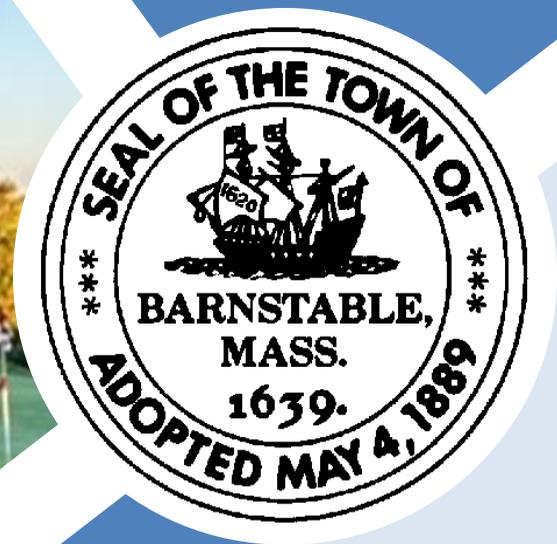


Fiscal Year 2024

Town Manager's Proposed
Operating Budget



Town of Barnstable
Mark S. Ells, Town Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Barnstable
Massachusetts**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morill

Executive Director

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

The criterion on which the award for fiscal year 2023 was based is that which has been used as a guide in preparing the budget for fiscal year 2024. Therefore, it is my belief that the Capital and Operating budgets presented for fiscal year 2024 conform to program requirements, and I will submit them to GFOA to determine their eligibility for another award. My Staff, Mark Milne, Finance Director, and Gareth Markwell, Deputy Finance Director, are to be congratulated for their parts in this and the previous awards.

Mark S. Ells
Town Manager

FISCAL YEAR 2024 OPERATING BUDGET

TABLE OF CONTENTS

<u>Part I – Guide to the Budget</u>		<u>Education Budget and Funding Summary</u>	74
		<u>Other Requirements and Funding Summary</u>	75
<u>Nine-Sections Narratives</u>	1	<u>General Fund Budget Summary</u>	77
<u>Department Summaries – General Fund Guide</u>	3	<u>General Fund Revenue Summary</u>	79
<u>Department Summaries – Enterprise Fund Guide</u>	7	<u>General Fund Revenue Forecast Assumptions</u>	80
		<u>General Fund Expenditure Summary</u>	86
<u>Part II – Introduction and Overview</u>		<u>General Fund Budget by Major Expenditure Category</u>	88
		<u>Long Term Budget Planning</u>	89
<u>History, Demographics and Statistics</u>	11	<u>Part V – Capital Budget and Debt Summary</u>	
<u>Property Tax Information</u>	23	<u>Capital Program Development</u>	95
<u>Government Structure</u>	26	<u>Submission Cost and Fiscal Summary</u>	95
<u>Organizational Chart</u>	27	<u>FY 2024 Capital Improvement Plan Budget</u>	96
<u>Town Council</u>	28	<u>Five Year Funding Plan</u>	99
<u>Other Elected & Appointed Officials</u>	29	<u>Sewer Construction and Private Way Improvements Fund</u>	
<u>Key Contact Information</u>	30	<u>Analysis</u>	106
<u>Town Council Strategic Plan</u>	31	<u>Capital Trust Fund Analysis</u>	108
<u>Town Manager’s Fiscal Year 2024 Budget Message</u>	39	<u>Debt Position Analysis</u>	111
<u>Part III – Financial Process, Structure, and Policy</u>		<u>Debt Amortization Schedules</u>	121
<u>Budget Process</u>	49	<u>Part VI – General Fund Department Summaries</u>	
<u>Financial Fund Structure</u>	54	<u>Town Council</u>	133
<u>Department and Fund Relationship</u>	55	<u>Town Manager</u>	139
<u>Town-Wide Financial Management Policies</u>	56	<u>Administrative Services Department</u>	153
<u>Town Charter</u>	56	<u>Finance Division</u>	158
<u>General Ordinances</u>	58	<u>Legal Division</u>	167
<u>Administrative Code</u>	59	<u>Human Resources Division</u>	175
<u>Town Council Budget Policy</u>	63	<u>Information Technology Division</u>	181
<u>Management Policy</u>	64	<u>Marine and Environmental Affairs Department</u>	191
<u>Part IV – Financial Summaries</u>		<u>Natural Resources Division</u>	196
<u>All Appropriated Funds Budget Summary</u>	65	<u>Harbormaster Division</u>	205
<u>Position Summary for All Appropriated Funds</u>	67	<u>Community Services Department</u>	213
<u>Consolidated Resource/Appropriation Summary</u>	69	<u>Council on Aging Division</u>	218
<u>Change in Fund Balance – All Appropriated Funds</u>	71	<u>Recreation Division</u>	230
<u>Municipal Budget and Funding Summary</u>	73		

<u>Planning & Development Department</u>	<u>239</u>
<u>Police Department</u>	<u>255</u>
<u>Administrative & Investigative Services Bureau</u>	<u>260</u>
<u>Field Services Bureau</u>	<u>271</u>
<u>Public Works Department</u>	<u>281</u>
<u>Administrative and Technical Support Division</u>	<u>286</u>
<u>Highway Division</u>	<u>297</u>
<u>Structures and Grounds Division</u>	<u>304</u>
<u>Inspectional Services Department</u>	<u>315</u>
<u>Building Services Division</u>	<u>319</u>
<u>Public Health Division</u>	<u>327</u>

<u>School Department</u>	<u>335</u>
<u>Other Requirements</u>	<u>345</u>
<u>Employee Benefits</u>	<u>349</u>
<u>Insurance</u>	<u>350</u>
<u>Grants</u>	<u>351</u>
<u>Assessments</u>	<u>351</u>
<u>Debt Service</u>	<u>351</u>
<u>Transfers</u>	<u>352</u>
<u>Appropriation Deficits</u>	<u>352</u>

Part VII – Enterprise Fund Summaries

<u>Marina Operations</u>	<u>353</u>
<u>Sandy Neck Beach Park</u>	<u>361</u>
<u>Golf Course</u>	<u>369</u>
<u>Hyannis Youth & Community Center</u>	<u>381</u>
<u>Public, Educational, Governmental Access Channel</u>	<u>393</u>
<u>Solid Waste</u>	<u>401</u>
<u>Water Pollution Control</u>	<u>409</u>
<u>Water Supply</u>	<u>418</u>
<u>Barnstable Municipal Airport</u>	<u>425</u>

Part VIII Town Libraries

<u>Centerville Public Library</u>	<u>445</u>
<u>Cotuit Public Library</u>	<u>449</u>
<u>Hyannis Public Library</u>	<u>454</u>
<u>Marstons Mills Public Library</u>	<u>457</u>
<u>Osterville Village Library</u>	<u>461</u>
<u>Sturgis Library</u>	<u>467</u>
<u>Whelden Memorial Library</u>	<u>472</u>

Part IX Other Funds Not Part of the Budget Process

<u>Other Funds</u>	<u>475</u>
--------------------	------------

Appendices

Appendix A FY 2024 Budget Appropriation Orders

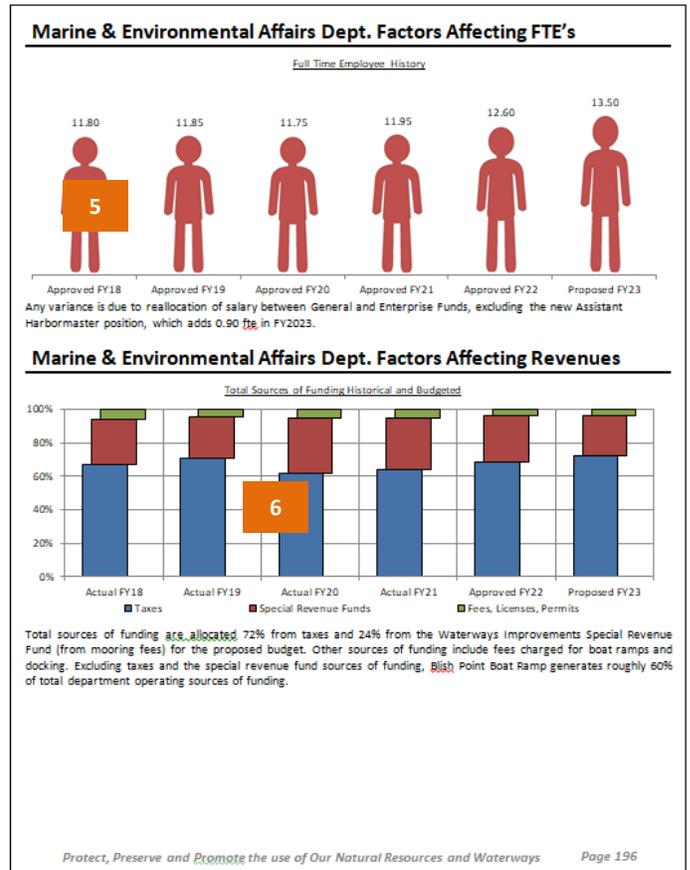
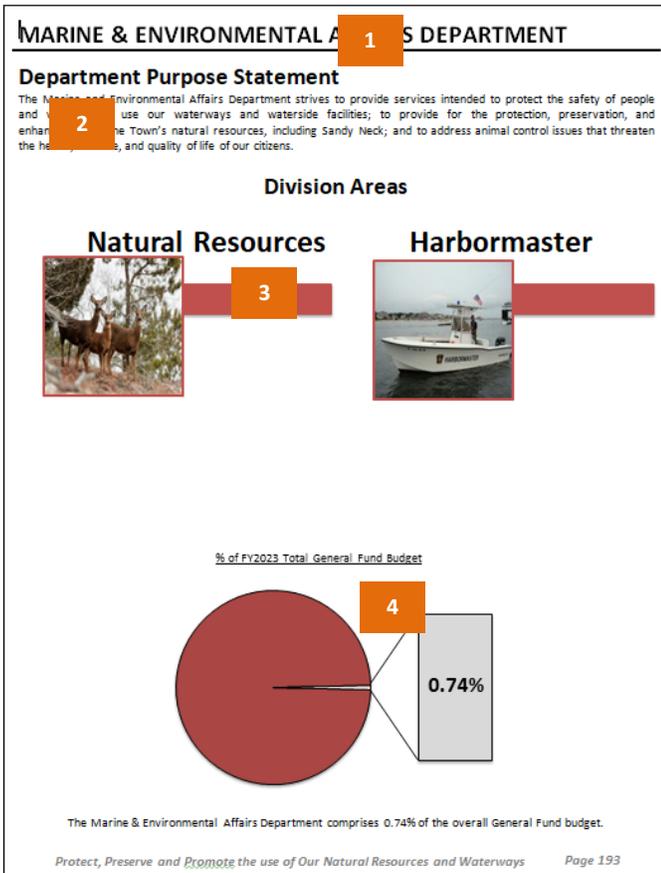
<u>Capital Budget</u>	<u>A - 1 to A - 12</u>
<u>Operating Budget</u>	<u>A - 13 to A - 18</u>
<u>Appendix B Glossary</u>	<u>B - 1 to B - 22</u>

GUIDE TO THE BUDGET

The FY 2024 budget document is organized into the following nine sections:

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

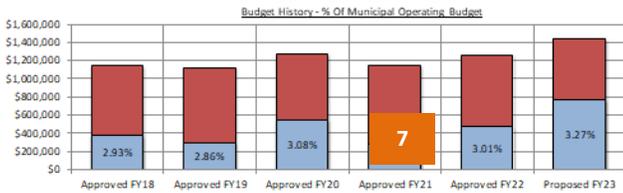
Department Summaries– General Fund Guide



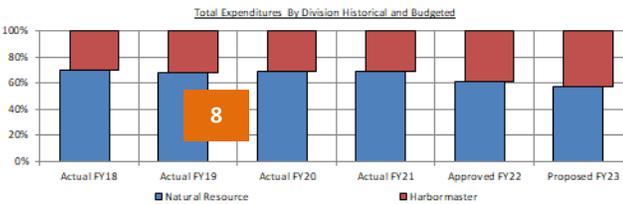
- 1** Department or Division Title
- 2** Each department/division includes a purpose statement, which helps establish the operations goals and objectives.
- 3** This is a list of all divisions/programs operating within the department/division. A department can be segmented into divisions, which are then segmented into programs.
- 4** This chart shows the department/division total budget as a percentage of the overall General Fund budget (see Financial Summaries section).
- 5** Department/Divisions full-time employee (FTE's) history count.
- 6** This compares resources as a percentage of total funding for the department/division based on actuals, approved budget, and proposed budget.

Department Summaries– General Fund Guide (Continued)

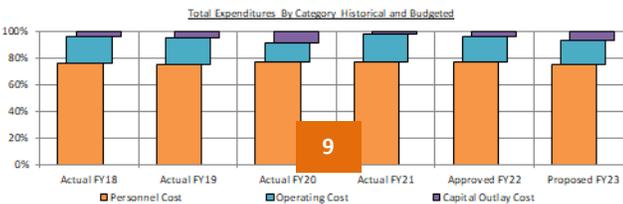
Marine & Environmental Affairs Dept. Factors Affecting Expenses



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



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



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

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

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

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

This financial table displays the following:

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

Marine & Environmental Affairs Department Services Provided

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

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

Marine & Environmental Affairs Department Budget Comparison

Marine & Environ. Affairs Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$720,681	\$775,354	\$865,300	\$1,130,300	\$175,933	20.33%
Fees, Licenses, Permits	63,107	61,855	48,000	60,000	2,000	4.17%
Interest and Other	634	9,002	-	-	-	0.00%
Special Revenue Funds	348,000	348,000	348,000	348,000	-	0.00%
Total Sources of Funding	\$1,132,423	\$1,194,211	\$1,261,370	\$1,439,303	\$177,933	14.11%
Expenditure Category						
Personnel	\$868,943	\$911,777	\$966,890	\$1,079,388	\$112,498	11.64%
Operating Expenses	241,961	233,619	245,665	269,615	14,250	5.80%
Capital Outlay	21,519	48,815	48,815	90	\$1,185	104.86%
Total Appropriation	\$1,132,423	\$1,194,211	\$1,261,370	\$1,349,093	\$177,933	14.11%

Summary of Budget Changes

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

Marine & Environmental Affairs Department Budget Reconciliation

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

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

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

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

Department Summaries– General Fund Guide (Continued)

Natural Resources Division Goals and Objectives

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

Short-Term:

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



Scudder Lane-Opening Day for Oysters

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

Long-Term:

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



Marston Mills Herring Run

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

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

Natural Resources Division Services Provided

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

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

Natural Resources Division Recent Accomplishments

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



New Osprey Pole, Centerville River

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

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

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

Department Summaries– General Fund Guide (Continued)

Natural Resources Division Program Services Provided

Natural Resources Program

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



Staff planting quahogs

- Boat patrols to oversee all shellfish related activity throughout the town including but not limited to the following: aquaculture grants operations, commercial and recreational public shellfisheries.
- Monitor for endangered and threatened species (such as piping plovers, marine mammals, sea turtles and diamond-backed terrapins) on Barnstable beaches.

Fish and Game

- Oversee and enforce freshwater fin fishing, shellfish, and lobster activities town-wide and assist the State Environmental Police with regulatory inspections and investigations.
- Enforce regulation compliance of all hunting seasons and areas, which includes migratory bird hunting as well as stocking pheasants in West Barnstable Conservation Area and Sandy Neck Beach Park.

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

Land Management

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

Patrol

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

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

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

16 This section includes program description and financial summary.

Marine & Environmental Affairs Department Workload Indicators

Shellfish Program

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

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

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

Water Ways Program

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

Mooring Program

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

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

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

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

Department Summaries—Enterprise Fund Guide

1 COMMUNITY SERVICES DEPARTMENT

2 Department Purpose Statement

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

Enterprise Funds



3

Olde Barnstable
Fairgrounds & Hyannis
Golf Courses



Hyannis Youth &
Community Center

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

4 GOLF COURSE ENTERPRISE

5 Department Purpose Statement

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



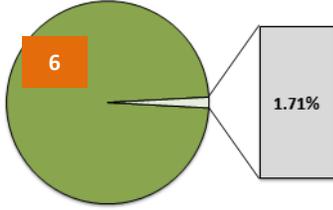
Hyannis
Golf Course



Olde Barnstable Fairgrounds
Golf Course



% of FY2023 All Appropriated Funds



6

1.71%

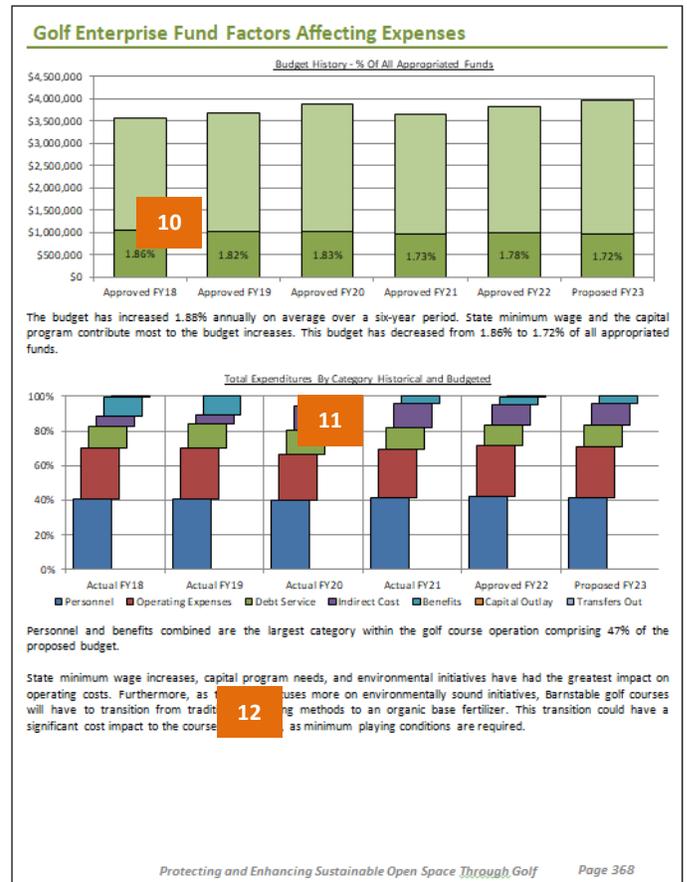
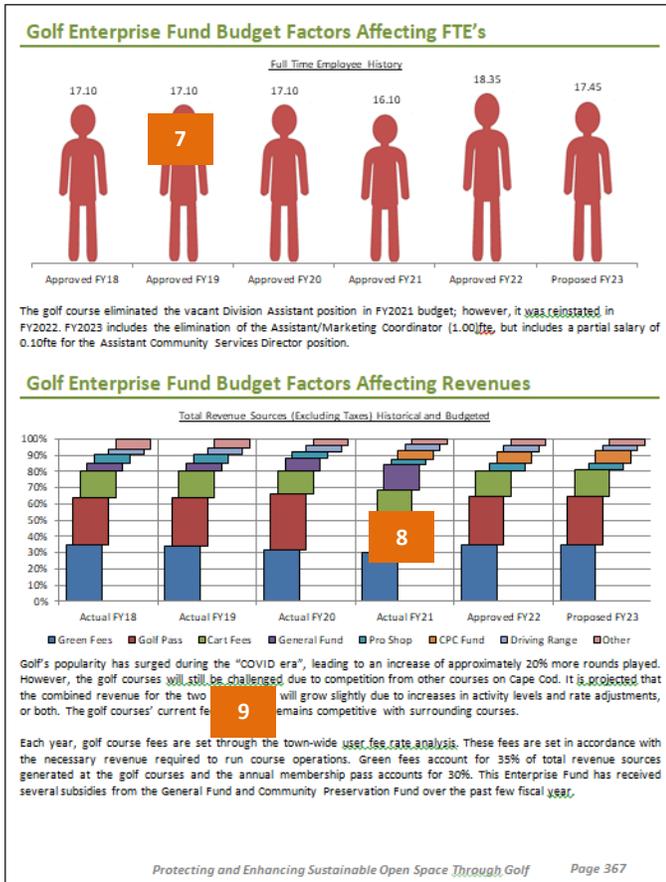
Golf Course Enterprise Fund comprises 1.71% of all appropriated funds.

Protecting and Enhancing Sustainable Open Space Through Golf Page 360

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

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

Department Summaries—Enterprise Fund Guide (Continued)



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

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

Department Summaries—Enterprise Fund Guide (Continued)

Golf Enterprise Fund Budget Comparison

Golf Course Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2021	FY 2022	FY 2022	FY 2023	FY22 - 23	Change
Taxes (General Fund Support)	582,917	50	50	50	50	0.00%
Charges for Services	3,979,899	13	3,423,861	3,505,661	81,800	2.39%
Interest and Other	12,285	10,000	10,000	10,000	-	0.00%
Special Revenue Funds	789,600	786,500	788,200	788,200	1,700	0.59%
Total Operating Sources	\$5,104,701	\$3,860,319	\$3,720,361	\$3,803,861	\$83,500	2.24%
Borrowing Authorizations	5-	5-	\$545,179	5-	(\$545,179)	-100.00%
Total Capital Sources	50	50	\$545,179	50	(\$545,179)	-100.00%
Total Source of Funding	\$5,104,701	\$3,860,319	\$4,265,540	\$3,803,861	(\$461,679)	-10.82%
Direct Operating Expenses						
Personnel	\$1,452,366	\$1,561,123	\$1,607,412	\$1,650,544	\$43,132	2.68%
Benefits	156,712	118,892	171,167	167,589	(3,578)	-2.09%
Operating Expenses	979,268	1,070,997	1,119,135	1,147,490	28,355	2.53%
Capital Outlay	-	25	30,000	-	(30,000)	-100.00%
Debt Service	441,588	441,588	440,668	503,875	63,207	14.34%
Total Direct Operating Expenses	\$3,029,934	\$3,212,625	\$3,688,382	\$3,469,498	(\$401,116)	3.00%
Indirect Operating Costs						
General Fund Staff	\$154,793	\$128,105	\$128,105	\$156,708	\$28,602	22.33%
Pensions	276,346	262,707	262,707	268,845	6,138	2.34%
Audit & Software Costs	22,832	22,787	22,787	25,558	2,771	12.16%
Property, Casualty, Liability, Auto	20,089	22,225	22,225	24,815	2,590	11.65%
Workers' Compensation Insurance	1,004	5,354	5,354	7,667	2,313	43.20%
Retirees Health Insurance	2,178	2,223	2,223	2,247	24	1.08%
Total Indirect Operating Expenses	\$477,242	\$443,401	\$443,401	\$485,840	\$42,439	9.57%
Total Operating Expenses	\$3,507,176	\$3,663,081	\$3,811,784	\$3,955,338	\$143,555	3.77%
Capital Improvement Program	\$50,558	5-	\$545,179	5-	(\$545,179)	-100.00%
Total Capital Expenses	\$50,558	50	\$545,179	50	(\$545,179)	-100.00%
Total Expenses	\$3,557,734	\$3,663,081	\$4,356,963	\$3,955,338	(\$401,624)	-9.22%
Excess (Deficiency) Cash Basis	\$1,546,967	\$197,238	50	(\$151,477)	(\$60,055)	
Beginning Certified Free Cash	\$446,400			\$1,801,944		
FY22 Projected Excess (Deficiency)				197,238		
Ending Proj. Certified Free Cash	\$1,993,367			\$1,801,944	(\$1,847,705)	

Summary of Budget Changes

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

Golf Enterprise Fund Budget Reconciliation

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

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

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

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

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

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

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

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

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

THIS PAGE INTENTIONALLY LEFT BLANK

HISTORY, DEMOGRAPHICS AND STATISTICS

A Brief History

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

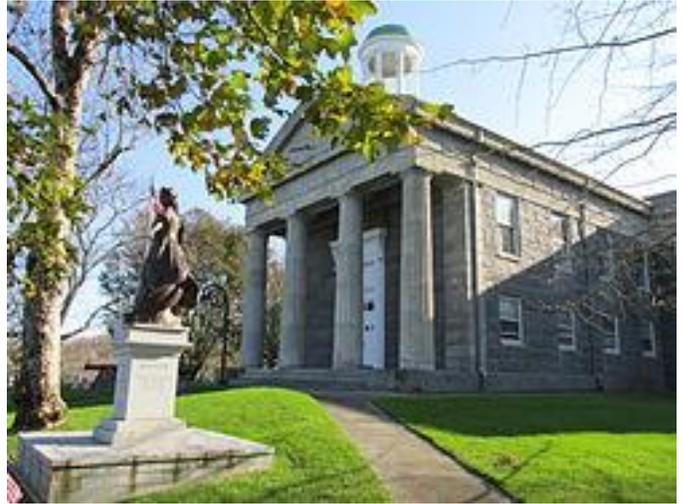
Peaceful dealings with the indigenous people began as early as the first land purchases. West Barnstable was obtained from the Native American Serunk and Barnstable from Nepoyetum in the first ten years; the Hyannis and Hyannis Port area from Yanno and Cotuit from Paupmumuck in the first twenty-five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

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

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

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

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



Barnstable County Courthouse

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

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

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

General Profile of the Community



Barnstable John F. Kennedy Memorial

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

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

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

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

Hyannis is a residential area and it contains the Town's central business/commercial district, which includes the Town offices and several shopping districts, including Cape Cod Mall and the historic downtown Main Street. Hyannis has the most ethnically diverse community on Cape Cod, with non-whites making up over 30% of the population. One of the largest Brazilian communities in the state outside of Boston resides in Hyannis along with a significant number of Cape Verdeans. The village was named after 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, Crocker Pond, Little Pond, Round Pond, Long Pond, and Shubael Pond on Route 149. Marstons Mills has no salt-water beaches. Although the Town-owned Prince Cove

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

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

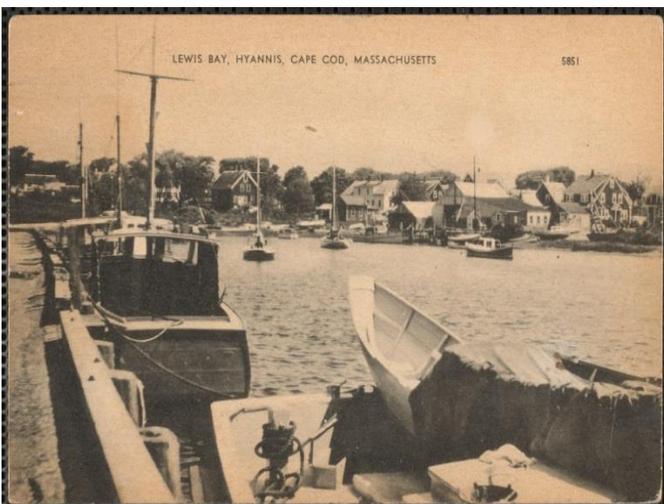


West Barnstable – 1717 Meeting House

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

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

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



Digital Common Wealth Collections - Lewis Bay Harbor

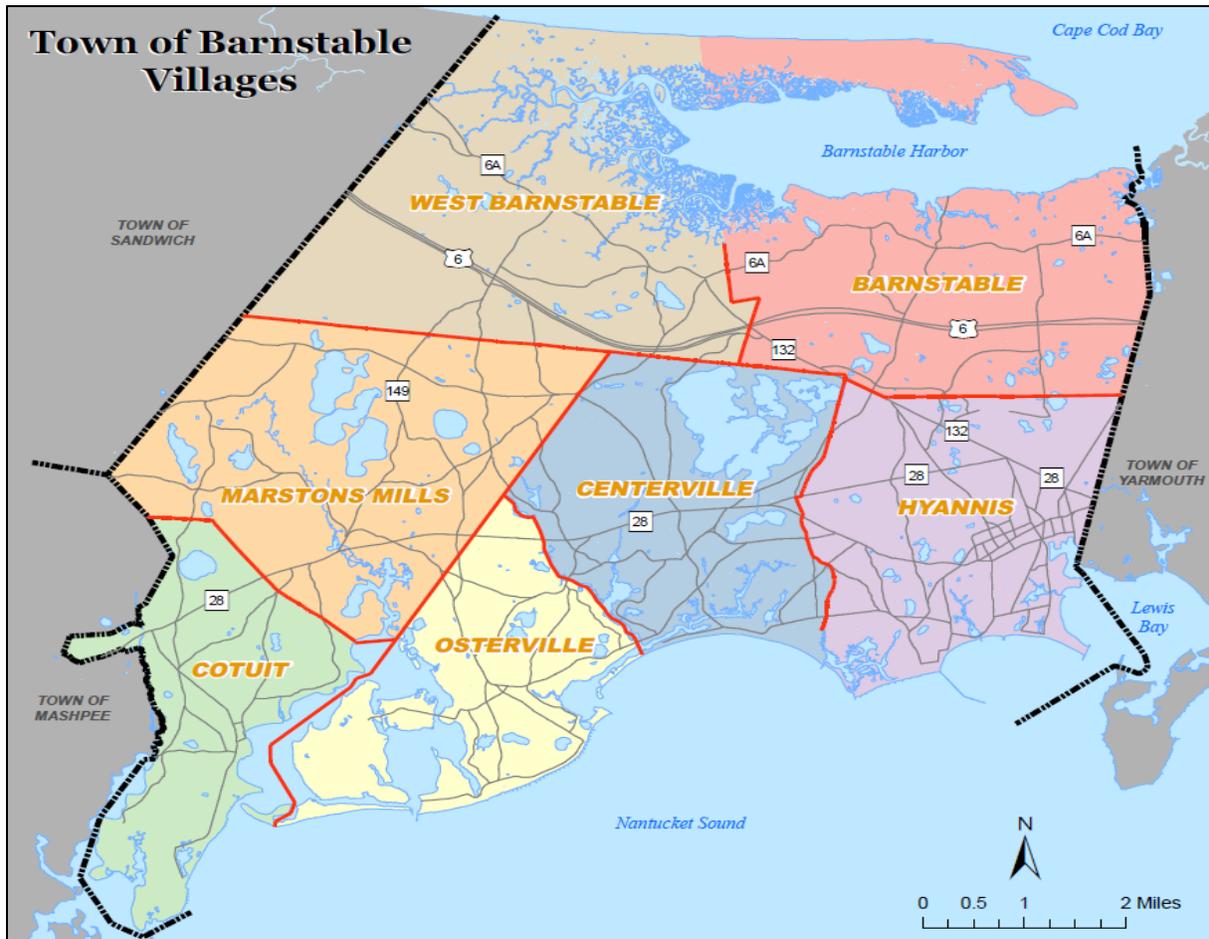
In the village of Hyannis, the Hyannis Fire District provides fire protection and EMS, while the Town delivers water service. In the village of West Barnstable, the West Barnstable Fire District provides fire protection and EMS, while private on-site wells provide water access. The aforementioned districts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



Village Green – Town Hall

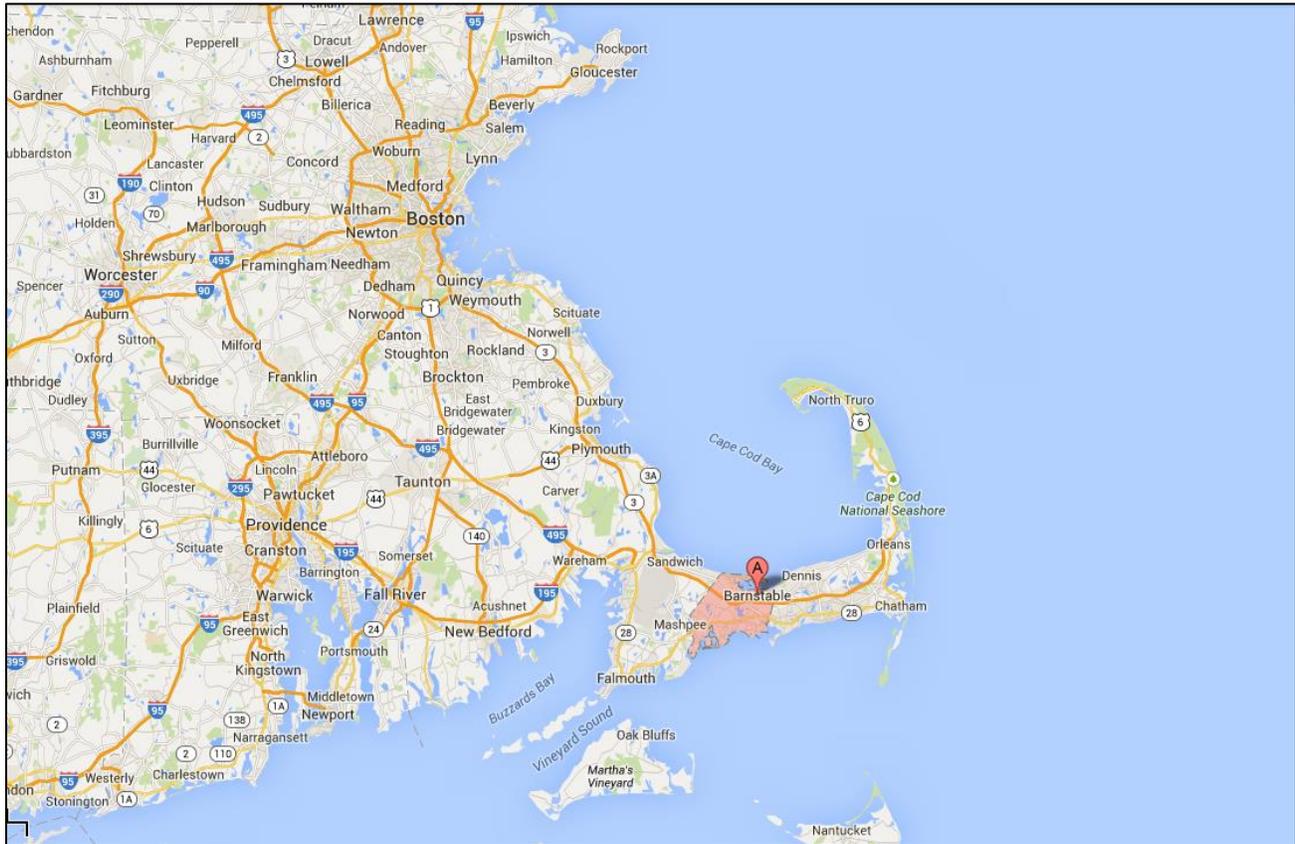
Seven independent libraries provide library services for town residents. The libraries include Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library, and Whelden Memorial Library. The Town of Barnstable has traditionally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

The Town of Barnstable’s Seven Villages



Geographic Location

Regional Reference



National Reference



About The Town of Barnstable – Information at a Glance

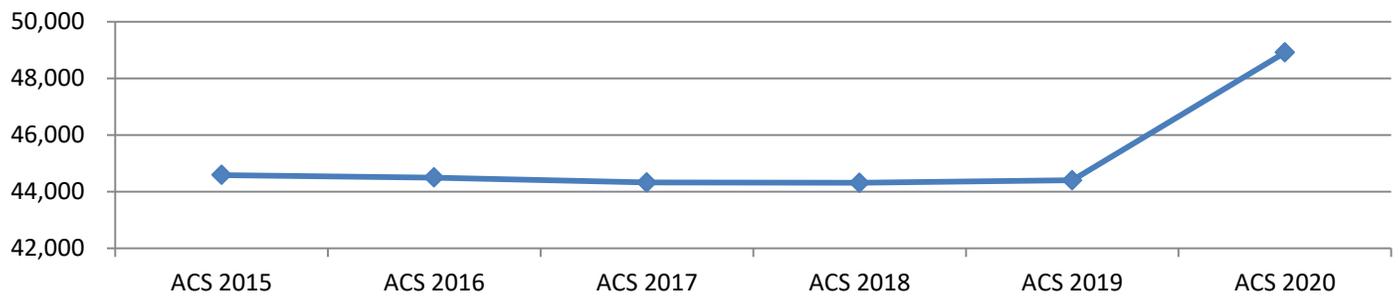
General Information

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

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

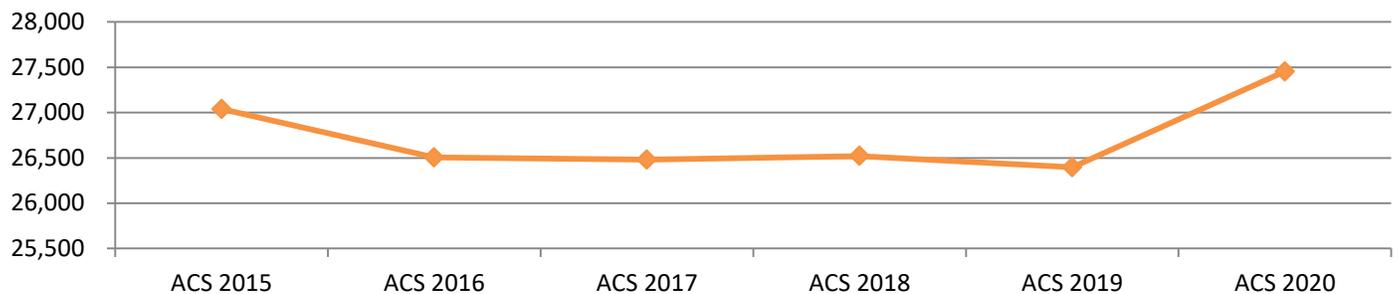
<https://www.census.gov/programs-surveys/acs>

Year Round Residents



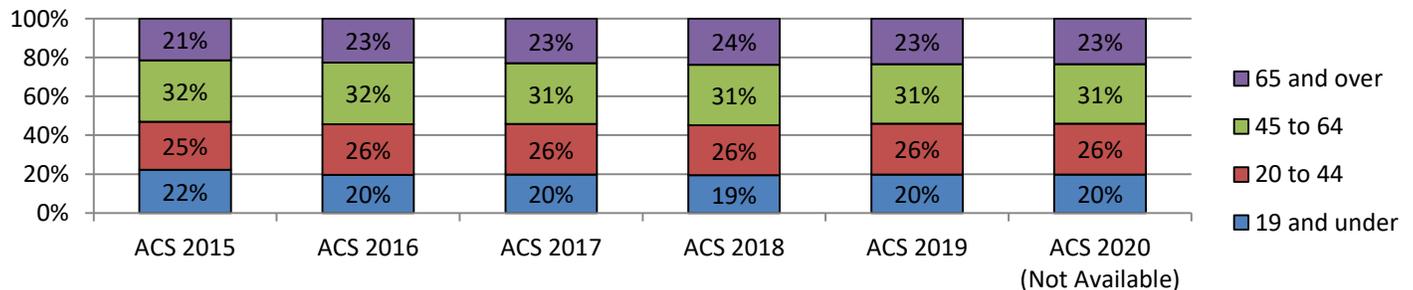
A year-round resident means those persons who are legally domiciled and who, in addition, physically reside in their fixed and permanent homes continuously, except for brief and occasional absences, for 12 months of the year.

Total Housing Units



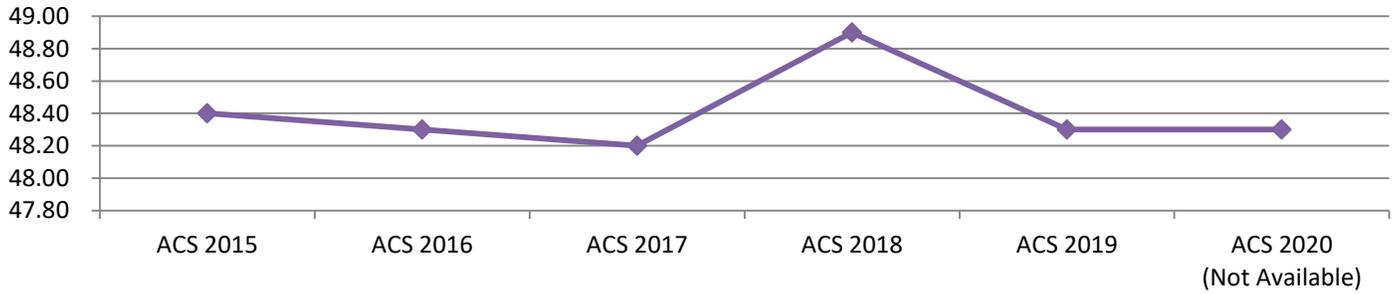
A household consists of all the people who occupy a housing unit. A house, an apartment or other group of rooms, or a single room, is regarded as a housing unit when it is occupied or intended for occupancy as separate living quarters.

Population Distribution By Age



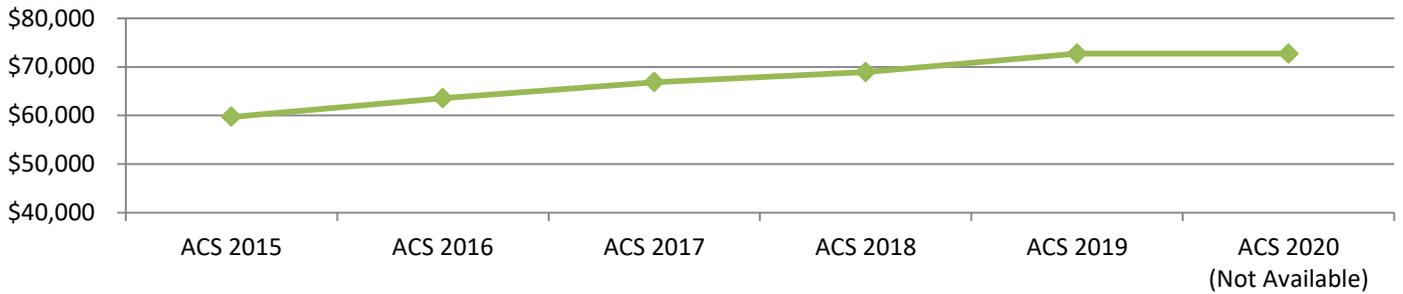
Age distribution is a quantitative description of how a certain population group is divided according to how old they are.

Median Age (In Years)



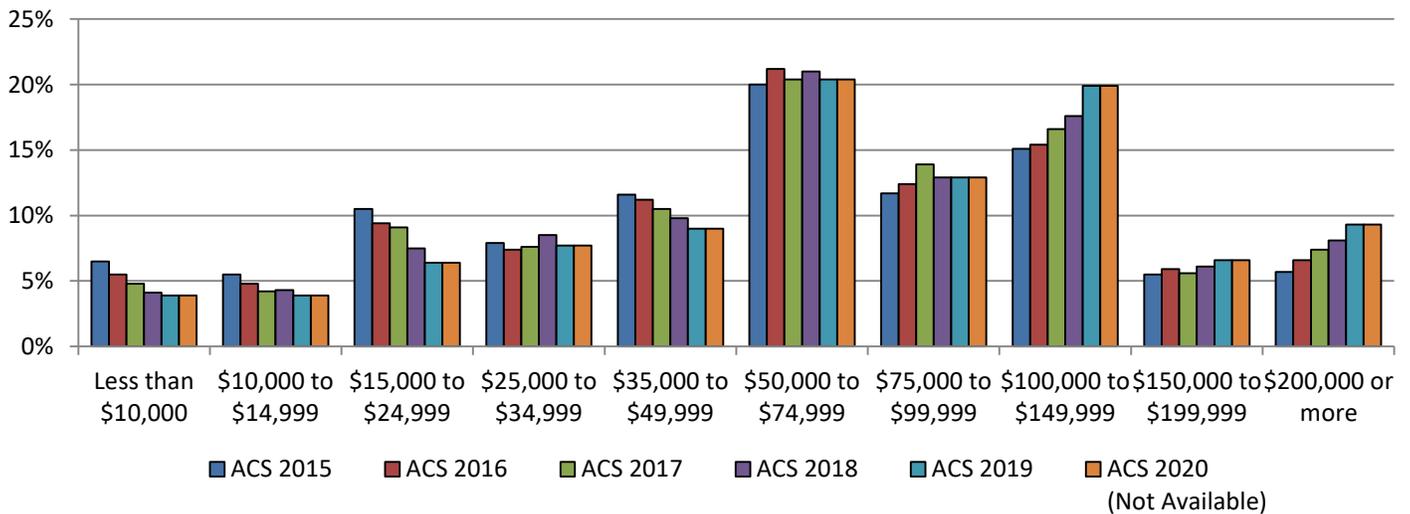
Median age is the age that divides a population into two numerically equally sized groups; that is, half the people are younger than this age and half are older. It is a single index that summarizes the age distribution of a population.

Median Household Income



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

Households Income Distribution



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

Education and Culture

Public Schools	6 Elementary Schools, 1 Middle School and 1 High School
Public School Enrollment	4,842 students estimated for the 2023-24 school year 4,838 students for 2022-23 school year 4,751 students for 2021-22 school year 4,713 students for 2020-21 school year 5,041 students for 2019-20 school year 5,124 students for 2018-19 school year 5,177 students for 2017-18 school year
Higher Education	Cape Cod Community College - 2 and 4 year degree programs; masters programs offered by major colleges through satellite locations on Cape Cod.
Libraries	Seven - one in each village
Community Centers (4)	Centerville, Hyannis, Osterville, West Barnstable

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

Public Recreation

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

Property Information

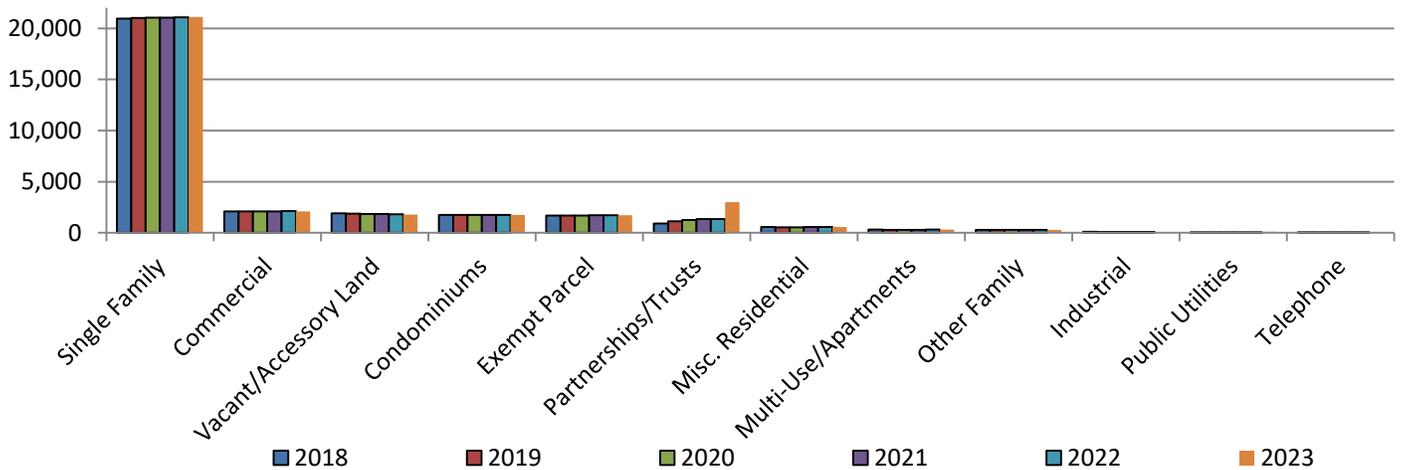
Number of Residential Parcels 25,699 (Per FY 2023 Tax Rate Recapitulation)

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

Total Assessed Value of Real & Personal Property \$ 21,870,831,176 (FY 2023 Tax Rate Recapitulation)

Assessed Value Per Capita \$ 447,110 (48,916 ASC 2020 Population)

Massachusetts Data Bank Parcel Count



https://dls.gateway.dor.state.ma.us/reports/rdPage.aspx?rdReport=PropertyTaxInformation.LA4.Parcel_counts_vals

Top 10 Taxpayers in FY 2022 Tax Classification

Owner's Name	Property Type	Total Assessment	% of Assessed Valuation
Eversource	Utility	\$ 174,657,730	0.80
Mayflower Cape Cod LLC	Shopping Center	157,692,800	0.72
National Grid	Utility	70,530,870	0.32
Festival of Hyannis LLC	Shopping Center	48,490,400	0.22
Capetown Plaza LLC S	Shopping Center	45,193,000	0.21
GS Barnstable Landowner LLC	Apartments	44,182,300	0.20
OCW Retail Hyannis	Shopping Center	41,751,600	0.19
Oyster Harbors Club, Inc.	Golf Club	35,028,200	0.16
Wianno Club	Golf Club	29,979,700	0.14
Indian Point Family Partnership	Residential	29,124,600	0.13
Top Ten Total Assessed Valuation		\$ 676,631,200	3.09%
Town of Barnstable Total Assessed Valuation		\$ 21,870,831,176	

Building Permits

The following table sets forth the trend in the number of building permits issued and the estimated dollar values for residential and non-residential construction.

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

Employment

https://www.bls.gov/regions/new-england/news-release/occupationalemploymentandwages_barnstable.htm

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

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

Unemployment

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

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

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

Top Ten Barnstable Employers

Name	Product/Function	Estimated 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
Stop & Shop – Hyannis	Grocers – Retail	185
Stop & Shop – Marstons Mills	Grocers – Retail	161
Cape Cod Times (Dow Jones Local Media Group)	Newspaper	135

Municipal Airport

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

Special Characteristics

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

Town Road Inventory

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

Other Information

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

Property Tax Information

History of Tax Rates For Town and Fire Districts

	FY2017		FY2018		FY2019		FY2020		FY2021		FY2022		FY2023	
Town Tax Rate	\$8.64	78%	\$8.71	73%	\$8.61	70%	\$8.51	71%	\$8.26	71%	\$7.85	61%	\$7.07	63%
Hyannis FD	\$2.42	22%	\$3.18	27%	\$3.62	30%	\$3.44	29%	\$3.36	29%	\$4.95	39%	\$4.08	37%
Total	\$11.06	100%	\$11.89	100%	\$12.23	100%	\$11.95	100%	\$11.62	100%	\$12.80	100%	\$11.15	100%
Town Tax Rate	\$8.64	74%	\$8.71	75%	\$8.61	76%	\$8.51	75%	\$8.26	76%	\$7.85	76%	\$7.07	79%
Barnstable FD	\$2.96	26%	\$2.97	25%	\$2.72	24%	\$2.89	25%	\$2.61	24%	\$2.52	24%	\$1.91	21%
Total	\$11.60	100%	\$11.68	100%	\$11.33	100%	\$11.40	100%	\$10.87	100%	\$10.37	100%	\$8.98	100%
Town Tax Rate	\$8.64	79%	\$8.71	79%	\$8.61	78%	\$8.51	78%	\$8.26	81%	\$7.85	82%	\$7.07	84%
Cotuit FD	\$2.26	21%	\$2.27	21%	\$2.38	22%	\$2.34	22%	\$1.94	19%	\$1.70	18%	\$1.30	16%
Total	\$10.90	100%	\$10.98	100%	\$10.99	100%	\$10.85	100%	\$10.20	100%	\$9.55	100%	\$8.37	100%
Town Tax Rate	\$8.64	76%	\$8.71	76%	\$8.61	76%	\$8.51	76%	\$8.26	76%	\$7.85	76%	\$7.07	78%
W. Barn. FD	\$2.70	24%	\$2.78	24%	\$2.78	24%	\$2.75	24%	\$2.62	24%	\$2.47	24%	\$2.04	22%
Total	\$11.34	100%	\$11.49	100%	\$11.39	100%	\$11.26	100%	\$10.88	100%	\$10.32	100%	\$9.11	100%
Town Tax Rate	\$8.64	88%	\$8.71	84%	\$8.61	83%	\$8.51	84%	\$8.26	86%	\$7.85	89%	\$7.07	85%
COMM FD	\$1.22	12%	\$1.61	16%	\$1.78	17%	\$1.59	16%	\$1.39	14%	\$1.00	11%	\$1.27	15%
Total	\$9.86	100%	\$10.32	100%	\$10.39	100%	\$10.10	100%	\$9.65	100%	\$8.85	100%	\$8.34	100%
Town Tax Rate	\$8.64	79%	\$8.71	77%	\$8.61	76%	\$8.51	77%	\$8.26	78%	\$7.85	76%	\$7.07	77%
Average FD Rate	\$2.31	21%	\$2.56	23%	\$2.66	24%	\$2.60	23%	\$2.38	22%	\$2.53	24%	\$2.12	23%
Average Total	\$10.95	100%	\$11.27	100%	\$11.27	100%	\$11.11	100%	\$10.64	100%	\$10.38	100%	\$9.19	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 represents about 77% of the total town tax bill for FY2023 using the average for all five-fire districts. The fire district tax bills share ranges from a low of 16% for the Cotuit District to a high of 37% for the Hyannis Fire District.

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

District Tax Levy Growth

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

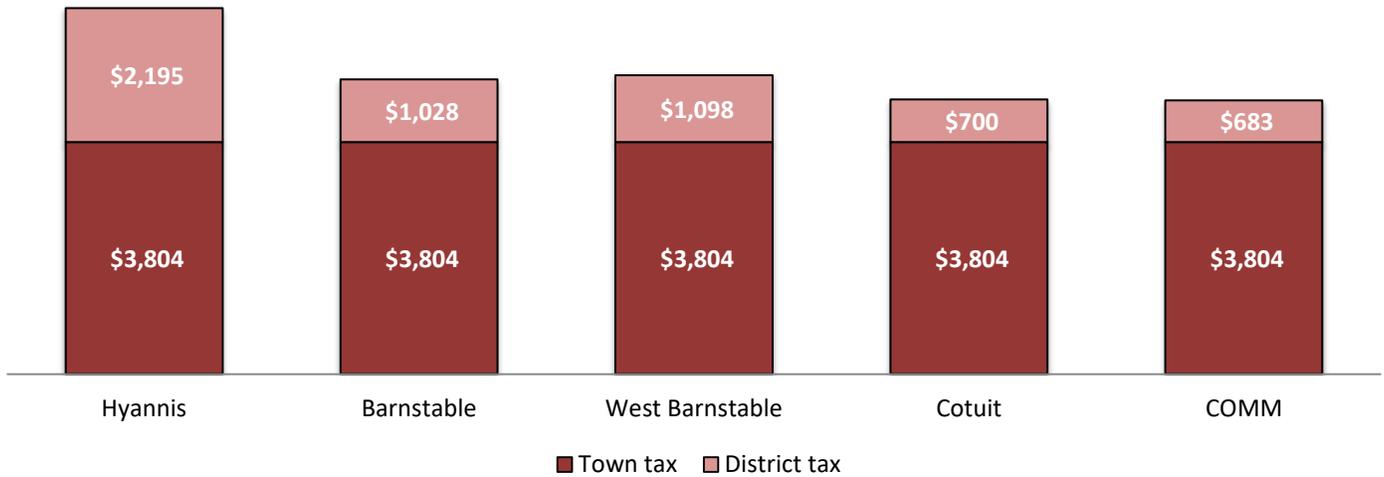
	FY 2020		FY 2021		FY 2022		FY 2023		Growth in Levy FY20 to FY23	
Town	\$ 128,392,357	78.9%	\$ 132,058,458	79.8%	\$ 136,243,968	80.6%	\$ 140,669,929	78.5%	\$ 12,277,572	10.0%
Hyannis FD	12,348,828	7.6%	13,152,520	7.9%	14,792,584	8.8%	15,052,950	8.4%	2,704,122	21.8%
Barnstable FD	4,073,196	2.5%	3,988,692	2.4%	4,151,923	2.5%	4,004,157	2.2%	(69,039)	-1.9%
Cotuit FD	3,589,408	2.2%	3,141,567	1.9%	3,023,113	1.8%	2,948,022	1.6%	(641,386)	-18.5%
W. Barnstable FD	1,753,450	1.1%	1,785,851	1.1%	1,833,492	1.1%	1,901,060	1.1%	147,610	8.7%
COMM FD	12,586,857	7.7%	11,426,329	6.9%	9,004,691	5.3%	14,527,242	8.1%	1,940,385	14.6%
Total FD	34,351,739	21.1%	33,494,959	20.2%	32,805,804	19.4%	38,433,431	21.5%	4,081,692	11.9%
Grand total	\$ 162,744,096	100.0%	\$ 165,553,417	100.0%	\$ 169,049,772	100.0%	\$ 179,103,360	100.0%	\$ 16,359,264	10.4%

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

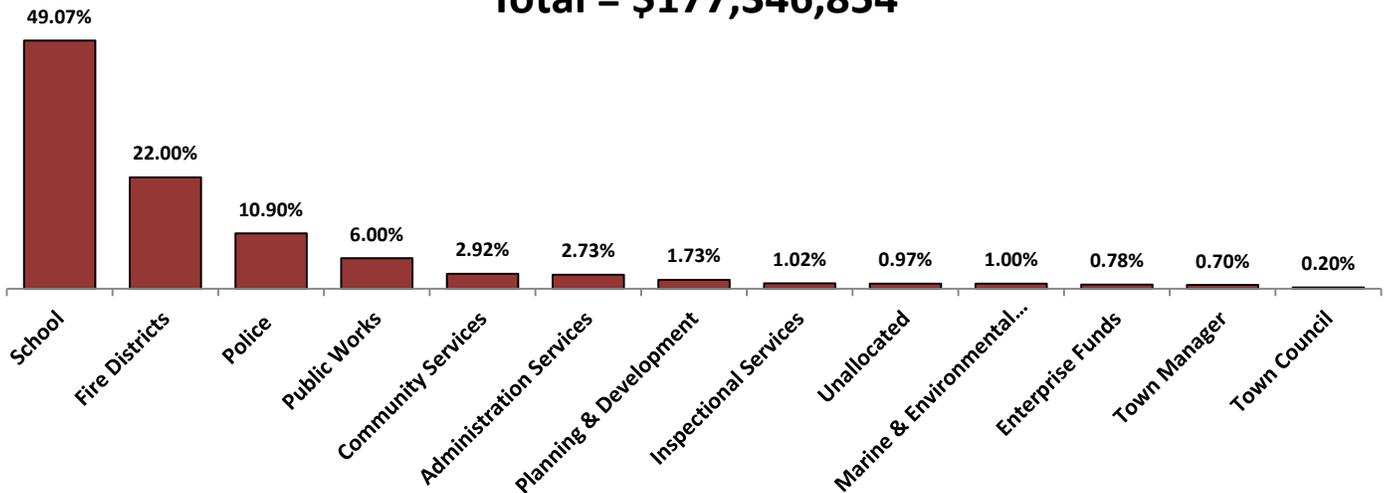
The Town's tax levy has increased \$12.27 million over the four-year period of FY2020 to FY2023 or 10.0%. The fire districts' tax levies have collectively increased \$4.08 million over the same period or 11.9%. Combined, the tax levies have grown \$16.35 million or 10.4% over this four-year period.

The following chart illustrates the FY2023 combined residential Town and fire district tax bill on a property value of \$538,100 (the Town's median residential assessed value) for each district with no residential exemption included. Residents living in the Hyannis Fire District have the largest tax bill and residents in the COMM Fire District have the smallest.

Median FY2023 Residential Tax Bill By District



FY2023 Estimated Town wide Property Tax Allocation Total = \$177,346,854



The local public school system represents 49% of the combined tax levies of the town and five fire districts. The fire districts are 22% (combined), Police Department third largest category at 11%, and Public Works at 6%. These combined areas account for 88% of all property taxes expended town wide.

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 Cape Cod Gateway Airport.

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

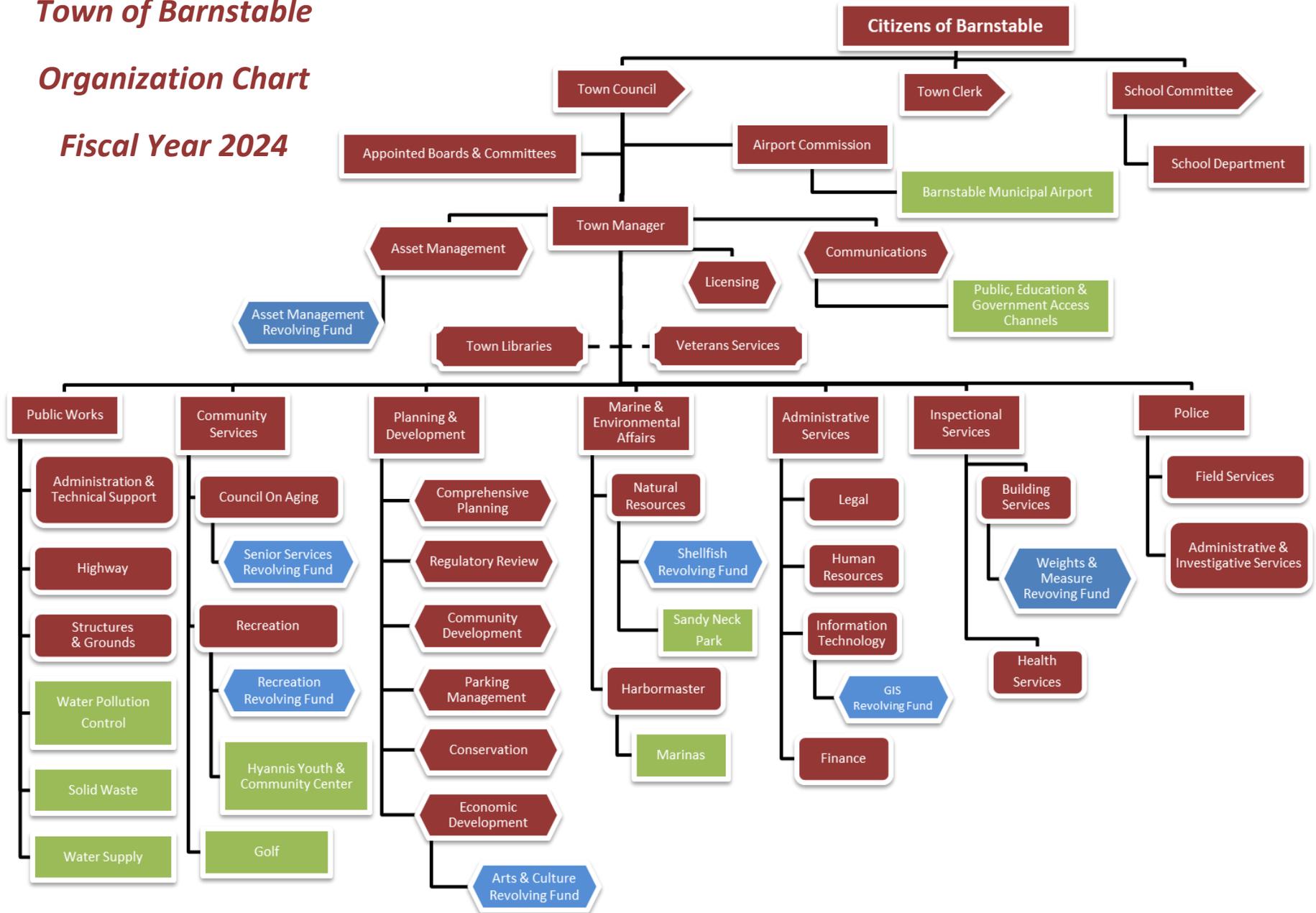
An elected School Committee consisting of five persons, and a Superintendent appointed by the School Committee governs the School Department. A seven member Airport Commission appointed by the Town Council governs Barnstable's Cape Cod Gateway Airport. An Airport Manager, appointed by the Airport Commission,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

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

Town of Barnstable

Organization Chart

Fiscal Year 2024



TOWN COUNCIL



Precinct: 1
Gordon Starr
Term: 2023
Phone: 774-368-0923
starrbarnstable@gmail.com



Precinct: 4
Nikolas Atsalis
Term: 2023
Phone: 508-360-8996
precinct4nja@gmail.com



Precinct: 7
Jessica Rapp Grassetti,
Term: 2023
Phone: 508-360-2504
Precinct7@comcast.net



Precinct: 10
Matthew P. Levesque
President
Term: 2023
Phone: 508-771-8499
matthewlevesque02648@gmail.com



Precinct: 13
Jennifer L. Cullum
Vice President
Term: 2023
Phone: 617-276-4977
JenLCullum@yahoo.com



Precinct: 2
Eric R. Steinhilber
Term: 2023
Phone: 508-862-4738
ERSteinhilber@gmail.com



Precinct: 5
Paul Cusack
Term: 2023
Phone: 508-862-4738
pjcusack1918@gmail.com



Precinct: 8
Jeffrey Mendes
Term: 2023
Phone: 508-862-4138
Jeffreymendes8@gmail.com



Precinct: 11
Kristine Clark
Term: 2023
Phone: 508-428-8754
Precinct11clark@gmail.com



Precinct: 3
Betty Ludtke
Term: 2023
Phone: 774-810-2360
Precinct3ludtke@gmail.com



Precinct: 6
Paul C. Neary
Term: 2023
Phone: 508-775-1303
NearyPrecinct6@gmail.com



Precinct: 9
Tracy Shaughnessy
Term: 2023
Phone: 508-375-9004
tracyshaughnessy@yahoo.com



Precinct: 12
Paula K. Schnepf
Term: 2023
Phone: 508-733-3475
paulabarnstable@gmail.com

OTHER ELECTED & APPOINTED OFFICIALS

BARNSTABLE SCHOOL COMMITTEE

Mike Judge	Chair
Kathy Bent	Vice Chair
Peter Goode	Member
Andrew King	Member
Joe Nystrom	Member

AIRPORT COMMISSION

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

TOWN CLERK

Ann M. Quirk	Certified Municipal Clerk (CMC)
--------------	---------------------------------

TOWN ADMINISTRATION

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

SCHOOL ADMINISTRATION

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

Department Contact Information

General Information 508-862-4956

Airport 508-775-2020

Airport – Maintenance 508-778-7772

Assessing 508-862-4022

Building – Main Line 508-862-4038

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

Building – Wire Inspector 508-862-4089

Building – Chief Zoning Enforcement Officer 508-
862-4027

Communications 508-862-4015

Community Preservation 508-862-4743

Community Services 508-862-4768

Conservation 508-862-4093

Council on Aging Division 508-862-4750

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

DPW – Highway Division 508-790-6330

DPW – Solid Waste Division 508-420-2258

DPW – Structures & Grounds Division 508-790-6320

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

DPW – Water Pollution Control Division 508-790-
6335

DPW – Water Supply Division 508-778-9617

Disability Commission 508-862-4694

Finance Department 508-862-4654

Golf – Hyannis Golf Course 508-362-2606

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

Health Division 508-862-4644

Human Resources 508-862-4694

Hyannis Youth & Community Center 508-790-6345

Information Technology Division 508-862-4624

Legal Division 508-862-4620

Licensing 508-862-4674

Marine & Environmental Affairs Department 508-790-
6275

Planning & Development – Parking 508-862-4673

Planning & Development 508-862-4678

Police Department 508-775-0387

Procurement Division 508-862-4741

Recreation Division 508-790-6345

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

School Maintenance – 508-790-6490

Tax Collector 508-862-4054

Town Clerk 508-862-4044

Town Council 508-862-4738

Town Manager's Office 508-862-4610

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

Treasury 508-862-4653

Veteran's Services 508-778-8740

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

Weights & Measures 508.862.4671

TOWN COUNCIL STRATEGIC PLAN

MISSION STATEMENT

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

Guiding Principles

We believe...

