 5,578,000	\$ 307,688	5.84%
Borrowing Authorizations	\$ -	\$ 900,000	\$ -	\$ 1,924,000	\$ 1,024,000	113.78%
Total Capital Source of Funding	\$ -	\$ 900,000	\$ -	\$ 1,924,000	\$ 1,024,000	113.78%
Total Sources of Funding	\$ 5,303,798	\$ 6,170,312	\$ 5,235,649	\$ 7,502,000	\$ 1,331,688	21.58%
Expense Category						
Personnel	\$ 257,202	\$ 276,596	\$ 270,500	\$ 283,716	\$ 7,120	2.57%
Benefits	58,989	61,716	66,666	86,661	24,945	40.42%
Operating Expenses	2,668,200	4,601,637	3,187,094	4,062,028	(539,609)	-11.73%
Capital Outlay	179,616	160,000	158,496	160,000	-	0.00%
Debt Service	1,149,574	1,540,073	1,540,073	2,129,024	588,951	38.24%
Transfers Out	70,255	65,290	65,290	68,057	2,767	4.24%
Total Operating Budget	\$ 4,383,836	\$ 6,705,312	\$ 5,288,119	\$ 6,789,486	\$ 84,174	1.26%
Capital Improvements Program	\$ 2,859,326	\$ 1,702,000	\$ -	\$ 2,169,000	\$ 467,000	27.44%
Total Capital Expenses	\$ 2,859,326	\$ 1,702,000	\$ -	\$ 2,169,000	\$ 467,000	27.44%
Total Expenses	\$ 7,243,162	\$ 8,407,312	\$ 5,288,119	\$ 8,958,486	\$ 551,174	6.56%
Excess (Deficiency) Cash Basis	\$ (1,939,364)	\$ (2,237,000)	\$ (52,470)	\$ (1,456,486)	\$ 780,514	
Adjustment to accrual basis	3,115,650	-	-	-		
Beginning Net Assets per CAFR	13,835,306	15,011,592	15,011,592	14,959,122		
Ending Net Assets per CAFR	15,011,592	\$ 12,774,592	\$ 14,959,122	\$ 13,502,636		
Invested in capital assets, net of related debt (1)	(7,728,640)					
User Charges Receivable (1)	(1,145,987)					
Intergovernmental receivable (1)	(1,415,908)					
Reserved for subsequent year's budget (2)	(802,000)					
Reserved for encumbrances (3)	(446,859)					
Reserved for continuing appropriations (4)	(738,201)					
Accrued Interest (5)	273,326					
Other post employment benefits obligation (5)	42,301					
Compensated absences (5)	160					
Net pension liability (5)	693,033					
Deferred outflow of resources (6)	(485,492)					
Net assets available for appropriation (free cash) (7)	\$ 3,257,325	-	-	-		

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

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

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

(4) This represents the portion of the enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2016.

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

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

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

Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$84,174 or 1.26%. A significant increase in debt service is the result of the installation of water treatment systems. This will result in the reduction of water purchased from the town of Yarmouth used for blending. This is reflected in the significant reduction to operating expenses for FY18. A total of \$1,456,486 of reserves will be used to balance the operating and capital programs. A rate increase of 9% has been approved for FY18 and \$1.24 million is used for fee mitigation to prevent rates from increasing above 9% for FY18.

Additional Funding Recommended

1. Contract Escalation **\$177,655 Requested** **\$177,655 Recommended**

To fund the increase in cost for the operations contract with Suez relative to the yearly escalation formula. This decision package request is the latest estimate provided by Suez according to the contractual escalation formula based on various indexes. The existing operations contract with Suez would be not funded and the Town would be without an operator for the Hyannis Water System. The mandatory RFP process to select another qualified operator and the transition between an incumbent and new operator takes approximately 1.5 years.

2. Operating Capital **\$160,000 Requested** **\$160,000 Recommended**

To fund the operating capital expenses for the DPW Water Supply Division, operating budget for \$160,000. This recurring funding request for operating capital expenses is an integral part of the operations since the Town purchased the water system. It funds up to \$10,000 for police details and \$150,000 toward emergency repairs and improvements as detailed in the operations contract.

3. Mill Pond Village Annual easement payment **\$9,000 Requested** **\$9,000 Recommended**

To fund the first year of a five year payment plan for the permanent water easement at Mill Pond Village. This permanent water easement is needed to supply water from Yarmouth to the Maher Treatment Plant. Due to contamination issues, the use of water from the Town of Yarmouth is necessary to blend and dilute the water pumped from the Maher wells. The permanent easement will give the Hyannis Water System the ability to obtain Yarmouth Water independent of weather and temporary agreements.

4. Carbon Filters **\$210,000 Requested** **\$210,000 Recommended**

The estimated funding needed to support the carbon exchange costs involved in operating the activated carbon filters on the Mary Dunn 1, 2 and 3 drinking water wells for the Hyannis Water System. These filters remove the PFOS contaminant from the well water.

5. Water Purchase Yarmouth **\$1,020,000 Requested** **\$1,020,000 Recommended**

To fund the budget for the purchase of water from the Town of Yarmouth Water Department necessary to blend and dilute the water pumped from the Maher wells.

6. Legal Fees **\$50,000 Requested** **\$50,000 Recommended**

Funding for legal fees and expert witness testimony relative to the lawsuit against the Barnstable County Fire Training Academy dealing with groundwater contamination.



Carbon Filter Systems



Pipe Replacement Project

Full-time Equivalent

Job Title	FY 2016	FY 2017	FY 2018	Change
Admin Assistant	0.75	0.75	0.75	-
Admin Assistant to DPW Director	0.15	0.15	0.15	-
Assistant DPW Director	0.15	0.15	0.15	-
Director of Public Works	0.15	0.15	0.15	-
Financial Coordinator	0.15	0.15	0.15	-
Safety Officer		0.05	0.05	-
Senior Project Manager	0.40	0.40	0.40	-
Town Engineer	0.15	0.15	0.15	-
Water Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	2.90	2.95	2.95	0.00

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BARNSTABLE MUNICIPAL AIRPORT ENTERPRISE FUND

Mission Statement

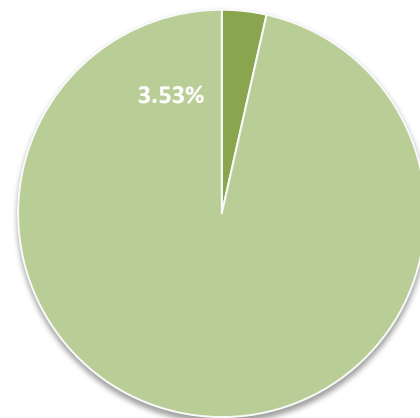
To provide a safe and superb air travel experience and high quality aviation activities to the citizens of the Town of Barnstable, the Cape Cod region, and the Commonwealth of Massachusetts. As a non-hub primary airport and a major transportation facility, our goal is to foster local economic growth; 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.

Recent Accomplishments

- Maintained compliance with all Federal and State airport safety and certification requirements.
- Completed the reconstruction and relocation of a major portion of Taxiways Charlie and Delta (FY17 Short Term Goal).
- The new 60,000 gallon above ground jet fuel storage facility and the removal of the former 20,000 gallon underground jet fuel storage tank was completed, and commenced operations in October of 2016.
- Commenced a new aircraft deicing service at the airport for based and transient aircraft, in conjunction with the final construction of the new airport centralized deicing pad (Part of continuous Short and Long Term Goals).
- As part of ongoing air service development efforts, assisted in the creation of an informal regional Airport Manager’s working group to seek additional air service individually and regionally; and to help foster mutual exchanges of airport best practices and to share airport information. Group is composed of the five regional airports at Barnstable (HYA), Nantucket (ACK), Martha’s Vineyard (MVY), Provincetown (PVC) and New Bedford (EWB) (Part of continuous Short and Long Term Goals).



Percentage of FY18 All Appropriated Funds



Airport Enterprise Fund comprises 3.53% of all appropriated funds.

Additional Recent Accomplishments

- Continued into our fourth year of major air carrier service with JetBlue Airways with seasonal daily direct flights between Hyannis and New York City (JFK Airport).
- Rectrix Shuttle air service between Hyannis and Nantucket started operations in October of 2016 (Part of FY17 Short and Long Term Goals).
- The airport 6.669 megawatt (DC) ground mounted solar photovoltaic array continues to generate revenues for the airport and continues to exceed minimum annual guaranteed revenue levels (Continuous Short Term Goal).
- The Centerville Pie Company opened their Airport Café in May of 2016 to a very successful first season (Continuous Short and Long Term Goals).
- As a Gateway Airport for Presidential visits to Martha's Vineyard, completed the final year of security screenings for 278 visiting aircraft – a record year.
- The airport continues to support our local communities and activities by hosting the Cape Cod Concert Band for practices; the 10th anniversary celebration of the Cape Cod Young Professionals Back to Business Bash; 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; and a variety of other functions and meetings (Continuous Short Term Goal).



February 2017 Airport Aerial Showing New Terminal Ramp, New Portion of Taxiway Charlie and Both Solar Arrays

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the following areas of the Town's FY18 Strategic Plan: Public Health and Safety; Quality of Life; and Housing)

Short Term:

1. Depending upon FAA and MassDOT Aeronautics funding availability:
 - a. Complete the reconstruction of the circa 1985 Runway 15/33, including a portion of the circa 1962 Taxiway Bravo and the remaining portion of the circa 1966 Taxiway Charlie; and to include portions of Taxiways Alpha and Bravo; the replacement of the Visual Approach Slope Indicator (VASI) system with a Precision Approach Path Indicator (PAPI) system; replacement of the windsock and segmented circle; replacement of the airfield lighting vault and generator; and install an airfield lighting control system (ALCS) fiber optic network; and other associated airfield improvements including new LED taxiway lights;
 - b. Complete the slurry seal and paint project for approximately 300,000 square feet of the terminal parking ramp; and
 - c. Continue to improve, repair, maintain and/or replace, various airport fixed assets and replace various pieces of snow removal equipment, as required and as approved, in the Capital Improvement Plan.
2. Take steps to increase airport revenues by increasing General Aviation (GA) business at the Airport:
 - a. Continue to research and provide enhanced high quality facilities and services, and provide better business management to retain and increase GA business and revenues; and
 - b. Continue to develop all available airport properties, and develop a marketing plan.
3. Continue to develop market strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel. If feasible, work with the local community to develop an application for a USDOT Small Community Air Service Development (SCASD) grant proposal to provide financial assistance to enhance air service.
4. Complete the airport master plan and Cape Cod Commission (CCC) Development Agreement; and complete the Cape Cod Commission (CCC) requirements for the 2007 DRI Final Certificate of Compliance.
5. Commence work with new "on-call" airport architect to develop a 20-year airport preventative maintenance, repair, and replacement program for all airport-owned structures; and to include passenger terminal improvements to meet potential increased demand for scheduled air carrier services.
6. Continue to improve community relations with consideration to develop support for the Airport's future plans and to address efforts for noise and pollution abatement.
7. Complete the scope of work to respond to the Notice of Responsibility issued by the MassDEP regarding an evaluation of potential releases of chemicals of emerging concern on airport property, as well as in hydrologically up and down gradient locations.
8. Evaluate available technologies for improving noise reductions; and storm-water and groundwater management.
9. Research and update the airport minimum standards, including rates and fees.

Fiscal Year 2018 Goals and Objectives (Continued)

Long Term:

1. Work with tenants and potential developers to build new general aviation facilities and public facilities to meet the needs of general aviation demand and new marketing initiatives; be in keeping with the FAA approved Airport Layout Plan and the potential CCC Development Agreement; and to continue to explore all options to provide better airport support for general aviation needs.
2. Continue to develop market strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel.
3. Serve as an integral component of the Cape Cod Transportation Plan in order to more effectively promote the use of all transportation modes to meet the regional demand for better transportation and parking services.
4. Continue working with the Town of Barnstable to develop Phase 3 for additional solar development at the airport.
5. Depending upon FAA and MassDOT Aeronautics funding availability:
 - a. Initiate a comprehensive FAA Airport Layout Plan and Master Plan Update to include underground GIS utilities survey, Taxiway Echo rehabilitation, Runway 15/33 enhancements and improvements, and a potential engineered material arresting system replacement;
 - b. Initiate permitting, design and construction for tree clearing and obstruction removal along the airport perimeter fence line buffer zone and in FAA Part 77 offending areas;
 - c. Commence the design and reconstruction of the circa 1985 Runway 6/24;
 - d. Initiate new enhanced airport access control improvements to supplement prior security upgrades;
 - e. Complete a new Vegetation Management Plan (VMP) and Airspace Study for the Airport;
 - f. Update the Airport utilities infrastructure systems plan; and complete a comprehensive data base for all construction and engineering data at the airport;
 - g. Continue to monitor nutrient loading from current and projected facilities and infrastructure on the East Ramp to determine need to construct a new Town sewer or install on-site proprietary denitrifying systems to be installed in stages as needed and obviate the need for a new sewer line, pump stations and a long force main;
 - h. Design and construct a new snow removal equipment storage building and T-Hangar; and
 - i. Replace the circa 1997 Mo-Gas and Diesel Fuel Con-Vault, Gas Boy and alarm system.

Description of Airport Enterprise Fund Services Provided

The Barnstable Municipal Airport serves as a distinct commercial transportation hub for the residents of the Town of Barnstable and Cape Cod by meeting the regional demand for air transportation. For some, it provides very affordable and economic travel opportunities from Hyannis to other major destinations across the country, and yet for others, the airport provides a much needed mode of travel to and from the Islands of Nantucket and Martha's Vineyard. This includes travel, tourism, and for a large professional labor force that commute to jobs. As documented in the Massachusetts Department of Transportation (MassDOT) Aeronautics Division FY2014 Economic Impact Analysis, the Barnstable Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 2,135 people, with an annual payroll in excess of \$85.3 million, with a regional economic output in excess of \$208 million. In FY2016 the Airport supported over 94,700 aircraft operations; and about 101,000 passengers embark to and disembark from a variety of locations. These figures do not include a vast array of commercial charter passenger services, general aviation activities that include private and corporate passenger and freight services, and aviation flight services. From Hyannis, travelers are afforded many flight opportunities, to local and national destinations, including Nantucket and Martha's Vineyard, Boston, New York City and beyond.



Small Plane

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

The Barnstable Airport is managed by a seven member Airport Commission appointed by the Town Council. In FY2017 the Airport employed 23 full-time employees who operate and maintain the Airport 24 hours a day, 7 days a week, 365 days a year. The duties of airport personnel are both broad and varied, many of which are dictated by the FAA FAR Part 139 Airport Certification. The services are provided by three separate and distinct Airport Departments: Airport Operations, Airport Maintenance, and Airport Administration – that work together as a whole to provide mandated and required services.

Administration Department

The Administrative staff performs a myriad of administrative functions including but not limited to overseeing airport security, noise abatement and environmental response, billing, auditing and bookkeeping, contracting, construction oversight, capital planning, budgeting, grants administration, processing airport employee and tenant security identification files, personnel administration, overseeing leases, intergovernmental liaison, public relations, and communications.

Operations Department



Inside Main Terminal

The nine (9) full-time Operations employees are tasked with servicing tenant and transient aircraft, including transportation of passengers from these aircraft, and passenger transportation in the busy summer months to and from remote parking areas; performing wildlife management duties to keep flight operations safe; refueling aircraft; deicing aircraft; inspecting and ensuring a safe airfield; and responding to emergency situations with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the Federal Aviation Administration, must be able to respond to and reach an accident site on the airfield within three minutes or less. Airport rescue personnel constantly train and participate in live drill exercises in order to stay proficient and ready to handle any

aircraft emergency. The Airport rescue response is backed up by the Hyannis Fire Department, and once on scene, they assume the role of Incident Commander.

Maintenance Department

Upkeep of the airfield and airport facilities by our eight (8) full-time Maintenance employees takes precedence over all other maintenance tasks. Since Barnstable Airport is a certified FAA FAR Part 139 commercial service airport, any and all airside discrepancies must be documented and corrected as expeditiously as possible. Their duties include maintaining runways, taxiways, and ramps; painting airfield markings; mowing all grass areas in the 683 acre airport property; maintaining all airfield lighting; conducting all emergency and snow removal operations for the airfield and the terminal roadways; maintaining all airport owned buildings and grounds; and maintaining the fleet of vehicles needed to accomplish our mission.



Outside Main Entrance

Capital Program

The airport participates in the federally sponsored Airport Improvement Program (AIP) which is administered by the Federal Aviation Administration. This program has an entitlement component with funding being determined by enplanement levels. The airport's annual entitlement grant has been approximately \$1.2 million, and may be reduced to no less than \$1.0 million. These capital funds are supplemented by FAA discretionary funds when available. The airport also participates in the Massachusetts Department of Transportation Aeronautics Division's Aviation Safety and Maintenance Program (ASMP) that contributes a cost share for federally sponsored projects. The airport makes annual expenditures for required airfield rehabilitation projects using these funds. Federally sponsored grants to fund airport capital projects consist of costs being shared in a threefold process: the Federal Aviation Administration (FAA) at 90%, the Massachusetts Department of Transportation (MassDOT) Aeronautics Division at 5%, and a local (Airport) share of 5%. For non-federally sponsored projects that are eligible for ASMP funding, MassDOT will provide 80% and the local airport share will be at 20%. Any other projects will be fully funded by the use of available airport reserve funds. The revised FY18 capital plan includes \$1.08 million in airfield improvements and future planning, design and permitting for future airfield improvements. \$125,000 of airport reserves and \$950,000 in federal and state reimbursable grant funds will finance the program. Airport revenues will be used to pay any annual debt service requirements.

Airport Enterprise Fund Financial Summary

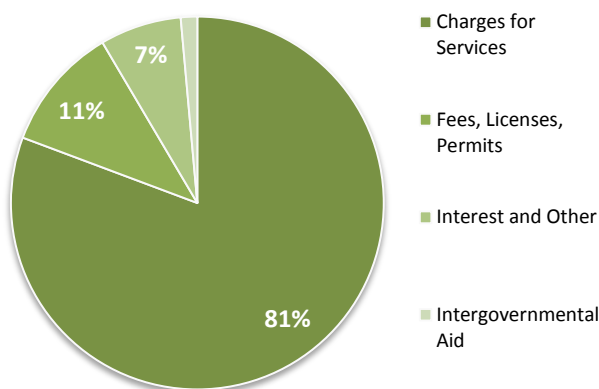
Factors Affecting Revenues

Airport activities are financed primarily through jet fuel sales, renewable energy, airport land lease fees, passenger traffic, vehicle parking and user fees collected from airlines and concessionaires. These significant factors in the generation of airport revenues represent actual measures of airport and aviation services. Fuel sales are also a measure of the Airport’s competitiveness in the marketplace. The late 2015 bankruptcy filing by Island Airlines, Inc. continues to have a significant financial impact on the airport’s operations. Island Airlines purchased approximately 250,000 gallons of jet fuel every year. This loss of jet fuel sales continues to affect overall jet fuel sales and the concurrent reduction in enplanements/deplanements has again resulted in a continuing reduction to the FY18 operating budget revenues.

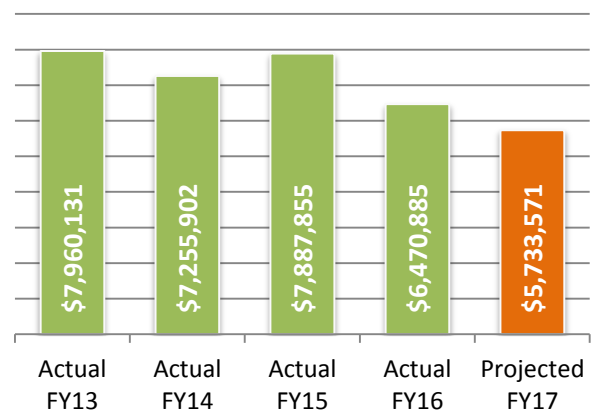
It is still too early to tell what the total long term impact on this operation will be, due to a “bleed over” effect on enplanements/deplanements, and rental car and parking concessions. The overall effect may be somewhat mitigated if an additional new air carrier starts-up at the airport to provide new commuter services; and/or if any new or increased service by major airlines to other large hub destinations commences service.

Until the loss of Island Airlines occurred, passenger traffic had been showing a slight decrease for the past several years, primarily due to loss of passenger traffic between Hyannis and Nantucket to the high speed ferry system. The new JetBlue seasonal service has been a boost in passenger traffic; however, the 2016 expanded service in the third year of operations did not provide the numbers needed to continue that expansion and in the coming season, the Jet Blue schedule has diminished somewhat. There are a lot of changes happening in the industry and we are trying to capture a small part of that increased service. Fuel sales are more difficult to project due to the volatility in wholesale prices and the cyclical trends in the aviation industry. The airport’s remaining jet fuel sales, however, are expected to increase slightly on an annual basis as past trends will substantiate due to increased general aviation flights. New fees including a passenger facility charge increase are recommended in the budget which will contribute towards repaying bond issues to construct the new terminal and other approved airfield improvements. New annual revenues from the energy generated by the new solar array are exceeding initial guaranteed projections. The first 12 months of revenues exceeded the guaranteed annual output (GAO) by 38%; and Fiscal Year 2016 revenues exceeded the GAO by 26%. New solar initiatives are being reviewed in concert with the Town to further increase revenues in out years.

FY18 Source of Funding



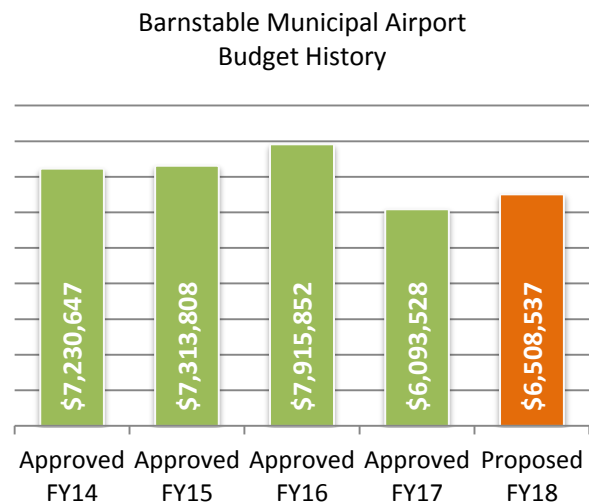
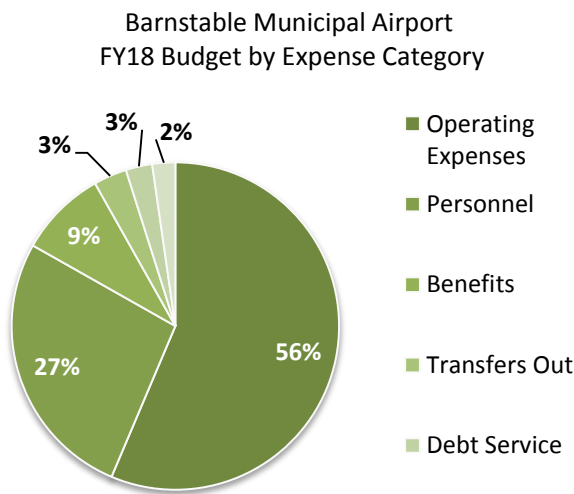
Airport Enterprise Fund Source of Funding History



Charges for services are the largest revenue source at 81%, which Jet Fuel sales account for 67% of that category. Fees, licenses, permits are the second largest at 11% and includes land leases. Revenue has been on a steady decline over the past three years mainly due to the bankruptcy filing of Island Airlines and its residual effects on other areas in the airport’s operations.

Factors Affecting Expenses

Expenses for costs required for or associated with personnel and medical costs, operations, and maintenance will rise in response to projected increases in inflationary costs and union contracts. The annual loan payment for a bond issue to construct the new terminal is included in the budget as well as new debt service for the new fuel farm, the East Ramp construction project and the taxiway Alpha reconstruction project. Other factors affecting this budget include the reduction in volume of jet fuel sales and the current low cyclical cost of jet fuel. There is 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. The combination of these factors will negatively affect the operating budget and have necessitated a reduction in personnel and other personnel costs; reductions in non-essential operations and maintenance costs; a slight reduction in security costs; and a transfer of funds from the Airport Enterprise Reserve funds to balance the operating budget and the operating capital budget. Operating capital expenses and capital improvement projects have been deferred or reduced in scope to limit their impact on the airport reserves as a result of the increase in operating expenses.



The operating expenses represent 56%, and the personnel and benefits 36% of all spending. The Airport Enterprise Fund budget has decreased from \$7.23 million in FY14 to \$6.5 million proposed FY18 or 10% over the five-year period, primarily due to the fluctuation in jet fuel sales and the Island Airlines bankruptcy. The level of jet fuel sales will dictate most of the fluctuations in this budget.

FISCAL YEAR 2018

BARNSTABLE MUNICIPAL AIRPORT

ENTERPRISE FUNDS

Airport Enterprise Fund	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Intergovernmental Aid	\$ 111,595	\$ 87,600	\$ 139,035	\$ 87,600	\$ -	0.00%
Fees, Licenses, Permits	1,119,215	698,477	683,802	663,341	(35,136)	-5.03%
Charges for Services	5,156,051	4,884,106	4,649,373	4,956,281	72,175	1.48%
Interest and Other	84,025	423,345	261,361	434,132	10,787	2.55%
Total Operating Source of Funding	\$ 6,470,885	\$ 6,093,528	\$ 5,733,571	\$ 6,141,354	\$ 47,826	0.78%
Intergovernmental Aid	\$ 4,062,073	\$ 6,149,350		\$ 950,000	\$ (5,199,350)	-84.55%
Borrowing Authorizations		318,650		-	(318,650)	-100.00%
Total Capital Source of Funding	\$ 4,062,073	\$ 6,468,000	\$ -	\$ 950,000	\$ (5,518,000)	-85.31%
Total Sources of Funding	\$ 10,532,958	\$ 12,561,528	\$ 5,733,571	\$ 7,091,354	\$ (5,470,174)	-43.55%
Expense Category						
Personnel	\$ 1,753,358	\$ 1,732,017	\$ 1,696,201	\$ 1,744,988	\$ 12,971	0.75%
Benefits	571,605	546,737	571,916	562,937	16,200	2.96%
Operating Expenses	3,570,524	3,474,133	3,074,544	3,669,440	195,307	5.62%
Capital Outlay	88,687	30,400	29,550	147,600	117,200	385.53%
Debt Service	53,600	77,700	77,700	170,344	92,644	119.23%
Transfers Out	211,899	232,541	232,541	213,228	(19,313)	-8.31%
Total Operating Budget	\$ 6,249,673	\$ 6,093,528	\$ 5,682,452	\$ 6,508,537	\$ 415,009	6.81%
Capital Improvements Program	\$ 6,071,012	\$ 6,623,000		\$ 1,075,000	\$ (5,548,000)	-83.77%
Total Capital Expenses	\$ 6,071,012	\$ 6,623,000	\$ -	\$ 1,075,000	\$ (5,548,000)	-83.77%
Total Expenses	\$ 12,320,685	\$ 12,716,528	\$ 5,682,452	\$ 7,583,537	\$ (5,132,991)	-40.36%
Excess (Deficiency) Cash Basis	\$ (1,787,727)	\$ (155,000)	\$ 51,119	\$ (492,183)	\$ (337,183)	
Adjustment to accrual basis	2,757,307	-	-	-		
Beginning Net Assets per CAFR	71,064,422	72,034,002	72,034,002	72,085,121		
Ending Net Assets per CAFR	72,034,002	\$ 71,879,002	\$ 72,085,121	\$ 71,592,938		
Invested in capital assets, net of related debt (1)	(73,184,333)					
Invested in inventory (1)	(106,288)					
User fees receivable (1)	(111,197)					
Reserved for continuing appropriations (2)	(250,000)					
Reserved for subsequent year's budget (3)	(985,648)					
Reserved for encumbrances (4)	(34,219)					
Other post employment benefits obligation (5)	886,439					
Compensated absences (5)	115,742					
Net Pension Liability (5)	4,755,973					
Deferred Outflow of Resources (6)	(326,814)					
Net assets available for appropriation (free cash) (7)	\$ 2,793,657					

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

(2) This represents the portion of the airport enterprise fund's cash in the town's treasury that has been appropriated for a specific capital expenditure which still remains unexpended as of June 30, 2016.