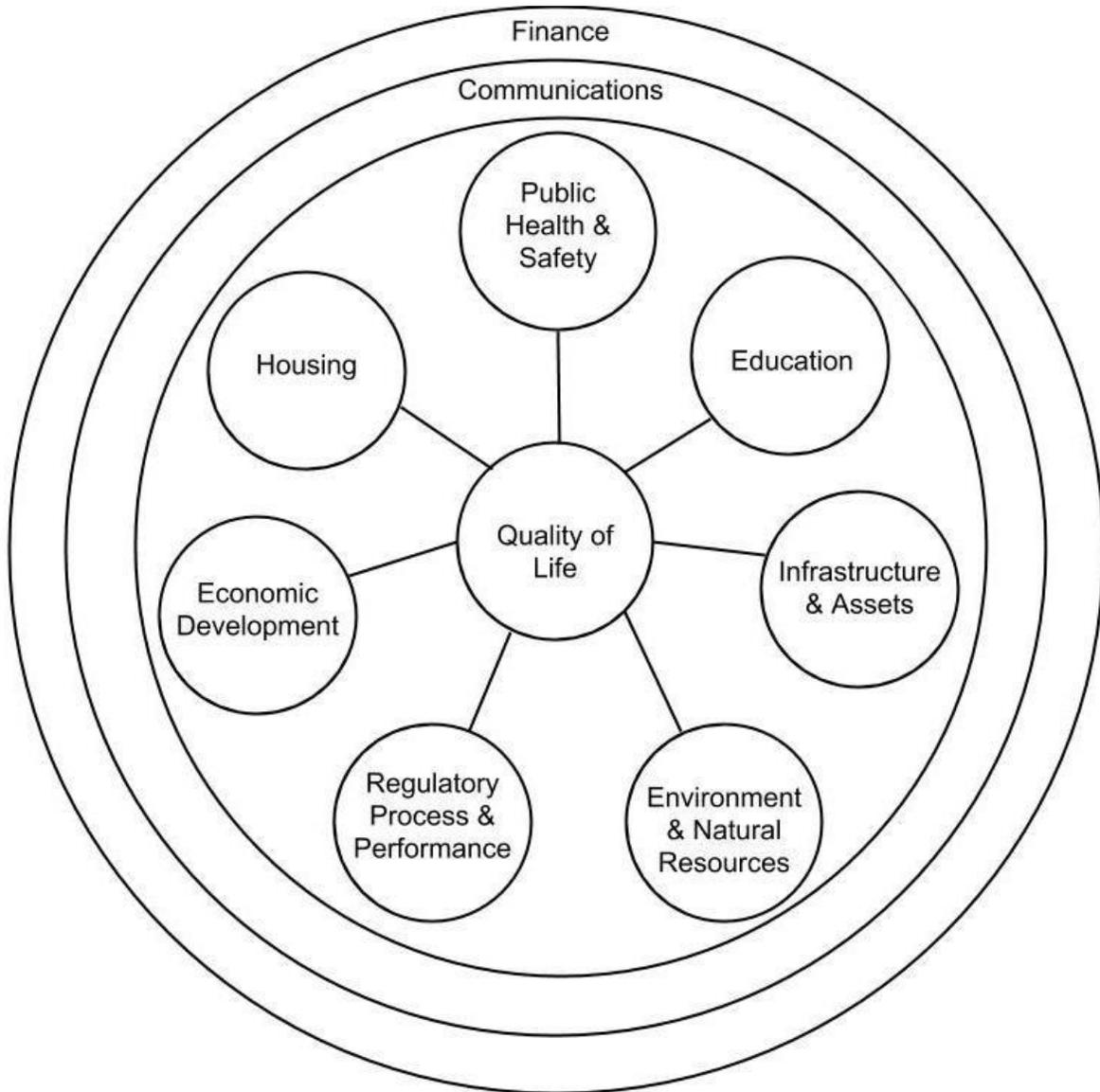
We believe in our oath of office:

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

We also believe in:

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

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



Shaped like a wheel, the strategic plan diagram shows Quality of Life at the hub, surrounded by seven priority areas: Economic Development, Regulatory Process and Performance, Housing, Public Health and Safety, Environment and Natural Resources, Infrastructure, and Education. These areas function like lug nuts, securing a high quality of life for Barnstable residents regardless of circumstances beyond their control (or “bumps in the road”). Finance and Communication support and protect the wheel like tires – if they deflate, 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, continue to perform operational auditing to ensure that financial priorities are reflected, advance greater energy efficiency, and stimulate new growth.
- Support and promote more transparency in the Open Budget. Support and promote contactless financial transactions and the transition to digital information.

Sept. 2020 Town Council Guidance on Finance

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

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

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

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

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

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

Communications

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

Strategies:

- Provide regular opportunities for Town Council members to receive briefings or updates on Town initiatives and other important topics from the Town Manager and department heads.
- Use the council liaison system to improve communication between Town committees and commissions.
- Utilize existing communication boards and partner media outlets to make public service announcements. Work with community groups to disseminate information to their members. Develop tactics to effectively solicit public input and promote active engagement.
- Communicate Town information to non-English speaking community members.
- Utilize the Town website, Facebook page & Twitter feed, 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.

Sept. 2020 Town Council Guidance on Economic Development

Desired Outcome: The professional credibility of the Town's government should be well regarded by its residents and stakeholders. The Town's citizenry should be active, involved, and feel heard; Town decisions should be made with community buy-in.

New Town Government Positions: The Town should explore creating a volunteer coordinator position as well as a grants coordinator position.

Role of Town Council: The Town should consider developing guidance for what it means to serve in the role as Town Councilor. The Council itself should have clarity on its role versus the role of Town management, especially as it pertains to community engagement and communications.

Audience for Town Communications: The Town should examine any gaps in the audiences it is currently reaching, such as generational gaps, and target its communications to reach those missing constituencies. Focus groups could be a tool to design tailored messages for missing audiences, as could partnerships with civic associations, the formation of a Community Engagement Committee, and/or the formation of a task force with residents on communications. The Town should also be cognizant of economic gaps among its residents that may increase barriers to online access and virtual participation for some households.

Sept. 2020 Town Council Guidance on Communications

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

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

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:

- Continue to support Zoning and Regulatory Committee to determine any zoning changes that may require legislative action, as well as the Economic Development Task Force to address economic resiliency.
-
- Identify and encourage redevelopment of underutilized and/or blighted properties.
-
- Town Manager to work proactively to retain and/or expand existing businesses and to attract new ones using innovative approaches, such as:
 - Provide economic incentives that increase business diversity in Barnstable and promote desirable economic activity, such as clean industries and smart growth.
 - Create marketing specifically to attract desirable new businesses to Barnstable.
 - Create or deepen connections between local educational institutions and businesses.
- Support efforts to grow the arts and culture sector to contribute to the Town's overall economic development.

Sept. 2020 Town Council Guidance on Economic Development

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

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

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

Environmental and Natural Resources

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 affect 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 and regulatory changes. Proactively engage stakeholders with influence over this issue. Review the Housing Production Plan to support this goal.
- Work in partnership with developers so they can take advantage of the available resources, funding, and assets to initiate housing projects.
- Explore housing solutions, including regional collaboration and creative financing, to address homelessness, housing insecurity, and lack of available and affordable housing in Barnstable.
- Explore the possibility of using town assets to create affordable private housing opportunities.
- Pursue innovative structures and formats, and use of town-owned land, to expand quality workforce housing.

Sept. 2020 Town Council Guidance on Housing

Representative Zoning Committee: The Town should either explore forming a new committee to address zoning issues, with representatives from each of the 7 villages, or amend the membership of the existing committee.

Priority Housing Types: The Town should prioritize quality, affordable workforce housing as well as single-room apartments. There may be incentives to consider through the property tax system to increase affordable housing. The Town should consider promoting home ownership through the prioritization of smaller housing over larger developments, but 2-acre zoning may be a regulatory barrier.

Creativity to Navigate Barriers: Where the cost of land and labor can act as a barrier, the Town can eliminate the cost of land barrier by providing its assets, as demonstrated in Seattle with long-term leases with below market rate restrictions. There are opportunities for the Town to be creative with its assets (e.g., tiny homes with a community garden), and developer partners should be sought with creative solutions in mind. Moreover, the Town can explore reducing the cost of construction through streamlining regulations.

Alternative Wastewater Solutions: There may be Town support for alternative wastewater processes in areas that will not be sewered in the near- or medium-term. The CWMP should address these needs and options.

Town Infrastructure & Assets

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

Strategies:

- Facilitate comprehensive infrastructure improvement planning for municipal roads, buildings, facilities, sewers, transportation systems, communication systems, information infrastructure, water and wastewater systems, historical properties, and other capital assets, with an eye toward permit- ready and shovel-ready projects.
- Support the exploration of traditional and non-traditional methods for comprehensive water management and monitoring of implementation efforts.
- Continue to inventory and evaluate the status of Town assets and dispose of or acquire assets as appropriate.
- Evaluate options for effective and economic development of renewable energy resources, energy conservation programs, and solid waste and recycling programs.
- Support efforts to build resiliency of the Town's natural and built resou

Sept. 2020 Town Council Guidance on Town Infrastructure & Assets

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

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

Education

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.

FISCAL YEAR 2024 BUDGET MESSAGE

Municipal Fiscal Management



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

I am pleased to present the proposed Operating and Capital Budgets for the Town of Barnstable for Fiscal Year 2024. The Fiscal Year 2024 Operating Budget and Capital Improvement Program focus on essential services and projects in an effort to responsibly provide efficient and effective services for our residents. These budgets align the Town Council's Strategic Plan goals with the programs and services proposed for the next fiscal year. The Town Council's Strategic Plan emphasizes the importance of maintaining and improving our community's quality of life, by focusing in the key areas of public health and safety, education, infrastructure and assets, environment and natural resources, regulatory process and performance, economic development and housing. Maintaining strong financial management and communications programs to support these areas are critical. These principles are at the core of every budget decision we make.

Due to our proactive financial management and a proposed increase in State funding under the Chapter 70 program, we find ourselves in a position not only to maintain our current service levels, but to strategically enhance them in several priority areas consistent with the Town Council's Strategic Plan and School Committee's Vision. Our total reoccurring General Fund resources are increasing an unprecedented \$13 million. This includes the largest increase in Chapter 70 Aid for education the Town has ever realized totaling \$6 million. The allowable property tax growth under Proposition 2½, excise tax and other local receipt growth make up the other \$7 million in revenue growth.

A Strong Financial Foundation

Financial accountability remains at the core of our budgeting strategy. This budget provides a financial plan for meeting the operational needs of the Town without relying on the use of reserves to fund on-going costs. In addition, the Town's reserve levels have never been stronger and their strategic use is targeted towards one-time expenses and fee mitigation for Enterprise Fund operations. This budget also adheres to the Town Council's budget policy to limit the increase in property taxes to the limitation under Proposition 2½ with no property tax overrides. The Town's current operating reserve balances grew by \$6.7 million at the beginning of Fiscal Year 2023 (July 1, 2022); totaling over \$57 million, and are comprised of the following:

Certified Free Cash	July 1, 2021	July 1, 2022
General Fund	\$ 24,427,135	\$ 26,769,227
Airport Enterprise Fund	6,240,318	8,878,844
Golf Enterprise Fund	1,901,994	2,326,507
HYCC Enterprise Fund	663,490	555,568
Marinas Enterprise Fund	1,134,781	1,310,183
PEG Enterprise Fund	2,883,500	3,135,874
Sandy Neck Enterprise Fund	929,558	1,126,363
Solid Waste Enterprise Fund	1,481,144	1,737,618
Water Pollution Control Enterprise Fund	9,870,222	9,572,060
Water Supply Enterprise Fund	1,292,886	2,162,363
Total Operating Reserves	\$ 50,824,978	\$ 57,574,382

In addition, the Town has created other stabilization reserves to address the Capital Program, unfunded pension and other post-employment benefit liabilities and the Comprehensive Wastewater Management Program. These reserves include the following:

Other Reserves	July 1, 2021	July 1, 2022
Capital Trust Fund	\$ 16,768,288	\$ 14,176,862
Pension Trust Fund	1,794,192	1,623,812
Other Post-Employment Benefits Trust Fund	7,564,920	7,805,499
Sewer Construction and Private Way Maintenance and Improvement Fund	19,596,419	18,347,064
Comprehensive Water and Wastewater Management Fund	1,554,108	2,981,732
Water Stabilization Fund	\$ 0	640,486
Total Other Reserves	\$ 47,277,927	\$ 45,575,455

The new Water Stabilization Fund is funded from payments under a Host Community Agreement (HCA) with Vineyard Wind (VW). The agreement calls for \$16 million in host community payments over the life of the 25-year agreement for the rights to bring VW's transmission lines on-shore in Barnstable from their off-shore wind farm. The first payment of \$640,000 was received in June 2022 and another \$1,494,124 is due in June 2023. Annual payments under the HCA will equal the difference between \$1.534 million and the annual property tax bill for VW. A similar agreement has been negotiated with Park City Wind for the Phase II development of the off-shore wind farm. The host community payments under this agreement have not yet been dedicated for a particular purpose.

Maintaining strong reserve levels and using conservative revenue estimates have proven to be effective strategies for the Town in preserving its financial integrity. Conservative revenue estimates have allowed the Town not only to restore reserves used to pay one-time expenses, but also expand our Capital Improvement Program. It also places the Town in a more advantageous position to react to economic downturns. We have minimized the use of reserves to pay for reoccurring operating expenses in recent years creating more stability in the delivery of services even during the public health emergency from 2020 to the present date.

The Town of Barnstable is committed to maintaining its well-established financial integrity. Our AAA bond rating along with the GFOA's budget and financial reporting awards are indicative of this commitment. We have received our twenty-second (22) consecutive Distinguished Budget Presentation Award for the FY 2023 budget document and the Certificate of Achievement for Excellence in Financial Reporting for twenty-one (21) years in a row. This demonstrates a high level of commitment to quality reporting and providing comprehensive financial information on behalf of the efforts of our finance team. Strong financial management practices are imbedded in the Town's Charter and Administrative Code including, but not limited to, a reserve policy, annual five-year financial forecast, and five-year capital improvement planning as well as close monitoring of monthly budget reports. The additions of our Open Budget website, www.budget.townofbarnstable.us, and Investor Relations website, www.barnstableinvestorrelations.com allow interested parties to familiarize themselves with our financial operations.

Each year, I depend on our department heads, their staff, citizens, and the members of the Comprehensive Financial Advisory Committee (CFAC) for their expertise in evaluating our processes used for developing a capital and operating budget as well as proposed projects and services. CFAC's reviews help produce a better product and we thank them for the many hours spent on reviewing and commenting on the Capital Improvement Plan and Operating Budget. For the past seven years, CFAC has produced a Financial Overview Report, which gives the reader concise information as to how the Town operates by condensing the 500 plus page budget book down to several concise pages of information. This is a very useful guide and I appreciate the work of CFAC. The committee intends to produce an updated version for FY 2024 upon passage of the budget.

Fiscal Year 2024 Proposed Capital Program

Several factors were taken into consideration when determining which projects to recommend for funding in Fiscal Year 2024. In addition to the scoring by the senior staff, funding considerations are directed towards projects that had received previous funding, and therefore, are ready for the next stage of development; projects that would contribute to the economic development of the Town; projects that would preserve important infrastructure components of the Town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be

covered by user fees; and projects that have an important public safety component associated with them.

A total of 53 projects are recommended costing \$67.6 million. The General Fund consists of 24 projects totaling \$12.3 million, the Enterprise Funds total \$21.7 million and consist of 24 projects, and the Comprehensive Wastewater Management Plan's (CWMP) 5 projects total \$33.6 million. Funding for the Enterprise Funds' program consists of using \$1.4 million of Enterprise Fund reserves, \$370,106 in balances remaining from completed projects and \$19.9 million in new borrowing authorizations. Any grant funds received will reduce the amount of any bonds authorized or reserves needed to finance the Airport Enterprise Fund's capital program. It is anticipated that the Federal Aviation Administration Airport Improvement Program and the Massachusetts Department of Transportation, Aeronautics Division will fund up to 95% of the proposed projects' costs. The bonds issued for the Enterprise Fund projects are expected to be paid back with Enterprise Fund revenues with the exception of the HYCC Mechanical Improvements.

Funding for the General Fund portion of the program consists of \$3.8 million in General Fund reserves, \$3.8 million Capital Trust Fund (CTF) reserves, \$3.5 million in new borrowing authorizations, and the transfer of \$1.2 million in remaining funds from completed and abandoned projects.

Lastly, we are recommending \$33.6 million for new CWMP projects with funding consisting of \$1.5 million in Capital Trust Fund reserves, \$1,150,000 provided from the Sewer Construction & Private Way Improvement Special Revenue Fund, and \$30.9 million in new borrowing authorizations.

Fiscal Year 2024 Proposed Operating Budgets

The proposed Fiscal Year 2024 operating budgets continue to provide the highest quality services possible within our budget constraints and deliver additional commitments in the areas of public education, public health and safety, infrastructure and assets, and environment and natural resources. This is possible as General Fund revenue is projected to grow by \$13 million as detailed in the table below.

General Fund Revenue:

Revenue Category	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Property Taxes	\$ 140,650,582	\$ 145,205,501	\$ 4,554,919	3.2%
Set-aside for abatements & exemptions	(2,107,680)	(1,270,547)	837,133	39.7%
Excise Taxes	8,880,443	10,262,000	1,381,557	15.6%
State Aid	23,827,367	29,263,149	5,435,782	22.8%
Charges for Services	2,194,500	2,230,000	35,500	1.6%
Fees	998,500	904,500	(94,000)	-9.4%
Fines and Penalties	1,146,000	1,230,000	84,000	7.3%
Licenses	386,050	498,850	112,800	29.2%
Other Revenue	1,546,500	1,664,000	117,500	7.6%
Permits	1,300,200	1,659,200	359,000	27.6%
Special Assessments	236,000	236,000	-	0%
Transfers from Other Funds	4,184,669	4,339,405	154,736	3.7%
Total Revenue Before Reserves	183,243,131	196,222,058	12,978,927	7.1%
General Fund Reserves	1,050,000	250,000	(800,000)	-76.2%
Total Estimated General Fund Revenue	\$ 184,293,131	\$ 196,472,058	\$ 12,178,927	6.6%

A majority of the \$13 million in revenue growth is derived from property taxes and state aid (\$10.8 million). The budget includes increasing the Town's base tax levy by 2.5% in accordance with Proposition 2½ and an estimated \$750,000 in new property tax growth from new development. In addition, the amount set aside for abatements and exemptions is being reduced by \$837,133 and redirected towards operations. Using the Governor's budget proposal, State aid is expected to increase \$5.4 million. Chapter 70 Aid for education is increasing \$6 million and collectively all other state aid categories are decreasing \$600,000. The significant increase in Chapter 70 Aid is due to the implantation of the Student

Opportunity Act (SOA). Fiscal Year 2024 is the third year of a 6 year plan to increase education spending under the SOA. Barnstable’s aid is increasing as a result of a growth in the number of overall students, and more significantly, increasing enrollments for English Language Learners and Economically Disadvantaged student populations. The SOA requires additional spending on education for these subgroups of student population.

Other local receipts are collectively increasing \$2 million as a history of strong revenue growth; especially in motor vehicle excise taxes, have proven to be reoccurring. Transfers from other funds include an increase in Enterprise Fund chargebacks for General Fund support and an increase in the transfer from the Waterways Improvement Special Revenue Fund to offset some additional spending requests included in the proposed Marine and Environmental Affairs Department’s operating budget.

A reduction in the amount of General Fund reserves used to balance the operating budget by \$800,000 results in the net revenue increase of \$12.2 million, or 6.6%. This represents the largest increase in revenue the Town has experienced in decades resulting in some additional targeted spending initiatives that align with the Town Council’s Strategic Plan. Using an agreed upon revenue sharing formula the net increase in General Fund revenue is shared on a 60% to 40% ratio between the School and Municipal operations after covering the cost increases in the fixed costs area of the budget.

General Fund Fixed Costs Budget:

The proposed FY 2024 budget provides for fully funding our fixed costs requirements including employee benefits, state and county assessments and assessments for regional and Commonwealth Charter Schools and other miscellaneous fixed costs. Funding for our seven village libraries is proposed to increase \$71,248 (3.5%).

This area of the budget also includes the Town’s General Fund contribution for the capital program which is comprised of debt service and a transfer to the Capital Trust Fund. This contribution is increasing \$3,051,724. The increase includes a base increase of 2.5 percent over the prior year funding plus an additional \$750,000 from the estimated new property tax growth and an additional \$2 million due to our unprecedented revenue growth. As our capital program needs continue to rise this revenue growth offers us the opportunity to make an additional investment in the capital area of our budget. This strategy is expected to be repeated for the next 4 years and will provide the funding necessary to fully implement our CWMP projects for Fiscal Years 2024 through 2026 totaling \$212 million as well as an estimated \$70 million for other General Fund capital.

Fixed Costs Category	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Transfer to Capital Trust Fund	\$ 5,270,682	\$ 7,870,803	\$ 2,600,121	49.3%
Debt Service	6,798,286	7,249,889	451,603	6.6%
Employee Benefits	27,806,282	29,787,341	1,981,059	7.1%
School Assessments	13,001,486	12,662,661	(338,825)	-2.6%
State and County Assessments	2,923,261	2,977,839	54,578	1.9%
Transfers to Enterprise Funds	1,421,458	1,436,994	15,536	1.1%
Property, Casualty & Liability Insurance	2,500,000	2,600,000	100,000	4.0%
Library Grants	2,035,660	2,106,908	71,248	3.5%
Other Miscellaneous Fixed costs	563,000	611,285	48,285	8.6%
Provision for Snow & Ice Removal Deficit	934,821	-	(934,821)	-100.0%
Total Appropriated Expenditures	\$ 63,254,936	\$ 67,303,720	\$ 4,048,784	6.4%

General Fund Operations Budget:

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

Department	Approved FY 2023	Proposed FY 2024	Change FY23 – 24	Percent Change
School Department	\$ 76,781,611	\$ 82,761,867	\$ 5,980,256	7.8%
Police Department	16,585,663	17,097,520	511,857	3.1%
Public Works Department	10,859,063	11,142,056	282,993	2.6%
Administrative Services Department	6,851,981	7,530,592	678,611	9.9%
Community Services Department	2,704,497	2,590,647	(113,850)	-4.2%
Marine & Environmental Affairs Department	1,439,303	1,459,889	20,586	1.4%
Inspectional Services Department	2400,693	2,461,095	60,402	2.5%
Planning & Development Department	2,203,860	2,327,810	123,950	5.6%
Town Manager Department	1,348,164	1,535,533	187,368	13.9%
Town Council Department	285,992	261,328	(24,664)	-8.6%
Total Appropriated Expenditures	\$ 121,460,827	\$ 129,168,337	\$ 7,707,510	6.3%

Proposed School Department Budget

Public school budgeting is regulated and controlled by legislation, state regulations, and local School Committee requirements. The Town Council Strategic Plan seeks to support the provision of quality education in partnership with the School Committee and state and federal governments. The Barnstable Public School system’s FY 2024 proposed budget from General Fund resources is \$82.8 million, which represents an increase of 7.8%. The recommended operating budget reflects an investment in our schools as a result of an increase in Chapter 70 state aid to Barnstable. The Student Opportunity Act, legislation passed in 2019, establishes new foundation budget rates in benefits and fixed charges, guidance and psychological services, special education, English learners, and economically disadvantaged students. The foundation budget is the minimum spending target, determined by the state, necessary to provide an adequate education for all students. Since FY 2021 (the first year of the six-year phased implementation of the SOA), Barnstable’s foundation budget has been increasing and is increasing by 11.8% in FY 2024. As a result of an increase in student enrollment and shifting demographics, particularly in English learners and economically disadvantaged students, Chapter 70 state aid has also been increasing for Barnstable and is increasing by 32% in FY 2024, or \$6 million. Major budget drivers of the budget include salaries and wages as negotiated in contracts and collective bargaining agreements. Additionally, the budget accounts for inflationary pressures for fuel, supplies, and services. The remainder of the recommended budgetary increase reflects priorities of principals and directors in order to provide services to students including:

- Curriculum materials for the Early Learning Center and English learners;
- Personnel to expand offerings such as World Language and Science, Technology, Engineering, and Math (STEM) at Barnstable Intermediate School;
- Interventionists to provide skill-based instruction to additional Barnstable United Elementary School students to close skill/achievement gaps;
- Specialized professional development for educators including in matters of Diversity, Equity, and Inclusion as well as the realization of our emerging Vision for student learning;
- Personnel to continue to improve support for our growing English learner population, including family and community liaisons to promote communication and engagement, teachers and paraprofessionals, a high school department head, and high school bilingual counselor;
- Increased funding for personnel and services in our Facilities department;
- Creating equity across our five K-3 elementary schools with additional paraprofessional support;
- Assistant principals at all K-3 elementary schools to provide direct support to students and staff;
- Additional investments to meet mandated educational requirements.

Proposed Municipal Operation Budgets

The overall Municipal Operating Budget is increasing \$1,727,253, or 3.8%, above the approved Fiscal Year 2023 budget amount. The Police Department budget increase includes funding for 4 additional sworn officers that are currently funded through the Town’s Coronavirus State and Local Fiscal Recovery Fund Grant (CLFRF). These previously approved positions were left unfunded as part of the FY 2023 operating budget due to budget constraints with funding being restored through the CLFRF grant. Funding going forward for these positions will be provided through the General Fund

to ensure their on-going inclusion in future budgets. Additional funding is also provided for officer training, vehicle parts and maintenance, and contracted IT services. The budget also includes funding for the second year lease payment on a three-year lease to replace all department hardware including personal computers, networking equipment, servers, and Wi-Fi upgrades throughout the police facility. The funding for replacing patrol vehicles has also been increased. The additional funding will provide our police force with the necessary tools and personnel to perform their responsibilities and keeping our workforce and community safe.

The Public Works Department budget includes additional funding to expand our water quality testing in our lakes and ponds, funding for replacing traffic signal preemption equipment, expansion of our portable bathroom program for beach areas in the shoulder season as well as funding for utility and fuel increases. Funding for the replacement of vehicles and equipment is maintained at \$650,000 and \$150,000 for mechanical and building improvements. These investments will allow us to maintain our level of services, make our community safer and provide our residents and visitors facilities as they enjoy our beach areas during the offseason.

The Administrative Services Department proposed budget includes 2 new positions; an additional Attorney for the Legal Operation and a Microcomputer Specialist for the Information Technology Operations. The amount of real estate-related work is growing and our Legal Operation is unable to keep up. The Town has engaged outside counsel to assist the Department of Public Works (DPW) with Comprehensive Wastewater Management Plan related matters, but there is still other real estate work that DPW needs from Legal. The Legal Operations is also still involved to some degree in many of the matters which outside counsel is handling for DPW. There is other real estate work that the Town anticipates, including work related to the disposition of Town property, and they are not currently staffed to meet that need. This new position would also greatly enhance our ability to respond to requests for assistance in a more timely fashion. The cost of this position is partially offset by the elimination of a part-time Legal Assistant which will not be needed if the Attorney position is funded and a decrease in the funding provided for outside counsel. The Microcomputer Specialist position was created and funded with the CLFRF Grant and is being transitioned to the General Fund budget as the need for it to support for our hybrid workforce continues. Additional funding is also provided for the increased costs in support and licensing fees for a myriad of software applications utilized across all departments as well as outsourced managed IT services that were previously funded through the CLFRF Grant. These services help protect our technology infrastructure and played a pivotal role in thwarting an attack on one of our internal servers recently. Finally, additional funding is provided to cover the incremental cost increase in IT security enhancements that were implemented in Fiscal Year 2023.

The Community Services Department General Fund budget is decreasing due to a turnover in staffing and several vacancies that exist which we do not anticipate having all filled by July 1, 2023. We have also transitioned from the Recreation Revolving Fund to the General Fund, the operations for the Summer Leisure Program. In order to keep this vital program affordable for our community's participating families we have kept the program fees level in spite of rising costs to operate. This has resulted in a subsidy from the General Fund to run the program so its operating budget and corresponding revenue have been moved. The subsidy is \$54,000 and would have required a \$250 increase per participant.

In the Marine and Environmental Affairs Department General Fund budget additional funding is provided for supplies and operating expenses as our waterways have experienced growing activity levels over the past few years. This will allow our staff to have the necessary supplies and equipment needed to support these activities. An increase in water related revenue will provide the funding. We also continue with our investment of funding to replace one program vehicle per year.

The Inspectional Services Department budget includes added funding to increase the weekly hours for our part-time Septic System Coordinator position. As public sewer becomes available at thousands of properties in the future over the course of the next 30 years each property owner along public sewer lines will be ordered by the Health Division to connect their property to public sewer within six to twelve months. This part-time position will continue to assist other Health staff in tracking and updating septic system upgrade information as well as with sewer connection information and assisting Health staff with sending out reminder notices to property owners to connect properties to public sewer.

The Planning and Development Department includes the continued funding for the management of invasive aquatic plants (Fanwort and Hydrilla) in our fresh water ponds and lakes. This will allow our residents and visitors to continue enjoying swimming, fishing and boating in these areas. We are also including additional funding for the maintenance of a Solarbee in Schoolhouse Pond. This piece of equipment has proven to be effective in controlling Cyanobacteria blooms in this area. Finally, the Grant Coordinator position is being moved from the CLFRF Grant to the General Fund.

The Town Manager’s Department budget includes two new positions; a Diversity, Equity and Inclusion (DEI) Director and an Assistant Safety Officer. Our workforce is one of the most valuable assets we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of not only our culture, but our community’s reputation and achievement as well. This position will spearhead a new initiative to enhance our understanding and implementation of effective DEI policies. The Assistant Safety Officer is necessary to keep up with our increased employee safety training and monitoring activities. These positions are partially offset by the elimination of a vacant Administrative Assistant position in the Town Manager’s office and a vacant part-time Administrative Assistant position in the Town Council’s office.

Enterprise Funds Operating Budgets

Fund	Approved FY 2023	Proposed FY 2024	Change FY23 – 24	Percent Change
Airport Enterprise	\$ 13,566,549	\$ 11,974,435	(\$ 1,592,114)	-11.7%
Golf Enterprise	3,955,338	4,208,093	252,755	6.4%
HYCC Enterprise	3,724,953	3,983,770	258,817	6.9%
Marina Enterprise	861,581	804,997	(56,584)	-6.6%
PEG Enterprise	953,168	958,290	5,122	0.5%
Sandy Neck Enterprise	1,095,273	1,271,738	126,465	11.6%
Solid Waste Enterprise	4,143,426	4,143,822	396	0.0%
Water Pollution Control Enterprise	9,003,491	8,714,703	(278,788)	-3.1%
Water Supply Enterprise	8,091,162	8,559,700	468,538	5.8%
Total Enterprise Funds	\$ 45,394,941	\$ 44,594,680	(\$ 825,394)	-1.8%

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

The Airport operating budget is decreasing \$1.6 million. The FY 2023 budget included a supplemental appropriation for jet fuel purchases in the amount of \$3.8 million bringing this line item to \$7.5 million. The budget for jet fuel purchases in FY 2024 is proposed to be \$1.9 million less or \$5.6 million. Increases in other line items in the amount of \$300,000 result in an overall budget decrease of \$1.6 million. This operation is self-supporting as user chargers cover all proposed operating and capital expenses. No reserves are used to balance the proposed operating budget.

The Golf operating budget is increasing \$253,000. Activity at the operation has increased resulting in a growth in revenue and eliminating any General Fund support. Additional funding is provided for a new golf cart lease contract, credit card processing fees, utilities, seed and sod supplies and the restoration of operating capital in the amount of \$50,000. \$291,960 will be provided from the Community Preservation Fund for funding the Hyannis Golf Course acquisition debt and \$172,532 of reserves are used to balance the budget. The golf operations are projected to generate in excess of \$100,000 in FY 2023, which will replace more than one-half of the reserves used to balance the Fiscal Year 2024 budget.

The Hyannis Youth & Community Center budget is increasing \$258,817. Debt service includes a new loan issued in FY

2023 for mechanical improvements. Other increases include an additional Custodian position (partially offset by a reduction in seasonal wages) and increases in preventative maintenance contracts and operating capital. This operation receives a General Fund subsidy in the amount of \$2,757,529; \$131,196 more than the FY 2023 amount. The rest of the budget increase is provided from a growth in revenue by the enterprise fund operation. Enterprise fund reserves of \$412,620 will be used to balance the budget.

The Marina Enterprise Fund operations budget is decreasing \$56,584. The final loan payment for the acquisition of the Prince Cove Marina was made in FY 2023 contributing to this decrease. An additional \$30,250 is provided for various operating expense and dock repair and replacement. No reserves are used to balance this operating budget and \$30,000 of General Fund support is provided to offset the cost in this operation for staffing, utility and maintenance expenses associated with the Bismore Comfort Station.

The Public, Education, and Government (PEG) Access Channel Enterprise Fund budget is increasing \$5,122 as a result of increases in personnel costs. The allocation of our Communication Director's salary is increasing by .20 FTE's. This budget includes funding for the Government Channel 18 and School Chanel 22. This operation receives no General Fund support and no reserves are being utilized to balance the FY 2024 proposed operating budget.

The Sandy Neck Enterprise Fund budget is increasing \$126,465. The budget includes staff allocation changes which result in one additional full-time equivalent. Increased activity in this area requires more Natural Resource Officer presence. Other funding additions include \$32,300 for conservation permits, building improvements, sanitation services and trail maintenance. A total of \$107,000 in surplus funds will be used to balance the budget and the operation is projecting to generate this amount in Fiscal Year 2023 to replenish their reserve fund. No General Fund support is provided.

The Solid Waste Enterprise Fund Budget is level funded at \$4.143 million. Additional funding is provided for disposal costs, utilities, overtime fuel and supplies. These are offset by reductions in debt service and indirect charges from the General Fund. \$121,000 of surplus will be used to balance the Fiscal Year 2024 operating budget. This is \$251,000 less than what was used to finance the FY 2023 operating budget as a proposed rate increase of \$20 in the residential transfer station sticker fee is recommended in order to reduce the reliance on reserves to balance the operating budget. The operation receives no General Fund support but a town-wide hazardous material recycling program is offered at this location which is budgeted within the General Fund.

The Water Pollution Control Enterprise Fund budget is decreasing \$279,000. Starting in FY 2024, this includes the budget for operating the Water Pollution Control Facilities (WPCF) and the operating budget for the sewer expansion program; or Comprehensive Wastewater Management Plan (CWMP). The FY 2023 operating budget has been restated to reflect this change. Costs associated with the CWMP are offset in their entirety with a transfer from Special Revenue Funds dedicated for this program. The CWMP costs are decreasing a combined \$847,635 in FY 2024. The budget is decreasing due to reductions in employee benefits, debt service and capital outlay. A delay in the long-term bonds issued to fund the CWMP design and construction contributes to the reduction in debt service. These expenses have been temporarily financed with bond anticipation notes. The FY 2023 capital outlay budget included vehicle acquisitions that will not be repeated at the same level. Additional funding is provided for operating the WPCF including utility increases, repairs and maintenance, sludge disposal, chemicals and plant equipment. A proposed 5% increase in sewer rates will cover the cost increases for the WPCF operation. No surplus funds will be used to balance the operating budget.

The Water Supply budget is increasing \$468,538. The increase covers personnel costs and an increase in debt service for long-term bonds issued in FY 2023, as well as the contractual cost increase for the management contract with Veolia. A proposed 5% increase in water rates will cover the cost increases for this operation. \$1 million of funding from a Stabilization Fund is provided to mitigate the rate increase. No General Fund support is provided for this operation and no surplus is used to balance the budget.

In Conclusion

Through prudent planning, we anticipate to deliver an enhanced level of service to our community that does not depend on depleting the Town's reserves. In Fiscal Year 2024, we have again maintained our fiscal stability, spent within our means, and are prudently planning for what lies ahead. Our tasks remain balancing the needs in our community, setting realistic priorities, and providing a climate for a quality of life that addresses Barnstable's needs and is built on respect and opportunity for all. This budget seeks to increase the quality of life of our residents by providing the additional funding to address high priority areas within the Town Council's strategic plan.

THIS PAGE INTENTIONALLY LEFT BLANK

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 nine-month cycle that begins in late September and ends in late June. The Town Council, management, departments, and the public have opportunities to participate in the preparation of the budget at various stages in the process. Throughout the process, the Town Manager presents reports delineating particular areas of concern to the Town Council, which then provides direction. The development of the annual operating and capital budgets involve a multi-faceted approach, which includes the examination of several documents and the monitoring of federal, state, and local economic factors. The interrelationship of the documents used is depicted in the diagram below.



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

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

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

December/January/February

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

April

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 (by the 45th day 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 Fund and Enterprise Funds for which the level of expenditure may not legally exceed appropriations for each department or undertaking, classified in the following categories:

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

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

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

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

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

Definition of a Balanced Budget

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

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

	Estimated Current Year Receipts	Transfer From Reserves	Transfer From General Fund	Stabilization Trust Funds	Special Revenue Funds	Closed Projects	Borrowing Authorizations	Total Receipts	Total Appropriations
General Fund	\$ 195,249,917	\$ 250,000	\$ -	\$ 200,000	\$ 772,140	\$ -	\$ -	\$ 196,472,057	\$ 196,472,057
Capital Improvements Program	-	3,840,251	-	3,750,000	-	1,218,484	3,537,929	12,346,664	12,346,664
Enterprise Funds:									
Airport Enterprise Fund	11,974,435	226,893	-	-	-	-	4,366,551	16,567,879	16,567,879
Golf Enterprise Fund	4,035,560	899,786	-	-	-	9,335	-	4,944,681	4,944,681
HYCC Enterprise Fund	813,621	412,620	1,406,994	1,350,535	-	-	1,752,400	5,736,170	5,736,170
Marina Enterprise Fund	736,272	139,000	30,000	38,725	-	56,000	-	999,997	999,997
PEG Enterprise Fund	958,290	-	-	-	-	-	-	958,290	958,290
Sandy Neck Enterprise Fund	1,114,000	157,738	-	-	-	-	-	1,271,738	1,271,738
Solid Waste Enterprise Fund	4,022,800	197,851	-	-	-	23,171	-	4,243,822	4,243,822
Water Enterprise Fund	8,559,700	200,000	-	-	-	147,600	6,899,400	15,806,700	15,806,700
Water Pollution Enterprise Fund	8,714,703	-	-	2,650,000	-	134,000	37,816,000	49,314,703	49,314,703
Totals	\$ 236,179,298	\$ 6,324,139	\$ 1,436,994	\$ 7,989,260	\$ 772,140	\$ 1,588,590	\$ 54,372,280	\$ 308,662,701	\$ 308,662,701

The Town's FY 2024 capital and operating budgets are balanced using \$6,324,139 of reserves and \$7,989,260 in Stabilization Trust Funds. This is expected to be replenished with surplus generated when closing FY 2023. Special Revenue funds include certain receipts reserved for appropriation of which \$772,140 will be used to balance the General Fund operating budget and nearly \$1.6 million of remaining funds from completed projects will be utilized to offset the capital programs in the General Fund and Enterprise Funds. New borrowing authorizations of \$54 million will finance a portion of the capital program.

Implementation of the Approved Budget and Amendments to the Budget

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

FINANCIAL FUND STRUCTURE

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

<p>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 by law to go elsewhere. This is where all property taxes are credited and a majority of town services are provided including Education, Police, and Public Works.</p>
<p>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 the cost of the service.</p> <hr/> <p>Receipts Reserved for Appropriation - Fees requiring Town Council appropriation in order to be spent. These are used to balance the General Fund budget and include items such as Embarkation fees and Bismore parking receipts and the Sewer Construction and Private Way Maintenance and Improvement Fund.</p> <hr/> <p>Grants (non-enterprise fund)</p> <hr/> <p>Gifts</p> <hr/> <p>Other Designated Revenue</p>
<p>Capital Project Funds These funds are used to track the annual capital improvement program</p>	<p>Municipal Capital Projects</p> <hr/> <p>School Capital Projects</p> <hr/> <p>Enterprise Fund Capital Projects</p>
<p>Enterprise Funds Similar to the General Fund, these funds all require annual appropriation by the Town Council</p>	<p>Airport</p> <hr/> <p>Golf</p> <hr/> <p>Solid Waste</p> <hr/> <p>Water Pollution Control</p> <hr/> <p>Water Supply</p> <hr/> <p>Marinas</p> <hr/> <p>Sandy Neck Park</p> <hr/> <p>Hyannis Youth & Community Center</p> <hr/> <p>Public, Education, and Government Access Channel</p>
<p>Trust & Agency Funds</p>	<p>Permanent Funds</p> <hr/> <p>Fiduciary Funds</p>

DEPARTMENT AND FUND RELATIONSHIP

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

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 by the School Committee and the Town Council.

2. Submission of Budget Message

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

3. Action of the Budget

Public Hearing

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

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

Adoption of the Budget

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

4. Supplementary Budgets and Appropriations

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

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

5. Capital Improvement Plan

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

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

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

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

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

6. Long Term Financial Forecast

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

7. Annual Audit

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

8. Financial Management Standards

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

General Ordinances

Reversion of Appropriations

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

Enterprise Funds

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

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

Revolving Funds

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

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

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

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

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

Administrative Code

1. Financial Policies and Procedures

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

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

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

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

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

General Fund:

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

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

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

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

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

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

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

General obligation debt:

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

capita by effective buying income per capita.

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

Offset receipts and Enterprise Funds in general:

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

Gifts and grants:

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

Capital Trust Fund:

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

2. Insurance

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

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

3. Investments

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

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

4. Computers and Automation

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

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

5. Procurement

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

6. Trust Fund Management

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

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

Town Council Budget Policy

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

1. Revenue Policy and Order of Priority:

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

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

2. Expenditure Policy And Order of Priority:

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

3. General Policy:

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

Management Policy

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

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

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

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

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

ALL APPROPRIATED FUNDS BUDGET SUMMARY

- All Funds Requiring Annual Appropriation

Fund	Actual FY 2022	Budget FY 2023	Budget FY 2024	Change FY23 - 24	Percent Change
General Fund	\$176,411,979	\$184,715,764	\$196,472,057	\$11,756,293	6.36%
Airport Enterprise	9,143,156	12,747,973	11,072,723	(1,675,250)	-13.14%
Golf Enterprise	3,217,018	3,469,498	3,690,660	221,162	6.37%
HYCC Enterprise	2,959,910	3,312,333	3,571,150	258,817	7.81%
Marina Enterprise	695,690	785,443	713,286	(72,157)	-9.19%
PEG Enterprise	707,398	870,427	856,897	(13,530)	-1.55%
Sandy Neck Enterprise	949,230	973,203	1,069,975	96,772	9.94%
Solid Waste Enterprise	3,595,089	3,673,191	3,748,307	75,116	2.04%
Water Pollution Control Enterprise	5,405,676	8,364,948	8,108,805	(256,143)	-3.06%
Water Supply Enterprise	6,630,224	7,910,120	8,364,442	454,322	5.74%
Total All Budgeted Funds	\$209,715,370	\$226,822,900	\$237,668,302	\$10,845,402	4.78%

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

The Town of Barnstable's total proposed FY 2024 operating budget for all appropriated funds is \$237,668,302. This is an increase over the approved FY 2023 budget of \$10,845,402 or 4.8%. In addition to the General Fund, these figures include the Town's nine Enterprise Fund operations.

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

The **General Fund** proposed budget is increasing \$11.8 million, or 6.4% higher. Fixed costs including transfers to the Capital Trust Fund and Enterprise Fund subsidies are up \$4,048,784, or 6.4% mainly due to an increase in the transfer to the Capital Trust Fund. Municipal operations are increasing \$1.7 million, or 3.9%, and local education expenditures are increasing \$6 million, or 7.8%. Major factors contributing to the increase in the school budget are contractual labor obligations and an increase in staffing to address the changing demographics in our student population as recognized within the Student Opportunity Act implemented by the Commonwealth of MA three years ago.

The **Airport Enterprise Fund's** direct operating expenses are decreasing by \$1,675,250, or 13.1%. The amount provided for the purchase of jet for resale has been reduced to reflect the anticipated reduction in its acquisition cost.

The **Golf Course Enterprise Fund's** direct operating expenses are increasing by \$221,162, or 6.4%. This includes personnel costs increase as well as additional funding for operating expenses and the restoration of operating capital for \$50,000.

The **HYCC Enterprise Fund's** direct operating expenses are increasing \$258,817, or 6.4%. This includes funding for one (1) additional maintenance custodian position and an increase in funding for maintenance contracts and building maintenance.

The **Marina Enterprise Fund's** direct operating expenses are decreasing by \$72,157, or 9.2% due to the retirement of the loan issued for the acquisition of the Prince Cove Marina. Additional funding is provided for seasonal staff wages and various operating expense lines.

The **PEG Enterprise Fund's** direct operating expenses are decreasing \$13,530, or 1.6%. Funding for INET maintenance

and capital outlay have been reduced.

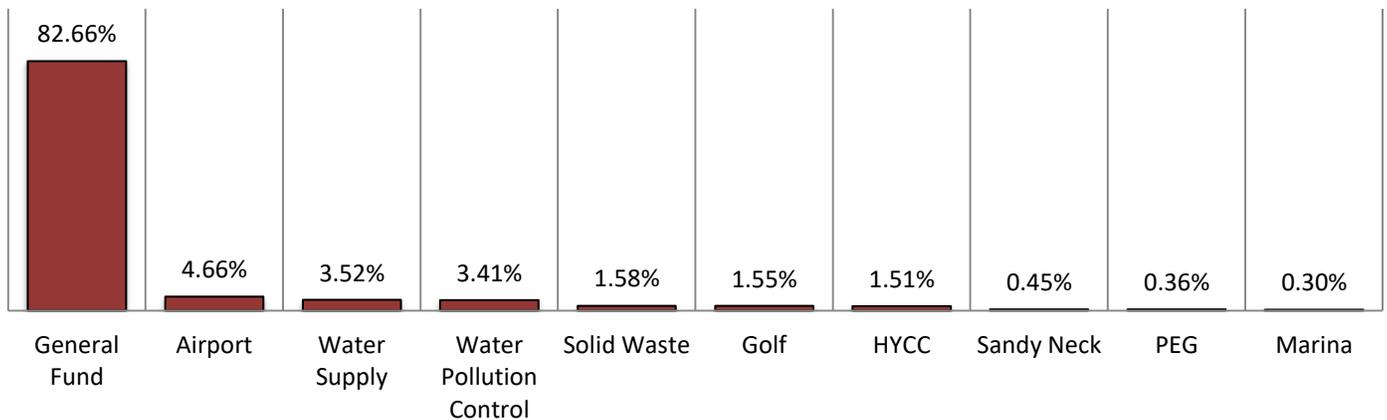
The **Sandy Neck Enterprise Fund's** direct operating expenses are increasing \$96,772, or 9.9%. The budget includes the allocation of one (1) additional staff as well as increased funding for permits, trail maintenance, sanitation and facility improvements.

The **Solid Waste Enterprise Fund's** direct operating expenses are increasing \$75,116, or 2.0% as the budget includes additional funds for disposing household waste and recyclables, fuel and utilities and overtime.

The **Water Pollution Control Enterprise Fund's** direct operating expenses are decreasing \$256,143, or 3.1%. This is attributable to a reduction in the operating expenses associated with the Comprehensive Wastewater Management Plan. The issuance of long-term bonds has been delayed resulting in a reduction in the FY 2024 debt service of \$1,075,617 and a reduction in capital outlay for vehicles of \$182,000. Additional funding is provided for the Water Pollution Control Facility operations for sludge disposal, chemicals, repairs & maintenance, utilities and fuel.

The **Water Supply Enterprise Fund's** direct operating expenses are increasing \$454,322, or 5.7%. This includes additional funding for the management contract of the water system as well as a new loan for water improvements issued in FY 2023.

Distribution of All Appropriated Funds



The General Fund comprises 83% of all spending for the funds requiring annual appropriation. The airport and water supply operations are the two largest enterprise funds in terms of spending.

POSITION SUMMARY FOR ALL APPROPRIATED FUNDS

DEPARTMENT	FY15 FTE's	FY16 FTE's	FY17 FTE's	FY18 FTE's	FY19 FTE's	FY20 FTE's	FY21 FTE's	FY22 FTE's	FY23 FTE's	FY24 FTE's	Chg. FY23-24
Town Council	2.00	1.40	1.00	(0.40)							
Town Manager	10.95	10.95	12.80	12.35	11.50	11.60	15.25	16.50	20.50	21.50	1.00
Office Administration	4.50	4.50	4.50	3.50	3.50	3.50	3.50	3.50	5.50	6.50	1.00
Asset Management	-	-	2.00	2.00	2.00	2.00	2.00	3.00	4.00	4.00	-
Communication	-	-	-	-	-	-	1.60	1.60	2.60	2.40	(0.20)
Licensing	2.45	2.45	2.30	2.60	1.75	1.75	1.75	1.00	1.00	1.00	-
PEG Enterprise Fund	4.00	4.00	4.00	4.25	4.25	4.35	6.40	7.40	7.40	7.60	0.20
Administrative Services Department	60.60	60.60	58.30	57.55	56.55	56.80	56.60	57.40	57.80	58.95	1.15
Finance	37.85	37.85	35.50	35.75	34.75	34.50	34.50	35.30	35.70	35.70	-
Legal	4.75	4.75	4.80	4.80	4.80	4.80	4.60	4.60	4.60	4.75	0.15
Human Resources	8.00	8.00	8.00	8.00	8.00	8.50	8.50	8.50	8.50	8.50	-
Information Technology	10.00	10.00	10.00	9.00	9.00	9.00	9.00	9.00	9.00	10.00	1.00
Marine & Environmental Affairs Department	15.90	15.85	16.65	17.30	17.00	16.90	17.00	16.58	19.50	19.75	0.25
Natural Resources	6.97	6.85	7.55	8.20	8.00	8.00	8.90	8.90	8.90	8.15	(0.75)
Harbormaster	3.73	3.60	3.70	3.60	3.85	3.75	3.80	3.38	4.60	4.80	0.20
Marina Enterprise Fund	1.45	1.65	1.65	1.65	1.30	1.30	1.20	1.20	1.40	1.20	(0.20)
Sandy Neck Enterprise Fund	3.75	3.75	3.75	3.85	3.85	3.85	3.10	3.10	4.60	5.60	1.00
Community Services Department	39.98	41.43	49.65	50.35	51.40	51.85	51.28	51.28	47.68	49.45	1.77
Recreation	7.40	7.40	8.40	7.60	7.60	7.25	8.00	8.00	9.55	10.20	0.65
Council On Aging	6.33	6.53	9.75	9.70	10.75	10.30	11.23	11.23	6.73	6.15	(0.58)
Communications & Public Information	-	-	-	3.45	3.35	3.25	-	-	-	-	-
Golf Enterprise Fund	15.75	17.00	17.00	17.10	17.10	17.10	18.35	18.35	17.45	17.80	0.35
HYCC Enterprise Fund	10.50	10.50	10.50	12.50	12.60	13.95	13.70	13.70	13.95	15.30	1.35
Planning & Development Department	17.30	17.30	17.15	16.50	19.00	19.00	19.50	19.50	19.50	19.50	-
Administration	2.50	2.50	2.50	2.50	4.00	3.50	3.50	3.50	3.50	3.50	-
Comprehensive Planning	1.00	1.00	0.75	1.00	1.00	0.75	0.75	0.75	0.75	0.75	-
Community Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-
Regulatory Review	3.50	3.50	3.75	4.00	4.50	4.75	5.25	5.25	5.25	5.25	-
Economic Development	2.65	2.65	2.50	2.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Parking Program	2.65	2.65	2.65	2.00	1.50	2.00	2.00	2.00	2.00	2.00	-
Conservation	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	-
Land Management	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	-

POSITION SUMMARY FOR ALL APPROPRIATED FUNDS

DEPARTMENT	FY15 FTE's	FY16 FTE's	FY17 FTE's	FY18 FTE's	FY19 FTE's	FY20 FTE's	FY21 FTE's	FY22 FTE's	FY23 FTE's	FY24 FTE's	Chg. FY23-24
Police Department	130.75	132.75	132.75	140.75	144.80	145.80	145.80	146.30	146.30	146.30	-
Administrative & Investigative Services	24.00	24.00	24.00	24.00	24.00	27.00	26.00	25.00	25.00	25.00	-
Field Services	106.75	108.75	107.75	116.75	120.80	118.80	119.80	121.30	121.30	121.30	-
Public Works Department	116.33	118.33	121.25	120.95	119.95	122.95	116.40	134.65	138.82	139.67	0.85
Administration & Tech Support	12.93	12.93	12.00	11.50	11.50	11.50	9.20	9.20	9.65	10.05	0.40
Highway	35.50	35.50	37.50	37.70	37.70	37.70	37.00	37.00	37.00	37.00	-
Structures & Grounds	34.10	35.10	36.50	36.50	35.50	38.50	38.50	38.50	42.22	42.22	-
Solid Waste Enterprise Fund	15.75	16.75	16.95	16.95	16.95	16.95	15.75	15.75	15.75	15.75	-
Water Pollution Control Enterprise Fund	15.15	15.15	15.35	15.35	15.35	15.35	13.75	32.00	32.00	31.70	(0.30)
Water Supply Enterprise Fund	2.90	2.90	2.95	2.95	2.95	2.95	2.20	2.20	2.20	2.95	0.75
Inspectional Services Department	24.88	24.40	24.65	26.65	26.75	26.75	27.55	27.90	27.90	27.15	(0.75)
Building Services	12.50	12.00	11.50	13.50	13.50	13.50	14.50	14.50	14.50	14.25	(0.25)
Health Services	12.38	12.40	13.15	13.15	13.25	13.25	13.05	13.40	13.40	12.90	(0.50)
Airport Enterprise Fund	25.50	25.00	23.00	23.00	23.00	23.00	24.00	25.00	25.00	25.00	-
SUBTOTAL GENERAL FUND	349.44	351.30	358.45	369.20	374.00	377.25	376.33	377.81	384.65	385.37	0.72
SUBTOTAL ENTERPRISE FUNDS	94.75	96.70	95.15	97.60	97.35	98.80	98.45	118.70	119.75	122.90	3.15
TOTAL MUNICIPAL OPERATIONS	444.19	448.00	457.60	466.80	471.35	476.05	474.78	496.51	504.40	508.27	3.87
Schools	830.35	834.15	840.40	841.70	848.90	848.90	866.34	906.05	925.75	961.35	35.60
Administration	7.00	6.80	6.80	6.80	6.30	6.30	11.00	11.80	12.00	15.00	3.00
Instructional Services	654.72	680.90	686.45	687.75	695.45	695.45	755.64	791.15	810.85	832.95	22.10
Health Services	13.93	16.20	16.20	16.20	16.20	16.20	16.80	18.20	18.20	18.20	-
Transportation	24.00	20.50	20.50	20.50	20.50	20.50	3.00	3.00	3.00	3.00	-
Food Services	13.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	-
Athletics	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	-
Other Student Services	46.46	40.90	41.40	41.40	41.40	41.40	14.25	16.25	16.05	24.55	8.50
Maintenance of Plant	59.24	53.45	53.65	53.65	53.65	53.65	55.25	55.25	55.25	57.25	2.00
Network & Technology	9.00	11.40	11.40	11.40	11.40	11.40	5.40	5.40	5.40	5.40	-
TOTAL ALL DEPARTMENTS	1,274.54	1,282.15	1,294.00	1,308.50	1,320.25	1,326.55	1,341.12	1,402.56	1,430.15	1,469.62	39.47

Total full-time equivalents are increasing by 39.47 positions, 3.15 in the Enterprise Funds, 0.72 for the Municipal Operations and 35.60 for local schools.

CONSOLIDATED RESOURCE/APPROPRIATION SUMMARY

	General Fund FY 2024 Budget	Solid Waste Fund FY 2024 Budget	Water Pollution Fund FY 2024 Budget	Water Supply Fund FY 2024 Budget	Marina Fund FY 2024 Budget	Sandy Neck Fund FY 2024 Budget	Airport Fund FY 2024 Budget
RESOURCES:							
Property Taxes	\$ 145,205,501	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Taxes	10,262,000	-	-	-	-	-	-
Intergovernmental	29,563,149	-	121,058	-	-	-	50,000
Fines & Penalties	1,230,000	-	-	-	-	-	-
Fees, Licenses, Permits	3,062,550	-	-	-	707,468	733,000	-
Charges for Services	2,230,000	3,932,800	5,385,357	7,037,700	14,000	274,000	11,453,935
Interest and Other	1,600,000	90,000	110,000	482,000	14,804	107,000	470,500
Transfers	3,827,845	23,171	5,882,288	1,187,600	124,725	-	-
Borrowing Authorizations	-	-	37,816,000	6,899,400	-	-	4,366,551
Total Resources	\$ 196,981,045	\$ 4,045,971	\$ 49,314,703	\$ 15,606,700	\$ 860,997	\$ 1,114,000	\$ 16,340,986
OPERATING EXPENDITURES:							
Town Council	\$ 261,328	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Town Manager	1,535,533	-	-	-	-	-	-
Administrative Services	7,530,592	-	-	-	-	-	-
Planning & Development	2,327,810	-	-	-	-	-	-
Police	17,097,520	-	-	-	-	-	-
Inspectional Services	2,461,095	-	-	-	-	-	-
Public Works	11,142,056	3,684,219	5,510,392	5,301,498	-	-	-
Marine & Environmental Affairs	1,459,889	-	-	-	542,160	1,031,558	-
Community Services	2,590,647	-	-	-	-	-	-
Local School Operations	82,761,867	-	-	-	-	-	-
Airport Operations	-	-	-	-	-	-	10,884,820
Subtotal Operations	\$ 129,168,337	\$ 3,684,219	\$ 5,510,392	\$ 5,301,498	\$ 542,160	\$ 1,031,558	\$ 10,884,820
OTHER REQUIREMENTS:							
Debt Service	\$ 7,249,889	\$ 31,920	\$ 2,398,367	\$ 3,144,209	\$ 219,613	\$ 75,085	\$ 173,550
Employee Benefits	29,787,341	399,694	736,082	85,968	37,075	105,381	702,134
Property, Casualty & Liability Ins.	2,088,441	27,989	69,862	28,025	6,149	9,714	213,931
State, County & Local Assessments	2,977,839	-	-	-	-	-	-
School Assessments	12,662,661	-	-	-	-	-	-
Library & Tourism Grants	2,233,908	-	-	-	-	-	-
Other Fixed Costs	484,285	-	-	-	-	-	-
Snow & Ice Removal	-	-	-	-	-	-	-
Reserve For Abatements & Exemptions	1,270,547	-	-	-	-	-	-
Capital Program	-	100,000	40,600,000	7,247,000	195,000	50,000	4,593,444
Subtotal Other Requirements	\$ 58,754,911	\$ 559,603	\$ 43,804,311	\$ 10,505,202	\$ 457,837	\$ 240,180	\$ 5,683,059
Interfund Transfers	\$ 9,307,797	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grand Total Expenditures	\$ 197,231,045	\$ 4,243,822	\$ 49,314,703	\$ 15,806,700	\$ 999,997	\$ 1,271,738	\$ 16,567,879
Excess (Deficiency) Cash Basis	\$ (250,000)	\$ (197,851)	\$ -	\$ (200,000)	\$ (139,000)	\$ (157,738)	\$ (226,893)
Beginning Balance - Certified Free Cash	25,315,939	1,737,618	9,572,060	2,162,138	1,310,183	1,233,380	8,878,844
Projected FY 2023 Excess (Deficiency)	5,436,050	(277,551)	384,010	185,862	124,283	(104,356)	(1,767,576)
Projected Ending Balance - Certified Free Cash	\$ 30,501,989	\$ 1,262,216	\$ 9,956,070	\$ 2,148,000	\$ 1,295,466	\$ 971,286	\$ 6,884,375

CONSOLIDATED RESOURCE/APPROPRIATION SUMMARY

	Golf Fund FY 2024 Budget	HYCC Fund FY 2024 Budget	PEG Fund FY 2024 Budget	Capital Projects Fund	Total FY 2024 Budget	Total FY 2023 Budget	Change FY23 - 24	Percent Change
RESOURCES:								
Property Taxes	\$ -	\$ -	\$ -	\$ -	\$ 145,205,501	\$ 140,669,929	\$ 4,535,572	3.22%
Other Taxes	-	-	-	-	10,262,000	8,880,443	1,381,557	15.56%
Intergovernmental	-	-	-	-	29,734,207	24,185,765	5,548,442	22.94%
Fines & Penalties	-	-	-	-	1,230,000	1,146,000	84,000	7.33%
Fees, Licenses, Permits	-	-	933,290	-	5,436,308	4,867,418	568,890	11.69%
Charges for Services	3,721,600	780,300	-	-	34,829,692	31,210,940	3,618,752	11.59%
Interest and Other	22,000	33,321	25,000	-	2,954,625	3,207,656	(253,031)	-7.89%
Transfers	301,295	2,757,529	-	8,808,735	22,913,188	17,798,412	5,114,776	28.74%
Borrowing Authorizations	-	1,752,400	-	3,537,929	54,372,280	41,933,633	12,438,647	29.66%
Total Resources	\$ 4,044,895	\$ 5,323,550	\$ 958,290	\$ 12,346,664	\$ 306,937,801	\$ 273,900,196	\$ 33,037,605	12.06%
OPERATING EXPENDITURES:								
Town Council	\$ -	\$ -	\$ -	\$ -	\$ 261,328	\$ 285,992	\$ (24,664)	-8.62%
Town Manager	-	-	847,183	-	2,382,716	2,213,751	168,965	7.63%
Administrative Services	-	-	-	-	7,530,592	6,851,981	678,611	9.90%
Planning & Development	-	-	-	-	2,327,810	2,203,860	123,950	5.62%
Police	-	-	-	-	17,097,520	16,585,663	511,857	3.09%
Inspectional Services	-	-	-	-	2,461,095	2,400,693	60,402	2.52%
Public Works	-	-	-	-	25,638,165	24,403,794	1,234,371	5.06%
Marine & Environmental Affairs	-	-	-	-	3,033,607	2,813,959	219,648	7.81%
Community Services	3,228,978	2,279,821	-	-	8,099,446	7,830,107	269,339	3.44%
Local School Operations	-	-	-	-	82,761,867	76,781,611	5,980,256	7.79%
Airport Operations	-	-	-	-	10,884,820	12,521,846	(1,637,026)	-13.07%
Subtotal Operations	\$ 3,228,978	\$ 2,279,821	\$ 847,183	\$ -	\$ 162,478,966	\$ 154,893,257	\$ 7,585,709	4.90%
OTHER REQUIREMENTS:								
Debt Service	\$ 481,525	\$ 1,350,535	\$ -	\$ -	\$ 15,124,693	\$ 15,498,387	\$ (373,694)	-2.41%
Employee Benefits	470,861	226,564	108,797	-	32,659,897	30,592,041	2,067,856	6.76%
Property, Casualty & Liability Ins.	26,729	126,850	2,310	-	2,600,000	2,500,000	100,000	4.00%
State, County & Local Assessments	-	-	-	-	2,977,839	2,923,261	54,578	1.87%
School Assessments	-	-	-	-	12,662,661	13,001,486	(338,825)	-2.61%
Library & Tourism Grants	-	-	-	-	2,233,908	2,162,660	71,248	3.29%
Other Fixed Costs	-	-	-	-	484,285	436,000	48,285	11.07%
Snow & Ice Removal	-	-	-	-	-	934,821	(934,821)	-100.00%
Reserve For Abatements & Exemptions	-	-	-	-	1,270,547	2,107,680	(837,133)	-39.72%
Capital Program	736,588	1,752,400	-	12,346,664	67,621,096	49,870,939	17,750,157	35.59%
Subtotal Other Requirements	\$ 1,715,703	\$ 3,456,349	\$ 111,107	\$ 12,346,664	\$ 137,634,926	\$ 120,027,275	\$ 17,607,651	14.67%
Interfund Transfers	\$ -	\$ -	\$ -	\$ -	\$ 9,307,797	\$ 6,692,140	\$ 2,615,657	39.09%
Grand Total Expenditures	\$ 4,944,681	\$ 5,736,170	\$ 958,290	\$ 12,346,664	\$ 309,421,689	\$ 281,612,672	\$ 27,809,017	9.87%
Excess (Deficiency) Cash Basis	\$ (899,786)	\$ (412,620)	\$ -	\$ -	\$ (2,483,888)	\$ (7,712,476)	\$ 5,228,588	-67.79%
Beginning Balance - Certified Free Cash	2,477,984	968,188	3,135,874	-	56,792,208	58,245,496	(1,453,288)	
Projected FY 2023 Excess (Deficiency)	(24,067)	(99,385)	35,259	-	3,892,527	-	-	
Projected Ending Balance - Certified Free Cash	\$ 1,554,131	\$ 456,183	\$ 3,171,133	\$ -	\$ 58,200,848	\$ 50,533,020	\$ 3,775,300	

The total consolidated operations budget including other requirements and capital program is increasing \$27.8 million, or 9.9%. Operations are increasing by \$10 million mostly due to the \$6 million change in the school department, \$2.1 million for employee benefits and a \$1.2 million increase in all of Public Work's operations (General Fund and Enterprise Funds). The FY 2024 capital program is \$17.8 million more in FY 2024.

CHANGE IN FUND BALANCE

- All Funds Requiring Annual Appropriation

Fund	Certified Free Cash Beginning Balance	FY 2023 Projected Excess/ (Deficiency)	FY 2023 Resources	FY 2023 Expenditures	Excess/ (Deficiency)	Projected Certified Free Cash Ending Balance	Percent Change
General Fund	\$26,769,227	\$5,436,050	\$196,222,057	\$196,472,057	(250,000)	31,955,277	19.37%
General Fund Capital Program	-	-	-	-	(3,840,251)	(3,840,251)	0.00%
Total General Fund	\$26,769,227	\$5,436,050	\$196,222,057	\$196,472,057	(\$4,090,251)	\$28,115,026	5.03%
Enterprise Funds:							
Airport	12,132,844	(1,767,576)	16,340,986	16,567,879	(226,893)	10,138,375	-16.44%
Golf	2,477,984	(24,067)	4,044,895	4,944,681	(899,786)	1,554,131	-37.28%
HYCC	968,188	(99,385)	5,323,550	5,736,170	(412,620)	456,183	-52.88%
Marina	1,374,864	124,283	860,997	999,997	(139,000)	1,360,147	-1.07%
PEG	3,135,874	35,259	958,290	958,290	-	3,171,133	1.12%
Sandy Neck	1,233,380	(104,356)	1,114,000	1,271,738	(157,738)	971,286	-21.25%
Solid Waste	2,231,342	(277,551)	4,045,971	4,243,822	(197,851)	1,755,940	-21.31%
Water Pollution Control	9,807,060	384,010	49,314,703	49,314,703	-	10,191,070	3.92%
Water Supply	2,427,138	185,862	15,606,700	15,806,700	(200,000)	2,413,000	-0.58%
Total All Funds	\$62,557,901	\$3,892,527	\$293,832,149	\$296,316,037	(\$6,324,139)	\$60,126,289	-3.89%

Fund balance in the table above represents the “Certified Free Cash” portion of fund balance available for appropriation as certified by the Massachusetts Department of Revenue, Division of Local Services. The General Fund operating budget will be balanced using \$250,000 of reserves and the proposed capital budget will be balanced using \$3.8 million in General Fund reserves. It is projected that the General fund will generate \$5.4 million in surplus in FY 2023 resulting in an increase of \$1.3 million in the certified free cash balance.

The **Airport Enterprise Fund** will use \$227,000 of reserves for the FY 2024 capital budget and it is projected to use \$1.8 million in FY 2023 resulting in a \$2 million decline in the reserve level. The estimated remaining reserve balance represents approximately 92% of the FY 2024 operating budget.

The **Golf Course Enterprise Fund** will use \$900,000 of reserves for the FY 2024 operating and capital budgets. The estimated reserve balance of \$1.5 million represent 42% of the FY 2024 operating budget.

The **Hyannis Youth & Community Center (HYCC) Enterprise Fund** will use \$413,000 of reserves to balance the proposed FY 2024 operating budget. The estimated remaining reserves represent 13% of the FY 2024 operating budget. This operation is heavily subsidized by the General Fund and will continue to be into the future, as its revenue structure does not allow it to be self-supporting.

The **Marina Enterprise Funds** will use \$139,000 of reserves to balance the proposed FY 2024 capital budget. The estimated remaining balance in the reserve represents approximately 190% of the FY 2024 operating budget.

The **Public, Education & Government Access Channel Enterprise Fund** will not use reserves to balance the operating budget. The estimated remaining reserve balance represents 370% of the FY 2024 operating budget.

The **Sandy Neck Enterprise Fund** will use \$158,000 of reserves to balance the proposed FY 2024 capital and operating budgets. The estimated remaining balance in the reserves represents 91% of the FY 2024 operating budget.

The **Solid Waste Enterprise Fund** will use \$198,000 of reserves to balance the proposed FY 2024 operating and capital budgets. The estimated remaining reserve balance represents 47% of the FY 2024 operating budget.

The **Water Pollution Control Enterprise Fund** will use no of reserves for the proposed FY 2024 operating and capital budgets. The estimated remaining reserve balance is 125% of the FY 2024 operating budget.

The **Water Supply Enterprise Fund** will use \$200,000 of reserves to balance the FY 2024 capital budget. The estimated remaining reserve balance is 29% of the FY 2024 expenditures.

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

Certified Free Cash	July 1, 2015	July 1, 2016	July 1, 2017	July 1, 2018	July 1, 2019	July 1, 2020	July 1, 2021	July 1, 2022
General Fund	\$ 13,949,203	\$ 13,131,098	\$ 16,197,155	\$ 12,643,236	\$ 14,688,744	\$ 18,524,377	\$ 24,427,135	\$ 26,769,227
Airport Enterprise Fund	977,186	2,793,657	2,386,672	3,525,181	2,761,211	3,885,899	6,240,318	8,878,844
Golf Enterprise Fund	638,274	733,441	723,798	684,755	666,343	433,134	1,901,944	2,326,507
HYCC Enterprise Fund	318,809	502,380	496,529	634,810	593,821	724,944	663,490	555,568
Marinas Enterprise Fund	661,356	774,588	809,462	851,171	861,350	834,302	1,134,781	1,310,183
PEG Enterprise Fund*	1,704,942	1,937,915	2,149,696	2,328,719	2,324,141	2,685,352	2,883,500	3,135,874
Sandy Neck Enterprise Fund	478,853	714,332	943,846	895,176	909,529	705,282	929,558	1,126,363
Solid Waste Enterprise Fund	3,489,420	2,409,841	2,179,508	1,881,943	2,294,760	1,284,194	1,481,144	1,737,618
Water Pollution Control Enterprise Fund	7,611,524	8,661,669	8,797,951	9,230,479	8,734,747	9,942,322	9,870,222	9,572,060
Water Supply Enterprise Fund	3,336,150	3,257,325	1,249,454	2,157,029	1,274,703	622,194	1,292,886	2,162,138
Total Operating Reserves	\$ 33,165,717	\$ 34,916,246	\$ 35,934,071	\$ 34,832,499	\$ 35,109,349	\$ 39,642,000	\$ 50,824,978	\$ 57,574,382
Sewer Construction & Private Way Maintenance Improvements Fund	\$ 10,044,371	\$ 12,240,570	\$ 14,000,808	\$ 16,367,758	\$ 18,891,064	\$ 18,600,205	\$ 19,596,419	\$ 18,322,110
Comprehensive Water and Wastewater Management Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 533,161	\$ 1,554,108	\$ 2,981,733

As illustrated in the table above, total reserves for the General Fund and Enterprise Funds have ranged from \$33 to \$58 million. The amounts reported in the table above have been reduced by appropriations made to balance the subsequent year’s capital and operating budgets.

The town has generated more reserves than it has used over this period. In addition to the General Fund and Enterprise Funds, the Town has a reserve for Sewer Construction & Private Way Improvements Fund. This fund will be used to finance the Town’s public sewer expansion. At the close of Fiscal Year 2022, this fund had a balance of \$18,322,110. The Town has also created a Comprehensive Water and Wastewater Management Fund, which has a balance of \$2,981,733. All of the Town’s rooms tax on vacation rentals is credited to this fund.

MUNICIPAL OPERATIONS BUDGET AND FUNDING SUMMARY

Funding Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$ 30,331,958	\$ 30,494,997	\$ 34,700,837	\$ 36,024,843	\$ 1,324,006	3.82%
Intergovernmental	560,919	543,474	438,184	430,221	(7,963)	-1.82%
Fines, Forfeitures, Penalties	1,588,233	1,742,690	1,146,000	1,230,000	84,000	7.33%
Fees, Licenses, Permits	3,768,926	3,674,541	2,684,750	3,062,550	377,800	14.07%
Charges for Services	2,374,107	2,081,144	2,194,500	2,230,000	35,500	1.62%
Interest and Other	2,175,602	2,776,403	1,482,500	1,600,000	117,500	7.93%
Special Revenue Funds	669,660	649,940	649,940	688,940	39,000	6.00%
Enterprise Funds	851,115	979,219	979,219	1,139,916	160,697	16.41%
Total Sources of Funding	\$ 42,320,521	\$ 42,942,408	\$ 44,679,217	\$ 46,406,470	\$ 1,727,253	3.87%

Municipal Department						
Police	\$ 15,586,298	\$ 16,528,177	\$ 16,585,663	\$ 17,097,520	\$ 511,857	3.09%
Public Works	11,169,052	9,881,537	10,859,063	11,142,056	282,993	2.61%
Administrative Services	6,421,511	6,654,095	6,851,981	7,530,592	678,611	9.90%
Community Services	2,061,046	2,598,694	2,704,497	2,590,647	(113,850)	-4.21%
Marine & Environmental Affairs	1,263,474	1,362,597	1,439,303	1,459,889	20,586	1.43%
Inspectional Services	2,279,834	2,258,346	2,400,693	2,461,095	60,402	2.52%
Planning & Development	2,063,615	2,108,783	2,203,860	2,327,810	123,950	5.62%
Town Manager	1,199,491	1,299,000	1,348,165	1,535,533	187,368	13.90%
Town Council	276,201	251,179	285,992	261,328	(24,664)	-8.62%
Total Appropriated Expenditures	\$ 42,320,521	\$ 42,942,408	\$ 44,679,217	\$ 46,406,470	\$ 1,727,253	3.87%

Full-Time Equivalent Employees	377.81	384.65	385.37	0.72
---------------------------------------	---------------	---------------	---------------	-------------

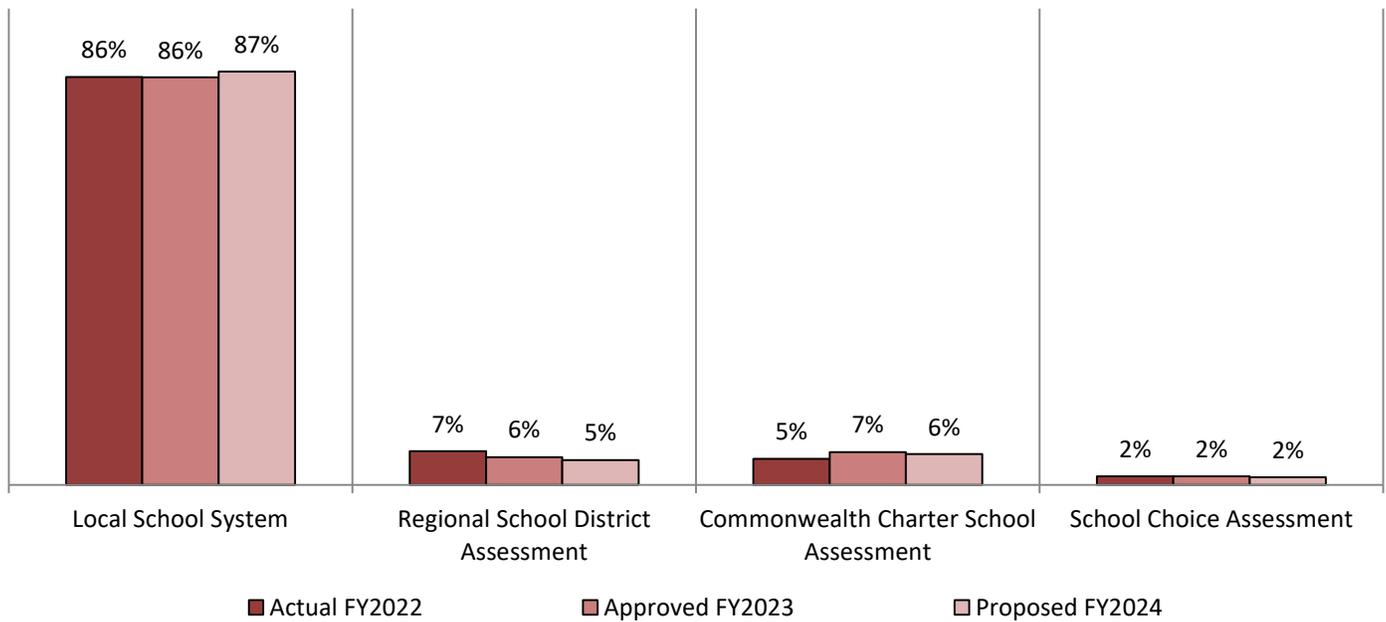
The FY 2024 proposed budget the Municipal Operations is increasing \$1,727,253 or 3.9% over the approved FY 2023 budget. In percentage terms, the Town Manager’s operation has the largest increase, 13.9%, due to new positions including an Assistant Safety Officer and a Diversity Equity & Inclusion (DEI) Director. Administrative Services is the second largest budget increase at 9.9% as an additional Town Attorney position is recommended and one position in Information Technology was formerly grant funded. Additional funds are also provided for IT security enhancements. This Department also has the largest monetary increase of \$678,611. This proposed budget also includes funding for several cost increases in the areas of technology for the annual software licenses agreements, hardware maintenance, and cellular phone service.

Property taxes used to fund these operations will increase \$1,324,006, or 3.8%. Taxes provide 78% of the funding for this area of the General Fund budget.

EDUCATION SPENDING AND FUNDING SUMMARY

Funding Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$ 67,707,919	\$ 69,393,574	\$ 68,709,186	\$ 68,961,729	\$ 252,543	0.37%
Intergovernmental	13,633,739	19,006,000	21,073,911	26,462,799	5,388,888	25.57%
Fees, Licenses, Permits	-	790	-	-	-	0.00%
Total Sources of Funding	\$ 81,341,657	\$ 88,400,364	\$ 89,783,097	\$ 95,424,528	\$ 5,641,431	6.28%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Local School System	\$ 69,648,042	\$ 76,499,180	\$ 76,781,611	\$ 82,761,867	\$ 5,980,256	7.79%
Regional School District Assessment	5,753,760	5,106,410	5,229,756	4,980,692	(249,064)	-4.76%
Commonwealth Charter School Assessment	4,455,087	5,384,510	6,177,556	6,151,602	(25,954)	-0.42%
School Choice Assessment	1,484,768	1,410,264	1,594,174	1,530,367	(63,807)	-4.00%
Total Education Spending	\$ 81,341,657	\$ 88,400,364	\$ 89,783,097	\$ 95,424,528	\$ 5,641,431	6.28%



Total spending on education is increasing \$5.6 million. Most of the spending on education takes place in the town's local school system but the Town is also responsible for Barnstable students that attend the regional tech school, commonwealth charter schools and the students that participate in the school choice program. Total spending on education for Barnstable students attending schools outside of the local school system totals \$12,662,661 or 13% of the entire spending for education. Tax support for education spending will only increase \$253,000 in FY 2024 due to a \$6 million increase in the state's Chapter 70 Aid for education. State aid to offset charter school assessments is declining \$677,000. Tax support provides 72% of the funding for education spending. This is down from 77% due to the increase in Chapter 70 Aid.

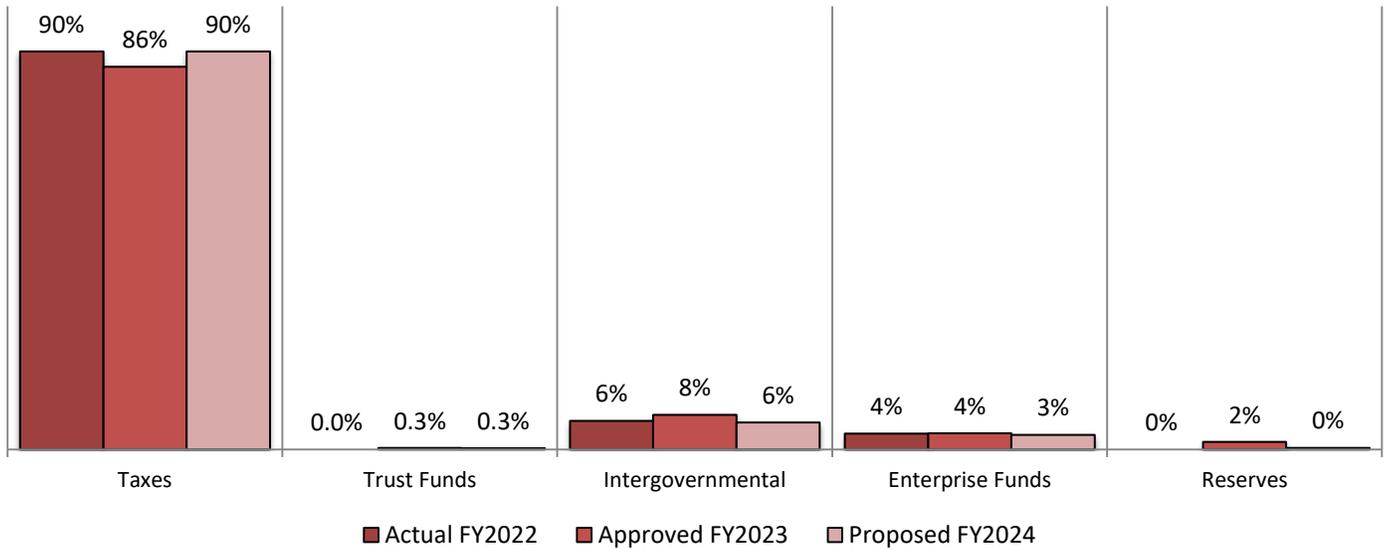
OTHER REQUIREMENTS AND FUNDING SUMMARY

Other Requirements Funding Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$57,895,312	\$53,907,803	\$54,966,441	\$60,462,297	\$ 5,495,856	10.00%
Intergovernmental	4,160,187	4,882,985	4,682,985	4,080,875	(602,110)	-12.86%
Special Revenue Funds	66,680	86,700	86,700	83,200	(3,500)	-4.04%
Enterprise Funds	2,321,237	2,258,810	2,258,810	2,227,348	(31,462)	-1.39%
Trust Funds		210,000	210,000	200,000	(10,000)	-4.76%
Reserves		1,050,000	1,050,000	250,000	(800,000)	-76.19%
Total Sources of Funding	\$64,443,416	\$62,396,298	\$63,254,936	\$67,303,720	\$ 4,048,784	6.40%

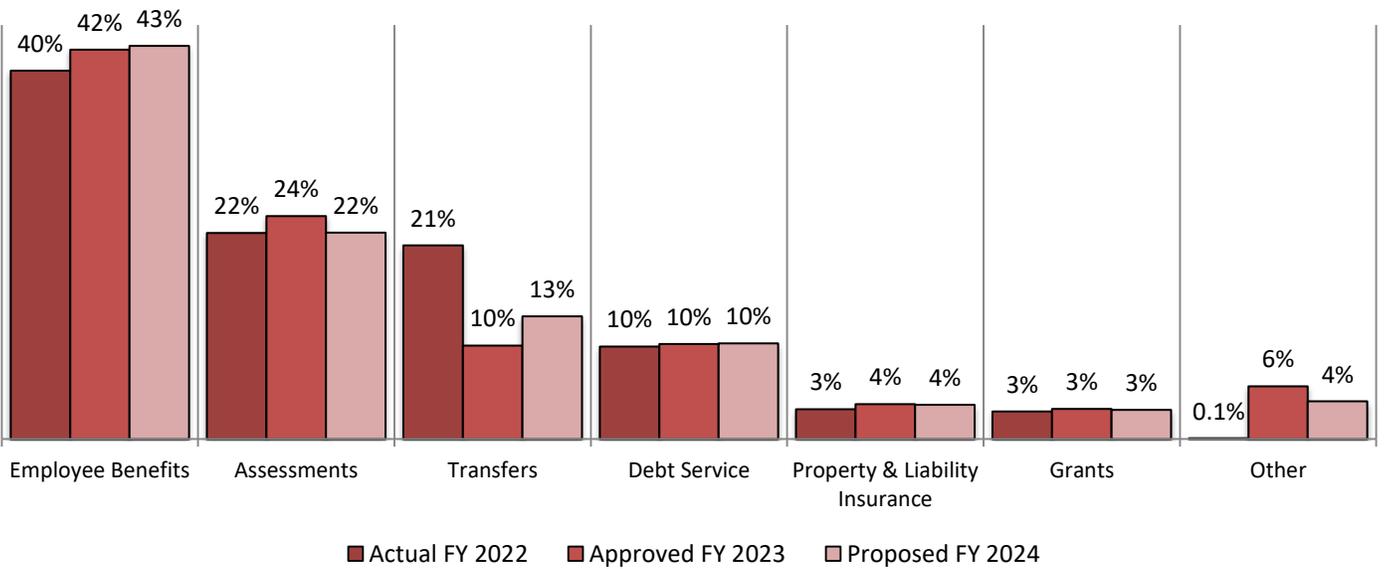
Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Retirement Assessments	\$10,602,208	\$11,287,644	\$11,287,644	\$12,430,911	\$ 1,143,267	10.13%
OPEB Contribution	600,000	700,000	700,000	750,000	50,000	7.14%
Health Insurance for Active Employees	7,203,844	7,775,000	8,000,000	8,146,474	146,474	1.83%
Retiree Health & Sick Benefits	4,729,362	5,025,000	5,297,932	5,888,445	590,513	11.15%
Workers' Compensation & Unemployment	1,454,029	1,100,000	1,200,000	1,200,000	-	0.00%
Medicare & Life Insurance	1,224,437	1,270,000	1,320,706	1,371,511	50,805	3.85%
Total Employee Benefits	\$25,813,880	\$27,157,644	\$27,806,282	\$29,787,341	\$ 1,981,059	7.12%

Debt Service, Grants, Assessments & Other	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Debt Service	\$ 6,488,897	\$ 6,798,286	\$ 6,798,286	\$ 7,249,889	\$ 451,603	6.64%
Library Grants	1,899,691	2,035,660	2,035,660	2,106,908	71,248	3.50%
Tourism Grant	51,078	127,000	127,000	127,000	-	0.00%
Property & Liability Insurance	2,097,430	2,300,000	2,500,000	2,600,000	100,000	4.00%
Interest on Tax Refunds	5,954	-	-	-	-	0.00%
Celebrations	11,354	134,000	134,000	182,285	48,285	36.03%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	357,494	420,000	430,000	400,000	(30,000)	-6.98%
Old Kings Highway	10,450	10,000	10,000	10,950	950	9.50%
Greenhead Fly Control District	5,820	5,820	5,820	5,820	-	0.00%
County Tax & Cape Cod Commission Assessments	1,215,102	1,261,036	1,261,036	1,306,088	45,052	3.57%
Mosquito Control	458,801	476,372	476,372	481,122	4,750	1.00%
Air Pollution Control Districts	22,201	23,143	23,143	24,191	1,048	4.53%
Regional School District Assessment	5,753,760	5,229,756	5,229,756	4,980,692	(249,064)	-4.76%
Commonwealth Charter School Assessment	4,455,087	6,177,556	6,177,556	6,151,602	(25,954)	-0.42%
School Choice Assessment	1,484,768	1,594,174	1,594,174	1,530,367	(63,807)	-4.00%
RMV Non-renewal Surcharge	66,040	71,580	71,580	82,340	10,760	15.03%
Cape Cod Regional Transit Authority	608,332	639,133	639,133	655,114	15,981	2.50%
Special Education Assessment	11,333	6,177	6,177	12,214	6,037	97.73%
Snow & Ice Deficit	-	934,821	934,821	-	(934,821)	-100.00%
Town Council Reserve Fund	-	250,000	250,000	250,000	-	0.00%
Total Debt Service, Grants, Assessments & Other	\$25,055,592	\$28,546,514	\$28,756,514	\$28,208,582	\$ (547,932)	-1.91%
Subtotal Before Transfers	\$50,869,472	\$55,704,158	\$56,562,796	\$57,995,923	\$ 1,433,127	2.53%
Transfer to Capital Trust Fund	\$10,442,825	\$ 5,270,682	5,270,682	7,870,803	2,600,121	49.33%
Transfer to Capital Projects Funds	781,279	-	-	-	-	0.00%
Transfers to Enterprise Funds	2,349,840	1,421,458	1,421,458	1,436,994	15,536	1.09%
Total Transfers	\$13,573,944	\$ 6,692,140	\$ 6,692,140	\$ 9,307,797	\$ 2,615,657	39.09%
Grand Total Other Requirements	\$64,443,416	\$62,396,298	\$63,254,936	\$67,303,720	\$ 4,048,784	6.40%

3 Year Comparison of Funding Sources for Other Requirements



3 Year Comparison of Expenditure Categories for Other Requirements



Employee benefits, Assessment, Transfers and Debt Service comprise most of the spending in this area of the budget. Together they account for 89% of all spending in the fixed costs category for FY 2024. Taxes have provided most of the funding needed for this category of spending.

GENERAL FUND BUDGET SUMMARY

Funding Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$145,614,348	\$148,381,240	\$147,442,692	\$154,196,954	\$ 6,754,262	4.58%
Intergovernmental	18,354,845	24,432,459	24,127,365	29,563,149	5,435,784	22.53%
Fines & Penalties	1,588,233	1,742,690	1,146,000	1,230,000	84,000	7.33%
Fees, Licenses, Permits	3,768,926	3,675,331	2,684,750	3,062,550	377,800	14.07%
Charges for Services	2,374,107	2,081,144	2,194,500	2,230,000	35,500	1.62%
Interest and Other	2,175,602	2,776,403	1,482,500	1,600,000	117,500	7.93%
Special Revenue Funds	736,340	736,640	736,640	772,140	35,500	4.82%
Enterprise Funds	3,172,352	3,238,029	3,238,029	3,367,264	129,235	3.99%
Trust Funds	-	210,000	210,000	200,000	(10,000)	-4.76%
Total Sources of Funding	\$177,784,753	\$187,273,936	\$183,262,476	\$196,222,057	\$12,959,581	7.07%

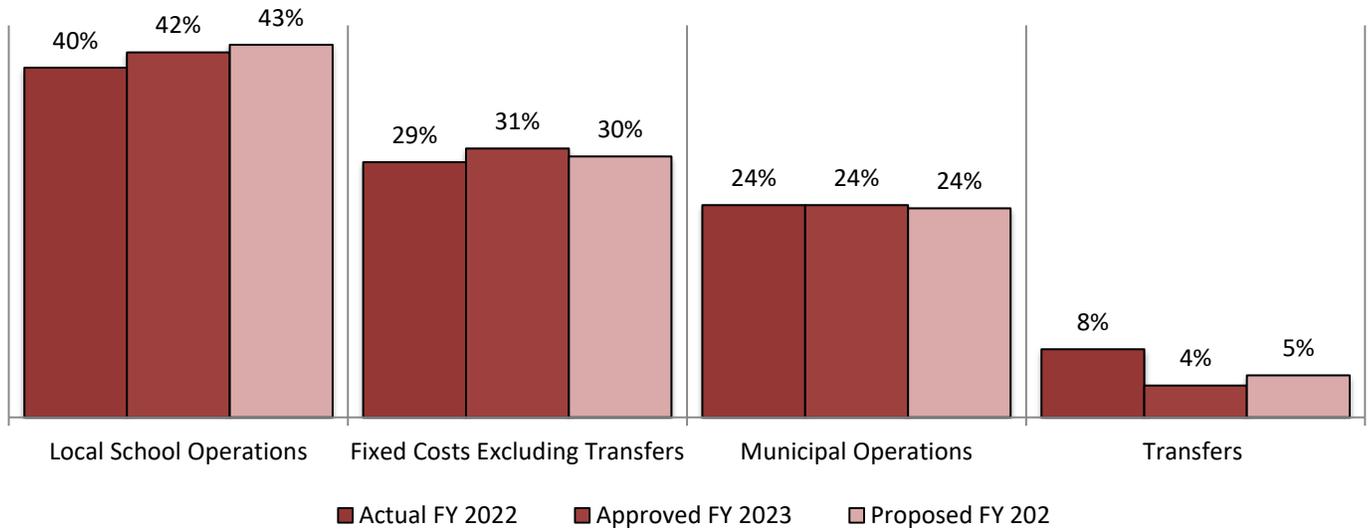
Expenditure Category						
Municipal Operations	\$ 42,320,521	\$ 42,942,408	\$ 44,679,217	\$ 46,406,470	\$ 1,727,253	3.87%
Local School Operations	69,648,042	76,499,180	76,781,611	82,761,867	5,980,256	7.79%
Fixed Costs Excluding Transfers	50,869,472	55,704,158	56,562,796	57,995,923	1,433,127	2.53%
Transfers	13,573,944	6,692,140	6,692,140	9,307,797	2,615,657	39.09%
Total Appropriation	\$176,411,979	\$181,837,886	\$184,715,764	\$196,472,057	\$11,756,293	6.36%

Excess (Deficiency)	\$ 1,372,774	\$ 5,436,050	\$ (1,453,288)	\$ (250,000)	\$ 1,203,288
Beginning - Certified Free Cash	<u>25,396,453</u>		<u>26,769,227</u>	<u>25,315,939</u>	
Projected FY 2022 Excess (Deficiency)				<u>5,436,050</u>	
Ending Projected Certified Free Cash	<u>\$ 26,769,227</u>		<u>\$ 25,315,939</u>	<u>\$ 30,501,989</u>	

Full-time Equivalent Employees	<u>1,283.86</u>	<u>1,310.40</u>	<u>1,346.72</u>	<u>36.32</u>
---------------------------------------	-----------------	-----------------	-----------------	--------------

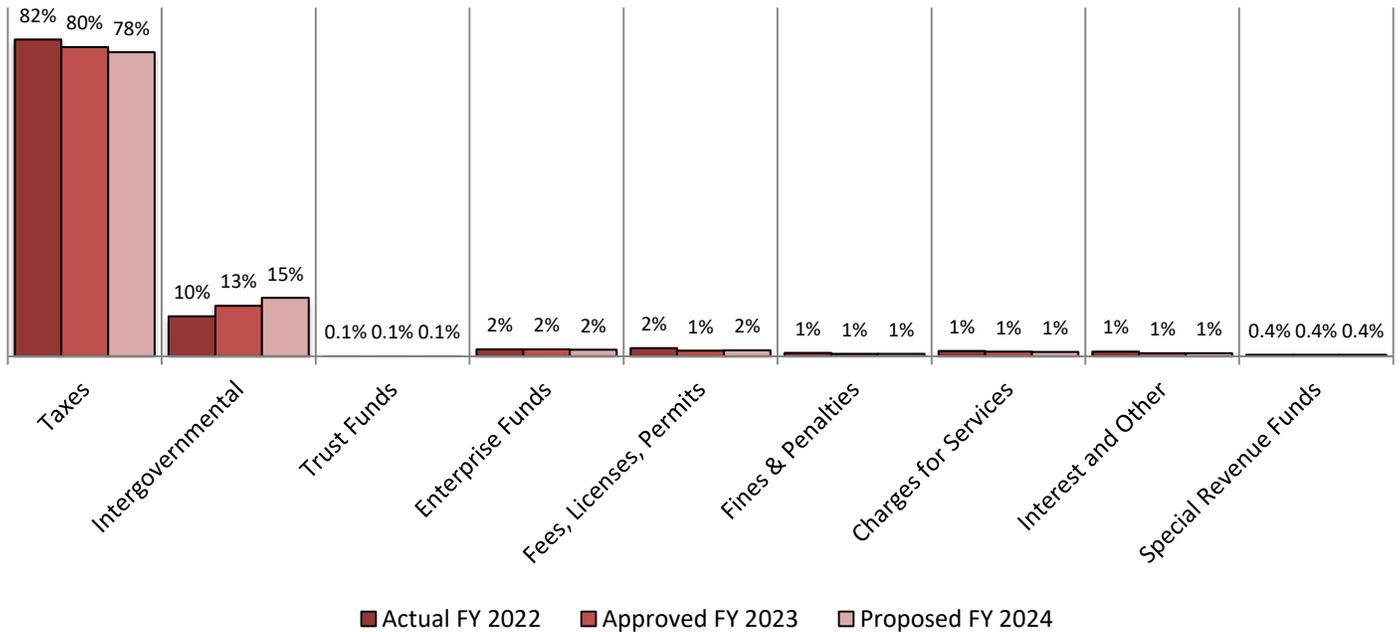
The General Fund's proposed budget for FY 2024 is increasing \$11.8 million or 6.4% over the approved FY 2023 budget. Total recurring resources used to balance the budget are increasing \$13 million, or 7.1% resulting in a decrease in the use of reserves to balance the budget by \$1.2 million. Taxes provide 78% of the total sources of funding for the General Fund budget and are increasing \$6.8 million. This category includes property taxes, motor vehicle excise, boat excise and rooms excise tax. Intergovernmental revenue is the second largest funding source and is increasing 23% as a result of a \$6 million increase in Chapter 70 state aid. Combined, property taxes and intergovernmental aid provide 94% of the funding for all General Fund expenditures. All other sources comprise 6% of the total sources of funding used to balance the budget.

3 Year Comparison General Fund Expenditures By Major Area



The local school system is the largest cost area for the General Fund accounting for 43% of all expenditures. Other Requirements (fixed costs) is the second largest area at 30%. Transfers include amounts allocated to the Capital Trust Fund for future capital improvements and financial support to the HYCC Enterprise Fund.

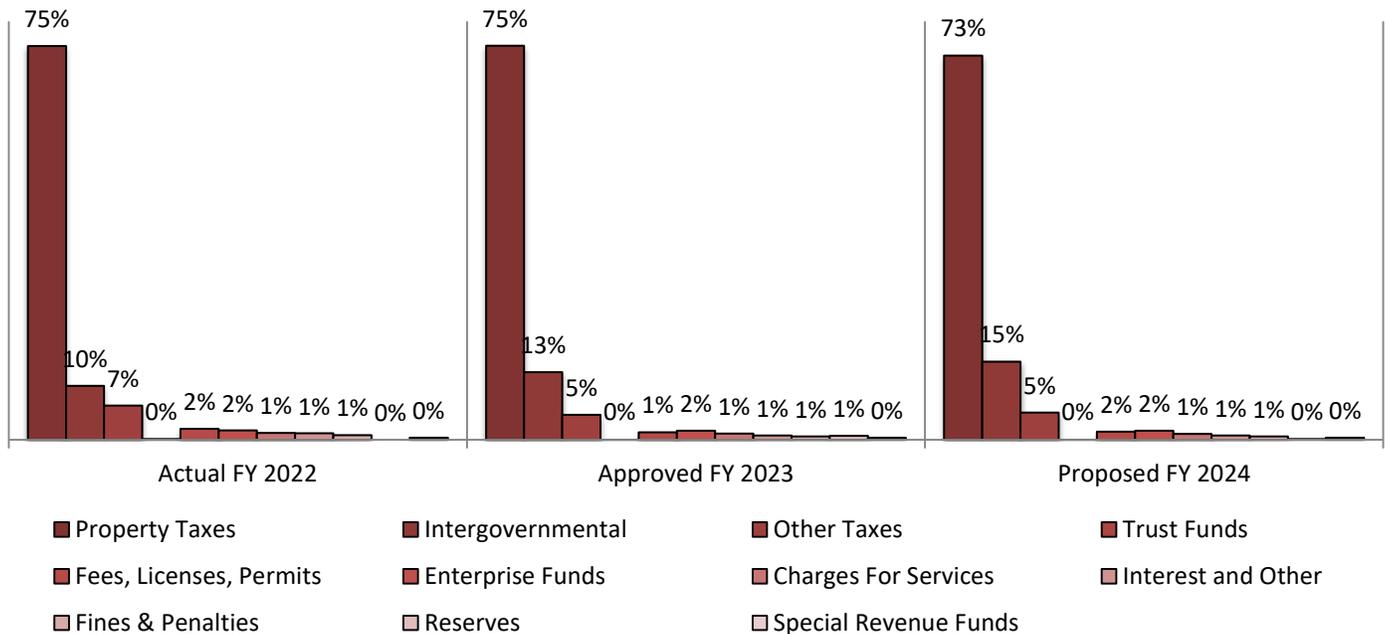
3 Year Comparison General Fund Resources



Taxes include property, motor vehicle and boat excise and local hotel/motel rooms tax. These sources provide most of the funding for General Fund operations. Intergovernmental revenue provides 15% of the funding and has increased from 10% due to increases in Chapter 70 Aid for education over the past two years.

GENERAL FUND REVENUE SUMMARY

Funding Category	Actual FY 2022	Projected FY 2023	Budget FY 2023	Budget FY 2024	Change FY23 - 24	Percent Change
Tax Levy	\$ 133,947,785	\$ 139,755,613	\$ 140,669,929	\$ 145,205,501	\$ 4,535,572	3.22%
Reserved for Abatements and Exemptions	-	(1,084,353)	(2,107,680)	(1,270,547)	837,133	-39.72%
Property Taxes Available for Operations	\$ 133,947,785	\$ 138,671,260	\$ 138,562,249	\$ 143,934,954	\$ 5,372,705	3.88%
Other Taxes:						
Motor Vehicle Excise Tax	\$ 9,260,999	\$ 7,429,812	\$ 6,918,443	\$ 8,000,000	\$ 1,081,557	15.63%
Boat Excise Tax	129,130	125,808	130,000	130,000	-	0.00%
Motel/Hotel Excise Tax	2,241,730	2,119,360	1,800,000	2,100,000	300,000	16.67%
Payments in Lieu of Tax	34,704	35,000	32,000	32,000	-	0.00%
Total Other Taxes	\$ 11,666,562	\$ 9,709,980	\$ 8,880,443	\$ 10,262,000	\$ 1,381,557	15.56%
Other Resources:						
Intergovernmental	\$ 18,354,845	\$ 24,432,459	\$ 24,127,365	\$ 29,563,149	\$ 5,435,784	22.53%
Fines & Penalties	1,588,233	1,742,690	1,146,000	1,230,000	84,000	7.33%
Fees, Licenses, Permits	3,768,926	3,675,331	2,684,750	3,062,550	377,800	14.07%
Charges For Services	2,374,107	2,081,144	2,194,500	2,230,000	35,500	1.62%
Interest and Other	2,175,602	2,776,403	1,482,500	1,600,000	117,500	7.93%
Special Revenue Funds	736,340	736,640	736,640	772,140	35,500	4.82%
Enterprise Funds	3,172,352	3,238,029	3,238,029	3,367,264	129,235	3.99%
Trust Funds	220,000	210,000	210,000	200,000	(10,000)	-4.76%
Reserves	-	-	1,453,287	250,000	(1,203,287)	-82.80%
Total Other Resources	\$ 32,390,406	\$ 38,892,696	\$ 37,273,071	\$ 42,275,103	\$ 5,002,032	13.42%
Total General Fund Resources	\$ 178,004,753	\$ 187,273,936	\$ 184,715,763	\$ 196,472,057	\$ 11,756,294	6.36%



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

General Fund Revenue Forecast Assumptions

Property Taxes

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

FY2023 Base Levy	\$138,604,718
Prop 2½ allowable increase (2.5% of base)	3,465,118
Estimated new property tax growth	750,000
Cape Cod Commission environmental tax	668,699
Debt exclusions	1,716,966
Less reserve for abatements & exemptions	(1,270,547)
FY2024 Tax Levy available for operations	\$143,934,954

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

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

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

Every year a provision for abatements and property tax exemptions must be made as well. For FY 2024 a provision of \$1,270,547 is being set aside, reducing the available property taxes to fund operations by this amount.

	Stated in Millions				
	2024P	2025P	2026P	2027P	2028P
Base levy from prior year	\$ 138.60	\$ 142.82	\$ 147.14	\$ 151.57	\$ 156.11
Prop 2.5 increase	3.47	3.57	3.68	3.79	3.90
New growth	0.75	0.75	0.75	0.75	0.75
New base	142.82	147.14	151.57	156.11	160.76
Voter Approved Additions:					
CCC Environmental tax	0.67	0.69	0.70	0.72	0.74
Debt exclusions	1.72	1.71	1.70	1.69	1.68
Maximum allowable levy	145.21	149.53	153.97	158.52	163.18
Less reserve for abatements and exemptions	(1.27)	(1.30)	(1.33)	(1.37)	(1.40)
Property taxes available for operations	\$ 143.94	\$ 148.23	\$ 152.63	\$ 157.15	\$ 161.77

The projected tax levy for the next five years is estimated to grow from \$144 million to \$162 million. This represents about a 3 percent increase per year. It is expected that the Town will have to increase the base levy by 2.5 percent every year and a factor for new building growth. New property tax growth is expected to average about \$750,000 per year. The Cape Cod Commission assessment is projected to increase 2.5 percent per year. A recently approved debt exclusion override is for the Cape Cod Regional Technical High School, which is expected to affect the town’s tax levy for several years.

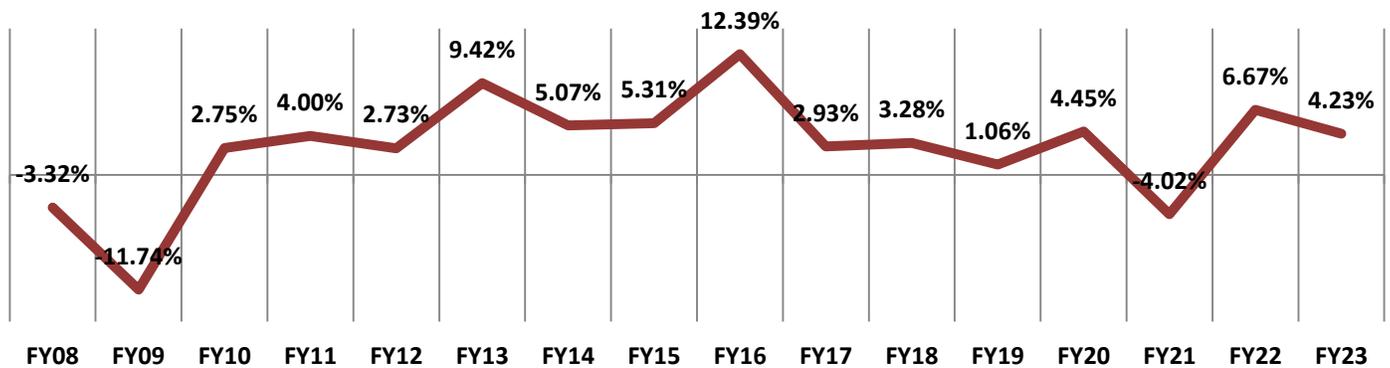
Motor Vehicle Excise Tax

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

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

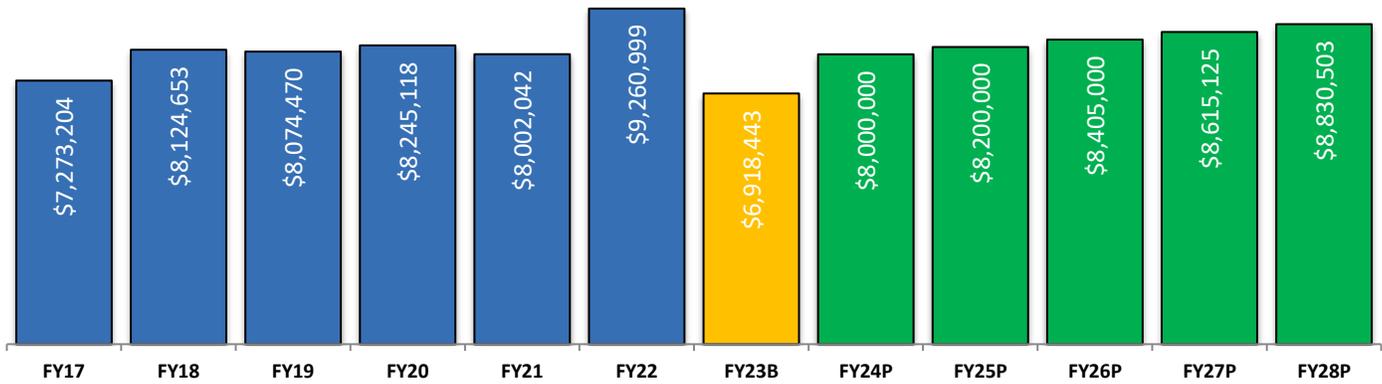
This category of revenue is difficult to project because of the many variables involved. These include the timing of the state in mailing commitments, the price changes in new vehicles, the volume of new vehicle purchases and leases, and changes in the economy. The Town receives a tax commitment from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

Motor Vehicle Excise Tax - January Commitment
Annual % Change



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

Motor Vehicle Excise Tax - Actual vs Projected

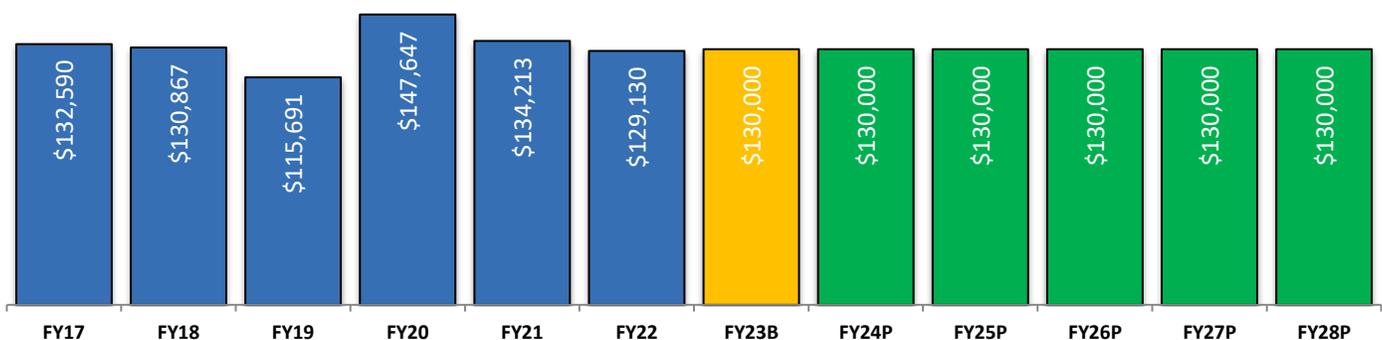


The blue bars represent the past years of actual revenue collections, and yellow bar is the FY 2023 budget. The town takes a conservative approach when budgeting for this source of revenue, which explains the budget figure being much lower than actuals. This area of revenue has reached its highest amount in FY 2022 at \$9.2 million. FY 2010 saw significant drop in revenue due to the 2008 recession. The recovery began in FY 2013, which saw this area grow to over \$8 million by FY 2018 after several years in decline. The FY 2024 budget was conservatively projected compared to the FY 2022 actual amount. Projections over the next five years expected to moderately grow at a rate of 2.5 percent per year.

Boat Excise Tax

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

History of Boat Excise Tax Revenue - Actual and Budgeted

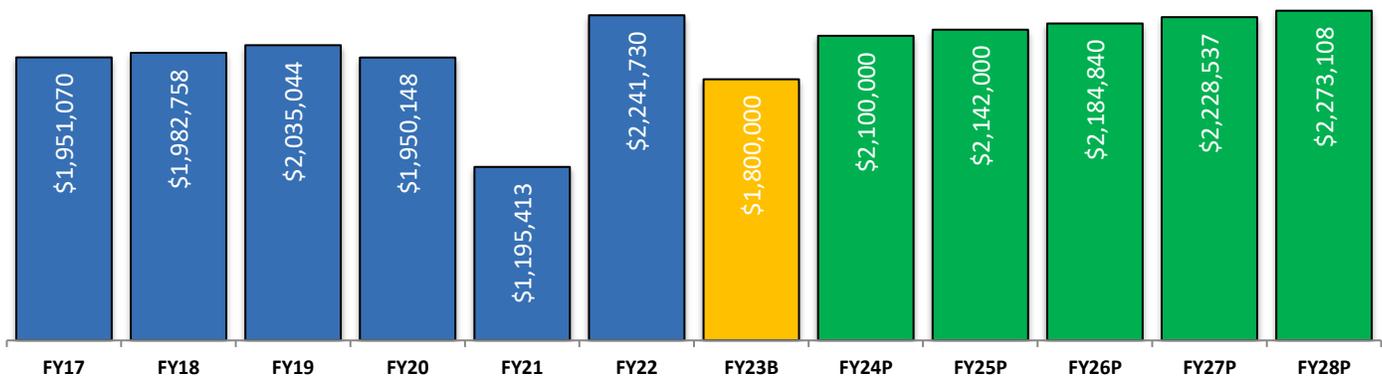


The blue bars represent the past twelve years of actual revenue collections, the yellow bar is the FY 2023 budget and the green bars represent projected revenue. As illustrated by the chart above, actual collections have ranged between \$115,000 and \$147,000 over the past few years. No change in this category is projected.

Motel/Hotel Excise Tax

The Massachusetts Legislature enacted the Motel/Hotel Tax in 1985 as a local option excise tax on hotels, motels, and lodging houses (“bed and breakfasts”). The Commonwealth administers the tax by collecting the local option portion from business establishments and sending them back to the cities and towns on a quarterly basis. The local option tax is capped at 6%. The Town of Barnstable adopted this cap in July 2010. One-third of this revenue is dedicated for sewer expansion projects and certain qualifying private road improvements. Motel/Hotel tax revenues depend largely on room occupancy from year-to-year, the total number of room stock, as well as the base rates charged to consumers by hotels and motels. In better economic times, more rooms may be occupied during the Town’s tourist season, leading to potentially higher returns on the tax. The closure or conversion of rooms to condominiums reduces the number of room stock susceptible to the tax, potentially leading lower returns on the tax.

Rooms Excise Tax - Actual vs Projected



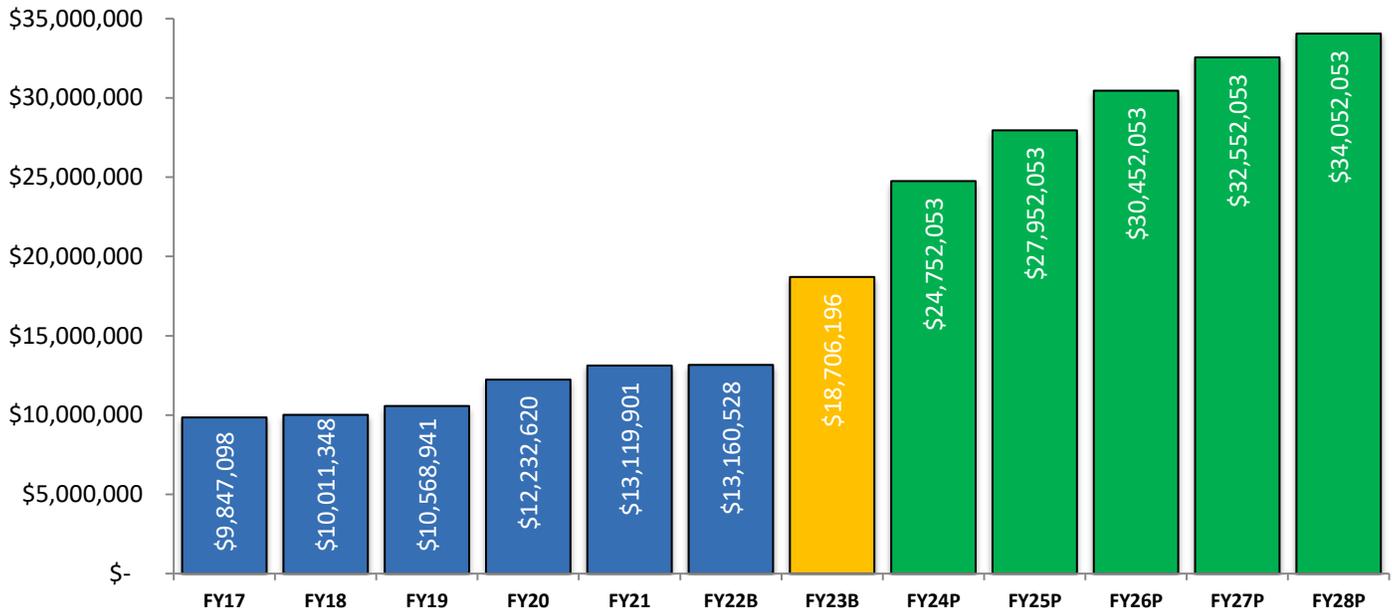
The blue bars represent the past years of actual revenue collections, yellow is the FY 2023 budget and green are the projected amounts for the next five years. The dip in FY 2021 was due to the pandemic. Once restrictions were lifted in this industry it recovered well in FY 2022. This category is projected to moderately grow at a rate of 2% per year.

Intergovernmental

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

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

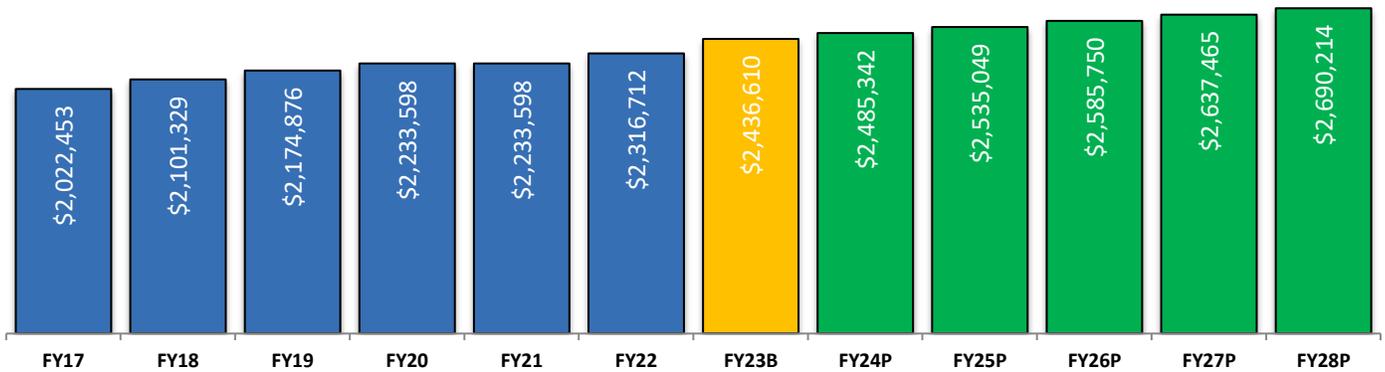
Chapter 70 Aid for Education - Actual vs Projected



The blue bars represent the past few years of actual revenue collections; the yellow bar is the FY 2023 budgets and the green bars are the projected aid amounts. The large increase in FY 2023 is the result of the implementation of the Student Opportunity Act by the state that seeks to increase funding over a six-year plan for K-12 schools. FY 2024 is the third year of implementation. The Town is projecting another significant increase in FY 2024. Future projections for CH70 Aid include the expectation that the financial commitment for funding the Student Opportunity Act will continue.

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

Unrestricted Aid - Actual vs Projected

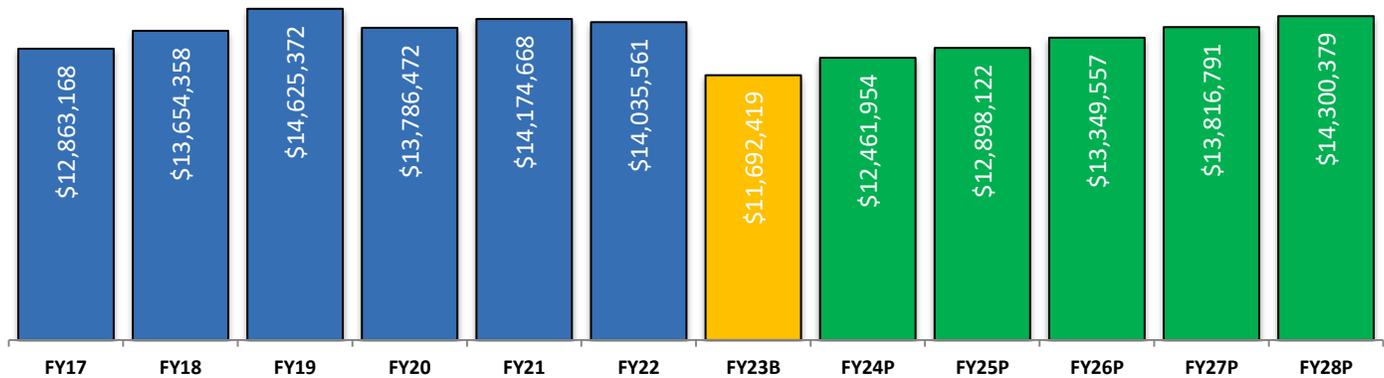


The blue bars represent actual payments received in past years; the yellow bar is the FY 2023 budget and the green bars represent projected aid amounts. Future projections include 2.0% growth in this revenue category.

Local Receipts

This category includes revenue generated from services, fees, permits, licenses, fines, penalties, investment income, and other sources generated at the local level. The historical activity levels in each category are monitored and then projected. Any fee adjustments are also taken into consideration and projections for each area are then produced based on activity levels and rates. This area of revenue is conservatively budgeted in FY 2023 compared to actual collections in past years.

Local Receipts- Actual and Projected



The blue bars represent actual receipts collected through FY 2022; the yellow bar is the FY 2023 budget and green bars represent future projections. This area of revenue is projected to grow by 3.5% annually.

General Fund Reserves

The Town will use \$250,000 in General Fund reserves to balance the proposed FY 2024 operating budget and \$3,840,251 for the capital program. This is expected to be restored with an estimated projected surplus of over \$5 million to be generated in FY 2023. The Town has historically been able to generate more reserves than what it has used to balance the budget due to conservative revenue estimation and unexpended appropriations. In addition, some of the costs being paid for with surplus are not recurring operating costs. The following is a history of General Fund reserves used and generated.

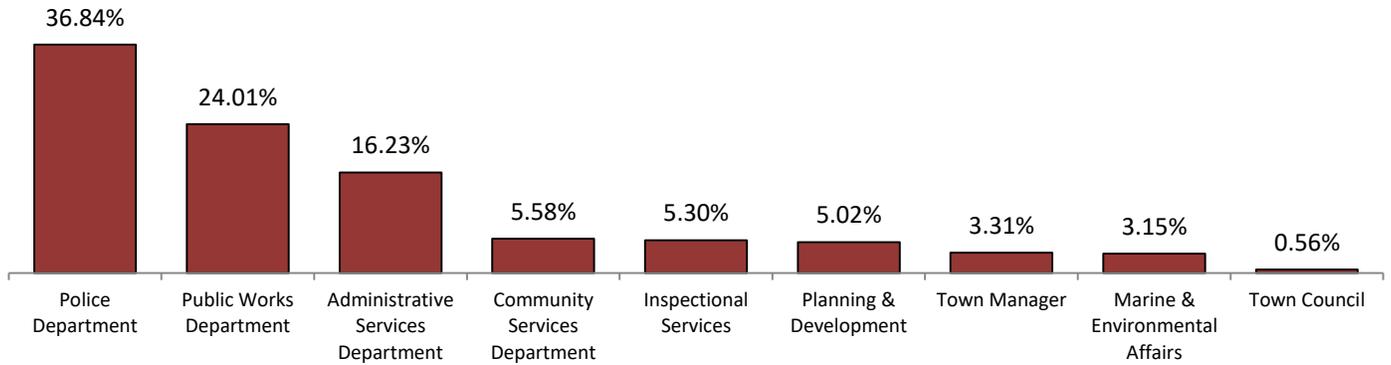
Certification Date:	Beginning	Used For:		Generated	Ending
	Balance	Operations	Capital		Balance
1-Jul-2015	13,370,039	(4,104,926)	(1,037,689)	5,721,779	13,949,203
1-Jul-2016	13,949,203	(2,726,877)	(4,000,000)	5,908,772	13,131,098
1-Jul-2017	13,131,098	(2,572,316)	(350,000)	5,988,373	16,197,155
1-Jul-2018	16,197,155	(3,587,352)	(4,260,175)	4,293,608	12,643,236
1-Jul-2019	12,643,236	(2,442,899)	(264,000)	4,752,408	14,688,745
1-Jul-2020	14,688,745	(2,870,726)	(233,554)	6,939,912	18,524,377
1-Jul-2021	18,524,377	(2,227,123)	(2,359,460)	10,489,342	24,427,136
1-Jul-2022	24,427,136	(1,050,000)	(4,086,306)	7,478,398	26,769,228
Average		(2,697,777)	(2,073,898)	6,446,574	

GENERAL FUND EXPENDITURE SUMMARY

Municipal Operations:	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Police Department	\$ 15,586,298	\$ 16,528,177	\$ 16,585,663	\$ 17,097,520	\$ 511,857	3.09%
Public Works Department	11,169,052	9,881,537	10,859,063	11,142,056	282,993	2.61%
Administrative Services Department	6,421,511	6,654,095	6,851,981	7,530,592	678,611	9.90%
Marine & Environmental Affairs	1,263,474	1,362,597	1,439,303	1,459,889	20,586	1.43%
Community Services Department	2,061,046	2,598,694	2,704,497	2,590,647	(113,850)	-4.21%
Inspectional Services	2,279,834	2,258,346	2,400,693	2,461,095	60,402	2.52%
Planning & Development	2,063,615	2,108,783	2,203,860	2,327,810	123,950	5.62%
Town Manager	1,199,491	1,299,000	1,348,165	1,535,533	187,368	13.90%
Town Council	276,201	251,179	285,992	261,328	(24,664)	-8.62%
Total Municipal Operations	\$ 42,320,521	\$ 42,942,408	\$ 44,679,217	\$ 46,406,470	\$ 1,727,253	3.87%
Education Budget	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Local School System	\$ 69,648,042	\$ 76,499,180	\$ 76,781,611	\$ 82,761,867	\$ 5,980,256	7.79%
Regional School District Assessment	5,753,760	5,229,756	5,229,756	4,980,692	(249,064)	-4.76%
Commonwealth Charter School Assessment	4,455,087	6,177,556	6,177,556	6,151,602	(25,954)	-0.42%
School Choice Assessment	1,484,768	1,594,174	1,594,174	1,530,367	(63,807)	-4.00%
Total All Education	\$ 81,341,657	\$ 89,500,666	\$ 89,783,097	\$ 95,424,528	\$ 5,641,431	6.28%
Other Requirements	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Employee Benefits	\$ 25,813,880	\$ 27,157,644	\$ 27,806,282	\$ 29,787,341	\$ 1,981,059	7.12%
Debt Service	6,488,897	6,798,286	6,798,286	7,249,889	451,603	6.64%
State & County Assessments	2,755,573	4,013,563	2,923,261	2,977,839	54,578	1.87%
Grants	1,950,769	2,162,660	2,162,660	2,233,908	71,248	3.29%
Property & Liability Insurance	2,097,430	2,300,000	2,500,000	2,600,000	100,000	4.00%
Celebrations, Rent & Other	69,308	186,000	186,000	234,285	48,285	25.96%
Snow & Ice Removal Deficit	-	934,821	934,821	-	(934,821)	-100.00%
Reserve Funds & Prior Year Deficits	-	250,000	250,000	250,000	-	0.00%
Total Other Requirements	\$ 39,175,857	\$ 43,802,974	\$ 43,561,310	\$ 45,333,262	\$ 1,771,952	4.07%
Total General Fund Before Transfers	\$ 162,838,035	\$ 176,246,048	\$ 178,023,624	\$ 187,164,260	\$ 9,140,636	5.13%
Transfers Out to Other Funds	\$ 13,573,944	\$ 6,692,140	\$ 6,692,140	\$ 9,307,797	\$ 2,615,657	39.09%
Grand Total General Fund	\$ 176,411,979	\$ 182,938,188	\$ 184,715,764	\$ 196,472,057	\$ 11,756,293	6.36%

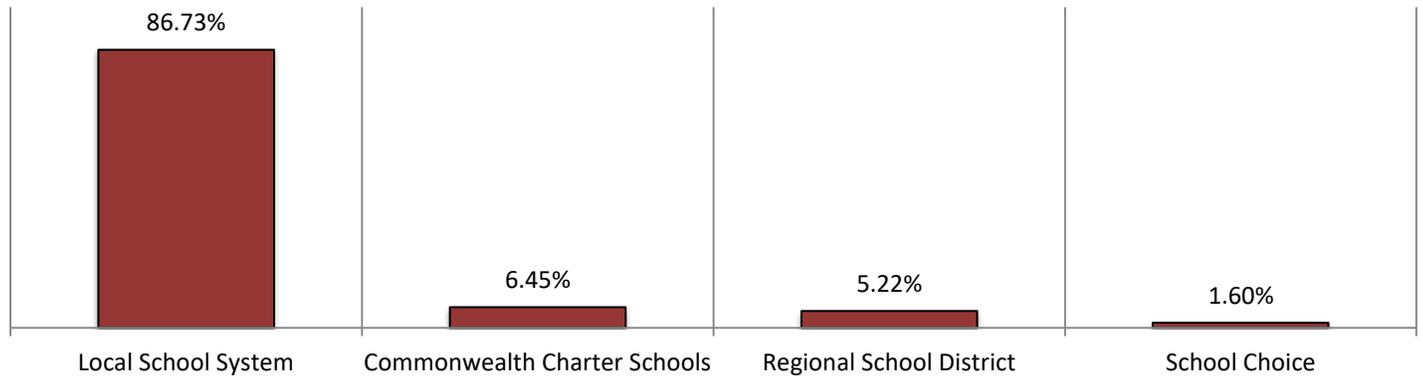
The municipal operations budget is increasing \$1.73 million, or 3.92%. The Administrative Services Department represents the largest monetary change, but as a percentage change, the Town Manager budget is showing the largest increase. Spending for all education is increasing \$5.64 million, or 6.3%. Local school operations are increasing \$5.98 million or 7.8% while assessments from other districts are decreasing \$338,825 collectively. Other school assessments are related to the number of students attending schools outside the local system as well as debt service cost associated with the new Cape Tech Vocational School construction project. Other Requirements are increasing \$1.77 million, or 4.1%. The increase in Other Requirements is due to employee benefits. Transfers to Other Funds include the General Fund support for the Hyannis Youth & Community Center and the transfer to the Capital Trust Fund for the Town's capital program.

Distribution of Municipal Operations



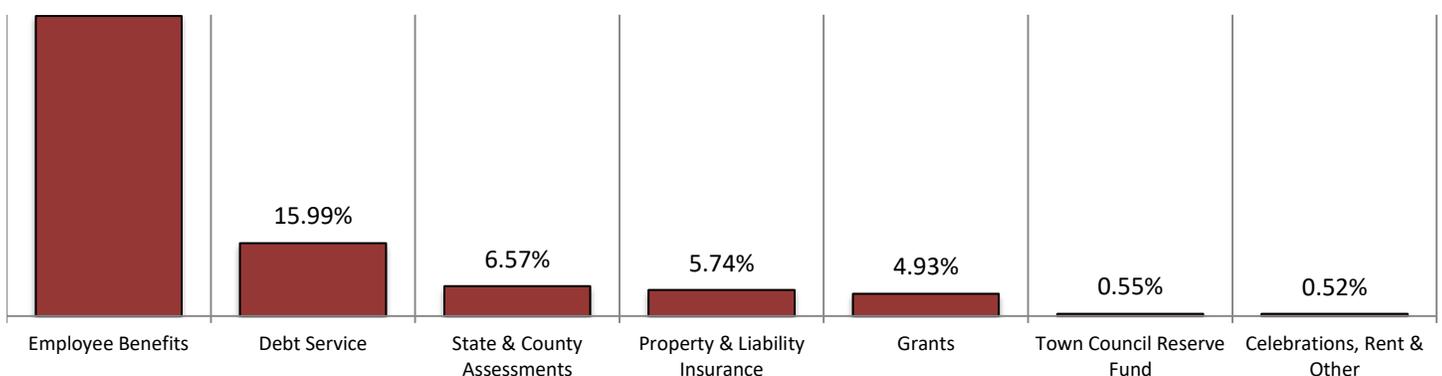
The two largest municipal operations are Police and Public Works, comprising 61% of all municipal spending. Administrative Services is the next largest area representing 16% and includes the Finance, Legal, Human Resources, and Information Technology operations.

Distribution of All Education Expenditures



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

Distribution of Other Requirements Expenditures



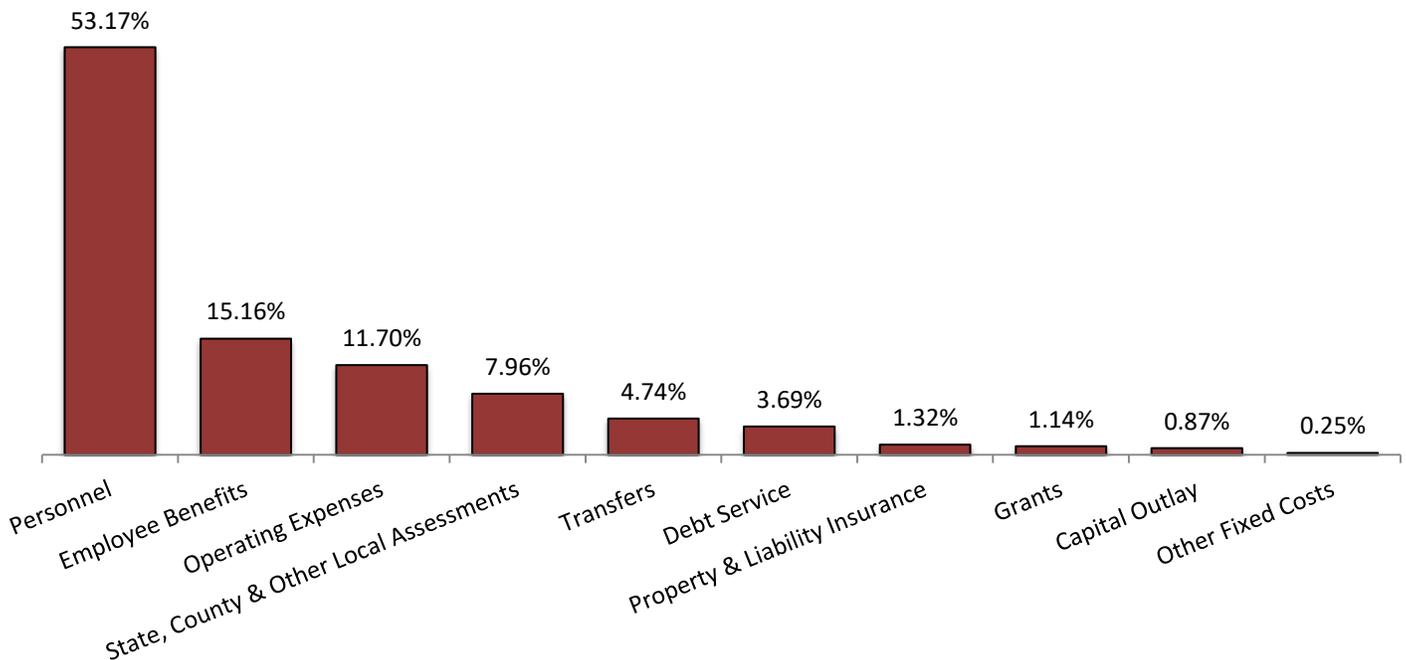
A majority of these expenditures are for employee benefits, debt service, assessments and insurance. They comprise 94% of all expenditures in this category.