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

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

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

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

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

Summary of Significant Budget Changes

The FY18 proposed operating budget is increasing \$415,009 or 3.8%. Personnel and benefit costs are increasing about \$19,000, which includes all contractual pay increases and increases in health insurance costs. Operating expenses are decreasing \$195,307 and is primarily due to the expected rising cost in jet fuel purchases. Capital outlay of \$147,600 is provided for vehicle replacement, facility improvements and safety equipment. Debt service will increase \$92,644 for the bonds issued in FY17 to finance the airport's capital program. Revenue generated by airport operations will cover the FY18 proposed operating budget. A total of \$367,183 of the airport's reserves will be used to balance the operating budget as there are no fee changes proposed for FY18



**February 2017 Aerial of the New 60,000 Gallon Above Ground Jet Fuel Storage Tanks
And New Employee Parking Lot Leased by Cape Air**

Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	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	3.00	2.00	2.00	-
Executive Assistant to Airport Manager	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Laborer Craftsman	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	6.00	6.00	-
Operations Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	25.00	23.00	23.00	0.00

Performance Measures/Workload Indicators

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

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Airport Operations	100,059	96,501	94,777	100,463	103,478
Noise Complaints Received	40	30	81	50	50
Noise Complaints/1000 Airport Operations	0.40	0.31	0.85	0.50	0.48

Measure: Increase parking revenue per enplanement

	CY 2014 Actual	CY 2015 Actual	CY 2016 Actual	CY 2017 Estimated	CY 2018 Projected
Gross Parking Revenue	\$ 764,734	\$ 719,117	\$ 403,226	\$ 380,000	\$ 390,000
Enplanements (departing passengers)	81,832	65,790	32,397	37,000	40,000
Gross Parking Revenues/Enplanement	\$ 9.35	\$ 10.93	\$ 12.45	\$ 10.27	\$ 9.75

Measure: Increase rental car revenue per deplanement

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Gross Rental Car Revenues	\$ 3,812,768	\$ 4,097,293	\$ 4,075,846	\$ 3,586,744	\$ 3,694,347
Deplanements (arriving passengers)	81,632	81,419	50,249	52,762	54,345
Revenues/Deplanement	\$ 46.71	\$ 50.32	\$ 81.11	\$ 67.98	\$ 67.98

Measure: Increase the gallons of jet fuel contracted

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Gallons of Jet Fuel Contracted	250,000	200,001	270,001	235,001	235,001
Gallons of Jet Fuel Dispensed	968,399	1,016,397	902,084	753,240	765,000
Percentage of Jet Fuel Sales Contracted	25.82%	19.68%	29.93%	31.20%	30.72%

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

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Airport Net Benefit	None	\$ 125,380	\$ 376,889	\$ 354,276	\$ 383,232
Guaranteed Annual Output (GAO)	None	None	\$ 298,824	\$ 309,050	\$ 319,429
Revenue Variance from GAO	None	None	\$ 78,065	\$ 45,226	\$ 63,803
Net Revenue % Over GAO	0.00%	0.00%	26.12%	14.63%	19.97%

Measure: Generate a positive budget variance every year

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Surplus Used to Balance Budget	None	None	None	None	\$ 223,505
Surplus Generated (Used)	\$ 181,342	\$ 782,051	\$ 150,000	\$ 120,000	\$ 120,000
Positive Variance	\$ 209,037	\$ 782,051	\$ 150,000	\$ 120,000	\$ (103,505)

(Measures of Activity)

	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Indicator: Number of airport operations recorded (includes landings/take offs/instrument approaches/fly-bys/all flight operations controlled by the ATCT)	100,059	96,301	94,777	100,463	103,478
Indicator: Number of airport noise complaints received	40	30	81	50	50

(Measures of Activity)

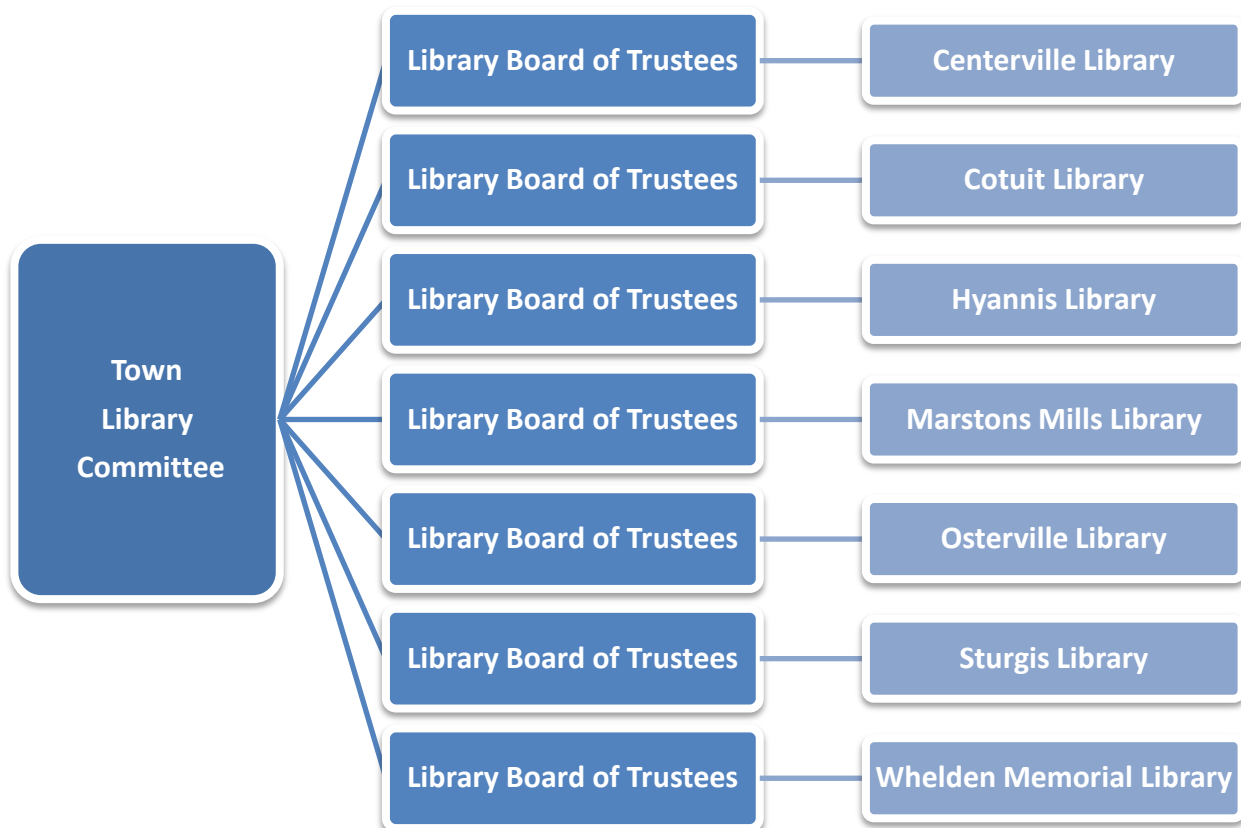
	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Indicator: Number of passengers on scheduled flights					
Deplanements (arriving)	81,632	81,419	50,249	52,762	54,345
Enplanements (departing)	81,832	80,382	49,735	55,400	57,062
Indicator: Number of gallons of jet fuel dispensed sold					
	968,399	1,016,397	902,084	753,240	765,000
Indicator: Gross parking revenues - all pay parking lots					
	\$ 764,734	\$ 719,177	\$ 403,226	\$ 380,000	\$ 390,000
Indicator: Gross rental car revenues - all concessions at airport					
	\$ 3,812,768	\$ 4,097,293	\$ 4,075,846	\$ 3,586,744	\$ 3,694,347
Indicator: Renewable Energy gross revenues from solar array at the airport – system on-line FY2015					
	None	\$ 125,380	\$ 376,889	\$ 354,276	\$ 383,232

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TOWN LIBRARIES

Mission Statement

The primary mission 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.

Fiscal Year 2018 Aggregate Goals for the Seven Libraries

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

1. Collaboratively work with Town management to ensure that the seven village libraries are adequately funded so that they do not lose Massachusetts State certification. Loss of certification would mean that Barnstable residents would lose the ability to borrow books and other library materials from other towns either directly or through interlibrary loan. **(SP: Education, Communication)**
2. To continue cooperative efforts of the seven village libraries to improve and expand library services within the Town of Barnstable, particularly in the areas of programming, reference and research services, children's services and educational support. **(SP: Education, Communication)**
3. Focus on increased public awareness of the vast array of materials and services available to Barnstable residents of all ages in the seven village libraries. The seven libraries will work together to promote library programs and services and to make new services available. **(SP: Education, Communication)**
4. To work together on collection development so that there is less duplication, especially of expensive materials, by collaborating on collection priorities and promoting the individual libraries' areas of specialization. **(SP: Education, Communication)**
5. To seek grant and other funding for new projects, special library materials, programs and services. **(SP: Finance)**
6. Share staff and Board expertise in order to provide comprehensive public service and to streamline services among the seven libraries. **(SP: Education, Communication)**

Fiscal Year 2018 Funding

The seven village libraries are requesting a total funding increase for FY18 of 5%, or \$88,699.50, made up of two decision packages. This increase would bring the total FY18 funding request to \$1,862,689.51, which is the FY18 Municipal Appropriation Requirement (MAR) of 2.5% mandated by the state in order to avoid the waiver application process, plus 2.5% to assist the libraries with the funding of cost of living increases to staff members.

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), has distinct specialties, but all have committed themselves to providing the following programs and services:

- **Popular Materials Program:** As popular materials centers, the Barnstable libraries provide residents with collections of current high demand, high interest materials for reading, listening and viewing. Books, periodicals, non-print materials and electronic and online resources are available at each of the libraries, as are programs and workshops for adults, young adults and children, story hours, film series, book talks, community issues forums, speaker series and humanities programs.
- **Formal Educational Support/Independent and Lifelong Learning Program:** The libraries support individuals in their search for personal and work-related information, including materials on self-improvement, career development, health and nutrition, cultural interests, consumer topics, hobbies and family concerns. The joint collections of the seven libraries provide a wide range of subject materials in a variety of formats geared to all ages and reading abilities. The libraries offer assistance to local private and public schools, colleges, day-care centers, training and literacy programs, adult continuing education classes, 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 and email reference services and assist researchers with in-depth studies. The reference and information services are provided by professional information specialists, via interlibrary loan, and through resource sharing provided through the CLAMS Network, the Massachusetts Library System and the Commonwealth Catalog.
- **Community Activities and Programs:** The libraries serve as centers for community activities by making materials, facilities and equipment available in support of the social, cultural and recreational activities of community groups and by co-sponsoring events with other community organizations. Use of the libraries for meetings and exhibits is encouraged and promoted. The libraries support small and large group gatherings of all kinds.

CENTERVILLE PUBLIC LIBRARY

Mission Statement

As a center of community life, the Centerville Public Library encourages and supports civic, intellectual and cultural pursuits. It provides a wide range of information and materials to people of all ages, using traditional methods and innovative technology. The 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.



Recent Accomplishments

- New board leadership and recruitment of new members.
- New and successful events resulting in increased volunteer participation.
- Networking with business and community organizations and reaching out through social media has attracted a broader audience.
- A new, responsive website with improved content was unveiled this year.
- A beautiful donor wall and plaques were installed with the names of our generous contributors to the Building and Renovation Project.
- Our new Library Director with an MLS degree was hired offering strengths in library management, event planning and marketing.
- Our new Youth Services Director, a former middle school teacher, was hired bringing a wealth of experience in curriculum planning, literacy instruction, and youth literature.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

1. To create a comprehensive annual development plan. **(SP: Education, Communication)**
2. To take advantage of grant writing opportunities to fund programs and services. **(SP: Finance, Communication)**
3. To continue to offer all residents of the community the resources they require for their education, informational and recreational pursuits in a comfortable, helpful, and accessible environment. **(SP: Education, Communication)**
4. To continue to collaborate with community and business organizations, schools, and libraries. **(SP: Education, Communication)**
5. To assess the collection and acquire materials based on patron use and needs. **(SP: Education, Communication)**
6. To review and expand e-book selections for our patrons. **(SP: Education, Communication)**

Description of Services Provided

Programs for adults include author talks, lectures, workshops, health, music, and art programs. Over 800 programs were held last year with over 13,000 attendees.

Musical performances continue to be some of our more well-attended events. Favorites this past year included a Sunday afternoon Brazilian Jazz concert, violinist Heather Swanson's summer evening performances, and our Craigville Coffeehouse open "mic" nights featuring local artists.

Weekly "drop-in" programs are offered to all and include two knitting groups, two book groups, a bridge group, and the Mid-Cape Chess Club.

The Centerville Civic Association and other community groups use the library for meetings and programs. Local representatives meet monthly with constituents.

Youth Services provides enrichment programs through crafts, music, science and games; three children's story hour sessions; support of home-schoolers with educational and recreational materials; sponsorship of "Girls Who Code" – a national club whose mission is to close the gender gap in the field of technology; teen engagement in library activities and fundraisers; tutoring services of a former educator and National Honor Society students; and opportunities for disabled adults to learn new life skills through volunteer work.

The Alice Owen Williams Bookstore, fully staffed by outstanding volunteers, is open five days per week. Proceeds from the bookstore greatly help to support library services.

Individual computer consultations are available each week to patrons at all skill levels.

The much sought-after databases Ancestry and Mango Languages are available to all users thanks to the generosity of the Kirkman Trust Fund.

Computers, faxing, word processing, printing, photocopying and wireless access are available to all users.

Summary of Centerville Library Funding Request & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2016	Approved FY 2017	Projected FY 2018
Library Funding	\$256,100	\$239,600	TBD
Town of Barnstable	\$317,920	\$330,173	TBD
Total	\$574,020	\$569,773	TBD

Positions	FY 2017 Actual	FY 2018 Proposed
Full Time	5.0	5.0
Part Time	3.1	3.1
Total FTE's	8.1	8.1

Performance Measures / Workload Indicators

Description	Actual FY 2016	Estimated FY 2017	Projected FY 2018
Circulation	122,804	127,000	135,000
Items in Collection	63,123	199,678*	210,000*
Hours Open	2,392	2,406	2,406
Programs Offered	800	800	800
Volunteer Hours	7,603	7,800	8,000

*Collection data reflects system-wide e-book holdings

COTUIT PUBLIC LIBRARY

Mission Statement

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



Recent Accomplishments

- Completed the multi-year Gateway II Accessibility Project, which included ADA-compliant upgrades to the building funded by a grant awarded by the Town's Community Preservation Committee.
- Continued our family literacy program for a local homeless shelter and literacy outreach to local preschools and daycares.
- Initiated the Royston Nash Music Appreciation Series with memorial funds and a grant from the Arts Foundation of Cape Cod.
- Procured a Library Services and Technology Act (LSTA) grant to develop a Computer Coding Camp for elementary and preschool students, funded by the Institute of Museum and Library Services and administered by the Massachusetts Board of Library Commissioners.
- Established the Jeanne Flagler Lazor Endowment Fund, through the generosity of Dr. Michael Lazor and his family and friends, which will help support our children's collection and programs in perpetuity.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

1. Provide the best possible comprehensive library services to the community. **(SP: Education, Communication)**
2. Find new ways of collaborating with other Barnstable Libraries to maximize our services to Town residents. **(SP: Education, Communication)**
3. Serve as a village center and meeting place for other community organizations. **(SP: Education, Communication)**
4. Build partnerships with other community organizations to enhance programming and services. **(SP: Education, Communication)**
5. Develop digital literacy services and programs for young children, such as our Computer Coding Camp, and broaden our technology training for patrons to include monthly classes as well as individual help sessions. **(SP: Education, Communication)**
6. Focus a portion of our adult and family programming on music appreciation and education. **(SP: Education, Communication)**
7. Initiate and develop long-term funding strategies, such as an endowment campaign. **(SP: Education, Communication)**



Description of Services Provided

The Cotuit Library is at the heart of the village, both physically and in spirit. We provide a full range of essential library services to people of all ages, lending fiction, 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, and it is 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 large offering of outreach, 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.

The Cotuit Library focuses on:

- Being a neighborhood nexus—a safe and welcoming place for individuals to meet and form community;
- Offering popular titles and materials that focus on current topics of interest;
- Assisting people of all ages to develop literacy skills, including digital literacy;
- Acting as a year-round meeting space for local community organizations, including the Cotuit Civic Association, the Historical Society of Cotuit and Santuit and the Cape Cod Writers' Club; and
- Facilitating access to different support services, such as information for seniors, therapy group sessions and free blood pressure clinics.

Our resources and services include:

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

**Collaborative Efforts**

- Collaborated on a Town-wide summer reading program for children;
- Pursued joint programming and block bookings with Marstons Mills and Hyannis libraries to reduce costs;
- Teamed up with support organizations like the Brain Injury Association of MA and the Town's Senior Services Outreach to host information sessions and groups;
- Met with other Barnstable library directors to explore new areas of collaboration and cost-savings;
- Collaborated with schools and preschools for programming;
- Held programs with the Cotuit Historical Society, Mass Audubon, Cape Cod Bird and Garden Club, leading arts educators and performers on the Cape and many more organizations;

- Collaborated with local homeless shelter to provide training on family literacy and digital literacy;
- Worked with the Senior Center to offer free digital literacy and technology programs; and
- Organized an Opioid Addiction Panel Discussion with representatives from the Barnstable Police Department, Cotuit Fire Department, Barnstable County Human Services, Town and State representatives, therapists and survivors, moderated by the pastor of the Cotuit Federated Church.



Ongoing Projects

- Developing services to patrons with low vision;
- Reaching out to local organizations to provide embedded librarianship;
- Maintaining and preserving the Library's own archives and the Kirkman Collection of rare books and documents;
- Increasing family literacy; and
- Increasing digital literacy.

Summary of Cotuit Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2016	Approved FY 2017	Proposed FY 2018
Library Funding	\$197,954	\$219,065	TBD
Town of Barnstable	\$163,653	\$170,631	TBD
Total	\$361,607	\$389,695	TBD

Positions	FY 2017 Actual	FY 2018 Proposed
Full Time	1.1	1.1
Part Time	4.1	4.0
Total FTE's	5.2	5.1

Performance Measures / Workload Indicators

Workload Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Circulation	50,781	52,500	53,500
Items in Collection	192,802	194,500	196,000
Hours Open	2,201	2,215	2,215
Programs Offered	543	550	560
Volunteer Hours	1,502	1,400	1,600

HYANNIS PUBLIC LIBRARY

Mission Statement

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



Recent Accomplishments

- Held 51 free programs for adults and young adults, including the summer and fall speaker series featuring local artists and authors such as Felice Cohen, Carl Lopes, Joe Flanagan, and Mick Carlon. Total attendance: 651;
- Offered 271 free programs for children including story times, the summer reading program, LEGO club, family board games sessions, special guest performers, and more. Total attendance: 3,266;
- Co-sponsored free programs for the community in partnership with the Zion Union Heritage Museum and the John F. Kennedy Hyannis Museum;
- Coordinated library service to homebound patrons with the help of dedicated volunteers;
- Offered monthly information sessions for seniors in collaboration with the Barnstable Senior Center staff members;
- Conducted numerous proctoring sessions for college students and adult learners;
- Hosted tutors and students from local school districts, as well as ESL students;
- Served as the site for monthly meetings of three book clubs for adult readers; and
- Held three successful fundraisers to benefit the Hyannis Public Library Association.

Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

1. Extend fundraising efforts with innovative events. **(SP: Finance)**
2. Continue to present informative and entertaining programs on a wide range of subjects. **(SP: Education, Communication)**
3. Develop and implement a free film program with an environmental theme. **(SP: Education, Communication)**
4. Determine short and long-term maintenance needs for the Eagleston and Twombly additions, prioritize, and schedule these maintenance projects. **(SP: Education, Communication)**
5. Physical inventory of print collection **(SP: Education, Communication)**

Description of Services Provided

The name of our village is internationally recognized, and the Library provides services to people from across the nation and around the world. The Library has trained personnel available within the library, by telephone, and online.

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

The educational needs of children, young adults, and their families are served through borrowing; story hours; story-telling projects; library visits from teachers and students; and active outreach to public and private schools, daycare facilities, and home-schooling groups.

The literacy goals of the community are supported with the Library's services and resources for English Language Learning; tutoring sessions for public school students and adult learners; and 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. Outreach service is also available for the distinctive needs of the homebound and institutionalized through delivery of books by a network of volunteers and in cooperation with facilities in our area.

The Library 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.

The Library increased the safety and security of our library patrons and employees and the community in general by funding the installation of a new and enhanced security system both within the Library complex and throughout the Library grounds.



The Library was proud to be invited to participate in the Fall 2016 session of ArtWeek Boston, an innovative arts and cultural festival which is an initiative of the Citi Performing Arts Center. The twice-yearly festival promotes learning, interactive and creative events in Boston and across the Commonwealth.

And locally, we partnered with the Greater Hyannis Civic Association, the Greater Hyannis Chamber of Commerce, and the Hyannis Main Street Business Improvement District to promote a vibrant Main Street and to ensure that the Library continues to act as a center for civic and cultural events.



Summary of Hyannis Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2016	Approved FY 2017	Proposed FY 2018
Library Funding	\$82,750	\$76,407	TBD
Town of Barnstable	\$463,458	\$476,193	TBD
Total	\$546,208	\$552,600	TBD

Positions	Actual FY 2016	Approved FY 2017	Proposed FY 2018
Full Time Employees	6.0	6.0	6.0
Part Time Employees	2.9	2.9	2.9
Total FTE's*	8.9	8.9	8.9

*TOTAL INCLUDES SECURITY AND CUSTODIAN POSITION

Performance Measures / Workload Indicators

Workload Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Circulation	134,151	140,000	145,000
Items in Collection	213,686	220,000	225,000
Hours Open	2,153	2,200	2,200
Programs Offered	322	325	335
Volunteer Hours	1,656	1,700	1,750

MARSTONS MILLS PUBLIC LIBRARY

Mission Statement

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



Recent Accomplishments

- MMPL was awarded a Citation from the Massachusetts House of Representatives.
- Celebrated the 125th Anniversary with monthly Historical Programming throughout the year.
- Obtained an LSTA "Customer experience in a Digital Age" Grant to train staff in assisting patrons with technological issues.
- Participated in the Annual "Spectacle of the Trees" celebration, raising over \$16,000 toward the Library's operating expenses.
- Collaborated on the 2nd Annual Marstons Mills Village Stroll.
- Co-Sponsored the First Annual Marstons Mills Village House and Garden Tour with the Marstons Mills Village Historical Society.
- Collaborated with the National Novel Writing Month as a drop in writing center.
- Collaborated with Whelden Memorial Library to sponsor an "End Of Summer Outdoor Concert."
- Hosted several author talks.
- MMPL hosted several successful book launches for local authors with nationally published works.
- Held several workshops on Computer Literacy.

Additional Recent Accomplishments

- Collaborated with local organizations to present the first annual Marstons Mills Christmas Stroll and Celebration.
- Collaborated with the Marstons Mills Historical Society to provide programming of historical significance as well as the first Village House and Garden Tour.
- Continued to expand our Homebound Services Delivery.
- Collaborated with Cape Cod Charitable Fun-Raisers and 18 other Cape Cod non-profits in the Spectacle of Trees Fundraiser.
- Provided free computer classes each week for adult beginners on Tech-Tuesday.
- Collaborated with the Marstons Mills Village Association and the Liberty Hall Club to provide services and programs to support community information and recreational needs.
- Collaborated with the other Barnstable Libraries on the Summer reading Program.



Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

1. To maintain current open hours (48 hours per week; open Monday- Friday at 9:00 am, Saturday at 10:00am). **(SP: Education, Communication)**
2. To aid in supporting the newly formed Friends of the Marstons Mills Public Library Group. **(SP: Education, Communication)**
3. To continue to partner with the Senior Service Corp and Elder Services to recruit volunteer support for circulation, the children's room and events. **(SP: Education, Communication)**
4. To improve the aesthetics of the Library's landscaping and grounds. **(SP: Infrastructure)**
5. To investigate new and innovative funding ideas. **(SP: Finance)**
6. 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)**
7. To provide professional development opportunities to our staff and valued volunteers. **(SP: Education, Communication)**
8. 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)**
9. 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)**
10. 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)**
11. 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)**

Description of Services Provided

The Library serves the residents of the village of Marstons Mills, the Town of Barnstable, and the Commonwealth of Massachusetts. The Library provides books, magazines, audio CDs and mp3s, music CDs, DVDs, e-book, audio, and digital downloads, e-book readers, databases and Wi-Fi internet access and specialized collections and services for the four primary user groups who comprise our patrons: preschool children and families; school-aged children and families; adult readers and information seekers; and older adults who look to the Library for specific services, recreational programs and continuing education.

Marstons Mills is the third largest village in the Town of Barnstable, but it is second largest in terms of population growth. According to the 2010 census, 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; and
- Technology resource center.

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

- The Marstons Mills Public Library offers its users the following services in addition to its circulating collection;
- Special collections include Drama and Theatre arts; Lilith Gordon Women's Poetry Collection; Susan Martin Speculative Fiction; and an extensive Large Print collection;
- Meeting place for many community organizations including the Marstons Mills Historical Society, Academy of Life Long Learning classes, Cape Cod Writer's Center and neighborhood associations;
- Active children's department with story hours, 4-H, home school club, mother-daughter book club, and other after-school activities;
- Regular and special adult programs;
- Homebound delivery service;
- Technology classes and one-to-one technical support for e-readers;



- Partnership with Elder Services to provide volunteer support;
- Designated as a lending site for materials from the Perkins Braille and Talking Book Library;
- Designated as an Administrative site for the IBM Reading Companion Reading and Literacy Program; and
- Collections include materials that support diverse cultures and languages.

Summary of Marstons Mills Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2016	Approved FY 2017	Requested FY 2018
Library Funding	\$77,520	\$89,495	\$111,073
Town of Barnstable	\$187,752	\$195,262	\$205,392
Total	\$265,270	\$284,757	\$316,465

Positions	Actual FY2015	Actual FY 2016	Proposed FY 2017
Full Time	1.00	1.00	1.00
Part Time	2.50	2.50	3.50
Total FTE's	3.50	3.50	4.50

Performance Measures / Workload Indicators

Workload Indicator	FY 2015 Actual	FY 2016 Estimated	FY 2017 Projected
Circulation	61,300	62,500	63,000
Items in Collection	52,000	52,250	52,250
Hours Open	2,396	2,396	2,396
Programs Offered	310	350	355
Volunteer Hours	1,900	1,976	2,050

OSTERVILLE VILLAGE LIBRARY

Mission Statement

The mission of the Osterville Village Library is to inspire lifelong learning, advance knowledge, and strengthen our community. To fulfill our mission, we rely on library staff, collections, programs and the participation of our patrons and community.

“Libraries open minds, open doors, open lives”



Recent Accomplishments

- The Library hired a new Youth Services Librarian - Jan Ham, who comes to us with an extensive background in STEM. Jan received her Bachelor of Arts: Children and their Literature, from the University of Connecticut, and her Masters: Library Science & Instructional Technology with School Media Certification, from Southern Connecticut College.
- To assist our patrons with everyday task we have introduced a new Business Center in the library. The center is located in the Anne Williams McGraw Community Room. Patrons have access to a color and black and white copy machine, a fax, and scanner. There is also a shredder that shreds DVD's, CD's and 45 sheets of paper at a time.
- After being in our new building for five years, use of the library has been expanded for use by members of the community. To continue to meet their on-going and growing needs the main level of the atrium was reconfigured to simulate a social bookstore atmosphere, with plenty of tables and chairs for social gatherings. More study and tutoring tables have been added to the Young Adult (YA) section. A couple of Tutoring Rooms have also been made available.
- During this year's Summer Reading Program—*On Your Mark, Get Set READ* —OVL readers logged over 600 reading hours and wrote 50 book reviews.

Additional Recent Accomplishments

- The Library continues to be a resource to the community for its meeting room space; throughout the year, space was actively used for community meetings, State and Local agencies workshops and for private parties.
- Cultural Programming for community access has been expanded. Through our active collaboration with the Cape Cod Conservatory, Joseph Dudzinski brought children in to sing and perform on flute, guitar and violin. The Conservatory Jazz Band kicked-off the Summer Concert Series under the tent during Summer Celebration Week. Brentwood Brass kicked off the Holiday Season with a Sunday performance in the Carolyn Crossett Rowland Fireside Reading Room.
- The Library also hosted many local artists including Paintings by Gerry Tuten, "Creating Beyond the Lens" by Susan Ferriman Jenkins, "The Art of Silk Painting" by Cassia Maia, and the oil paintings of national and state parks and forests by Lance Walker.
- The Library continues to be "the community center" for Village activities. Summer Celebration Week, the library's signature kick-off to the summer season, was a busy and hot day in the village. The morning started with the Children's Road Race and then the Adult 5k Road Race. Village Crafter offered their handmade items on the library lawn throughout the day. The week also hosted a favorite of our dog friendly library, Mutts and Martinis. The concert series kicked off and hundreds of families enjoyed the balmy nights and varied musical offerings throughout July and August. The annual ski and paddleboard sale was another success, transforming the main Meeting Room into a sporting good shop. The summer wrapped up a beautiful new Mercedes Crossover for a lucky Sandwich MA person. Later this year, the library will again host the Dessert Contest for the annual Chocolate Festival and our traditional Easter Egg Hunt.
- To show support to the businesses in our village the library offered a "Black Friday" Special. Children could come and stay at the library, watch a movie, color and make crafts, while adults shopped in the village. This event was extremely well received and attended. This will become an annual event at the library.
- The joint event with Osterville Rotary on Halloween brought hundreds of excited treat or treaters as they paraded through the village led by a fire truck. The children ended up on the library lawn and enjoyed treats and Storytime. The winter Christmas Stroll also brought hundreds of people to the library to enjoy the whimsical holiday display on the lawn and have hot chocolate, which was provided by Cape Cod Academy. Mrs. Claus greeted young children, helps them write letters to her husband, Mr. Claus, and posed for pictures. Festive shoppers enjoyed an open house with sweet treats and music on the old-fashioned player piano. A collection of glass metal and other unique material Menorahs were on display in the lobby showcase.
- Collaboration with other community nonprofits continues to grow. In addition to the Cape Cod Conservatory, this year the library has been actively collaborating with the Osterville Garden Club, the Osterville Historical Museum, Three Bays Conservation and Armstrong-Kelly Park by conducting joint events. The Library has also worked with Cape Cod Academy through their community service volunteer program to bring additional opportunities to both organizations and to the residents of the village.
- The Three Bays Preservation Inc., in conjunction with the library, presented a 6-part series called "Sea the Vision." Topics included "Implementing the 208 Plan," "Avian Wonders of Dead Neck Island," and "Endangered: the Nitrogen Crisis in our Shared Ecosystem." These lectures were very informative and well attended.
- Cape Cod and the War of the Rebellion Lecture Series kicked-off offering a "Living History" presentation with General and Mrs. Ulysses S. Grant in attendance. This encompassing series focused on topics such "The Rebellion

Record of the Town of Barnstable," "Letters Home from a Cape Cod Soldier," Carolyn Ravenscroft presents "Charlotte Bradford: Civil War Nurse," and "An Irishman's Journey" from the Civil War to Little Big Horn told through songs.