General Fund Budget by Major Expenditure Category

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$ 88,496,921	\$ 96,389,081	\$ 97,640,283	\$ 104,469,350	\$6,829,067	6.99%
Employee Benefits	25,813,880	27,157,644	27,806,282	29,787,341	1,981,059	7.12%
State, County & Other Local Assessments	14,449,188	15,914,747	15,924,747	15,640,500	(284,247)	-1.78%
Transfers	13,573,944	6,692,140	6,692,140	9,307,797	2,615,657	39.09%
Debt Service	6,488,897	6,798,286	6,798,286	7,249,889	451,603	6.64%
Operating Expenses	21,762,877	21,420,507	22,182,293	22,982,254	799,961	3.61%
Grants	1,950,769	2,162,660	2,162,660	2,233,908	71,248	3.29%
Property & Liability Insurance	2,097,430	2,300,000	2,500,000	2,600,000	100,000	4.00%
Capital Outlay	1,708,765	1,632,000	1,638,252	1,716,733	78,481	4.79%
Other Fixed Costs	69,308	1,370,821	1,370,821	484,285	(886,536)	-64.67%
Total Expenditures	\$ 76,411,979	\$ 81,837,886	\$ 84,715,764	\$ 96,472,057	\$11,756,293	6.36%

Personnel costs and the associated employee benefits account for \$8.8 million of the proposed FY 2024 General Fund budget change. This includes a net increase of 39.47 full-time equivalents in the municipal and local school operations. Operating expenses are increasing \$799,961, debt service is increasing \$451,603, and assessments are decreasing \$(284,247).

General Fund Budget By Major Expenditure Category



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

LONG-TERM BUDGET PLANNING

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

Chapter 70 Aid for Education

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

Unrestricted General Government Aid

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

Massachusetts School Building Assistance

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

Investment Income

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

Salaries

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

allowances.

Health Insurance

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

Pension Assessments

The town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expenses for running the system. Pension assessments are expected to continue to rise in the neighborhood of 5.3% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every year of the unfunded liability for the system, which will readjust the assessment levels. The unfunded liability of the system is being amortized through fiscal year 2037 as allowed by State law. At June 30, 2022, the Town reported a liability of \$81,521,703 for its proportionate share of the net pension liability.

Other Post-Employment Benefits (OPEB)

Similar to pensions, town employees can earn other post-employment benefits (OPEB) over their years of service that will not be received until after their employment with the town ends through retirement. In the Town of Barnstable, the OPEB consists principally in the form of health insurance. A GASB accounting rule requires that the town actuarially determine what its annual Actuarially Determined Contribution (ADC) would be to fully fund this benefit over a 26-year amortization period. In fiscal year 2022, the ADC is estimated to be \$8.7 million, so in essence, to fully fund health insurance for active and retired employees, the Town would have to budget \$8.7 million more per year for health insurance. If the Town elects not to fund all or part of this liability, it is expected that it will eventually lead to a bond rating downgrade as the rating agencies are watching very closely how governments across the country address, or don't address, this issue. It is expected that the Town will continue to cover 50% of the annual health insurance costs of eligible town retirees, as this is the minimum required by state law. Eligible retired teachers enter the state's health insurance program managed through the Group Insurance Commission. The Town is assessed its share of the cost each year by the state for retired teachers. The town must pay 80% to 85% of retired teacher's health insurance premiums depending upon their retirement date. This charge is included on the Town's Cherry Sheet. The Town has created an OPEB Trust Fund and annually makes an appropriation into the fund. At June 30, 2022, the Town reported a liability of \$137 million with assets of \$8 million resulting in a net liability of \$129 million.

Utilities and Fuel

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

Private Roads

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

Clean Water

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

Capital Program

The Town of Barnstable has an inventory of over \$400 million in fixed assets. This includes land, land improvements, buildings, equipment and machinery, furniture and fixtures, boats, vehicles, trailers, computers, roads, sidewalks, bridges, runways, marinas, parks, fresh water ponds and lakes, dredged waterways, beaches, water and sewer lines and other. This inventory of assets requires the Town to invest considerable funds to replace or improve the assets over time. Town departments have identified in excess of \$650 million dollars in capital needs over the next 5 years. This is more than what the Town can immediately provide.

Infrastructure Maintenance

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

Technology

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

Changing Demographics within Student Population

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

Net School Spending Requirements

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

Reserves Used To Balance Operating Budgets

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

	Municipal Savings	School Savings	Town Council Reserve	Total
Balance	\$8,320,011	\$11,298,637	\$7,150,578	\$26,769,227
Used for:				
FY 2024 Town Council reserve	-	-	(250,000)	(250,000)
FY 2024 Capital Program	(1,921,405)	(1,918,846)	-	(3,840,251)
Balance remaining before closing FY2023	\$6,398,606	\$9,379,791	\$6,900,578	\$22,678,976

Bond Ratings

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

Borrowing Rates

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

THIS PAGE INTENTIONALLY LEFT BLANK

CAPITAL IMPROVEMENTS PLAN (CIP) SUBMISSIONS

Capital Program Development

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

Submission Cost and Fiscal Year Summary

The capital projects identified by departments in this year's capital improvement plan process represent a total of \$107 million of requests for FY 2024 and a combined total of \$670 million over a five-year period. Of the \$607 million, \$153 million represents Enterprise Funds, \$224 million are General Fund requests and \$293 million are Comprehensive Wastewater Management Plan (CWMP) requests.

Projects are distributed by fund as follows:

Projects distributed by fund as follows:

Enterprise Funds	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Totals
Airport	\$ 4,593,444	\$ 10,480,000	\$ 6,315,864	\$ 6,750,000	\$ 6,750,000	\$ 34,889,308
Marina	367,000	9,765,000	1,678,500	-	670,500	12,481,000
Sandy Neck	50,000	4,300,000	-	-	-	4,350,000
HYCC	2,293,435	3,398,911	1,409,200	540,735	-	7,642,281
Golf	1,108,151	-	-	-	-	1,108,151
Water Pollution	7,050,000	3,125,000	9,600,000	3,200,000	1,050,000	24,025,000
Water Supply	7,247,000	27,700,000	1,700,000	26,700,000	1,700,000	65,047,000
Solid Waste	150,000	2,960,000	210,000	215,000	220,000	3,755,000

CWMP	\$ 33,550,000	\$135,400,000	\$ 42,600,000	\$ 46,100,000	\$ 35,700,000	\$ 293,350,000
------	---------------	---------------	---------------	---------------	---------------	----------------

General Fund	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Totals
Police	\$ 2,295,479	\$ 2,550,239	\$ -	\$ -	\$ -	\$ 4,845,718
MEA	3,094,000	10,456,000	5,125,000	6,650,000	2,600,000	27,925,000
Community Services	8,933,819	13,746,606	6,335,899	5,450,576	16,359,488	50,826,388
Public Works	31,254,732	54,492,871	9,172,303	13,448,420	5,415,000	113,783,326
School	4,650,000	6,550,000	6,450,000	4,000,000	4,500,000	26,150,000
Totals	\$ 50,228,030	\$ 87,795,716	\$ 27,083,202	\$ 29,548,996	\$ 28,874,488	\$ 223,530,432

FY 2024 CAPITAL IMPROVEMENT PLAN BUDGET

Several factors were taken into consideration when determining which projects to recommend for funding in Fiscal Year 2024. In addition to the scoring by the senior staff, funding considerations are directed towards projects that had received previous funding, and therefore, are ready for the next stage of development; projects that would contribute to the economic development of the Town; projects that would preserve important infrastructure components of the Town; projects that improve high usage assets; projects that have outside funding available to offset the costs or can be covered by user fees; and projects that have an important public safety component associated with them. The recommended projects total \$67.6 million. The General Fund totals \$12.3 million, the Enterprise Funds total \$21.7 million, and the CWMP totals \$33.6 million. Funding for the Enterprise Funds' program



Wastewater Treatment Facility Effluent Disposal Sand Beds

consists of using \$1.4 million of Enterprise Fund reserves; \$370,106 in transfers from balances remaining in completed projects, and \$19.9 million in new borrowing authorizations. Grant funds from the Federal Aviation Administration and the Massachusetts Department of Transportation are expected to offset the borrowing authorizations for the Airport Enterprise Fund projects. Once received, this will allow the town to rescind these borrowing authorizations. The remaining bonds issued for the Enterprise Fund projects are expected to be paid back with Enterprise Fund revenues with the exception of the HYCC Mechanical Improvements. Funding for the General Fund portion of the program consists of \$3.9 million in General Fund reserves, \$3.7 million Capital Trust Fund (CTF) reserves, \$681,154 in transfers from existing capital appropriations no longer needed, and \$3.5 million in new borrowing authorizations. Lastly, it is recommended to use \$1.15 million in reserves and \$30.9 million in new borrowing authorizations under the Sewer Construction & Private Way Improvement Special Revenue Fund, and \$1.5 million in Capital Trust Fund reserves for the Comprehensive Wastewater Management Plan (CWMP).

Enterprise Funds Recommendations

Council Order Number	Project Name	Funding Source			
		Reserves	Bond Issue	Transfers	Total
2023-119	HVAC Upgrades to Terminal & Tower	50,793	965,071		1,015,864
2023-120	Master Plan Updates	26,250	498,750		525,000
2023-121	Security Camera Upgrades	34,450	654,550		689,000
2023-122	Replace SRE Equipment 10-wheeler - Airport #47	19,150	363,850		383,000
2023-123	SRE Equipment Storage Facility		1,120,580		1,120,580
2023-124	Electric Aircraft Support Vehicle & Charging Station	25,250	479,750		505,000
2023-125	Jet A Fuel Storage Tank	71,000	284,000		355,000
Total Airport Enterprise Fund Projects		226,893	4,366,551	-	4,593,444
2023-108	HGC Turf Maintenance Equipment	482,935		9,335	492,270
2023-109	OBF Irrigation Sprinkler Replacement	82,561			82,561
2023-110	OBF Cart Barn Roof Replacement	161,757			161,757
Total Golf Course Enterprise Fund Projects		727,253	-	9,335	736,588
2023-073	Sandy Neck Facility Reconfiguration - Final Design	50,000			50,000
Total Sandy Neck Enterprise Fund Projects		50,000	-	-	50,000
2023-074	Prince Cove Marina Improvements - Design	139,000		56,000	195,000
Total Marina Enterprise Fund Projects		139,000	-	56,000	195,000
2023-100	HYCC Facility Mechanical Improvements		1,752,400		1,752,400
Total Hyannis Youth & Community Center Enterprise Fund Projects		-	1,752,400	-	1,752,400

Enterprise Funds Recommendations Continued

Council Order Number	Project Name	Funding Source			
		Reserves	Bond Issue	Transfers	Total
2023-082	License Plate Reader Technology	26,829		23,171	50,000
2023-083	Container Replacement	50,000			50,000
Total Solid Waste Solid Waste Facility Improvements		76,829	-	23,171	100,000
2023-092	Pipe Replacement and Upgrade Program		1,500,000		1,500,000
2023-093	Wells, Pump Stations, Treatment Plant Upgrades	200,000			200,000
2023-094	Mary Dunn 1: Water Storage Tank Rehabilitation		927,000		927,000
2023-095	New Well Exploration Program		472,400	147,600	620,000
2023-096	Mary Dunn 4 Well Building		1,000,000		1,000,000
2023-097	Mary Dunn Rd Water Main Replacement		3,000,000		3,000,000
Total Water Supply Enterprise Fund Projects		200,000	6,899,400	147,600	7,247,000
2023-084	Pump Station Rehabilitation Program		1,616,000	134,000	1,750,000
2023-085	Water Pollution Control Facility Improvements		4,500,000		4,500,000
2023-086	Downtown Hyannis Force Main Rehabilitation		800,000		800,000
Total Water Pollution Control Enterprise Fund Projects		-	6,916,000	134,000	7,050,000
Total All Enterprise Funds		1,419,975	19,934,351	370,106	21,724,432

General Fund Recommendations

Council Order Number	Project Name	Funding Source			
		Reserves	Bond Issue	Transfers	Total
2023-075	Barnstable Harbor Marina Revetment - Design & Permitting	172,000			172,000
2023-102	Public Roads Maintenance	3,750,000			3,750,000
2023-106	Raised Crosswalks in Cotuit	175,000			175,000
2023-107	Hawes Ave. Culvert Reconstruction - Design	131,500			131,500
Total Infrastructure Projects		4,228,500	-	-	4,228,500
2023-098	Town Hall Roof Analysis & Repair	185,235			185,235
2023-099	School Administration Building Mechanical Cooling Upgrades		1,141,929		1,141,929
2023-101	Department of Public Works Office Administration Building Expansion	26,680		373,320	400,000
Total Municipal Facilities Projects		211,915	1,141,929	373,320	1,727,164
2023-076	Scudder's Lane Boat Ramp Reconstruction		496,000		496,000
2023-077	Little River Fish Passage Restoration - Evaluation Phase	90,000			90,000
2023-078	Rosa Lane Fish Passage Culvert Replacement Design	225,000			225,000
2023-079	Lake Elizabeth Fish Run, Dam & Culvert Improve. Design & Permitting	125,000			125,000
2023-080	McCarthy's Landing Dinghy Dock Construction	295,000			295,000
2023-081	Cotuit Town Dock Improvements - Design & Permitting	41,430		58,570	100,000
Total Waterways Projects		776,430	496,000	58,570	1,331,000
2023-103	Monitoring & Management Plan for Fresh Water Ponds	164,560		105,440	270,000
2023-104	Mystic Lake Alum Treatment	195,000			195,000
2023-105	Municipal Separate Storm Sewer System	95,000			95,000
Total Water Quality Projects		454,560	-	105,440	560,000

The recommended projects for the General Fund - Continued

Council Order Number	Project Name	Funding Source			
		Reserves	Bond Issue	Transfers	Total
2023-111	EIFS Wall Replacement - Coob Astro Park		400,000		400,000
2023-112	Campus Wide Door & Window Replacement		1,000,000		1,000,000
2023-113	Campus Wide Paving & Sidewalk Repair	350,000			350,000
2023-114	BHS Culinary Arts Kitchen		500,000		500,000
2023-115	Campus Wide Mechanical Upgrades	250,000			250,000
2023-116	Knight Hall and PAC Chillers	250,000			250,000
2023-117	BHS Fields Upgrades: Phases 2 and 3	1,000,000			1,000,000
2023-118	West Villages Elementary Carpet Replcement	68,846		681,154	750,000
Total School Facilities Projects		1,918,846	1,900,000	681,154	4,500,000
Total General Fund Projects		7,590,251	3,537,929	1,218,484	12,346,664

Comprehensive Wastewater Management Plan Recommendations

Council Order Number	Project Name	Funding Source			
		Fund Reserves	Bond Issue	Savings/Transfers	Total
Comprehensive Wastewater Management Plan					
2023-087	PCW Route Sewer Expansion Construction		30,900,000		30,900,000
2023-088	Old Craigville Rd Sewer Expansion - Design & Permitting	1,500,000			1,500,000
2023-089	Long Beach Sewer Expansion - Preliminary Design & Survey	350,000			350,000
2023-090	Old Yarmouth Rd Sewer Expansion - Final Design & Permitting	650,000			650,000
2023-091	Warren's Cove Aquaculture Feasibility Study	150,000			150,000
Total Comprehensive Wastewater Management Plan		2,650,000	30,900,000	-	33,550,000
Grand Total Capital improvement Plan		11,660,226	54,372,280	1,588,590	67,621,096

FIVE YEAR FUNDING PLAN

A total of 160 projects amounting to \$670 million were submitted for requests over the next 5 years. This includes General Fund, Comprehensive Wastewater Management Plan (CWMP), and all Enterprise Funds. The town has several funding sources to finance its capital program: the Capital Trust Fund, which is used to finance General Fund capital, General Fund reserves, each individual Enterprise Fund, and two Stabilization Funds.

The Capital Trust Fund is a mechanism that allows the town to accumulate funds from various sources to finance its General Fund supported capital program. A transfer is made annually from the General Fund with a projected transfer for FY 2024 of \$7.9 million. This transfer will be part of the annual operating budget.

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

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

The schedules on the following pages illustrate the funding capacity of the Capital Trust Fund and the Sewer Construction & Private Way Maintenance and Improvement Fund. A limited amount of the projects that went through the evaluation process in the development of the FY 2024 proposed Capital Improvement Plan can be funded over the next five years. Town can anticipate funding \$80.5 million in General Fund capital projects through the Capital Trust Fund. This includes \$16.5 million for the Comprehensive Wastewater Management Plan. General Fund reserves and Community Preservation Fund resources will supplement the capital program depending upon the amounts available in the future as well as any grant opportunities that arise. The Town also receives around \$2 million annually under the state's Chapter 90 program which helps maintain and improve public road infrastructure.

The \$153 million submitted for enterprise funds will need to be financed through rates charged by those operations. Rates charged by the enterprise funds will need to be adjusted annually to provide the resources necessary to implement. The \$293 million of projects listed for the Comprehensive Wastewater Management Plan will need an infusion of new resources in order to implement them in the years indicated.

Five Year Capital Improvement Plan for Enterprise Fund

DEPT	PRIORITY	PROJECT TITLE	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTALS
BMA	1	HVAC Upgrades to Terminal & Tower	1,015,864	-	-	-	-	1,015,864
BMA	2	Master Plan Updates	525,000	-	-	-	-	525,000
BMA	3	Security Camera Upgrades	689,000	-	-	-	-	689,000
BMA	4	Replace SRE Equipment 10-wheeler - Airport #47	383,000	-	-	-	-	383,000
BMA	5	SRE Equipment Storage Facility	1,120,580	-	-	-	-	1,120,580
BMA	6	Electric Aircraft Support Vehicle & Charging Station	505,000	-	-	-	-	505,000
BMA	7	Jet A Fuel Storage Tank	355,000	-	-	-	-	355,000
BMA	8	Relocate & Extend Taxiway B	-	8,800,000	-	-	-	8,800,000
BMA	9	Replace SRE Equipment - Airport #38 (ASV Skid Steer Plow)	-	100,000	-	-	-	100,000
BMA	10	Replace SRE Equipment - Airport #32 (Chevy 2500HD)	-	80,000	-	-	-	80,000
BMA	11	Terminal Upgrades - Jetway/Gate Expansion/Hold room expansion	-	1,500,000	-	-	-	1,500,000
BMA	12	Reconstruction and Re-Alignment of Taxiways Delta and Echo at Runway 15	-	-	5,300,000	-	-	5,300,000
BMA	13	Terminal Restroom Remodel	-	-	1,015,864	-	-	1,015,864
BMA	14	Acquire Easements/Acquisition for Future Construction/Runway Extension	-	-	-	6,750,000	6,750,000	13,500,000
TOTAL AIRPORT			\$ 4,593,444	\$ 10,480,000	\$ 6,315,864	\$ 6,750,000	\$ 6,750,000	\$ 34,889,308
MAR	1	Prince Cove Marina Improvements	195,000	-	819,500	-	670,500	1,685,000
MAR	2	Bamstable Harbor Marina Revetment	172,000	-	859,000	-	-	1,031,000
MAR	3	Bismore Park Bulkhead & Marina Improvements	-	9,765,000	-	-	-	9,765,000
TOTAL MARINA			\$ 367,000	\$ 9,765,000	\$ 1,678,500	\$ -	\$ 670,500	\$ 12,481,000
SDN	1	Sandy Neck Facility Relocation	50,000	4,300,000	-	-	-	4,350,000
TOTAL SANDY NECK			\$ 50,000	\$ 4,300,000	\$ -	\$ -	\$ -	\$ 4,350,000
HYCC	1	HYCC Facility Mechanical Improvements	1,752,400	802,000	1,409,200	540,735	-	4,504,335
HYCC	2	HYCC Security System	285,059	-	-	-	-	285,059
HYCC	3	HYCC Rink Slab Replacement	255,976	2,596,911	-	-	-	2,852,887
TOTAL HYCC			\$ 2,293,435	\$ 3,398,911	\$ 1,409,200	\$ 540,735	\$ -	\$ 7,642,281

Five Year Capital Improvement Plan for Enterprise Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTALS
GOLF	1	HGC Turf Maintenance Equipment	492,270	-	-	-	-	492,270
GOLF	2	OBF Irrigation Sprinkler Replacement	82,561					82,561
GOLF	3	OBF Cart Barn Roof Replacement	161,757					161,757
GOLF	4	OBF Storage Building	371,563					371,563
TOTAL GOLF			\$ 1,108,151	\$ -	\$ -	\$ -	\$ -	\$ 1,108,151
WPC	1	Pump Station Rehabilitation Program	1,750,000	2,500,000	1,900,000	400,000	400,000	6,950,000
WPC	2	Water Pollution Control Facility Improvements	4,500,000	-	200,000	1,850,000	-	6,550,000
WPC	3	Downtown Hyannis Force Main Rehabilitation	800,000	-	7,500,000	-	-	8,300,000
WPC	4	Effluent Sand Bed Valve Rehabilitation	-	400,000	-	-	-	400,000
WPC	5	Sewer System Rehabilitation	-	225,000	-	-	650,000	875,000
WPC	6	MSB Generator Design and Construction	-	-	-	850,000	-	850,000
WPC	7	Tractor 259 Replacement	-	-	-	100,000	-	100,000
TOTAL WATER POLLUTION CONTROL			\$ 7,050,000	\$ 3,125,000	\$ 9,600,000	\$ 3,200,000	\$ 1,050,000	\$ 24,025,000
WS	1	Pipe Replacement and Upgrade Program	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000
WS	2	Wells, Pump Stations, Treatment Plant Upgrades	200,000	200,000	200,000	200,000	200,000	1,000,000
WS	3	Mary Dunn 1: Water Storage Tank Rehabilitation	927,000	-	-	-	-	927,000
WS	4	New Well Exploration Program	620,000	-	-	-	-	620,000
WS	5	Mary Dunn 4 Well Building	1,000,000	-	-	-	-	1,000,000
WS	6	Mary Dunn Rd Water Main Replacement	3,000,000	-	-	-	-	3,000,000
WS	7	Straightway Filtration Plant		25,000,000				25,000,000
WS	8	Airport & Mary Dunn 1 Filtration Plant		1,000,000		25,000,000		26,000,000
TOTAL WATER SUPPLY			\$ 7,247,000	\$ 27,700,000	\$ 1,700,000	\$ 26,700,000	\$ 1,700,000	\$ 65,047,000
SW	1	License Plate Reader Technology	50,000	-	-	-	-	50,000
SW	2	Container Replacement	50,000	55,000	60,000	65,000	70,000	300,000
SW	3	Compactor Unit Replacement	-	225,000	150,000	150,000	150,000	675,000
SW	4	Solid Waste Facility Improvements	50,000	2,680,000	-	-	-	2,730,000
TOTAL SOLID WASTE			\$ 150,000	\$ 2,960,000	\$ 210,000	\$ 215,000	\$ 220,000	\$ 3,755,000
TOTAL ENTERPRISE FUNDS			\$ 22,859,030	\$ 61,728,911	\$ 20,913,564	\$ 37,405,735	\$ 10,390,500	\$ 153,297,740

Five Year Capital Improvement Plan for Comprehensive Wastewater Management Plan

DEPT	PRIORITY	PROJECT TITLE	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTALS
CWMP	1	PCW Route Sewer Expansion	30,900,000					30,900,000
CWMP	2	Old Craigville Rd Sewer Expansion	1,500,000		18,250,000			19,750,000
CWMP	3	Long Beach Sewer Expansion	350,000	750,000	8,500,000			9,600,000
CWMP	4	Old Yarmouth Rd Sewer Expansion	650,000		7,950,000			8,600,000
CWMP	5	Warren's cove Aquaculture Feasibility Study	150,000					150,000
CWMP	6	Effluent Disposal Alternatives		TBD		TBD		-
CWMP	7	Rt. 28 West Sewer Expansion		35,000,000				35,000,000
CWMP	8	Nitrogen Removal improvements at WPCF		36,000,000				36,000,000
CWMP	9	Headworks Improvements at WPCF		29,800,000				29,800,000
CWMP	10	Phinney's Lane Sewer Expansion		32,000,000				32,000,000
CWMP	11	Shootflying Hill Rd Sewer Expansion		900,000		9,550,000		10,450,000
CWMP	12	Great Marsh Rd Sewer Expansion		300,000	1,200,000		15,500,000	17,000,000
CWMP	13	Osterville woods Sewer Expansion		600,000	1,400,000		18,500,000	20,500,000
CWMP	14	South County Rd Sewer Expansion			300,000	700,000		1,000,000
CWMP	15	Long Pond Area Sewer Expansion				35,000,000		35,000,000
CWMP	16	Prince Cove Sewer Expansion				400,000	1,000,000	1,400,000
CWMP	17	Huckins Neck Rd Sewer Expansion				300,000	700,000	1,000,000
CWMP	18	Mill Pond Dredging		50,000	5,000,000	150,000		5,200,000
TOTAL COMPREHENSIVE WASTEWATER MANAGEMENT			\$ 33,550,000	\$ 135,400,000	\$ 42,600,000	\$ 46,100,000	\$ 35,700,000	\$ 293,350,000

Five Year Capital Improvements Plan for General Fund

DEPT	PRIORITY	PROJECT TITLE	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTALS
BPD	1	Barnstable Police Facility Improvements	2,295,479	2,550,239	-	-	-	4,845,718
		TOTAL POLICE	\$ 2,295,479	\$ 2,550,239	\$ -	\$ -	\$ -	\$ 4,845,718
MEA	1	Scudder's Lane Boat Ramp	496,000	-	-	-	-	496,000
MEA	2	MEA Storage Facility Project	150,000	1,256,000	-	-	-	1,406,000
MEA	3	MEA Parking Lot Improvements	275,000	-	-	-	-	275,000
MEA	4	Stormwater Improvements at Shellfish Sites	930,000	-	-	-	-	930,000
MEA	5	Little River Fish Passage Restoration	90,000	TBD	-	TBD	-	90,000
MEA	6	Rosa Lane Fish Passage Culvert Replacement	225,000	-	1,000,000	-	-	1,225,000
MEA	7	Bay Shore Road Boat Ramp	190,000	620,000	-	-	-	810,000
MEA	8	Lake Elizabeth Fish Run, Dam & Culvert Improvs.	125,000	500,000	-	-	-	625,000
MEA	9	McCarthy's Landing Dinghy Dock	295,000	-	-	-	-	295,000
MEA	10	Cotuit Town Dock Improvements	100,000	1,600,000	-	-	-	1,700,000
MEA	11	Channel Dredging Program	-	2,675,000	2,125,000	1,750,000	2,600,000	9,150,000
MEA	12	Mill Pond Fishway	-	2,183,000	-	-	-	2,183,000
MEA	13	Hyannis Breakwater	-	235,000	TBD	-	-	235,000
MEA	14	West Bay Breakwater	-	250,000	-	4,900,000	-	5,150,000
MEA	15	Blish Point Boat Ramp Improvements	218,000	1,062,000	-	-	-	1,280,000
MEA	16	Blish Point Construction for Long Tem Solution	-	75,000	2,000,000	-	-	2,075,000
		TOTAL MARINE & ENVIRONMENTAL AFFAIRS	\$ 3,094,000	\$ 10,456,000	\$ 5,125,000	\$ 6,650,000	\$ 2,600,000	\$ 27,925,000
CSD	1	Centerville Recreation Multipurpose Field	425,002	-	-	-	-	425,002
CSD	2	Adult Community Center Master Plan Development	128,500	TBD	-	-	-	128,500
CSD	3	Skate Park Master Plan & Design	308,727	2,054,169	-	-	-	2,362,896
CSD	4	Town Recreation Field Improvements	757,811	489,500	2,985,950	979,000	440,550	5,652,811
CSD	5	Automatic Beach Gate	207,266	-	-	-	-	207,266
CSD	6	Osterville Playground	1,352,336	-	-	-	-	1,352,336
CSD	7	Salt Water Beach House Improvements	235,000	2,030,505	2,451,309	2,384,854	596,135	7,697,803
CSD	8	Kennedy Memorial Renovation	2,174,366	-	-	-	-	2,174,366
CSD	9	Veterans Park Improvements	2,487,689	3,839,148	898,640	2,086,722	-	9,312,199
CSD	10	Hamblin Pond Bathhouse and Site Improvements	315,000	1,630,000	-	-	-	1,945,000
CSD	11	Hathaway's Pond Bathhouse and Site Improvements	-	2,044,734	-	-	-	2,044,734
CSD	12	Community Building Security System	237,122	-	-	-	-	237,122
CSD	13	Joshua's Pond Handicap Accessibility & Beach Improv.	305,000	1,658,550	-	-	-	1,963,550
CSD	14	Osterville Recreation Building	-	-	-	-	15,322,803	15,322,803
		TOTAL COMMUNITY SERVICES	\$ 8,933,819	\$ 13,746,606	\$ 6,335,899	\$ 5,450,576	\$ 16,359,488	\$ 50,826,388

Five Year Capital Improvements Plan for General Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTALS
DPW	1	Public Roads Maintenance	3,850,000	3,950,000	4,050,000	4,150,000	4,250,000	20,250,000
DPW	2	Town Hall Roof Analysis & Repair	185,235	-	-	-	-	185,235
DPW	3	School Admin. Building Mechanical Cooling Upgrades	1,141,929	615,000	-	-	-	1,756,929
DPW	4	Monitoring and Mgt. Plan - Freshwater Ponds	270,000	135,000	405,000	200,000	TBD	1,010,000
DPW	5	Mystic Lake Alum Treatment	195,000	-	-	-	-	195,000
DPW	6	MS4 Municipal Separate Storm Sewer System	95,000	-	-	-	-	95,000
DPW	7	Emergency Generator Implementation Plan	1,033,282	447,325	-	-	-	1,480,607
DPW	8	Public Bridge Maintenance and Repairs	500,000	-	500,000	-	500,000	1,500,000
DPW	9	Signalization Intersection Improvements	250,000	-	250,000	-	250,000	750,000
DPW	10	West Main St & Pine St Intersection	229,000	1,196,000	-	-	-	1,425,000
DPW	11	Crosswalk Improvements	650,000	-	-	-	-	650,000
DPW	12	Stormwater Improvements at Impaired Ponds	250,000	350,000	300,000	300,000	300,000	1,500,000
DPW	13	Town Hall & School Admin Security Improvements	409,600	1,021,480	-	-	-	1,431,080
DPW	14	DPW Administration Office Expansion	400,000	-	-	-	-	400,000
DPW	15	Mosswood Cemetery Columbarium	289,408	-	-	-	-	289,408
DPW	16	Mosswood Cemetery Building Improvements	90,300	300,000	-	-	-	390,300
DPW	17	Armory Building Improvements	3,100,000	-	-	-	-	3,100,000
DPW	18	Ponds Solution - Permit & Implement	TBD	TBD	TBD	TBD	TBD	-
DPW	19	Hawes Ave. Culvert Reconstruction	131,500	1,400,000	-	-	-	1,531,500
DPW	20	Raised Crosswalks in Cotuit	325,000	-	-	-	-	325,000
DPW	21	Sidewalk Improvements on West Main St	85,000	754,000	-	-	-	839,000
DPW	22	Oyster Harbors Bridge Improvements	450,000	2,800,000	-	1,750,000	-	5,000,000
DPW	23	Bismore Park improvements	163,723	989,945	-	-	-	1,153,668
DPW	24	Town Hall Fire Suppression & Interior Improvements	2,025,852	1,464,743	-	-	-	3,490,595
DPW	25	Town Hall Campus Parking Garage	1,242,967	15,289,422	-	-	-	16,532,389
DPW	26	Town Office Relocation Project	618,759	-	-	-	-	618,759
DPW	27	Sidewalk on Pitcher's Way	165,000	1,000,000	-	-	-	1,165,000
DPW	28	Cape Cod Airfield Hanger Repair	105,076	440,000	-	-	-	545,076
DPW	29	Marstons Mills Playground & Parking	1,904,591	-	-	-	-	1,904,591
DPW	30	West Barnstable Railroad Depot Restoration	102,350	473,786	-	-	-	576,136
DPW	31	Centerville Recreation Interior	1,593,031	686,097	397,303	68,420	-	2,744,851
DPW	32	Old Town Hall - JFK Museum improvements	1,978,810	-	-	-	-	1,978,810
DPW	33	U.S. Custom House Interior Building Improvements	763,882	-	-	-	-	763,882
DPW	34	Bamstable Rd Streetscape	475,000	6,500,000	-	-	-	6,975,000
DPW	35	Three Bays Stormwater BMP Design	150,000	TBD	-	-	-	150,000
DPW	36	Old Town Hall Basement Storage	634,558	-	-	-	-	634,558
DPW	37	DPW Falmouth Rd Parking Lot Improvements	430,000	-	-	-	-	430,000
DPW	38	Sidewalks on Commerce Road	-	1,580,000	-	-	-	1,580,000
DPW	39	Guyer Barn Improvements	342,425	-	-	-	-	342,425
DPW	40	46 Pearl Street Repairs	296,680	107,800	-	-	-	404,480
DPW	41	50 Pearl Street Repairs	293,735	106,346	-	-	-	400,081

Five Year Capital Improvements Plan for General Fund (Continued)

DEPT	PRIORITY	PROJECT TITLE	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTALS
DPW	42	Sidewalks on East Bay Rd	132,650	1,658,000	-	-	-	1,790,650
DPW	43	Cotuit Memorial Park Restoration	635,481	-	-	-	-	635,481
DPW	44	Private Rd Repairs	1,233,000	480,000	-	-	-	1,713,000
DPW	45	Town Hall Parking lot improvements	85,000	870,000	-	-	-	955,000
DPW	46	U.S. Custom House Site Improvements	223,269	604,785	-	-	-	828,054
DPW	47	Burgess Bram Improvements	91,070	641,770	-	-	-	732,840
DPW	48	Hyannis West End Rotary	-	250,000	3,050,000	-	-	3,300,000
DPW	49	Equipment Storage Building	336,888	2,775,468	-	-	-	3,112,356
DPW	50	Concrete Guardrail Replacement	165,000	190,000	220,000	280,000	115,000	970,000
DPW	51	South Street Improvements	-	400,000	-	6,700,000	-	7,100,000
DPW	52	Commerce Rd Resiliency Improvements & Culvert	-	4,070,000	-	-	-	4,070,000
DPW	53	Culvert Improvements - Various Locations	-	600,000	-	-	-	600,000
DPW	54	Old Jail Repairs	95,738	345,904	-	-	-	441,642
DPW	55	Cotuit Elementary School Demolition	1,039,943	-	-	-	-	1,039,943
TOTAL PUBLIC WORKS			\$ 31,254,732	\$ 54,492,871	\$ 9,172,303	\$ 13,448,420	\$ 5,415,000	\$ 113,783,326
SCH	1	BHS/BIS Rooftop Ventilator Unit Replacement		4,000,000	4,000,000	4,000,000	4,000,000	16,000,000
SCH	2	EIFS Wall Replacement - Coob Astro Park	400,000	-	-	-	-	400,000
SCH	3	Campus Wide Door & Window Replacement	1,000,000	-	-	-	-	1,000,000
SCH	4	Campus Wide Paving & Sidewalk Repair	350,000	350,000	-	-	-	700,000
SCH	5	BHS Culinary Arts Kitchen	500,000	-	-	-	-	500,000
SCH	6	Transportation Office & Campus Wide Storage	150,000	1,850,000	-	-	-	2,000,000
SCH	7	Campus Wide Mechanical Upgrades	250,000	250,000	250,000	-	-	750,000
SCH	8	Knight Hall and PAC Chillers	250,000	-	-	-	500,000	750,000
SCH	9	BHS Fields Upgrades: Phases 2 and 3	1,000,000	-	2,000,000	-	-	3,000,000
SCH	10	Network Server Upgrades	-	100,000	100,000	-	-	200,000
SCH	11	Wireless Access Upgrades	-	-	100,000	-	-	100,000
SCH	12	West Villages Elementary Carpet Removal	750,000	-	-	-	-	750,000
TOTAL SCHOOL			\$ 4,650,000	\$ 6,550,000	\$ 6,450,000	\$ 4,000,000	\$ 4,500,000	\$ 26,150,000
TOTAL GENERAL FUND			\$ 50,228,030	\$ 87,795,716	\$ 27,083,202	\$ 29,548,996	\$ 28,874,488	\$ 223,530,432

SEWER CONSTRUCTION & PRIVATE WAY MAINTENANCE IMPROVEMENT FUND

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

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

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

Major Assumptions Used In Table A:

- Rooms and meals tax revenue will grow 1.5% per year;
- Earnings on investments will average 1%;
- A General Fund subsidy will be provided to fund the Comprehensive Wastewater Management Plan that grows to \$3,750,000 by FY 2027;
- Sewer assessments of \$10,000 will be applied to new sewer customers;
- Sewer assessments will be amortized over 30 years;
- Sewer assessments will begin to be collected one year after the project's completion;
- New sewer customers will be phased in over a 2 year period once project is complete;
- Interest rate on sewer assessments (4%) will be 2% higher than the Town's borrowing rate (2%);
- A portion of the user rate revenue collected from new customers will be directed towards the debt service for the new infrastructure;
- Project costs for FY 2024 to FY 2028 totaling \$293 million are included;
- Preliminary design costs will be financed with cash reserves;
- Principal subsidies on project costs are 13.3%;
- Loan amortization on bond issues will be 5 years for final design and 30 years for construction;
- The average interest rate on the bonds are estimated to be 2.4%;
- The bonds will be issued at a time so that the first loan payments will not be made until the following year, for example, the first payment on the FY 2024 bond issue will be in FY 2025;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact; and
- No other major changes will take place in the municipal bond market;
- Project management staff will increase over time as more infrastructure projects are implemented;

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

COMPREHENSIVE WASTEWATER MANAGEMENT PLAN										
PROGRAM CASHFLOW PROJECTION										
Fiscal Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Beginning Balance	\$ 14,276,746	\$ 17,633,208	\$ 15,464,240	\$ 12,710,411	\$ 10,458,579	\$ 11,034,247	\$ 12,721,313	\$ 13,434,975	\$ 14,878,741	\$ 16,768,968
Resources:										
Rooms Tax on Traditional Lodging	1,137,677	1,154,743	1,172,064	1,189,645	1,207,489	1,225,602	1,243,986	1,262,645	1,281,585	1,300,809
Local Meals Tax	1,925,354	1,954,234	1,983,548	2,013,301	2,043,501	2,074,153	2,105,265	2,136,844	2,168,897	2,201,430
Short-term Rental Tax	1,755,536	1,781,869	1,808,597	1,835,726	1,863,262	1,891,211	1,919,579	1,948,373	1,977,598	2,007,262
General Fund Contribution (new growth)	750,000	1,500,000	2,250,000	3,000,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000	3,750,000
Other	157,301	246,328	254,365	311,586	325,314	573,747	822,897	1,536,775	1,973,591	2,475,151
Debt exclusion (FY25 to FY27 Projects)	-	-	-	4,592,842	6,055,773	7,620,729	7,620,729	7,620,729	7,620,729	7,620,729
Total Resources	5,725,868	6,637,174	7,468,574	12,943,100	15,245,339	17,135,441	17,462,456	18,255,367	18,772,400	19,355,382
Commitments:										
Total Project Management	1,729,347	1,903,196	2,304,659	2,388,208	2,453,869	2,521,462	2,591,045	2,662,676	2,736,416	2,812,328
Existing Debt Service Payments	640,059	636,182	632,313	628,451	624,598	620,753	616,918	608,092	604,925	403,249
Authorized & Unissued Debt	-	3,616,765	3,616,765	3,616,765	3,616,765	3,616,765	3,616,765	3,616,765	3,616,765	3,616,765
Estimated Debt Service on FY24 CIP	-	-	1,068,666	1,068,666	1,068,666	1,068,666	1,068,666	1,068,666	1,068,666	1,068,666
Estimated Debt Service on FY25 CIP	-	-	-	4,592,842						
Estimated Debt Service on FY26 CIP	-	-	-	-	1,462,931	1,462,931	1,462,931	1,462,931	1,462,931	1,462,931
Estimated Debt Service on FY27 CIP	-	-	-	-	-	1,564,956	1,564,956	1,564,956	1,564,956	1,564,956
Estimated Debt Service on FY28 CIP	-	-	-	-	-	-	1,234,672	1,234,672	1,234,672	1,234,672
Total Debt Service	640,059	4,252,946	5,317,743	9,906,724	11,365,802	12,926,913	14,157,750	14,148,924	14,145,757	13,944,081
Cash funded project expenses	-	2,650,000	2,600,000	2,900,000	850,000	-	-	-	-	-
Total Commitments	2,369,406	8,806,143	10,222,402	15,194,932	14,669,671	15,448,375	16,748,795	16,811,600	16,882,173	16,756,409
Excess Resources (Commitments)	3,356,462	(2,168,969)	(2,753,829)	(2,251,832)	575,668	1,687,066	713,661	1,443,766	1,890,227	2,598,973
Ending Balance	\$ 17,633,208	\$ 15,464,240	\$ 12,710,411	\$ 10,458,579	\$ 11,034,247	\$ 12,721,313	\$ 13,434,975	\$ 14,878,741	\$ 16,768,968	\$ 19,367,940

This table illustrates that the estimated debt service on the projects listed for the FY25 through FY27 capital plan will need to be excluded from the tax levy in order to keep the funding for this program positive. These amounts are highlighted in green in the table above. The debt service for the FY24 projects can be provided from existing resources and by FY29, it is estimated that revenue from sewer assessments will have grown to a level that will support the debt service on the FY28 projects.

CAPITAL TRUST FUND ANALYSIS

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

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

The FY 2024 General Fund Capital Improvement Plan includes a combination of "pay-as-you-go" or cash financing and new bond issues. The cash-financing portion of the program is funded from the Capital Trust Fund reserves and balances remaining in appropriations from completed projects. This "pay-as-you-go" financing approach saves the Town thousands of dollars in the form of bond issuance and interest cost. It also provides flexibility within the budget because with just a debt service program, the CTF can become saturated with loan payments and prohibit the approval of any new projects until the debt service from other projects expire. This would also reduce the Town's flexibility in its resource allocation as future cash flows are committed to fixed annual loan payments.

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

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

The annual contribution to the CTF has grown from \$7.4 to \$13.1 million over the last ten years. This amount is projected to increase by more than \$750,000 per year for the next five years in order to allocate more funds to the capital program. Even as more funds are allocated to the capital program, the Town's capital needs require a higher contribution level. Opportunities to increase this contribution are examined every year.

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

Major Assumptions Used In Table A:

- Investment earnings will average 2% per year;
- The base transfer from the General Fund will increase 2.5% per year;
- Transfer In \$750,000 of New Property Growth for five years with FY27 the last year
- Loan amortization on the FY 2024 proposed projects is \$996,000 over 15 years and \$4.3 million over 20 years;
- The net interest cost on the bonds are estimated to average 4.25%;
- The FY 2024 bonds will be issued at a time so that the first loan payments will not be made until FY 2025;
- FY 2025 through FY 2027 include \$10 million of new bond issues every year;
- There are no estimated savings from bond refinancing included in the projection;
- The Federal government will not make any changes and the tax advantages of municipal bonds will remain intact;
- No other major changes will take place in the municipal bond market; and
- The cash funded portion of the capital program will average total \$7.3 million per year.

TABLE A – Capital Trust Fund Estimated Cash Flow FY 2024 – FY 2033

		ESTIMATED CAPITAL TRUST FUND CASH FLOW									
		FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033
1	Beginning Trust Fund Balance	\$ 13,184,556	\$ 11,070,383	\$ 9,775,107	\$ 7,963,998	\$ 6,798,034	\$ 5,902,378	\$ 4,934,183	\$ 4,715,683	\$ 5,506,261	\$ 7,297,924
Resources:											
2	Investment Earnings	263,691	221,408	195,502	159,280	135,961	118,048	98,684	94,314	110,125	145,958
3	Transfer From General Fund	13,120,692	14,198,709	15,303,677	16,436,269	16,847,176	17,268,355	17,700,064	18,142,566	18,596,130	19,061,033
4	Total Current Year Resources	13,384,383	14,420,117	15,499,179	16,595,549	16,983,137	17,386,403	17,798,748	18,236,880	18,706,255	19,206,991
Commitments:											
5	Existing Debt Service	(7,399,195)	(6,410,955)	(6,116,020)	(5,458,415)	(4,497,865)	(3,926,840)	(3,773,659)	(3,486,884)	(3,232,344)	(2,919,444)
6	Authorized Unissued Debt Prior Years CIP (\$21.8m)	(2,099,361)	(2,050,972)	(2,002,584)	(1,954,195)	(1,905,807)	(1,857,418)	(1,809,030)	(1,760,641)	(1,712,253)	(1,663,865)
7a	Estimated Debt Service on FY24 CIP (\$5.3 million)	-	(503,465)	(491,684)	(479,903)	(468,121)	(456,340)	(444,558)	(432,777)	(420,995)	(409,214)
7b	Estimated Debt Service on FY25 CIP (\$10 million)	-	-	(1,200,000)	(1,169,000)	(1,138,000)	(1,107,000)	(1,076,000)	(845,000)	(821,000)	(797,000)
7c	Estimated Debt Service on FY26 CIP (\$10 million)	-	-	-	(1,200,000)	(1,169,000)	(1,138,000)	(1,107,000)	(1,076,000)	(845,000)	(821,000)
7d	Estimated Debt Service on FY27 CIP (\$10 million)	-	-	-	-	(1,200,000)	(1,169,000)	(1,138,000)	(1,107,000)	(1,076,000)	(845,000)
7e	Estimated Debt Service on FY28 CIP (\$10 million)	-	-	-	-	-	(1,200,000)	(1,169,000)	(1,138,000)	(1,107,000)	(1,076,000)
8	Cash Program - CWMP	(2,250,000)	(3,000,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)
9	Cash Program (Public Roads)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,750,000)	(3,850,000)	(3,950,000)	(4,050,000)
10	Total Current Year Commitments (Debt & Cash)	(15,498,556)	(15,715,393)	(17,310,288)	(17,761,513)	(17,878,793)	(18,354,598)	(18,017,247)	(17,446,302)	(16,914,592)	(16,331,522)
11	Net Increase (Decrease) in Trust Fund Balance	(2,114,173)	(1,295,276)	(1,811,109)	(1,165,964)	(895,656)	(968,196)	(218,499)	790,578	1,791,663	2,875,469
12	Ending Trust Fund Balance	\$ 11,070,383	\$ 9,775,107	\$ 7,963,998	\$ 6,798,034	\$ 5,902,378	\$ 4,934,183	\$ 4,715,683	\$ 5,506,261	\$ 7,297,924	\$ 10,173,393
13	Commitments as a % of Available Resources (max = 80%)	58%	62%	68%	72%	75%	79%	79%	76%	70%	62%

This table illustrates the Capital Trust Fund’s (CTF) cash flow incorporating all existing loan payments on previously authorized projects (lines 5 and 6) and the recommended projects for FY 2024. Cash funded projects in FY24 total \$6 million (lines 8 and 9) and bond funded projects total \$5.3 million (line 7a). The bonds will be issued in FY24 and the first estimated loan payment of \$503,465 million is anticipated to be made in FY25. Lines 7b through 7e illustrate the estimated loan payments on a \$10 million bond issue for projects authorized in FY25 through FY28. 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 13) indicating that the fund has the capacity to absorb \$45 million in new debt service over the next 5 years (\$5 million in FY24 and \$10 million for FY25 through FY28).

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, marine, recreation, conservation, and the Town's Enterprise Fund operations. General Obligation Bonds are supported by the full faith and credit of the Town and is repaid from property taxes collected from both current and future property owners throughout the term of the debt, except for the bonds issued to fund most capital improvements for Enterprise Fund operations. Although property taxes are pledged as collateral for Enterprise Funds, most of the GOB's are repaid with revenue generated by the Enterprise Funds and not property taxes. This arrangement provides for a more favorable borrowing rate on Enterprise Fund debt. Alternatively, Enterprise Funds would have to issue what are referred to as "Revenue Bonds", which would typically carry much higher interest rates because the collateral is Enterprise Fund revenue as opposed to property taxes.



Sandy Neck Parking Lot

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

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

Current Debt Position

As of June 30, 2022, the Town of Barnstable had total bonded debt outstanding of \$110.1 million. The Town issued \$11.475 million of long-term debt, of which \$8.37 million was for governmental activities and \$3.105 million was for business-type activities. The Town retired \$11.6 million of long-term debt.

Projected Debt Payments by Project and Fund

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

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

	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2022
General Obligation Bonds Payable:				
Municipal Purpose Refunding of 2012	2023	\$10,037,900	2.00 - 4.00	\$ 799,500
Municipal Purpose Bonds of 2014	2024	6,248,000	2.00 - 3.00	1,005,000
Municipal Purpose Refunding of 2015	2027	5,265,500	2.00 - 4.50	1,749,000
Municipal Purpose Bonds of 2015	2035	3,089,000	2.00 - 4.50	1,905,000
Municipal Purpose Bonds of 2016	2036	12,113,000	2.00 - 4.00	7,635,000
Municipal Purpose Refunding of 2016	2028	1,674,000	2.00 - 4.00	466,000
Municipal Purpose Bonds of 2017	2037	5,105,700	3.00 - 4.00	2,950,000
Municipal Purpose Bonds of 2018	2038	6,380,000	3.00 - 5.00	5,920,000
Municipal Purpose Bonds of 2019	2039	8,266,800	3.00 - 5.00	6,335,000
Municipal Purpose Bonds of 2020	2040	8,049,100	2.00 - 5.00	6,980,000
Municipal Purpose Refunding of 2021	2031	2,529,450	4.00 - 5.00	1,733,500
Municipal Purpose Bonds of 2021	2041	4,315,100	2.00 - 5.00	4,000,000
Municipal Purpose Bonds 2022	2042	8,370,321	3.00 - 5.00	\$8,370,321
Subtotal Governmental General Obligation Bonds Payable				\$ 49,848,321
Direct Borrowings Payable:				
MCWT Title V Bond of 2002	2023	200,000	3.00 - 5.25	10,204
MCWT Title V Bonds of 2006	2026	400,000	0.00	80,000
MCWT Title V Bond of 2007	2027	200,000	0.00	50,000
Subtotal Governmental Direct Borrowings Payable				140,204
Special Assessment Bonds Payable:				
Roadway Improvement Bonds of 2021	2036	2,745,000	1.20 - 2.00	2,520,000
Total Bonds Payable				\$ 52,508,525
Add: Unamortized premium on bonds				3,692,115
Total Bonds Payable, net				\$ 56,200,640

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

Year	General Obligation Bonds Payable			Year	Direct Borrowings Payable		
	Principal	Interest	Total		Principal	Interest	Total
2023	6,071,321	1,881,107	7,952,428	2023	40,204	255	\$40,459
2024	4,959,000	1,643,134	6,602,134	2024	30,000	0	\$30,000
2025	4,210,500	1,431,010	5,641,510	2025	30,000	0	\$30,000
2026	3,881,500	1,237,930	5,119,430	2026	30,000	0	\$30,000
2027	3,407,000	1,067,766	4,474,766	2027	10,000	0	\$10,000
2028	3,116,000	922,283	4,038,283	Total	\$ 140,204	\$ 255	\$ 140,459

2029	3,001,500	786,464	3,787,964
2030	2,978,000	660,756	3,638,756
2031	2,728,500	537,256	3,265,756
2032	2,580,000	443,414	3,023,414
2033	2,355,000	361,212	2,716,212
2034	2,280,000	289,520	2,569,520
2035	1,970,000	226,656	2,196,656
2036	1,705,000	173,094	1,878,094
2037	1,225,000	125,630	1,350,630
2038	1,100,000	91,184	1,191,184
2039	820,000	60,728	880,728
2040	690,000	39,070	729,070
2041	460,000	21,600	481,600
2042	310,000	9,300	319,300

Total	\$ 49,848,321	\$ 12,009,114	\$ 61,857,435
--------------	----------------------	----------------------	----------------------

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

Bonds Payable Schedule – Enterprise Funds

	Maturities	Original	Interest	Outstanding
General Obligation Bonds Payable:	Through	Loan	Rate	at June 30,
		Amount	(%)	2020
Airport Enterprise Fund	2039	\$ 2,118,900	3.00 – 5.00	\$ 1,725,000
Golf Course Enterprise Fund	2037	3,580,379	2.00 - 5.00	1,852,179
Add: unamortized premium				37,505
Total Golf Course Enterprise Fund Bonds Payable, net				\$ 1,889,684
Solid Waste Enterprise Fund	2027	526,400	2.00 - 4.50	\$ 160,500
Wastewater Enterprise Fund	2041	6,459,200	2.00 - 5.00	\$ 5,190,500
Water Supply Enterprise Fund	2042	15,606,700	2.00 - 5.00	11,204,000
Add: unamortized premium				246,592
Total Water Supply Bonds Enterprise Fund Payable, net				\$ 11,450,592
Marina Enterprise Fund	2037	2,890,250	2.00 - 5.00	1,571,500
Add: unamortized premium				116,956
Total Marina Enterprise Fund Bonds Payable, net				\$ 1,688,456
Sandy Neck Enterprise Fund	2031	595,200	4.00 – 5.00	539,000
Add: unamortized premium				103,489
Total Sandy Neck Enterprise Fund Bonds Payable, net				\$ 642,489

Hyannis Youth and Community Center	2042	11,860,700	2.00 – 5.00	7,164,000
Add: unamortized premium				442,424
Total Hyannis Youth and Community Center Bonds Payable, net				<u>\$ 7,606,434</u>
Subtotal Enterprise Funds General Obligation Bonds Payable, net				<u>\$ 30,353,645</u>
Direct Borrowings Payable:				
Wastewater - MCWT	2033	19,391,750	0.00 - 2.00	7,721,025
Water Supply - MCWT	2046	24,431,223	2.00	19,527,647
Subtotal Enterprise Funds Direct Borrowings Payable				<u>27,248,672</u>
Total Bonds Payable, net				<u>\$ 57,602,317</u>

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

General Obligation Bonds Payable				Direct Borrowings Payable			
Year	Principal	Interest	Total	Year	Principal	Interest	Total
2023	3,468,679	1,074,412	4,543,091	2023	1,964,074	504,024	2,468,098
2024	3,316,000	929,962	4,245,962	2024	1,969,569	461,822	2,431,391
2025	3,324,500	786,824	4,111,324	2025	1,850,822	427,297	2,278,119
2026	2,998,500	650,708	3,649,208	2026	1,887,853	392,027	2,279,880
2027	2,933,000	542,114	3,475,114	2027	1,925,672	356,006	2,281,678
2028	1,724,000	436,748	2,160,748	2028	1,964,297	319,210	2,283,507
2029	1,268,500	367,272	1,635,772	2029	1,565,527	286,012	1,851,539
2030	1,247,000	311,704	1,558,704	2030	1,554,931	256,895	1,811,826
2031	1,171,500	259,804	1,431,304	2031	1,586,226	227,563	1,813,789
2032	1,075,000	217,996	1,292,996	2032	1,245,979	201,306	1,447,285
2033	1,025,000	184,038	1,209,038	2033	1,271,137	178,195	1,449,332
2034	1,015,000	154,392	1,169,392	2034	861,135	158,038	1,019,173
2035	1,015,000	126,678	1,141,678	2035	877,952	142,666	1,020,618
2036	995,000	98,964	1,093,964	2036	895,151	126,943	1,022,094
2037	830,000	71,716	901,716	2037	789,446	110,860	900,306
2038	580,000	48,862	628,862	2038	713,505	96,877	810,382
2039	515,000	34,364	549,364	2039	727,178	84,396	811,574
2040	450,000	21,826	471,826	2040	576,700	73,270	649,970
2041	340,000	11,400	351,400	2041	587,433	63,526	650,959
2042	115,000	3,450	118,450	2042	464,209	53,550	517,759
Totals	\$ 29,406,679	\$ 6,333,234	\$ 35,739,913	2043	475,247	43,338	518,585
				2044	486,548	32,882	519,430
				2045	498,118	22,178	520,296
				2046	509,963	11,220	521,183
				Totals	\$ 27,248,672	\$ 4,630,099	\$ 31,878,771

The Town has entered into several loan agreements with the Massachusetts Clean Water Trust (MCWT) for which the Town has recorded the total amount of debt outstanding. However, as of June 30, 2022, the Town has not incurred \$21,803,779 of the eligible construction costs related to the projects and as a result has not yet received the corresponding loan proceeds from MCWT. Accordingly, the Town has recorded \$21,803,779 as an intergovernmental

receivable in the basic financial statements, as of June 30, 2022.

The Town is scheduled to be subsidized by the MCWT on a periodic basis for principal for costs for \$98,971. The principal subsidies are guaranteed and therefore a \$98,971 intergovernmental receivable has been reported in the business-type financial statements. Since the Town is legally obligated for the total amount of the debt, such amounts have been reported in the basic financial statements. The 2022 principal and interest subsidies totaled \$49,138 and \$15,919, respectively.

The Town is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2022, the Town had the following authorized and unissued debt:

Purpose	Amount
Sewer projects	\$ 37,524,175
Water projects	12,083,443
Airport projects	35,336,050
School improvements	9,571,084
Cotuit Bay entrance channel dredging project	4,075,233
Private road repairs	1,165,736
Clear vegetation and obstruction project	300,000
Golf Course Improvements	414,000
Town Hall improvements	2,025,853
Police Facility	1,167,321
HYCC Facility Improvements	1,770,000
Ocean St. Sidewalks & Kalmus Beach Entrance	2,950,000
Snows Creek Culvert Replacement	1,400,000
Centerville Recreation Site Improvements	827,376
Hathaways Pond Bath House & Site Improvements	450,000
Totals	\$ 111,060,270

General Obligation Debt – Credit Ratings

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

In February 2022, the Town Treasurer conducted a \$12.8 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 18, 2022 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:

"The rating reflects our opinion of Barnstable's very strong economy, supported by a wealthy tax base and high income. In addition, we think the town's continued maintenance of very strong budgetary flexibility, with available reserves averaging about 25% of expenditures in the past three fiscal years, due to positive financial performance and very strong management further support our view of the rating. In addition, we understand Barnstable's performance remained very

strong throughout the COVID-19 pandemic with the town generating a \$5.6 million surplus in fiscal 2021, as well as an expected surplus in fiscal 2022. Although we think long-term retirement liabilities and costs and potential additional debt could pressure the budget, we believe that the town will likely manage these costs appropriately and that additional debt will likely remain relatively affordable due to Barnstable's size and wealthy taxbase.

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

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

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

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

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

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

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

Extract from Standard & Poor's Credit Profile of Barnstable Dated March 7, 2023

"The rating reflects our opinion of Barnstable's very strong economy, supported by a wealthy tax base and high income. In addition, we think the town's continued maintenance of very strong budgetary flexibility, with available reserves averaging about 25% of expenditures during the past three fiscal years, due to positive financial performance and very strong management; further support our view of the rating. Although we think long-term retirement liabilities and costs and potential additional debt could pressure the budget, we believe that the town will likely manage these costs appropriately and that additional debt will likely remain relatively affordable due to Barnstable's size and wealthy tax base."

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 \$911 million, which is significantly higher than the Town's outstanding general obligation debt that is subject to this limitation. It should be pointed out that much of the existing Town debt does not factor into this limitation. There are categories of general obligation debt that are exempt from, and do not count against the debt limit such as certain school bonds, water bonds, solid waste disposal facility bonds, and water pollution abatement revenue bonds.

Town's Equalized Valuation (EQV)	<u>\$16,221,137,000</u>
Debt Limit – 5% of EQV	\$911,056,850
Less:	
Outstanding Debt Applicable to Limit	\$70,822,512
Authorized and Unissued Debt	<u>\$111,060,270</u>
Legal Debt Margin	<u>\$729,174,068</u>
% of debt limit debt applicable to the limit	19.96%

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. However, there are a number of factors not directly under the control of the Town, which can influence key General Obligation (G.O.) bond ratios. Several of the G.O. bond ratios are very sensitive to these uncontrollable factors, and the assumptions used to project their growth can play an important role in future debt policy. Some of these factors are:

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

Direct and Overlapping Governmental Activities Debt As of June 30, 2022

Town of Barnstable, Massachusetts	Debt Outstanding	Percentage Applicable (1), (2)	Share of Overlapping Debt
Debt repaid with property taxes and user charges:			
Barnstable County	\$ 19,117,890	20.45%	\$ 3,909,609
Cape Cod Regional Technical High School	62,730,000	27.00%	16,937,100
Barnstable Fire District	1,800,000	100.00%	1,800,000
Centerville-Osterville-Marston Mills Fire District	1,310,000	100.00%	1,310,000
Cotuit Fire District	3,299,472	100.00%	3,299,472
Hyannis Fire District	15,660,000	100.00%	15,660,000

Subtotal, overlapping debt	42,916,181
Town direct debt	56,200,640
Total direct and overlapping debt	\$ 99,116,821

- (1) County expenses, including debt service, are assessed upon the towns within the county in proportion to their taxable valuation.
(2) The fire districts are special governmental units. The Town serves as a collecting agent for taxes and transfers funds directly to the fire districts on a weekly basis.

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

Town of Barnstable Debt Ratios

Current Status	Criteria
0.35%	Direct Debt - General Fund Debt as a % of the Town's Equalized Property Valuation as calculated by the state. Formula – Total Government Obligation Bonds Debt Service ÷ Equalized Valuation Standard & Poor's rates this as Low (Less than 3%)
3.64%	Municipal Debt Burden – Current Year Formula - Total Government Obligation Bonds Debt Service ÷ Total General Fund Expenditures Standard & Poor's rates this as Low (Below 8%)
\$302	Net Debt Per Capita Formula – Governmental Fund Debt (Short + Long Term Debt- Cash & Cash Equivalents) ÷ Town population Standard & Poor's rates this as Low (below \$2,000)
\$331,612	Per Capita Market Value Formula – Equalized Valuation ÷ Population Standard & Poor's rates this as Extremely Strong (Above \$100,000)

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

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

municipal bond market conditions to identify refinancing opportunities. An analysis shall be conducted when necessary to determine whether debt financing, cash purchase, or leasing is the most cost effective method of financing for the Town.

General Obligation Debt

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 0.71%.

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 5.57%.

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 6.6%.

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

The Town currently exceeds this requirement by a significant margin. The Town intends to spend over \$28 million in the next five years as "pay-as-you-go" and anticipates financing about \$87 million in capital with new debt issues resulting in a 35/65 ratio.

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

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

Capital Trust Fund

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

1. The Capital Trust Fund will be funded through a general operation set aside of at least \$1.9 million annually. The estimated commitment for FY 2023 is approximately \$12 million. This is expected to increase by 2.5% for the next 5 years.

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

Debt Summarized

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

Debt Amortization Schedules as of June 30, 2022

SCHOOLS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF Advance Refund 6/15/2003 School Remodel	04/18/12	09/15/22	193,400	15,300	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel	04/18/12	09/15/22	242,700	20,196	-	-	-	-	-	-	-	-	-
CTF School Roof Repairs	11/22/13	11/15/23	600,000	62,250	60,750	-	-	-	-	-	-	-	-
CTF HS Library AC Units	11/22/13	11/15/23	450,000	46,688	45,563	-	-	-	-	-	-	-	-
CTF School Fire & Communications System	11/22/13	11/15/23	200,000	20,750	20,250	-	-	-	-	-	-	-	-
CTF School Computer Network Infrastructure	11/22/13	11/15/23	189,000	15,563	15,188	-	-	-	-	-	-	-	-
CTF Early Learning Center Modular Facility	02/17/15	02/15/35	2,000,000	141,125	137,125	133,125	129,125	126,125	123,125	120,625	118,000	115,000	112,000
CTF School Health & Safety Improvements	02/17/15	02/15/26	193,400	21,740	19,980	19,260	18,540	-	-	-	-	-	-
CTF MME Roof Replacement (I) \$750,000	02/17/15	02/15/26	329,800	43,240	40,720	34,240	32,960	-	-	-	-	-	-
CTF School Upgrades 2 (I) \$150,000 Refunded	02/17/15	02/15/27	47,400	5,820	5,620	4,920	4,240	4,120	-	-	-	-	-
CTF BHMCPs Roof (I) \$910,000 Refunded	02/17/15	02/15/27	426,900	50,610	48,890	46,170	44,490	42,230	-	-	-	-	-
CTF Elementary School Modular Classroom	02/25/16	06/30/36	3,720,000	265,706	258,306	250,906	243,506	236,106	232,406	227,781	223,850	218,300	212,750
CTF BIS Façade & Roof Improvements	02/25/16	06/30/36	3,353,000	242,781	235,981	229,181	222,381	210,581	207,281	203,156	199,650	194,700	189,750
CTF BCHMCPs Façade & Roof Improvements	02/25/16	06/30/26	260,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
CTF High School & Middle School Boiler	02/25/16	06/30/26	350,000	40,600	39,200	37,800	36,400	-	-	-	-	-	-
CTF W Village Elementary A/C Replacement	02/25/16	06/30/26	250,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
CTF School Facility Improvements 1 (I)	06/21/16	06/30/28	295,700	34,800	33,600	32,400	31,800	31,200	30,600	-	-	-	-
CTF School Parking Lot Light Pole Replacement (I)	02/23/17	06/30/27	435,000	53,400	51,600	44,800	43,200	41,600	-	-	-	-	-
CTF School Unit Ventilator Upgrade (I)	02/23/17	06/30/27	230,000	29,200	23,200	22,400	21,600	20,800	-	-	-	-	-
CTF Horace Mann Roof (I) (#2016-081)	02/27/18	06/30/38	2,350,000	191,119	187,519	181,519	175,519	169,519	163,519	152,519	147,919	143,319	139,869
CTF Barnstable Public Schools Unit Ventilator (I)	02/27/18	06/30/28	225,000	30,750	25,000	24,000	23,000	22,000	21,000	-	-	-	-
CTF Barnstable High School Learning Center (I)	02/27/18	06/30/38	2,968,500	239,856	235,356	227,856	220,356	212,856	205,356	197,856	191,856	185,856	176,356
CTF Barnstable Public Schools Asbestos	02/27/18	06/30/28	270,000	32,000	31,250	30,000	28,750	27,500	26,250	-	-	-	-
CTF Barnstable High School Stadium Bleachers (I)	02/27/18	06/30/33	966,000	93,950	92,000	88,750	85,500	82,250	79,000	75,750	73,150	70,550	63,600
CTF Barnstable High School Cafeteria Window (I)	02/27/18	06/30/38	400,000	32,125	31,525	30,525	29,525	28,525	27,525	26,525	25,725	24,925	24,325
CTF Hyannis West Elementary School Roof Truss	02/26/19	06/30/39	850,000	73,800	71,550	69,300	67,050	64,800	62,550	60,300	53,050	51,050	49,850
CTF Barnstable High School Sports Field Upgrade	02/26/19	06/30/34	4,600,000	469,100	453,600	433,100	417,850	402,600	387,350	372,100	356,850	341,600	332,450
CTF Barnstable High School Engineering Phase 2	02/25/20	06/30/25	144,000	34,250	32,750	26,250	-	-	-	-	-	-	-
CTF Barnstable Public Schools Mechanical	02/25/20	06/30/40	250,000	23,225	22,475	21,725	20,975	20,225	19,475	18,725	17,975	12,375	12,075
CTF Barnstable Public Schools Environmental Lab	02/25/20	06/30/40	222,000	21,775	21,025	15,275	14,775	14,275	13,775	13,275	12,775	12,375	12,075
CTF BPS & BIS Roof Top Ventilators (#2019-098)	02/25/20	06/30/40	1,500,000	122,063	118,313	114,563	110,813	107,063	103,313	99,563	95,813	92,813	90,563
CTF Centerville Elementary Ventilator	02/25/20	06/30/40	500,000	40,688	39,438	38,188	36,938	35,688	34,438	33,188	31,938	30,938	30,188
CTF Hyannis West Elementary School Roof	02/25/20	06/30/40	450,000	39,500	38,250	37,000	35,750	34,500	33,250	32,000	30,750	24,750	24,150
CTF Centerville Elementary Roof (#2019-102)	02/25/20	06/30/40	250,000	23,225	22,475	21,725	20,975	20,225	19,475	18,725	17,975	12,375	12,075
CTF Barnstable High School Sports Field	02/25/20	06/30/35	1,100,000	113,350	109,600	105,850	102,100	98,350	94,600	90,850	87,100	79,100	77,000
CTF School Building Improvements Refi 6/15/10	03/15/21	06/30/30	337,450	51,525	50,200	48,850	46,975	45,600	43,700	41,800	39,900	-	-
CTF School Improvement (I) Refi 6/15/11	03/15/21	06/30/26	133,250	31,825	30,500	29,175	28,350	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs II	03/15/21	06/30/26	44,400	10,275	10,350	9,900	9,450	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs III	03/15/21	06/30/26	44,400	10,275	10,350	9,900	9,450	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs V (I)	03/15/21	06/30/31	358,750	52,690	50,840	49,490	48,115	46,215	39,315	37,665	36,515	34,840	-
CTF School District-Wide Communication,	03/15/21	06/30/26	404,500	96,000	92,000	88,000	84,000	-	-	-	-	-	-
CTF Elementary School HVAC Chiller	03/15/21	06/30/41	400,000	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	25,000	24,200
CTF BHS and BIS Rooftop Ventilator Replacement	03/15/22	03/15/42	3,205,000	291,650	278,400	270,400	262,400	256,000	248,000	240,000	232,000	224,000	216,000
Total Schools Interest & Principal				3,325,784	3,178,738	2,911,543	2,788,858	2,429,953	2,243,303	2,089,403	2,018,790	1,893,865	1,799,275
LAND ACQUISITION INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF Land Acquisition (I) - Hyannis Golf Course	02/17/15	02/15/26	325,200	43,040	35,520	34,240	32,960	-	-	-	-	-	-
CTF Land Acquisition - CAP \$365,200 Refunded	06/21/16	06/30/23	115,000	21,840	-	-	-	-	-	-	-	-	-
Total Land Acquisition Interest & Principal				64,880	35,520	34,240	32,960						

PUBLIC WAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF Advance Refund 6/15/2003 Drainage 1 (i)	04/18/12	09/15/22	193,200	15,504	-	-	-	-	-	-	-	-	-
CTF Private Road Repairs (I) \$633,000	11/22/13	11/15/23	633,000	62,250	60,750	-	-	-	-	-	-	-	-
CTF Sidewalk Overlays	11/22/13	11/15/23	190,000	15,563	15,188	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair	11/22/13	11/15/23	120,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF Guardrail Improvements (#2015-098)	02/25/16	06/30/36	170,000	17,400	17,400	16,200	15,600	-	-	-	-	-	-
CTF Sidewalk Improvements (#2015-098)	02/25/16	06/30/36	230,000	23,200	22,400	21,600	20,800	-	-	-	-	-	-
CTF Road Repairs (#2015-102)	02/25/16	06/30/31	518,000	44,719	43,319	41,919	40,519	39,119	38,419	37,544	31,800	30,900	-
CTF Road Repairs - Governor's Way (#2016-037)	02/25/16	06/30/31	304,000	25,725	24,925	24,125	23,325	22,525	22,125	21,625	21,200	20,600	-
CTF Private Road Repairs \$1,607,900	06/21/16	06/30/23	509,000	104,000	-	-	-	-	-	-	-	-	-
CTF Private Roads Repairs (I) \$167,300	02/23/17	06/30/31	167,300	13,400	13,000	12,600	12,200	11,800	11,400	11,000	10,600	10,300	-
CTF Guardrail & Sidewalk Improvement Program	02/23/17	06/30/32	680,750	61,650	59,850	58,050	56,250	54,450	52,650	50,850	49,050	47,700	46,350
CTF Guardrail & Sidewalk (I) (#2017-073)	02/27/18	06/30/33	287,000	28,550	27,950	26,950	25,950	24,950	23,950	22,950	22,150	16,350	15,900
CTF Sidewalk Improvements (#2019-125)	02/25/20	06/30/35	314,000	30,400	29,400	28,400	27,400	26,400	25,400	24,400	23,400	22,600	22,000
CTF Crosswalk Improvements (#2019-128)	02/25/20	06/30/35	113,100	13,850	13,350	12,850	12,350	11,850	6,350	6,100	5,850	5,650	5,500
CTF Baxter's Neck Road - Private Way Refi	03/15/21	06/30/26	138,338	21,050	20,175	19,800	18,900	-	-	-	-	-	-
CTF Bumps River Bridge Repair (#2019-124)	03/15/21	06/30/41	900,000	74,250	72,000	69,750	67,500	65,250	63,000	60,750	58,500	56,250	54,450
CTF Public Bridge Maintenance and Repairs (I)	03/15/22	03/15/32	500,000	74,000	71,500	69,000	66,500	64,500	62,000	59,500	57,000	54,500	52,000
CTF Emergency Generator Implementation Plan	03/15/22	03/15/32	615,250	94,813	91,300	88,050	79,800	77,400	74,400	71,400	68,400	65,400	62,400
Total Public Ways Interest & Principal				730,698	592,031	489,294	467,094	398,244	379,694	366,119	347,950	330,250	258,600

PUBLIC FACILITIES INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF Advance Refund 6/15/2003 Building	04/18/12	09/15/22	96,600	6,732	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Police Facility	04/18/12	09/15/22	626,900	61,200	-	-	-	-	-	-	-	-	-
CTF Tennis Courts	11/22/13	11/15/23	500,000	51,875	50,625	-	-	-	-	-	-	-	-
CTF US Custom House upgrades	11/22/13	11/15/23	263,000	25,938	25,313	-	-	-	-	-	-	-	-
CTF Osterville Community Building Upgrades	11/22/13	11/15/23	200,000	20,750	20,250	-	-	-	-	-	-	-	-
CTF Police Station Upgrades	11/22/13	11/15/23	168,000	15,563	15,188	-	-	-	-	-	-	-	-
CTF Town Hall Interior Upgrades	11/22/13	11/15/23	150,000	15,563	15,188	-	-	-	-	-	-	-	-
CTF Guyer Barn Upgrades	11/22/13	11/15/23	148,000	15,438	10,125	-	-	-	-	-	-	-	-
CTF MEA Facility Upgrades	11/22/13	11/15/23	131,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF Pearl St Building Upgrades	11/22/13	11/15/23	114,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF S&G Facility Roof Repairs	11/22/13	11/15/23	103,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF West Barnstable Community Building	11/22/13	11/15/23	72,000	5,188	5,063	-	-	-	-	-	-	-	-
CTF Highway Operations Facility Construction	11/22/13	11/15/23	66,000	5,188	5,063	-	-	-	-	-	-	-	-
CTF Centerville Recreation Building	02/17/15	02/15/35	185,000	13,663	13,263	12,863	12,463	12,163	11,863	11,613	11,350	11,050	10,750
CTF Senior Center - Parking Lot Expansion	02/17/15	02/15/30	290,000	24,925	24,125	23,325	22,525	21,925	21,325	20,825	10,300	-	-
CTF Police Facilities	02/17/15	02/15/35	288,000	20,719	20,119	19,519	18,919	18,469	18,019	17,644	17,250	16,800	16,350
CTF Police Station Construction (I) \$400,000 Adv	02/17/15	02/15/25	181,650	20,160	19,440	18,720	-	-	-	-	-	-	-
CTF Senior Center - Garden Level \$457,000	02/17/15	02/15/27	195,000	22,420	21,660	20,900	20,140	19,570	-	-	-	-	-
CTF Town Building Repairs & Renovations	02/17/15	02/15/27	317,600	38,410	37,090	30,770	29,650	27,810	-	-	-	-	-
CTF Bismore Park Visitor Center - CAP \$150,000	06/21/16	06/30/23	48,000	10,400	-	-	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center \$465,000	06/21/16	06/30/23	147,500	29,120	-	-	-	-	-	-	-	-	-
CTF Municipal Building Improvements \$297,000	06/21/16	06/30/28	49,300	5,800	5,600	5,400	5,300	5,200	5,100	-	-	-	-
CTF Police Station Remodeling (#2015-100)	02/25/16	06/30/36	355,000	27,444	26,644	25,844	25,044	24,244	18,844	18,469	18,150	17,700	17,250
CTF Town Hall Remodeling (#2015-101)	02/25/16	06/30/36	939,000	69,831	62,831	61,031	59,231	57,431	56,531	55,406	54,450	53,100	51,750
CTF Joshua's Pond Recreational Facility	02/25/16	06/30/31	282,000	25,194	24,394	23,594	22,794	21,994	16,594	16,219	15,900	15,450	-
CTF Craigville Beach Bathhouse (#2016-031)	02/25/16	06/30/36	450,000	34,525	33,525	32,525	31,525	25,525	25,125	24,625	24,200	23,600	23,000
CTF Beach Facility Improvement (I) (#2016-110)	02/23/17	06/30/27	438,000	53,400	51,600	44,800	43,200	41,600	-	-	-	-	-
CTF Osterville Bay Elem School Improvements (I)	02/23/17	06/30/37	724,300	53,594	52,194	50,794	49,394	47,994	46,594	45,194	43,794	42,744	41,694
CTF Lombard Field Improvements (I) (#2016-113)	02/23/17	06/30/37	895,000	68,738	66,938	65,138	63,338	61,538	59,738	57,938	56,138	54,788	53,438
CTF West Barnstable Shooting Range (I)	02/27/18	06/30/28	314,000	38,400	37,500	36,000	34,500	33,000	31,500	-	-	-	-
CTF Design and Hazmat Removal Project Army	02/26/19	06/30/24	461,750	99,000	94,500	-	-	-	-	-	-	-	-
CTF Senior Center Renovations (#2018-076)	02/26/19	06/30/39	659,000	57,288	55,538	53,788	52,038	50,288	48,538	46,788	45,038	38,288	37,388
CTF Osterville Recreation Building Design	02/26/19	06/30/39	675,000	57,888	56,138	54,388	52,638	50,888	49,138	47,388	45,638	43,888	42,838

CTF Town Hall Restroom Renovations	02/26/19	06/30/39	560,000	49,056	47,556	46,056	44,556	43,056	41,556	40,056	38,556	37,056	31,156
CTF Former Marston Mills Elementary School	02/26/19	06/30/24	176,050	38,500	36,750	-	-	-	-	-	-	-	-
CTF School Administration Building (#2018-092)	02/26/19	06/30/24	285,000	60,500	57,750	-	-	-	-	-	-	-	-
CTF School Administration Building Remodeling	02/25/20	06/30/40	996,000	81,263	78,763	76,263	73,763	71,263	68,763	66,263	63,763	61,763	60,263
CTF Craigville Bath House (#2019-116)	02/25/20	06/30/40	255,000	23,375	22,625	21,875	21,125	20,375	19,625	18,875	18,125	17,525	12,075
CTF Craigville Parking Lot (#2019-116)	02/25/20	06/30/35	160,000	15,200	14,700	14,200	13,700	13,200	12,700	12,200	11,700	11,300	11,000
CTF Marston Mills Tennis Courts (#2019-117)	02/25/20	06/30/35	620,000	66,300	64,050	56,800	54,800	52,800	50,800	48,800	46,800	45,200	44,000
CTF Public Bridge Improvements and Repairs	02/25/20	06/30/40	500,000	40,688	39,438	38,188	36,938	35,688	34,438	33,188	31,938	30,938	30,188
CTF Police Facility Refi 6/15/10	03/15/21	06/30/30	187,450	28,850	27,825	26,800	26,275	25,225	24,175	23,125	22,575	-	-
CTF Municipal Facility Improvements Refi	03/15/21	06/30/29	33,750	5,475	5,275	5,075	4,875	4,675	4,475	4,275	-	-	-
CTF Town Hall Security Improvements	03/15/21	06/30/41	480,000	40,850	39,600	38,350	37,100	35,850	34,600	33,350	32,100	30,850	29,850
CTF Osterville Field Construction & Site	03/15/21	06/30/36	705,600	75,750	73,250	70,750	68,250	65,750	63,250	60,750	58,250	54,000	49,950
CTF 200 Main Street Mansard Evaluation &	03/15/21	06/30/41	374,000	32,400	31,400	30,400	29,400	28,400	27,400	26,400	25,400	24,400	23,600
CTF Salt Storage Facility Design & Construction	03/15/21	06/30/41	345,000	31,750	30,750	29,750	28,750	27,750	26,750	25,750	24,750	18,750	18,150
CTF Police Facility Improvements (I) (#2021-098)	03/15/22	03/15/42	806,432	78,354	69,600	67,600	65,600	64,000	62,000	60,000	58,000	56,000	54,000
CTF Police Site Security Fence (I) (#2021-099)	03/15/22	03/15/42	340,032	33,834	32,800	31,800	30,800	30,000	29,000	28,000	27,000	21,000	20,250
CTF Marston Mills School Demolition (I)	03/15/22	03/15/27	360,011	87,262	78,750	85,500	81,750	78,750	-	-	-	-	-
CTF Town Hall Mechanical Improvements (I)	03/15/22	03/15/42	1,908,596	179,076	165,300	160,550	155,800	152,000	147,250	142,500	137,750	133,000	128,250
Total Public Facilities Interest & Principal				1,993,954	1,796,465	1,379,353	1,316,178	1,263,918	1,051,413	981,588	934,663	856,938	807,188

WATERWAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF East Bay Dredging	11/22/13	11/15/23	600,000	62,250	60,750	-	-	-	-	-	-	-	-
CTF Hyannis Harbor Bulkhead Construction	11/22/13	11/15/23	142,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF Millway Boat Ramp & Dock Upgrades	11/22/13	11/15/23	133,000	10,375	10,125	-	-	-	-	-	-	-	-
CTF Marstons Mills Fish Run Reconstruction	02/17/15	02/15/30	326,000	25,225	24,425	23,625	22,825	22,225	21,625	21,125	20,600	-	-
CTF Pleasant St. Dock - 1 \$350,000 Refunded	06/21/16	06/30/23	109,500	21,840	-	-	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 2 \$350,000 Refunded	06/21/16	06/30/23	110,000	21,840	-	-	-	-	-	-	-	-	-
CTF Boat Ramps - CAP \$927,000 Refunded	06/21/16	06/30/23	290,000	57,200	-	-	-	-	-	-	-	-	-
CTF Paving: Bay Street Boat Ramp (#2015-099)	02/25/16	06/30/26	142,000	17,000	16,400	10,800	10,400	-	-	-	-	-	-
CTF Channel Dredging- Barnstable Harbor	02/25/16	06/30/26	490,000	57,600	55,600	48,600	46,800	-	-	-	-	-	-
CTF Blish Point Boat Access Channel Dredging	02/23/17	06/30/37	943,900	74,506	72,506	70,506	63,506	61,706	59,906	58,106	56,306	54,956	53,606
CTF Dredging Refi 6/15/10	03/15/21	06/30/24	78,800	30,550	24,150	-	-	-	-	-	-	-	-
CTF Prince Cove/Hayward Rd. Boat Ramp Refi	03/15/21	06/30/26	177,650	42,100	40,850	39,075	37,800	-	-	-	-	-	-
CTF Channel Dredging - (#2019-119)	03/15/21	06/30/41	406,000	33,000	32,000	31,000	30,000	29,000	28,000	27,000	26,000	25,000	24,200
CTF Patrol Vessel Replacement (I) (#2021-103)	03/15/22	03/15/32	310,000	49,900	48,150	41,400	39,900	38,700	37,200	35,700	34,200	32,700	31,200
Total Waterways Interest & Principal				513,761	395,081	265,006	251,231	151,631	146,731	141,931	137,106	112,656	109,006

WATER QUALITY INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF Advance Refund 6/15/2003 Drainage 2 (i)	04/18/12	09/15/22	96,700	6,834	-	-	-	-	-	-	-	-	-
CTF Water Quality Evaluation	11/22/13	11/15/23	230,000	20,750	20,250	-	-	-	-	-	-	-	-
CTF Hamblin Pond Alum Treatment (#2015-112)	02/25/16	06/30/31	300,000	25,725	24,925	24,125	23,325	22,525	22,125	21,625	21,200	20,600	-
CTF Lake Treatment Refi 6/15/10	03/15/21	06/30/25	54,350	15,550	14,875	14,700	-	-	-	-	-	-	-
CTF Stormwater Improvements - Impaired Ponds	03/15/21	06/30/41	300,000	24,750	24,000	23,250	22,500	21,750	21,000	20,250	19,500	18,750	18,150
CTF Stormwater Improvements - Impaired Ponds	03/15/22	03/15/32	325,000	50,600	48,850	47,100	45,350	43,950	37,200	35,700	34,200	32,700	31,200
Total Water Quality Interest & Principal				144,209	132,900	109,175	91,175	88,225	80,325	77,575	74,900	72,050	49,350

TOTAL GENERAL FUND BOND OBLIGATIONS 6,773,286 6,130,735 5,188,610 4,947,495 4,331,970 3,901,465 3,656,615 3,513,409 3,265,759 3,023,419

AIRPORT INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Airport Terminal Ramp Construction - Phase 2	02/23/17	06/30/37	428,000	32,413	31,613	30,813	30,013	29,213	28,413	32,613	31,613	30,863	30,113
Airport New Fuel Farm (I) (#2013-102)	02/23/17	06/30/36	634,500	47,875	46,675	45,475	44,275	48,075	46,675	45,275	43,875	47,825	46,625
Airport East Ramp Design & Construction (O)	02/23/17	06/30/37	641,200	43,169	47,169	45,969	44,769	43,569	42,369	46,169	44,769	43,719	42,669
Runway Reconstruction & Generator	02/26/19	06/30/39	355,500	32,144	31,144	30,144	29,144	28,144	27,144	26,144	25,144	19,144	18,694
Airfield Improvements	02/26/19	06/30/31	59,700	7,150	6,900	6,650	6,400	6,150	5,900	5,650	5,400	5,150	-
Total Airport Fund Bonds				162,750	163,500	159,050	154,600	155,150	150,500	155,850	150,800	146,700	138,100

GOLF COURSE INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Hyannis Golf Course Acquisition \$3,900,000	02/17/15	02/15/25	1,951,500	288,200	291,960	290,160	-	-	-	-	-	-	-
Olde Barnstable Building Improvements	02/25/16	06/30/26	174,000	23,200	22,400	21,600	20,800	-	-	-	-	-	-
Hyannis Building Improvements (#2015-106)	02/25/16	06/30/26	140,000	17,400	16,800	16,200	15,600	-	-	-	-	-	-
Olde Barnstable Fairgrounds Golf Course (I)	02/23/17	06/30/37	245,000	21,113	20,513	19,913	19,313	13,713	13,313	12,913	12,513	12,213	11,913
Hyannis Golf Course Improvements (I)	02/23/17	06/30/37	292,700	22,475	21,875	21,275	20,675	20,075	19,475	18,875	18,275	17,825	17,375
Hyannis Golf Course Turf Maintenance (I)	02/27/18	06/30/23	310,000	61,800	-	-	-	-	-	-	-	-	-
Olde Barnstable Turf maintenance Equipment	03/15/22	03/15/32	467,179	69,688	65,150	52,900	51,150	49,750	68,000	65,250	62,500	59,750	52,000
Total Golf Course				503,875	438,698	422,048	127,538	83,538	100,788	97,038	93,288	89,788	81,288
WATER POLLUTION CONTROL INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	436,370	30,750	-	-	-	-	-	-	-	-	-
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	(subsidy)	(9,028)	-	-	-	-	-	-	-	-	-
Sewer 98-44A	07/14/06	08/01/23	1,582,178	120,681	115,000	-	-	-	-	-	-	-	-
Sewer 98-44A (Subsidy)	07/14/06	08/01/23	(subsidy)	(38,360)	(34,430)	-	-	-	-	-	-	-	-
Sewer 98-49A	12/14/06	08/01/23	556,458	41,976	40,000	-	-	-	-	-	-	-	-
Sewer 98-49A (Subsidy)	12/14/06	08/01/23	(subsidy)	(13,463)	(12,096)	-	-	-	-	-	-	-	-
MWPAT CW-04-35	12/15/09	07/15/27	4,938,114	326,668	326,668	326,668	326,668	326,668	326,668	-	-	-	-
Sewer 05-28 Restructured	03/15/11	07/15/28	629,403	41,636	41,637	41,637	41,637	41,636	41,637	41,636	-	-	-
Sewer CW-04-35A Pool 13	06/06/12	07/15/27	1,469,137	107,259	107,247	107,234	107,221	107,207	107,193	-	-	-	-
Rehab Clarifiers (#2015-091)	06/21/16	06/30/28	251,000	26,080	33,200	27,000	26,500	26,000	25,500	-	-	-	-
Pump Station/Sewer Main Const (#2009-132)	02/25/16	06/30/36	1,000,000	71,813	69,813	67,813	65,813	63,813	62,813	61,563	60,500	59,000	57,500
Wastewater Treatment Plant Clarifiers Rehab (O)	02/23/17	06/30/37	1,146,000	90,019	87,619	85,219	82,819	75,419	73,219	71,019	68,819	67,169	65,519
Wastewater Treatment Plant Backup Generator	02/23/17	06/30/37	862,000	67,650	65,850	64,050	62,250	60,450	58,650	56,850	50,050	48,850	47,650
Sewer System Evaluation Surveys (#2019-131)	02/25/20	06/30/25	343,500	80,250	76,750	68,250	-	-	-	-	-	-	-
Rendezvous Lane Pump Station Replacement	03/15/21	06/30/41	1,160,000	98,200	95,200	92,200	89,200	86,200	83,200	80,200	77,200	74,200	71,800
Pump Station Rehabilitation (#2020-175)	03/15/21	06/30/29	40,300	6,750	6,500	6,250	6,000	5,750	5,500	5,250	-	-	-
720 Main Street Sewer Pump Station	03/15/22	03/15/26	23,500	9,625	5,700	5,450	5,200	-	-	-	-	-	-
Total Water Pollution Control Enterprise Fund				1,058,505	1,024,657	891,769	813,307	793,143	784,379	316,518	256,569	249,219	242,469
SOLID WASTE INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Advance Refund 6/15/2003 Transfer Station	04/18/12	09/15/22	241,500	20,910	-	-	-	-	-	-	-	-	-
Solid Waste Facility (I) \$630,000 Refunded	02/17/15	02/15/27	284,900	33,040	31,920	30,800	29,680	28,840	-	-	-	-	-
Total Solid Waste Fund				53,950	31,920	30,800	29,680	28,840	-	-	-	-	-
WATER SUPPLY INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
MWPAT DWS-09-02	07/08/10	07/15/30	2,788,911	169,184	169,184	169,185	169,184	169,184	169,184	169,184	169,184	169,184	-
DWP-11-10 Series 17A	05/22/13	01/15/33	560,761	34,285	34,332	34,382	34,431	34,482	34,534	34,587	34,641	34,698	34,754
Water Co. (Level Debt) (O) \$10,000,000	02/17/15	02/15/27	5,704,800	692,070	691,870	689,750	692,750	692,160	-	-	-	-	-
Water Main Loop	02/17/15	02/15/35	540,000	40,538	39,338	38,138	36,938	36,038	35,138	34,388	23,600	23,000	22,400
DW-09-02 Series 16	05/14/15	07/15/32	533,117	35,213	35,256	35,300	35,346	35,391	35,439	35,487	35,536	35,586	35,637
DWP-11-09 Series 17A	05/14/15	01/15/33	793,438	52,831	52,904	52,980	53,057	53,135	53,215	53,298	53,381	53,466	53,553
Pipe Replacement Upgrade FY17 (#2015-085)	02/25/16	06/30/36	900,000	64,631	62,831	61,031	59,231	57,431	56,531	55,406	54,450	53,100	51,750
Hyannis Water System Pipe Replacement (O)	02/23/17	06/30/37	858,400	67,450	65,650	63,850	62,050	60,250	58,450	51,650	50,050	48,850	47,650
DWP-14-09 Mass Clean Water Trust	04/13/17	07/15/37	1,467,339	89,240	89,354	89,471	89,591	89,713	89,838	89,966	90,096	90,229	90,366
Well Reactivation (O) (#2017-080)	02/27/18	06/30/38	276,000	23,313	22,863	22,113	21,363	20,613	19,863	19,113	18,513	17,913	17,463
Water Pipe Replacement (O) (#2017-081)	02/27/18	06/30/38	468,000	39,075	38,325	37,075	35,825	34,575	33,325	32,075	31,075	30,075	24,325
Mary Dunn Water Storage Tank Site Work (O)	02/27/18	06/30/38	600,500	48,188	47,288	45,788	44,288	42,788	41,288	39,788	38,588	37,388	36,488
Water Carbon Filter Units (O) (#2017-079)	02/27/18	06/30/18	440,000	57,100	55,750	53,500	51,250	44,000	42,000	-	-	-	-
Pipe Replacement Upgrade FY19 (#2018-081)	02/26/19	06/30/39	1,050,000	90,563	87,813	85,063	82,313	79,563	76,813	74,063	66,313	63,813	62,313
Carbon Treatment System Construction at	02/26/19	06/30/28	318,500	45,500	43,750	42,000	40,250	38,500	36,750	-	-	-	-
Well Exploration Program (2013-087)	02/26/19	06/30/28	489,500	71,000	68,250	65,500	62,750	55,000	52,500	-	-	-	-
MCWT Series 19 DWP-13-01 Reamortization	04/11/19	07/15/36	1,736,865	120,740	120,898	121,059	121,225	121,394	121,566	121,742	121,922	122,106	122,294

Water Pipe Replacement (#2019-135)	02/25/20	06/30/40	950,500	80,188	77,688	75,188	72,688	70,188	67,688	65,188	62,688	55,688	54,338
MCWT Bonds; Series 21 DWP-16-17 (#2014-073,	09/25/20	06/30/39	2,428,471	159,306	159,479	159,656	159,837	160,021	160,209	160,403	160,599	160,800	161,006
New Well Exploration Program (#2018-083)	03/15/21	06/30/41	314,500	30,000	24,000	23,250	22,500	21,750	21,000	20,250	19,500	18,750	18,150
CTF 50% Water Infrastructure Construction	03/15/21	06/30/41	1,000,000	82,500	80,000	77,500	75,000	72,500	70,000	67,500	65,000	62,500	60,500
Pipe Replacement & Upgrades (#2020-120)	03/15/21	06/30/41	750,000	64,950	62,950	60,950	58,950	56,950	54,950	52,950	50,950	48,950	42,350
MCWT DWP-18-10 (#2017-099, 2018-173)	05/11/21	01/15/46	9,754,852	505,248	505,776	506,318	506,872	507,439	508,019	508,614	509,223	509,846	510,484
MCWT DWP-19-28 (#2019-215)	05/11/21	01/15/41	2,642,303	130,437	130,632	130,828	131,025	131,221	131,418	131,616	131,813	132,011	132,209
Water Pipe Replacement and Upgrades (O)	03/15/22	03/15/42	946,000	88,800	85,250	82,750	80,250	78,250	75,750	73,250	70,750	68,250	60,750
Total Water Enterprise Fund				2,882,347	2,851,431	2,822,621	2,798,961	2,762,534	2,045,466	1,890,515	1,857,870	1,836,200	1,638,776

MARINA INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Advance Refund 6/14/2004 Prince Cove Marina	04/18/12	09/15/22	864,000	91,800	-	-	-	-	-	-	-	-	-
Gateway Marina Dredging (#2015-108)	02/25/16	06/30/26	280,000	29,000	28,000	27,000	26,000	-	-	-	-	-	-
Prince Cover Marina Bulkhead (#2015-109)	02/25/16	06/30/36	570,000	42,188	40,988	39,788	38,588	37,388	36,188	35,038	33,838	32,638	31,438
Gateway Marina Maintenance Dredging (I)	02/23/17	06/30/37	476,500	37,475	36,475	35,475	34,475	33,475	32,475	31,475	30,475	29,475	28,475
CTF Marina Bulkhead Repair I Refi 6/15/11	03/15/21	06/30/30	271,950	45,400	38,725	37,800	36,350	35,400	33,925	32,450	30,975	-	-
Marina Bulkhead Repair II Refi 6/15/11	03/15/21	06/30/30	243,800	34,975	33,775	32,575	31,875	31,175	30,475	29,775	29,075	-	-
Marina Bismore Park Bulkhead Imp. Design (I)	03/15/22	03/15/27	184,000	52,850	41,650	39,900	38,150	36,750	-	-	-	-	-
Total Marina Enterprise Fund				333,688	219,613	212,538	205,438	178,663	137,363	132,663	133,075	59,225	57,725

SANDY NECK INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Sandy Neck Beach House I Refi 6/15/11	03/15/21	06/30/31	470,600	63,315	58,690	56,190	55,715	64,665	62,065	58,965	59,890	55,640	-
Sandy Neck Beach House II Refi 6/15/11	03/15/21	06/30/26	26,250	5,100	4,900	5,200	9,975	-	-	-	-	-	-
Sandy Neck Beach House III Refi 6/15/11	03/15/21	06/30/31	98,350	11,870	11,495	11,120	10,745	10,870	15,470	14,820	14,170	13,520	-
Total Sandy Neck Enterprise Fund				80,285	75,085	72,510	76,435	75,535	77,535	73,785	74,060	69,160	-

HYCC INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
CTF HYCC 1 (I) \$1,000,000 Refunded	02/17/15	02/15/27	474,900	56,470	53,550	51,670	49,790	47,380	-	-	-	-	-
CTF HYCC 2 (I) \$8,000,000 Refunded	02/17/15	02/15/27	3,794,400	447,650	430,450	413,330	396,290	380,070	-	-	-	-	-
CTF HYCC 3 (I) \$1,600,000 Refunded	02/17/15	02/15/27	759,000	89,550	86,510	82,470	79,470	76,220	-	-	-	-	-
CTF HYCC 4 (I) \$6,765,000 Refunded	06/21/16	06/30/28	3,320,000	384,480	374,200	360,800	344,100	332,600	316,200	-	-	-	-
CTF HYCC Roof, HVAC, and Parking & Security	02/25/20	06/30/40	679,000	56,425	54,675	52,925	51,175	49,425	47,675	45,925	44,175	42,775	41,725
CTF HYCC Facility Improvements (#2020-103)	03/15/21	06/30/41	674,700	62,450	60,450	58,450	51,450	49,700	47,950	46,200	44,450	42,700	36,300
CTF HYCC Facility Improvements (i) (#2021-106)	03/15/22	03/15/42	1,484,000	137,850	129,900	126,150	122,400	119,400	115,650	111,900	108,150	104,400	100,650
Total HYCC Enterprise Fund				1,234,875	1,189,735	1,145,795	1,094,675	1,054,795	527,475	204,025	196,775	189,875	178,675

ROAD BETTERMENT REVOLVING FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Gleneagle Drive Private Road Repairs	02/25/20	06/30/30	675,000	96,100	92,600	89,100	80,600	77,350	74,100	70,850	67,600	-	-
Crosby Circle Private Road Repairs (#2017-148)	02/25/21	06/30/30	44,000	5,800	5,700	5,600	5,500	5,400	5,300	5,200	5,100	-	-
Pine Ridge & Waquoit Private Road (#2017-149)	02/25/21	06/30/33	113,200	11,920	11,720	11,520	11,320	11,120	10,920	10,720	10,520	10,320	10,200
Woodland Avenue Private Road Repair	02/25/21	06/30/33	71,900	11,095	5,895	5,795	5,695	5,595	5,495	5,395	5,295	5,195	5,135
Bunker Hill Private Road Repair (#2017-168)	02/25/21	06/30/33	296,450	29,905	29,405	28,905	28,405	27,905	27,405	26,905	26,405	25,905	25,605
Beach Plum & Smoke Valley Private Road	02/25/21	06/30/33	447,600	47,465	46,665	45,865	45,065	44,265	43,465	42,665	41,865	41,065	35,945
Ice Valley & Fox Island Private Road (#2017-170)	02/25/21	06/30/33	512,300	53,560	52,660	51,760	50,860	49,960	49,060	48,160	47,260	46,360	41,080
Locust Lane Private Road (#2018-140)	02/25/21	06/30/29	38,750	5,700	5,600	5,500	5,400	5,300	5,200	5,100	-	-	-
Multiple Temporary Private Road (#2018-151)	02/25/21	06/30/34	335,300	35,575	34,975	29,375	28,875	28,375	27,875	27,375	26,875	26,375	26,075
Laura Road Private Road (#2018-167)	02/25/21	06/30/26	28,500	5,400	5,300	5,200	5,100	-	-	-	-	-	-
Wheeler Road Private Road (#2020-045)	02/25/21	06/30/36	510,650	43,485	42,785	42,085	41,385	40,685	39,985	39,285	38,585	37,885	37,465
Goodview Way Private Road (#2020-080)	02/25/21	06/30/36	218,850	18,625	18,325	18,025	17,725	17,425	17,125	16,825	16,525	16,225	16,045
Nyes Neck Private Road (#2020-189)	02/25/21	06/30/36	127,500	12,095	11,895	11,695	11,495	11,295	11,095	10,895	10,695	10,495	5,375
Total Road Betterment Revolving Fund				376,725	363,525	350,425	337,425	324,675	312,025	299,475	287,025	210,325	202,925

COMMUNITY PRESERVATION FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
--	------------	---------------	-----------------	---------------	---------------	---------------	---------------	---------------	---------------	---------------	---------------	---------------	---------------

Advance Refund 6/15/2003 Landbank	04/18/12	09/15/22	964,600	96,492	-	-	-	-	-	-	-	-	-
Advance Refund 6/15/2004 Landbank	04/18/12	09/15/22	5,385,600	567,732	-	-	-	-	-	-	-	-	-
Advance Refund 6/15/2004 Landbank	04/18/12	09/15/22	227,300	25,500	-	-	-	-	-	-	-	-	-
Land Acquisition - 2004-105 Bone Hill \$200k	02/17/15	02/15/25	90,850	10,080	9,720	9,360	-	-	-	-	-	-	-
Land Acquisition - 06-15-05 - 2004-106 \$180k	02/17/15	02/15/25	73,600	4,480	4,320	4,160	-	-	-	-	-	-	-
Land Acquisition - Hyannis Golf \$5,500,000	02/17/15	02/15/25	2,496,300	277,620	266,700	255,320	-	-	-	-	-	-	-
Land Acquisition - Archibald \$500,000 Refunded	02/17/15	02/15/26	212,100	26,450	25,530	24,610	23,690	-	-	-	-	-	-
Town Hall Renovations Refi 6/15/10	03/15/21	06/30/30	487,550	74,675	72,525	70,350	67,650	65,450	62,725	60,500	57,750	-	-
Total Community Preservation Fund				1,083,029	378,795	363,800	91,340	65,450	62,725	60,500	57,750	-	-

TITLE V FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	190,580	10,459	-	-	-	-	-	-	-	-	-
Title V - Phase I - 97-1131 Series 6 (Subsidy)	07/01/04	08/01/22	(subsidy)	(255)	-	-	-	-	-	-	-	-	-
Title V - Phase III - Pool 11 T5-97-1131-2	10/31/05	07/15/25	200,000	10,000	10,000	10,000	10,000	-	-	-	-	-	-
Title V - Phase IV - Pool 11 T5-97-1131-3	10/31/05	07/15/25	200,000	10,000	10,000	10,000	10,000	-	-	-	-	-	-
Title V - Phase V - Pool 12 97-1131-4D	12/14/06	07/15/26	200,000	10,000	10,000	10,000	10,000	10,000	-	-	-	-	-
Total Title V				40,204	30,000	30,000	30,000	10,000	-	-	-	-	-

SEWER CONSTRUCTION & PRIVATE WAY MAINT. IMP. FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2023	Pymts FY 2024	Pymts FY 2025	Pymts FY 2026	Pymts FY 2027	Pymts FY 2028	Pymts FY 2029	Pymts FY 2030	Pymts FY 2031	Pymts FY 2032
MWPAT CWS-09-07	07/08/10	07/15/30	3,285,646	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318	199,318
Sewer CWS-09-07-A Series 16	05/14/15	07/15/32	4,592,367	303,329	303,701	304,082	304,471	304,868	305,273	305,688	306,111	306,544	306,986
310 Main Street, Barnstable (Centerville)	02/25/20	06/30/40	549,000	47,438	45,938	44,438	42,938	41,438	39,938	38,438	31,938	30,938	30,188
1456 Falmouth Road, Route 28, Barnstable	02/25/20	06/30/40	283,900	23,975	23,225	22,475	21,725	20,975	20,225	19,475	18,725	18,125	17,675
RT 28 East Sewer Expansion Pump Station,	03/15/21	06/30/41	800,000	66,000	64,000	62,000	60,000	58,000	56,000	54,000	52,000	50,000	48,400
Total Sewer Construction & Private Way Maintenance and Improvement Fund				640,059	636,182	632,313	628,451	624,598	620,753	616,918	608,092	604,925	403,249

TOTAL ENTERPRISE FUND AND OTHER FUND BOND OBLIGATIONS				8,450,292	7,403,139	7,133,668	6,387,849	6,156,920	4,819,008	3,847,286	3,715,303	3,455,416	2,943,207
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS				15,223,578	13,533,874	12,322,278	11,335,344	10,488,890	8,720,473	7,503,901	7,228,712	6,721,174	5,966,625

SCHOOLS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
School Remodel II	04/18/12	09/15/22	193,400	-	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 School Remodel I	04/18/12	09/15/22	242,700	-	-	-	-	-	-	-	-	-	-
CTF School Roof Repairs	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-
CTF HS Library AC Units	11/22/13	11/15/23	450,000	-	-	-	-	-	-	-	-	-	-
CTF School Fire & Communications System	11/22/13	11/15/23	200,000	-	-	-	-	-	-	-	-	-	-
CTF School Computer Network Infrastructure	11/22/13	11/15/23	189,000	-	-	-	-	-	-	-	-	-	-
CTF Early Learning Center Modular Facility	02/17/15	02/15/35	2,000,000	109,000	106,000	103,000	-	-	-	-	-	-	-
CTF School Health & Safety Improvements \$478,000	02/17/15	02/15/26	193,400	-	-	-	-	-	-	-	-	-	-
CTF MME Roof Replacement (I) \$750,000 Refunded	02/17/15	02/15/26	329,800	-	-	-	-	-	-	-	-	-	-
CTF School Upgrades 2 (I) \$150,000 Refunded	02/17/15	02/15/27	47,400	-	-	-	-	-	-	-	-	-	-
CTF BHMCPs Roof (I) \$910,000 Refunded	02/17/15	02/15/27	426,900	-	-	-	-	-	-	-	-	-	-
CTF Elementary School Modular Classroom (#2015-115)	02/25/16	06/30/36	3,720,000	207,200	201,650	196,100	190,550	-	-	-	-	-	-
CTF BIS Façade & Roof Improvements (#2015-116)	02/25/16	06/30/36	3,353,000	184,800	179,850	174,900	169,950	-	-	-	-	-	-
CTF BCHMCPs Façade & Roof Improvements (#2015-117)	02/25/16	06/30/26	260,000	-	-	-	-	-	-	-	-	-	-
CTF High School & Middle School Boiler Upgrades	02/25/16	06/30/26	350,000	-	-	-	-	-	-	-	-	-	-
CTF W Village Elementary A/C Replacement (#2015-120)	02/25/16	06/30/26	250,000	-	-	-	-	-	-	-	-	-	-
CTF School Facility Improvements 1 (I) \$916,600 Refunded	06/21/16	06/30/28	295,700	-	-	-	-	-	-	-	-	-	-
CTF School Parking Lot Light Pole Replacement (I)	02/23/17	06/30/27	435,000	-	-	-	-	-	-	-	-	-	-
CTF School Unit Ventilator Upgrade (I) (#2016-083)	02/23/17	06/30/27	230,000	-	-	-	-	-	-	-	-	-	-
CTF Horace Mann Roof (I) (#2016-081)	02/27/18	06/30/38	2,350,000	136,419	132,969	129,519	126,069	122,475	118,738	-	-	-	-
CTF Barnstable Public Schools Unit Ventilator (I) (#2017-062)	02/27/18	06/30/28	225,000	-	-	-	-	-	-	-	-	-	-
CTF Barnstable High School Learning Center (I) (#2017-063)	02/27/18	06/30/38	2,968,500	172,006	167,656	163,306	158,956	154,425	149,713	-	-	-	-
CTF Barnstable Public Schools Asbestos Abatement (I)	02/27/18	06/30/28	270,000	-	-	-	-	-	-	-	-	-	-

CTF Barnstable High School Stadium Bleachers (I) (#2017-067)	02/27/18	06/30/33	966,000	61,800	-	-	-	-	-	-	-	-	-	-
CTF Barnstable High School Cafeteria Window (I) (#2017-068)	02/27/18	06/30/38	400,000	23,725	23,125	22,525	21,925	21,300	20,650	-	-	-	-	-
CTF Hyannis West Elementary School Roof Truss System	02/26/19	06/30/39	850,000	48,650	47,450	46,250	45,050	43,850	42,600	41,300	-	-	-	-
CTF Barnstable High School Sports Field Upgrade (#2018-064)	02/26/19	06/30/34	4,600,000	323,300	314,150	-	-	-	-	-	-	-	-	-
CTF Barnstable High School Engineering Phase 2 Sports Field	02/25/20	06/30/25	144,000	-	-	-	-	-	-	-	-	-	-	-
CTF Barnstable Public Schools Mechanical Upgrades	02/25/20	06/30/40	250,000	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-
CTF Barnstable Public Schools Environmental Lab (#2019-097)	02/25/20	06/30/40	222,000	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-
CTF BPS & BIS Roof Top Ventilators (#2019-098)	02/25/20	06/30/40	1,500,000	88,313	86,063	84,563	83,063	81,563	79,969	78,375	76,688	-	-	-
CTF Centerville Elementary Ventilator (#2019-099)	02/25/20	06/30/40	500,000	29,438	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	-	-
CTF Hyannis West Elementary School Roof (#2019-101)	02/25/20	06/30/40	450,000	23,550	22,950	22,550	22,150	21,750	21,325	20,900	20,450	-	-	-
CTF Centerville Elementary Roof (#2019-102)	02/25/20	06/30/40	250,000	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-
CTF Barnstable High School Sports Field Upgrades	02/25/20	06/30/35	1,100,000	74,900	72,800	71,400	-	-	-	-	-	-	-	-
CTF School Building Improvements Refi 6/15/10	03/15/21	06/30/30	337,450	-	-	-	-	-	-	-	-	-	-	-
CTF School Improvement (I) Refi 6/15/11	03/15/21	06/30/26	133,250	-	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs II Refi 6/15/11	03/15/21	06/30/26	44,400	-	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs III Refi 6/15/11	03/15/21	06/30/26	44,400	-	-	-	-	-	-	-	-	-	-	-
CTF School Facilities Upgrades/Repairs V (I) Refi 6/15/11	03/15/21	06/30/31	358,750	-	-	-	-	-	-	-	-	-	-	-
CTF School District-Wide Communication, Surveillance	03/15/21	06/30/26	404,500	-	-	-	-	-	-	-	-	-	-	-
CTF Elementary School HVAC Chiller Replacement	03/15/21	06/30/41	400,000	23,600	23,200	22,800	22,400	22,000	21,600	21,200	20,800	20,400	-	-
CTF BHS and BIS Rooftop Ventilator Replacement (I)	03/15/22	03/15/42	3,205,000	209,600	203,200	198,400	193,600	188,800	184,000	179,200	174,400	169,600	164,800	-
Total Schools Interest & Principal				1,751,625	1,644,175	1,297,325	1,094,625	715,975	697,238	398,450	348,575	190,000	164,800	

LAND ACQUISITION INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
CTF Land Acquisition (I) - Hyannis Golf Course \$748,000	02/17/15	02/15/26	325,200	-	-	-	-	-	-	-	-	-	-
CTF Land Acquisition - CAP \$365,200 Refunded	06/21/16	06/30/23	115,000	-	-	-	-	-	-	-	-	-	-
Total Land Acquisition Interest & Principal				-	-	-	-	-	-	-	-	-	-

PUBLIC WAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
CTF Advance Refund 6/15/2003 Drainage 1 (I)	04/18/12	09/15/22	193,200	-	-	-	-	-	-	-	-	-	-
CTF Private Road Repairs (I) \$633,000	11/22/13	11/15/23	633,000	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk Overlays	11/22/13	11/15/23	190,000	-	-	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair	11/22/13	11/15/23	120,000	-	-	-	-	-	-	-	-	-	-
CTF Guardrail Improvements (#2015-098)	02/25/16	06/30/36	170,000	-	-	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements (#2015-098)	02/25/16	06/30/36	230,000	-	-	-	-	-	-	-	-	-	-
CTF Road Repairs (#2015-102)	02/25/16	06/30/31	518,000	-	-	-	-	-	-	-	-	-	-
CTF Road Repairs - Governor's Way (#2016-037)	02/25/16	06/30/31	304,000	-	-	-	-	-	-	-	-	-	-
CTF Private Road Repairs \$1,607,900	06/21/16	06/30/23	509,000	-	-	-	-	-	-	-	-	-	-
CTF Private Roads Repairs (I) \$167,300	02/23/17	06/30/31	167,300	-	-	-	-	-	-	-	-	-	-
CTF Guardrail & Sidewalk Improvement Program (I)	02/23/17	06/30/32	680,750	-	-	-	-	-	-	-	-	-	-
CTF Guardrail & Sidewalk (I) (#2017-073)	02/27/18	06/30/33	287,000	15,450	-	-	-	-	-	-	-	-	-
CTF Sidewalk Improvements (#2019-125)	02/25/20	06/30/35	314,000	21,400	20,800	20,400	-	-	-	-	-	-	-
CTF Crosswalk Improvements (#2019-128)	02/25/20	06/30/35	113,100	5,350	5,200	5,100	-	-	-	-	-	-	-
CTF Baxter's Neck Road - Private Way Refi 6/15/11	03/15/21	06/30/26	138,338	-	-	-	-	-	-	-	-	-	-
CTF Bumps River Bridge Repair (#2019-124)	03/15/21	06/30/41	900,000	53,100	52,200	51,300	50,400	49,500	48,600	47,700	46,800	45,900	-
CTF Public Bridge Maintenance and Repairs (I) (#2021-111)	03/15/22	03/15/32	500,000	-	-	-	-	-	-	-	-	-	-
CTF Emergency Generator Implementation Plan (I)	03/15/22	03/15/32	615,250	-	-	-	-	-	-	-	-	-	-
Total Public Ways Interest & Principal				95,300	78,200	76,800	50,400	49,500	48,600	47,700	46,800	45,900	-

PUBLIC FACILITIES INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
CTF Advance Refund 6/15/2003 Building Improvements	04/18/12	09/15/22	96,600	-	-	-	-	-	-	-	-	-	-
CTF Advance Refund 6/15/2003 Police Facility Addition	04/18/12	09/15/22	626,900	-	-	-	-	-	-	-	-	-	-
CTF Tennis Courts	11/22/13	11/15/23	500,000	-	-	-	-	-	-	-	-	-	-
CTF US Custom House upgrades	11/22/13	11/15/23	263,000	-	-	-	-	-	-	-	-	-	-
CTF Osterville Community Building Upgrades	11/22/13	11/15/23	200,000	-	-	-	-	-	-	-	-	-	-
CTF Police Station Upgrades	11/22/13	11/15/23	168,000	-	-	-	-	-	-	-	-	-	-

CTF Town Hall Interior Upgrades	11/22/13	11/15/23	150,000	-	-	-	-	-	-	-	-	-	-	-
CTF Guyer Barn Upgrades	11/22/13	11/15/23	148,000	-	-	-	-	-	-	-	-	-	-	-
CTF MEA Facility Upgrades	11/22/13	11/15/23	131,000	-	-	-	-	-	-	-	-	-	-	-
CTF Pearl St Building Upgrades	11/22/13	11/15/23	114,000	-	-	-	-	-	-	-	-	-	-	-
CTF S&G Facility Roof Repairs	11/22/13	11/15/23	103,000	-	-	-	-	-	-	-	-	-	-	-
CTF West Barnstable Community Building Upgrades	11/22/13	11/15/23	72,000	-	-	-	-	-	-	-	-	-	-	-
CTF Highway Operations Facility Construction	11/22/13	11/15/23	66,000	-	-	-	-	-	-	-	-	-	-	-
CTF Centerville Recreation Building	02/17/15	02/15/35	185,000	5,450	5,300	5,150	-	-	-	-	-	-	-	-
CTF Senior Center - Parking Lot Expansion	02/17/15	02/15/30	290,000	-	-	-	-	-	-	-	-	-	-	-
CTF Police Facilities	02/17/15	02/15/35	288,000	10,900	10,600	10,300	-	-	-	-	-	-	-	-
CTF Police Station Construction (I) \$400,000 Adv Refunded	02/17/15	02/15/25	181,650	-	-	-	-	-	-	-	-	-	-	-
CTF Senior Center - Garden Level \$457,000 Refunded	02/17/15	02/15/27	195,000	-	-	-	-	-	-	-	-	-	-	-
CTF Town Building Repairs & Renovations \$685,000	02/17/15	02/15/27	317,600	-	-	-	-	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center - CAP \$150,000	06/21/16	06/30/23	48,000	-	-	-	-	-	-	-	-	-	-	-
CTF Bismore Park Visitor Center \$465,000 Refunded	06/21/16	06/30/23	147,500	-	-	-	-	-	-	-	-	-	-	-
CTF Municipal Building Improvements \$297,000 Refunded	06/21/16	06/30/28	49,300	-	-	-	-	-	-	-	-	-	-	-
CTF Police Station Remodeling (#2015-100)	02/25/16	06/30/36	355,000	16,800	16,350	15,900	15,450	-	-	-	-	-	-	-
CTF Town Hall Remodeling (#2015-101)	02/25/16	06/30/36	939,000	50,400	49,050	47,700	46,350	-	-	-	-	-	-	-
CTF Joshua's Pond Recreational Facility (#2015-111)	02/25/16	06/30/31	282,000	-	-	-	-	-	-	-	-	-	-	-
CTF Craigville Beach Bathhouse (#2016-031)	02/25/16	06/30/36	450,000	22,400	21,800	21,200	20,600	-	-	-	-	-	-	-
CTF Beach Facility Improvement (I) (#2016-110)	02/23/17	06/30/27	438,000	-	-	-	-	-	-	-	-	-	-	-
CTF Osterville Bay Elem School Improvements (I)	02/23/17	06/30/37	724,300	40,644	39,594	38,456	37,319	36,181	-	-	-	-	-	-
CTF Lombard Field Improvements (I) (#2016-113)	02/23/17	06/30/37	895,000	52,088	50,738	49,275	47,813	41,350	-	-	-	-	-	-
CTF West Barnstable Shooting Range (I) (#2017-074)	02/27/18	06/30/28	314,000	-	-	-	-	-	-	-	-	-	-	-
CTF Design and Hazmat Removal Project Armory Building	02/26/19	06/30/24	461,750	-	-	-	-	-	-	-	-	-	-	-
CTF Senior Center Renovations (#2018-076)	02/26/19	06/30/39	659,000	36,488	35,588	34,688	33,788	32,888	31,950	30,975	-	-	-	-
CTF Osterville Recreation Building Design & Construction	02/26/19	06/30/39	675,000	41,788	40,738	34,688	33,788	32,888	31,950	30,975	-	-	-	-
CTF Town Hall Restroom Renovations	02/26/19	06/30/39	560,000	30,406	29,656	28,906	28,156	27,406	26,625	25,813	-	-	-	-
CTF Former Marston Mills Elementary School	02/26/19	06/30/24	176,050	-	-	-	-	-	-	-	-	-	-	-
CTF School Administration Building (#2018-092)	02/26/19	06/30/24	285,000	-	-	-	-	-	-	-	-	-	-	-
CTF School Administration Building Remodeling (#2019-148)	02/25/20	06/30/40	996,000	58,763	57,263	56,263	55,263	54,263	53,200	52,138	46,013	-	-	-
CTF Craigville Bath House (#2019-116)	02/25/20	06/30/40	255,000	11,775	11,475	11,275	11,075	10,875	10,663	10,450	10,225	-	-	-
CTF Craigville Parking Lot (#2019-116)	02/25/20	06/30/35	160,000	10,700	10,400	10,200	-	-	-	-	-	-	-	-
CTF Marston Mills Tennis Courts (#2019-117)	02/25/20	06/30/35	620,000	42,800	41,600	40,800	-	-	-	-	-	-	-	-
CTF Public Bridge Improvements and Repairs (#2019-122)	02/25/20	06/30/40	500,000	29,438	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	-	-
CTF Police Facility Refi 6/15/10	03/15/21	06/30/30	187,450	-	-	-	-	-	-	-	-	-	-	-
CTF Municipal Facility Improvements Refi 6/15/10	03/15/21	06/30/29	33,750	-	-	-	-	-	-	-	-	-	-	-
CTF Town Hall Security Improvements (#2019-129)	03/15/21	06/30/41	480,000	29,100	28,600	28,100	27,600	27,100	21,600	21,200	20,800	20,400	-	-
CTF Osterville Field Construction & Site Improvement	03/15/21	06/30/36	705,600	48,600	47,700	46,800	45,900	-	-	-	-	-	-	-
CTF 200 Main Street Mansard Evaluation & Repair	03/15/21	06/30/41	374,000	23,000	22,600	22,200	16,800	16,500	16,200	15,900	15,600	15,300	-	-
CTF Salt Storage Facility Design & Construction (#2020-107)	03/15/21	06/30/41	345,000	17,700	17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-	-
CTF Police Facility Improvements (I) (#2021-098)	03/15/22	03/15/42	806,432	52,400	50,800	49,600	48,400	47,200	46,000	44,800	43,600	42,400	41,200	-
CTF Police Site Security Fence (I) (#2021-099)	03/15/22	03/15/42	340,032	19,650	19,050	18,600	18,150	17,700	17,250	16,800	16,350	15,900	15,450	-
CTF Marston Mills School Demolition (I) (#2021-113)	03/15/22	03/15/27	360,011	-	-	-	-	-	-	-	-	-	-	-
CTF Town Hall Mechanical Improvements (I) (#2021-114)	03/15/22	03/15/42	1,908,596	124,450	120,650	117,800	114,950	112,100	109,250	106,400	103,550	100,700	97,850	-
Total Public Facilities Interest & Principal				775,738	755,638	733,188	645,888	500,138	407,544	397,475	297,300	210,000	154,500	
WATERWAYS INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042	
CTF East Bay Dredging	11/22/13	11/15/23	600,000	-	-	-	-	-	-	-	-	-	-	-
CTF Hyannis Harbor Bulkhead Construction	11/22/13	11/15/23	142,000	-	-	-	-	-	-	-	-	-	-	-
CTF Millway Boat Ramp & Dock Upgrades	11/22/13	11/15/23	133,000	-	-	-	-	-	-	-	-	-	-	-
CTF Marstons Mills Fish Run Reconstruction	02/17/15	02/15/30	326,000	-	-	-	-	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 1 \$350,000 Refunded	06/21/16	06/30/23	109,500	-	-	-	-	-	-	-	-	-	-	-
CTF Pleasant St. Dock - 2 \$350,000 Refunded	06/21/16	06/30/23	110,000	-	-	-	-	-	-	-	-	-	-	-
CTF Boat Ramps - CAP \$927,000 Refunded	06/21/16	06/30/23	290,000	-	-	-	-	-	-	-	-	-	-	-
CTF Paving: Bay Street Boat Ramp (#2015-099)	02/25/16	06/30/26	142,000	-	-	-	-	-	-	-	-	-	-	-

CTF Channel Dredging- Barnstable Harbor (#2016-035)	02/25/16	06/30/26	490,000	-	-	-	-	-	-	-	-	-	-
CTF Blish Point Boat Access Channel Dredging (I)	02/23/17	06/30/37	943,900	52,256	50,906	49,444	47,981	46,519	-	-	-	-	-
CTF Dredging Refi 6/15/10	03/15/21	06/30/24	78,800	-	-	-	-	-	-	-	-	-	-
CTF Prince Cove/Hayward Rd. Boat Ramp Refi 6/15/11	03/15/21	06/30/26	177,650	-	-	-	-	-	-	-	-	-	-
CTF Channel Dredging - (#2019-119)	03/15/21	06/30/41	406,000	23,600	23,200	22,800	22,400	22,000	21,600	21,200	20,800	20,400	-
CTF Patrol Vessel Replacement (I) (#2021-103)	03/15/22	03/15/32	310,000	-	-	-	-	-	-	-	-	-	-
Total Waterways Interest & Principal				75,856	74,106	72,244	70,381	68,519	21,600	21,200	20,800	20,400	-
WATER QUALITY INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
CTF Advance Refund 6/15/2003 Drainage 2 (i)	04/18/12	09/15/22	96,700	-	-	-	-	-	-	-	-	-	-
CTF Water Quality Evaluation	11/22/13	11/15/23	230,000	-	-	-	-	-	-	-	-	-	-
CTF Hamblin Pond Alum Treatment (#2015-112)	02/25/16	06/30/31	300,000	-	-	-	-	-	-	-	-	-	-
CTF Lake Treatment Refi 6/15/10	03/15/21	06/30/25	54,350	-	-	-	-	-	-	-	-	-	-
CTF Stormwater Improvements - Impaired Ponds	03/15/21	06/30/41	300,000	17,700	17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-
CTF Stormwater Improvements - Impaired Ponds	03/15/22	03/15/32	325,000	-	-	-	-	-	-	-	-	-	-
Total Water Quality Interest & Principal				17,700	17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-
TOTAL GENERAL FUND BOND OBLIGATIONS				2,716,219	2,569,519	2,196,656	1,878,094	1,350,631	1,191,181	880,725	729,075	481,600	319,300
AIRPORT INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Airport Terminal Ramp Construction - Phase 2 (O)	02/23/17	06/30/37	428,000	29,363	28,613	27,800	31,988	31,013	-	-	-	-	-
Airport New Fuel Farm (I) (#2013-102)	02/23/17	06/30/36	634,500	45,425	44,225	47,925	46,463	-	-	-	-	-	-
Airport East Ramp Design & Construction (O) (#2014-053)	02/23/17	06/30/37	641,200	46,619	45,419	44,119	42,819	46,519	-	-	-	-	-
Runway Reconstruction & Generator Replacement	02/26/19	06/30/39	355,500	18,244	17,794	17,344	16,894	16,444	15,975	15,488	-	-	-
Airfield Improvements	02/26/19	06/30/31	59,700	-	-	-	-	-	-	-	-	-	-
Total Airport Fund Bonds				139,650	136,050	137,188	138,163	93,975	15,975	15,488	-	-	-
GOLF COURSE INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Hyannis Golf Course Acquisition \$3,900,000 Refunded	02/17/15	02/15/25	1,951,500	-	-	-	-	-	-	-	-	-	-
Olde Barnstable Building Improvements (#2015-105)	02/25/16	06/30/26	174,000	-	-	-	-	-	-	-	-	-	-
Hyannis Building Improvements (#2015-106)	02/25/16	06/30/26	140,000	-	-	-	-	-	-	-	-	-	-
Olde Barnstable Fairgrounds Golf Course (I) (#2016-107)	02/23/17	06/30/37	245,000	11,613	11,313	10,988	10,663	10,338	-	-	-	-	-
Hyannis Golf Course Improvements (I) (#2016-108)	02/23/17	06/30/37	292,700	16,925	16,475	10,988	10,663	10,338	-	-	-	-	-
Hyannis Golf Course Turf Maintenance (I) (#2017-085)	02/27/18	06/30/23	310,000	-	-	-	-	-	-	-	-	-	-
Olde Barnstable Turf maintenance Equipment Replacement	03/15/22	03/15/32	467,179	-	-	-	-	-	-	-	-	-	-
Total Golf Course				28,538	27,788	21,975	21,325	20,675	-	-	-	-	-
WATER POLLUTION CONTROL INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	436,370	-	-	-	-	-	-	-	-	-	-
Shallow Well Injection - CW-00-60 - Pool 8 (Subsidy)	08/25/04	08/01/22	(subsidy)	-	-	-	-	-	-	-	-	-	-
Sewer 98-44A	07/14/06	08/01/23	1,582,178	-	-	-	-	-	-	-	-	-	-
Sewer 98-44A (Subsidy)	07/14/06	08/01/23	(subsidy)	-	-	-	-	-	-	-	-	-	-
Sewer 98-49A	12/14/06	08/01/23	556,458	-	-	-	-	-	-	-	-	-	-
Sewer 98-49A (Subsidy)	12/14/06	08/01/23	(subsidy)	-	-	-	-	-	-	-	-	-	-
MWPAT CW-04-35	12/15/09	07/15/27	4,938,114	-	-	-	-	-	-	-	-	-	-
Sewer 05-28 Restructured	03/15/11	07/15/28	629,403	-	-	-	-	-	-	-	-	-	-
Sewer CW-04-35A Pool 13	06/06/12	07/15/27	1,469,137	-	-	-	-	-	-	-	-	-	-
Rehab Clarifiers (#2015-091)	06/21/16	06/30/28	251,000	-	-	-	-	-	-	-	-	-	-
Pump Station/Sewer Main Const (#2009-132)	02/25/16	06/30/36	1,000,000	56,000	54,500	53,000	51,500	-	-	-	-	-	-
Wastewater Treatment Plant Clarifiers Rehab (O)	02/23/17	06/30/37	1,146,000	63,869	62,219	60,431	58,644	56,856	-	-	-	-	-
Wastewater Treatment Plant Backup Generator (O)	02/23/17	06/30/37	862,000	46,450	45,250	43,950	42,650	41,350	-	-	-	-	-
Sewer System Evaluation Surveys (#2019-131)	02/25/20	06/30/25	343,500	-	-	-	-	-	-	-	-	-	-
Rendezvous Lane Pump Station Replacement (#2019-132)	03/15/21	06/30/41	1,160,000	70,000	63,800	62,700	61,600	60,500	59,400	58,300	57,200	56,100	-
Pump Station Rehabilitation (#2020-175)	03/15/21	06/30/29	40,300	-	-	-	-	-	-	-	-	-	-

720 Main Street Sewer Pump Station Replacement	03/15/22	03/15/26	23,500	-	-	-	-	-	-	-	-	-	-
Total Water Pollution Control Enterprise Fund				236,319	225,769	220,081	214,394	158,706	59,400	58,300	57,200	56,100	-
SOLID WASTE INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Advance Refund 6/15/2003 Transfer Station Improvements	04/18/12	09/15/22	241,500	-	-	-	-	-	-	-	-	-	-
Solid Waste Facility (I) \$630,000 Refunded	02/17/15	02/15/27	284,900	-	-	-	-	-	-	-	-	-	-
Total Solid Waste Fund				-									
WATER SUPPLY INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
MWPAT DWS-09-02	07/08/10	07/15/30	2,788,911	-	-	-	-	-	-	-	-	-	-
DWP-11-10 Series 17A	05/22/13	01/15/33	560,761	34,812	-	-	-	-	-	-	-	-	-
Water Co. (Level Debt) (O) \$10,000,000 Refunded	02/17/15	02/15/27	5,704,800	-	-	-	-	-	-	-	-	-	-
Water Main Loop	02/17/15	02/15/35	540,000	21,800	21,200	20,600	-	-	-	-	-	-	-
DW-09-02 Series 16	05/14/15	07/15/32	533,117	35,689	-	-	-	-	-	-	-	-	-
DWP-11-09 Series 17A	05/14/15	01/15/33	793,438	53,643	-	-	-	-	-	-	-	-	-
Pipe Replacement Upgrade FY17 (#2015-085)	02/25/16	06/30/36	900,000	50,400	49,050	47,700	46,350	-	-	-	-	-	-
Hyannis Water System Pipe Replacement (O) (#2016-093)	02/23/17	06/30/37	858,400	46,450	45,250	43,950	42,650	41,350	-	-	-	-	-
DWP-14-09 Mass Clean Water Trust (#2014-071, 2013-085,	04/13/17	07/15/37	1,467,339	90,505	90,647	90,791	90,939	91,091	-	-	-	-	-
Well Reactivation (O) (#2017-080)	02/27/18	06/30/38	276,000	17,013	11,563	11,263	10,963	10,650	10,325	-	-	-	-
Water Pipe Replacement (O) (#2017-081)	02/27/18	06/30/38	468,000	23,725	23,125	22,525	21,925	21,300	20,650	-	-	-	-
Mary Dunn Water Storage Tank Site Work (O) (#2017-083)	02/27/18	06/30/38	600,500	35,588	34,688	33,788	32,888	31,950	30,975	-	-	-	-
Water Carbon Filter Units (O) (#2017-079)	02/27/18	06/30/18	440,000	-	-	-	-	-	-	-	-	-	-
Pipe Replacement Upgrade FY19 (#2018-081)	02/26/19	06/30/39	1,050,000	60,813	59,313	57,813	56,313	54,813	53,250	51,625	-	-	-
Carbon Treatment System Construction at Maher Wellfield	02/26/19	06/30/28	318,500	-	-	-	-	-	-	-	-	-	-
Well Exploration Program (2013-087)	02/26/19	06/30/28	489,500	-	-	-	-	-	-	-	-	-	-
MCWT Series 19 DWP-13-01 Reamortization	04/11/19	07/15/36	1,736,865	122,486	122,682	122,882	123,087	-	-	-	-	-	-
Water Pipe Replacement (#2019-135)	02/25/20	06/30/40	950,500	52,988	51,638	50,738	49,838	48,938	47,981	47,025	46,013	-	-
MCWT Bonds; Series 21 DWP-16-17	09/25/20	06/30/39	2,428,471	161,216	161,430	161,649	161,873	162,103	162,336	162,575	-	-	-
New Well Exploration Program (#2018-083)	03/15/21	06/30/41	314,500	17,700	17,400	17,100	16,800	16,500	16,200	15,900	15,600	15,300	-
CTF 50% Water Infrastructure Construction (#2019-212)	03/15/21	06/30/41	1,000,000	59,000	58,000	57,000	56,000	55,000	54,000	53,000	52,000	51,000	-
Pipe Replacement & Upgrades (#2020-120)	03/15/21	06/30/41	750,000	41,300	40,600	39,900	39,200	38,500	37,800	37,100	36,400	35,700	-
MCWT DWP-18-10 (#2017-099, 2018-173)	05/11/21	01/15/46	9,754,852	511,137	511,805	512,490	513,191	513,908	514,641	515,394	516,164	516,952	517,759
MCWT DWP-19-28 (#2019-215)	05/11/21	01/15/41	2,642,303	132,408	132,607	132,806	133,005	133,205	133,405	133,605	133,805	134,006	-
Water Pipe Replacement and Upgrades (O) (#2021-119)	03/15/22	03/15/42	946,000	58,950	57,150	55,800	54,450	53,100	51,750	50,400	49,050	47,700	46,350
Total Water Enterprise Fund				1,627,620	1,488,146	1,478,793	1,449,470	1,272,407	1,133,313	1,066,624	849,031	800,658	564,109
MARINA INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Advance Refund 6/14/2004 Prince Cove Marina Acquisition	04/18/12	09/15/22	864,000	-	-	-	-	-	-	-	-	-	-
Gateway Marina Dredging (#2015-108)	02/25/16	06/30/26	280,000	-	-	-	-	-	-	-	-	-	-
Prince Cover Marina Bulkhead (#2015-109)	02/25/16	06/30/36	570,000	28,000	27,250	26,500	25,750	-	-	-	-	-	-
Gateway Marina Maintenance Dredging (I) (#2016-109)	02/23/17	06/30/37	476,500	23,225	22,625	21,975	21,325	20,675	-	-	-	-	-
CTF Marina Bulkhead Repair I Refi 6/15/11	03/15/21	06/30/30	271,950	-	-	-	-	-	-	-	-	-	-
Marina Bulkhead Repair II Refi 6/15/11	03/15/21	06/30/30	243,800	-	-	-	-	-	-	-	-	-	-
Marina Bismore Park Bulkhead Imp. Design (I) (#2021-101)	03/15/22	03/15/27	184,000	-	-	-	-	-	-	-	-	-	-
Total Marina Enterprise Fund				51,225	49,875	48,475	47,075	20,675	-	-	-	-	-
HYCC INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
CTF HYCC 1 (I) \$1,000,000 Refunded	02/17/15	02/15/27	474,900	-	-	-	-	-	-	-	-	-	-
CTF HYCC 2 (I) \$8,000,000 Refunded	02/17/15	02/15/27	3,794,400	-	-	-	-	-	-	-	-	-	-
CTF HYCC 3 (I) \$1,600,000 Refunded	02/17/15	02/15/27	759,000	-	-	-	-	-	-	-	-	-	-
CTF HYCC 4 (I) \$6,765,000 Refunded	06/21/16	06/30/28	3,320,000	-	-	-	-	-	-	-	-	-	-
CTF HYCC Roof, HVAC, and Parking & Security (#2019-115)	02/25/20	06/30/40	679,000	40,675	39,625	38,925	33,225	32,625	31,988	31,350	30,675	-	-
CTF HYCC Facility Improvements (#2020-103)	03/15/21	06/30/41	674,700	35,400	34,800	34,200	33,600	33,000	32,400	31,800	31,200	30,600	-
CTF HYCC Facility Improvements (I) (#2021-106)	03/15/22	03/15/42	1,484,000	97,650	94,650	92,400	90,150	87,900	85,650	78,400	76,300	74,200	72,100