- Setting the Table, greeted over 300 visitors who came to admire the beautiful table settings for Holidays. The tables, under the design of the Osterville Garden Cub were from fun to fancy.
- To help patrons, the Library has also started a new "Community Assistance Program". Patrons can help themselves to discount coupons from newspapers that are made available in a basket for them to sort through. In honor of Veterans Day, the library collected three bags of groceries for our Veterans donated by our patrons. As a collection drop off for "Toys for Tots," the Library delivered over 100 gifts this past holiday season.
- Author visits and panels continued on a wide variety of topics with a mixture of children's authors such as Salley Mayor, Keri Claiborne-Boyle, Jim Bowen and Sara Hoagland Hunter. Adult authors included Hank Phillippi Ryan, Hallie Ephron, Peter Abrahams, Daniel Payne, Bruce DeSilva, Kathryn Knight, Katie O'Sullivan, Kevin Symons and many more!
- In recognition of our 135th anniversary, over 50 interviews with patrons and local residence have been completed for our 135th Anniversary movie. The movie will recap the history of the Library and preserve the rich role the Library has played in the village since 1892. As the summer of 2017 approaches, we look forward to celebrating the last 135 years as we look to secure the next 135!



Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

1. Enhance the lives of the residents of Barnstable by serving as a cultural, social and intellectual center for the community, through access to our library's collection, programming and special events. **(SP: Education, Communication)**
2. Remain true to our traditions while growing and developing to be a destination library. **(SP: Education, Communication)**
3. Work in collaboration with the other six Barnstable Village Libraries to provide comprehensive library services to the residents of the Town of Barnstable, including cooperative planning, programming and services/resource sharing; including grants, sponsorships and individual donations in order to maintain and expand library services. **(SP: Education, Communication)**
4. Continuously evaluate our collection and its development policies for all areas of the library, making appropriate adjustments to support the evolving needs of the community. **(SP: Education, Communication)**
5. Reach out and build our donor base and awareness of the importance of libraries in this changing world. **(SP: Education, Communication)**



Halloween Parade Aftermath



Mutts and Martinis



Mrs. Claus at Stroll

Description of Services Provided

As we celebrate our 135th Anniversary of the Osterville Village Library and five years in our new building, the library 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 evolving through its enriched programming and resources; it has become a 21st century library - the cultural, social and intellectual center for the community, while continuing the rich traditions that have always been the hallmark of the library to the village.

The Osterville Village Library is the only Barnstable Library that is open seven days a week throughout the year and offers the following:

- Collection Specialties: Travel, Cooking, Crafting, Art, Business & Finance, extensive large print books, nonfiction, music and DVD collections;
- Two full time librarians, specializing in Children's and Adult Services and Reference;
- A meeting place for community groups including: the Osterville Business Professionals Association, the Osterville Men's Club, the Osterville Garden Club, the Osterville Village Association, Business Network International, Barnstable Land Trust, Cape Cod Writers' Center, Lesley College, and many condominium association among several others;
- Meeting room facilities, that can seat up to 100 people along with state of the art audio-visual capabilities, made available to elected officials, local businesses and nonprofits;
- Public access to computers, and office technology, (scan, fax, shred and copying) both PC and Mac's plus computer use training;
- Notary Public Service;
- Children's programs to enhance learning and expose children to the world through STEAM and creative thinking;
- Monthly book discussion groups;
- Art shows by local artists and school groups;
- Volunteer opportunities; and
- On-going book sales managed by the Friends of the Library.

Fundraising is continuous focus:

- In June, the library secured an anonymous matching donation of \$100,000 to further motivate donations to the library's 2016 annual appeal;
- The "Experience Osterville" guide is in its fifth year and continues to be a successful mainstay, both in popularity and as a fundraiser for the library. The audience has grown significantly and currently exceeds 30,000 readers in print and over 15,000 online;
- The 40th Annual Spring Golf Tournament was held in late May. Golfers enjoyed a picture perfect day for golf on the pristine course at the Wianno Golf Course. Golf was followed by dinner and silent auction in the newly renovated Main Dining Room at the Wianno Club—a spectacular evening!;
- The Library held its annual car raffle for the 24th consecutive year. A Mercedes-Benz GLA Crossover, purchased from Mercedes-Benz of Westwood, graced the lawn of Library and was won by a local Sandwich resident;
- The 36th Annual Cape Cod 5K Championship Road Race to benefit the OVL, was a huge success with over 400 runners. This year a new course was re-designed and runners left from in front of the library. The Osterville Village Library is fortunate to be the beneficiary of this fundraising event. We would like to thank Sean Doherty and Centinel Financial for their efforts in holding this event on our behalf;
- The 22st Annual Clam Bake was held during summer celebration week, with nearly 200 attendees the event has evolved into more of a family friendly event with the addition of a children's menu. A lovely evening, great food, fun music and a successful silent auction. Also during summer celebration week, the library held its 4th Annual Mutts and Martinis "Yappy Hour", a canine and human cocktail event and a signature event for our dog friendly library. This year, our special guest was "Muddy Paws" who conducted agility training that was enjoyed by the canine and their guests; and
- The summer ended on a high note with The Classic Whiffs, Yale University's Whiffenpoofs Alumni Chorale. Thirteen men from all over the country came together in Osterville to sing popular tunes in a cappella style.

Summary of Osterville Village Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2016	Approved FY 2017	Projected FY 2018
Library Funding	\$243,900	\$252,900	TBD
Town of Barnstable	\$354,200	\$492,700	TBD
Total	\$598,100	\$745,600	TBD

Positions	FY 2017 Actual	FY 2018 Proposed
Full Time	4.0	5.0
Part Time	13.0	11.0
Total FTE's	17.0	16.0

Performance Measures / Workload Indicators

Workload Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Total Circulation	94,833	97,000	99,000
Number of items in Collection	68,977	71,120	73,000
Total Hours Open	2,475	2,500	2,500
Programs Held	385	375	375
Volunteer Hours	4,279	4,600	4,700

STURGIS LIBRARY

Mission Statement

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



Recent Accomplishments

- Sturgis Library undertook two important building projects in FY2016. The first was a project to replace the HVAC system in the rear portion of the building, which was originally installed in the 1970s and 1980s. We replaced the old equipment with one central high-efficiency unit which provides heating and cooling to the building. In addition to the HVAC project, we constructed a new, state of the art archival storage space in the basement of the Library. We had outgrown our old archival vault, and had struggled over the years to maintain an optimal climate for archives storage. The new archival storage space will be equipped with a climate control system and a non-chemical, no-water fire suppression system which will protect these one-of-a-kind historic materials from fire and flood. The new storage space is three times the size of our old storage vault, and will provide safe storage for these historic materials for many years to come. These projects were partially funded by two major grants from the Barnstable Community Preservation Committee and the Massachusetts Cultural Facilities Fund, as well as smaller grants from the Cape Cod Five Foundation and the Lothrop Family Foundation. We also received donations from individuals, organizations, and family foundations.
- Sturgis Library, as well as the Cotuit and Osterville Libraries were three of the Star Libraries announced by the *Library Journal* on November 2, 2015. 261 libraries nationwide received a star rating and only 15 libraries in Massachusetts. 11 of the star libraries in Massachusetts are from the Cape and Islands. In Barnstable, Osterville got five stars, Cotuit got 4 stars, and Sturgis Library got 3 stars. This is Sturgis Library's second year as a star library. The *Library Journal* Index is a measurement tool that compares U.S. public libraries with their spending peers based on four per capita output measures: circulation, library visits, program attendance, and public Internet computer use. Scores on the LJ Index are produced by measuring the relationships between each library's statistics and the averages for its expenditure category.

Additional Recent Accomplishments

- We are now proud owners of one of Michael Magyar's giant light sculptures. If you've driven on Route 6A through Sandwich and West Barnstable, you will have noticed the dozens of light sculptures on display around the holidays. Magyar, owner of [The Glass Studio on Cape Cod](#), created all of the sculptures and now you can add Sturgis Library's whales to the list of Magyar's fanciful creations. The whale sculpture is intended to be a companion piece to our indoor whale mobile *Moby's Pod*, depicting a baby white whale and a pod of adult whales. A whale image graces our Library tote bags along with the words "A Whale of a Library." The whale theme is also a nod to our maritime and Cape Cod history collections.
- Several members of the Sturgis Library staff were recognized for their achievements at the Massachusetts Library Association (MLA) annual conference, which was held in Hyannis in May. Each received a *Paralibrarian Recognition of Achievement (PARA) Certificate*: Circulation Assistants Katherine Tolliver-Level 1, Lisa Conway-Level 2, Cathy Pastva-Level 2, Cataloger Magdalena Brancato-Level 2, and Assistant Director Karen Horn-Level 4. In addition, Karen Horn received the *MA Library Support Staff Advocate of the Year* award for her work on behalf of paralibrarians in Massachusetts and the New England region. Karen has advocated extensively for the professional advancement of non-degreed librarians and support staff throughout her career. This past year she designed and implemented a self-directed, bite-size learning program at Sturgis Library and was invited to speak at the annual conference where she highlighted the benefits of this approach and encouraged library directors across the state to offer similar programs for their staff.
- Sturgis Library received a \$500 grant from the Cape Cod Antique Dealers Association. Each year the Association awards grants to Cape Cod historical associations, museums, cultural centers, and libraries for programs or projects that will add to the public's appreciation of antiques and Cape Cod heritage. The grant funds will be used to preserve and protect the Library's collection of historic gravestone rubbings.
- The Library held their first Whale of an (Online) Auction, which offered dozens of high-quality donated items to bidders from around the country. Other major fundraising events included the annual Library Dinner at the Cummaquid Golf Club, a jewelry sale, plant and garden sale, holiday ornament and décor sale, antiques show and sale, and an event featuring The History Girls (Sally Cabot Gunning, Theresa Mitchell Barbo, Nancy Rubin Stuart and Deborah Swiss). Sturgis Library must raise 60% of its funding each year from private donations, events, and other fundraising activities.
- The Library sponsored over 200 programs, exhibits, and events for adults, young adults, and children, including lectures, music and craft programs, art workshops, the Armchair Traveler series, Star Wars Con, and other well-attended programs and events. Together with the six other Barnstable village libraries, the Library participated in the annual collaborative Summer Reading Program.



Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

1. To wrap up our 150th anniversary celebration in August of 2017 with a special community event. **(SP: Education, Communication)**
2. To work in cooperation with the six other village libraries in Barnstable to provide comprehensive library services to the residents of the Town of Barnstable, including cooperative resource sharing services, reference and information services, local history and genealogy research services, cooperative planning, programming, and scheduling of events. **(SP: Education, and Communication)**
3. To act as a community gathering place and center for civic, cultural, and other events. **(SP: Education, Communication)**
4. To identify and attract new sources of funding, including support from public and private grant funding agencies, foundations, businesses, and individuals. **(SP: Finance)**
5. To provide increased access to the library's Special Collections, including our genealogy, maritime, and Cape Cod history collections, and to enhance and preserve the collections. In addition, to provide comprehensive reference service in this area, as well as general reference service to the public. **(SP: Education, Communication)**
6. To offer diverse and comprehensive programs and services to adults, young adults and children, including curriculum support and lifelong learning opportunities. **(SP: Education, Communication)**

Description of Services Provided

The library:

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

The 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:

- Community;
- Knowledge;
- Historic Preservation; and
- Technology and Innovation.

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

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

Characteristics and Specializations

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

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

Special services include free internet and wireless access; service to homebound patrons; and fax, scanning, and photocopying services. We offer extensive research assistance, from homework help to genealogy assistance. We host one of the only seed lending libraries on Cape Cod.

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

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

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



Summary of Sturgis Library Funding & Permanent Positions (FTE's) Request

Category	Actual FY 2016	Approved FY 2017	Proposed FY 2017
Library Funding	\$325,800	\$279,902	TBD
Town of Barnstable	\$232,046	\$239,333	TBD
Total	\$557,846	\$519,265	TBD

Positions	Actual FY 2017	Proposed FY 2018
Full Time	4.5	4.5
Part Time	2.3	2.3
Total FTE's	6.8	6.8

Performance/Workload Indicators

Workload Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Circulation	75,101	76,000	77,000
Items in Collection (including downloadable materials)	192,832	210,000	215,000
Hours Open	2,013	2,100	2,100
Programs Offered	176	220	225
Volunteer Hours	827	1,000	1,200

WHELDEN MEMORIAL LIBRARY

Mission Statement

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



Recent Accomplishments

- In 2016 we began the project of revitalizing and updating our building with new paint and window treatments.
- Our children's room has been revived with fresh paint, new educational toys, and a computer learning station. We have installed two weekly children's programs: Tuesday morning Storytime, and Saturday morning Storybook Yoga Classes in addition to our monthly craft activities and special programs.
- Through the dedication and hard work of the Friends of Whelden Library, we further improved the existing condition of the Library's basement in order to expand the revenue brought in by our book sales. The Friends of Whelden increased their fundraising efforts by doubling their Book Store hours.
- The library increased its programs by 54% this year. We offered events for adults, young adults, and children including Author Talks, Film and Gardening Lectures, Craft Programs, Artist Appearances, weekly Storytimes and Yoga Classes. Consequently, we had a 78% overall increase in attendance at library programs.
- We participated with the other six Barnstable village libraries in the annual collaborative State Wide Summer Reading Program.
- We continue to collaborate with the Senior Center by providing a SHINE representative to the community on the 3rd Monday of each month.

Additional Recent Accomplishments

- Whelden sponsored several successful fundraising events such as the Time and Talent Auction as well as Whelden in Bloom, and our annual Friends Holiday Boutique event, which brought in needed revenue. We also provided a Primary Election Day Snack Bar and Chowder Lunch.
- We collaborated with the Marstons Mills Library to host an End of Summer Concert and Picnic on the Lawn. Over 80 friends and neighbors gathered to enjoy an evening of food, fun and music.
- We made a more coordinated effort to share resources, staff and materials with the other Barnstable Libraries.
- We collaborated with Marstons Mills Public Library to secure a Federal LSTA grant for Digital Literacy and Professional Development. The Customer Experience in the Digital Age grant will allow us to provide training opportunities to our staff members in the use of digital and electronic devices. This in turn will afford the opportunity to our patrons to also learn a variety of emerging technologies.

Fiscal Year 2018 Goals and Objectives

1. To continue revitalizing and updating our building. **(SP: Infrastructure)**
2. To expand and increase our fundraising efforts. **(SP: Finance)**
3. To continue to collaborate with the six other Barnstable village libraries to provide the best possible services to the residents of the Town of Barnstable. **(SP: Education, Communication)**
4. To continue to increase programming for both adult and young patrons. **(SP: Education, Communication)**
5. To continue to evaluate our collection for all areas of the library to meet the evolving needs of our patrons. **(SP: Education, Communication)**
6. To expand and relocate our adult large print book collection. **(SP: Education, Communication)**
7. To offer professional development opportunities to our staff and volunteers. **(SP: Education, Communication)**



Characteristics and Specializations

The 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. Information literacy, lifelong learning and serving the village of West Barnstable continue to be our highest priority.

- Whelden Memorial Library is the hub of our community and center for village traditions. We serve the residents and visitors of West Barnstable, the Town of Barnstable, and Cape Cod.
- We offer meeting space for various civic groups and clubs and also offer tutoring space for both young and adult learners.
- We continue to serve all user groups by providing an extensive collection of print books, audio books, digital downloads, magazines, music CDs, Wi-Fi internet access and databases.
- Our role in the community is expanding as we increase our services to children and young families through a renewed commitment to programming and collection development.
- We house an extensive history of West Barnstable in a well indexed archival collection. This index is also available on-line.
- Thanks to the Barnstable Beekeepers, we hold an extensive collection of books and DVDs on the topic of beekeeping.
- Our fundraising activities are diverse; we have a full complement of Trustees and an excellent Friends Group that is always supportive and dedicated. Our collective efforts include auctions, annual appeals, suppers, wine and food tastings, book and gift sales, raffles, and participation in the West Barnstable Village Festival.

Description of Services Provided

- Whelden Memorial Library serves the residents and visitors of West Barnstable, the Town of Barnstable, and Cape Cod. We are the hub of our community and center for village traditions.
- We offer meeting space for various groups and clubs and tutoring space for young and adult learners.
- We continue to serve all user groups by providing an extensive collection of print books, audio books, digital downloads, magazines, music CDs, Wi-Fi internet access and databases.
- Our role in the community is expanding as we increase our services to children and young families through a renewed commitment to programming and collection development.
- We house an extensive history of West Barnstable in a well indexed archival collection. This index is also available on-line. Thanks to the Barnstable Beekeepers, we hold an extensive collection of books and DVDs on the topic of beekeeping.
- Our fundraising activities are diverse; we have a full complement of Trustees and an excellent Friends Group that is always supportive and dedicated. Our collective efforts include auctions, annual appeals, suppers, wine and food tasting, book and gift sales, raffles, and participation in the West Barnstable Village Festival.

- We offer a wide range of volunteer opportunities.
- We continue to offer homebound book delivery services.

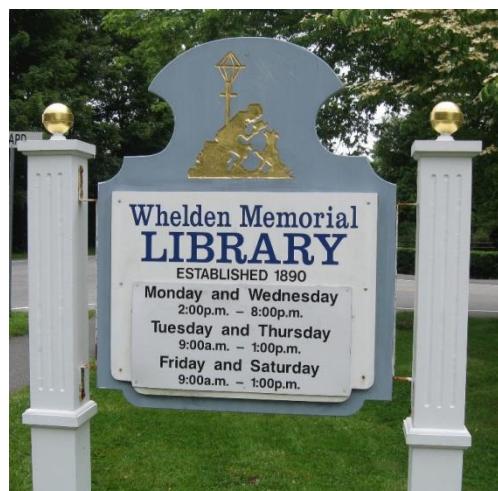
Summary of Whelden Memorial Library Funding & Permanent Positions (FTEs) Request

Expenditure Category	Actual FY 2016	Approved FY 2017	Proposed FY 2018
Library Funding	\$58,200	\$69,006	TBD
Town of Barnstable	\$105,301	\$109,124	TBD
Total	\$163,350	\$178,130	TBD

Positions	Actual FY 2017	Proposed FY 2018
Full Time	1.0	1.0
Part Time	1.5	1.5
Total FTE's	2.5	2.5

Performance/Workload Indicators

Workload Indicator	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Circulation	48,612	49,500	50,000
Hours Open	1,612	1,612	1,612
Registered Patrons	1,251	1,300	1,400
Internet Uses	3,120	4,000	5,000
Interlibrary Loans- provided	8,208	8,500	9,000
Interlibrary Loans- borrowed	8,590	8,700	9,000
Materials/Holdings	48,177	49,000	49,500



Appendix A

FY 2018 Budget Appropriation Orders

PART A CAPITAL PROGRAM BUDGET:

APPROPRIATION TRANSFER AND LOAN ORDER 2016-081

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

ORDERED:

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

APPROPRIATION AND LOAN ORDER 2016-082

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

ORDERED:

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

APPROPRIATION AND LOAN ORDER 2016-083

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

ORDERED:

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

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

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

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

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

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

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

APPROPRIATION AND LOAN ORDER 2016-087**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$290,000** be appropriated for the purpose of funding the Property Acquisition, Design and Permitting of a Parking Lot in Marstons Mills as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$290,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-088**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$106,000** be appropriated for the purpose of funding the Site Improvements on the Walkway To The Sea as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$103,570** be transferred from available funds within the Capital Trust Fund, and that **\$2,392** be transferred from available funds under council order 2014-113, and that **\$38** be transferred from available funds under council order 2013-116, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-089**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$55,000** be appropriated for the purpose of funding the Water Quality Improvements at Schoolhouse Pond as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$55,000** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-090**Airport Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$6,373,000** be appropriated for the purpose of funding the Airfield Improvements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$6,373,000**, and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-091**Airport Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$100,000** be appropriated for the purpose of funding the Heavy Duty Vehicle Replacement as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$100,000** be transferred from the Airport Enterprise Fund reserves, and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-092**Airport Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$150,000** be appropriated for the purpose of funding the Runway & Taxiway Markings project as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$150,000** be transferred from the Airport Enterprise Fund reserves, and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION TRANSFER AND LOAN ORDER 2016-093**Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$1,050,000** be appropriated for the purpose of funding the pipe replacement and upgrade program for the Hyannis Water System as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$150,000** be transferred from the Water Supply Enterprise Fund Reserves, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$900,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-094**Water Supply Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$200,000** be appropriated for the purpose of Pump Station and Treatment Plant Upgrades as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$200,000** be transferred from the Water Supply Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-095**Water Supply Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$52,000** be appropriated for the purpose of funding the Design and Permitting of Mary Dunn 1 Water Storage Tank Upgrades as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$52,000** be transferred from the Water Supply Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-096**Water Supply Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$400,000** be appropriated for the purpose of funding the Study, Design, Permitting and Testing of Interconnections with Other Water Systems as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$400,000** be transferred from the Water Supply Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-097**Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$1,289,505** be appropriated for the purpose of funding the Rehabilitation of the Clarifiers at the Wastewater Treatment Plant as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,200,000**, and that **\$89,505** be transferred from available funds under council order 2011-084, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-098**Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$904,000** be appropriated for the purpose of funding the Backup Generator Replacement at the Wastewater Treatment Plant as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$904,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-099**Solid Waste Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$150,000** be appropriated for the purpose of funding the Replacement of the 2007 Mack Tractor as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$150,000** be transferred from the Solid Waste Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-100**Solid Waste Enterprise Fund Capital Improvement Plan (Majority vote)****ORDERED:**

That the sum of **\$50,000** be appropriated for the purpose of funding the Vehicle Replacement as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$50,000** be transferred from the Solid Waste Enterprise Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION TRANSFER AND LOAN ORDER 2016-101**Solid Waste Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$2,500,000** be appropriated for the purpose of funding the Phase I and II Site Improvements at the Solid Waste Facility as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$500,000** be transferred from the Solid Waste Enterprise Fund Reserves, and that the Town Treasurer, with the approval of the Town Manager, be authorized to borrow **\$2,000,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-102**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$3,250,000** be appropriated for the purpose of funding the Public Roads Improvement Program as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$3,250,000** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-103**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$730,000** be appropriated for the purpose of funding the Guardrail and Sidewalk Improvement Program as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$730,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-104**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$87,500** be appropriated for the purpose of funding the Updated Stormwater Management Plan in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$87,500** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-105**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$150,000** be appropriated for the purpose of funding the Traffic Signal Upgrades as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$150,000** be transferred from available funds within the Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2016-106**Sewer Construction & Private Way Maintenance & Improvement Fund (Majority vote)****ORDERED:**

That the sum of **\$853,000** be appropriated for the purpose of funding the Private Way Improvements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that **\$666,710** be transferred from available funds within the Sewer Construction & Private Way Maintenance & Improvement Fund, and that **\$115,354** be transferred from the available balance under council order 2015-102, and that **\$50,871** be transferred from the available balance under council order 2012-038, and that **\$20,065** be transferred from the available balance under council order 2013-066, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-107**Golf Course Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$258,000** be appropriated for the purpose of funding facility improvements at the Olde Barnstable Fairgrounds Golf Course as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$258,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-108**Golf Course Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$307,000** be appropriated for the purpose of funding facility improvements at the Hyannis Golf Course as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$307,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-109**Marina Enterprise Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$500,000** be appropriated for the purpose of funding the maintenance dredging of Gateway Marina as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$500,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-110**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$618,717** be appropriated for the purpose of funding the Beach Facility Improvements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$478,000**, and that **\$50,000** be transferred from available funds under council order 2013-109, and that **\$21,250** be transferred from available funds under council order 2013-110, and that **\$16,101** be transferred from available funds under council order 2012-097, and that **\$53,366** be transferred from available funds under council order 2013-117, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION TRANSFER AND LOAN ORDER 2016-111**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$1,079,788** be appropriated for the purpose of funding the Blish Point Boat Access Channel Dredging as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$988,000**, and that **\$6,346** be transferred from available funds under council order 2010-071, and that **\$25,735** be transferred from available funds under council order 2013-117, and that **\$37,306** be transferred from available funds under council order 2010-112 and that **\$22,401** be transferred from available funds under council order 2014-117, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2016-112**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$900,444** be appropriated for the purpose of funding the Site Improvements at the Former Osterville Bay Elementary School as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$757,000**, and that **\$9,865** be transferred from available funds under council order 2014-068, and that **\$133,579** be transferred from available funds under council order 2013-116, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION TRANSFER AND LOAN ORDER 2016-113**Capital Trust Fund Capital Improvement Plan (Two-thirds vote)****ORDERED:**

That the sum of **\$1,686,000** be appropriated for the purpose of funding the Lombard Field Improvements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager and Community Preservation Committee; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$936,000**, and that **\$750,000** be transferred from the amount set aside for open space/outdoor recreation in the Community Preservation Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto, subject to the oversight of the Community Preservation Committee.

APPROPRIATION TRANSFER AND LOAN ORDER 2016-114**Community Preservation Fund (Majority vote)****ORDERED:**

That the sum of **\$173,000** be appropriated for the purpose of funding the West Barnstable Community Building Window Replacements as outlined in the FY 2017 - FY 2021 Capital Improvement Plan and recommended by the Town Manager and Community Preservation Committee; and that to meet this appropriation, that **\$173,000** be transferred from the undesignated funds within the Community Preservation Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto, subject to the oversight of the Community Preservation Committee.

PART B – OPERATING BUDGET:**APPROPRIATION ORDER 2017-112****Barnstable Municipal Airport Enterprise Fund****ORDERED:**

That the sum **\$6,508,537** be appropriated for the purpose of funding the Town's FY 2018 Airport Enterprise Fund budget, and to meet such appropriation that **\$6,141,354** be raised from current year revenues by the Airport Enterprise Fund, and that **\$367,183** be transferred from the Airport Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-113**School Department****ORDERED:**

That the sum **\$65,216,084** be appropriated for the purpose of funding the Town's FY 2018 Barnstable Public Schools budget, and that to meet this appropriation that **\$64,985,778** be raised from current year revenues, and that **\$230,306** be transferred from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-114**Police Department****ORDERED:**

That the sum of **\$13,835,845** be appropriated for the purpose of funding the Town's FY 2018 Barnstable Police Department budget; and to meet such appropriation that **\$13,785,845** be raised from current year revenues and that **\$50,000** be transferred from the Embarkation Fee Special Revenue Fund as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-115**Planning and Development Department****ORDERED:**

That the sum of **\$899,336** be appropriated for the purpose of funding the Town's FY 2018 Planning and Development Department budget, and that to meet this appropriation that **\$899,336** be raised from current year revenues as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-116**Community Services Department General Fund Budget****ORDERED:**

That the sum of **\$3,555,185** be appropriated for the purpose of funding the Town's FY 2018 Community Services Department General Fund budget, and to meet such appropriation, that **\$3,267,185** be raised from current year revenue and that **\$288,000** be transferred from the Waterways Special Revenue Fund as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-117**Community Services Department Golf Course Enterprise Fund****ORDERED:**

That the sum of **\$3,554,772** be appropriated for the purpose of funding the Town's FY 2018 Golf Course Enterprise Fund budget; and to meet such appropriation that **\$3,314,680** be raised from enterprise fund revenues, and that **\$175,217** be raised from the General Fund, and that **\$64,875** be transferred from the Golf Course Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-118**Community Services Department Hyannis Youth and Community Center Enterprise Fund****ORDERED:**

That the sum of **\$3,379,599** be appropriated for the purpose of funding the Town's FY 2018 Hyannis Youth and Community Center Enterprise Fund budget; and to meet such appropriation that **\$1,183,000** be raised from enterprise fund revenues, and that **\$971,263** be raised from the General Fund, and that **\$1,170,336** be transferred from the Capital Trust Fund, and that **\$55,000** be transferred from the Hyannis Youth and Community Center Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-119**Community Services Department Marina Enterprise Fund****ORDERED:**

That the sum of **\$839,067** be appropriated for the purpose of funding the Town's FY 2018 Marina Enterprise Fund budget; and to meet such appropriation that **\$721,700** be raised from enterprise fund revenues, and that **\$58,831** be transferred from the Capital Trust Fund, and that **\$30,000** be transferred from the Bismore Park Special Revenue Fund, and that **\$28,536** be transferred from the Marina Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-120**Community Services Department Sandy Neck Park Enterprise Fund****ORDERED:**

That the sum of **\$1,018,462** be appropriated for the purpose of funding the Town's FY 2018 Sandy Neck Park Enterprise Fund budget; and to meet such appropriation that **\$968,462** be raised from enterprise fund revenues, and that **\$50,000** be transferred from the Sandy Neck Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-121**Community Services Department Public, Educational & Governmental Television Access Enterprise Fund****ORDERED:**

That the sum of **\$811,627** be appropriated for the purpose of funding the Town's FY 2018 Cable Television Public Educational & Governmental Access Enterprise Fund budget; and to meet such appropriation that **\$795,000** be raised from enterprise fund revenues, and that **\$16,627** be transferred from the Cable Television Public, Educational & Governmental Access Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-122**Regulatory Services Department****ORDERED:**

That the sum of **\$2,037,938** be appropriated for the purpose of funding the Town's FY 2018 Regulatory Services Department budget, and to meet such appropriation, that **\$1,826,838** be raised from current year revenue, and that **\$45,000** be transferred from the Wetlands Protection Special Revenue Fund, and that **\$166,100** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-123**Building Services Department****ORDERED:**

That the sum of **\$1,033,467** be appropriated for the purpose of funding the Town's FY 2018 Building Services Department budget, and to meet such appropriation, that **\$1,033,467** be raised from current year revenue as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-124**Department of Public Works General Fund Budget****ORDERED:**

That the sum of **\$9,437,141** be appropriated for the purpose of funding the Town's FY 2018 Department of Public Works General Fund budget, and to meet such appropriation, that **\$9,366,571** be raised from current year revenue, **\$45,570** be transferred from the Embarkation Fee Special Revenue Fund and **\$25,000** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-125**Department of Public Works Solid Waste Enterprise Fund****ORDERED:**

That the sum of **\$3,428,020** be appropriated for the purpose of funding the Town's FY 2018 Department of Public Works Solid Waste Enterprise Fund budget, and to meet such appropriation that **\$2,979,500** be raised from the enterprise fund revenues, and that **\$448,520** be transferred from the Solid Waste Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-126**Department of Public Works Water Pollution Control Enterprise Fund****ORDERED:**

That the sum of **\$4,601,261** be appropriated for the purpose of funding the Town's FY 2018 Department of Public Works Water Pollution Control Enterprise Fund budget, and to meet such appropriation that **\$4,601,261** be raised from the enterprise fund revenues, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-127**Department of Public Works Water Supply Enterprise Fund****ORDERED:**

That the sum of **\$6,789,486** be appropriated for the purpose of funding the Town's FY 2018 Department of Public Works Water Supply Enterprise Fund budget, and to meet such appropriation that **\$5,578,000** be raised from the enterprise fund revenues, and that **\$1,211,486** be transferred from the Water enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-128**Town Council Department****ORDERED:**

That the sum of **\$267,685** be raised and appropriated for the purpose of funding the Town's FY 2018 Town Council budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-129**Town Manager Department****ORDERED:**

That the sum of **\$495,537** be raised and appropriated for the purpose of funding the Town's FY 2018 Town Manager budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-130**Administrative Services Department****ORDERED:**

That the sum of **\$5,997,073** be raised and appropriated for the purpose of funding the Town's FY 2018 Administrative Services Department budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-131**Employee Benefits****ORDERED:**

That the sum of **\$21,473,175** be appropriated for the purpose of funding the Town's FY 2018 Employee Benefits budget, and to meet such appropriation, that **\$20,388,175** be raised from current year revenue, that **\$260,000** be transferred from the Pension Reserve Trust Fund, and that **\$825,000** be transferred from the General Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-132**Debt Service****ORDERED:**

That the sum of **\$9,500,634** be appropriated for the purpose of funding the Town's FY 2018 General Fund Debt Service budget, and to meet such appropriation, that **\$9,388,451** be raised from current year revenue, and that **\$59,283** be transferred from the Embarkation Fee Special Revenue Fund, and that **\$52,900** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-133**Grants****ORDERED:**

That the sum of **\$1,954,210** be raised and appropriated for the purpose of funding the Town's FY 2018 Library and Tourism Grant budgets as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-134**Insurance, Assessments, Transfers and Other Fixed Costs****ORDERED:**

That the sum of **\$10,412,239** be raised and appropriated for the purpose of funding the Town's FY 2018 Insurance, Assessments, Transfers and Other Fixed Costs budgets as presented to the Town Council by the Town Manager, and that the following sums be transferred from the Town's Enterprise Funds for the purpose of reimbursing administrative, employee benefit and insurance costs budgeted within the General Fund:

Water Pollution Control	\$489,251
Solid Waste	\$338,497
Water Supply	\$150,579
Airport	\$739,998
Golf Course	\$454,820
Marinas	\$71,543
Sandy Neck	\$100,873
HYCC	\$334,091
PEG	\$90,872

And further, that the sum of **\$1,500,000** be transferred from the General Fund reserves all for the purpose of funding the Town's FY 2018 General Fund budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2017-135**COMMUNITY PRESERVATION FUND ADMINISTRATION EXPENSES AND FY 2018 PROGRAM SET-ASIDES****ORDERED:**

That, pursuant to the provisions of G. L. c. 44B § 6, for the fiscal year beginning July 1, 2017, the following sums of the annual revenues of the Community Preservation Fund be set aside for further appropriation and expenditure for the following purposes: **\$393,521** for open space and recreation; **\$393,521** for historic resources; **\$393,521** for community housing; **\$508,604** for a budget reserve, and that the sum of **\$150,000** be appropriated from the annual revenues of the Community Preservation Fund for the administrative expenses the Community Preservation Committee, to be expended under the direction of the Town Manager, or the Community Preservation Committee with the prior approval of the Town Manager.