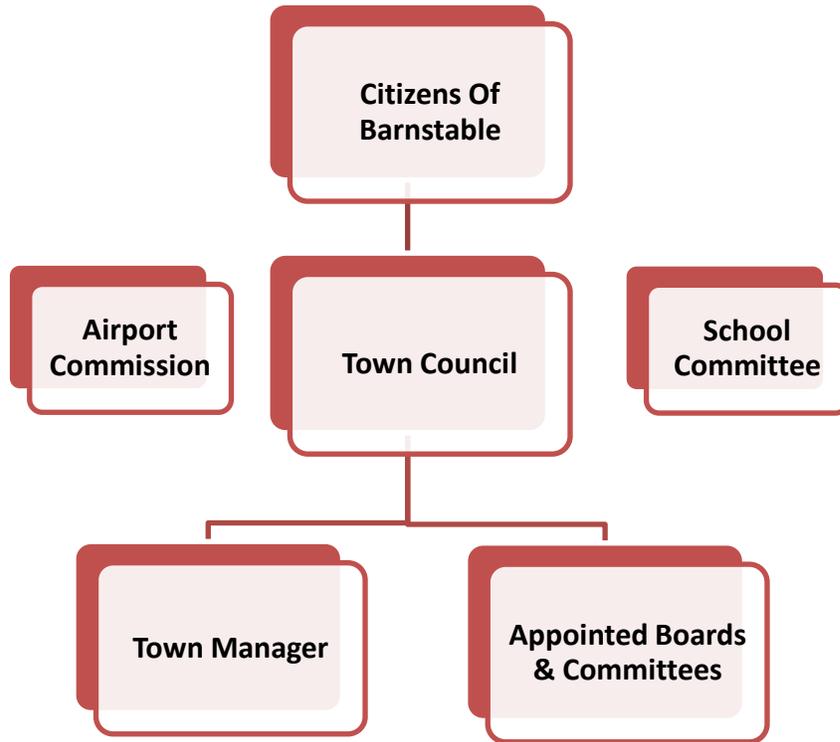
Total HYCC Enterprise Fund				173,725	169,075	165,525	156,975	153,525	150,038	141,550	138,175	104,800	72,100
ROAD BETTERMEND REVOLVING FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
Gleneagle Drive Private Road Repairs (#2019-197)	02/25/20	06/30/30	675,000	-	-	-	-	-	-	-	-	-	-
Crosby Circle Private Road Repairs (#2017-148)	02/25/21	06/30/30	44,000	-	-	-	-	-	-	-	-	-	-
Pine Ridge & Waquoit Private Road (#2017-149)	02/25/21	06/30/33	113,200	5,070	-	-	-	-	-	-	-	-	-
Woodland Avenue Private Road Repair (#2017-150)	02/25/21	06/30/33	71,900	5,070	-	-	-	-	-	-	-	-	-
Bunker Hill Private Road Repair (#2017-168)	02/25/21	06/30/33	296,450	20,280	-	-	-	-	-	-	-	-	-
Beach Plum & Smoke Valley Private Road (#2017-169)	02/25/21	06/30/33	447,600	35,490	-	-	-	-	-	-	-	-	-
Ice Valley & Fox Island Private Road (#2017-170)	02/25/21	06/30/33	512,300	40,560	-	-	-	-	-	-	-	-	-
Locust Lane Private Road (#2018-140)	02/25/21	06/30/29	38,750	-	-	-	-	-	-	-	-	-	-
Multiple Tempooary Private Road (#2018-151)	02/25/21	06/30/34	335,300	25,750	25,400	-	-	-	-	-	-	-	-
Laura Road Private Road #2018-167)	02/25/21	06/30/26	28,500	-	-	-	-	-	-	-	-	-	-
Wheeler Road Private Road (#2020-045)	02/25/21	06/30/36	510,650	37,010	36,520	30,960	30,480	-	-	-	-	-	-
Goodview Way Private Road (#2020-080)	02/25/21	06/30/36	218,850	15,850	15,640	15,400	10,160	-	-	-	-	-	-
Nyes Neck Private Road (#2020-189)	02/25/21	06/30/36	127,500	5,310	5,240	5,160	5,080	-	-	-	-	-	-
Total Road Betterment Revolving Fund				190,390	82,800	51,520	45,720	-	-	-	-	-	-
SEWER CONSTRUCTION & PRIVATE WAY MAINT. IMP. FUND INTEREST & PRINCIPAL	Issue Date	Maturity Date	Original Amount	Pymts FY 2033	Pymts FY 2034	Pymts FY 2035	Pymts FY 2036	Pymts FY 2037	Pymts FY 2038	Pymts FY 2039	Pymts FY 2040	Pymts FY 2041	Pymts FY 2042
MWPAT CWS-09-07	07/08/10	07/15/30	3,285,646	-	-	-	-	-	-	-	-	-	-
Sewer CWS-09-07-A Series 16	05/14/15	07/15/32	4,592,367	307,438	-	-	-	-	-	-	-	-	-
310 Main Street, Barnstable (Centerville) Acquisition	02/25/20	06/30/40	549,000	29,438	28,688	28,188	27,688	27,188	26,656	26,125	25,563	-	-
1456 Falmouth Road, Route 28, Barnstable (Centerville)	02/25/20	06/30/40	283,900	17,225	16,775	16,475	16,175	10,875	10,663	10,450	10,225	-	-
RT 28 East Sewer Expansion Pump Station, Roadway & Utility	03/15/21	06/30/41	800,000	47,200	46,400	45,600	44,800	44,000	43,200	42,400	41,600	40,800	-
Total Sewer Construction & Private Way Maintenance and Improvement Fund				401,300	91,863	90,263	88,663	82,063	80,519	78,975	77,388	40,800	-
TOTAL ENTERPRISE FUND AND OTHER FUND BOND OBLIGATIONS				2,848,766	2,271,365	2,213,820	2,161,783	1,802,026	1,439,244	1,360,937	1,121,794	1,002,358	636,209
GRAND TOTAL TOWN OF BARNSTABLE BOND OBLIGATIONS				5,564,985	4,840,884	4,410,476	4,039,877	3,152,657	2,630,425	2,241,662	1,850,869	1,483,958	955,509

TOWN COUNCIL DEPARTMENT

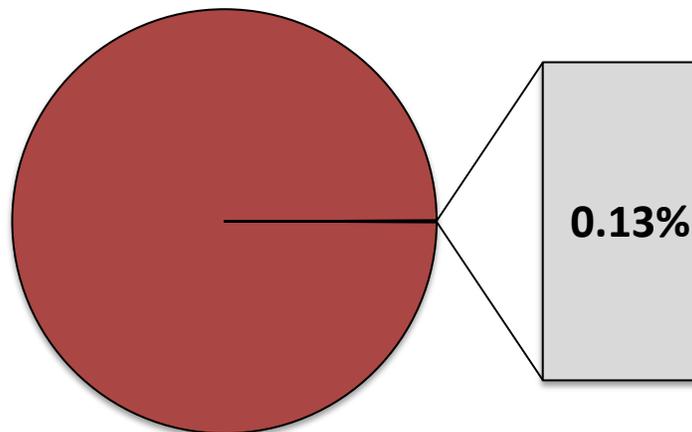
Department Mission Statement

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

Focus Areas



% of FY 2024 Total General Fund Budget



The Town Council budget comprises 0.13% of the overall General Fund budget.

Town Council Department Services Provided

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

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

Town Council

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



"James H. Crocker Jr." Hearing Room

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

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

Town Council Department Recent Accomplishments

- ✓ Approved a Veterans Property Tax Work off Program
- ✓ Amended zoning ordinances for home occupations
- ✓ Acted on numerous appointments to Boards and Committees
- ✓ Amending the Code of the Town of Barnstable, Part I, General Ordinances, Article III, §240-39 by repealing and replacing the Shopping Center Redevelopment Overlay District
- ✓ Formed a Local Comprehensive Planning Committee
- ✓ Acted on and approved a \$54 million Capital Improvement Plan;
- ✓ Acted on and approved a \$231 million operating budget.
- ✓ Amending the Town's zoning ordinance to repeal the Hyannis Village Zoning Districts and replace them with the Downtown Hyannis Zoning Districts.
- ✓ Acted upon numerous grant acceptances and appropriations outside of the annual budget process
- ✓ Approved a Resolve directing the Town Manager or his designee(s) to identify and undertake any steps needed for the Town to continue to meet criteria 2, 3 and 4 of the Green Community Designation and Grant Program

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

1. **Finance** – Provide a viable financial plan for meeting the operational and capital needs of the town with a balanced budget that includes ongoing cost reductions, maintaining reserves, and aggressively pursuing new growth dollars and revenue sources.
2. **Public Health and Safety** – Protect and promote the health, safety, and high quality of life of all town residents and visitors.
3. **Education** – Support the provision of a safe, high-quality public education for all students in an increasingly diverse student body, in partnership with local, state, and federal entities.
4. **Economic Development** – Town Council and Town Manager to support and grow a vibrant economy with a diversity of businesses, both for-profit and non-profit, and a strong labor force.
5. **Town Infrastructure & Assets** – Maintain and improve existing infrastructure, capital assets, and aquatic resources, make improvements when necessary, and ensure town assets are managed, maintained, and disposed of to serve the highest and best uses moving forward.
6. **Communications** – Improve communication between the Town Council and Town Manager and his staff; between Town Councilors; between the Town and its residents, boards, commissions, volunteers and visitors to foster participation and positive results that are geared toward meeting the needs of the community.
7. **Housing** – Identify needs, and develop, promote, and monitor town-wide initiatives for income-equitable, affordable, workforce, senior, and rental housing to meet the needs of residents and increase the overall quality of housing in Barnstable.
8. **Environment and Natural Resources** – Conserve and protect areas in the town that are most significant as natural and historical resources for water supply, visual quality, outdoor recreation, public access, wildlife habitat and cultural history.
9. **Quality of Life** – Provide opportunities for all residents and all visitors to achieve their potential.
10. **Regulatory Access and Performance** – Work with Town Manager and staff to have an efficient, customer-friendly, predictable regulatory process.



Town Hall

Town Council Department Budget Comparison

Town Council Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23-24	Percent Change
Taxes	\$235,388	\$235,041	\$245,576	\$210,577	(\$34,999)	-14.25%
Enterprise Funds	40,813	40,416	40,416	50,751	10,335	25.57%
Total Sources of Funding	\$276,201	\$275,457	\$285,992	\$261,328	(\$24,664)	-8.62%

Expenditure Category						
Personnel	\$252,185	\$254,278	\$258,570	\$233,906	(\$24,664)	-9.54%
Operating Expenses	24,016	21,179	27,422	27,422	-	0.00%
Total Appropriation	\$276,201	\$275,457	\$285,992	\$261,328	(\$24,664)	-8.62%

Town Council Department Reconciliation

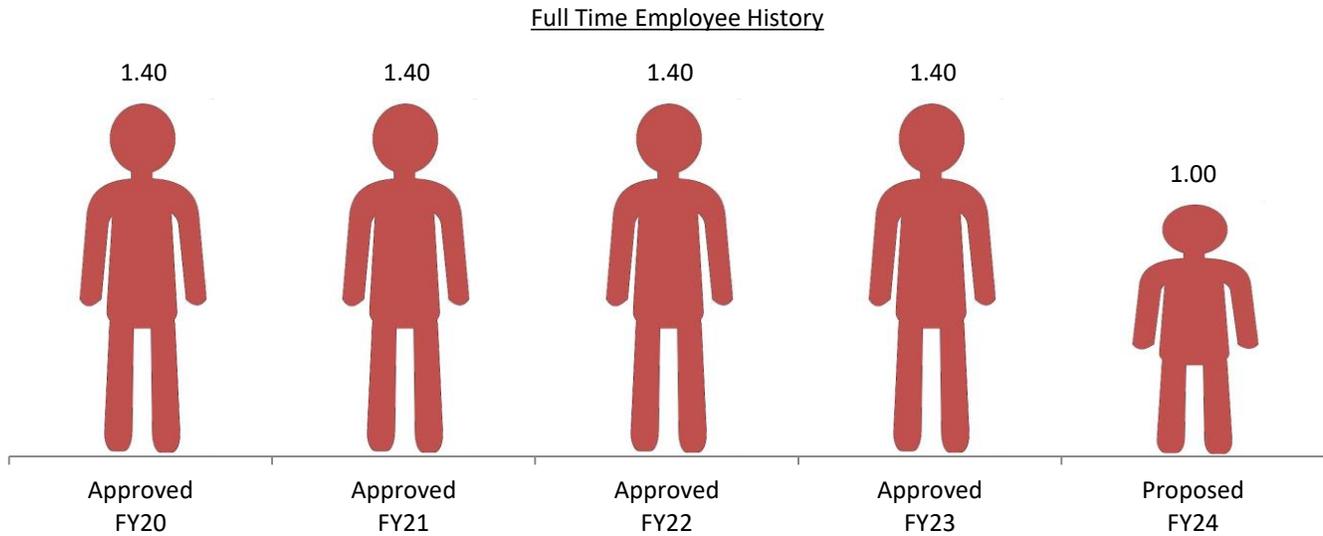
Job Title	FY 2022	FY 2023	FY 2024	Change
Administrator to Town Council	1.00	1.00	1.00	-
Administrative Assistant	0.40	0.40	-	(0.40)
Full-time Equivalent Employees	1.40	1.40	1.40	-

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$285,992	
Contractual Obligations Net of Staff Turnover	531	-	-	531	-
One-time Charges	-	-	-	-	-
FY 2024 Budget Changes					
1. Eliminate Administrative Assistant Position	(25,195)	-	-	(25,195)	(0.40)
FY 2024 Proposed Budget	(\$24,644)	\$0	\$0	\$261,328	(0.40)

Summary of Budget Changes

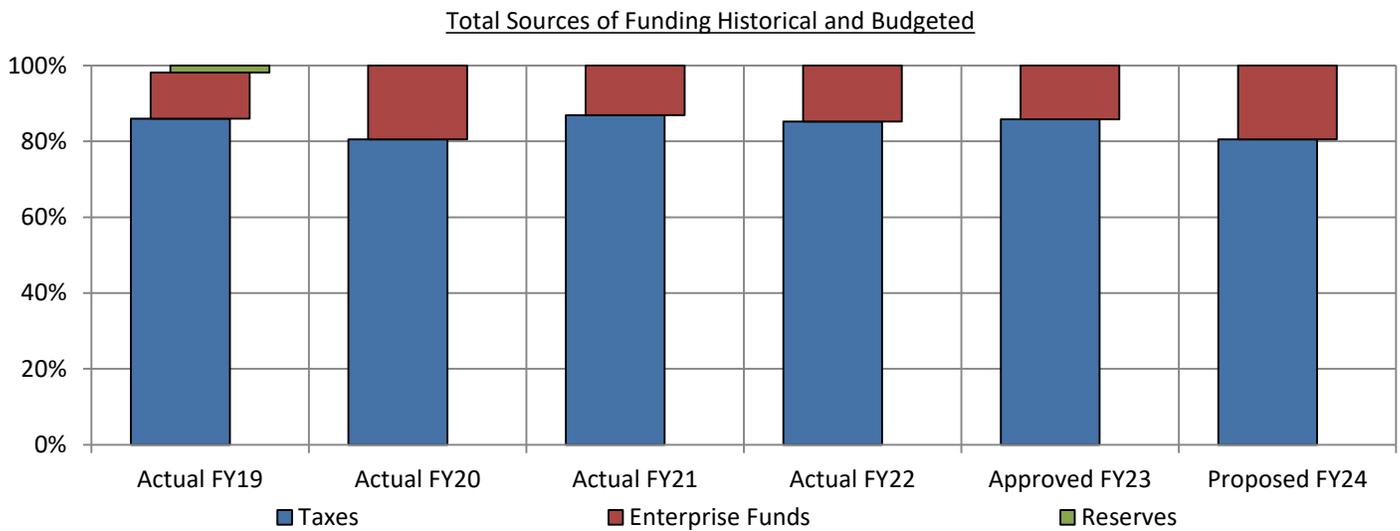
The Town Council proposed budget for FY 2024 is decreasing \$24,664 as the budget includes the elimination of a part-time Administrative Assistant position. Operating expenses are level funded at \$27,422.

Town Council Department Factors Affecting FTE's



Full-time equivalent employees have reduced 0.40 in FY24.

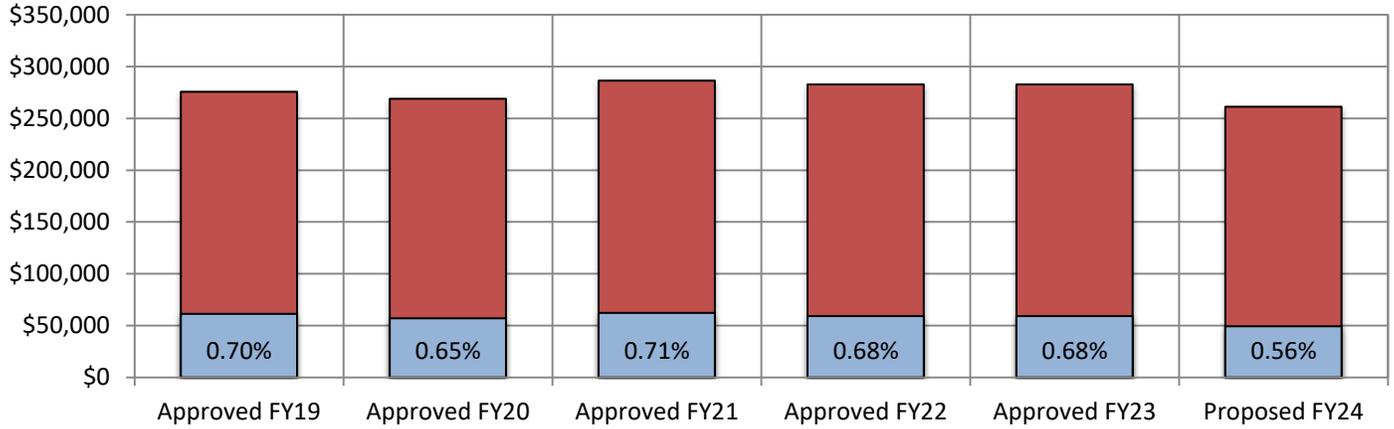
Town Council Department Factors Affecting Revenues



Taxes cover the majority of this operation at 81% followed by charge backs from Enterprise Funds for Town Council services provided. Reserves used are for one-time budget requests within that fiscal year.

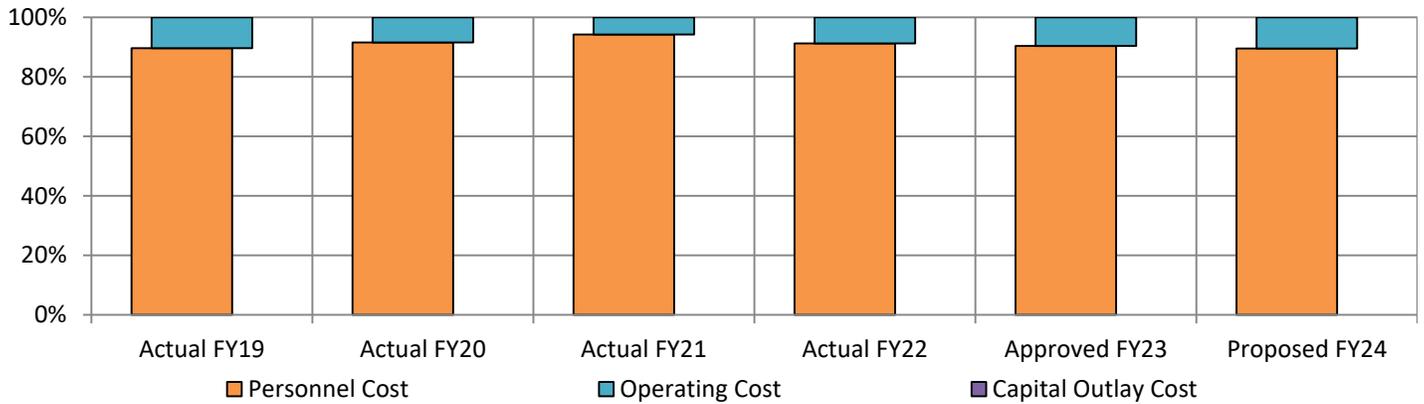
Town Council Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



The Town Council budget has decreased 0.87% over a six-year period. This budget has also remained within the 0.5-0.7% range of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Category Historical and Budgeted



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

TOWN MANAGER DEPARTMENT

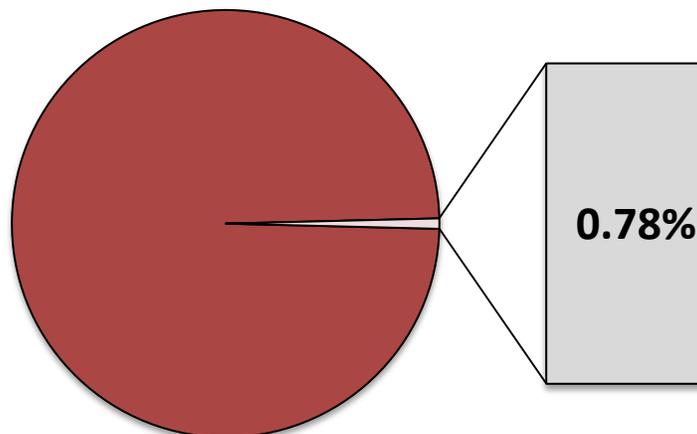
Department Purpose Statement

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

Program Areas



% of FY 2024 Total General Fund Budget



The Town Manager Department comprises 0.78% of the overall General Fund budget.

Town Manager Department Services Provided

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

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

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



Mark S. Ells, Town Manager



M. Andrew Clyburn, Assistant Town Manager

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

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

Town Manager Department Services Provided (Continued)

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

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

Town Manager Department Recent Accomplishments

Asset Management (licensing, energy, property, insurance)

- ✓ Migrated license application process to online platform, OpenGov, thereby expanding the use of an existing system which is familiar to our business owners and allows for multilateral review of applications.
- ✓ Hosted Regional Training for Municipal Officials by Alcoholic Beverages Control Commission; attended by over 40 individuals from across Cape Cod.
- ✓ Applied for and received grant to upgrade the three existing 13-year-old double port Electric Vehicle Charging stations located at Town Hall, North Street Parking lot, and Barnstable High School.
- ✓ Evaluation underway of 13-year-old Wind Turbines at Water Pollution control for upgrade, replacement or removal based on Cost benefit exercise. Cooperative effort with Department of Public Works.
- ✓ Supported School Department in the Cape Light Compact (CLC) lead effort to upgrade all lighting in all of the school buildings. CLC provides the lighting and most of the labor, and the schools will receive the savings of thousands of dollars in future electricity costs.
- ✓ Reinitiated MassEnergyInsightTracking tool with State to better evaluate and manage energy consumption for all municipal operations.
- ✓ Conducted site visits to Town-owned properties and met with tenants who rent, lease, license or permit Town-owned property. Conducted on-site inspections of all new and altered licensees upon approval.
- ✓ Opened Legacy program on-line after hiatus while regulations and procedures updated; six memorial benches and memorial plaques installed.
- ✓ Finalized former Cotuit Elementary School property disposition by transferring to Cotuit Fire District, while retaining recreation fields and accepting Conservation Restriction for water protection on Town Property in Cotuit.
- ✓ In cooperation with DPW Structures and Grounds, invested over \$75,000 into tenant properties to address necessary repairs or improvements. These investments funded through the tenant revolving fund.
- ✓ Historic Town-owned Hearse in Marstons Mills restoration project scoped and funded; restoration process underway in cooperation with the Marstons Mills Historic Society and Kirkman Fund.
- ✓ Completed Notice of Intent process to enhance trail ways with elevated walk ways, preserving and protecting open space and wetlands while enhancing resident enjoyment of public space; supported several AmeriCorps projects to maintain trails, remove brush and enhance open space in the Town.

Town Manager Department Recent Accomplishments (Continued)

- ✓ Permitted 135 special events occurring at 38 different locations on Town-owned property (\$10,000 in revenue.)
- ✓ Completed the Community Preservation Act funded project for the digitization of the Town's annual reports.
- ✓ Maintained asset list in audit ready condition for insurance purposes to limit gaps in coverage. Enhanced cyber insurance coverage for Police, Schools and Town. Migrated to a higher deductible set of insurance policies for liability, property, casualty and auto coverage to lower premium dollars spent; set reserve for deductible payments.
- ✓ Managed 120 claims against Town, School and Airport ranging from routine slip & fall claims to substantial property loss claims. Also, supported professional liability claims involving Human Resources and Town/School legal issues.
- ✓ Completed two-year-long project to digitize archives and implement an electronic file and data management system. Massive effort converting access to over 4 Million documents to on-line platform. Project key to significantly reducing square footage needs in both record storage and office space. Consolidation efforts likely to result in divestiture of Town-owned asset at 200 Main Street, Hyannis.

Communications

- ✓ The Communications Program has many tools in our toolbox for reaching citizens, businesses, employees and the public. These tools include a combination of digital and traditional; websites, press releases, legal notices, CodeRED alerts (email, phone, text) weekly subscriber based email newsletter, video and imaged based public service announcements (PSA's), traditional TV Channel 18 or On Demand Video, social media (YouTube, Facebook, Twitter, Instagram) and traditional distribution channels through local organizations and the press. Engaging our stakeholders with timely, tailored, and educational content helps, on the communication platform of their choice, conveys our Town's commitment to the quality of life in Barnstable as addressed in the Town Council's 2020 Strategic Plan.
- ✓ Channel 18 plays a big role in producing content that is shared in a variety of ways beyond television. We have streaming and video on demand capabilities on the Town's website. Channel 18 also produces content that is distributed digitally.
- ✓ The Communications Program oversees over 40 social media accounts (Facebook, Twitter, Instagram, YouTube) through Divisions and Departments in the Town of Barnstable. The Town uses ArchiveSocial to keep the public records associated with social media. In a recent COVID-related situation, we were able to ask all Town social media accounts to share the same message for further reach.
- ✓ 2022 brought a year of growth and engagement to the Town of Barnstable's social channels. Facebook, Twitter, Instagram and YouTube all increased their outreach to new followers and our digital newsletters (eNews Weekly and Community Currents) also experienced increased subscriber rates. We also added NextDoor to our social channels.
- ✓ A Communications Survey was included in the Town Clerk's Annual Census. The survey was available on paper and a digital option was available in English, Portuguese, and Spanish. Over 6,600 surveys were returned. The survey was a listening tool and we are using the new insights on how the Town of Barnstable can leverage our communication channels in emergencies and community messaging.
- ✓ Our content strategy in 2022 included a visual overhaul for social accounts and newsletters to make it easier to disseminate information. We utilized three websites to archive content – BarnstableHealth.com, BarnstableWaterResources.com, and BarnstableEnews.com.

Town Manager Department Recent Accomplishments (Continued)

- ✓ Upgrades were made to the James H. Crocker, Jr. Hearing Room. These upgrades allow for virtual public participation during Town Council Meetings and provide improved hearing assistance devices to those who may need it.
- ✓ Communications staff continues to utilize Zoom so that the Town can continue to hold meetings for Town Council, boards, committees, and commissions to conduct the Town's business. This platform also continued to provide public engagement including with the addition of the Zoom webinar feature. Provided support for Town staff to continue to meet on a daily basis.
- ✓ We introduced the Discover Barnstable podcast in February of 2022.
- ✓ Channel 18 now broadcasts in High Definition on Comcast Channel 1072.
- ✓ Worked with WAZE and Google Maps to assist citizens with getting around town with myriad construction projects.

Safety

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

Town Manager Department Goals and Objectives

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

Short-Term:

1. Continue to incorporate old databases into the new OpenGov permitting software for easier access to lists and renewals. Migrating permits, licenses and other Town use procedures (special events) is next focus. **(SP: Regulatory Process and Performance, Communication)**
2. The implementation of remote work procedures and the continued transition to holding virtual hearings in accordance with Covid-19 guidelines and restrictions. **(SP: Regulatory Process and Performance, Communication)**

3. Inventory all existing Memorials, Monuments and plaques to revitalize and streamline the legacy program. Working with staff and outside volunteers, establish locations where future memorial benches are appropriate. **(SP: Infrastructure, Economic Development)**
 4. Continue expanding, updating and streamlining outside dining patio process and use of Public Right of Way Licenses. **(SP: Regulatory Process and Performance, Communication)**
 5. Evaluate and update Town of Barnstable's website keeping in mind mobile compatibility. Increase resident participation in Code RED emergency notification system with BPD. Keep pace with modern communication formats (NextDoor, WAZE, podcasts, etc.). **(SP: Education, Communication)**
 6. Produce FY 2023 Annual Report in a timely manner. **(SP: Education, Communication)**
 7. Work through Cape and Vineyard Electric Coop for solar projects to be bid out in a cooperative bid. Include the Mahar Treatment plant roof top solar. Do preliminary work for possible roof top solar at Barnstable Intermediate School and Ground Mounted solar and/or canopy solar at Department of Public Works Highway/Water pollution control location. **(SP: Infrastructure, Finance, Economic Development)**
 8. Develop a Town Diversity, Equity, and Inclusion (DEI) Policy. Coordinate an organization-wide Diversity, Equity, and Inclusion Training. And establish a Town of Barnstable DEI Taskforce. **(SP: Education, Communication, Public Health and Safety)**
 9. Marshal town assets into a comprehensive database that allows quick and ready access by all town personnel of key property related documents on a map and parcel identified basis. **(SP: Education, Communication, Infrastructure)**
 10. Continue to review the resources needed to manage property in conjunction with the Department of Public Works so that each property has the management and maintenance needs to support its relative use. Identify areas of investment into supporting tenant properties, possibly expanding the list of properties where the money can be spent and prepare a short and long term plan to invest into improvements of these building and land. **(SP: Infrastructure, Finance, Communication, Regulatory Process and Performance)**
 11. Support the Comprehensive Wastewater Management Program by identifying property to be acquired, by sale or through easement, for the siting of pump stations for each segment of the project. This includes negotiation with property owners, appraisal activities and eventual acquisition activities. **(SP: Infrastructure, Finance)**
 12. Continue to identify, research, and prepare excess Town-owned property for potential disposal through a sealed bid or auction process. **(SP: Infrastructure, Finance, Economic Development)**
 13. With the support of DPW, collect and catalog existing easements associated with public land, sidewalks, and roadways. **(SP: Infrastructure, Communication, Public Health and Safety)**
- *Town Council's Quality of Life Strategic Plan (SP)*

Long-Term:

1. Support the Comprehensive Wastewater Management Plan effort to help identify and acquire properties for future pump stations. **(SP: Education, Communication, Economic Development, Infrastructure, Regulatory Process and Performance, Environment and Natural Resources)**
2. Identify research and prepare, in conjunction with the Planning and Development Dept, potential properties to be considered for use in developing affordable housing lots. **(SP: Housing, Economic Development, Infrastructure)**
3. Create a comprehensive strategic communications plan. **(SP: Education, Communication)**

Town Manager Department Goals and Objectives (Continued)

4. Increase awareness of all communication methods used to inform citizenry; and keep pace with modern communication formats. **(SP: Education, Communication)**
5. Establish Diversity, Equity, and Inclusion (DEI) Director relationship with community stakeholders. **(SP: Education, Communication, Quality of Life, Public Health and Safety)**
6. Continue to push innovative on-line solutions, including full implementation and online features of the file and data management system. **(SP: Finance, Communication, Regulatory Process and Performance)**
7. Continue to identify, research, and prepare excess Town-owned property for potential disposal through a sealed bid or auction process. **(SP: Infrastructure, Finance, Economic Development)**
8. Update work done to date in cooperation with Planning and Development as well as Inspection Services, on the Community Ratings System (CRS), a voluntary incentive program that recognizes and encourages community floodplain management practices that exceed the minimum requirements of the national Flood Insurance Program NFIP to bring flood insurance premium relief to coastal residents. **(SP: Education, Economic Development, Infrastructure, Regulatory Process and Performance, Environment and Natural Resources)**
9. Continue to leverage the resources obtained from the sale of Town-owned property in the established revolving fund under Chapter 44, section 53E ½ to support legal and professional appraisal work on other Town properties. The availability of this funding is meant to support the preparation and research needed to reuse, redirect, or dispose of other municipal properties held by the Town. **(SP: Finance, Infrastructure)**
10. Continue to develop a complete acquisition history consisting of deeds, Town Meeting and Town Council authorization documents, and other relevant documents for every municipal property currently owned by the town. How the land was acquired and the source of funding will many times influence the programmatic uses of the land, and without this information consolidated into a master file, it can hinder the ability of the town to react to opportunities and can limit the uses. **(SP: Finance, Education, Communication, Infrastructure, Regulatory Process and Performance)**
11. Continue to develop creative ways to acquire and protect property in conjunction with conservation partners. Through these cooperative efforts, land can be appropriately protected and conserved. **(SP: Communication, Infrastructure, Environment and Natural Resources)**
12. Increase employee participation in creation of Job Hazard Analysis and safety training relevant to Job duties. Conduct training for Active Threat and Stop the Bleed for Town employees. **(SP: Public Health and Safety, Education, Communication)**

Town Manager Department Budget Comparison

Town Manager Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$536,427	\$575,387	\$837,214	\$878,575	\$41,361	4.94%
Fees, Licenses, Permits	520,037	465,500	377,650	482,950	1,000	27.88%
Interest and Other	11,125	10,898	10,000	10,000	-	0.00%
Enterprise Funds	131,903	131,903	123,301	164,008	40,707	33.01%
Total Sources of Funding	\$1,199,491	\$1,183,688	\$1,348,165	\$1,535,533	\$187,368	13.90%

Expenditure Category						
Personnel	\$1,053,641	\$1,062,000	\$1,220,053	\$1,407,421	\$187,368	15.36%
Operating Expenses	145,850	121,688	128,112	128,112	-	0.00%
Total Appropriation	\$1,199,491	\$1,183,688	\$1,348,165	\$1,535,533	\$187,368	13.90%

Summary of Budget Changes

Town Manager's proposed FY 2024 budget increased by \$187,368, or 13.90% from the approved FY 2023 budget. This entire budget change is in personnel cost, which includes 2.00 fte's for Municipal Interpretative Services and Environmental Sustainability & Integration Manager.

Town Manager Department Budget Reconciliation

Job Title	FY 2022	FY 2023	FY 2024	Change
Assistant Town Manager	1.00	1.00	1.00	-
Assistant Safety Officer	-	-	1.00	1.00
Clerical Assistant	0.50	0.50	0.50	-
Communications Director	0.60	0.60	0.40	(0.20)
Administrative Assistant	1.00	1.00	-	(1.00)
Coordinator of Municipal Interpretative Serv.	-	1.00	1.00	-
Deputy Director of Asset Management	-	1.00	1.00	-
DEI Director	-	-	1.00	1.00
Dir. of Property & Risk Management	1.00	1.00	1.00	-
Environmental Sustainability & Integ. Mgr.	-	1.00	1.00	-
Insurance & Asset Coordinator	1.00	1.00	1.00	-
Licensing Assistant	1.00	1.00	1.00	-
Licensing Director	0.75	-	-	-
Officer Manager/Executive Assistant	-	1.00	1.00	-
Town Manager	1.00	1.00	1.00	-
Town Safety Officer	-	1.00	1.00	-
Web/Intranet Developer	1.00	1.00	1.00	-
Full-time Equivalent Employees	8.85	13.10	13.90	0.80

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$1,348,165	
Contractual Obligations, Turnover & Allocation Changes	31,194	-	-	31,194	(1.20)
FY 2024 Budget Changes					
1. DEI Director	80,000	-	-	80,000	1.00
2. Assistant Safety Officer	76,174			76,174	1.00
FY 2024 Proposed Budget	\$ 187,368	\$0	\$0	\$1,535,533	0.80

- Diversity, Equity and Inclusion Director** – The Diversity, Equity and Inclusion Director is to be a resource to support the Town’s diverse communities and organizations, in order to create and sustain an equitable and inclusive community where all residents and employees can feel safe and welcome.
- Assistant Safety Officer** - Managing comprehensive safety, health and environmental programs for the Town of Barnstable. Responsible for safety training programs, and assigned the authority to inspect and issue notices of hazards, security concerns and required abatements on Town projects and facilities.

Town Manager Department Factors Affecting FTE’s

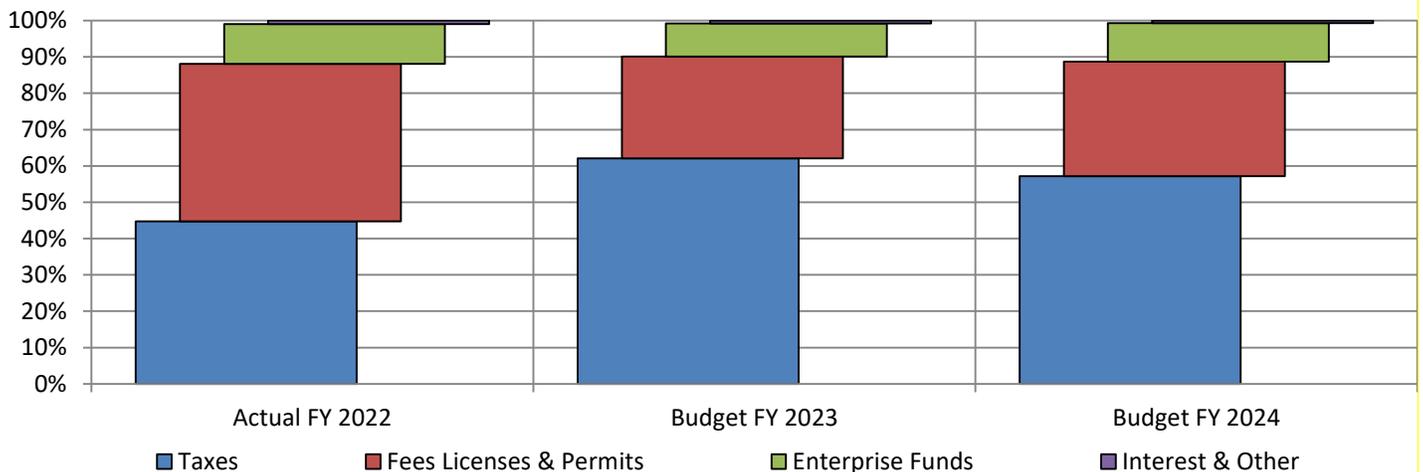
Full Time Employee History



The FY 2024 budget includes 2 new full-time equivalents for a DEI Director and Assistant Safety Officer. This is offset by the elimination of an Administrative Assistant (1.0 FTE) and a reallocation of 0.20 FTE for the Communications Director.

Town Manager Department Revenues

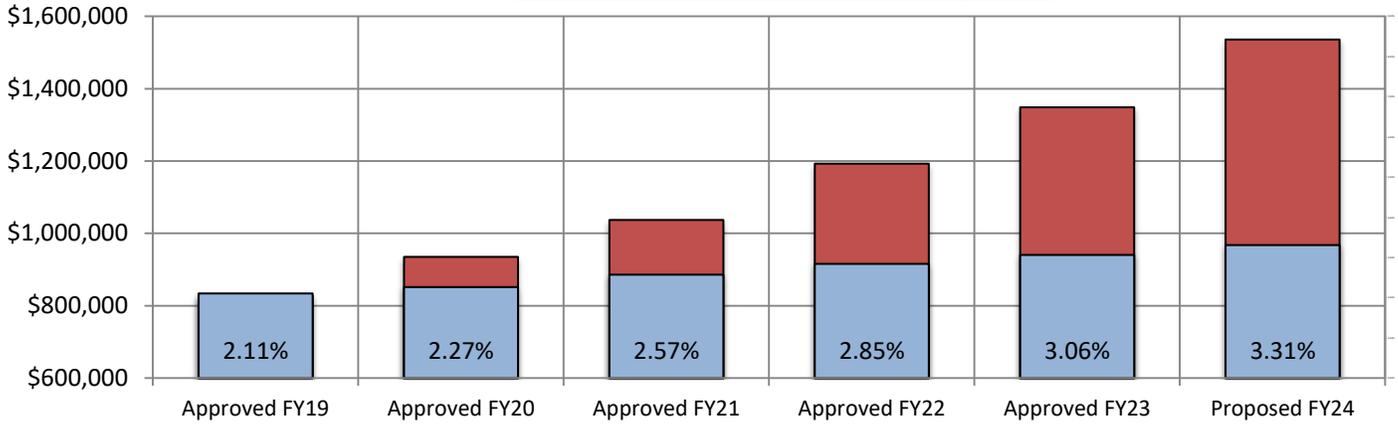
Total Revenue Sources



Taxes provided 57% of this department’s total sources of funding to support the proposed budget. Licensing fees and charge backs against the Enterprise Funds for Town Manager services provided cover 42%.

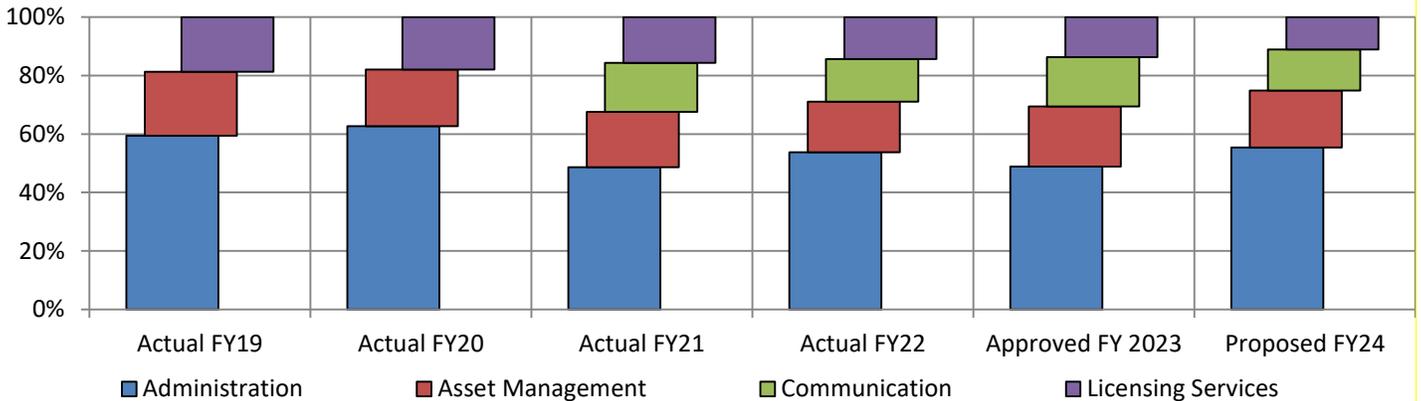
Town Manager Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



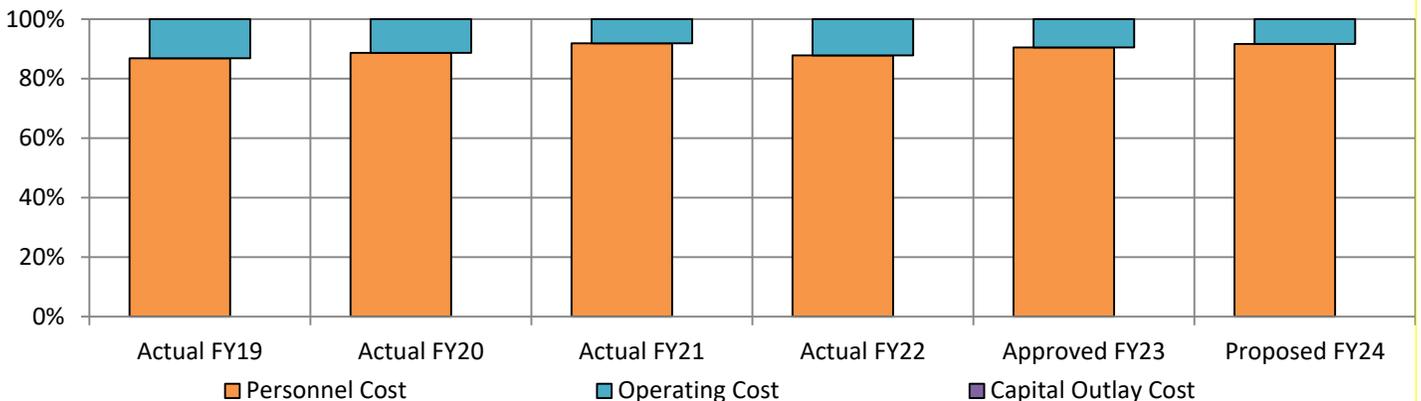
The Town Manager’s budget has increased 10.5% annually on average over a six-year period, as two new divisions have been added and additional personnel. This budget has also increased from 2.1% to 3.3% of total municipal operating budget.

Total Expenditures By Program Historical and Budgeted



The Administration program represents 55% of the Town Manager’s proposed budget. Asset Management is the second largest program at 19%, Licensing is 14%, and Communication 11%.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for over 90% of the department’s proposed budget.

Town Manager Program Services Provided

Administration Program

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

Administration Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$480,999	\$480,199	\$511,445	\$662,751	\$151,306	29.58%
Fees, Licenses, Permits	22,395	15,500	13,600	14,600	1,000	7.35%
Interest and Other	10,077	10,000	10,000	10,000	-	0.00%
Enterprise Funds	131,903	123,301	123,301	164,008	40,707	33.01%
Total Sources of Funding	\$645,374	\$629,000	\$658,346	\$851,359	\$193,013	29.32%
Expenditure Category						
Personnel	\$516,087	\$524,000	\$551,346	\$744,359	\$193,013	35.01%
Operating Expenses	129,287	105,000	107,000	107,000	-	0.00%
Total Appropriation	\$645,374	\$629,000	\$658,346	\$851,359	\$193,013	29.32%

Communications Program

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

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

Communication Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$174,647	\$170,688	\$227,048	\$215,352	(\$11,696)	-5.15%
Total Sources of Funding	\$174,647	\$170,688	\$227,048	\$215,352	(\$11,696)	-5.15%
Expenditure Category						
Personnel	\$174,390	\$168,000	\$222,248	\$210,552	(\$11,696)	-5.26%
Operating Expenses	256	2,688	4,800	4,800	-	0.00%
Total Appropriation	\$174,647	\$170,688	\$227,048	\$215,352	(\$11,696)	-5.15%

Asset Management Program

The Asset Management Program provides ongoing analysis of all municipal assets owned and used by the Town of Barnstable. This program continues to build on the efforts completed under the Director of Property and Risk Management. The primary focus continues to be enhancing land management from an administrative viewpoint. Ongoing administrative work in FY 2023 has included regular support to Recreation for the public's use of recreational athletic fields, reviewing contracts and leases to use public space, public buildings, and the identification of assets to be disposed of through sale or transfer to other quasi-municipal agencies. With the retirement of the Town Council Asset

Management Advisory Committee, that was established to help evaluate and identify which assets to retain for municipal use and which to dispose of through an open bid process, the continued effort to better use or dispose of Town Real Property assets will continue. The focus in 2024 will be to formalize the internal staff review to streamline the process for sale, lease, or disposal of real property assets. Two major land partnerships with the Barnstable Land Trust for acquisition of open space began.

Future work will continue to include multi-departmental projects, coordinating the use of town assets with outside land management agencies and direct support for the CWMP in locating land or negotiating easements for future pump stations. Several key sites in FY23 were identified and secured, and others for FY24 will be needed to support the backbone infrastructure queued up for the near future in this major town wide effort. This includes the enhancement of a master property database to consolidate critical information about Town property, which can be accessed by all Town Departments and the ongoing strategic purchase and disposal of certain assets that are identified as no longer necessary and are surplus to Town needs. This includes hard assets like equipment and buildings as well as real property or land.

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

Asset Management Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$207,073	\$201,500	\$278,173	\$298,519	\$20,346	7.31%
Interest and Other	500	500	-	-	-	0.00%
Total Sources of Funding	\$207,573	\$202,000	\$278,173	\$298,519	\$20,346	7.31%
Expenditure Category						
Personnel	\$199,557	\$196,000	\$271,173	\$291,519	\$20,346	7.50%
Operating Expenses	8,016	6,000	7,000	7,000	-	0.00%
Total Appropriation	\$207,573	\$202,000	\$278,173	\$298,519	\$20,346	7.31%

Licensing Program

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

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

Licensing Services Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Fees, Licenses, Permits	\$497,642	\$450,000	\$364,050	\$468,350	\$104,300	28.65%
Interest and Other	548	398	-	-	-	0.00%
Total Sources of Funding	\$498,189	\$450,398	\$364,050	\$468,350	\$104,300	28.65%
Expenditure Category						
Personnel	\$163,607	174,000	\$175,286	\$160,991	(\$14,295)	-8.16%
Operating Expenses	8,290	8,000	9,312	9,312	-	0.00%
Total Appropriation	\$171,897	\$182,000	\$184,598	\$170,303	(\$14,295)	-7.74%

Safety Program

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

THIS PAGE INTENTIONALLY LEFT BLANK

ADMINISTRATIVE SERVICES DEPARTMENT

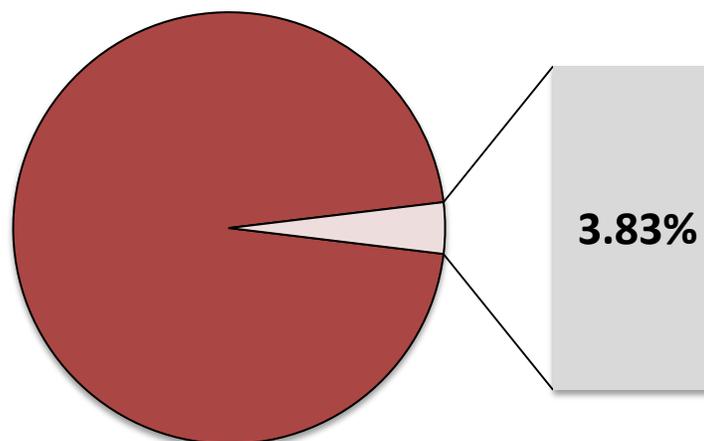
Department Purpose Statement

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

Sub-Department Areas

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

% of FY 2024 Total General Fund Budget



The Administrative Services Department budget represents 3.83% of the overall General Fund budget.

Administrative Services Department Budget Comparison

Administrative Services Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$2,194,091	\$3,284,575	\$3,422,804	\$3,991,614	\$568,810	16.62%
Intergovernmental	560,919	543,474	438,184	430,221	(7,963)	-1.82%
Fines, Forfeitures, Penalties	1,438,511	1,588,970	997,000	1,087,000	90,000	9.03%
Fees, Licenses, Permits	383,712	303,377	274,100	282,100	8,000	2.92%
Charges for Services	36	36	-	-	-	0.00%
Interest and Other	1,169,343	992,266	701,500	818,000	116,500	16.61%
Enterprise Funds	674,899	536,421	812,002	921,657	109,655	13.50%
Reserves	-	-	206,391	-	(206,391)	-100.00%
Total Sources of Funding	\$6,421,511	\$7,249,119	\$6,851,981	\$7,530,592	\$678,611	9.90%

Expenditure Category						
Personnel	\$4,678,434	\$5,310,655	\$4,959,708	\$5,332,700	\$372,992	7.52%
Operating Expenses	1,638,341	1,729,514	1,787,273	2,092,892	305,619	17.10%
Capital Outlay	104,736	208,950	105,000	105,000	-	0.00%
Total Appropriation	\$6,421,511	\$7,249,119	\$6,851,981	\$7,530,592	\$678,611	9.90%

Summary of Budget Changes

The Administrative Department's proposed FY 2024 budget increased by \$678,611 or 9.9% over the approved FY 2023 budget. The personnel cost increase is mostly due to contractual obligations. One additional Town Attorney is proposed with 75% budgeted within this department and 25% budgeted within the Comprehensive Wastewater Management Plan operating budget. This is partially offset by the elimination of a part-time Legal Clerk position. A Microcomputer Specialist position is also added to the General Fund as this position was formerly charged to a grant. Operating expenses include software support and license increases, cell phone services for all municipal departments and an increase in cyber security expenses. Capital outlay includes the annual technology hardware replacements.

Administrative Services Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$6,851,981	
Contractual Obligations Net of Staff Turnover	213,283	-	-	213,264	(0.20)
One-time Costs	-	-	(105,000)	(105,000)	-
FY 2024 Budget Changes					
1. Assistant Town Attorney	90,658	-	-	90,658	0.75
2. Microcomputer Specialist (formerly grant funded)	69,051	-	-	60,051	1.00
3. Applicant Tracking / Recruitment Software	-	25,000	-	25,000	-
4. Debt Service Management Software	-	9,850	-	9,850	-
5. IT Managed Services (formerly grant funded)	-	133,224	-	133,224	-
6. Software and Mobile Licenses	-	67,745	-	67,745	-
7. IT Security Enhancements	-	56,300	-	56,300	-
8. Nearmap Software	-	13,500	-	13,500	-
9. Technology Hardware Replacements	-	-	105,000	105,000	-
FY 2024 Proposed Budget	\$ 372,992	\$305,619	\$0	\$7,530,592	1.55

Administrative Services Dept. Budget Reconciliation (Continued)

- 1. Assistant Town Attorney** - This request is for a new full-time real estate attorney position. Having an additional full-time lawyer in-house who would be the lead attorney on real estate matters would be much more cost-effective for the Town than relying on outside counsel. Adding this new position would also greatly enhance our ability to respond to requests for assistance in a more timely fashion.
- 2. Microcomputer Specialist** – The existing Microcomputer Specialist position currently budgeted within a Federal COVID-19 grant will be transferred to the General Fund funding source. As the Town has transitioned to hybrid work on a more permanent basis, it became clear that supporting users and equipment in this new environment will continue to require additional staff resources going forward. As we move more systems online, there is an increased need for managing new software implementations, as well as for someone with advanced technical troubleshooting skills.
- 3. Applicant Tracking & Recruitment Software Licenses** - There will be an increase in the annual cost of our Talent Ed (School) and Clear Company (Municipal) applicant tracking systems. In addition, the dramatic increase in the number of vacant positions requiring advertising has also resulted in an increase in our related costs. The Town currently uses Zip Recruiter to advertise most of our positions. In this competitive environment, it is critical that the Town uses all available means to recruit talent.
- 4. Debt Service Management Software** – The modernization of how the Town Treasurer tracks and projects debt service is underway through the use of ARPA funds. This request will move the future subscription cost to the General Fund. Enhanced debt management tools are a necessity to support anticipated future Capital and CWMP projects.
- 5. IT Managed Services Contract** - With an increased workload on IT staff, less time is available for the critical ongoing maintenance needed to support our 40+ servers and associated infrastructure. In FY22 the IT Department entered into a managed services contract with an outside company to assist with managing the Town’s back end server infrastructure. This includes 24/7 monitoring, proactive maintenance, and enhanced detection of security threats. American Rescue Plan Act (ARPA) funds were used to fund this contract in FY22 and again in FY23. This decision package would continue to fund this contract through the general fund in FY24.
- 6. Hardware / Software Maintenance & Mobile Phone Increases** - The IT Department maintains a number of back-end hardware devices to support the daily operations of all departments. Devices include servers, storage devices, firewalls, and networking equipment. This request covers price increases in the annual maintenance and support contracts for these devices.
- 7. IT Security Enhancements** – Request to fund the incremental cost increase for IT security enhancements implemented in the FY23. Incorporates contract increases and full annualized costs of improvements in the ongoing operating budget.
- 8. Nearmap Subscription** - Nearmap is an aerial photo subscription service that provides high resolution aerial photos that are useable within GIS, or within a web browser based map viewer. Nearmap collects aerial imagery at roughly a six month interval, providing aerials that are always up to date. The Town initiated a subscription to this service in FY23 with funds that were remaining in the Aerial Flyover CIP project. This decision package would fund a continuation of the Nearmap subscription; as well add an additional feature called “AI Buildings” to the service. The AI Buildings is a service that will create a map layer of building footprints from the aerial imagery through an automated process. This building layer would be a valuable tool for the Assessing Department to assist with identifying new and altered construction.

Administrative Services Dept. Factors Affecting FTE's

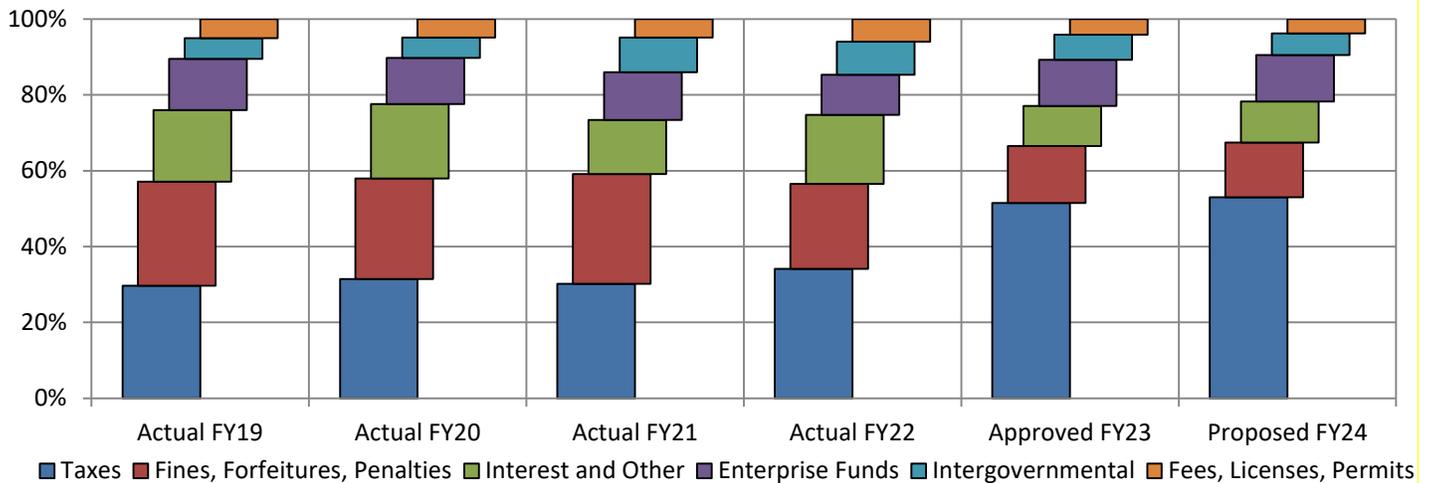
Full Time Employee (FTE) History



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

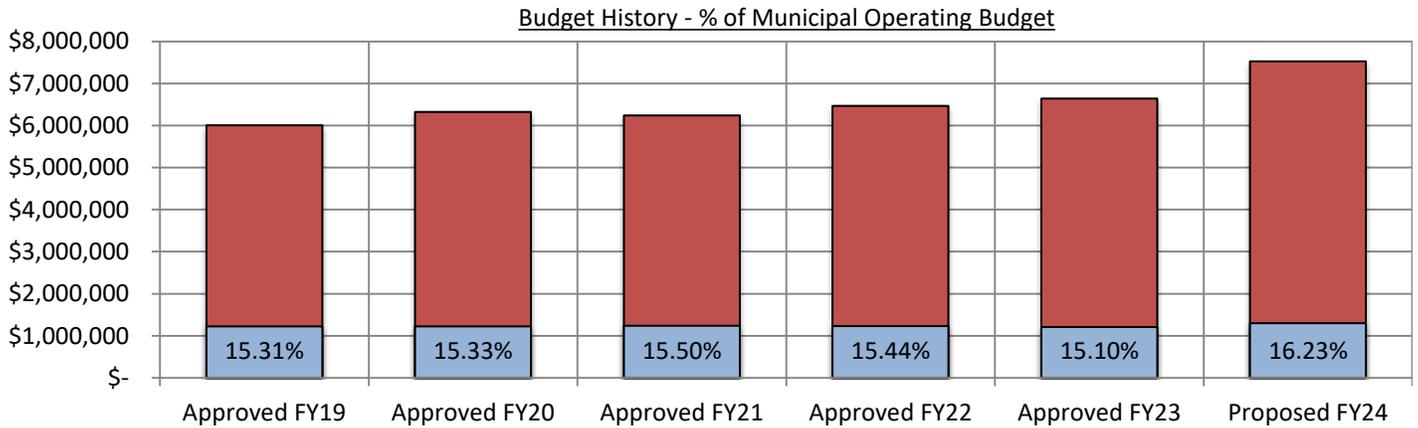
Administrative Services Dept. Factors Affecting Revenues

Total Sources of Funding Historical and Budgeted

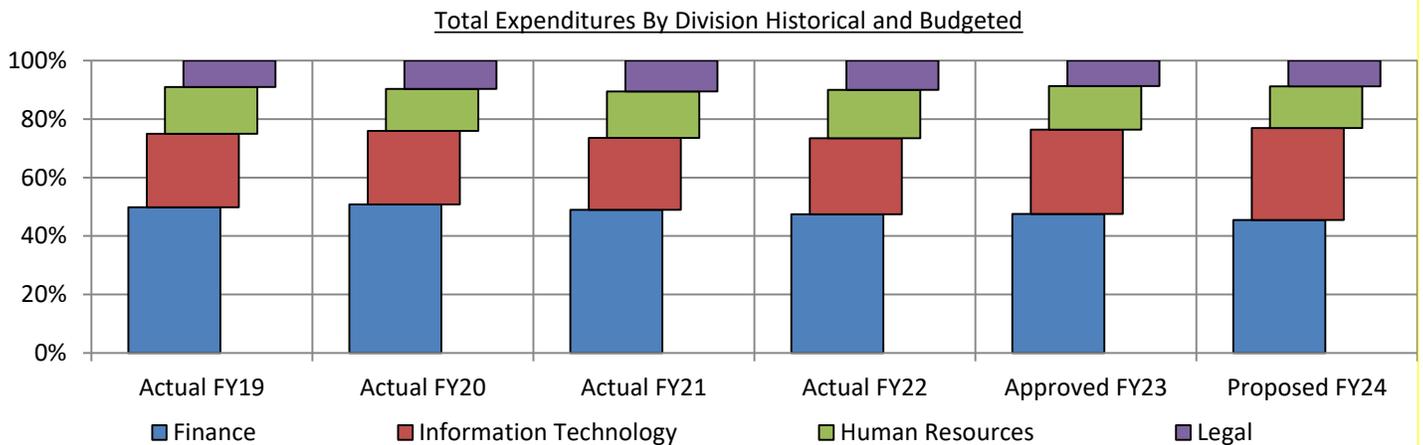


Taxes provided 53% of this department's total sources of funding for the proposed budget. This department receives 14.5% of its funding through fines and penalties on late payments, and 12% from charge backs for services provided to the Enterprise Funds (Accounting, Technology Support, Legal, and Human Resources), 11% from interest and other, and 6% intergovernmental aid.

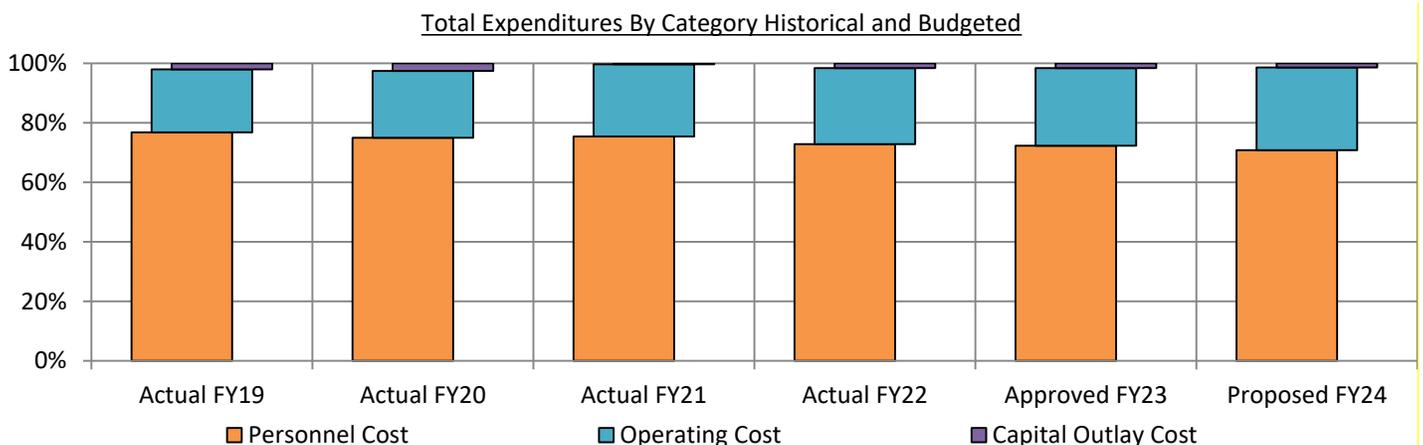
Administrative Services Dept. Factors Affecting Expenses



The Administrative Services budget has increased 4.22% annually on average over a six-year period. This budget has also remained within the 15% to 16% range of total municipal operating budget (excludes Other Requirements and schools).