APPROPRIATION ORDER 2017-136

APPROPRIATION ORDER FOR COMMUNITY PRESERVATION FUND FY 2018 DEBT SERVICE

ORDERED:

That the Town Council hereby appropriate **\$2,191,188** for the purpose of paying the FY 2018 Community Preservation Fund debt service requirements, and to meet such appropriation, that **\$2,096,044** be provided from current year revenues of the Community Preservation Fund and that **\$95,144** be provided from the reserve for the historic preservation program within the Community Preservation Fund.

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Appendix B

Glossary

The following definitions explain the meaning of some of the terms frequently used in documents and discussions related to the Town's financial matters:

Abatement	A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit. (See Commitment).
Accounting system	The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds , account groups, and organizational components.
Accrued interest	The amount of interest that has accumulated on the bond since the date of the last interest payment, and in the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest).
Ad valorem	A Latin phrase meaning according to the value. For example, the property tax is an Ad Valorem tax because it is based on the full and fair cash value (FFCV) of the real or personal property . (See Assessed Valuation).
Adopted Budget	The resulting budget that has been approved by the Town Council.
Advance refunding of debt	This occurs when new debt is issued to replace or redeem old debt before the maturity or call date of the old debt. Under these circumstances, the proceeds of the new debt must be placed in escrow and used to pay interest on old, outstanding debt as it becomes due, and to pay the principal on the old debt either as it matures or at an earlier call date. (See also Refunding of Debt).
Allocation	The distribution of available monies, personnel, buildings and equipment among various Town departments, divisions or cost centers.
Amortization	The gradual repayment of an obligation over time and in accordance with a pre-determined payment schedule.
Annual budget	An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.
Appellate Tax Board (ATB)	Appointed by the governor, the ATB has jurisdiction to decide appeals from local decisions relating to property taxes , motor vehicle excises , state owned land (SOL) valuations , exemption eligibility, property classification , and equalized valuations .
Appropriation	An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended. (See Encumbrance , Line-Item Transfer , Free Cash).
Arbitrage	As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed valuation	A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors. (See Ad Valorem ; Full And Fair Cash Value).
Assessment date	The date property tax liability is fixed. In Massachusetts, property taxes are assessed as of the January 1 prior to the fiscal year. Assessors determine the physical status of taxable real and personal property , its ownership, fair cash value and usage classification as of that date. By local option (MGL Ch. 59 §2A9a), the physical status of real property on June 30 is deemed to be its condition on the previous January 1.
Audit	An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool for evaluating the fiscal performance of a community.
Audit committee	A committee appointed by the selectmen, mayor, or city council, with specific responsibility to review a community's independent audit of financial statements and to address all issues relating to it as well as those outlined in the accompanying management letter .
Audit management letter	An independent auditor's written communication to government officials, separate from the community's audit. It generally identifies areas of deficiency, if any, and presents recommendations for improvements in accounting procedures, internal controls and other matters.
Audit report	Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) statistical tables, supplementary comments, and recommendations. Almost always accompanied by a management letter .
Automated recapitulation	An automated method that municipalities can use to submit data for the annual tax recapitulation process. DLS provides this Excel-based alternative to submitting data on paper forms. Municipal personnel enter required data in specially designed Excel spreadsheets and send the completed spreadsheets as computer files to DLS for uploading to a database.
Available funds	Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses , for capital expenditures or other onetime costs. Examples of available funds include free cash , stabilization fund , overlay surplus , water surplus , and enterprise retained earnings. (See reserves).
Balance sheet	A statement that discloses the assets, liabilities, reserves, and equities of a fund or governmental unit at a specified date.
Balance budget	A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and Towns.
Base aid	A component of Chapter 70 state aid to a municipality for education costs. Districts are guaranteed a certain base amount of aid that is increased annually by new increments in the following categories: Minimum aid Foundation aid School Choice aid

Betterments (special assessments)

Whenever part of a community benefits from a public improvement, or betterment (*e.g.*, water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Boat excise

An amount levied on boats and ships in lieu of a [personal property tax](#) for the privilege of using the Commonwealth's waterways. Assessed annually as of July 1, the excise is paid to the community where the boat or ship is usually moored or docked.

Bond

A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date ([maturity date](#)), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See [Note](#)).

Bond and interest record (bond register)

The permanent and complete record maintained by a municipal treasurer for each [bond](#) issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bond Anticipation Note (BAN)

[Short-term debt](#) instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years ([MGL Ch. 44 §17](#)). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the [Massachusetts School Building Authority \(MSBA\)](#) priority list. BANs are full faith and credit obligations.

Bond authorization

Action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or selectmen. (See [Bond Issue](#)).

Bond counsel

An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond issue

The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.

Bond premium

The difference between the market price of a bond and its face value (when the market price is higher). A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the [levy limit](#) for a [Proposition 2½ debt exclusion](#) are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received.

Bond rating

A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies such as Moody's and Standard and Poor's use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Bonds authorized and unissued

Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.

Budget

A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See [Level Funded Budget](#), [Performance Budget](#), [Program Budget](#), Zero Based Budget)

Budget basis of accounting

The Town's general fund and enterprise fund budgets are prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget.

Budget calendar

The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget message

A statement that, among other things, offers context by summarizing the main points of a [budget](#), explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.

Business-type activities

One of two classes of activities reported in the [GASB 34](#) government-wide financial statements. These activities are financed in whole or in part by fees charged to users for goods or services. Some examples are enterprise (MGL [Chapter 44 §53F½](#)), [special revenue](#) (MGL [Ch. 41 §69B](#)) water, and municipal electric fund.

Capital assets

All tangible property used in the operation of government which is not easily converted into [cash](#), and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See [Fixed Asset](#)).

Capital budget

An [appropriation](#) or spending plan that uses borrowing or direct outlay for [capital](#) or [fixed asset](#) improvements. Among other information, a capital budget should identify the method of financing for each recommended expenditure, i.e., tax levy, rates, and identify those items that were not recommended. (See [Capital Asset](#), [Fixed Asset](#)).

Capital expenditures /improvements

Items generally found in the capital budget such as construction or major repairs to municipal buildings. The fees for architects, engineers, lawyers, and other professional services, plus the cost of financing advance planning, may be included in addition to the cost of materials and installation/construction.

Capital improvements program

A blueprint, for planning a community's [capital expenditures](#) that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Capital outlay

The exchange of one asset ([cash](#)) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the [appropriation](#) and use of available cash to fund a [capital improvement](#), as opposed to incurring debt to cover the cost.

Capital outlay expenditure exclusion

A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax [levy](#) only during the year in which the project is being funded and may increase the tax levy above the [levy ceiling](#).

Capital projects fund

Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Cash

Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash basis of accounting

An accounting method used that records and recognizes revenues when cash is received and expenses when cash is paid out of the Town treasury.

Cashbook

A source book of original entry, which a treasurer is required to maintain, for the purpose of recording municipal receipts, adjustments to balances, deposits to municipal accounts and disbursements through [warrants](#).

Cash management

The process of monitoring the ebb and flow of a money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

Cash receipts

Any money received by a municipality or its departments whether by [cash](#), check or electronic transfer.

Categorical aid (see offset item)

Type of state aid distributed to jurisdictions via the [Cherry Sheet](#). An offset item constitutes categorical aid and as such the funds must be spent for specific municipal and regional school district programs. The funds may be spent with [appropriation](#) in the local budget.

Categorical grant

A type of intergovernmental payment, which is characterized by extensive restrictions on the uses to which the funds may be "spent" by the recipient government.

Cemetery perpetual care

Funds donated by individuals for the care of gravesites. According to MGL Ch. 114 §25, funds from this account must be invested and spent as directed by perpetual care agreements. If no agreements exist, the interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.

Certificate of Deposit (CD)

A bank deposit evidenced by a negotiable or non-negotiable instrument that provides on its face that the amount of such deposit, plus a specified interest, is payable to the bearer or to any specified person on a certain date specified in the instrument, at the expiration of a certain specified time, or upon notice in writing.

Chapter 200 (tax recapitulation)

Chapter 200 of the Acts of 1988 provides relief for those communities in which the maximum shift results in a residential share that is larger than the prior year's. Those communities may increase the commercial and industrial properties share of the [levy](#) by as much as 75 percent if the residential class would not be reduced to less than 50 percent of its single [tax rate](#) share by doing so. However, this residential share cannot be less than the residential share in any year since the community was first certified at [full and fair cash value](#).

General reference to the regulations and associated procedure for determining the maximum shift of tax burden from the Residential [property class](#) to the Commercial, Industrial, and Personal Property classes (CIP). The Chapter 200 form used in the tax rate approval process develops the maximum shift allowed

Chapter 59 assessment of local taxes

Portion of the Massachusetts General Laws that defines how municipalities assess local taxes. This chapter defines the role and responsibilities of assessors and methods for assessing property.

Section 5 describes property and persons entitled to exemptions. There are a number of exemptions that a municipality can vote to adopt. A municipality can be reimbursed by the state for some tax exemptions mandated by [Chapter 59 - Section 5](#). A municipality applies for reimbursement by submitting documentation to [DOR](#) each year.

Chapter 61 land

Forest, agricultural/horticultural, and recreational lands valued according to MGL Chapters [61](#), [61A](#), and [61B](#). Land is valued at its current use rather than the full and fair cash value. The commercial property tax rate is applicable for land defined under these chapters.

Chapter 70 school funds

Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the [Cherry Sheet](#) to help establish educational equity among municipal and regional school districts.

Chapter 90 highway funds

State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Local highway projects are approved in advance, and then later on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant. Under the formula, communities with a larger number of road miles receive proportionately more aid than those with fewer road miles.

Charges for services

(Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

Charter school aid

A component of Chapter 70 state aid provided to a municipality for public education. Beginning in fiscal year (FY) 99, no new charter aid will be included

	in Chapter 70 aid, and any Charter Aid distributed in FY98 and prior years has been included in FY99 base aid.
Cherry sheets	A form showing all state charges and reimbursements to the Town as certified by the state director of accounts. Years ago this document was printed on cherry colored paper.
Cherry sheet assessments	Estimates of annual charges to cover the cost of certain state and county programs.
Cherry sheet offset items	Local aid that may be spent without appropriation in the budget , but which must be spent for specific municipal and regional school district programs. Current offset items include racial equality grants, school lunch grants, School Choice Receiving Tuition and public libraries grants. (See also Offset Receipts).
Cherry sheet receipts	Chapter 58, Section 25A of the Massachusetts General Laws provides that the Commissioner of Revenue estimate the state's funding of local reimbursement and assistance programs as authorized by law and appropriated by the legislature. Local assessors are required to use these figures when determining the local property tax rate.
Classification of the tax rate	Each year, the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor to adopt (MGL Ch. 40 §56), and determining whether to offer an open space discount (Ch. 61, 61A and 61B), a residential exemption (Ch. 59, §5C), and/or a small commercial exemption (Ch. 59, §5I) to property owners.
Collective bargaining	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.
Commercial, Industrial, Personal property (CIP)	A group of three property types used to describe the effect of multiple tax rates. A municipality can take a number of actions to shift the levy burden associated with a single tax rate from Open Space and Residential categories to the CIP categories.
Commitment	An authorization to collect taxes, fees or other charges due a municipality. For example, the assessors' commitment of real estate taxes authorizes the collector to pursue and receive payment from property owners.
Community Preservation Act (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	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

preservation fund

a \$15 million dollar matching fund and reimbursed Cape Cod Town's 50 cents per dollar of surtax collected. This matching fund has been depleted as of FY04. The matching fund is now supported by a real estate transfer fee collected by the registry of deeds across the state. The revenue collected from this program can be used for land acquisitions for recreation and to preserve open space, historic preservation and affordable housing.

Computer Assisted Mass Appraisal (CAMA)

An automated system for maintaining property data, valuing property, notifying owners, and ensuring tax equity through uniform valuations.

Conservation fund

A city or town may appropriate money to a conservation fund, which money may be expended for lawful conservation purposes as described in MGL Ch. 40 §8C. The money may also be expended for damages arising from an eminent domain taking provided that the taking was approved by a two-thirds vote of city council or town meeting.

Contingent appropriation

An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

Contingent liabilities

Items that may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal, unsettled disputed claims, unfilled purchase orders, and uncompleted contracts.

Cost-benefit analysis

A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Cost Of Living Adjustment (COLA)

Reference to language in municipal contracts that provide for annual or periodic increases in salaries and wages for employees over the course of the contract. The amount of an increase is most often negotiated based on a community's ability to pay, but is sometimes tied to the annual change in a specified index, i.e., consumer price index (CPI).

Cost Center

The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

Debt authorization

Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL [Ch. 44 §§1, 2, 3, 4a, 6-15](#).

Debt burden

The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of [assessed value](#), debt per capita, etc.). Sometimes debt burden refers to [debt service](#) costs as a percentage of the total annual budget.

Debt Exclusion	An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy , but outside the limits under Proposition 2½ . By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling .
Debt limit	The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 §10 , debt limits are set at 5 percent of EQV for a city and 5 percent of EQV for a town. By petition to the Municipal Oversight Board, cities and towns can receive approval to increase their debt limit to 5 and 10 percent of EQV, respectively.
Debt policy	Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.
Debt service	The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.
Debt service fund	Governmental fund type used to account for the accumulation or resources for, and the payment of, general long-term debt principal and interest. In Massachusetts, these are only allowed by special legislation.
Debt statement	Reference to a report, which local treasurers are required to file with the DOR , showing authorized and issued debt, debt retired and interest paid by a community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."
Deferred revenue	Amounts that do not meet the criteria for revenue recognition. Also, earned amounts that are not yet available to liquidate liabilities of a current period.
Deficit	The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.
Demand letter	Notice to a delinquent taxpayer of overdue taxes typically mailed soon after the thirty day, or otherwise determined, payment period has ended.
Demand notice	When a tax bill becomes past due, the collector sends a demand notice requesting payment. The collector is required to issue a demand before initiating a tax taking.
Department	A principal, functional, and administrative entity created by statute and the Town Manager to carry out specified public services.
Department Of Revenue (DOR)	State department responsible for collecting a wide variety of taxes, providing taxpayer support, and administering programs related to municipal finance through the Division of Local Services (DLS).
Designated unreserved fund balance	A limitation on the use of all or part of the expendable balance in a governmental fund.
Division of Local Services (DLS)	A division within the DOR (Department of Revenue) responsible for helping Massachusetts cities and towns achieve sound and efficient fiscal management through technical assistance, training, and oversight. DLS bureaus are responsible for ensuring the fairness and equity of local property taxation, the accuracy and quality of local accounting and treasury management,

interpreting state laws that affect local governance, distributing local aid, maintaining a comprehensive databank on local finances, and auditing local school districts.

Education Reform Act of 1993

State law that authorized the seven-year, Ch. 70 funding program for education and that established spending targets for school districts as a means to remedy educational inequities. Scheduled to end by FY00, the program has been extended, pending agreement on further reforms.

Emergency spending

MGL [Chapter 44 §31](#) allows a community to spend in excess of appropriation in cases of major disasters that pose an immediate threat to the health or safety of persons or property, following the emergency declaration by council or selectmen and the approval of the Director of Accounts.

Eminent domain

The power of a government to take property for public purposes. Frequently used to obtain [real property](#) that cannot be purchased from owners in a voluntary transaction. Property owner receives fair compensation (market value at the time of the taking) as determined through court proceedings.

Encumbrance

A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds

An enterprise fund, authorized by MGL [Ch. 44 §53F½](#), is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax [levy](#), if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "[surplus](#)" or [retained earnings](#) generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. Barnstable has seven: water pollution, solid waste, golf course, airport, marinas, water and Sandy Neck Park. Both the costs and the revenues of the enterprise are segregated from other finances of the Town.

Equalized Valuations (EQV)

The determination of an estimate of the [full and fair cash value](#) of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL [Ch. 58 §10C](#), is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Estimated receipts

A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projects of local revenues are often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. ([See Local Receipts](#)).

Excess levy capacity

The difference between the [levy limit](#) and the amount of [real](#) and [personal property](#) taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their

acknowledgment must be submitted to [DOR](#) when setting the [tax rate](#).

Exemptions

A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include [veterans](#), [blind individuals](#), [surviving spouses](#), and [persons over 70 years of age](#).

Expendable trust

A fund, administered by the treasurer, from which both [principle](#) and [interest](#) can be expended for the purposes specified and agreed upon when the money was donated or transferred to the community. (See [Trust Fund](#); Non-Expendable Trust).

Expenditure

An outlay of money made by municipalities to provide the programs and services within their approved [budget](#).

Expense

An identified cost incurred to accomplish a particular goal.

Fair market value

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Fiduciary funds

Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include expendable trust, non-expendable trust, pension trust, and agency funds.

Financial statement

A presentation of the assets and liabilities of a community as of a particular date and most often prepared after the close of the fiscal year.

Fiscal Year

Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. For example, the 2000 fiscal year is July 1, 1999 to June 30, 2000. Since 1976, the federal government fiscal year has begun October 1 and ended September 30.

Fixed assets

Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed costs

Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or [interest](#) on loans.

Foundation budget

The spending target imposed by the [Education Reform Act of 1993](#) for each school district as the level necessary to provide an adequate education for all students.

Free Cash

Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in

excess of revenue estimates shown on the [tax recapitulation sheet](#), and unspent amounts in [budget](#) line-items. Unpaid [property taxes](#) and certain [deficits](#) reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for [appropriation](#) until certified by the Director of Accounts. (See [Available Funds](#))

Full accrual

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Full and Fair Cash Value (FFCV)

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "[fair market value](#)", which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Fund

An accounting entity with a self balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund accounting

Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, [revenues](#), and [expenditures](#)) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the [general fund](#) and [enterprise funds](#). Communities whose accounting records are organized according to the [Uniform Municipal Accounting System \(UMAS\)](#) use multiple funds.

Fund balance

The difference between assets and liabilities reported in a governmental fund. Also known as fund equity. (See also [Unreserved Fund Balance](#))

GASB 34

A major pronouncement of the [Governmental Accounting Standards Board](#) that establishes new criteria on the form and content of governmental financial statements. [GASB 34](#) requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.

GASB 45

This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

For additional information see Technical Assistance Best Practice: [Other Post-](#)

[Employment Benefits](#)

General fund	The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.
General fund subsidy	Most often used in the context of enterprise funds . When the revenue generated by rates, or user fees, are insufficient to cover the cost to provide the particular service, general fund money is used to close the gap in the form of a subsidy. The subsidy may or may not be recovered by the general fund in subsequent years.
General ledger	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
General obligation bonds	Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization
Generally Accepted Auditing Standards (GAAS)	Accounting standards that define the conventions, rules, and procedures necessary to make valid financial presentations. The Governmental Accounting Standards Board (GASB) provides specific interpretations of the GAAP for application in state and local governments. Criteria used by auditors to determine if financial statements are fairly presented.
Generally Accepted Government Auditing Standards (GAGAS)	These are auditing standards established by the U.S. General Accounting Office publication "Government Auditing Standards" (1988) also known as the " Yellow Book ". GAGAS for financial statement audits incorporate the field work and reporting standards of GAAS .
Government accounting standards board (GASB)	The ultimate authoritative on accounting and financial reporting standard-setting body for state and local governments.
Governmental funds	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.
Grant	A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.
Grant Anticipation Notes (GAN)	Short-term, interest-bearing notes issued by a government to raise capital to be repaid by grants proceeds, which are anticipated at a later date. GANS allow the recipient of the grant to begin carrying out the purpose of the grant immediately.
Hotel/Motel Excise	A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4 percent of the charge for stays of less than 90 days at hotels, motels and lodging houses. The convention center legislation imposed an additional 2.75 percent charge in Boston, Cambridge, Chicopee, Springfield, West Springfield and Worcester.

House 1 (Governor's budget proposal)

Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except that a newly elected governor has eight weeks from the day he/she takes office to submit a budget. The budget is designated House 1 in the first year of the two-year legislative session and House 1A in the second year.

Income approach

A method of estimating property value by converting anticipated net rental revenue, generated by the property, into an indication of market value. Used primarily to value [commercial/industrial](#) properties and apartment buildings, which are normally bought and sold on the basis of their income producing capability.

Indirect cost

Costs of a service not reflected in the operating [budget](#) of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of [enterprise funds](#).

Inside debt

Municipal debt incurred for purposes enumerated in MGL [Ch. 44, §7](#), and measured against the community's debt limit as set under [Ch. 10](#). Consequently, the borrowing is inside the [debt limit](#) and referred to as inside debt. (See also Outside Debt).

Interest

Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal [bonds](#), interest payments accrue on a day-to-day basis, but are paid every six months.

Interest rate

The interest payable, expressed as a percentage of the [principal](#) available, for use during a specified period of time. It is always expressed in annual terms.

Interfund transactions

Payments from one administrative budget fund to another, which results in the recording of a receipt and an expenditure.

Intrafund transactions

Financial transactions between activities within the same fund. An example would be a budget transfer.

Interim year valuation adjustment

State law requires that local [assessed values](#) reflect market value every year. Every three years, [BLA](#) reviews and certifies that an individual community's assessed values meet the standard. In between these [triennial revaluations](#), a community should complete an annual analysis to determine whether an interim year value adjustment is warranted. Depending on market conditions and property value trends, adjustments may increase, decrease or leave values unchanged. If the overall assessed value of the community changes by 10 percent, up or down, BLA must be notified.

Internal control structure

The policies and procedures established by management to ensure the integrity and comprehensiveness of the data collected by the [accounting system](#) for use in internal and external financial reports, as well as the overall control environment in which the government operates.

Internal service fund

A municipal accounting [fund](#) used to accumulate the cost of central services such as data processing, printing, postage, motor pool. Costs or charges to an internal service fund are then allocated to other departments or funds within the government unit.

Land court	Established in 1898, the Land Court has the exclusive jurisdiction to foreclose rights of redemption on a property in tax title.
Legal Level of Budgetary Control	The level at which a government's management may not reallocate resources without approval from the legislative body
Levy	The amount a community raises through the property tax. The levy can be any amount up to the levy limit , which is re-established every year in accordance with Proposition 2½ provisions .
Levy ceiling	A levy ceiling is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion , or a special exclusion . (See Levy Limit).
Levy limit	A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion , or special exclusion . (See Levy Ceiling).
Lien	A legal claim against real or personal property to protect the interest of a party (i.e., a city or town) to whom a debt is owed (i.e., taxes). In the case of real property, the lien in favor of a municipality automatically arises each January 1, but must be secured through other action. On other property, a lien must be recorded to become secure.
Line item budget	A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.
Local aid	Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the " Cherry Sheets ." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation .
Local receipts	Locally generated revenues , other than real and personal property taxes. Examples include motor vehicle excise , investment income, hotel/motel tax , fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet .
Long-term debt	Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more. (See Permanent Debt).
Maintenance budget	A no-growth budget that continues appropriations for programs and services at their current year levels. The actual appropriation to maintain programs and services may still increase due to inflation or other factors.
Market value	Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner

after reasonable effort could obtain for his property. A [valuation](#) limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Mass appraisal

Use of standardized procedures for collecting data and appraising property to ensure that all properties within a municipality are valued uniformly and equitably.

Massachusetts General Laws (MGL)

Laws passed by the Massachusetts legislature. The MGL is organized by chapters with multiple sections in each chapter. Currently there are 282 chapters. See www.mass.gov/legis/laws/mgl/index.htm. Note that laws enacted prior to the current legislative session are in one location and those enacted in the current session are located in a separate location.

Minimum local contribution

The minimum that a city or town must [appropriate](#) from [property taxes](#) and other local revenues for the support of schools ([Education Reform Act of 1993](#)).

Modified Accrual Basis of accounting

A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.

Motor Vehicle Excise (MVE)

A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community. The excise tax rate is set by statute at \$25.00 per \$1000 of vehicle value. Owner registration and billing information is maintained by the [State Registry of Motor Vehicles](#) and is made available to a city or town, or to the Deputy Collector who represents it.

Municipal Revenue Growth Factor (MRGF)

An estimate of the percentage change in a municipality's [revenue](#) growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2½ percent increase in the [levy limit](#), estimated [new growth](#), the change in selected unrestricted state aid categories, and the change in selected unrestricted [local receipts](#) ([Education Reform Act of 1993](#)).

Net Assets Unrestricted

(Formerly Retained Earnings) An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).

Net School Spending (NSS)

School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the [Department of Education \(DOE\)](#) ([Education Reform Act of 1993](#)).

Net school spending requirement

Sum of a school district's [minimum local contribution](#) and the [Chapter 70](#) aid received in a given fiscal year (FY). Municipalities and regional school districts must appropriate funds sufficient to the net school spending requirement. In addition to the NSS requirement funds need to be appropriated to support costs of student transportation, fixed assets, long term debt service, and other costs not part of the [NSS](#).

Section 126 of Chapter 194 of the Acts of 1998 limits the net school spending requirement for regional vocational districts to 150 percent of the [foundation](#)

[budget](#). When the net school spending requirements exceed 150 percent of the foundation budget, the required local contributions of the member towns are reduced proportionately. Any reduction is applied to any below foundation districts to which the municipality belongs.

New Growth

The additional tax revenue generated by new construction, renovations and other increases in the [property tax](#) base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the [assessed value](#) associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's [levy limit](#). For example, new growth for FY09 is based on new construction, etc. that occurred between January and December 2007. In the fall of 2008, when new growth is being estimated to set the FY09 levy limit, the FY08 [tax rate](#) is used in the calculation.

Non-allocated receipts

[Municipal receipts](#) that need not be expended in a particular way due to their source. Non-allocated receipts are listed on page 3 of the [Tax Rate](#) and [Pro Forma Recapitulation](#) form. Specifically excluded are [offset receipts](#), [enterprise funds](#), and [revolving funds](#).

Non-expendable trust

A [trust fund](#) administered by the treasurer, from which [principle](#), but not [interest](#), can be expended for the purposes specified by the donor or agreed upon when the money was donated or transferred to the community. See Trust Fund; Expendable Trust.

Non-recurring revenue source

A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source).

Objects of expenditures

A classification of [expenditures](#) that is used for coding any department disbursement, such as "personal services," "expenses," or "[capital outlay](#)".

Official statement

A document prepared for potential investors that contains information about a prospective [bond](#) or [note](#) issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Offset Receipts

A local option that allows estimated [receipts](#) of a particular department to be earmarked for use of the department and [appropriated](#) to offset its annual operating [budget](#). If accepted, MGL [Ch. 44 § 53E](#) limits the amount of offset receipts appropriated to no more than the actual receipts collected for the prior fiscal year. The Director of Accounts must approve use of a higher amount before appropriation. Actual collections greater than the amount appropriated close to the [general fund](#) at year-end. If actual collections are less, the [deficit](#) must be raised in the next year's [tax rate](#).

Operating budget

A plan of proposed expenditures for personnel, supplies, and other [expenses](#) for the coming fiscal year.

Operational audit

A private-sector term used to describe [economy and efficiency audits](#) and program result audits.

Other Post-Employment

(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

Benefits (OPEB)

be received until after their employment with the government ends. The most common type of these post-employment benefits is a pension. Post-employment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB. (See GASB 45).

Outside debt

Municipal borrowing for purposes enumerated in MGL [Ch. 44, §8](#), the debt incurred for which is not measured against the community's [debt limit](#) per [Ch. 10](#). Consequently, the borrowing is outside the debt limit and referred to as outside debt. (See Inside Debt).

Overlapping debt

A community's proportionate share of the [debt](#) incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Overlay reserve

An account established annually to [fund](#) anticipated property tax [abatements](#), exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal [appropriation](#) process, but rather is raised on the [tax rate recapitulation](#) sheet.

Overlay Deficit

A [deficit](#) that occurs when the amount of [overlay](#) raised in a given year is insufficient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year.

Overlay Surplus

Any balance in the [overlay](#) account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of [free cash](#).

Override

A vote by a community at an election to permanently increase the levy limit. An override vote may increase the [levy limit](#) no higher than the [levy ceiling](#). The override question on the election ballot must state a purpose for the override and the dollar amount. (See [underride](#))

Override capacity

The difference between a community's [levy ceiling](#) and its [levy limit](#). It is the maximum amount by which a community may [override](#) its levy limit.

Payments in lieu of taxes

An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

Performance audit

Such [audits](#) examine the implicit assertion of management, that it is meeting its responsibilities efficiently and effectively. Performance audits typically focus on individual departments, agencies, activities, or functions within a government.

Performance budget

A budget that stresses output both in terms of economy and efficiency.

Personal property tax

Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and

owners of homes that are not their primary residences.

Personnel Costs

The cost of salaries, wages and related employment benefits.

Preliminary tax bill

The tax bill for the first two quarters of the fiscal year sent, no later than July 1, by communities on a [quarterly tax billing](#) cycle. The tax due on a preliminary tax bill can be no greater than the amount due in the last two quarters of the previous fiscal year.

Program

A combination of activities to accomplish an end.

Program budget

A budget that relates [expenditures](#) to the programs they [fund](#). The emphasis of a program budget is on output.

Property tax levy (see levy)

The amount a community raises through the property tax. The [levy](#) can be any amount up to the [levy limit](#), which is re-established every year in accordance with [Proposition 2½](#) provisions.

Proposition 2 1/2

State law enacted in 1980 that regulates local property tax administration. Major provisions of this legislation are located in MGL [Ch 59 - Assessment of Local Taxes § 21C](#) and relate to the determination of a [levy limit](#) and [levy ceiling](#) for each town.

Proprietary funds

[Funds](#) that account for government's business-type activities (e.g., activities that receive a significant portion of their funding through user charges). The fund types included in proprietary funds are the [enterprise fund](#) and the [internal service fund](#). The internal service fund accounts for certain central services (e.g., data processing, printing, postage, motor pool) and then allocates the cost among departments or funds within the governmental unit.

Public Employee Retirement Administration (PERAC)

The Public Employee Retirement Administration oversees and directs the state retirement system and administers benefits for members.

Purchase order

An official document or form authorizing the purchase of products and services. Outstanding purchase orders are called encumbrances.

Quarterly tax bills

Local option to issue two estimated (or three estimated when authorized by the General Court) property tax bills followed by two (or one, if three estimated) regular bills by prescribed dates.

Real property

Land, buildings and the rights and benefits inherent in owning them.

Receipts reserved

Proceeds that are earmarked by law and placed in separate accounts for [appropriation](#) for particular purposes. For example, parking meter proceeds may be appropriated to offset certain expenses for parking meters and the regulation of parking and other traffic activities.

Recertification (see triennial certification)

The Commissioner of Revenue, through the [Bureau of Local Assessment](#), is required to review local [assessed values](#) every three years and to certify that they represent [full and fair cash value \(FFCV\)](#). Refer to MGL [Ch. 40 §56](#) and [Ch. 59 §2A\(c\)](#).

Requisition

Form used by the requesting department when ordering products and services from external vendors. This document generates a Purchase Order.

Reserve for abatements and exemptions (see overlay)	An account established annually to fund anticipated property tax abatements , exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet .
Reserve Fund	An amount set aside annually within the budget of a city (not to exceed 3 percent of the tax levy for the preceding year) or town (not to exceed 5 percent of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting. In a city, transfers from this fund may be voted by the city council upon recommendation of the mayor.
Reserves	Money accumulated for future expenditure. The General Fund savings account and the Stabilization Fund are general reserves that may be used for a wide variety of purposes. Some reserves are available only for restricted purposes, for example, the Pension and Insurance reserve.
Rating agencies	This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch ICBA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.
Registered bonds	Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.
Reserve for contingencies	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. The Town Council has a 4 percent policy reserve that sets aside a portion of the certified General Fund savings account balance that is equal to 4 percent of the Town's General Fund budget, net of transfers.
Residential exemption	An option that allows a community to grant an exemption to owner occupied residential properties of up to 20 percent. The exemption shifts a portion of the tax burden, within the residential class, away from lower valued, single family homes to multi-family properties, apartment buildings and non-resident property owners. Boston, Cambridge and Somerville have been granted special legislation to increase the percentage shifted to 30 percent. The legislation is as follows: Boston - Chapter 403 of the Acts of 2003 Cambridge - Chapter 90 of the Acts of 2003 Somerville - Chapter 257 of the Acts of 2000
Retained earnings	An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements , to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).
Revaluation	The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the

existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information. Every three years, assessors must submit [property values](#) to the [DOR](#) for certification. Assessors must also maintain current values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property. (See [Triennial Certification](#))

Revenue Anticipation Note (RAN)

A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANS are [full faith and credit obligations](#). (See [Tax Anticipation Notes](#), [Bond Anticipation Notes](#))

Revenue deficit

The amount by which actual [revenues](#) at year-end fall short of projected revenues and are insufficient to fund the amount appropriated. In such a case and unless otherwise funded, the revenue [deficit](#) must be raised in the following year's [tax rate](#).

Revenues

All monies received by a governmental unit from any source.

Revolving fund

Allows a community to raise [revenues](#) from a specific service and use those revenues without [appropriation](#) to support the service. For departmental revolving funds, MGL [Ch. 44 §53E½](#) stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Sale of cemetery lots fund

A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL [Ch. 114 §15](#).

Sale of real estate fund

A [fund](#) established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through [tax title](#) foreclosure. MGL [Ch. 44 §63](#) states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the city or town is authorized to borrow for a period of five years or more.

School choice aid

A component of [Chapter 70](#) state aid provided to a municipality for public education. If a district is spending below the [foundation budget](#) and it was a "sending" district under school choice in the prior fiscal year (FY), the district generally receives school choice aid in an amount equal to any increase in its prior year estimated gross school choice liability, when compared to the previous year.

Short-term debt

Outstanding balance, at any given time, on amounts borrowed with a [maturity date](#) of 12 months or less. (See [Note](#))

Small commercial exemption

A [property tax classification](#) option where a community may exempt up to 10 percent of the value of Class Three, Commercial [parcels](#). In effect, the option shifts the tax burden from parcels occupied by small businesses to those occupied by other commercial and industrial taxpayers. Eligible small businesses have an average annual employment of no more than ten persons. (See [Information Guideline Release 00-403](#))

Special assessments (see betterments)

Whenever part of a community benefits from a public improvement, or [betterment](#) (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property [parcel](#) receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the [tax bill](#) until the betterment has been paid.

Special exclusion

For a few limited capital purposes, a community may exceed its [levy limit](#) or [levy ceiling](#) without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years (similar to [betterments](#)).

Special purpose fund

Money set aside by [appropriation](#) for specific purposes authorized by statute only. Money remains in the [fund](#) from year-to-year, but unlike special revenue fund balances, can be diverted to other uses by vote of the appropriating authority.

Special revenue fund

[Funds](#), established by statute only, containing [revenues](#) that are earmarked for and restricted to [expenditures](#) for specific purposes. Special revenue funds include [receipts reserved](#) for appropriation, [revolving funds](#), and grants from governmental entities and gifts from private individuals or organizations.

Stabilization fund

A fund designed to accumulate amounts for [capital](#) and other future spending purposes, although it may be appropriated for any lawful purpose (MGL [Ch. 40 §5B](#)). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax [levy](#). The total of all stabilization fund balances shall not exceed ten percent of the community's [equalized value](#), and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund

Submitted budget

The proposed budget that has been approved by the Town Manager and forwarded to the Town Council for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the Town charter.

Supplemental appropriations	Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.
Surplus revenue	The amount by which cash , accounts receivable, and other assets exceed liabilities and reserves.
Tax Anticipation Note (TAN)	A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.
Tax rate	The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property .
Tax recapitulation sheet	A document submitted by a city or town to the DOR in order to set a property tax rate . The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).
Tax title	A collection procedure that secures a city or town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.
Tax title foreclosure	The procedure initiated in Land Court by a city or town treasurer to obtain legal title to real property already in tax title and on which property taxes are overdue.
Tax title redemption	The act of a property owner to pay overdue taxes, plus any fees, charges, other costs and interest, on real property that the community had placed in tax title to secure its lien . The taxpayer's right to redeem terminates when the treasurer files a petition to foreclose on the property in the Land Court.
Triennial Certification	The Commissioner of Revenue, through the Bureau of Local Assessment , is required to review local assessed values every three years and to certify that they represent full and fair cash value (FFCV). Refer to MGL Ch. 40 §56 and Ch.59 §2A(c) .
Trust fund	In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by town meeting. (See Expendable Trust and Non-Expendable Trust)
Uniform Municipal Accounting System	UMAS 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

(UMAS)	Principles (GAAP) , offers increased consistency in reporting and record keeping, as well as enhanced comparability of data among cities and towns.
Undesignated fund balance	Monies in the various government funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash . (See Designated Fund Balance)
Unfunded mandate	A requirement imposed by law, regulation or order without underlying financial support, thereby resulting in direct or indirect costs to the body made responsible for its implementation.
Unfunded pension liability	Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is redetermined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future costs of living increases to pensioners.
Underride	A vote by a community to permanently decrease the tax levy limit . As such, it is the exact opposite of an override .
Unreserved fund balance	The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)
User charges/fee	A municipal funding source where payment is collected from the user of a service to help defray the cost of providing the service. Note that any increases in the fees must satisfy the three tests set forth in the so called Emerson case. (See Emerson College v. Boston, 391 Mass. 415 (1984); also DOR IGR 88-207)
Valuation	The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value .
Warrant	An authorization for an action. For example, a town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The assessors' warrant authorizes the tax collector to collect taxes in the amount and from the persons listed, respectively.
Zero based budget	A budget building technique where each department begins at zero and adds the cost of essential programs up to an established funding limit. Each year the process begins again at zero prompting close scrutiny and prioritization of costs annually

Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY 2018	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY2025	Payments FY2026	Payments FY2027
GENERAL FUND INTEREST & PRINCIPAL															
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	I	I	02/17/15	02/15/26	325,200	52,065	49,310	47,600	46,080	44,560	43,040	35,520	34,240	32,960	-
CTF Land Acquisition - CAP \$365,200 Refunded	I	I	06/21/16	06/30/23	115,000	4,600	28,600	27,640	26,680	23,720	21,840	-	-	-	-
CTF Land Acquisition - CAP	I	I	06/26/08	06/15/23	365,200	25,140	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2002 Land Acquisitions BUTAPS	I	I	06/14/11	06/15/20	1,102,000	145,600	140,400	135,200	-	-	-	-	-	-	-
Total Land Acquisition Interest & Principal						227,405	218,310	210,440	72,760	68,280	64,880	35,520	34,240	32,960	-
High School Construction - Refunded	O	O	02/15/07	02/15/19	27,486,190	3,434,250	3,433,500	-	-	-	-	-	-	-	-
Barnstable Middle School - Refunded 2	O	O	02/15/07	02/15/20	1,548,520	165,300	158,050	150,800	-	-	-	-	-	-	-
Barnstable Middle School - Refunded 1	O	O	02/15/07	02/15/20	7,071,300	757,660	719,200	681,200	-	-	-	-	-	-	-
CTF School Upgrades 1 (I) \$360,000 Refunded	I	I	02/17/15	02/15/22	104,700	28,127	27,360	21,280	20,520	19,760	-	-	-	-	-
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	I	I	02/17/15	02/15/22	199,700	51,390	49,455	42,520	41,000	38,480	-	-	-	-	-
CTF School Health & Safety Improvements \$478,000 Refunded	I	I	02/17/15	02/15/26	193,400	31,780	30,700	29,620	28,660	27,700	21,740	19,980	19,260	18,540	-
CTF MME Roof Replacement (I) \$750,000 Refunded	I	I	02/17/15	02/15/26	329,800	52,056	49,510	47,800	46,280	44,760	43,240	40,720	34,240	32,960	-
CTF School Upgrades 2 (I) \$150,000 Refunded	I	I	02/17/15	02/15/27	47,400	6,766	6,645	6,420	6,220	6,020	5,820	5,620	4,920	4,240	4,120
CTF BHMCPs Roof (I) \$910,000 Refunded	I	I	02/17/15	02/15/27	426,900	60,581	57,705	55,770	54,050	52,330	50,610	48,890	46,170	44,490	42,230
CTF School Facility Improvements 1 (I) \$916,600 Refunded	I	I	06/21/16	06/30/28	295,700	9,428	39,428	36,928	34,080	36,000	34,800	33,600	32,400	31,800	31,200
CTF School Facility Improvements 1 (I)	I	I	06/26/08	06/15/28	916,600	31,425	-	-	-	-	-	-	-	-	-
CTF School Building Improvements	I	I	06/16/10	06/15/30	936,000	65,869	64,744	62,494	61,144	59,794	58,331	56,869	55,294	53,719	52,088
CTF School Facilities Upgrades/Repairs V (I)	I	I	06/14/11	06/15/31	884,000	68,719	66,919	65,119	63,319	61,519	59,719	57,919	56,400	54,825	53,138
CTF School Parking Lot (I)	I	I	06/14/11	06/15/21	250,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs IV	I	I	06/14/11	06/15/21	332,000	34,800	33,600	32,400	31,200	-	-	-	-	-	-
CTF School Remolding - Asbestos 00-110 Refunded	I	I	06/14/11	06/15/22	50,000	6,000	5,800	5,600	5,400	5,200	-	-	-	-	-
CTF School Facilities Upgrades/Repairs II	I	I	06/14/11	06/15/26	179,000	13,463	13,063	12,663	12,263	11,863	11,463	11,063	10,725	10,375	-
CTF School Facilities Upgrades/Repairs III	I	I	06/14/11	06/15/26	190,000	18,863	18,263	12,663	12,263	11,863	11,463	11,063	10,725	10,375	-
CTF School Improvement (I)	I	I	06/14/11	06/15/26	487,000	45,588	39,188	37,988	36,788	35,588	34,388	33,188	32,175	31,125	-
HS Addition & Renovation Advance Refund 6/15/2003	O	O	04/18/12	09/15/18	58,100	10,443	8,222	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel II	I	I	04/18/12	09/15/22	193,400	23,480	22,780	22,180	21,580	17,940	15,300	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel I	I	I	04/18/12	09/15/22	242,700	30,299	29,389	28,609	22,806	21,192	20,196	-	-	-	-
CTF School Roof Repairs	I	I	11/22/13	11/15/23	600,000	70,200	69,000	67,500	65,700	63,900	62,250	60,750	-	-	-
CTF HS Library AC Units	I	I	11/22/13	11/15/23	450,000	52,650	51,750	50,625	49,275	47,925	46,688	45,563	-	-	-
CTF School Fire & Communications System	I	I	11/22/13	11/15/23	200,000	23,400	23,000	22,500	21,900	21,300	20,750	20,250	-	-	-
CTF School Computer Network Infrastructure	I	I	11/22/13	11/15/23	189,000	23,000	22,600	22,100	21,500	15,975	15,563	-	-	-	-
CTF Intermediate School Roof & Façade Design	I	I	11/22/13	11/15/18	100,000	20,600	20,200	-	-	-	-	-	-	-	-
CTF School Hot Water Pump Replacement	I	I	11/22/13	11/15/18	85,000	15,450	15,150	-	-	-	-	-	-	-	-
CTF School Gym Bleacher Upgrades	I	I	11/22/13	11/15/18	55,000	10,300	10,100	-	-	-	-	-	-	-	-
CTF School Grounds Maintenance Equipment	I	I	11/22/13	11/15/18	150,000	30,900	30,300	-	-	-	-	-	-	-	-
CTF School Kitchen Equipment	I	I	11/22/13	11/15/18	110,000	20,600	20,200	-	-	-	-	-	-	-	-
CTF Early Learning Center Modular Facility	I	I	02/17/15	02/15/35	2,000,000	162,125	157,625	153,125	149,125	145,125	141,125	137,125	133,125	129,125	126,125
CTF Elementary School Modular Classroom (#2015-115)	I	I	02/25/16	06/30/36	3,720,000	308,306	300,706	293,106	280,506	273,106	265,706	258,306	250,906	243,506	236,106
CTF BIS Façade & Roof Improvements (#2015-116)	I	I	02/25/16	06/30/36	3,353,000	276,781	269,981	263,181	256,381	249,581	242,781	235,981	229,181	222,381	210,581
CTF BCHMCPs Façade & Roof Improvements (#2015-117)	I	I	02/25/16	06/30/26	260,000	39,200	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	-
CTF High School & Middle School Boiler Upgrades (#2015-119)	I	I	02/25/16	06/30/26	350,000	47,600	46,200	44,800	43,400	42,000	40,600	39,200	37,800	36,400	-
CTF W Village Elementary A/C Replacement (#2015-120)	I	I	02/25/16	06/30/26	250,000	34,000	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	-
CTF School Parking Lot Light Pole Replacement (I) (#2016-082)	I	I	02/23/17	06/30/27	435,000	62,013	60,600	58,800	57,000	55,200	53,400	51,600	44,800	43,200	41,600
CTF School Unit Ventilator Upgrade (I) (#2016-083)	I	I	02/23/17	06/30/27	230,000	33,996	33,200	32,200	31,200	30,200	29,200	23,200	22,400	21,600	20,800
Total Schools Interest & Principal						6,206,405	6,098,131	2,450,989	1,561,558	1,454,320	1,343,131	1,262,073	1,074,521	1,040,661	817,988

Purpose	Debt	Levy	Issue	Maturity	Original	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	-
	Limit	Limit	Date	Date	Amount	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036	FY2037	-	
GENERAL FUND INTEREST & PRINCIPAL																	
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000 Refunded	I	I	02/17/15	02/15/26	325,200	-	-	-	-	-	-	-	-	-	-	-	385,375
CTF Land Acquisition - CAP \$365,200 Refunded	I	I	06/21/16	06/30/23	115,000	-	-	-	-	-	-	-	-	-	-	-	133,080
CTF Land Acquisition - CAP	I	I	06/26/08	06/15/23	365,200	-	-	-	-	-	-	-	-	-	-	-	25,140
CTF Advance Refund 6/15/2002 Land Acquisitions BUTAPS	I	I	06/14/11	06/15/20	1,102,000	-	-	-	-	-	-	-	-	-	-	-	421,200
Total Land Acquisition Interest & Principal																	964,795
High School Construction - Refunded	O	O	02/15/07	02/15/19	27,486,190	-	-	-	-	-	-	-	-	-	-	-	6,867,750
Barnstable Middle School - Refunded 2	O	O	02/15/07	02/15/20	1,548,520	-	-	-	-	-	-	-	-	-	-	-	474,150
Barnstable Middle School - Refunded 1	O	O	02/15/07	02/15/20	7,071,300	-	-	-	-	-	-	-	-	-	-	-	2,158,060
CTF School Upgrades 1 (I) \$360,000 Refunded	I	I	02/17/15	02/15/22	104,700	-	-	-	-	-	-	-	-	-	-	-	117,047
CTF School Facilities Repair & Improvement (I) \$660,000 Refunded	I	I	02/17/15	02/15/22	199,700	-	-	-	-	-	-	-	-	-	-	-	222,845
CTF School Health & Safety Improvements \$478,000 Refunded	I	I	02/17/15	02/15/26	193,400	-	-	-	-	-	-	-	-	-	-	-	227,980
CTF MME Roof Replacement (I) \$750,000 Refunded	I	I	02/17/15	02/15/26	329,800	-	-	-	-	-	-	-	-	-	-	-	391,566
CTF School Upgrades 2 (I) \$150,000 Refunded	I	I	02/17/15	02/15/27	47,400	-	-	-	-	-	-	-	-	-	-	-	56,791
CTF BHMCPs Roof (I) \$910,000 Refunded	I	I	02/17/15	02/15/27	426,900	-	-	-	-	-	-	-	-	-	-	-	512,826
CTF School Facility Improvements 1 (I) \$916,600 Refunded	I	I	06/21/16	06/30/28	295,700	30,600	-	-	-	-	-	-	-	-	-	-	350,264
CTF School Facility Improvements 1 (I)	I	I	06/26/08	06/15/28	916,600	-	-	-	-	-	-	-	-	-	-	-	31,425
CTF School Building Improvements	I	I	06/16/10	06/15/30	936,000	50,288	48,600	46,800	-	-	-	-	-	-	-	-	736,031
CTF School Facilities Upgrades/Repairs V (I)	I	I	06/14/11	06/15/31	884,000	46,450	44,850	43,250	41,650	-	-	-	-	-	-	-	783,794
CTF School Parking Lot (I)	I	I	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	-	-	110,000
CTF School Facilities Upgrades/Repairs IV	I	I	06/14/11	06/15/21	332,000	-	-	-	-	-	-	-	-	-	-	-	132,000
CTF School Remolding - Asbestos 00-110 Refunded	I	I	06/14/11	06/15/22	50,000	-	-	-	-	-	-	-	-	-	-	-	28,000
CTF School Facilities Upgrades/Repairs II	I	I	06/14/11	06/15/26	179,000	-	-	-	-	-	-	-	-	-	-	-	106,938
CTF School Facilities Upgrades/Repairs III	I	I	06/14/11	06/15/26	190,000	-	-	-	-	-	-	-	-	-	-	-	117,538
CTF School Improvement (I)	I	I	06/14/11	06/15/26	487,000	-	-	-	-	-	-	-	-	-	-	-	326,013
HS Addition & Renovation Advance Refund 6/15/2003	O	O	04/18/12	09/15/18	58,100	-	-	-	-	-	-	-	-	-	-	-	18,665
CTF Advance Refund 6/15/2003 School Remodel II	I	I	04/18/12	09/15/22	193,400	-	-	-	-	-	-	-	-	-	-	-	123,260
CTF Advance Refund 6/15/2003 School Remodel I	I	I	04/18/12	09/15/22	242,700	-	-	-	-	-	-	-	-	-	-	-	152,491
CTF School Roof Repairs	I	I	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-	-	459,300
CTF HS Library AC Units	I	I	11/22/13	11/15/23	450,000	-	-	-	-	-	-	-	-	-	-	-	344,475
CTF School Fire & Communications System	I	I	11/22/13	11/15/23	200,000	-	-	-	-	-	-	-	-	-	-	-	153,100
CTF School Computer Network Infrastructure	I	I	11/22/13	11/15/23	189,000	-	-	-	-	-	-	-	-	-	-	-	135,925
CTF Intermediate School Roof & Façade Design	I	I	11/22/13	11/15/18	100,000	-	-	-	-	-	-	-	-	-	-	-	40,800
CTF School Hot Water Pump Replacement	I	I	11/22/13	11/15/18	85,000	-	-	-	-	-	-	-	-	-	-	-	30,600
CTF School Gym Bleacher Upgrades	I	I	11/22/13	11/15/18	55,000	-	-	-	-	-	-	-	-	-	-	-	20,400
CTF School Grounds Maintenance Equipment	I	I	11/22/13	11/15/18	150,000	-	-	-	-	-	-	-	-	-	-	-	61,200
CTF School Kitchen Equipment	I	I	11/22/13	11/15/18	110,000	-	-	-	-	-	-	-	-	-	-	-	40,800
CTF Early Learning Center Modular Facility	I	I	02/17/15	02/15/35	2,000,000	123,125	120,625	118,000	115,000	112,000	109,000	106,000	103,000	-	-	-	2,340,500
CTF Elementary School Modular Classroom (#2015-115)	I	I	02/25/16	06/30/36	3,720,000	232,406	227,781	223,850	218,300	212,750	207,200	201,650	196,100	190,550	-	-	4,620,850
CTF BIS Façade & Roof Improvements (#2015-116)	I	I	02/25/16	06/30/36	3,353,000	207,281	203,156	199,650	194,700	189,750	184,800	179,850	174,900	169,950	-	-	4,160,850
CTF BCHMCPs Façade & Roof Improvements (#2015-117)	I	I	02/25/16	06/30/26	260,000	-	-	-	-	-	-	-	-	-	-	-	275,200
CTF High School & Middle School Boiler Upgrades (#2015-119)	I	I	02/25/16	06/30/26	350,000	-	-	-	-	-	-	-	-	-	-	-	378,000
CTF W Village Elementary A/C Replacement (#2015-120)	I	I	02/25/16	06/30/26	250,000	-	-	-	-	-	-	-	-	-	-	-	270,000
CTF School Parking Lot Light Pole Replacement (I) (#2016-082)	I	I	02/23/17	06/30/27	435,000	-	-	-	-	-	-	-	-	-	-	-	528,213
CTF School Unit Ventilator Upgrade (I) (#2016-083)	I	I	02/23/17	06/30/27	230,000	-	-	-	-	-	-	-	-	-	-	-	277,996
Total Schools Interest & Principal						690,150	645,013	631,550	569,650	514,500	501,000	487,500	474,000	360,500	-	-	28,183,639