The Finance Division (Accounting, Treasury, Clerk, Collections, Assessing, and Procurement) represents almost 50% of the department's proposed budget. The Information Technology area has become a larger portion of the budget due to increased efforts to avoid cyber-attacks, outside managed services and an additional staff member.



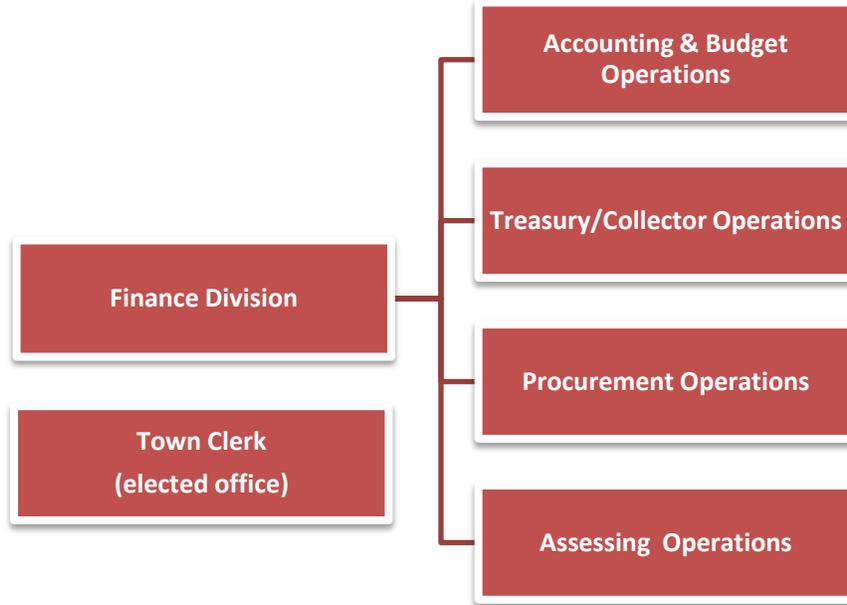
Personnel cost account for over 70% of the Administrative Services Department proposed budget, operating cost account for 28% and capital outlay 1%.

FINANCE DIVISION

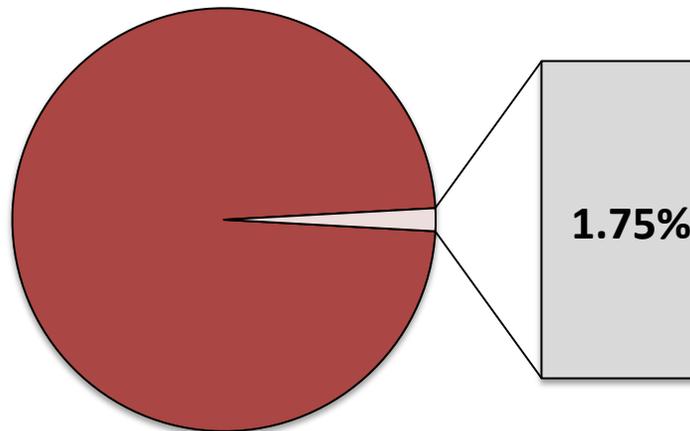
Purpose Statement

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

Program Areas



% of FY 2024 General Fund Budget



The Finance Division represents 1.75% of the overall General Fund budget.

Finance Division Services Provided

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

Finance Division Recent Accomplishments

- ✓ Through proactive financial management practices we successfully maintained the Town's AAA bond rating by maintaining strong reserve levels and very strong budget flexibility.
- ✓ Received a clean audit opinion on the June 30, 2022 Comprehensive Annual Financial Report and there were no audit findings.
- ✓ Created a funding plan that will direct more property tax resources to the Town's capital program enhancing this area of the Town's budget.
- ✓ Implemented an on-line procurement portal streamlining how vendors to submit bids and proposal .
- ✓ Received the Certificate of Achievement for Excellence in Financial Reporting for the 21th year in a row for the June 30, 2021 Comprehensive Annual Financial Report
- ✓ Received the Distinguished Budget Presentation award for the 22nd year in a row for the FY 2022 budget document.
- ✓ Updated property assessments to reflect extraordinary market changes while minimizing exposure to property abatements.
- ✓ Updated cash management practices that provide for more FDIC insurance on town deposits.

Finance Division Goals and Objectives

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

Short-Term:

1. Create a long-term plan for a permanent remote workforce to reduce the department's footprint. **(SP: Finance)**
2. Create a quarterly financial reporting model for the Comprehensive Water Management Program. **(SP: Finance)**
3. Practice and promote sound financial policies and procedures in order to maintain the Town's AAA bond rating. **(SP: Finance)**
4. Working with Channel 18 staff, produce more videos which explain town finances to enhance the public's awareness and knowledge. **(SP: Finance)**

Long-Term:

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

Finance Division Budget Comparison

Finance Division Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$0	\$288,616	\$456,428	\$421,365	(35,063)	-7.68%
Intergovernmental	560,919	543,474	438,184	430,221	(7,963)	-1.82%
Fines, Forfeitures, Penalties	1,438,511	1,588,970	997,000	1,087,000	90,000	9.03%
Fees, Licenses, Permits	383,712	303,377	274,100	282,100	8,000	2.92%
Charges for Services	36	36	-	-	-	0.00%
Interest and Other	1,169,343	857,266	701,500	818,000	116,500	16.61%
Enterprise Funds	275,929	115,125	390,706	390,080	(626)	-0.16%
Total Sources of Funding	\$3,828,450	\$3,696,864	\$3,257,918	\$3,428,766	\$170,848	5.24%

Expenditure Category						
Personnel	\$2,597,232	\$3,274,501	\$2,834,676	\$2,995,674	\$160,998	5.68%
Operating Expenses	448,229	422,363	423,242	433,092	9,850	2.33%
Total Appropriation	\$3,045,461	\$3,696,864	\$3,257,918	\$3,428,766	\$170,848	5.24%

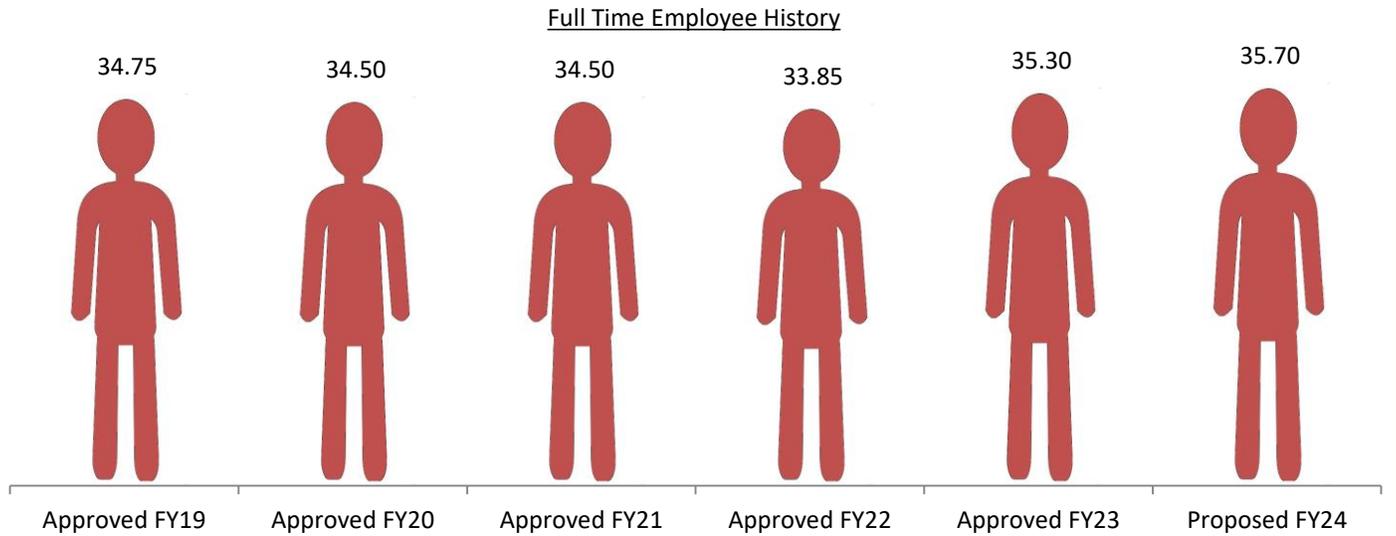
Summary of Budget Changes

The Finance Division's proposed FY 2024 budget is increasing \$170,848 or 5.2% over the approved FY 2023 budget. Contractual labor obligations and the allocation of more procurement staff to this area account for most of the budget increase.

Finance Division Budget Comparison (Continued)

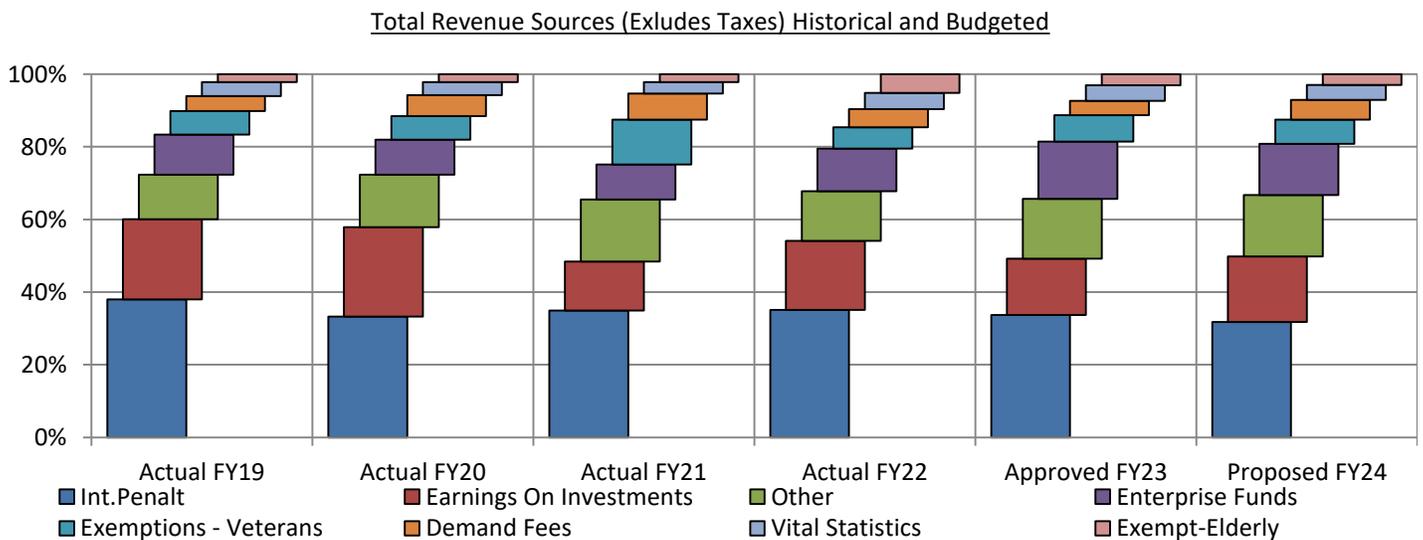
Administrative Services Department	FY 2022	FY 2023	FY 2024	Change
Accounting Officer	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	-
Assistant Assessor	1.00	1.00	1.00	-
Assistant Tax Collector	1.00	1.00	1.00	-
Assistant Town Clerk	1.00	1.00	1.00	-
Assistant Treasurer	1.00	1.00	1.00	-
Billing and Collection Supervisor	1.00	1.00	1.00	-
Chief Procurement Officer	1.00	0.85	0.85	-
Collection Assistant	3.00	3.00	3.00	-
Comptroller	1.00	1.00	1.00	-
Data Collection/Field Inspector	1.00	1.00	1.00	-
Deputy Finance Director	1.00	2.00	2.00	-
Director of Finance	1.00	1.00	1.00	-
Financial/Budget Analyst	2.00	1.00	1.00	-
Office Supervisor	1.00	1.00	1.00	-
Principal Dept./Div. Assistant	4.50	4.15	4.15	-
Property Transfer Assistant	1.00	1.00	1.00	-
Purchasing Agent	1.00	1.30	1.70	0.40
Senior Assistant Assessor	1.00	1.00	1.00	-
Staff Auditor-Accounts Payable	2.00	2.00	2.00	-
Staff Auditor-Cash Receipts	1.00	1.00	1.00	-
Staff Auditor-Payroll	2.00	2.00	2.00	-
Town Assessor	1.00	1.00	1.00	-
Town Clerk	1.00	1.00	1.00	-
Treasurer/Collector	1.00	1.00	1.00	-
Treasury Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	34.50	35.30	35.70	0.40

Finance Division Factors Affecting FTE's



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

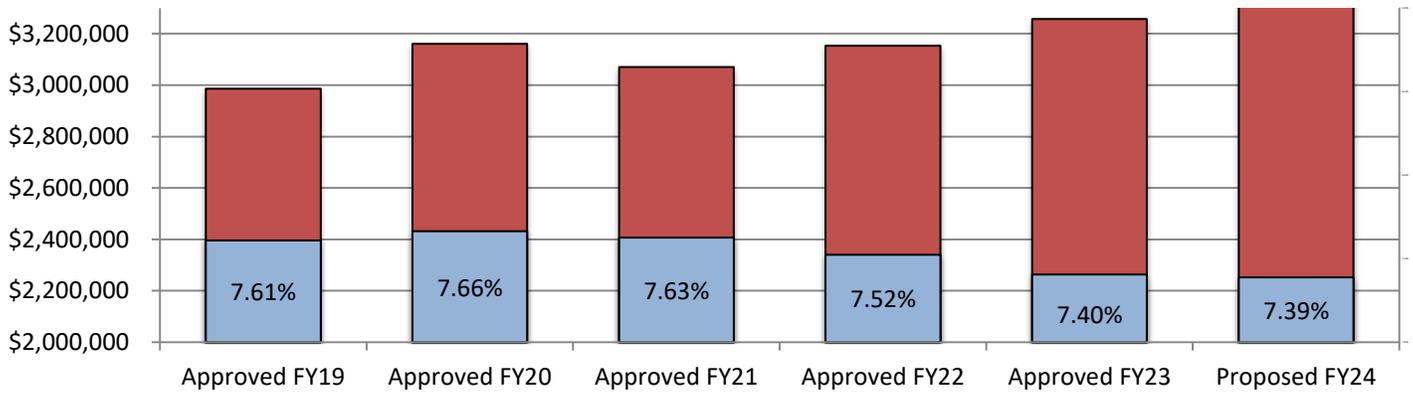
Finance Division Factors Affecting Revenues



When excluding taxes, fines, forfeitures, penalties provide 32% of total revenue sources for this operation. Charge backs to Enterprise Funds for services provided represents 14% and earnings on investment provides 18%.

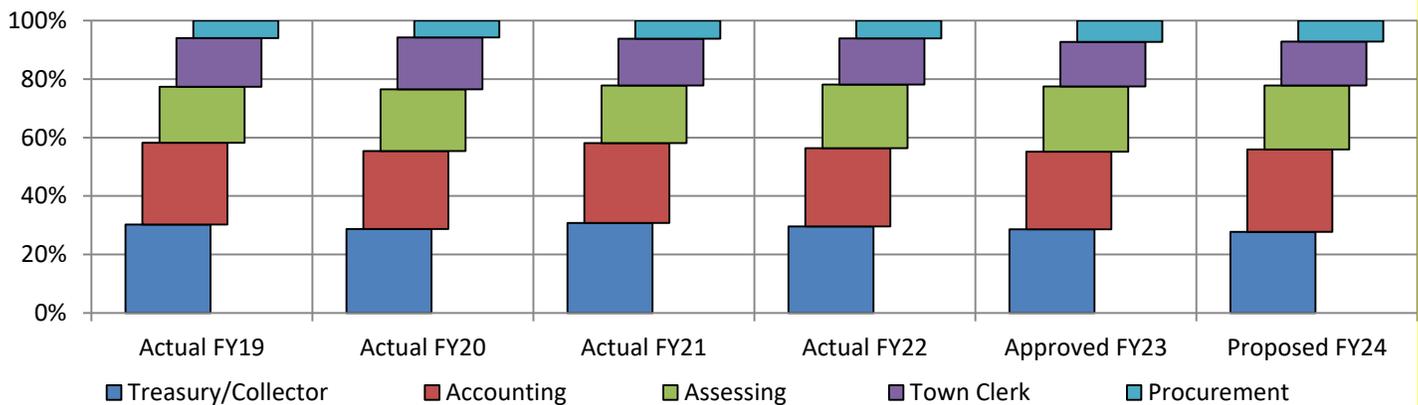
Finance Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



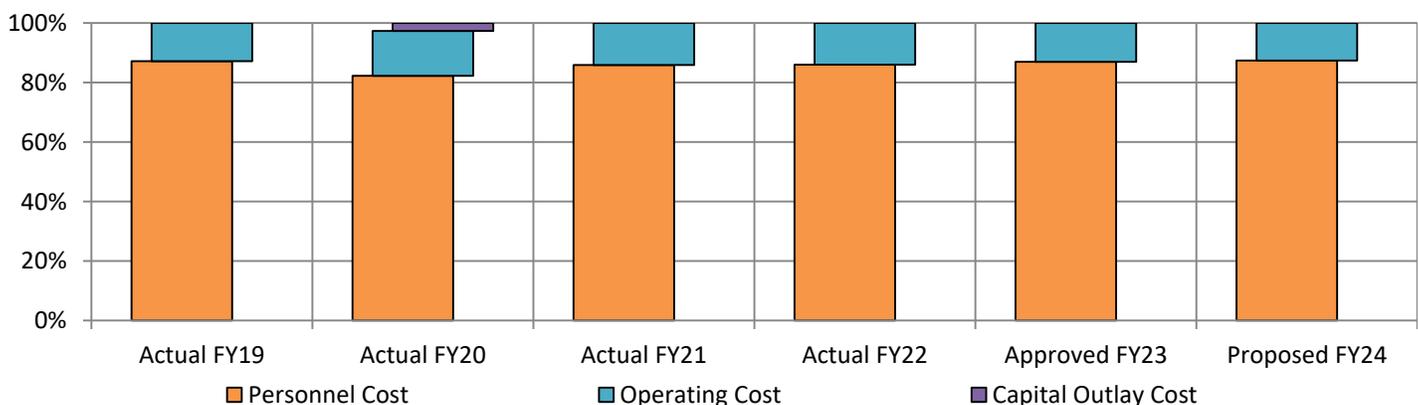
As a percentage of the total Municipal Operations budget, the Finance Division has slightly declined over the past several years. This budget has also decreased from a high of 7.6% to a current 7.4% of total Municipal Operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



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

Total Expenditures By Category Historical and Budgeted



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

Finance Division Program Services Provided

Accounting and Budget Operation

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

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

Accounting Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$406,743	\$1,509,726	\$589,086	\$691,463	\$102,377	17.38%
Interest and Other	274,211	5,000	55,000	61,000	6,000	10.91%
Enterprise Funds	158,545	-	220,963	213,820	(7,143)	-3.23%
Total Sources of Funding	\$839,500	\$1,514,726	\$865,049	\$966,283	\$101,234	11.70%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$742,222	\$1,434,899	\$781,749	\$873,133	\$91,384	11.69%
Operating Expenses	80,199	79,826	83,300	93,150	9,850	11.82%
Total Appropriation	\$822,421	\$1,514,726	\$865,049	\$966,283	\$101,234	11.70%

Treasury/Collector Operation

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

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

Treasury/Collector Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Fines, Forfeitures, Penalties	\$1,438,511	\$1,588,970	\$997,000	\$1,087,000	\$90,000	9.03%
Fees, Licenses, Permits	176,731	101,056	126,500	126,000	(500)	-0.40%
Interest and Other	852,135	811,306	641,500	742,000	100,500	15.67%
Enterprise Funds	94,374	92,115	131,536	121,049	(10,487)	-7.97%
Total Sources of Funding	\$2,561,751	\$2,593,447	\$1,896,536	\$2,076,049	\$179,513	9.47%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$786,956	\$741,239	\$771,651	\$790,003	\$18,352	2.38%
Operating Expenses	172,439	155,168	161,920	161,920	-	0.00%
Total Appropriation	\$959,396	\$896,406	\$933,571	\$951,923	\$18,352	1.97%

Finance Division Program Services Provided (Continued)

Procurement Operation

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

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

Procurement Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$177,282	\$176,510	\$206,793	\$200,022	(\$6,771)	-3.27%
Enterprise Funds	15,010	15,010	30,207	46,211	6,004	52.98%
Total Sources of Funding	\$192,292	\$191,520	\$237,000	\$246,233	\$9,233	3.90%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$187,270	\$186,000	\$223,740	\$232,973	\$9,233	4.13%
Operating Expenses	5,022	5,520	13,260	13,260	-	0.00%
Total Appropriation	\$192,292	\$191,520	\$237,000	\$246,233	\$9,233	3.90%

Assessing Operation

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

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

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

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

Assessing Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$74,541	\$104,634	\$279,042	\$311,371	\$32,329	11.59%
Intergovernmental	560,919	543,474	438,184	430,221	(7,963)	-1.82%
Charges for Services	36	36	-	-	-	0.00%
Interest and Other	4,461	2,425	-	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	9,000	1,000	12.50%
Total Sources of Funding	\$647,957	\$658,569	\$725,226	\$750,592	\$25,366	3.50%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$511,889	\$533,552	\$619,769	\$645,135	\$25,366	4.09%
Operating Expenses	136,068	125,017	105,457	105,457	-	0.00%
Total Appropriation	\$647,957	\$658,569	\$725,226	\$750,592	\$25,366	3.50%

Finance Division Program Services Provided (Continued)

Town Clerk Operation (Elected Office)

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

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

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

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

Town Clerk Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$177,879	\$194,788	\$344,472	\$342,635	(\$1,837)	-0.53%
Fees, Licenses, Permits	206,981	202,321	147,600	156,100	8,500	5.76%
Interest and Other	38,535	38,535	5,000	15,000	10,000	200.00%
Total Sources of Funding	\$423,395	\$435,644	\$497,072	\$513,735	\$16,663	3.35%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$368,895	\$378,812	\$437,767	\$454,430	\$16,663	3.81%
Operating Expenses	54,500	56,832	59,305	59,305	-	0.00%
Total Appropriation	\$423,395	\$435,644	\$497,072	\$513,735	\$16,663	3.35%

LEGAL DIVISION

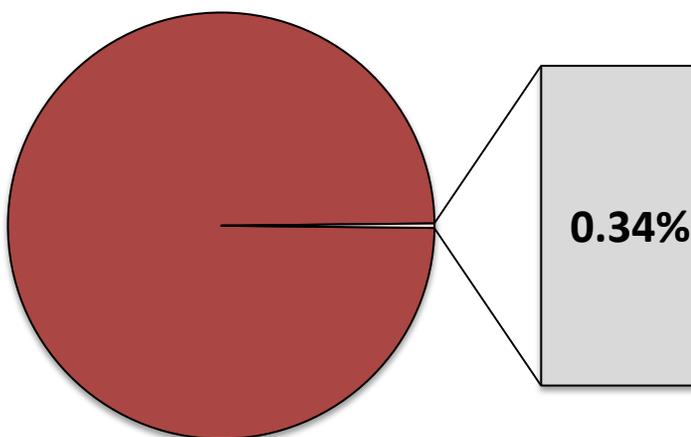
Purpose Statement

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

Program Areas



% of FY 2024 Total General Fund Budget



The Legal Division comprises 0.34% of the overall General Fund budget.

Legal Division Services Provided

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

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

Legal Division Recent Accomplishments

- ✓ The Legal Department worked closely with the Planning Department to resolve a lawsuit against the Town filed by TJA Clean Energy by preparing proposed amendments to the Town's zoning ordinance that expanded the Ground-Mounted Solar Photovoltaic Overlay District to include the property located at 810 Wakeby Road in Marstons Mills and required a special permit for large-scale Ground-Mounted Solar Photovoltaic installations located within any residential district within the Overlay District. The revised ordinance strikes a balance between the Commonwealth's desire for as-of-right siting vs. the Town's statutory right to consider issues of public health, safety, and welfare. The Town Council approved these amendments to the Town's zoning ordinance on September 1, 2022, which included a ban on the use of battery storage accessory to large solar projects in order to protect public ground water resources.
- ✓ Legal worked with the Planning Department on amendments to the separation requirements of the Medical Marijuana Overlay District, which were approved by the Town Council on November 17, 2022.
- ✓ The Legal Department provided support and legal advice to the Town Council and the Town's Planning Department in connection with amending the Town's zoning ordinance to repeal the Hyannis Village Zoning Districts and replace them with the Downtown Hyannis Zoning Districts. These changes were intended to address housing goals, improve the urban fabric of downtown Hyannis consistent with its historic and maritime character and encourage housing production and mixed-use development. The Council approved these revisions to the Town's zoning ordinance on February 2, 2023. The Legal Department worked closely with the Director of Finance to draft and present to the Town Council a proposed amendment to the sewer assessment ordinance previously approved by the Town Council in May 2021. The amendment was approved by the Town Council on April 6, 2023. The Legal Department continues to work with the Finance Department to evaluate and recommend additional options for financing the CWMP.
- ✓ The Legal Department worked with the Planning Department and outside counsel to draft grant of location regulations for wireless communications facilities and structures in the public rights of way. A public hearing on the proposed regulations was held on March 23, 2023, and comments submitted by the public and by industry representatives are being reviewed and considered prior to finalizing the draft regulations.

Legal Division Recent Accomplishments (Continued)

- ✓ The Legal Department continued to work closely with its outside counsel, the law firm of Anderson and Kreiger, to defend the Town against two lawsuits filed against the Town by the Conservation Law Foundation. On July 20, 2022, Federal District Court Judge Burroughs granted the Town's motion to dismiss the Clean Water Act lawsuit filed against the Town by CLF. On August 17, 2022, CLF filed a motion for reconsideration. On January 3, 2023, Judge Burroughs denied that motion but amended her previous order dismissing the case to be a dismissal "without prejudice," meaning that CLF would be able to file a new complaint in this matter. On February 16, 2023, CLF filed a new Notice of Intent to Sue for Violations of the Clean Water Act with the Town.
- ✓ The Legal Department represented the Town in various other litigation matters, including code enforcement matters, and appeals of zoning, planning and conservation matters. In addition, the Legal Department is defending a suit filed by a citizen's group which seeks to compel the Town to exercise its Chapter 61A rights to acquire cranberry bog lands that enjoyed an exemption from taxes as agricultural lands.
- ✓ The Town had successfully negotiated a resolution of a long-standing dispute concerning the Whistleberry subdivision in Marstons Mills and work needed to bring roadways to standards that were not met when the subdivision was completed thirty years ago. Legal has regularly monitored the progress of repairs and worked with the homeowners association and the developer's heirs to liquidate remaining lots and assure that the sale proceeds are applied to the cost of repairs. Improvements are almost complete.
- ✓ The Legal Department continues to work on Conservation Restrictions, some of which involve Community Preservation Committee funds, and provides legal advice, as needed, to the CPC.
- ✓ The Legal Department continues to assist with the legal issues associated with coordinating the construction of Vineyard Wind's Phase 1 project from Covell's Beach to Independence Park with the Town's installation of sewer lines. Legal worked in coordination with the Town Manager to reach agreement on a Second Host Community Agreement with Park City Wind, Vineyard Wind's successor, in connection with its Phase 2 project from Craigville Beach to Oak Street in West Barnstable. The Second Host Community Agreement was signed in May 2022. Legal prepared and submitted extensive comments on behalf of the Town on Commonwealth Wind's Massachusetts Environmental Policy Act (MEPA) filing in connection with its Phase 3 project at Dowses Beach in Osterville, and is working closely with the Town Manager on other issues related to the Commonwealth Wind Phase 3 project.



Legal Division Goals and Objectives

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

Short-Term:

1. Continue efforts to decrease defensive litigation through counseling and advising. **(SP: Finance, Economic Development, Regulatory Process and Performance).**
2. Continue to 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).**
3. Continue to work with Planning and the Town Council to address issues relating to proposed changes to the Town's Zoning and other Town Ordinances. **(SP: Finance, Economic Development).**
4. Work with Planning to develop a standard Town process for grant of location requests for telecom small wireless facilities and structures.
5. Continue the legal work necessary to support the siting of a sewer pump station in Mother's Park Road, including addressing legal issues relating to any potential use of a small portion of Mother's Park in connection with that project.
6. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. **(SP: Finance, Economic Development, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources).**

Long-Term:

1. Work with the Planning Department and the Town Council to amend the Zoning Ordinance to address multi-family and other housing issues. **(SP: Housing, Economic Development).**
2. Continue to address legal issues related to the implementation of the Cape Cod Rail Trail Bicycle and Pedestrian recreational path. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources).**
3. Continue to work with the Town Council, Town Manager and town departments on legal issues surrounding the implementation of the Comprehensive Water Management Plan, including working with outside counsel to manage two lawsuits filed against the Town by the Conservation Law Foundation under the federal Clean Water Act and the state's Title 5 regulations. **(SP: Infrastructure, Economic Development, Regulatory Process and Performance, Environment and Natural Resources).**

Legal Division FY2023 Goals and Results

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

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

Action: As noted above, the Legal Department worked with the Director of Finance to draft an amendment to the sewer assessment ordinance, and that amendment was approved by the Town Council in April 2023. Legal has worked closely with the Department of Public Works and outside counsel on issues related to the discontinuance of Mother's Park Road, the siting of a sewer pump station in a portion of the road and the use of a portion of Mother's Park to reconfigure the intersection of North Main Street and Phinney's Lane at one corner of the park. Legal has been working to prepare the required documentation to secure the necessary Town Council and legislative approvals. In addition, as part of the Town's Comprehensive Wastewater Management Plan, Legal has been working with DPW on the taking of road easements by eminent domain for sewer and water purposes over certain private roads, and the Town Council approved the first phase of such takings on February 16, 2023.

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

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

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

Action: As noted above, the Legal Department worked with Planning on proposed amendments to the Zoning Ordinance to replace the Hyannis Village Zoning Districts with the Downtown Hyannis Zoning Districts, and the Town Council approved those revisions to the Zoning Ordinance in February 2023.

Legal Division Budget Comparison

Legal Division Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$641,912	\$569,045	\$591,455	\$664,939	\$73,484	12.42%
Total Sources of Funding	\$641,912	\$569,045	\$591,455	\$664,939	\$73,484	12.42%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$540,033	\$531,000	\$551,755	\$625,239	\$73,484	13.32%
Operating Expenses	101,878	38,045	39,700	39,700	-	0.00%
Total Appropriation	\$641,912	\$569,045	\$591,455	\$664,939	\$73,484	12.42%

Summary of Budget Changes

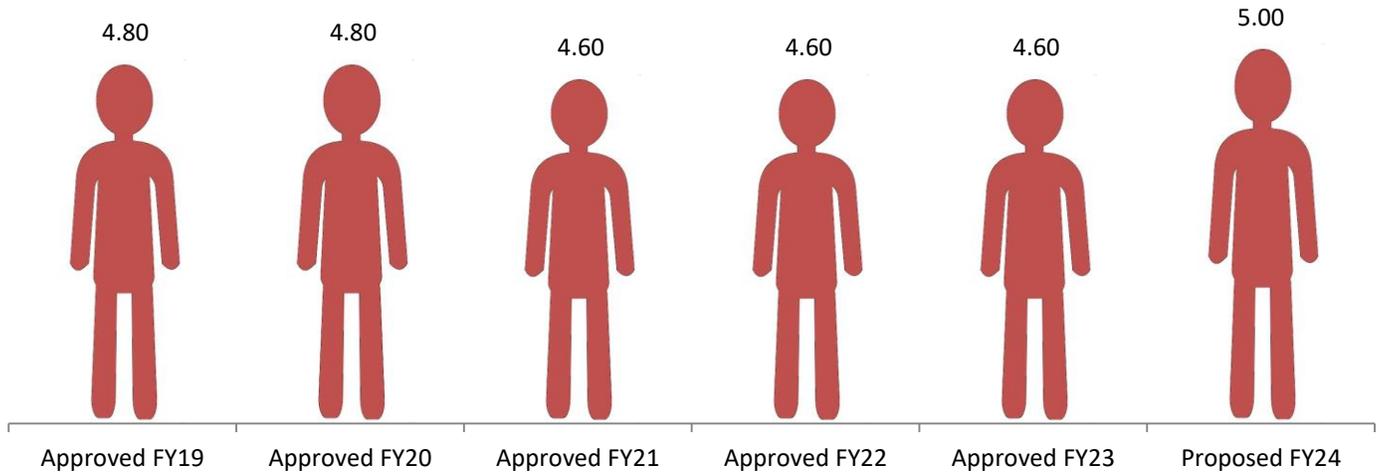
The Legal Division's proposed FY 2024 budget is increasing by \$73,484 or 12.4% from the approved FY 2023 budget. Most of the increase is due to contractual obligations and the proposed additional Assistant Town Attorney. The department's budget includes the reduction of a Legal Clerk position in FY24.

Job Title	FY 2022
Assistant Town Attorney	1.00
Legal Assistant	1.00
Legal Clerk	0.60
Senior Town Attorney	1.00
Town Attorney	1.00
Full-time Equivalent Employees	4.60

FY 2023	FY 2023	Change
1.00	2.00	1.00
1.00	1.00	-
0.60	0.00	(0.60)
1.00	1.00	-
1.00	1.00	-
4.60	5.00	0.40

Legal Division Factors Affecting FTE's

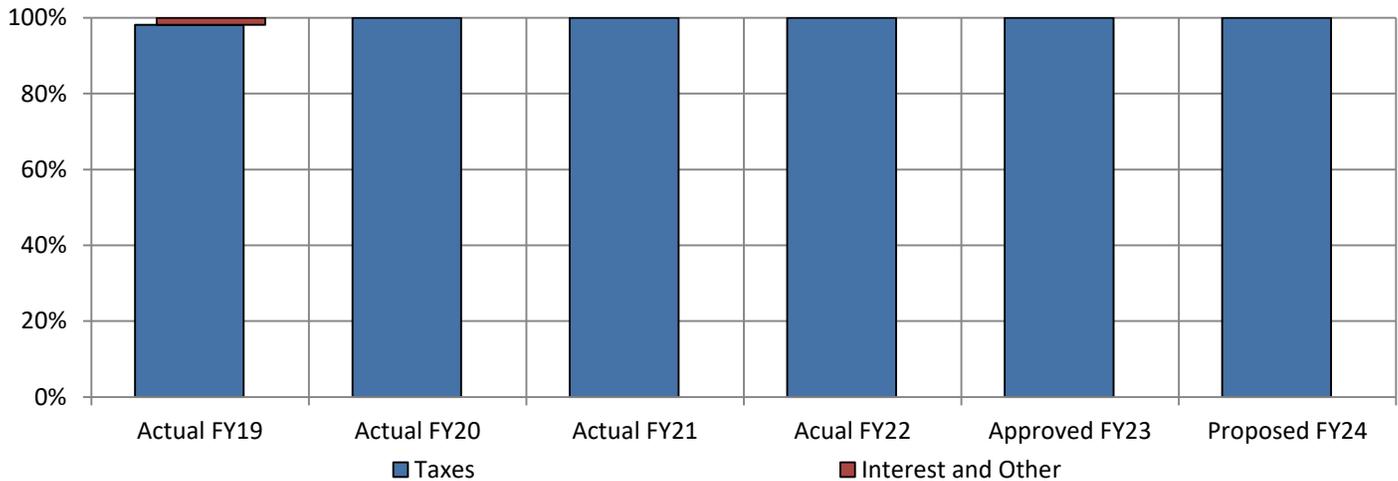
Full Time Employee History



The FY 2021 budget included reduced hours of (0.20 FTE) for the legal clerk position. FY24 includes a 1 additional FTE for an Assistant Town Attorney and the reduction of 0.40 FTE for the Legal Clerk.

Legal Division Factors Affecting Revenues

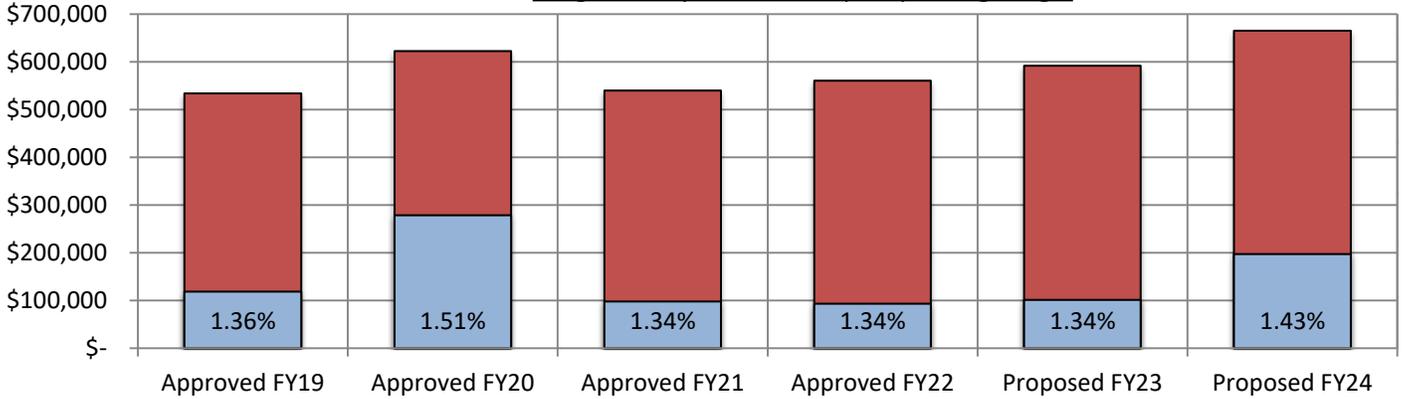
Total Revenue Sources Historical and Budgeted



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

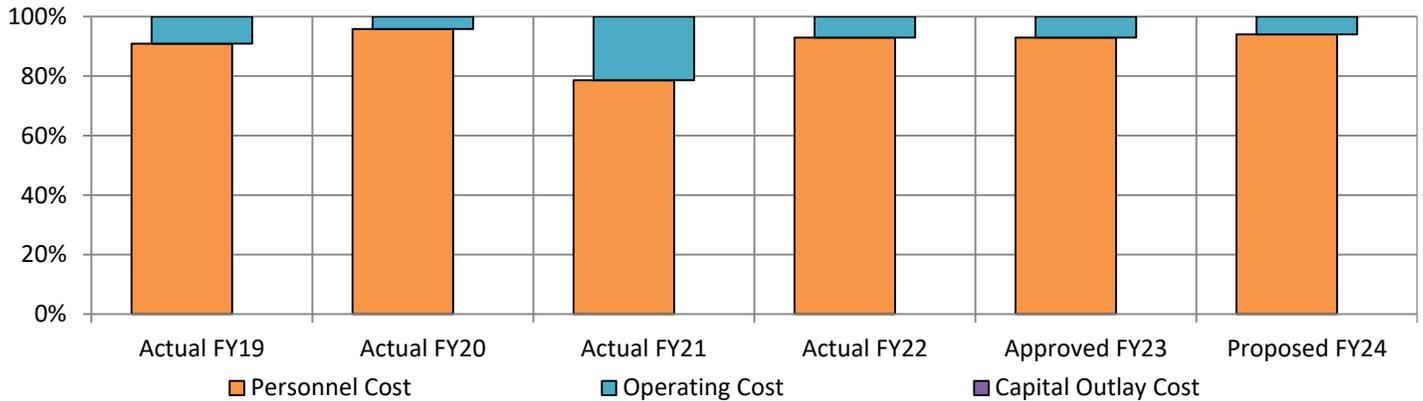
Legal Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



Legal division’s budget has increased 1.80% annually on average over a six-year period. This budget has also remained within the 1.3% to 1.5% range of the total Municipal Operations budget (excludes Other Requirements and schools).

Total Expenditures By Category Historical and Budgeted



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

HUMAN RESOURCE DIVISION

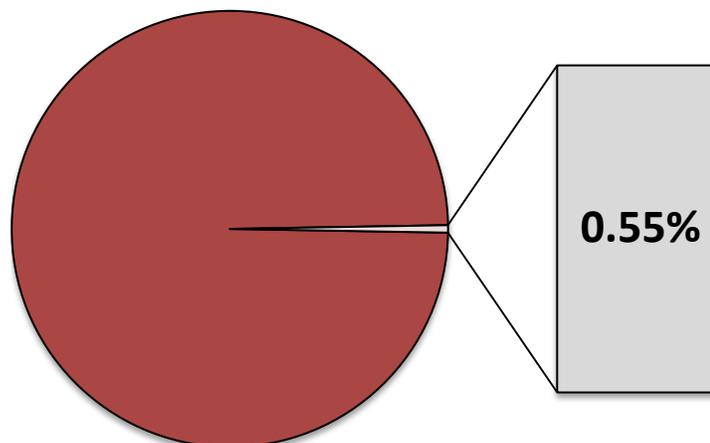
Purpose Statement

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

Program Areas



% of FY 2024 Total General Fund Budget



The Human Resources Division comprises 0.55% of the overall General Fund budget.

Human Resource Division Services Provided

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

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

Human Resource Division Recent Accomplishments

- ✓ Assisted in the hiring of several high-level positions including Deputy Finance Director for School Operations, Intermediate School Principal, Executive Director of Social and Emotional Learning, Community Services Director, and Deputy Director of Asset Management.
- ✓ In partnership with the Barnstable Disability Commission and other Town Departments, drafted and implemented the Americans with Disabilities Act (ADA) Self-Evaluation and Transition Plan.
- ✓ Assisted the Barnstable School Committee with a review and update of policies and procedures.
- ✓ Implemented the new Massachusetts Conflict of Interest Law on-line training program.
- ✓ Expanded the use of on-line and electronic Human Resources practices including employee on-boarding.

Human Resource Division Goals and Objectives

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

Short-Term:

1. Implement a uniform employee orientation program for new Municipal/School employees. **(SP: Education, Communication)**
2. Continue to work with employees and unions to develop and refine policies, procedures, and contract language regarding remote work. **(SP: Education, Communication)**
3. Assist with potential municipal reorganization efforts. **(SP: Finance, Regulatory Process & Performance, and Infrastructure & Assets)**

Long-Term:

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

Human Resource Division Budget Comparison

Human Resources Division Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$989,957	\$771,978	\$950,924	\$894,587	(\$56,337)	-5.92%
Interest and Other	-	135,000	-	-	-	0.00%
Enterprise Funds	70,024	72,152	72,152	178,054	105,902	146.78%
Total Sources of Funding	\$1,059,981	\$979,130	\$1,023,076	\$1,072,641	\$49,565	4.84%

Expenditure Category						
Personnel	\$825,195	\$767,298	\$802,026	\$826,591	\$24,565	3.06%
Operating Expenses	234,787	211,832	221,050	246,050	25,000	11.31%
Total Appropriation	\$1,059,981	\$979,130	\$1,023,076	\$1,072,641	\$49,565	4.84%

Summary of Budget Changes

Human Resource Division's proposed FY 2024 budget is increasing \$49,565, or 4.8% over the approved FY 2023 budget. Personnel cost increased due to contractual obligations. Operating expenses have increased due to increases to recruitment/onboarding software costs.

Job Title	FY 2022
Admin. Assistant to HR Director	1.00
Assistant HR Director	1.00
Benefits Administrator	1.00
Benefits Assistant	1.00
Customer Service/HR Associate	0.50
Director of Human Resources	1.00
Human Resources Assistant	2.00
Human Resources Coordinator	1.00
Full-time Equivalent Employees	8.50

FY 2023	FY 2024	Change
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
0.50	0.50	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
8.50	8.50	-

Human Resource Division Factors Affecting FTE's

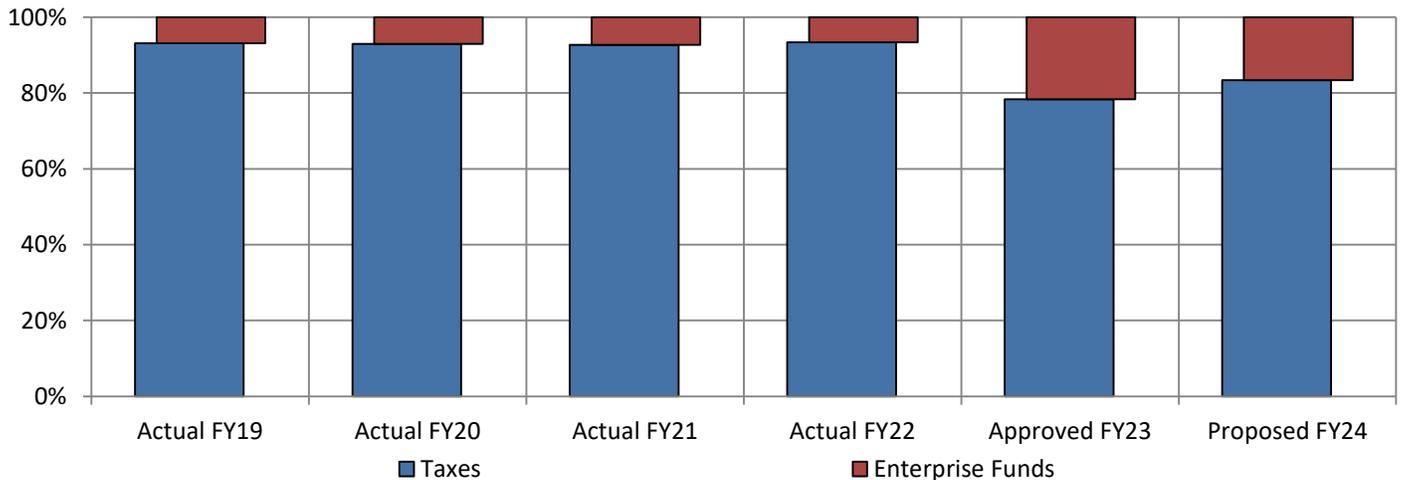
Full Time Employee History



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

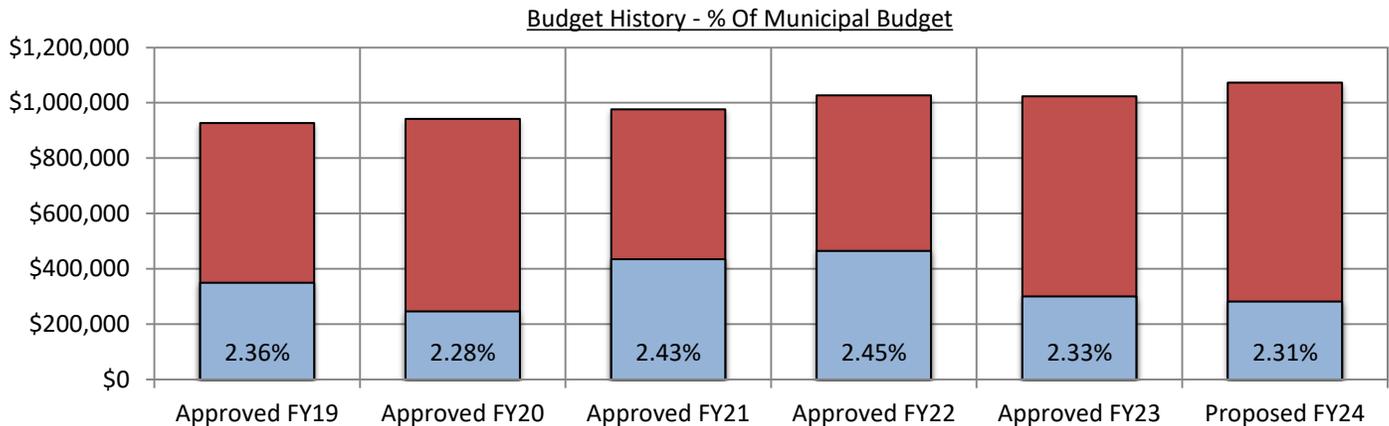
Human Resource Division Factors Affecting Revenues

Total Revenue Sources Historical and Budgeted

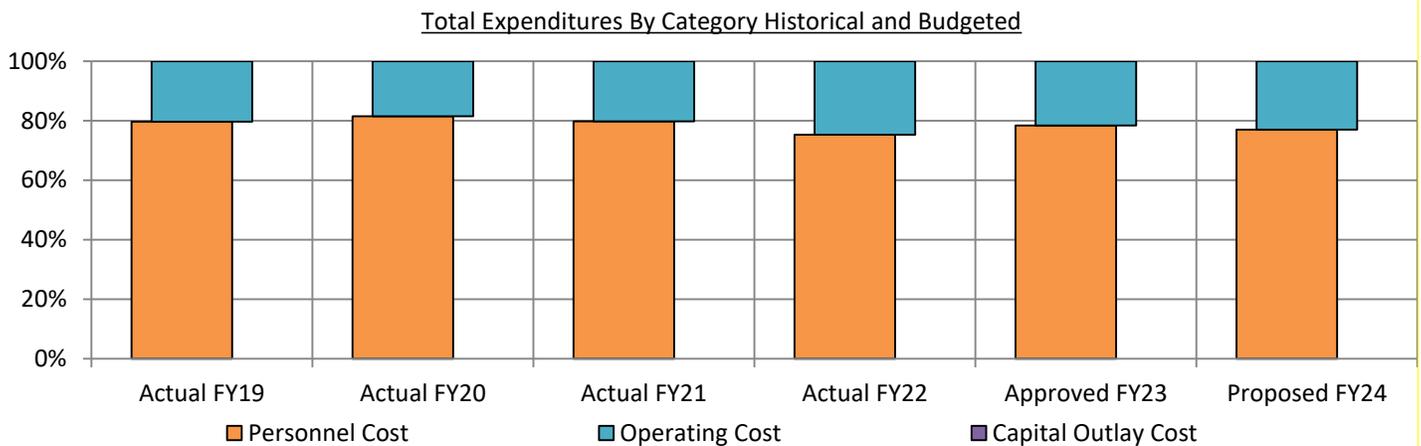


Taxes support 83% of total sources of funding for the proposed budget. Charge backs for services provided to the Enterprise Funds represent the remaining balance of total sources of funding.

Human Resource Division Factors Affecting Expenses



Human Resource Division’s budget has increased 2.6% annually on average over a six-year period. This budget has also ranged 2.28% to 2.45% of total Municipal Operations budget (excludes Other Requirements and schools).



Personnel cost account for 77% of the Human Resource division’s proposed budget and operating cost accounts for 23%.

Human Resource Program Services Provided

Staffing, Benefits, and Compensation Program

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

Staffing

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

Benefits

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

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

Compensation

Maintaining a competitive and equitable compensation system is critical to the recruitment and retention of qualified employees. All positions are described with accurate job descriptions that reflect their responsibilities, lines of authority, education and experience requirements and overall complexity. These job descriptions also establish a baseline for recruitment and fair compensation. Uniform and equitable pay plans have the effect of insuring that employees are compensated at rates comparable to like organizations in similar labor markets. The Town's pay plans take into account changes in cost of living and budgetary constraints.

Employee/Labor Relation Program

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

Collective Bargaining

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

Workplace Diversity/Compliance

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

Employee Relations/Training

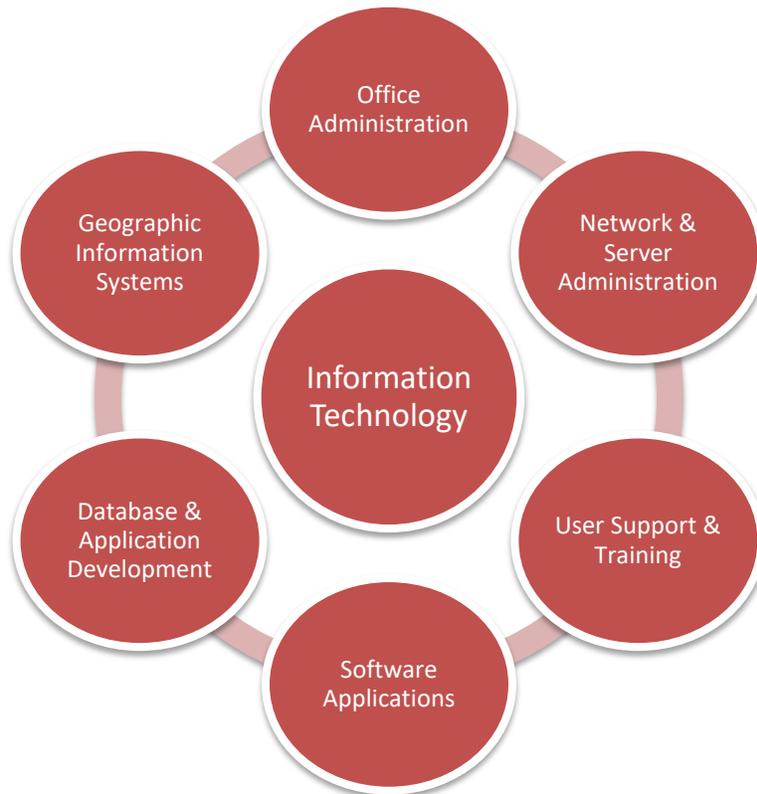
Providing training and morale-building events help foster an effective and productive workforce. To that end, Human Resources coordinate a variety of employee recognition programs. These programs include an ice-cream social and employee appreciation luncheons. The establishment of comprehensive training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

INFORMATION TECHNOLOGY DIVISION

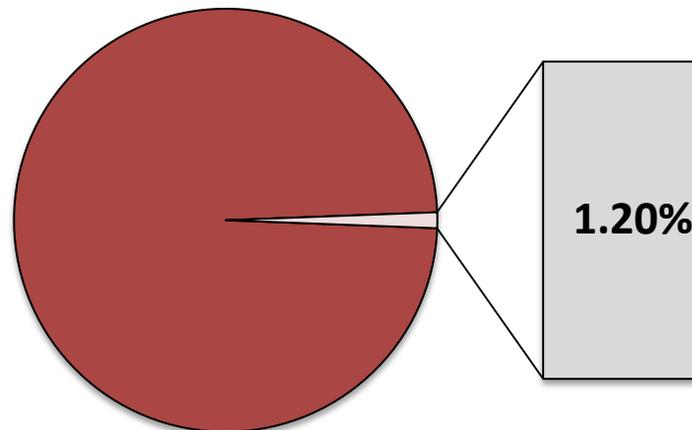
Purpose Statement

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

Program Areas



% of FY 2024 Total General Fund Budget



The Information Technology Division comprises 1.20% of the overall General Fund budget.

Information Technology Division Services Provided

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

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

Information Technology Division Recent Accomplishments

- ✓ Completed the first year of a cybersecurity training program through the Massachusetts Cybersecurity Awareness Grant Program providing quarterly training to all Town users, enabling them to better recognize and avoid cybersecurity threats;
- ✓ Completed an IT Security Risk Assessment Study to evaluate potential vulnerabilities and identify areas for improving IT security.
- ✓ Awarded a Community Compact Grant to develop a Cybersecurity Incident Management Plan;
- ✓ Upgraded the Town's virtual server environment;
- ✓ Completed expansion of server storage capacity;
- ✓ Completed upgrade of GIS web server and associated software to modernize the Town's web GIS infrastructure.

Information Technology Division Goals and Objectives

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

Short-Term:

1. Migrate to new email server and upgrade office productivity software on all PCs (**SP: Communication, Finance, Infrastructure & Assets**).
2. Implement recommendations from the IT Security Risk Assessment Study to improve IT security (**SP: Communication, Finance, Infrastructure & Assets**).
3. Modernize data backup and disaster recovery strategies (**SP: Finance, Infrastructure & Assets**).
4. Develop a Cybersecurity Incident Management Plan (**SP: Communication, Finance, Infrastructure & Assets**).

Long-Term:

1. Implementation of VOIP (Voice over Internet Protocol) system to replace aging phone system. (**SP: Communication, Infrastructure & Assets, Finance**).
2. Continued expansion of the online permitting and document management systems to provide more online services and document availability to the public (**SP: Communication, Regulatory Process & Performance, Infrastructure & Assets, Environment & Natural Resources**).

Information Technology Division Budget Comparison

Information Technology Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$1,345,210	\$1,654,936	\$1,423,997	\$2,010,723	\$586,726	41.20%
Enterprise Funds	328,946	349,144	349,144	353,523	4,379	1.25%
Reserve	-	-	206,391	-	(206,391)	-100.00%
Total Sources of Funding	\$1,674,156	\$2,004,080	\$1,979,532	\$2,364,246	\$384,714	19.43%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$715,974	\$737,856	\$771,251	\$885,196	\$113,945	14.77%
Operating Expenses	853,447	1,057,274	1,103,281	1,374,050	270,769	24.54%
Capital Outlay	104,736	208,950	105,000	105,000	-	0.00%
Total Appropriation	\$1,674,156	\$2,004,080	\$1,979,532	\$2,364,246	\$384,714	19.43%

Summary of Budget Changes

Information Technology Division's proposed FY 2024 budget is increasing \$384,714, or 19.4% over the approved FY 2023 budget. This division is responsible for most of the town wide software licenses and hardware. The proposed budget includes request for various software licenses and upgrades, the movement of contractual IT managed services from a grant to the General Fund and cost increases associated with enhance IT security measures. Personnel costs are increasing due to contractual obligations and the movement of a Microcomputer Specialist from a grant to the General Fund budget. Capital outlay will continue the department-wide hardware replacement program.

Job Title	FY 2022
Assistant Info. Systems Manager	1.00
Developer/Analyst	1.00
Geographic Info System Coordinator	1.00
GIS Specialist	1.00
Help Desk Coordinator	1.00
Help Desk/Administrative Assistant	1.00
Info. Systems Dept. Manager	1.00
Microcomputer Specialist	1.00
Network & Server Administrator	1.00
Full-time Equivalent Employees	9.00

FY 2023	FY 2024	Change
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	2.00	1.00
1.00	1.00	-
9.00	10.00	1.00

Information Technology Division Factors Affecting FTE's

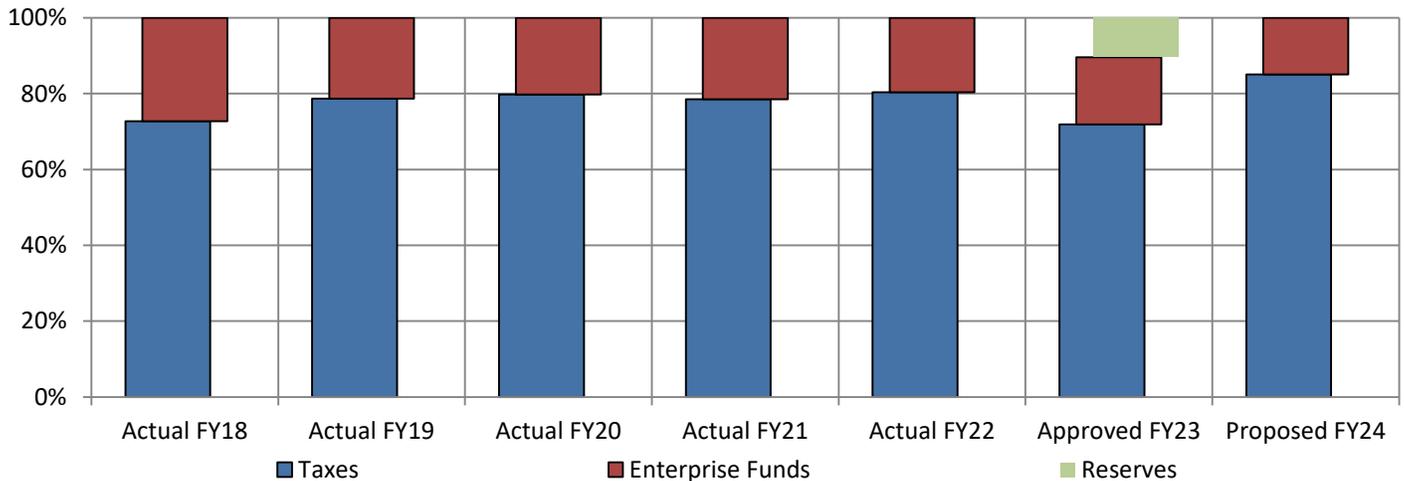
Full Time Employee History



Full-time positions increased in FY24 as a grant funded employee was moved to the general fund operating budget.

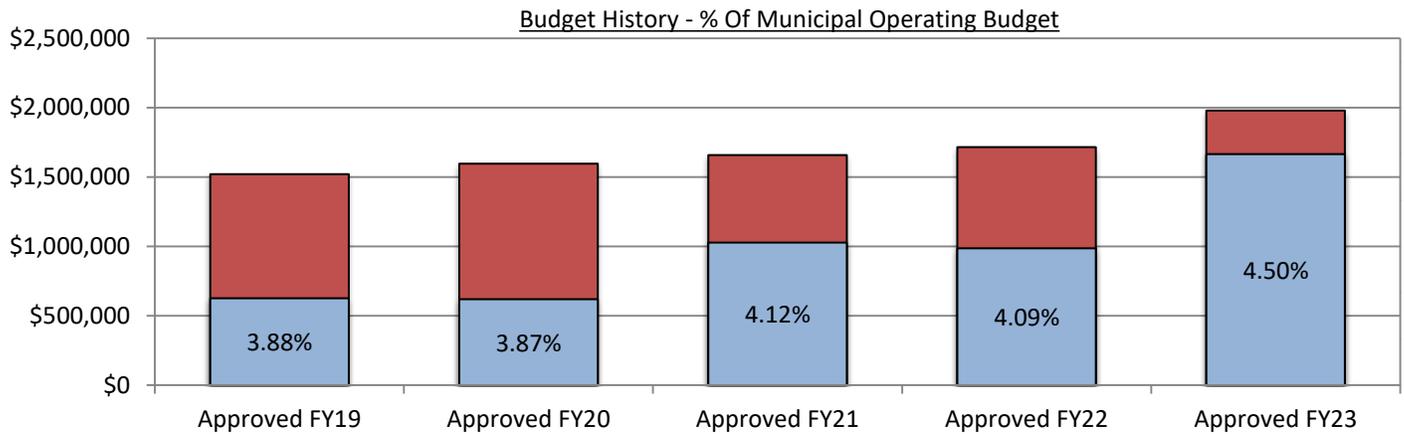
Information Technology Division Factors Affecting Revenues

Total Revenue Sources Historical and Budgeted

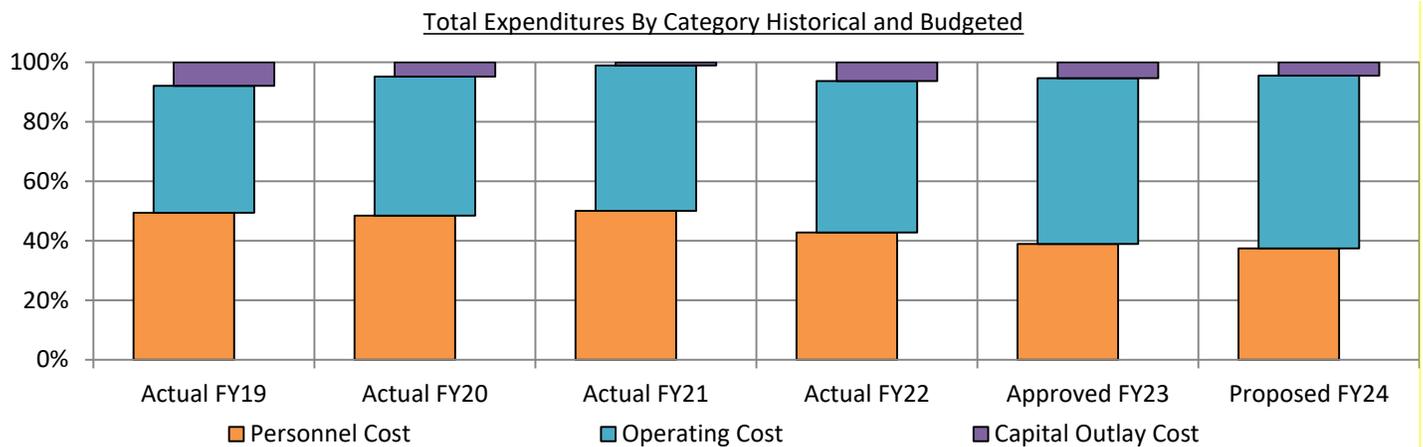


Taxes provide 85% and charge backs for services provided to the Enterprise Funds 15% of total sources of funding.

Information Technology Division Factors Affecting Expenses



Software licenses, contractual IT managed services and enhanced IT security measures represent the bulk of the budget increases in this division. This budget has increased 3.9% to 4.5% of total Municipal Operations budget (excludes Other Requirements and schools).



Personnel cost account for 37% of the Information Technology Division’s proposed budget, operating cost accounts for 58%, and capital outlay 5%. The capital outlay included in the IT budget is for department-wide electronic equipment replacement.

Information Technology Program Services Provided

The services provided by the Information Technology Division are divided into six areas: Network & Server Administration, User Support & Training, Software Applications, Database & Application Development, Geographic Information Systems (GIS), and Office Administration.

Office Administration

This area includes general administration of the IT Division including:

- Procurement of new hardware & software;
- Equipment inventory tracking;
- Development of standards, policies, and procedures;
- Management of software licenses and hardware/software maintenance contracts;

Network & Server Administration

The Network & Server Administration area maintains the day-to-day operations of the Town's network and server infrastructure to ensure a reliable and secure environment. The IT Division operates a complex computer network within Town-owned buildings as well as a Wide Area Network consisting of 65 miles of fiber optic cable connecting 54 locations. IT maintains a data center with 40+ servers, managing data integrity, storage needs, and server performance.

Tasks associated with this service include:

- Maintain firewalls and monitor network security;
- Monitor network for performance related issues, implement new technologies to improve performance and ensure network reliability;
- Maintain and monitor all servers for performance, errors and capacities ensuring all are within thresholds;
- Manage data storage, data integrity, and backup / disaster recovery;
- Maintain users and security permissions on all systems.



Server Rack

User Support & Training

The User Support & Training area provides day-to-day technical support and training for 350+ users on a wide variety of hardware and software. This includes the installation and on-going maintenance of PC's, laptops, printers, scanners, and all of the associated peripherals, as well as deployment and support of mobile phones, tablets, and other mobile devices.

This area also provides support and training for the many different software applications in use. This includes the Town's standardized Microsoft Office Suite, in-house written application, and third party software. Training is either in a structured classroom environment or given on a one-to-one basis.



PC Repair

This area initially receives virtually any technological problem that a user might have. All problems are funneled through the Help Desk where it is then determined if it is a software or hardware issue and passed on to the appropriate technician for resolution.

Information Technology Program Services Provided (Continued)

Software Applications

This area entails the integration of 3rd party software applications such as Munis (fund accounting, tax collection, payroll, utility billing), OpenGov (permitting system), Vision Appraisal (property assessment), RecTrac (recreation), Laserfiche (document management), Timeclock Plus and other software that supports the operations of the Town. Tasks associated with this service include:

- Technical project management, data migration, and conversion for new software implementations and upgrades;
- Integration and data sharing between disparate software systems, both on premise and cloud based software;
- Ongoing maintenance, troubleshooting, and coordination of technical support.