Purpose GENERAL FUND INTEREST & PRINCIPAL	Debt	Levy	Issue	Maturity	Original	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments
	Limit	Limit	Date	Date	Amount	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY2025	FY2026	FY2027
CTF Private Road Repairs \$1,607,900	I	I	06/21/16	06/30/23	509,000	20,360	125,360	120,160	112,000	108,000	104,000	-	-	-	-
CTF Private Road Repairs	I	I	06/26/08	06/15/23	1,607,900	112,083	-	-	-	-	-	-	-	-	-
CTF Bridge Repair	I	I	06/14/11	06/15/21	250,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
CTF Sidewalk Improvements	I	I	06/14/11	06/15/21	350,000	40,600	39,200	37,800	36,400	-	-	-	-	-	-
CTF Baxter's Neck Road - Private Way	I	I	06/14/11	06/15/26	350,000	32,725	31,725	30,725	29,725	23,725	22,925	22,125	21,450	20,750	-
CTF Advance Refund 6/15/2003 Main St. Hyannis Infr. Improv.	I	I	04/18/12	09/15/20	39,100	5,523	5,348	5,198	4,162	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Drainage 1 (i)	I	I	04/18/12	09/15/22	193,200	23,528	22,828	22,228	21,628	18,968	15,504	-	-	-	-
CTF Private Road Repairs (I) \$633,000	I	I	11/22/13	11/15/23	633,000	75,500	74,200	72,575	65,700	63,900	62,250	60,750	-	-	-
CTF Sidewalk Overlays	I	I	11/22/13	11/15/23	190,000	23,150	22,750	22,250	21,650	21,050	15,563	15,188	-	-	-
CTF Bumps River Bridge Repair	I	I	11/22/13	11/15/23	120,000	16,750	11,500	11,250	10,950	10,650	10,375	10,125	-	-	-
CTF Guardrail Replacements	I	I	11/22/13	11/15/18	60,000	10,300	10,100	-	-	-	-	-	-	-	-
CTF Sidewalk/Guardrail Improvements 1	I	I	02/17/15	02/15/20	200,000	45,200	43,400	41,600	-	-	-	-	-	-	-
CTF Sidewalk/Guardrail Improvements 2	I	I	02/17/15	02/15/20	85,000	16,950	16,275	15,600	-	-	-	-	-	-	-
CTF Guardrail Improvements (#2015-098)	I	I	02/25/16	06/30/36	170,000	26,000	25,200	24,400	18,600	18,000	17,400	16,800	16,200	15,600	-
CTF Sidewalk Improvements (#2015-098)	I	I	02/25/16	06/30/36	230,000	33,200	32,200	31,200	30,200	29,200	23,200	22,400	21,600	20,800	-
CTF Road Repairs (#2015-102)	I	I	02/25/16	06/30/31	518,000	51,719	50,319	48,919	47,519	46,119	44,719	43,319	41,919	40,519	39,119
CTF Road Repairs - Governor's Way (#2016-037)	I	I	02/25/16	06/30/31	304,000	29,725	28,925	28,125	27,325	26,525	25,725	24,925	24,125	23,325	22,525
CTF Private Roads Repairs (I) \$167,300	I	I	02/23/17	06/30/31	167,300	23,648	20,800	20,200	19,600	19,000	13,400	13,000	12,600	12,200	11,800
CTF Guardrail & Sidewalk Improvement Program (I) (#2016-103)	I	I	02/23/17	06/30/32	680,750	76,055	68,850	67,050	65,250	63,450	61,650	59,850	58,050	56,250	54,450
Total Public Ways Interest & Principal						692,015	656,980	626,280	536,708	448,587	416,710	288,481	195,944	189,444	127,894
CTF Police Station Construction (I) \$400,000 Adv Refunded 6-15-05	I	I	02/17/15	02/15/25	181,650	23,783	23,130	22,320	21,600	20,880	20,160	19,440	18,720	-	-
CTF Building - Senior Center - Refunded	I	I	02/15/07	02/15/19	702,378	79,790	26,250	-	-	-	-	-	-	-	-
CTF Beach Facilities Improvements (I) \$270,000 Refunded	I	I	02/15/15	02/15/22	71,300	17,985	16,310	15,680	15,120	14,560	-	-	-	-	-
CTF Senior Center - Garden Level \$457,000 Refunded	I	I	02/17/15	02/15/27	195,000	31,635	25,555	24,700	23,940	23,180	22,420	21,660	20,900	20,140	19,570
CTF Town Building Repairs & Renovations \$685,000 Refunded	I	I	02/17/15	02/15/27	317,600	46,470	44,940	43,410	41,050	39,730	38,410	37,090	30,770	29,650	27,810
CTF Bismore Park Visitor Center - CAP \$150,000	I	I	06/21/16	06/30/23	48,000	1,920	11,920	11,520	11,120	8,720	10,400	-	-	-	-
CTF Bismore Park Visitor Center - CAP	I	I	06/26/08	06/15/23	150,000	10,475	-	-	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center \$465,000 Refunded	I	I	06/21/16	06/30/23	147,500	5,900	35,900	34,200	33,520	32,320	29,120	-	-	-	-
CTF Bismore Park Visitor Center	I	I	06/26/08	06/15/23	465,000	32,473	-	-	-	-	-	-	-	-	-
CTF Municipal Building Improvements \$297,000 Refunded	I	I	06/21/16	06/30/28	49,300	1,572	6,572	5,672	6,200	6,000	5,800	5,600	5,400	5,300	5,200
CTF Municipal Building Improvements	I	I	06/26/08	06/15/28	297,000	5,238	-	-	-	-	-	-	-	-	-
CTF Municipal Facility Improvements	I	I	06/16/10	06/15/29	402,500	7,119	6,994	6,744	6,594	6,444	6,281	6,119	5,944	5,769	5,588
CTF Police Facility	I	I	06/16/10	06/15/30	508,000	36,594	35,969	34,719	33,969	33,219	32,406	31,594	30,719	29,844	28,938
CTF Building - Town Hall Space - 00-110 Refunded	I	I	06/14/11	06/15/21	180,000	23,080	21,280	20,520	19,760	-	-	-	-	-	-
CTF Municipal Facility Improvement	I	I	06/14/11	06/15/21	300,000	34,800	33,600	32,400	31,200	-	-	-	-	-	-
CTF Building - Town Hall Repairs - 01-087 Refunded	I	I	06/14/11	06/15/22	100,000	11,960	11,560	11,160	10,760	9,360	-	-	-	-	-
CTF Advance Refund 6/15/2003 Building Improvements	I	I	04/18/12	09/15/22	96,600	11,764	11,414	11,114	10,814	10,464	6,732	-	-	-	-
CTF Advance Refund 6/15/2003 Police Facility Addition	I	I	04/18/12	09/15/22	626,900	76,557	71,229	67,500	65,700	63,600	61,200	-	-	-	-
CTF Tennis Courts	I	I	11/22/13	11/15/23	500,000	58,500	57,500	56,250	54,750	53,250	51,875	50,625	-	-	-
CTF US Custom House upgrades	I	I	11/22/13	11/15/23	263,000	29,250	28,750	28,125	27,375	26,625	25,938	25,313	-	-	-
CTF Osterville Community Building Upgrades	I	I	11/22/13	11/15/23	200,000	23,400	23,000	22,500	21,900	21,300	20,750	20,250	-	-	-
CTF Police Station Upgrades	I	I	11/22/13	11/15/23	168,000	17,550	17,250	16,875	16,425	15,975	15,563	15,188	-	-	-
CTF Town Hall Interior Upgrades	I	I	11/22/13	11/15/23	150,000	17,550	17,250	16,875	16,425	15,975	15,563	15,188	-	-	-
CTF Guyer Barn Upgrades	I	I	11/22/13	11/15/23	148,000	17,425	17,125	16,750	16,300	15,850	15,438	10,125	-	-	-
CTF MEA Facility Upgrades	I	I	11/22/13	11/15/23	131,000	17,000	16,700	16,325	10,950	10,650	10,375	10,125	-	-	-
CTF Beach Facility Design	I	I	11/22/13	11/15/18	115,000	20,600	20,200	-	-	-	-	-	-	-	-
CTF Pearl St Building Upgrades	I	I	11/22/13	11/15/23	114,000	11,700	11,500	11,250	10,950	10,650	10,375	10,125	-	-	-
CTF S&G Facility Roof Repairs	I	I	11/22/13	11/15/23	103,000	11,700	11,500	11,250	10,950	10,650	10,375	10,125	-	-	-

Purpose GENERAL FUND INTEREST & PRINCIPAL	Debt	Levy	Issue	Maturity	Original	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	-
	Limit	Limit	Date	Date	Amount	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036	FY2037	-	
CTF Private Road Repairs \$1,607,900	I	I	06/21/16	06/30/23	509,000	-	-	-	-	-	-	-	-	-	-	-	589,880
CTF Private Road Repairs	I	I	06/26/08	06/15/23	1,607,900	-	-	-	-	-	-	-	-	-	-	-	112,083
CTF Bridge Repair	I	I	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	-	-	110,000
CTF Sidewalk Improvements	I	I	06/14/11	06/15/21	350,000	-	-	-	-	-	-	-	-	-	-	-	154,000
CTF Baxter's Neck Road - Private Way	I	I	06/14/11	06/15/26	350,000	-	-	-	-	-	-	-	-	-	-	-	235,875
CTF Advance Refund 6/15/2003 Main St. Hyannis Infr. Improv.	I	I	04/18/12	09/15/20	39,100	-	-	-	-	-	-	-	-	-	-	-	20,231
CTF Advance Refund 6/15/2003 Drainage 1 (i)	I	I	04/18/12	09/15/22	193,200	-	-	-	-	-	-	-	-	-	-	-	124,684
CTF Private Road Repairs (I) \$633,000	I	I	11/22/13	11/15/23	633,000	-	-	-	-	-	-	-	-	-	-	-	474,875
CTF Sidewalk Overlays	I	I	11/22/13	11/15/23	190,000	-	-	-	-	-	-	-	-	-	-	-	141,600
CTF Bumps River Bridge Repair	I	I	11/22/13	11/15/23	120,000	-	-	-	-	-	-	-	-	-	-	-	81,600
CTF Guardrail Replacements	I	I	11/22/13	11/15/18	60,000	-	-	-	-	-	-	-	-	-	-	-	20,400
CTF Sidewalk/Guardrail Improvements 1	I	I	02/17/15	02/15/20	200,000	-	-	-	-	-	-	-	-	-	-	-	130,200
CTF Sidewalk/Guardrail Improvements 2	I	I	02/17/15	02/15/20	85,000	-	-	-	-	-	-	-	-	-	-	-	48,825
CTF Guardrail Improvements (#2015-098)	I	I	02/25/16	06/30/36	170,000	-	-	-	-	-	-	-	-	-	-	-	178,200
CTF Sidewalk Improvements (#2015-098)	I	I	02/25/16	06/30/36	230,000	-	-	-	-	-	-	-	-	-	-	-	244,000
CTF Road Repairs (#2015-102)	I	I	02/25/16	06/30/31	518,000	38,419	37,544	31,800	30,900	-	-	-	-	-	-	-	592,850
CTF Road Repairs - Governor's Way (#2016-037)	I	I	02/25/16	06/30/31	304,000	22,125	21,625	21,200	20,600	-	-	-	-	-	-	-	346,800
CTF Private Roads Repairs (I) \$167,300	I	I	02/23/17	06/30/31	167,300	11,400	11,000	10,600	10,300	-	-	-	-	-	-	-	209,548
CTF Guardrail & Sidewalk Improvement Program (I) (#2016-103)	I	I	02/23/17	06/30/32	680,750	52,650	50,850	49,050	47,700	46,350	-	-	-	-	-	-	877,505
Total Public Ways Interest & Principal						124,594	121,019	112,650	109,500	46,350							4,693,155
CTF Police Station Construction (I) \$400,000 Adv Refunded 6-15-05	I	I	02/17/15	02/15/25	181,650	-	-	-	-	-	-	-	-	-	-	-	170,033
CTF Building - Senior Center - Refunded	I	I	02/15/07	02/15/19	702,378	-	-	-	-	-	-	-	-	-	-	-	106,040
CTF Beach Facilities Improvements (I) \$270,000 Refunded	I	I	02/15/15	02/15/22	71,300	-	-	-	-	-	-	-	-	-	-	-	79,655
CTF Senior Center - Garden Level \$457,000 Refunded	I	I	02/17/15	02/15/27	195,000	-	-	-	-	-	-	-	-	-	-	-	233,700
CTF Town Building Repairs & Renovations \$685,000 Refunded	I	I	02/17/15	02/15/27	317,600	-	-	-	-	-	-	-	-	-	-	-	379,330
CTF Bismore Park Visitor Center - CAP \$150,000	I	I	06/21/16	06/30/23	48,000	-	-	-	-	-	-	-	-	-	-	-	55,600
CTF Bismore Park Visitor Center - CAP	I	I	06/26/08	06/15/23	150,000	-	-	-	-	-	-	-	-	-	-	-	10,475
CTF Bismore Park Visitor Center \$465,000 Refunded	I	I	06/21/16	06/30/23	147,500	-	-	-	-	-	-	-	-	-	-	-	170,960
CTF Bismore Park Visitor Center	I	I	06/26/08	06/15/23	465,000	-	-	-	-	-	-	-	-	-	-	-	32,473
CTF Municipal Building Improvements \$297,000 Refunded	I	I	06/21/16	06/30/28	49,300	5,100	-	-	-	-	-	-	-	-	-	-	58,416
CTF Municipal Building Improvements	I	I	06/26/08	06/15/28	297,000	-	-	-	-	-	-	-	-	-	-	-	5,238
CTF Municipal Facility Improvements	I	I	06/16/10	06/15/29	402,500	5,388	5,200	-	-	-	-	-	-	-	-	-	74,181
CTF Police Facility	I	I	06/16/10	06/15/30	508,000	27,938	27,000	26,000	-	-	-	-	-	-	-	-	408,906
CTF Building - Town Hall Space - 00-110 Refunded	I	I	06/14/11	06/15/21	180,000	-	-	-	-	-	-	-	-	-	-	-	84,640
CTF Municipal Facility Improvement	I	I	06/14/11	06/15/21	300,000	-	-	-	-	-	-	-	-	-	-	-	132,000
CTF Building - Town Hall Repairs - 01-087 Refunded	I	I	06/14/11	06/15/22	100,000	-	-	-	-	-	-	-	-	-	-	-	54,800
CTF Advance Refund 6/15/2003 Building Improvements	I	I	04/18/12	09/15/22	96,600	-	-	-	-	-	-	-	-	-	-	-	62,302
CTF Advance Refund 6/15/2003 Police Facility Addition	I	I	04/18/12	09/15/22	626,900	-	-	-	-	-	-	-	-	-	-	-	405,786
CTF Tennis Courts	I	I	11/22/13	11/15/23	500,000	-	-	-	-	-	-	-	-	-	-	-	382,750
CTF US Custom House upgrades	I	I	11/22/13	11/15/23	263,000	-	-	-	-	-	-	-	-	-	-	-	191,375
CTF Osterville Community Building Upgrades	I	I	11/22/13	11/15/23	200,000	-	-	-	-	-	-	-	-	-	-	-	153,100
CTF Police Station Upgrades	I	I	11/22/13	11/15/23	168,000	-	-	-	-	-	-	-	-	-	-	-	114,825
CTF Town Hall Interior Upgrades	I	I	11/22/13	11/15/23	150,000	-	-	-	-	-	-	-	-	-	-	-	114,825
CTF Guyer Barn Upgrades	I	I	11/22/13	11/15/23	148,000	-	-	-	-	-	-	-	-	-	-	-	109,013
CTF MEA Facility Upgrades	I	I	11/22/13	11/15/23	131,000	-	-	-	-	-	-	-	-	-	-	-	92,125
CTF Beach Facility Design	I	I	11/22/13	11/15/18	115,000	-	-	-	-	-	-	-	-	-	-	-	40,800
CTF Pearl St Building Upgrades	I	I	11/22/13	11/15/23	114,000	-	-	-	-	-	-	-	-	-	-	-	76,550
CTF S&G Facility Roof Repairs	I	I	11/22/13	11/15/23	103,000	-	-	-	-	-	-	-	-	-	-	-	76,550

Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY 2018	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY2025	Payments FY2026	Payments FY2027
GENERAL FUND INTEREST & PRINCIPAL															
CTF Lombard Parking & Ballfield Design	I	I	11/22/13	11/15/18	101,000	20,600	20,200	-	-	-	-	-	-	-	-
CTF West Barnstable Community Building Upgrades	I	I	11/22/13	11/15/23	72,000	10,900	5,750	5,625	5,475	5,325	5,188	5,063	-	-	-
CTF Highway Operations Facility Construction	I	I	11/22/13	11/15/23	66,000	5,850	5,750	5,625	5,475	5,325	5,188	5,063	-	-	-
CTF Centerville Recreation Building	I	I	02/17/15	02/15/35	185,000	15,763	15,313	14,863	14,463	14,063	13,663	13,263	12,863	12,463	12,163
CTF Senior Center - Parking Lot Expansion	I	I	02/17/15	02/15/30	290,000	29,125	28,225	27,325	26,525	25,725	24,925	24,125	23,325	22,525	21,925
CTF Police Facilities	I	I	02/17/15	02/15/35	288,000	23,869	23,194	22,519	21,919	21,319	20,719	20,119	19,519	18,919	18,469
CTF Police Station Remodeling (#2015-100)	I	I	02/25/16	06/30/36	355,000	31,444	30,644	29,844	29,044	28,244	27,444	26,644	25,844	25,044	24,244
CTF Town Hall Remodeling (#2015-101)	I	I	02/25/16	06/30/36	939,000	79,831	77,831	75,831	73,831	71,831	69,831	62,831	61,031	59,231	57,431
CTF Joshua's Pond Recreational Facility (#2015-111)	I	I	02/25/16	06/30/31	282,000	29,194	28,394	27,594	26,794	25,994	25,194	24,394	23,594	22,794	21,994
CTF Craigville Beach Bathhouse (#2016-031)	I	I	02/25/16	06/30/36	450,000	39,525	38,525	37,525	36,525	35,525	34,525	33,525	32,525	31,525	25,525
CTF IT Hardware and Software Upgrade (I) (#2016-086)	I	I	02/23/17	06/30/22	342,000	85,376	80,800	78,000	70,200	67,600	-	-	-	-	-
CTF Marstons Mills Parking Lot (I) (#2016-087)	I	I	02/23/17	06/30/22	246,450	64,206	57,800	55,800	53,800	46,800	-	-	-	-	-
CTF Beach Facility Improvement (I) (#2016-110)	I	I	02/23/17	06/30/27	438,000	65,131	60,600	58,800	57,000	55,200	53,400	51,600	44,800	43,200	41,600
CTF Osterville Bay Elem School Improvements (I) (#2016-112)	I	I	02/23/17	06/30/37	724,300	70,275	64,794	63,194	61,594	54,994	53,594	52,194	50,794	49,394	47,994
CTF Lombard Field Improvements (I) (#2016-113)	I	I	02/23/17	06/30/37	895,000	77,010	75,938	74,138	72,338	70,538	68,738	66,938	65,138	63,338	61,538
Total Public Facilities Interest & Principal						1,331,887	1,217,153	1,114,540	1,072,353	977,883	811,586	674,321	471,884	439,134	419,986
CTF Pleasant St. Dock - 1 \$350,000 Refunded	I	I	06/21/16	06/30/23	109,500	4,380	27,380	25,960	24,560	22,680	21,840	-	-	-	-
CTF Pleasant St. Dock - 1	I	I	06/26/08	06/15/23	350,000	24,093	-	-	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 2 \$350,000 Refunded	I	I	06/21/16	06/30/23	110,000	4,400	27,400	26,480	24,560	22,680	21,840	-	-	-	-
CTF Pleasant St. Dock - 2	I	I	06/26/08	06/15/23	350,000	24,093	-	-	-	-	-	-	-	-	-
CTF Boat Ramps - CAP \$927,000 Refunded	I	I	06/21/16	06/30/23	290,000	11,600	66,600	69,400	67,000	64,600	57,200	-	-	-	-
CTF Boat Ramps - CAP	I	I	06/26/08	06/15/23	927,000	64,945	-	-	-	-	-	-	-	-	-
CTF Dredging	I	I	06/16/10	06/15/24	419,250	36,875	36,125	34,625	33,725	32,825	31,850	25,875	-	-	-
CTF Boat Ramp Renovations	I	I	06/14/11	06/15/21	250,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
CTF Dredging East Bay & Blish Point	I	I	06/14/11	06/15/21	665,000	75,400	72,800	70,200	67,600	-	-	-	-	-	-
CTF Prince Cove/Hayward Rd. Boat Ramp	I	I	06/14/11	06/15/26	600,000	53,850	52,250	50,650	49,050	47,450	45,850	44,250	42,900	41,500	-
CTF East Bay Dredging	I	I	11/22/13	11/15/23	600,000	70,200	69,000	67,500	65,700	63,900	62,250	60,750	-	-	-
CTF Hyannis Harbor Bulkhead Construction	I	I	11/22/13	11/15/23	142,000	17,150	16,850	16,475	16,025	10,650	10,375	10,125	-	-	-
CTF Millway Boat Ramp & Dock Upgrades	I	I	11/22/13	11/15/23	133,000	17,000	16,700	16,325	10,950	10,650	10,375	10,125	-	-	-
CTF Blish Point Sand Management	I	I	02/17/15	02/15/20	215,000	50,425	43,400	41,600	-	-	-	-	-	-	-
CTF Dredge Permitting/Planning	I	I	02/17/15	02/15/20	341,000	78,675	70,525	67,600	-	-	-	-	-	-	-
CTF Marstons Mills Fish Run Reconstruction	I	I	02/17/15	02/15/30	326,000	34,875	33,750	27,625	26,825	26,025	25,225	24,425	23,625	22,825	22,225
CTF Paving: Bay Street Boat Ramp (#2015-099)	I	I	02/25/16	06/30/26	142,000	20,000	19,400	18,800	18,200	17,600	17,000	16,400	10,800	10,400	-
CTF Channel Dredging- Barnstable Harbor (#2016-035)	I	I	02/25/16	06/30/26	490,000	67,600	65,600	63,600	61,600	59,600	57,600	55,600	48,600	46,800	-
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	I	I	02/23/17	06/30/37	943,900	87,792	82,506	80,506	78,506	76,506	74,506	72,506	70,506	63,506	61,706
Total Waterways Interest & Principal						772,352	728,286	704,346	570,301	455,166	435,911	320,056	196,431	185,031	83,931
CTF MWPAT CW-04-31 Pool 11	I	I	11/09/07	07/15/20	389,216	33,999	33,999	33,999	33,999	-	-	-	-	-	-
CTF Coastal Water Quality Improvements	O	I	06/26/08	06/15/18	250,000	25,140	-	-	-	-	-	-	-	-	-
CTF Lake & Pond Improvements	I	I	06/26/08	06/15/18	250,000	25,140	-	-	-	-	-	-	-	-	-
CTF Lake Treatment	I	I	06/16/10	06/15/25	275,000	24,575	24,075	23,075	17,475	17,025	16,538	16,050	15,525	-	-
CTF Nitrogen Management CW-04-31-A	I	I	03/15/11	07/15/20	211,460	23,330	23,330	23,330	23,330	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Drainage 2 (i)	I	I	04/18/12	09/15/22	96,700	11,768	11,418	11,118	10,818	10,468	6,834	-	-	-	-
CTF Nitrogen Management CW-04-31-B Series 16	I	I	05/14/15	07/15/20	157,531	27,842	27,882	27,922	27,963	-	-	-	-	-	-
CTF Water Quality Evaluation	I	I	11/22/13	11/15/23	230,000	28,700	28,200	27,575	21,900	21,300	20,750	20,250	-	-	-
CTF Sewer Expansion Analysis	I	I	11/22/13	11/15/18	70,000	15,350	10,100	-	-	-	-	-	-	-	-
CTF Hamblin Pond Alum Treatment (#2015-112)	I	I	02/25/16	06/30/31	300,000	29,725	28,925	28,125	27,325	26,525	25,725	24,925	24,125	23,325	22,525
Total Water Quality Interest & Principal						245,570	187,929	175,145	162,810	75,318	69,847	61,225	39,650	23,325	22,525
TOTAL GENERAL FUND BOND OBLIGATIONS						9,475,634	9,106,790	5,281,740	3,976,491	3,479,553	3,142,065	2,641,676	2,012,670	1,910,555	1,472,324

FISCAL YEAR 2018 BUDGET

APPENDIX C

DEBT AMORTIZATION SCHEDULES: ISSUED DEBT OUTSTANDING AS OF FEBRUARY 23, 2017

Purpose	Debt	Levy	Issue	Maturity	Original	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	-
	Limit	Limit	Date	Date	Amount	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036	FY2037	-
GENERAL FUND INTEREST & PRINCIPAL																
CTF Lombard Parking & Ballfield Design	I	I	11/22/13	11/15/18	101,000	-	-	-	-	-	-	-	-	-	-	40,800
CTF West Barnstable Community Building Upgrades	I	I	11/22/13	11/15/23	72,000	-	-	-	-	-	-	-	-	-	-	43,325
CTF Highway Operations Facility Construction	I	I	11/22/13	11/15/23	66,000	-	-	-	-	-	-	-	-	-	-	38,275
CTF Centerville Recreation Building	I	I	02/17/15	02/15/35	185,000	11,863	11,613	11,350	11,050	10,750	5,450	5,300	5,150	-	-	211,400
CTF Senior Center - Parking Lot Expansion	I	I	02/17/15	02/15/30	290,000	21,325	20,825	10,300	-	-	-	-	-	-	-	306,200
CTF Police Facilities	I	I	02/17/15	02/15/35	288,000	18,019	17,644	17,250	16,800	16,350	10,900	10,600	10,300	-	-	328,425
CTF Police Station Remodeling (#2015-100)	I	I	02/25/16	06/30/36	355,000	18,844	18,469	18,150	17,700	17,250	16,800	16,350	15,900	15,450	-	433,350
CTF Town Hall Remodeling (#2015-101)	I	I	02/25/16	06/30/36	939,000	56,531	55,406	54,450	53,100	51,750	50,400	49,050	47,700	46,350	-	1,154,250
CTF Joshua's Pond Recreational Facility (#2015-111)	I	I	02/25/16	06/30/31	282,000	16,594	16,219	15,900	15,450	-	-	-	-	-	-	320,100
CTF Craigville Beach Bathhouse (#2016-031)	I	I	02/25/16	06/30/36	450,000	25,125	24,625	24,200	23,600	23,000	22,400	21,800	21,200	20,600	-	551,800
CTF IT Hardware and Software Upgrade (I) (#2016-086)	I	I	02/23/17	06/30/22	342,000	-	-	-	-	-	-	-	-	-	-	381,976
CTF Marstons Mills Parking Lot (I) (#2016-087)	I	I	02/23/17	06/30/22	246,450	-	-	-	-	-	-	-	-	-	-	278,406
CTF Beach Facility Improvement (I) (#2016-110)	I	I	02/23/17	06/30/27	438,000	-	-	-	-	-	-	-	-	-	-	531,331
CTF Osterville Bay Elem School Improvements (I) (#2016-112)	I	I	02/23/17	06/30/37	724,300	46,594	45,194	43,794	42,744	41,694	40,644	39,594	38,456	37,319	36,181	981,032
CTF Lombard Field Improvements (I) (#2016-113)	I	I	02/23/17	06/30/37	895,000	59,738	57,938	56,138	54,788	53,438	52,088	50,738	49,275	47,813	41,350	1,218,948
Total Public Facilities Interest & Principal						313,056	300,131	277,531	235,231	214,231	198,681	193,431	187,981	167,531	77,531	10,696,065
CTF Pleasant St. Dock - 1 \$350,000 Refunded	I	I	06/21/16	06/30/23	109,500	-	-	-	-	-	-	-	-	-	-	126,800
CTF Pleasant St. Dock - 1	I	I	06/26/08	06/15/23	350,000	-	-	-	-	-	-	-	-	-	-	24,093
CTF Pleasant St. Dock - 2 \$350,000 Refunded	I	I	06/21/16	06/30/23	110,000	-	-	-	-	-	-	-	-	-	-	127,360
CTF Pleasant St. Dock - 2	I	I	06/26/08	06/15/23	350,000	-	-	-	-	-	-	-	-	-	-	24,093
CTF Boat Ramps - CAP \$927,000 Refunded	I	I	06/21/16	06/30/23	290,000	-	-	-	-	-	-	-	-	-	-	336,400
CTF Boat Ramps - CAP	I	I	06/26/08	06/15/23	927,000	-	-	-	-	-	-	-	-	-	-	64,945
CTF Dredging	I	I	06/16/10	06/15/24	419,250	-	-	-	-	-	-	-	-	-	-	231,900
CTF Boat Ramp Renovations	I	I	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	-	110,000
CTF Dredging East Bay & Blish Point	I	I	06/14/11	06/15/21	665,000	-	-	-	-	-	-	-	-	-	-	286,000
CTF Prince Cove/Hayward Rd. Boat Ramp	I	I	06/14/11	06/15/26	600,000	-	-	-	-	-	-	-	-	-	-	427,750
CTF East Bay Dredging	I	I	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-	459,300
CTF Hyannis Harbor Bulkhead Construction	I	I	11/22/13	11/15/23	142,000	-	-	-	-	-	-	-	-	-	-	97,650
CTF Millway Boat Ramp & Dock Upgrades	I	I	11/22/13	11/15/23	133,000	-	-	-	-	-	-	-	-	-	-	92,125
CTF Blish Point Sand Management	I	I	02/17/15	02/15/20	215,000	-	-	-	-	-	-	-	-	-	-	135,425
CTF Dredge Permitting/Planning	I	I	02/17/15	02/15/20	341,000	-	-	-	-	-	-	-	-	-	-	216,800
CTF Marstons Mills Fish Run Reconstruction	I	I	02/17/15	02/15/30	326,000	21,625	21,125	20,600	-	-	-	-	-	-	-	330,775
CTF Paving: Bay Street Boat Ramp (#2015-099)	I	I	02/25/16	06/30/26	142,000	-	-	-	-	-	-	-	-	-	-	148,600
CTF Channel Dredging- Barnstable Harbor (#2016-035)	I	I	02/25/16	06/30/26	490,000	-	-	-	-	-	-	-	-	-	-	526,600
CTF Blish Point Boat Access Channel Dredging (I) (#2016-111)	I	I	02/23/17	06/30/37	943,900	59,906	58,106	56,306	54,956	53,606	52,256	50,906	49,444	47,981	46,519	1,278,536
Total Waterways Interest & Principal						81,531	79,231	76,906	54,956	53,606	52,256	50,906	49,444	47,981	46,519	5,045,151
CTF MWPAT CW-04-31 Pool 11	I	I	11/09/07	07/15/20	389,216	-	-	-	-	-	-	-	-	-	-	135,997
CTF Coastal Water Quality Improvements	O	I	06/26/08	06/15/18	250,000	-	-	-	-	-	-	-	-	-	-	25,140
CTF Lake & Pond Improvements	I	I	06/26/08	06/15/18	250,000	-	-	-	-	-	-	-	-	-	-	25,140
CTF Lake Treatment	I	I	06/16/10	06/15/25	275,000	-	-	-	-	-	-	-	-	-	-	154,338
CTF Nitrogen Management CW-04-31-A	I	I	03/15/11	07/15/20	211,460	-	-	-	-	-	-	-	-	-	-	93,321
CTF Advance Refund 6/15/2003 Drainage 2 (I)	I	I	04/18/12	09/15/22	96,700	-	-	-	-	-	-	-	-	-	-	62,424
CTF Nitrogen Management CW-04-31-B Series 16	I	I	05/14/15	07/15/20	157,531	-	-	-	-	-	-	-	-	-	-	111,610
CTF Water Quality Evaluation	I	I	11/22/13	11/15/23	230,000	-	-	-	-	-	-	-	-	-	-	168,675
CTF Sewer Expansion Analysis	I	I	11/22/13	11/15/18	70,000	-	-	-	-	-	-	-	-	-	-	25,450
CTF Hamblin Pond Alum Treatment (#2015-112)	I	I	02/25/16	06/30/31	300,000	22,125	21,625	21,200	20,600	-	-	-	-	-	-	346,800
Total Water Quality Interest & Principal						22,125	21,625	21,200	20,600	-	-	-	-	-	-	1,148,894
TOTAL GENERAL FUND BOND OBLIGATIONS						1,231,456	1,167,019	1,119,838	989,938	828,688	751,938	731,838	711,425	576,013	124,050	50,731,699

Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY 2018	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022	Payments FY 2023	Payments FY 2024	Payments FY 2025	Payments FY 2026	Payments FY 2027
ENTERPRISE FUND INTEREST & PRINCIPAL															
Airport (O)	O	I	06/14/11	06/15/31	730,000	51,800	50,600	54,400	53,000	51,600	55,200	53,600	52,250	50,850	54,350
Airport Terminal Ramp Construction - Phase 2 (O) (#2013-0101)	O	I	02/23/17	06/30/37	428,000	27,992	29,813	29,213	28,613	28,013	32,413	31,613	30,813	30,013	29,213
Airport New Fuel Farm (I) (#2013-102)	I	I	02/23/17	06/30/36	634,500	46,847	46,875	45,875	44,875	43,875	47,875	46,675	45,475	44,275	48,075
Airport East Ramp Design & Construction (O) (#2014-053)	O	I	02/23/17	06/30/37	641,200	43,705	47,169	46,169	45,169	44,169	43,169	47,169	45,969	44,769	43,569
Total Airport Fund Bonds						170,344	174,456	175,656	171,656	167,656	178,656	179,056	174,506	169,906	175,206
Hyannis Golf Course Acquisition \$3,900,000 Refunded	I	I	02/17/15	02/15/25	1,951,500	292,200	290,660	289,760	289,600	289,080	288,200	291,960	290,160	-	-
Olde Barnstable Golf Course Maintenance Equipment	I	I	02/17/15	02/15/20	200,000	45,200	43,400	41,600	-	-	-	-	-	-	-
Olde Barnstable Building Improvements (#2015-105)	I	I	02/25/16	06/30/26	174,000	21,400	20,800	20,200	19,600	24,000	23,200	22,400	21,600	20,800	-
Hyannis Building Improvements (#2015-106)	I	I	02/25/16	06/30/26	140,000	15,200	19,800	19,200	18,600	18,000	17,400	16,800	16,200	15,600	-
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	I	I	02/23/17	06/30/37	245,000	23,910	23,513	22,913	22,313	21,713	21,113	20,513	19,913	19,313	13,713
Hyannis Golf Course Improvements (I) (#2016-108)	I	I	02/23/17	06/30/37	292,700	33,243	24,875	24,275	23,675	23,075	22,475	21,875	21,275	20,675	20,075
Total Golf Course						431,153	423,048	417,948	373,788	375,868	372,388	373,548	369,148	76,388	33,788
Sewer 98-27, Series 5	I	I	08/25/04	08/01/19	329,295	29,398	28,194	26,961	-	-	-	-	-	-	-
Sewer 98-27	I	I	08/25/04	08/01/19	(subsidy)	(9,987)	(9,441)	(8,491)	-	-	-	-	-	-	-
Sewer 98-42, Series 5	I	I	08/25/04	08/01/19	216,429	17,061	16,357	20,550	-	-	-	-	-	-	-
Sewer 98-42, Series 5	I	I	08/25/04	08/01/19	(subsidy)	(6,561)	(6,241)	(5,578)	-	-	-	-	-	-	-
Sewer 98-44, Series 5	I	I	08/25/04	08/01/19	112,262	9,936	9,530	9,113	-	-	-	-	-	-	-
Sewer 98-44, Series 5	I	I	08/25/04	08/01/19	(subsidy)	(3,414)	(3,229)	(2,908)	-	-	-	-	-	-	-
Sewer 98-46, Series 5	I	I	08/25/04	08/01/19	1,398,265	118,418	118,436	118,163	-	-	-	-	-	-	-
Sewer 98-46, Series 5	I	I	08/25/04	08/01/19	(subsidy)	(42,564)	(40,301)	(36,199)	-	-	-	-	-	-	-
Shallow Well Injection - CW-00-60 - Pool 8	I	I	08/25/04	08/01/22	436,370	31,771	31,305	33,983	33,040	32,250	30,750	-	-	-	-
Shallow Well Injection - CW-00-60 - Pool 8	I	I	08/25/04	08/01/22	(subsidy)	(11,852)	(11,704)	(10,636)	(9,967)	(9,973)	(9,028)	-	-	-	-
Sewer 98-44A	I	I	12/14/06	08/01/23	1,582,178	132,061	126,434	126,831	126,588	121,424	120,681	115,000	-	-	-
Sewer 98-44A	I	I	12/14/06	08/01/23	(subsidy)	(49,202)	(46,919)	(45,096)	(42,911)	(40,775)	(38,360)	(34,430)	-	-	-
Sewer 98-49A	I	I	12/14/06	08/01/23	556,458	46,257	44,287	42,747	45,863	43,989	41,976	40,000	-	-	-
Sewer 98-49A	I	I	12/14/06	08/01/23	(subsidy)	(17,277)	(16,488)	(15,872)	(15,282)	(14,308)	(13,463)	(12,095)	-	-	-
Waste Water Treatment Plant Sewer Turbine Generator \$570,000 Refunded	I	I	06/21/16	06/30/28	251,000	8,040	33,040	31,040	31,080	30,080	26,080	33,200	27,000	26,500	26,000
Waste Water Treatment Plant Sewer Turbine Generator	I	I	06/26/08	06/15/28	570,000	25,140	-	-	-	-	-	-	-	-	-
MWPAT CW-04-35	O	I	12/15/09	07/15/27	4,938,114	326,668	326,668	326,669	326,668	326,668	326,668	326,668	326,668	326,668	326,668
Sewer 05-28 Restructured	O	I	03/15/11	07/15/28	629,403	41,636	41,636	41,636	41,637	41,637	41,636	41,637	41,637	41,637	41,636
Sewer (I)	I	I	06/14/11	06/15/21	300,000	34,800	33,600	32,400	31,200	-	-	-	-	-	-
Sewer CW-04-35A Pool 13	I	I	06/06/12	07/15/27	1,469,137	107,318	107,307	107,295	107,284	107,272	107,259	107,247	107,234	107,221	107,207
Rehab Clarifiers (#2015-091)	O	I	02/25/16	06/30/36	1,000,000	81,813	79,813	77,813	75,813	73,813	71,813	69,813	67,813	65,813	63,813
Pump Station/Sewer Main Const (#2009-132)	I	I	02/25/16	06/30/21	318,000	75,000	72,400	64,800	62,400	-	-	-	-	-	-
Wastewater Treatment Plant Clarifiers Rehab (O) (#2016-097)	O	I	02/23/17	06/30/37	1,146,000	102,124	99,619	97,219	94,819	92,419	90,019	87,619	85,219	82,819	75,419
Wastewater Treatment Plant Backup Generator (O) (#2016-098)	O	I	02/23/17	06/30/37	862,000	78,025	74,850	73,050	71,250	69,450	67,650	65,850	64,050	62,250	60,450
Total Water Pollution Control Enterprise Fund						1,124,609	1,109,152	1,105,487	979,481	873,944	863,680	840,508	719,619	712,907	701,193
Solid Waste Landfill Closure - 98-24, Series 4	O	I	08/25/04	08/01/18	5,166,301	464,424	465,350	-	-	-	-	-	-	-	-
Solid Waste Landfill Closure - 98-24, Series 4	O	I	08/25/04	08/01/18	(subsidy)	(140,492)	(129,348)	-	-	-	-	-	-	-	-
Solid Waste Facility (I) \$630,000 Refunded	I	I	02/17/15	02/15/27	284,900	40,026	38,825	37,520	36,360	35,200	33,040	31,920	30,800	29,680	28,840
Advance Refund 6/15/2003 Transfer Station Improvements	O	I	04/18/12	09/15/22	241,500	29,410	28,535	27,785	27,035	22,240	20,910	-	-	-	-
Total Solid Waste Fund						393,367	403,362	65,305	63,395	57,440	53,950	31,920	30,800	29,680	28,840

Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY2028	Payments FY2029	Payments FY2030	Payments FY2031	Payments FY2032	Payments FY2033	Payments FY2034	Payments FY2035	Payments FY2036	Payments FY2037	-
ENTERPRISE FUND INTEREST & PRINCIPAL																
Airport (O)	O	I	06/14/11	06/15/31	730,000	52,663	50,863	54,063	52,063	-	-	-	-	-	-	737,300
Airport Terminal Ramp Construction - Phase 2 (O) (#2013-0101)	O	I	02/23/17	06/30/37	428,000	28,413	32,613	31,613	30,863	30,113	29,363	28,613	27,800	31,988	31,013	600,092
Airport New Fuel Farm (I) (#2013-102)	I	I	02/23/17	06/30/36	634,500	46,675	45,275	43,875	47,825	46,625	45,425	44,225	47,925	46,463	-	875,035
Airport East Ramp Design & Construction (O) (#2014-053)	O	I	02/23/17	06/30/37	641,200	42,369	46,169	44,769	43,719	42,669	46,619	45,419	44,119	42,819	46,519	896,212
Total Airport Fund Bonds						170,119	174,919	174,319	174,469	119,406	121,406	118,256	119,844	121,269	77,531	3,108,638
Hyannis Golf Course Acquisition \$3,900,000 Refunded	I	I	02/17/15	02/15/25	1,951,500	-	-	-	-	-	-	-	-	-	-	2,321,620
Olde Barnstable Golf Course Maintenance Equipment	I	I	02/17/15	02/15/20	200,000	-	-	-	-	-	-	-	-	-	-	130,200
Olde Barnstable Building Improvements (#2015-105)	I	I	02/25/16	06/30/26	174,000	-	-	-	-	-	-	-	-	-	-	194,000
Hyannis Building Improvements (#2015-106)	I	I	02/25/16	06/30/26	140,000	-	-	-	-	-	-	-	-	-	-	156,800
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	I	I	02/23/17	06/30/37	245,000	13,313	12,913	12,513	12,213	11,913	11,613	11,313	10,988	10,663	10,338	326,698
Hyannis Golf Course Improvements (I) (#2016-108)	I	I	02/23/17	06/30/37	292,700	19,475	18,875	18,275	17,825	17,375	16,925	16,475	10,988	10,663	10,338	392,731
Total Golf Course						32,788	31,788	30,788	30,038	29,288	28,538	27,788	21,975	21,325	20,675	3,522,048
Sewer 98-27, Series 5	I	I	08/25/04	08/01/19	329,295	-	-	-	-	-	-	-	-	-	-	84,553
Sewer 98-27	I	I	08/25/04	08/01/19	(subsidy)	-	-	-	-	-	-	-	-	-	-	(27,919)
Sewer 98-42, Series 5	I	I	08/25/04	08/01/19	216,429	-	-	-	-	-	-	-	-	-	-	53,967
Sewer 98-42, Series 5	I	I	08/25/04	08/01/19	(subsidy)	-	-	-	-	-	-	-	-	-	-	(18,380)
Sewer 98-44, Series 5	I	I	08/25/04	08/01/19	112,262	-	-	-	-	-	-	-	-	-	-	28,578
Sewer 98-44, Series 5	I	I	08/25/04	08/01/19	(subsidy)	-	-	-	-	-	-	-	-	-	-	(9,551)
Sewer 98-46, Series 5	I	I	08/25/04	08/01/19	1,398,265	-	-	-	-	-	-	-	-	-	-	355,016
Sewer 98-46, Series 5	I	I	08/25/04	08/01/19	(subsidy)	-	-	-	-	-	-	-	-	-	-	(119,064)
Shallow Well Injection - CW-00-60 - Pool 8	I	I	08/25/04	08/01/22	436,370	-	-	-	-	-	-	-	-	-	-	193,098
Shallow Well Injection - CW-00-60 - Pool 8	I	I	08/25/04	08/01/22	(subsidy)	-	-	-	-	-	-	-	-	-	-	(63,161)
Sewer 98-44A	I	I	12/14/06	08/01/23	1,582,178	-	-	-	-	-	-	-	-	-	-	869,019
Sewer 98-44A	I	I	12/14/06	08/01/23	(subsidy)	-	-	-	-	-	-	-	-	-	-	(297,693)
Sewer 98-49A	I	I	12/14/06	08/01/23	556,458	-	-	-	-	-	-	-	-	-	-	305,120
Sewer 98-49A	I	I	12/14/06	08/01/23	(subsidy)	-	-	-	-	-	-	-	-	-	-	(104,786)
Waste Water Treatment Plant Sewer Turbine Generator \$570,000 Refunded	I	I	06/21/16	06/30/28	251,000	25,500	-	-	-	-	-	-	-	-	-	297,560
Waste Water Treatment Plant Sewer Turbine Generator	I	I	06/26/08	06/15/28	570,000	-	-	-	-	-	-	-	-	-	-	25,140
MWPAT CW-04-35	O	I	12/15/09	07/15/27	4,938,114	326,668	-	-	-	-	-	-	-	-	-	3,593,350
Sewer 05-28 Restructured	O	I	03/15/11	07/15/28	629,403	41,637	41,636	-	-	-	-	-	-	-	-	499,639
Sewer (I)	I	I	06/14/11	06/15/21	300,000	-	-	-	-	-	-	-	-	-	-	132,000
Sewer CW-04-35A Pool 13	I	I	06/06/12	07/15/27	1,469,137	107,193	-	-	-	-	-	-	-	-	-	1,179,835
Rehab Clarifiers (#2015-091)	O	I	02/25/16	06/30/36	1,000,000	62,813	61,563	60,500	59,000	57,500	56,000	54,500	53,000	51,500	-	1,244,500
Pump Station/Sewer Main Const (#2009-132)	I	I	02/25/16	06/30/21	318,000	-	-	-	-	-	-	-	-	-	-	274,600
Wastewater Treatment Plant Clarifiers Rehab (O) (#2016-097)	O	I	02/23/17	06/30/37	1,146,000	73,219	71,019	68,819	67,169	65,519	63,869	62,219	60,431	58,644	56,856	1,555,056
Wastewater Treatment Plant Backup Generator (O) (#2016-098)	O	I	02/23/17	06/30/37	862,000	58,650	56,850	50,050	48,850	47,650	46,450	45,250	43,950	42,650	41,350	1,168,575
Total Water Pollution Control Enterprise Fund						695,679	231,068	179,369	175,019	170,669	166,319	161,969	157,381	152,794	98,206	11,219,052
Solid Waste Landfill Closure - 98-24, Series 4	O	I	08/25/04	08/01/18	5,166,301	-	-	-	-	-	-	-	-	-	-	929,774
Solid Waste Landfill Closure - 98-24, Series 4	O	I	08/25/04	08/01/18	(subsidy)	-	-	-	-	-	-	-	-	-	-	(269,841)
Solid Waste Facility (I) \$630,000 Refunded	I	I	02/17/15	02/15/27	284,900	-	-	-	-	-	-	-	-	-	-	342,211
Advance Refund 6/15/2003 Transfer Station Improvements	O	I	04/18/12	09/15/22	241,500	-	-	-	-	-	-	-	-	-	-	155,915
Total Solid Waste Fund						-	-	-	-	-	-	-	-	-	-	1,158,059

Purpose	Debt	Levy	Issue	Maturity	Original	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments
ENTERPRISE FUND INTEREST & PRINCIPAL	Limit	Limit	Date	Date	Amount	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Water Co. (Level Debt) (O) \$10,000,000 Refunded	I	I	02/17/15	02/15/27	5,704,800	689,556	691,615	690,430	693,870	691,350	692,070	691,870	689,750	692,750	692,160
MWPAT DWS-09-02	O	I	07/08/10	07/15/30	2,788,911	169,184	169,185	169,184	169,184	169,185	169,184	169,184	169,185	169,184	169,184
DW-09-02 Series 16	O	I	05/14/15	07/15/32	533,117	35,010	35,049	35,089	35,129	35,170	35,213	35,256	35,300	35,346	35,391
DWP-11-09 Series 17A	O	I	05/14/15	01/15/33	793,438	52,486	52,552	52,620	52,689	52,759	52,831	52,904	52,980	53,057	53,135
DWP-11-10 Series 17A	O	I	05/22/13	01/15/33	560,761	34,062	34,104	34,148	34,193	34,238	34,285	34,332	34,382	34,431	34,482
Water Main Loop	I	I	02/17/15	02/15/35	540,000	46,838	45,488	44,138	42,938	41,738	40,538	39,338	38,138	36,938	36,038
MCWT Series 19 DWP-13-01	O	I	02/11/16	06/30/36	2,418,547	146,373	146,546	146,723	146,904	147,089	147,278	147,471	147,668	147,870	148,076
Water Main Replacement (#2010-097)	O	I	02/25/16	06/30/21	380,000	87,000	84,000	81,000	78,000	-	-	-	-	-	-
Pipe Replacement Upgrade FY17 (#2015-085)	O	I	02/17/15	06/30/36	900,000	73,631	71,831	70,031	68,231	66,431	64,631	62,831	61,031	59,231	57,431
Paint/Repair Mary Dunn 2 (#2015-087)	I	I	02/25/16	06/30/21	615,000	144,600	139,600	129,600	124,800	-	-	-	-	-	-
Hyannis Water System Pipe Replacement (O) (#2016-093)	O	I	02/23/17	06/30/37	858,400	79,284	74,650	72,850	71,050	69,250	67,450	65,650	63,850	62,050	60,250
Total Water Enterprise Fund						1,558,024	1,544,620	1,525,814	1,516,988	1,307,211	1,303,480	1,298,837	1,292,283	1,290,856	1,286,147
CTF Marina Bulkhead Repair I	I	I	06/14/11	06/15/30	725,000	58,831	57,231	55,631	54,031	52,431	50,831	44,231	43,050	41,825	40,513
Marina Bulkhead Repair II	I	I	06/14/11	06/15/30	525,000	40,300	39,300	38,300	37,300	41,300	40,100	38,900	37,888	36,838	40,713
Advance Refund 6/14/2004 Prince Cove Marina Acquisition	I	I	04/18/12	09/15/22	864,000	112,470	109,145	105,310	98,550	95,400	91,800	-	-	-	-
Gateway Marina Dredging (#2015-108)	I	I	02/25/16	06/30/26	280,000	40,000	38,800	37,600	36,400	35,200	29,000	28,000	27,000	26,000	-
Prince Cove Marina Bulkhead (#2015-109)	I	I	02/25/16	06/30/36	570,000	48,188	46,988	45,788	44,588	43,388	42,188	40,988	39,788	38,588	37,388
Hyannis Harbor Bulkhead (#2015-110)	I	I	02/25/16	06/30/21	158,000	34,800	33,600	32,400	31,200	-	-	-	-	-	-
Gateway Marina Maintenance Dredging (I) (#2016-109)	I	I	02/23/17	06/30/37	476,500	43,645	41,475	40,475	39,475	38,475	37,475	36,475	35,475	34,475	33,475
Total Marina Enterprise Fund						378,234	366,539	355,504	341,544	306,194	291,394	188,594	183,200	177,725	152,088
Sandy Neck Beach House II	I	I	06/14/11	06/15/26	81,000	6,919	6,719	6,519	6,319	6,119	5,919	5,719	5,550	10,375	-
Sandy Neck Beach House I	I	I	06/14/11	06/15/31	966,491	69,006	72,406	70,606	68,806	72,006	70,006	68,006	71,319	69,394	72,331
Sandy Neck Beach House III	I	I	06/14/11	06/15/31	217,509	16,256	15,856	15,456	15,056	14,656	14,256	13,856	13,519	13,169	12,794
Total Sandy Neck Enterprise Fund						92,181	94,981	92,581	90,181	92,781	90,181	87,581	90,388	92,938	85,125
CTF HYCC 1 (I) \$1,000,000 Refunded	I	I	02/17/15	02/15/27	474,900	66,446	64,390	62,230	60,310	58,390	56,470	53,550	51,670	49,790	47,380
CTF HYCC 2 (I) \$8,000,000 Refunded	I	I	02/17/15	02/15/27	3,794,400	535,190	515,775	495,450	480,170	463,890	447,650	430,450	413,330	396,290	380,070
CTF HYCC 3 (I) \$1,600,000 Refunded	I	I	02/17/15	02/15/27	759,000	107,645	103,135	98,670	95,630	92,590	89,550	86,510	82,470	79,470	76,220
CTF HYCC 4 (I) \$6,765,000 Refunded	I	I	06/21/16	06/30/28	3,320,000	107,000	452,000	433,200	419,600	404,000	384,480	374,200	360,800	344,100	332,600
CTF HYCC 4	I	I	06/26/08	06/15/28	6,765,000	354,055	-	-	-	-	-	-	-	-	-
Total HYCC Enterprise Fund						1,170,336	1,135,300	1,089,550	1,055,710	1,018,870	978,150	944,710	908,270	869,650	836,270
Land Acquisition - 2004-105 Bone Hill \$200k Refunded	I	I	02/17/15	02/15/25	90,850	11,813	11,565	11,160	10,800	10,440	10,080	9,720	9,360	-	-
Land Acquisition - 06-15-05 - 2004-106 \$180k Refunded	I	I	02/17/15	02/15/25	73,600	10,832	10,845	11,440	11,040	4,640	4,480	4,320	4,160	-	-
Land Acquisition - Hyannis Golf \$5,500,000 Refunded	I	I	02/17/15	02/15/25	2,496,300	328,741	321,835	308,540	301,580	286,500	277,620	266,700	255,320	-	-
Land Acquisition - Archibald \$500,000 Refunded	I	I	02/17/15	02/15/26	212,100	32,490	31,410	30,330	29,370	28,410	26,450	25,530	24,610	23,690	-
Town Hall Renovations	I	I	06/16/10	06/15/30	1,332,520	95,144	93,519	90,269	88,319	86,369	84,256	82,144	79,869	77,594	75,238
Land Acquisition 1 Adv Ref 6/15/2002	I	I	06/14/11	06/15/22	7,065,000	856,160	817,960	684,120	624,480	526,240	-	-	-	-	-
Advance Refund 6/15/2003 Landbank Acquisitions	I	I	04/18/12	09/15/22	964,600	113,034	109,709	106,859	104,009	100,684	96,492	-	-	-	-
Advance Refund 6/15/2004 Landbank Acquisitions 3	I	I	04/18/12	09/15/22	5,385,600	713,224	682,234	650,624	623,374	597,544	567,732	-	-	-	-
Advance Refund 6/15/2004 Landbank Acquisitions 2	I	I	04/18/12	09/15/22	227,300	29,750	28,875	28,125	27,375	26,500	25,500	-	-	-	-
Total Community Preservation Fund						2,191,188	2,107,952	1,921,467	1,820,347	1,667,327	1,092,610	388,414	373,319	101,284	75,238

Purpose	Debt Limit	Levy Limit	Issue Date	Maturity Date	Original Amount	Payments FY2028	Payments FY2029	Payments FY2030	Payments FY2031	Payments FY2032	Payments FY2033	Payments FY2034	Payments FY2035	Payments FY2036	Payments FY2037	-
ENTERPRISE FUND INTEREST & PRINCIPAL																
Water Co. (Level Debt) (O) \$10,000,000 Refunded	I	I	02/17/15	02/15/27	5,704,800	-	-	-	-	-	-	-	-	-	-	6,915,421
MWPAT DWS-09-02	O	I	07/08/10	07/15/30	2,788,911	169,184	169,184	169,184	169,184	-	-	-	-	-	-	2,368,581
DW-09-02 Series 16	O	I	05/14/15	07/15/32	533,117	35,439	35,487	35,536	35,586	35,637	35,689	-	-	-	-	565,325
DWP-11-09 Series 17A	O	I	05/14/15	01/15/33	793,438	53,215	53,298	53,381	53,466	53,553	53,643	-	-	-	-	848,571
DWP-11-10 Series 17A	O	I	05/22/13	01/15/33	560,761	34,534	34,587	34,641	34,698	34,754	34,812	-	-	-	-	550,681
Water Main Loop	I	I	02/17/15	02/15/35	540,000	35,138	34,388	23,600	23,000	22,400	21,800	21,200	20,600	-	-	614,250
MCWT Series 19 DWP-13-01	O	I	02/11/16	06/30/36	2,418,547	148,286	148,501	148,720	148,945	149,174	149,408	149,647	149,891	150,141	-	2,814,712
Water Main Replacement (#2010-097)	O	I	02/25/16	06/30/21	380,000	-	-	-	-	-	-	-	-	-	-	330,000
Pipe Replacement Upgrade FY17 (#2015-085)	O	I	02/25/16	06/30/36	900,000	56,531	55,406	54,450	53,100	51,750	50,400	49,050	47,700	46,350	-	1,120,050
Paint/Repair Mary Dunn 2 (#2015-087)	I	I	02/25/16	06/30/21	615,000	-	-	-	-	-	-	-	-	-	-	538,600
Hyannis Water System Pipe Replacement (O) (#2016-093)	O	I	02/23/17	06/30/37	858,400	58,450	51,650	50,050	48,850	47,650	46,450	45,250	43,950	42,650	41,350	1,162,634
Total Water Enterprise Fund						590,776	582,500	569,562	566,828	394,917	392,202	265,147	262,141	239,141	41,350	17,828,824
CTF Marina Bulkhead Repair I	I	I	06/14/11	06/15/30	725,000	39,200	37,800	36,400	-	-	-	-	-	-	-	612,006
Marina Bulkhead Repair II	I	I	06/14/11	06/15/30	525,000	39,400	38,000	41,600	-	-	-	-	-	-	-	509,938
Advance Refund 6/14/2004 Prince Cove Marina Acquisition	I	I	04/18/12	09/15/22	864,000	-	-	-	-	-	-	-	-	-	-	612,675
Gateway Marina Dredging (#2015-108)	I	I	02/25/16	06/30/26	280,000	-	-	-	-	-	-	-	-	-	-	298,000
Prince Cover Marina Bulkhead (#2015-109)	I	I	02/25/16	06/30/36	570,000	36,788	36,038	35,400	29,500	28,750	28,000	27,250	26,500	25,750	-	701,850
Hyannis Harbor Bulkhead (#2015-110)	I	I	02/25/16	06/30/21	158,000	-	-	-	-	-	-	-	-	-	-	132,000
Gateway Marina Maintenance Dredging (I) (#2016-109)	I	I	02/23/17	06/30/37	476,500	32,475	31,475	30,475	29,725	28,975	23,225	22,625	21,975	21,325	20,675	643,870
Total Marina Enterprise Fund						147,863	143,313	143,875	59,225	57,725	51,225	49,875	48,475	47,075	20,675	3,510,339
Sandy Neck Beach House II	I	I	06/14/11	06/15/26	81,000	-	-	-	-	-	-	-	-	-	-	60,156
Sandy Neck Beach House I	I	I	06/14/11	06/15/31	966,491	70,081	67,681	70,281	67,681	-	-	-	-	-	-	979,613
Sandy Neck Beach House III	I	I	06/14/11	06/15/31	217,509	17,419	16,819	16,219	15,619	-	-	-	-	-	-	210,950
Total Sandy Neck Enterprise Fund						87,500	84,500	86,500	83,300	-	-	-	-	-	-	1,250,719
CTF HYCC 1 (I) \$1,000,000 Refunded	I	I	02/17/15	02/15/27	474,900	-	-	-	-	-	-	-	-	-	-	570,626
CTF HYCC 2 (I) \$8,000,000 Refunded	I	I	02/17/15	02/15/27	3,794,400	-	-	-	-	-	-	-	-	-	-	4,558,265
CTF HYCC 3 (I) \$1,600,000 Refunded	I	I	02/17/15	02/15/27	759,000	-	-	-	-	-	-	-	-	-	-	911,890
CTF HYCC 4 (I) \$6,765,000 Refunded	I	I	06/21/16	06/30/28	3,320,000	316,200	-	-	-	-	-	-	-	-	-	3,928,180
CTF HYCC 4	I	I	06/26/08	06/15/28	6,765,000	-	-	-	-	-	-	-	-	-	-	354,055
Total HYCC Enterprise Fund						316,200	-	-	-	-	-	-	-	-	-	10,323,016
Land Acquisition - 2004-105 Bone Hill \$200k Refunded	I	I	02/17/15	02/15/25	90,850	-	-	-	-	-	-	-	-	-	-	84,938
Land Acquisition - 06-15-05 - 2004-106 \$180k Refunded	I	I	02/17/15	02/15/25	73,600	-	-	-	-	-	-	-	-	-	-	61,757
Land Acquisition - Hyannis Golf \$5,500,000 Refunded	I	I	02/17/15	02/15/25	2,496,300	-	-	-	-	-	-	-	-	-	-	2,346,836
Land Acquisition - Archibald \$500,000 Refunded	I	I	02/17/15	02/15/26	212,100	-	-	-	-	-	-	-	-	-	-	252,290
Town Hall Renovations	I	I	06/16/10	06/15/30	1,332,520	72,638	70,200	67,600	-	-	-	-	-	-	-	1,063,156
Land Acquisition 1 Adv Ref 6/15/2002	I	I	06/14/11	06/15/22	7,065,000	-	-	-	-	-	-	-	-	-	-	3,508,960
Advance Refund 6/15/2003 Landbank Acquisitions	I	I	04/18/12	09/15/22	964,600	-	-	-	-	-	-	-	-	-	-	630,787
Advance Refund 6/15/2004 Landbank Acquisitions 3	I	I	04/18/12	09/15/22	5,385,600	-	-	-	-	-	-	-	-	-	-	3,834,732
Advance Refund 6/15/2004 Landbank Acquisitions 2	I	I	04/18/12	09/15/22	227,300	-	-	-	-	-	-	-	-	-	-	166,125
Total Community Preservation Fund						72,638	70,200	67,600	-	-	-	-	-	-	-	11,949,582

Purpose ENTERPRISE FUND INTEREST & PRINCIPAL	Debt	Levy	Issue	Maturity	Original	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments
	Limit	Limit	Date	Date	Amount	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Title V - Phase I - 97-1131 Series 6-	O	I	07/25/02	08/01/20	197,403	12,359	11,774	11,209	10,468	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6-	O	I	07/25/02	08/01/20	(subsidy)	(1,959)	(1,374)	(809)	(268)	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6	O	I	07/01/04	08/01/22	190,580	12,737	12,239	11,741	11,242	10,969	10,459	-	-	-	-
Title V - Phase I - 97-1131 Series 6	O	I	07/01/04	08/01/22	(subsidy)	(2,765)	(2,267)	(1,769)	(1,270)	(765)	(255)	-	-	-	-
Title V - Phase III - Pool 11 T5-97-1131-2	O	I	10/31/05	07/15/25	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-
Title V - Phase IV - Pool 11 T5-97-1131-3	O	I	10/31/05	07/15/25	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-
Title V - Phase V - Pool 12 97-1131-4D	O	I	12/14/06	07/15/26	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Title V						50,372	50,372	50,372	50,172	40,204	40,204	30,000	30,000	30,000	10,000
MWPAT CWS-09-07	I	I	07/08/10	07/15/30	3,285,646	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318
Sewer CWS-09-07-A Series 16	I	I	05/14/15	07/15/32	4,592,367	301,583	301,917	302,260	302,608	302,965	303,329	303,701	304,082	304,471	304,868
Total Sewer Construction & Private Way Trust Fund						500,902	501,235	501,578	501,926	502,283	502,647	503,019	503,400	503,788	504,185
TOTAL ENTERPRISE FUND BOND OBLIGATIONS						8,060,710	7,911,016	7,301,261	6,965,188	6,409,777	5,767,340	4,866,187	4,674,932	4,055,122	3,888,079
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS						17,536,344	17,017,806	12,583,001	10,941,679	9,889,330	8,909,405	7,507,863	6,687,602	5,965,677	5,360,403

Purpose ENTERPRISE FUND INTEREST & PRINCIPAL	Debt	Levy	Issue	Maturity	Original	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	Payments	-
	Limit	Limit	Date	Date	Amount	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	FY2034	FY2035	FY2036	FY2037	-
Title V - Phase I - 97-1131 Series 6-	O	I	07/25/02	08/01/20	197,403	-	-	-	-	-	-	-	-	-	-	45,809
Title V - Phase I - 97-1131 Series 6-	O	I	07/25/02	08/01/20	(subsidy)	-	-	-	-	-	-	-	-	-	-	(4,409)
Title V - Phase I - 97-1131 Series 6	O	I	07/01/04	08/01/22	190,580	-	-	-	-	-	-	-	-	-	-	69,387
Title V - Phase I - 97-1131 Series 6	O	I	07/01/04	08/01/22	(subsidy)	-	-	-	-	-	-	-	-	-	-	(9,091)
Title V - Phase III - Pool 11 T5-97-1131-2	O	I	10/31/05	07/15/25	200,000	-	-	-	-	-	-	-	-	-	-	90,000
Title V - Phase IV - Pool 11 T5-97-1131-3	O	I	10/31/05	07/15/25	200,000	-	-	-	-	-	-	-	-	-	-	90,000
Title V - Phase V - Pool 12 97-1131-4D	O	I	12/14/06	07/15/26	200,000	-	-	-	-	-	-	-	-	-	-	100,000
Total Title V						-	-	-	-	-	-	-	-	-	-	381,696
MWPAT CWS-09-07	I	I	07/08/10	07/15/30	3,285,646	199,318	199,318	199,318	199,318	-	-	-	-	-	-	2,790,452
Sewer CWS-09-07-A Series 16	I	I	05/14/15	07/15/32	4,592,367	305,273	305,688	306,111	306,544	306,986	307,438	-	-	-	-	4,869,824
Total Sewer Construction & Private Way Trust Fund						504,591	505,006	505,430	505,862	306,986	307,438	-	-	-	-	7,660,276
TOTAL ENTERPRISE FUND BOND OBLIGATIONS						2,618,152	1,823,293	1,757,442	1,594,740	1,078,991	1,067,127	623,035	609,816	581,603	258,438	71,912,248
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS						3,849,609	2,990,311	2,877,279	2,584,678	1,907,679	1,819,065	1,354,872	1,321,241	1,157,616	382,488	122,643,947

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Appendix D

History, Demographics & 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. Many settlers were lured by the oyster and the maritime industry was becoming a major employer.

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

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

The 40-year period from 1920 to 1960 saw a resurgence for the Town as the automobile brought a new age and the State had paved hundreds of miles of road on the Cape. It was during this time that Cape Cod predominantly became a resort industry and concomitantly saw the erection of summer second homes for off-Cape residents. Today, about one-third of the homes in Town are second homes.

Barnstable bought an airport in Hyannis in 1936. In 1920, Hyannis had also become the site of the Cape Cod Hospital. Cape Cod 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 as well as a satellite campus in downtown Hyannis. 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

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 custom house, 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 also contains the Town’s central business/commercial district, which includes the Town offices and several shopping districts, including Cape Cod Mall and the historic downtown Main Street. Hyannis has the most ethnically diverse community on Cape Cod, with non-whites making up over 30% of the population. One of the largest Brazilian communities in the state outside of Boston resides in Hyannis along with a significant number of Cape Verdeans. The village was named after Iyannough (more commonly spelled Iyanough), the local Indian Sachem (Chief). The Hyannis Harbor Hawks of the Cape Cod Baseball League play at McKeon Park from mid-June to early August. There is also an 18-hole municipal golf course, The Hyannis Golf Course, located on Route 132. Hyannisport is an affluent residential and fishing neighborhood. It is also the location of the Kennedy Family residence. Hyannis Harbor provides access to the islands of Martha's Vineyard and Nantucket. A memorial to President Kennedy located on the waterfront

was erected by Barnstable citizens in 1966. The memorial includes a fountain and a fieldstone monument with the presidential seal and JFK inscription: "I believe it is important that this country sail and not sit still in the harbor." In addition, visitors can tour the John F. Kennedy Hyannis Museum, which explores John F. Kennedy's time spent on Cape Cod. 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, Muddy Pond, Little Pond, Round Pond, Long Pond and Shubael Pond on Route 149. Marstons Mills has no salt-water beaches. Although the Town-owned Prince Cove Marina provides salt water, access there isn't a public beach. In recent years, Marstons Mills has become an established shopping district with the developments of the Marstons Mills Marketplace, Cotuit Landing and Windmill Square. Marstons Mills is also home to Burgess Park (home to an 18-hole disc golf course) as well as a Herring Run which provide leisure opportunities for adults and children of all ages. The Village also has the only grass airport left on the Cape located on the Danforth Recreation Area 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.

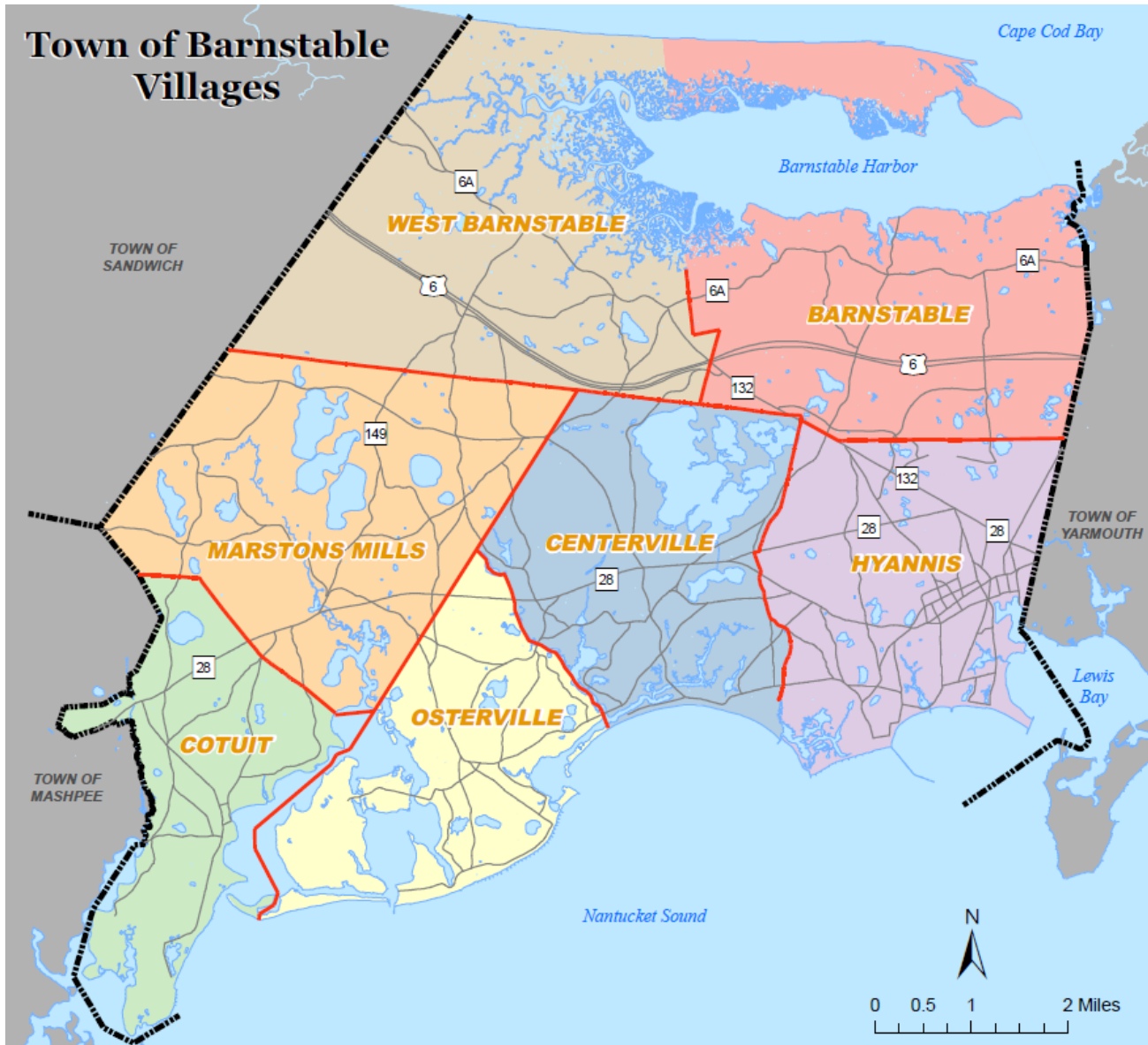
West Barnstable is a village in the northwest part Town. Once devoted to agricultural pursuits, West Barnstable now is largely residential. Natural features include the six-mile long Sandy Neck Barrier Beach, which protects the extensive Great Marshes, the latter a source of salt hay that attracted the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

Five separate Fire Districts provide fire protection to Town residents. Of those five, three also include a water district. The Barnstable Fire District, Cotuit Fire District, and the Centerville-Osterville-Marstons Mills Fire District each provide both fire protection and water services. In the village of Hyannis, the Hyannis Fire District provides fire protection, while

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

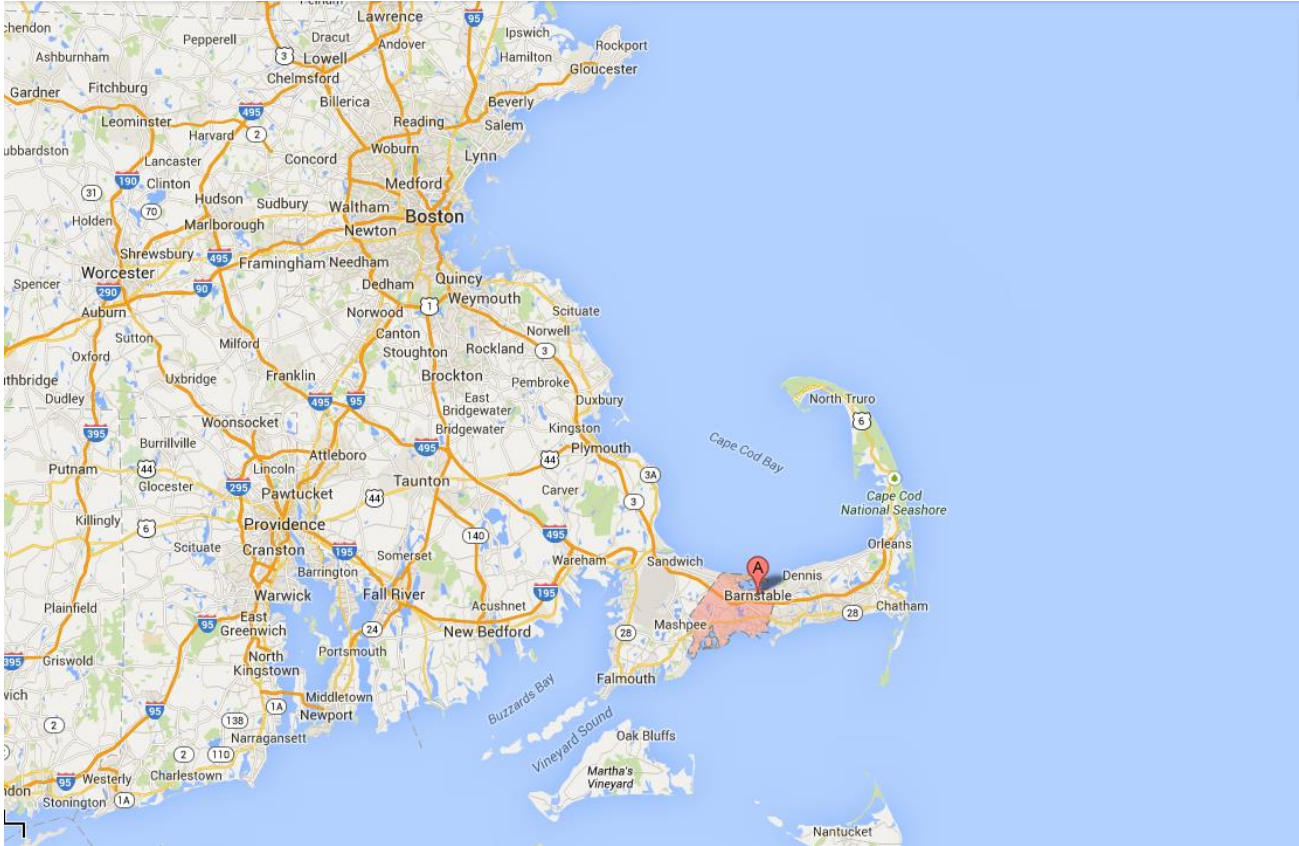
Seven independent libraries provide library services for town residents. The libraries include Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library, and Whelden Memorial Library. The Town of Barnstable has traditionally 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

Demographics

Year Round Residents	45,189 (U.S. Census 2015)
Occupied Households	19,503 (U.S. Census 2015)
Seasonal Residents	150,000 (estimated)
Population Distribution	19.5% - 19 and under; 5.8% - 20 – 24; 19.8% - 25 - 44 ; 32.7% - 45 – 64; 22.2% - Over 65 (U.S. Census 2015)
Median Age (in years)	48.4 (U.S. Census 2015)
Median Household Income	\$59,711 (U.S. Census 2015)
Per Capita Income	\$36,825 (U.S. Census 2015)
Unemployment Rate	3.1% (Bureau of Labor Statistics 2016)

Education and Culture

Public Schools	6 Elementary Schools, 1 Middle School and 1 High School
Public School Enrollment	4,990 students estimated for 2017-18 school year 4,948 students for 2016-17 school year 4,914 students for 2015-16 school year 4,933 students for 2014-15 school year 4,900 students for 2013-14 school year
Barnstable Community Horace Mann Charter Public School	308 students estimated Grades K-3 for 2017-18 school year 290 students Grades K-3 for 2016-17 school year 290 students Grades K-3 for 2015-16 school year 291 students Grades K-3 for 2014-15 school year 294 students Grades K-3 Horace Mann for 2013-14 school year

Higher Education	Cape Cod Community College - 2 and 4 year degree programs; masters programs offered by major colleges through satellite locations on Cape Cod.
Libraries	Seven - one in each village
Museums and Art Galleries	Each of the seven villages have 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.
Community Centers (4)	Centerville, Hyannis, Osterville, West Barnstable

Public Recreation

Beaches	12 coastal and 6 freshwater
Boat Launch Landings	11 saltwater; 5 freshwater
Recreational Areas	72 different areas; a total of 218 acres
Public Access Ways to Water	89 locations throughout the Town
Municipal Golf Courses	Olde Barnstable Fairgrounds Golf Course in Marstons Mills and the Hyannis Golf Course in Hyannis
Tennis Courts	5 in various locations in the Town
Ball Fields	6 in various locations in the Town
Ice Rinks	2 both inside the Hyannis Youth and Community Center (New 2009)
Boat Slips	188 at 4 Town Marinas
Mooring Permits	2,350

Property Information

Number of Single Family Homes	20,862												
Median Home Values (FY 2017)	<table> <tr> <td>Barnstable Fire District</td> <td>\$458,200</td> </tr> <tr> <td>Centerville, Osterville, Marstons Mills Fire Dist.</td> <td>\$319,450</td> </tr> <tr> <td>Cotuit Fire District</td> <td>\$387,950</td> </tr> <tr> <td>Hyannis Fire District</td> <td>\$235,700</td> </tr> <tr> <td>West Barnstable Fire District</td> <td>\$392,200</td> </tr> <tr> <td>Town wide</td> <td>\$318,600</td> </tr> </table>	Barnstable Fire District	\$458,200	Centerville, Osterville, Marstons Mills Fire Dist.	\$319,450	Cotuit Fire District	\$387,950	Hyannis Fire District	\$235,700	West Barnstable Fire District	\$392,200	Town wide	\$318,600
Barnstable Fire District	\$458,200												
Centerville, Osterville, Marstons Mills Fire Dist.	\$319,450												
Cotuit Fire District	\$387,950												
Hyannis Fire District	\$235,700												
West Barnstable Fire District	\$392,200												
Town wide	\$318,600												
Number of Businesses	2,331 firms (U.S Census 2012)												
Retail Space	6.8 million square feet												
Office Space	1.5 million square feet												
Industrial Space	1.0 million square feet												
Total Assessed Value of Real & Personal Property	\$13,230,393,830 (FY2017)												
Assessed Value Per Capita	\$292,779												

Building Permits

Calendar Year	Residential		Non-Residential		Totals	
	Number	Estimated Value	Number	Estimated Value	Number	Estimated Value
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
2012	2,582	\$70,190,876	365	\$22,332,725	2,947	\$92,523,601
2011	1,772	\$69,972,247	426	\$60,334,484	2,198	\$130,306,731
2010	2,318	\$53,425,589	384	\$37,652,154	2,702	\$91,077,743

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.

Top 10 Taxpayers in FY 2016

Owner's Name	Property Type	Total Assessment	% of Assessed Valuation
EVERSOURCE	UTILITY	\$111,089,210	0.84%
MAYFLOWER CAPE COD LLC	SHOPPING CENTER	\$109,003,100	0.82%
NATIONAL GRID	UTILITY	\$38,764,170	0.29%
FESTIVAL OF HYANNIS LLC	SHOPPING CENTER	\$25,775,700	0.19%
OYSTER HARBORS CLUB INC	COUNTRY CLUB/LAND	\$25,629,070	0.19%
CAPE HARBOR ASSOCIATES	SHOPPING CENTER	\$25,534,900	0.19%
INDIAN POINT FAMILY PARTNERSHIP LP	VARIOUS RESIDENTIAL	\$24,548,400	0.19%
WIANNO CLUB	GOLF CLUB/LAND	\$22,888,030	0.17%
OCW RETAIL HYANNIS LLC	SHOPPING CENTER	\$21,946,500	0.17%
VERIZON	UTILITY	\$20,422,300	0.15%
Total Assessed Valuation		\$13,230,393,830	3.22%

Employment

Industry Sector	2011	2012	2013	2014	2015
Management occupations	2,392	2,045	1,931	2,113	2,086
Business and financial operations occupations	694	589	721	870	812
Computer and mathematical occupations	544	638	557	483	352
Architecture and engineering occupations	162	147	144	149	201
Life, physical, and social science occupations	205	207	206	233	164
Community and social services occupations	402	380	425	415	545
Legal occupations	308	459	403	346	299
Education, training, and library occupations	1,425	1,512	1,161	1,295	1,299
Arts, design, entertainment, sports, and media occupations	485	596	528	496	518
Health diagnosing and treating practitioners and other technical occupations	1,058	1,093	1,086	1,118	1,071
Health technologists and technicians	319	271	264	288	268
Healthcare support occupations	398	450	550	579	644
Firefighting and prevention, and other protective service workers including supervisors	443	308	262	369	306
Law enforcement workers including supervisors	215	211	138	128	168
Food preparation and serving related occupations	1,414	1,445	1,360	1,438	1,589
Building and grounds cleaning and maintenance occupations	1,299	1,198	1,141	1,003	1,112
Personal care and service occupations	885	843	785	903	1,026
Sales and related occupations	2,799	2,903	2,640	2,443	2,570
Office and administrative support occupations	2,894	2,877	2,908	2,971	2,814
Farming, fishing, and forestry occupations	120	130	97	56	97
Construction and extraction occupations	1,406	1,522	1,568	1,524	1,728
Installation, maintenance, and repair occupations	867	840	863	789	719
Production occupations	783	739	689	590	558
Transportation occupations	711	619	898	894	829
Material moving occupations	328	309	274	226	174

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

Unemployment

Calendar Year	Town of Barnstable			Barnstable County Unemployment Rate	Massachusetts Unemployment Rate
	Labor Force	Employment	Unemployment Rate		
2016	22,612	21,800	3.59%	4.20%	2.80%
2015	23,531	22,217	5.58%	6.30%	5.00%
2014	23,505	22,069	6.11%	7.10%	5.70%
2013	23,345	21,695	7.07%	8.10%	6.70%
2012	23,403	21,699	7.28%	8.20%	6.70%
2011	23,233	21,332	8.18%	9.00%	7.30%
2010	23,666	21,502	9.14%	9.90%	8.30%
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%
2006	26,783	25,560	4.57%	5.10%	4.90%
2005	26,835	25,628	4.50%	4.90%	4.80%
2004	27,192	25,990	4.42%	5.00%	5.10%
2003	27,072	25,822	4.62%	5.20%	5.70%

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

Top Ten Barnstable Employers

Name	Product/Function	Number of Employees
Cape Cod Healthcare, Inc.	Hospital	2,548
Town of Barnstable	Municipal Government	1,331
Cape Cod Community College	Education	514
Cape Air/Nantucket Airline	Airline	306
Barnstable County	County Government	250
Macy's (2 stores)	Retail Sales – General	230
Cape Codder Resort & Spa	Hotel	200
Sears	Retail Store	173
Stop & Shop – Marstons Mills	Grocers – Retail	161

Municipal Airport

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

Special Characteristics

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

Category	Number of Roads	Center-lane Miles
Town	700	276
Private	1,100	200
State	4	29
Total	1,804	504

Other Information

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

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FY 2018 BUDGET ACTION CALENDAR

Mon Aug 1 2016	Departments begin gathering data and photos to support Capital & Operating Budgets
Mon Sep 19 2016	Town Manager & School Superintendent develop annual policy agreement on allocation of projected FY 2018 revenue
Sat Sep 24 2016	Town Council meets to review and update their Strategic Plan
Fri Sep 30 2016	Town Manager issues instructions to Departments for FY 2018 Operating & Capital budgets
Mon Oct 24 2016	Municipal Departments submit preliminary listing of any proposed FY 2018 position changes with supporting justification to Human Resources with copy to Town Manager
Wed Nov 9 2016	Town Manager conducts public hearing on Calendar Year permits and fees
Thur Nov 10 2016	HR Director submits position changes summary including comments to Town Manager
Mon Nov 14 2016	Departments submit CIP project data sheets with supporting photos and review of existing capital projects.
Tue Nov 22 2016	Town Manager begins formal review of CIP project requests with individual Department Managers
Mon Nov 28 2016	CIP scoring team begins review and scoring individual projects
Thur Dec 15 2016	Annual Organization of Town Council (TM must submit budget to Town Council within 170 days per M.G.L. 44 § 32) (Friday, June 2, 2017)
Tue Dec 21 2016	Final day for CIP scoring team to complete and submit individual project scores
Wed Dec 21 2016	Department Managers submit Operating Budget Decision Packages including photos
Wed Jan 18 2017	Department Managers submit Operating Budget Narratives including photos
Thur Jan 19 2017	Town Council conducts joint meeting/workshop with School Committee in accordance with the Town Charter
Tue Jan 24 2017	Town Manager begins review of Operating Budget requests with Dept Managers
Tue Feb 14 2017	Town Manager conducts public hearing on Fiscal Year permits and fees
Wed Mar 15 2017	Town Manager submits recommended FY18 Capital Budget to Clerk of Town Council per Part VI, Section 6-5 (a) of the Charter (TC must adopt plan BEFORE June 1, 2017)
Tue Mar 16 2017	Town Council conducts first reading of FY18 Capital Budget Orders
Fri Mar 17 2017	Town Council publishes FY18 Capital budget & hearing dates in local paper
Tue Apr 4 2017	Adopted FY18 School budget due to Town Manager
Thur Apr 6 2017	CFAC submits their review of recommended FY18 Capital Budget to Town Council
Thur Apr 6 2017	Town Council conducts first public hearing on FY18 Capital Budget per Part VI Section 6-5 of the Charter (hearing to be held not less than 14 days after publication)
Thur Apr 20 2017	Town Council conducts second public hearing on FY18 Capital Budget per Part VI Section 6-5 of the Charter
Thur May 4 2017	Town Manager submits recommended FY18 Operating Budget to the Town Council (TC must adopt budget within 45 days (Jun 17), otherwise it becomes part of FY18 appropriations per Section 6-3 (b))
Fri May 5 2017	Town Council publishes summary of FY18 Operating Budget and Hearing dates/info in a local paper per Part VI Section 6-5
Thur May 18 2017	Town Council conducts first reading of FY18 Operating Budget Orders
Wed May 31 2017	Last weekday FY18 Capital Improvements Plan can be adopted by Town Council per Part VI, Section 6-5 (d) of the Charter
Thur Jun 1 2017	CFAC submits their review of recommended FY18 Operating Budget to Town Council
Thur Jun 1 2017	Town Council conducts first public hearing on recommended FY18 Operating Budget (Public hearing must be held not less than 14 days after such publication)
Thur Jun 8 2017	Town Council conducts second public hearing on FY18 Operating Budget
Thur Jun 15 2017	Town Council conducts third public hearing on FY18 Operating Budget (if needed)
Fri Jun 16 2017	Last weekday FY18 Operating Budget can be adopted by Town Council per Part VI Section 6-3 (b) of the charter (TC must adopt within 45 days of receiving budget)
Fri Jun 2017	Unless otherwise provided for in the vote of Town Council or encumbered by <u>contractual obligation</u> , balances of Specific appropriations authorized during & before FY 2015 revert to the General Fund (General appropriations expire at close of FY18)



Open Budget

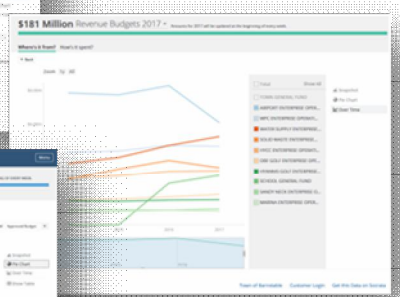
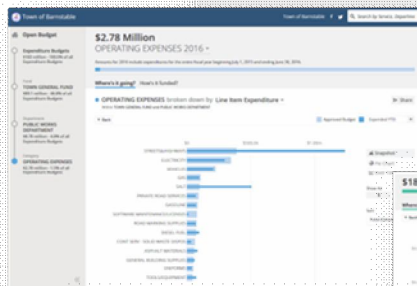
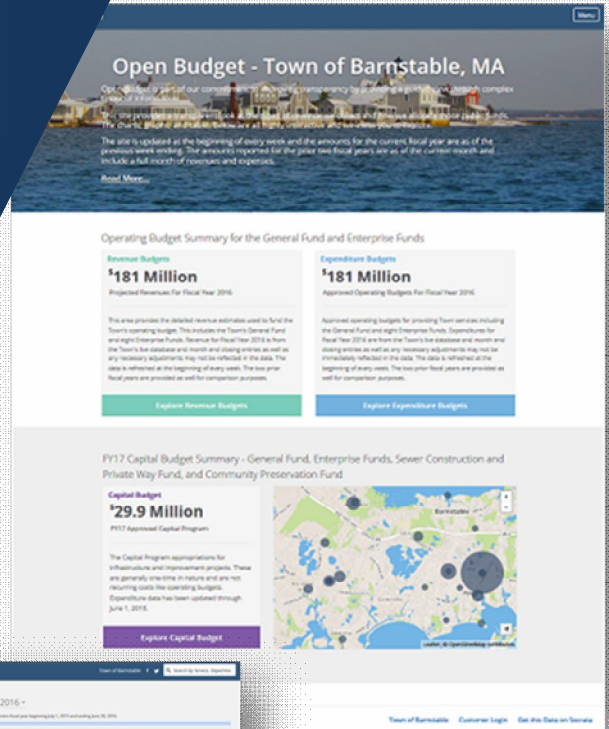


The Town of Barnstable's operating and capital budgets are now on line at <http://budget.townofbarnstable.us>

What is it?

Open Budget is part of our commitment to improving transparency by providing a guided view through complex financial information.

This site provides a transparent look at the types of revenue we collect and how we allocate those public funds. The charts, graphs, and tables included are all highly interactive and we invite you to explore.



2018