Software Applications

Database & Application Development

The Database & Application Development area analyzes business needs and creates custom software applications to meet the Town's requirements for automation where third party applications do not exist, or are not cost effective. This service area also includes development and management of databases tailored for the unique needs of specific departments or processes. Tasks associated with this service include:

- Work with Town departments to analyze existing processes and develop custom software and databases to fulfill specific needs;
- Maintain and update many existing in-house applications;
- Database design, administration, and performance optimization.

Geographic Information Systems (GIS)

GIS services allow town users to link disparate pieces of information by location. GIS combines geographic and other types of data to generate maps and reports, enabling users to collect, manage, and interpret location-based information in a planned and organized way.

As part of this service, the IT Division maintains a GIS database with 200+ layers of geographic data, including everything from parcels, roads, and sewers, to shellfish beds and zoning districts.

IT develops a variety of web-based GIS applications for both internal and public use. Map production and analysis services are also provided to every Town Department, as well outside agencies and the public.



GIS Map Plotter

Administrative Services Department Workload Indicators

Accounting Operation

The cost of Financial Operations - Maintaining a cost effective financial operation by measuring its cost as a percentage of the overall General Fund operating budget for the government. This includes the accounting, treasury, collection, assessing, and procurement related activities.

Performance Measures	FY 2019	FY 2020	FY 2021	FY 2022
Central financial operating costs as a percentage of the overall General Fund budget	1.74%	1.71%	1.73%	1.75%

Workload Indicators	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected
Vendor Payments Processed	41,377	40,373	40,686	39,900
G/L Accounts Maintained	18,534	19,331	19,898	20,652
G/L Transactions Processed	291,796	312,555	311,958	313,000

Treasury/Collector Operation

Workload Indicators	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected
Vendor Checks Processed	13,294	15,032	20,220	19,953
Payroll Checks Processed	2,845	3,756	2,961	3,416

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 2019 Levy	FY 2020 Levy	FY 2021 Levy	FY 2022 Levy	FY 2023 Levy Projected
Percentage of the net property tax levy collected in the fiscal year levied	96.40%	96.30%	96.33%	97.10%	96.00%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.64%	100.29%	102.41%	99.10%	96.00%

Administrative Services Department Workload Indicators (Continued)

Procurement Operation

Workload Indicators	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected
RFP's Issued	19	10	20	25
Sealed Bids Issued	66	31	29	35
Quotes Conducted or Reviewed	103	99	127	110
Requisitions Reviewed for Compliance	627	666	719	700
Surplus Property Designations	72	70	49	70

Assessing Operation

Performance Measures	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected
Total Properties Assessed	29,200	29,320	29,248	29,253
Number of Abatements Filed	221	466	141	365
% of Properties Filing Abatements	.76%	1.6%	.48%	1.24%
Number of Abatements Granted	51	83	38	209
Average Abatement Dollar per Appeal Filed	\$979	\$1,198	\$1,323	\$1,076
Total Tax Dollar Value for Appeals Granted	\$49,965	\$99,460	\$92,676	\$572,717

Workload Indicators	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected
Appellate Tax Board Appeals Settled	8	22	25	38
Exemptions Processed	679	696	665	655
RE/PP Abatements Processed	221	466	176	465
MVE Abatements Processed	1,721	1,980	1908	1925
Building Permits Inspected	-	1,662	1610	1600
Re-listing Inspections	3,000	1,918	2126	2300
Property Transfers (Deeds) Processed	-	2,969	2855	2500

Administrative Services Department Workload Indicators (Continued)

Town Clerk Operation

Workload Indicators	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected
Births Recorded	1,042	963	1,051	1,100
Marriages Recorded	324	324	399	420
Deaths Recorded	1,139	1,017	1,122	1,200
Dogs Licensed	2,285	2,695	2,886	3,000
New Voters Registered	2,469	3,871	2,289	2,500
Business Licenses Issued	680	200	489	500

Information Technology

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

Performance Measures	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected
Percent of availability of database environments*	99.9%	99.9%	99.9%	99.5%
Availability of critical core applications*	99.9%	99.9%	99.9%	99.5%
Availability of Town's web site including property data and maps*	99.9%	99.9%	99.9%	99.5%

*Does not include scheduled down times.

Workload Indicators	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected
Help Desk work orders completed	1,800	2,000	1,800	1,800
New PC's / laptops installed	57	135	40	50
Completed requests for Maps and geographic analysis	750	625	628	700
Number of PC's & laptops maintained	500	575	575	575
Number of security cameras maintained	45	50	51	55
Large print jobs / folding / binding	19	12	17	15

Human Resources

Performance Measures /Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected
Personnel Forms Processed	1,167	1,001	1,060	1,067	950
Employment Applications Processed	2,878	2,730	2,268	2,633	2,800
Permanent Position Vacancies	162	136	184	220	230
Avg. # of Applications per vacancy	17.75	20.10	12.30	12.00	12.20

MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT

Department Purpose Statement

The Marine and Environmental Affairs Department strives to provide services intended to protect the safety of people and vessels that use our waterways and waterside facilities; to provide for the protection, preservation, and enhancement of the Town's natural resources, including Sandy Neck; and to address animal control issues that threaten the health, welfare, and quality of life of our citizens.

Division Areas

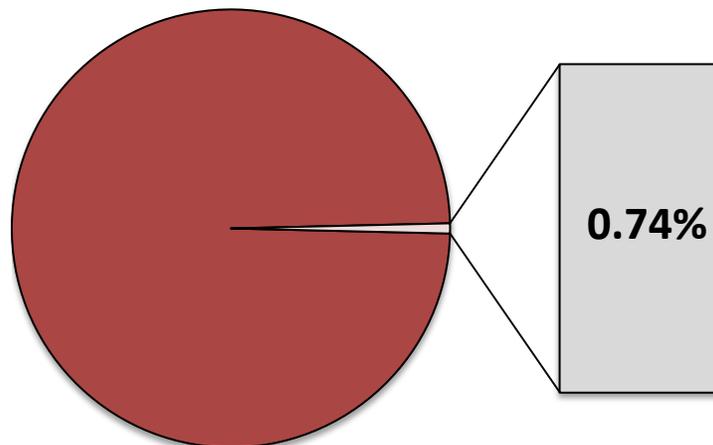
Natural Resources



Harbormaster



% of FY 2024 Total General Fund Budget



The Marine & Environmental Affairs Department comprises 0.74% of the overall General Fund budget.

Marine & Environmental Affairs Department Services Provided

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

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

Marine & Environmental Affairs Department Budget Comparison

Marine & Environ. Affairs Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$838,766	\$943,740	\$1,039,303	\$1,034,389	(\$4,914)	-0.47%
Fees, Licenses, Permits	63,253	61,855	52,000	42,000	(10,000)	-19.23%
Interest and Other	13,456	9,002	-	-	-	0.00%
Special Revenue Funds	348,000	348,000	348,000	383,500	35,500	10.20%
Total Sources of Funding	\$1,263,474	\$1,362,597	\$1,439,303	\$1,459,889	\$20,586	1.43%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$935,479	\$1,017,863	\$1,079,388	\$1,109,474	\$30,086	2.79%
Operating Expenses	239,046	244,734	259,915	295,415	35,500	13.66%
Capital Outlay	88,949	100,000	100,000	55,000	(45,000)	-45.00%
Total Appropriation	\$1,263,474	\$1,362,597	\$1,439,303	\$1,459,889	\$20,586	1.43%

Summary of Budget Changes

The Marine & Environmental Affairs Department’s proposed FY 2024 budget is increasing \$20,586, or 1.4% over the approved FY 2023 budget. Personnel cost are increasing \$30,086 due to contractual obligations and staffing allocation changes. Operating costs include increases in line items to support the Harbormaster and Natural Resources operations. Capital outlay includes a Natural Resources vehicle replacement.

Marine & Environmental Affairs Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$1,439,303	
Contractual Obligations, Staff Turnover and Allocation Changes	30,086	-	-	30,086	(0.65)
One-Time Changes	-	-	(100,000)	(100,000)	-
FY 2023 Budget Changes					
1. Harbormaster Supplies	-	30,500	-	30,500	-
2. Natural Resources Supplies	-	5,000	-	5,000	-
3. Patrol Vehicle	-	-	55,000	55,000	-
FY 2024 Proposed Budget	\$ 30,086	\$ 35,500	\$ (45,000)	\$ 1,459,889	(0.65)

Marine & Environ Affairs Dept. Budget Reconciliation (Continued)

- 1. Harbormaster Operating Expenses** - Requesting an increase in operational expenses to maintain current operations in order to provide public safety and law enforcement. A few new programs were added in the past few years to the Harbormaster Division, which require enhancements to meet the public's usage. The Town of Barnstable has one of the highest numbers of registered vessels in the State of Massachusetts. In 2021, the Harbormaster Division responded to 400+ calls for service. The Harbormaster Division continues to see an increase in recreational boating activity. Calls for service include vessel accidents, medical emergencies, investigations, hazmat response and mitigation, enforcement actions, search and rescue, general services, marine wild life calls, and distressed vessel responses. Public safety on the water is our top priority. In order to maintain operations and keep up with the increased demand, additional funding is needed.

- 2. Natural Resources Operating Expenses** - Uniforms: the Natural Resources general fund budget is not sufficient to cover contractual obligations for staff uniforms. Training: the Natural Resources general fund supports 8.05 FTEs. These employees are required to have first responder training. In addition, staff requests opportunities to train in a variety of topics/disciplines to better perform their duties as Natural Resource Officers, Animal Control Officers and Shellfish Wardens. Tools & Equipment: the Natural Resources program uses these funds for scuba gear; herring run supplies, truck equipment, PFDs and waders. Funds are not sufficient to cover these costs.

- 3. New Patrol Vehicle** - A Natural Resource Officer (NRO) fulfills a complex and diversified role as a regulatory figure and an environmental protection agent for the Town. Natural Resource Officers cover seven villages, 100 miles of shoreline, 5,000 acres of Conservation Lands and Sandy Neck Beach Park. In FY 2023 we were able to hire an additional NRO and we are now requesting a patrol vehicle (Chevrolet 1500) for this new staff member.

Marine & Environmental Affairs Dept. Factors Affecting FTE's

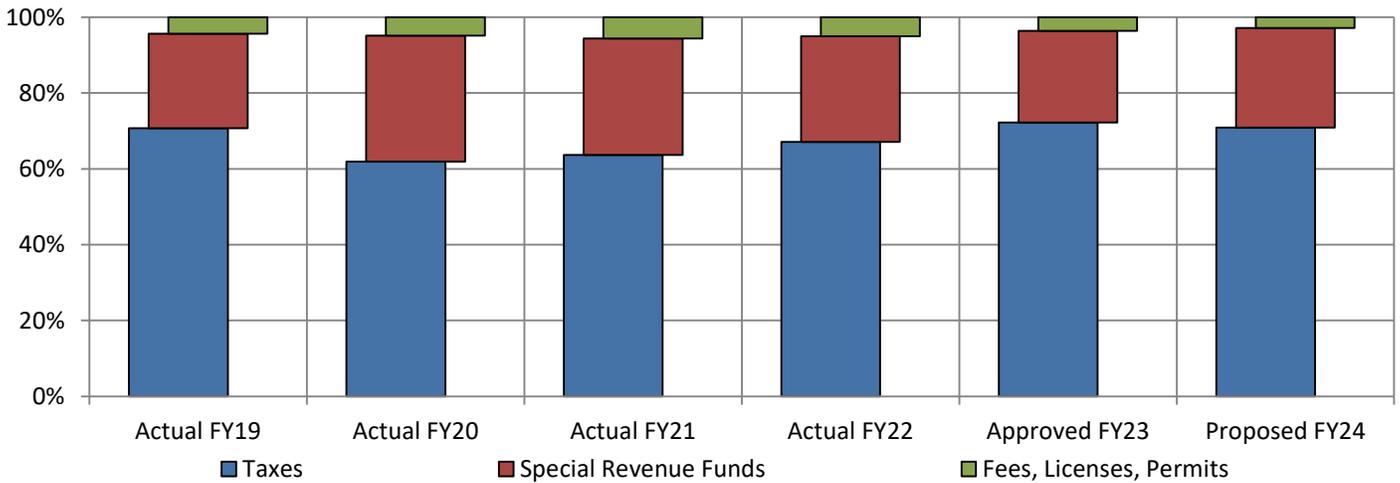
Full Time Employee History



Any variance is due to reallocation of salary between General and Enterprise Fund operations. A new Assistant Harbormaster position was added in FY 2023.

Marine & Environmental Affairs Dept. Factors Affecting Revenues

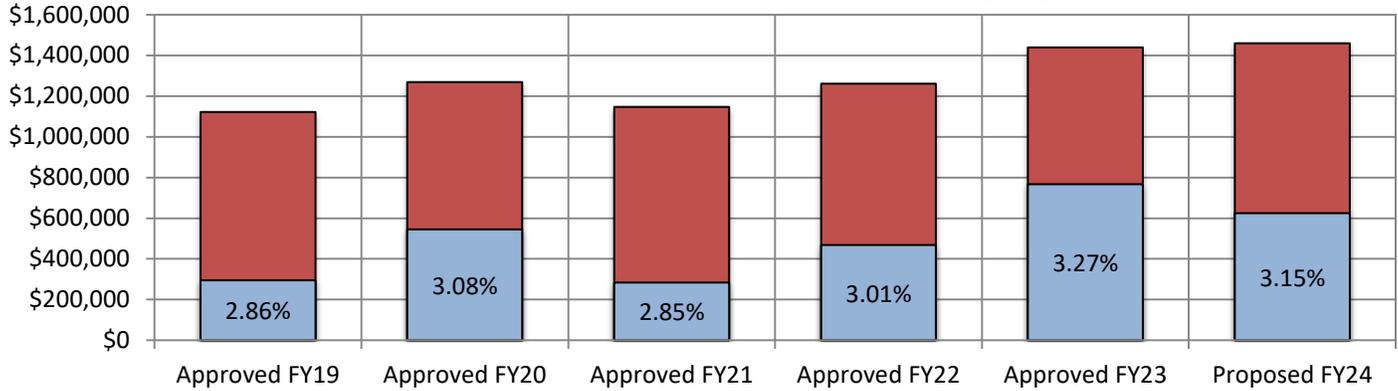
Total Sources of Funding Historical and Budgeted



Total sources of funding are allocated 71% from taxes and 26% from the Waterways Improvements Special Revenue Fund (from mooring fees) for the proposed budget. Other sources of funding include fees charged for boat ramps and docking. Excluding taxes and the special revenue fund sources of funding, Blish Point Boat Ramp generates roughly 60% of total department operating sources of funding.

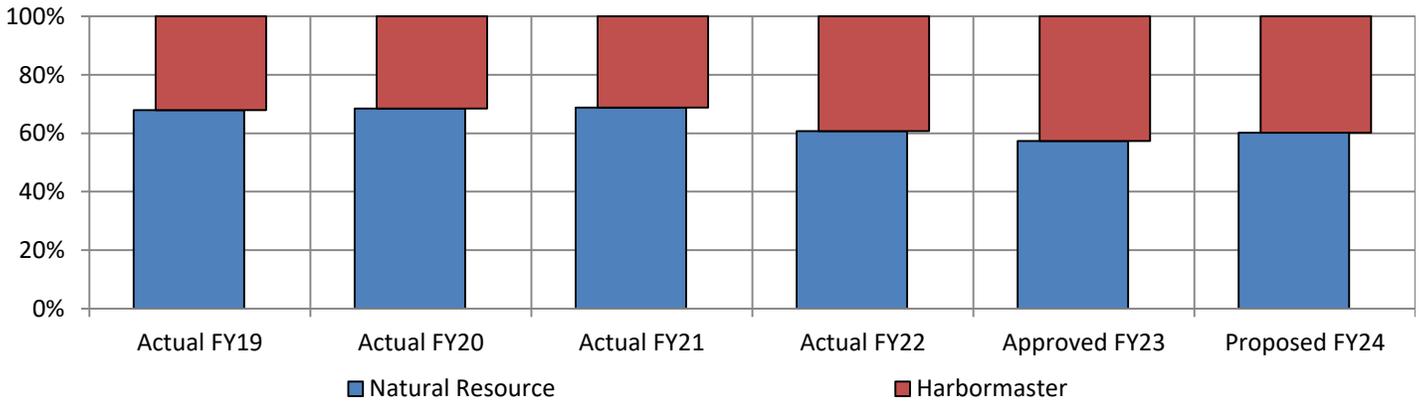
Marine & Environmental Affairs Dept. Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



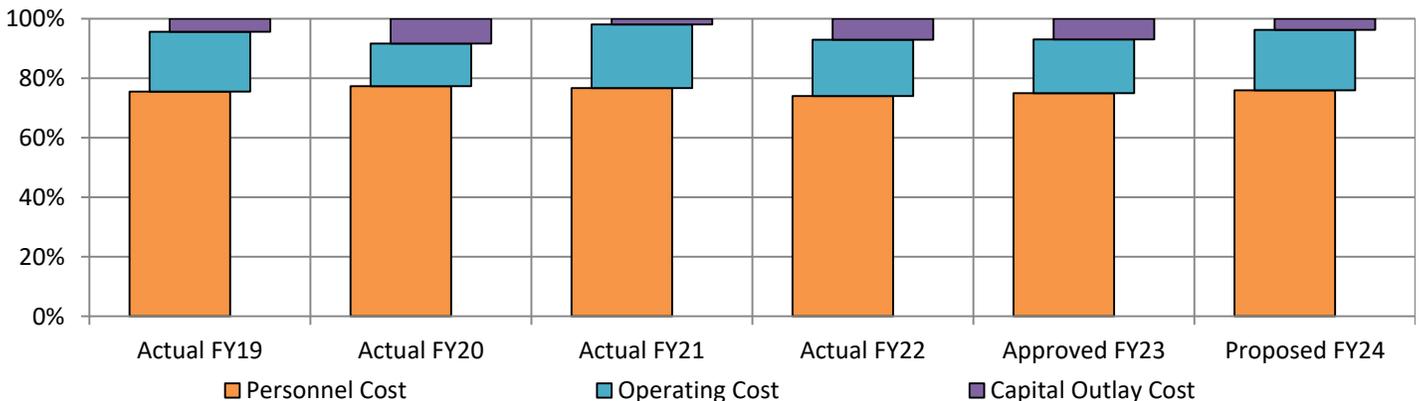
The Marine & Environmental Affairs budget has increased 5% annually on average over a six-year period. This budget has fluctuated between 2.85% to 3.27% of the total municipal operating budget (excludes Other Requirements and schools). Fluctuations are mostly due to one-time capital outlay needs.

Total Expenditures By Division Historical and Budgeted



Natural Resources division accounts for 60% of the department’s proposed operating budget.

Total Expenditures By Category Historical and Budgeted



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

NATURAL RESOURCES DIVISION

Purpose Statement

The Natural Resources Division is responsible for the protection and enhancement of the Town's natural resources, enforcement of laws relating to fish and game, marine and recreational use, land management, and environmental laws.

Program Areas

Natural Resources



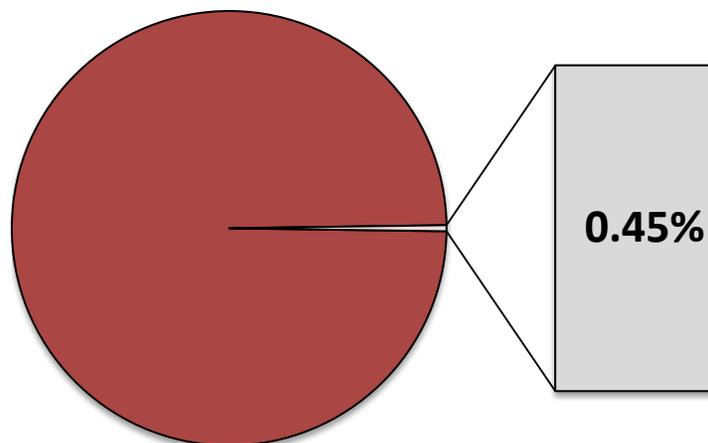
Animal Control



Shellfish



% of FY 2024 Total General Fund Budget



The Natural Resources Division comprises 0.45% of the overall General Fund budget.

Natural Resources Division Services Provided

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

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

Natural Resources Division Recent Accomplishments

- ✓ Converted our Recreational Shellfish permits to calendar year to reduce confusion and provide consistency with our other Department permits;
- ✓ Purchased 1,024,072 oysters town wide and 400 bags of remote set oysters in Barnstable Harbor;
- ✓ Produced 3,457,747 quahogs planted under 141 predator exclusion nets;
- ✓ Dug and moved 347.5 bushels of quahogs in Three Bays;
- ✓ Maintained 287 predator exclusion nets protecting over 6.5 million quahog seed;
- ✓ Completed 88 Vibrio compliance checks to insure the safe consumption of aquaculturally reared oysters;
- ✓ Maintained two AcuRite rainfall gauges in Town to monitor changes in rainfall amounts from the North side to the South side. This data will be helpful when rainfall closures are pending;



Ben Sacco with a cold stunned Loggerhead.



Opening Day for Oysters, Scudder's Lane

- ✓ Monitored threatened shorebird nesting activities at Kalmus, Dowses Beaches and Eugena Fortes Beach;
- ✓ Collaborated with MA Audubon at Dead Neck/Sampson's Island to improve patron compliance of dog regulations.
- ✓ Rescued 152 cold stunned sea turtles from Barnstable Harbor and Sandy Neck shorelines.
- ✓ Offered 29 educational outreach programs for the general public and the student community of Barnstable. Talks were about local wildlife, the Diamondback Terrapin headstart program and lean to shellfish classes;
- ✓ Successfully released 62 terrapin graduates in the head start program, and;
- ✓ Amended six (6) Town of Barnstable shellfish regulations to address sunrise and sunset compliance, to revise the commercial zone in Barnstable Harbor and to change recreational permits to calendar year.

Natural Resources Division Goals and Objectives

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

Short-Term:

1. Expand ATV patrols and surveillance to deter illegal dirt bike use in conservations areas and work with public land officials to close illegally built trails within designated public open spaces. **(SP: Public Health and Safety, Environment and Natural Resources)**
2. Continue to streamline aquaculture management in order to improve adherence to town, state, and federal regulations. **(SP: Regulatory Process and Performance, Public Health and Safety)**
3. Continue to streamline educational outreach programs and adapt to requests for more specialized presentations. **(SP: Education, Environment and Natural Resources)**
4. Catalog existing osprey nests and add new nesting locations where needed. **(SP: Environment and Natural Resources)**
5. Update the Dog Control Regulations. **(SP: Regulatory Process and Performance, Public Health and Safety)**



Adult Piping Plover, Dowses Beach

6. Perform shellfish habitat assessment survey in Barnstable Harbor **(SP: Environment and Natural Resources, Recreation)**.
7. Allocate more time for oyster propagation by adjusting quahog production to more feasible numbers in regard to environmental and infrastructure constraints; **(SP: Environment and Natural Resources, Recreation)**.

Long-Term:

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



Natural Resources/Shellfish staff (Left to right: Chris Nappi, Ann Marie Luppino, Liz Lewis, Amy Croteau, Kaity Carpenter and Ben Sacco)

Natural Resources Division Budget Comparison

Natural Resource Division Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$757,240	\$775,968	\$823,894	\$876,591	\$52,697	6.40%
Fees, Licenses, Permits	7,662	6,978	2,000	2,000	-	0.00%
Total Sources of Funding	\$766,782	\$782,946	\$825,894	\$878,591	\$52,697	6.38%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$603,631	\$623,358	\$661,037	\$653,734	(\$7,303)	-1.10%
Operating Expenses	163,150	159,588	164,857	169,857	5,000	3.03%
Capital Outlay	-	-	-	55,000	55,000	0.00%
Total Appropriation	\$766,782	\$782,946	\$825,894	\$878,591	\$52,697	6.38%

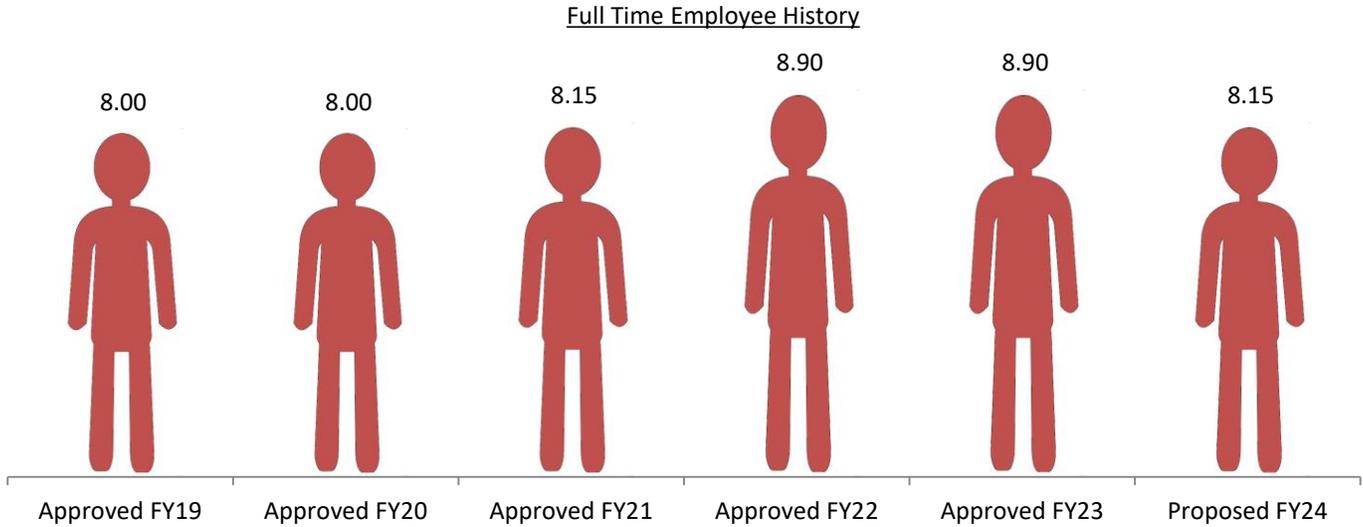
Summary of Budget Changes

Natural Resource Division's proposed FY 2024 budget increased by \$52,697, or 6.38% from the approved FY 2023 budget. Personnel cost are increasing due to contractual obligations. Capital outlay for new patrol vehicle in FY24.

Job Title	FY 2022
Administrative Assistant	0.70
Department/Division Assistant	-
Animal Control Officer	2.00
NRO-Aquaculture Specialist	0.85
Director Marine & Env Affairs	0.40
Natural Resource Officer	2.90
Office Manager	0.55
Dir. NR/SN Park Manager	0.50
Shellfish Biol/Const	1.00
Full-time Equivalent Employees	8.90

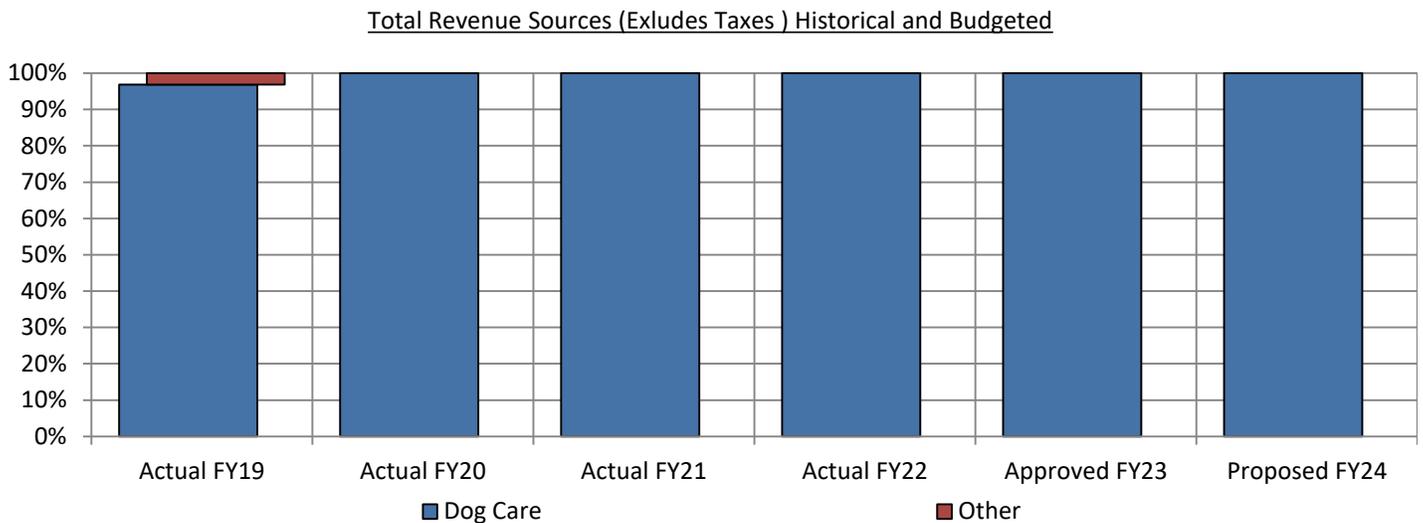
FY 2023	FY 2024	Change
0.70	0.55	(0.15)
-	0.15	0.15
2.00	2.00	-
0.85	1.00	0.15
0.40	0.40	-
2.90	2.00	(0.90)
0.55	0.55	-
0.50	0.50	-
1.00	1.00	-
8.90	8.15	(0.75)

Natural Resources Division Factors Affecting FTE's



FTE's have remained level over the past few fiscal years, any changes is the result of salary reallocation between General and Enterprise Fund.

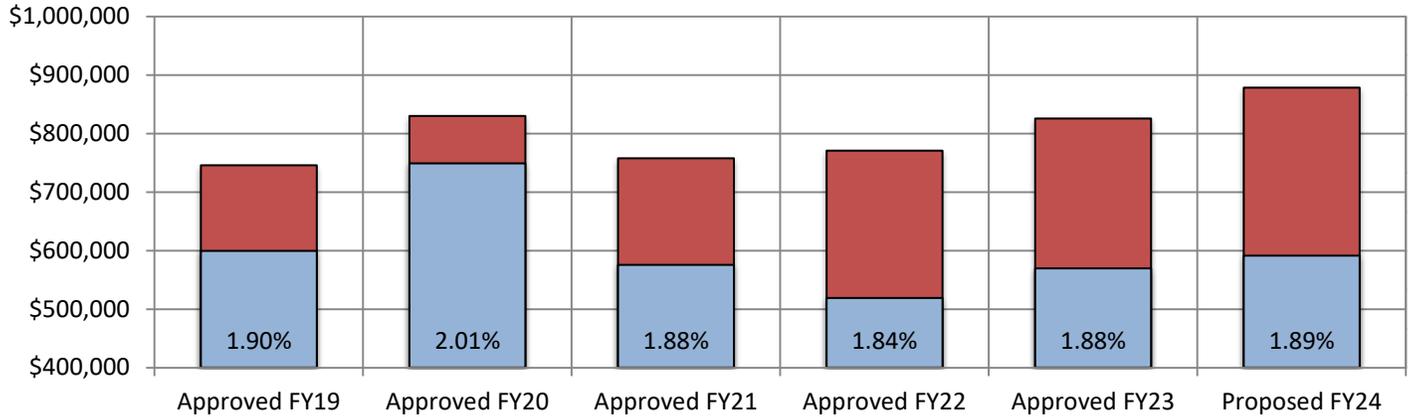
Natural Resources Division Factors Affecting Revenues



Fees charged for dog care services accounts for all the sources of funding for this division when excluding taxes.

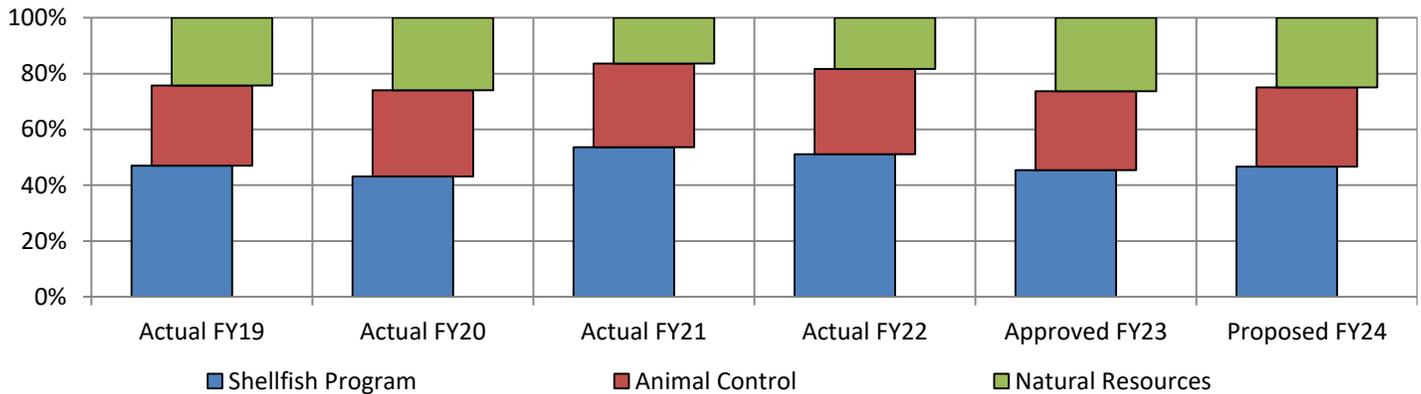
Natural Resources Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



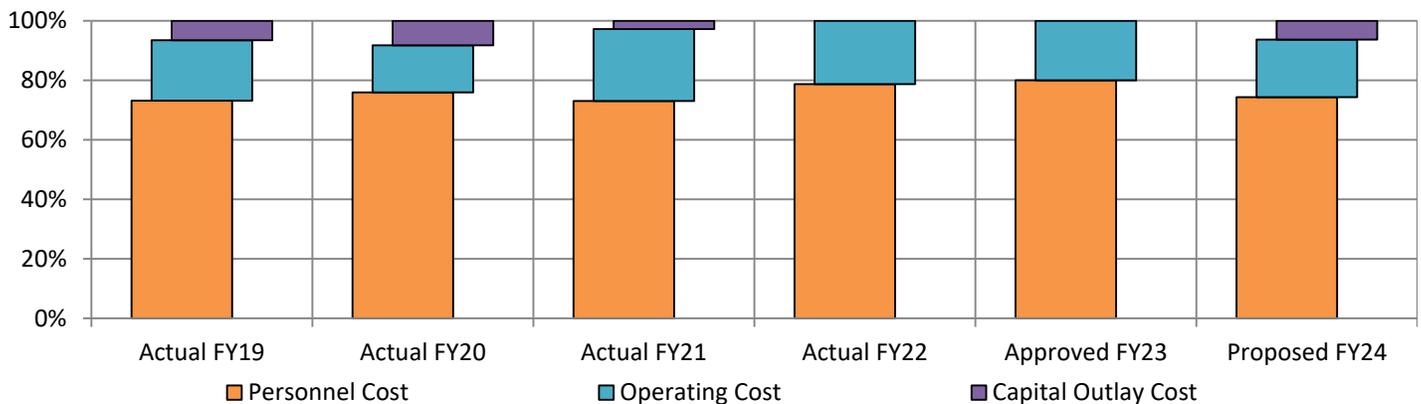
The Natural Resources Division’s budget has remained flat over a six-year period. This budget has also decreased from 2.01% to 1.89% of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



Shellfish is the largest program within this division representing 47% of total operations. Animal Control accounts for 28% and Natural Resources 25%.

Total Expenditures By Category Historical and Budgeted



Personnel accounts for 74% followed by operating at 20% of the division’s proposed budget. 6% of the budget in FY24 in for operating capital purchases.

Natural Resources Division Program Services Provided

Natural Resources Program

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



Chris Nappi returning osprey chicks to their nest.

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

Land Management

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

Patrol

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

- Boat patrols to oversee all shellfish related activity throughout the town including but not limited to the following: aquaculture grants operations, commercial and recreational public shellfisheries.
- Monitor for endangered and threatened species (such as piping plovers, marine mammals, sea turtles and diamond-backed terrapins) on Barnstable beaches.

Fish and Game

- Oversee and enforce freshwater fin fishing, shellfish, and lobster activities town-wide and assist the State Environmental Police with regulatory inspections and investigations.
- Enforce regulation compliance of all hunting seasons and areas, which includes migratory bird hunting as well as stocking pheasants in West Barnstable Conservation Area and Sandy Neck Beach Park.

Natural Resources Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$139,098	\$207,292	\$217,556	\$219,256	\$1,700	0.78%
Interest and Other	1,879	-	-	-	-	0.00%
Total Sources of Funding	\$140,977	\$207,292	\$217,556	\$219,256	\$1,700	0.78%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$99,124	\$165,448	\$175,449	\$117,149	(\$58,300)	-33.23%
Operating Expenses	41,853	\$41,843	42,107	47,107	5,000	11.87%
Capital Outlay	-	-	-	55,000	55,000	0.00%
Total Appropriation	\$140,977	\$207,292	\$217,556	\$219,256	\$1,700	0.78%

Natural Resources Division Program Services Provided (Continued)

Animal Control Program

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

Animal Control at its best is very emotional, often volatile, and requires that those involved be professional, well-trained, and have the ability to effectively deal with people of all social and ethnic backgrounds. Animal Control Officers are responsible for operating an animal control van, capturing animals not kept in compliance with established laws and ordinances, properly housing them, quarantining domestic animals that bite or scratch and often submit suspect animals for testing at State Laboratory for rabies control. Animal Control Officers also respond to wildlife issues and educate the public accordingly. Animal Control often becomes involved with specialized investigative work in enforcing laws and regulations. Pets owned by individuals who do not accept their responsibilities can have a very detrimental effect on any community. When allowed to roam at will, domestic pets can and do pose a threat to the health, welfare and quality of life of our citizens.



Skunk in a box!

The program includes but is not limited to the following:

- Respond to all domestic and wild animal related questions;
- Investigate animal cruelty and neglect complaints;
- Investigate animal bites to both humans and animals;
- Identify and return lost pets;
- Provide quarantine of animals that bite or scratch for observation of zoonotic diseases including rabies;
- In addition to reporting animal cruelty, Animal Control Officers are required by state law to report child abuse, elder abuse, and abuse against disabled persons, and;
- Work with sister organizations, state and local Fire Department, Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA) and Animal Rescue League (ARL) of Boston, Cape Wildlife, Elder Services, and Child Welfare.

Animal Control Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$226,095	\$212,042	\$231,336	\$247,244	\$15,908	6.88%
Fees, Licenses, Permits	7,662	6,978	2,000	2,000	-	0.00%
Total Sources of Funding	\$ 233,757	\$ 219,020	\$ 233,336	\$ 249,244	\$ 15,908	6.82%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$215,730	\$202,590	\$214,836	\$230,744	\$15,908	7.40%
Operating Expenses	18,026	\$16,430	18,500	18,500	-	0.00%
Total Appropriation	\$ 233,757	\$ 219,020	\$ 233,336	\$ 249,244	\$ 15,908	6.82%

Natural Resources Division Program Services Provided (Continued)

Shellfish Program

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

Shellfish resources in the Town of Barnstable have ecological, commercial, and recreational importance. Oysters, quahogs, soft shell clams, mussels and other bivalve species endemic to our coastal waters provide irreplaceable ecosystem services through filter feeding. They also serve as food for other marine and terrestrial animals as well as a harvestable product for our commercial shellfishing industry. Recreational harvest of shellfish in Barnstable has been a treasured past time for Cape Cod residents and visitors for hundreds of years. The Town of Barnstable Natural Resources Division is responsible for sustainable management of this vital marine resource.



Oyster trays at Scudder's Lane

The Program includes, but is not limited to:

Propagation

- Grow roughly 1 million oysters each year for a recreational shellfishery.
- Grow over 3 million quahogs each year.
- Educate residents and non-residents with learn-to-shellfish classes.

Protecting the Resource

- Set catch limits to manage shellfish species appropriately for future generations.

- Conduct shellfish surveys for grant holders, docks, and piers.
- Use the best available science to promote and protect Shellfish Habitat.

Working with Other Agencies

- Work with the MA Division of Marine Fisheries for water testing for safe consumption of shellfish.
- Work with SEMAC, WHOI, BCWC, Cape Cod Cooperative Extension, and others on projects and experiments to better shellfish propagation techniques and management.

Shellfish Program Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$392,048	\$356,634	\$375,002	\$410,091	\$35,089	9.36%
Total Sources of Funding	\$392,048	\$356,634	\$375,002	\$410,091	\$35,089	9.36%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$288,777	\$255,319	\$270,752	\$305,841	\$35,089	12.96%
Operating Expenses	103,271	\$101,315	104,250	104,250	-	0.00%
Total Appropriation	\$392,048	\$356,634	\$375,002	\$410,091	\$35,089	9.36%

HARBORMASTER DIVISION

Purpose Statement

The Harbormaster Division of the Marine & Environmental Affairs Department provides services intended to protect the safety of people and vessels that use our waterways and waterside facilities.

Program Areas

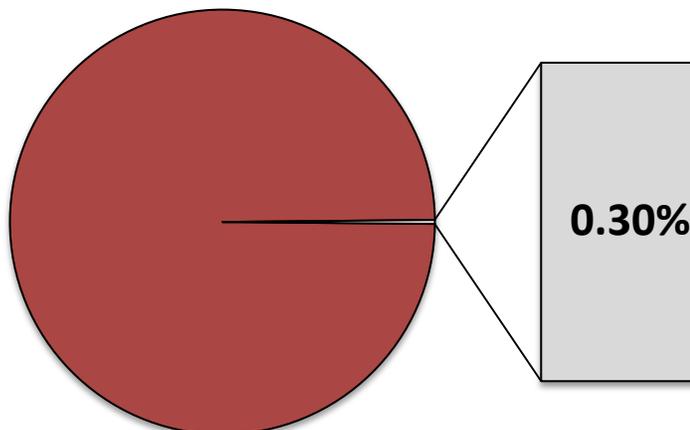


Water Safety



Moorings

% of FY 2024 Total General Fund Budget



The Harbormaster Division comprises 0.30% of the overall General Fund budget.

Harbormaster Division Services Provided

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

Harbormaster Division is responsible for issuing local safety information, oversees the maintenance and provision of navigational aids within the port, coordinate responses to emergencies, inspect vessels, and oversee pilotage services.

Harbormaster Division Recent Accomplishments

- ✓ Offered mooring(s) to 394 people from Town waiting lists and permitted 180 new mooring permits; issued 2,518 Mooring Permits in total, an increase of 64 mooring permits from last year
- ✓ Held 3 waitlist lotteries adding hundreds of names to closed waitlists;
- ✓ Small Vessel Storage program effectively managed and issued 578 decals;
- ✓ Pumped out 463 vessels properly disposing of 7,541 gallons of waste;
- ✓ Removed approximately 15,000 lbs. of illegal/abandoned mooring gear from Town of Barnstable waters;
- ✓ Expanded our maintenance program which now currently services all of the vessels at MEA
- ✓ Responded to 375 calls for service. Calls for service include but are not limited to violations, search and rescue operations, boating accidents, groundings, miscellaneous boating emergencies, medical emergencies and assists to other agencies;
- ✓ Used GPS to pinpoint approximately 98% of all moorings;
- ✓ Implemented an online lottery with software company for adding names to closed waitlists;
- ✓ Worked with Department of Public works to complete multiple grants; Economic Seaport Development and State Boat Ramp Improvements all of which were approved;
- ✓ Completed CoMIRs grant to upgrade mobile and portable radio equipment.

Harbormaster Division Goals and Objectives

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

Short-Term:

1. Continue GPS pinpointing of all moorings in Town to determine mooring regulation compliance. **(SP: Regulatory Process and Performance)**
2. Work with licensed mooring servicers to improve mooring placement to efficiently utilize mooring fields. **(SP: Regulatory Process and Performance, Communication)**
3. Further improve online database to manage Division programs and create a better user experience. **(SP: Regulatory Process and Performance)**



Joint Training, Hyannis Harbor

Harbormaster Division Goals and Objectives (Continued)

Long-Term:

1. Improve mooring enforcement through public information. (SP: Regulatory Process and Performance, Communication)
2. Improve Pumpout Program communication; allowing for users to be notified instantly after a weekly pumpout is completed. (SP: Communication)
3. Expand Transient Mooring program to allow public/visitors more options to access the Town of Barnstable waters and shore side facilities. (SP: Recreation)

Harbormaster Division Budget Comparison

Harbormaster Division Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$81,525	\$167,771	\$215,409	\$157,798	(\$57,611)	-26.74%
Fees, Licenses, Permits	55,591	54,877	50,000	40,000	(10,000)	-20.00%
Interest and Other	11,576	9,002	-	-	-	0.00%
Special Revenue Funds	348,000	348,000	348,000	383,500	35,500	10.20%
Total Sources of Funding	\$496,693	\$579,650	\$613,409	\$581,298	(\$32,111)	-5.23%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$331,848	\$394,505	\$418,351	\$455,740	\$37,389	8.94%
Operating Expenses	75,896	85,145	95,058	125,558	30,500	32.09%
Capital Outlay	88,949	100,000	100,000	-	(100,000)	-100.00%
Total Appropriation	\$496,693	\$579,650	\$613,409	\$581,298	(\$32,111)	-5.23%

Summary of Budget Changes

The Harbormaster Division's proposed FY 2024 budget decreased by \$32,111, or (5.23%) from the approved FY 2023 budget. Personnel cost is increasing \$37,389 due to contractual obligations. Increase in operational expenses to maintain current operations in order to provide public safety and law enforcement.

Job Title	FY 2022
Administrative Assistant	0.25
Assistant Harbormaster	-
Asst. Harbormaster Pumpout Boat Ops.	0.90
Deputy Harbormaster/Mooring Officer	1.00
Dept./Div. Assistant	0.75
Director Marine & Env Affairs	0.30
Office Manager	0.25
Supervisor Harbor Master	0.25
Full-time Equivalent Employees	3.70

FY 2023	FY 2023	Change
0.25	0.25	-
1.00	1.00	-
0.90	1.00	0.10
1.00	1.00	-
0.75	0.75	-
0.30	0.30	-
0.25	0.25	-
0.25	0.25	-
4.70	4.80	0.10

Harbormaster Division Factors Affecting FTE's

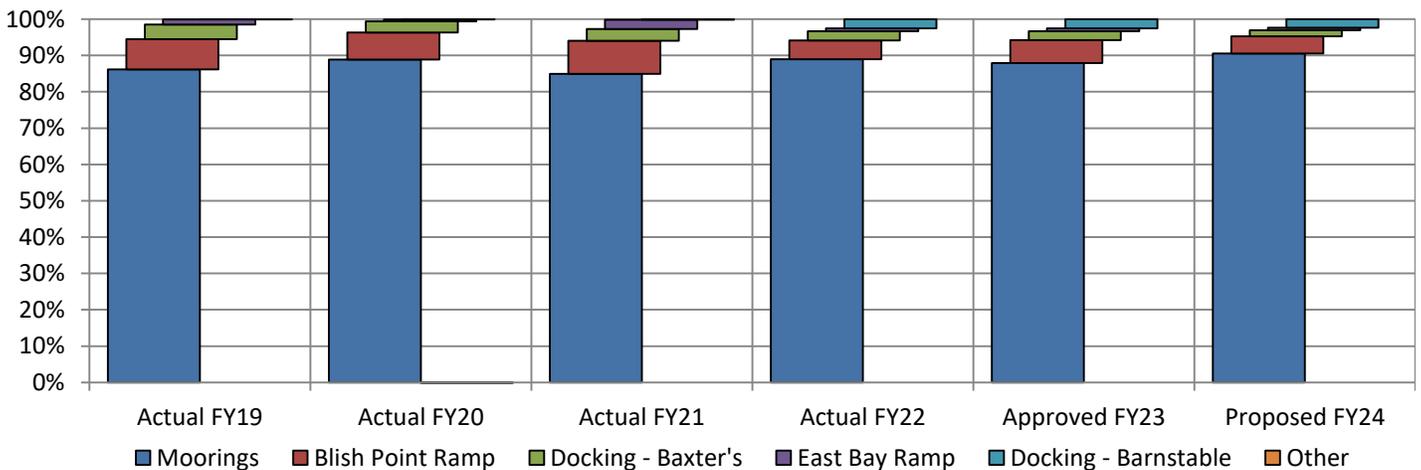
Full Time Employee History



The Harbormaster FTE's have remained level throughout the fiscal years; however, there has been reallocation of salaries between General and Enterprise Funds. FY 2023 includes 0.90fte's for the new Assistant Harbormaster position.

Harbormaster Division Factors Affecting Revenues

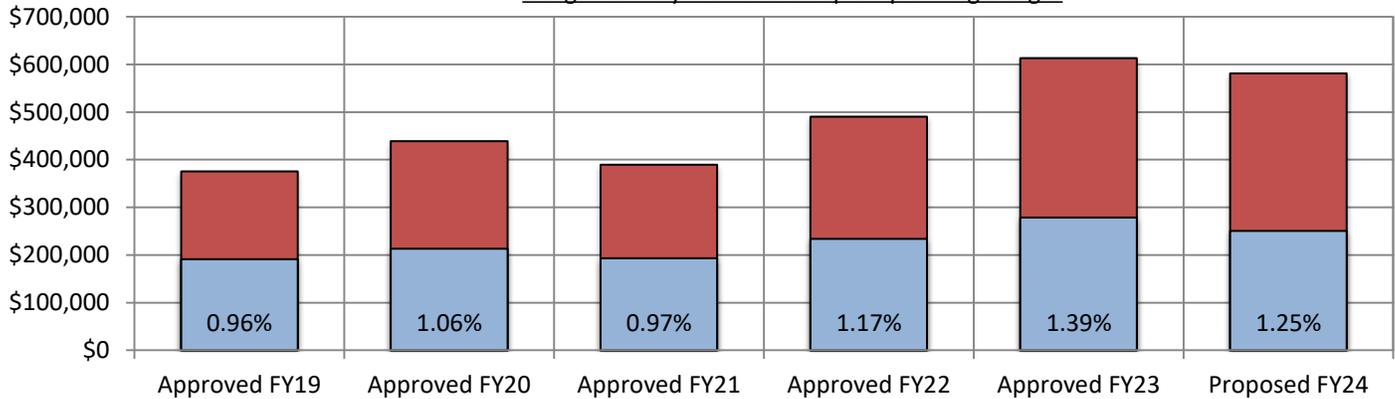
Total Revenue Sources (Excludes Taxes) Historical and Budgeted



When excluding taxes, the Waterways Improvements Special Revenue Fund (mooring fees) provides 90% and Blish Point Ramp provides roughly 10% of total sources of funding to support the harbormaster operations. Other fees include the East Bay Boat Ramp.

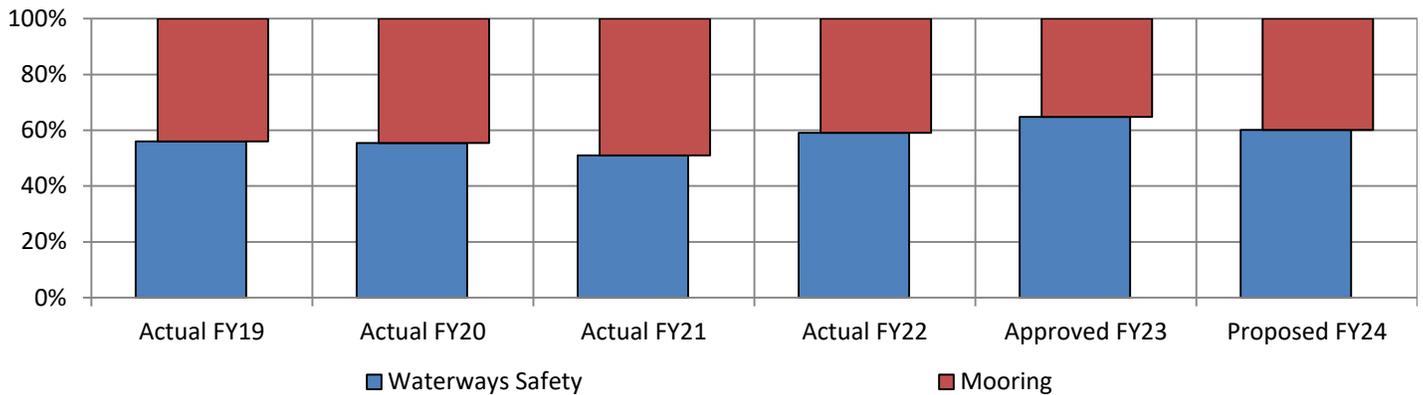
Harbormaster Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



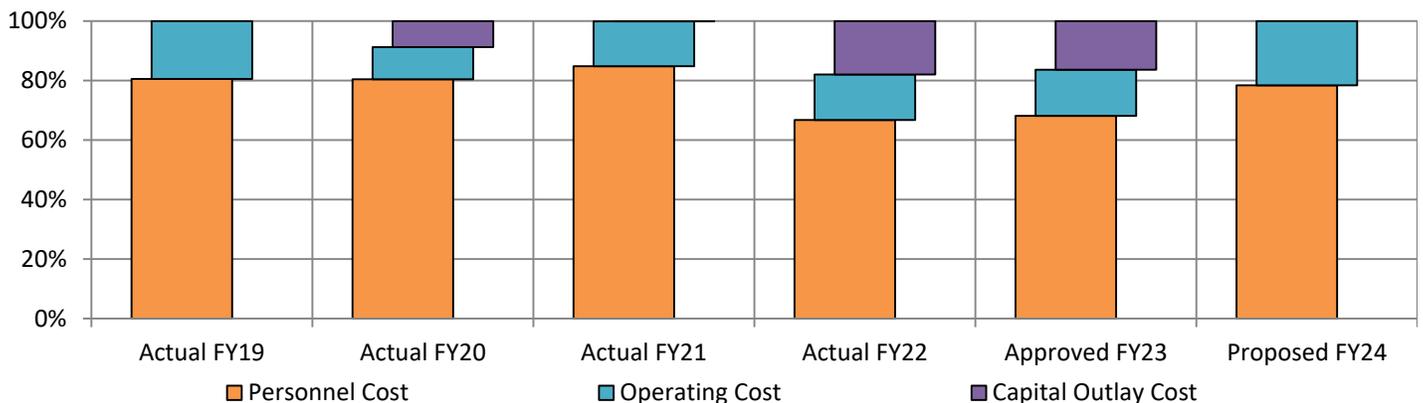
The Harbormaster budget has increased 9.11% annually on average over a six-year period. Seasonal pay increases and software licenses account for the majority of the budget increases. This budget has also increased from 0.96% to 1.25% of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Harbormaster proposed budget is allocated roughly 60% Waterways and 40% Moorings.

Total Expenditures By Category Historical and Budgeted



As a percentage of proposed budget, personnel cost accounts for 78% followed by operating at 22%. No Capital Outlay planned for FY24.

Harbormaster Division Program Services Provided

Waterways Safety Program

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

The Waterways Program is divided into several areas of service being provided to the boating public and others using our waterside facilities including:

- Conduct land patrol activities with an eye towards the (improper) use of Town ways to water, boat ramps, other marine facilities, and for violations of Town ordinances;
- Conduct marine (on the water) patrols to ensure compliance with all pertinent state boating laws and local ordinances concerning the use of the waterways. Also to ensure proper stationing of buoys, mooring placement as it effects navigation, and to assist area boaters;
- Providing emergency response for vessels in distress, overdue/adrift vessels, oil spills, and rescue operations;
- Placing, hauling, and maintaining approximately 200 aids to navigation (channel markers, regulatory buoys and signs, and breakwater lights) which enable boaters to safely navigate through our harbors. These are placed in early spring and removed in late fall. All buoys are repainted and fitted with new tackle, as needed;
- Provide pump out service in the Three Bays area for 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;
- Oversee the daily operation of Blish Point boat ramp in Barnstable, including the collection and pay over of fees.



Calls to Service

Waterways Safety Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$52,234	\$138,879	\$173,706	\$107,678	(\$66,028)	-38.01%
Fees, Licenses, Permits	55,591	54,877	50,000	40,000	(10,000)	-20.00%
Interest and Other	11,576	9,002	-	-	-	0.00%
Special Revenue Funds	174,000	174,000	174,000	202,000	28,000	16.09%
Total Sources of Funding	\$293,401	\$376,758	\$397,706	\$349,678	(\$48,028)	-12.08%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$162,366	\$223,009	\$236,489	\$265,461	\$28,972	12.25%
Operating Expenses	42,086	\$53,749	61,217	84,217	23,000	37.57%
Capital Outlay	88,949	100,000	100,000	-	(100,000)	-100.00%
Total Appropriation	\$293,401	\$376,758	\$397,706	\$349,678	(\$48,028)	-12.08%

Harbormaster Division Program Services Provided (Continued)

Mooring Program

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

In keeping with the spirit and intent of this law, a mooring program was established. The program's intent is to provide efficient utilization of harbor areas, to improve the safety of moored vessels, and to provide adequate space for the enjoyment of all users of the harbors. This is done by controlling the placement of moorings, establishing standards for mooring tackle, and by establishing regular, systematic mooring inspections.

- Working with Assessor's and Tax Collector's offices for compliance of boat excise laws;
- Mooring wait list fee collection and administration;
- Oversight of licensed mooring servicers;
- Removal illegal and abandoned moorings;
- Mooring enforcement, and;
- The program oversees the placement and permitting of approximately 2,300 moorings throughout the Town. Because the demand far exceeds the supply, waiting lists for most of our mooring areas have been established - and we now have over 1,200 entries on twenty-seven waiting lists.

The mooring process is a complex process involving:

- Regulation review and promulgation;
- Fee collection and making payments to Town Treasurer;
- Annual issuance of permits and stickers;
- Oversight of mooring inspections and placement, and;
- Renewal by mail program.



Mooring

Mooring Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$ 29,292	\$ 28,892	\$ 41,703	\$ 50,120	\$ 8,417	20.18%
Special Revenue Funds	174,000	174,000	174,000	181,500	\$7,500	4.31%
Total Sources of Funding	\$203,292	\$202,892	\$215,703	\$231,620	\$15,917	7.38%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$169,482	\$171,496	\$181,862	\$190,279	\$8,417	4.63%
Operating Expenses	33,809	31,396	33,841	41,341	7,500	22.16%
Total Appropriation	\$203,292	\$202,892	\$215,703	\$231,620	\$15,917	7.38%

Marine & Environmental Affairs Department Workload Indicators

Shellfish Program

Description	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected
Actual Vibrio Compliance Checks	43	88	80
Required Vibrio Compliance Checks	40	40	40
Exceeds Expectations	108%	220%	200%

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

Workload Indicator	FY 2021 Actual	FY 2022 Actual	FY 2023 Projected
Recreational Shellfish Permits Issued (represented in permit year)	3,127	3,240	3,200
Commercial Shellfish Permits Issues	47	47	47
Learn to Shellfish Classes (represented in calendar year)	3	6	6

Water Ways Program

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

Mooring Program

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

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

COMMUNITY SERVICES DEPARTMENT

Department Purpose Statement

The Community Services General Fund operations are comprised of two divisions whose purpose is to maintain programmatic oversight of the Town's older adult and youth programs and services, beaches, playing fields, and community buildings. This also includes providing an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages, abilities, and interests, as well as those that will preserve and protect our natural environment. The department also serves as liaison to Veterans Services and the village libraries.

Division Areas

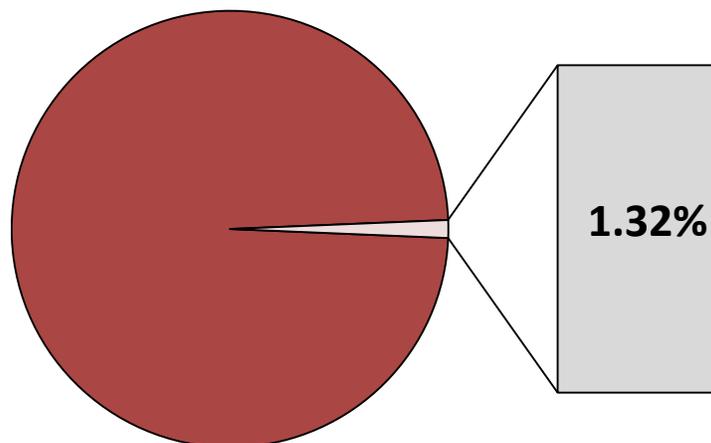


Council on Aging



Recreation

% of FY 2024 Total General Fund Budget



The Community Services Department comprises 1.32% of the total General Fund budget.

Community Services Department Services Provided

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

The Community Services Department provides social, educational, and recreational activities throughout the community for all ages and abilities, and ensures that rules and regulations concerning playgrounds, athletic fields, beaches and the development and delivery of recreational programs and activities are effective. Recreation provides a variety of opportunities and choices for Barnstable citizens to achieve their human potential while preserving and protecting the integrity of the natural environment that will enhance the quality of life for the individuals, families, and the community at large within the Town.



ASP Game Room – HYCC Facility

Aquatics provide and maintain aquatic services at the 16 Town of Barnstable beach sites. Services in the aquatic program include general supervision, operating the gate attendant program, bathhouse attendants, water safety, and a swim program.

The Council on Aging Division provides a wide and diverse array of programs designed to meet the needs of older adults that includes, but is not limited to, the following: support and advocacy services, health and wellness activities, social, recreational and educational programming and events, caregiver support, information and referral, nutrition support, and transportation assistance.

Community Services Department Budget Comparison

Community Services Dept. Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$7,655	\$627,820	\$790,497	\$631,647	(\$158,850)	-20.09%
Fees, Licenses, Permits	3,408	298	-	1,000	1,000	0.00%
Charges for Services	2,049,983	1,902,116	1,860,000	1,958,000	98,000	5.27%
Interest and Other	-	1,860	-	-	-	0.00%
Reserves	-	-	54,000	-	(54,000)	-100.00%
Total Sources of Funding	\$2,061,046	\$2,532,094	\$2,704,497	\$2,590,647	(\$113,850)	-4.21%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$1,839,567	\$2,301,132	\$2,458,697	\$2,344,847	(\$113,850)	-4.63%
Operating Expenses	189,717	200,962	225,800	225,800	-	0.00%
Capital Outlay	31,761	30,000	20,000	20,000	-	0.00%
Total Appropriation	\$2,061,046	\$2,532,094	\$2,704,497	\$2,590,647	(\$113,850)	-4.21%

Summary of Budget Changes

The Community Services Department's proposed FY 2024 budget is decreasing \$113,850, or 4.2% less from the approved FY 2023 budget. Personnel costs are declining due to turnover in staffing, anticipated vacancy savings and the reallocation of salary and wages between Enterprise Fund and General Fund operations. Capital outlay continues the annual recreation equipment replacement program.

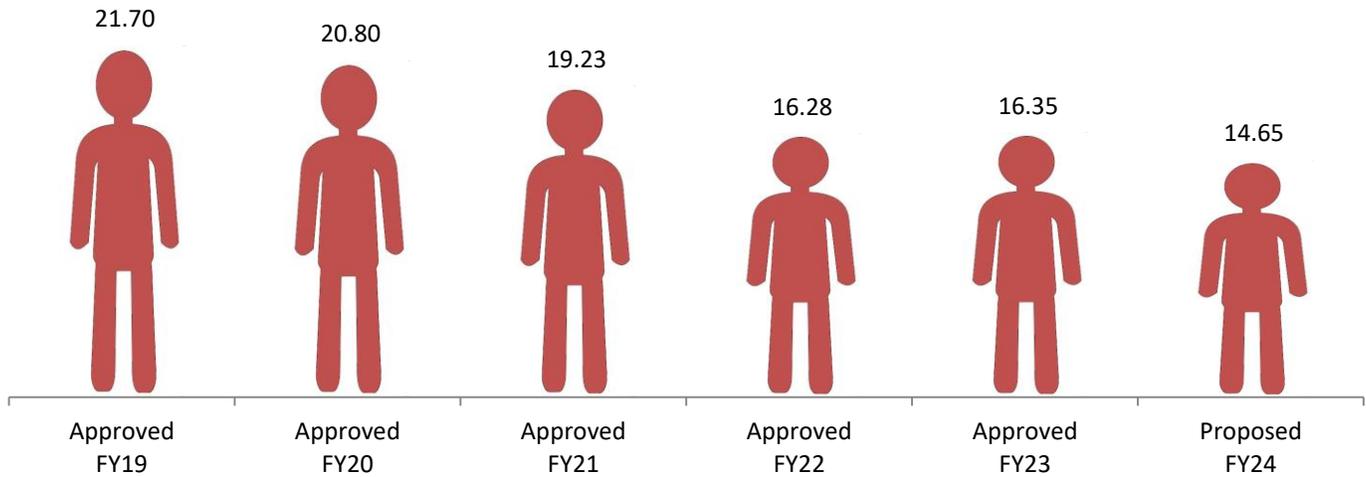
Community Services Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$2,704,497	
Contractual Obligations, Staff Turnover and Allocation Changes	(113,850)	-	-	113,850	-
One-Time Charges	-		(20,000)	(20,000)	-
FY 2024 Budget Changes					
1. Aquatic Equipment	-	-	20,000	20,000	-
FY 2024 Proposed Budget	(\$113,850)	\$0	\$0	\$2,590,647	-

1. **Aquatic Equipment** – Continuation of department equipment replacement schedule.

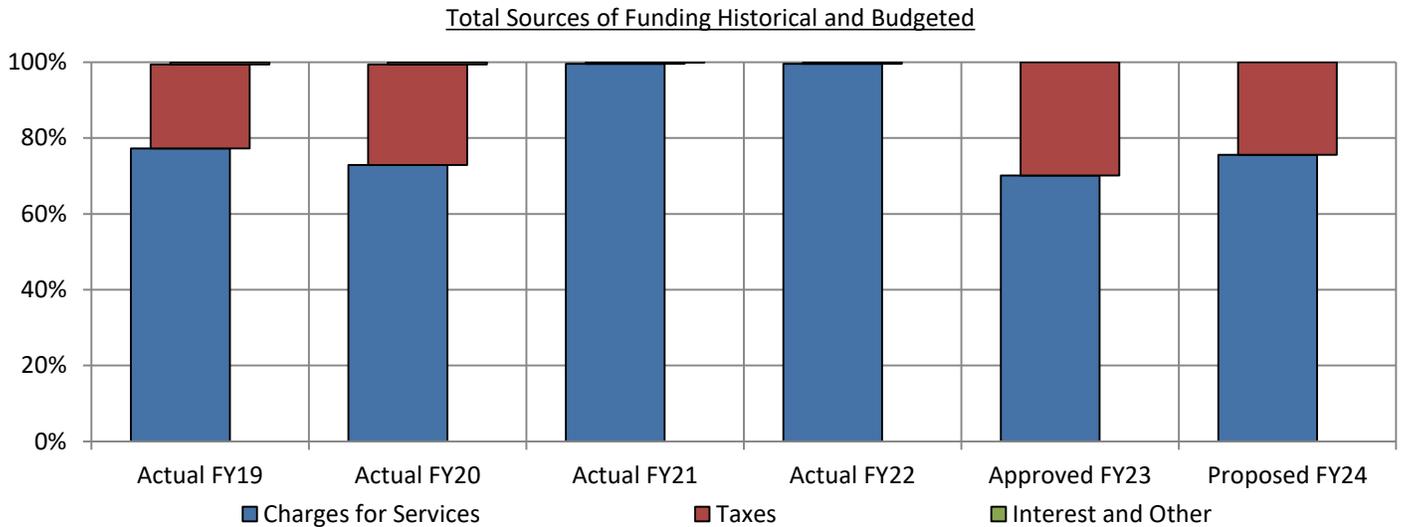
Community Services Department Factors Affecting FTE's

Full Time Employee History



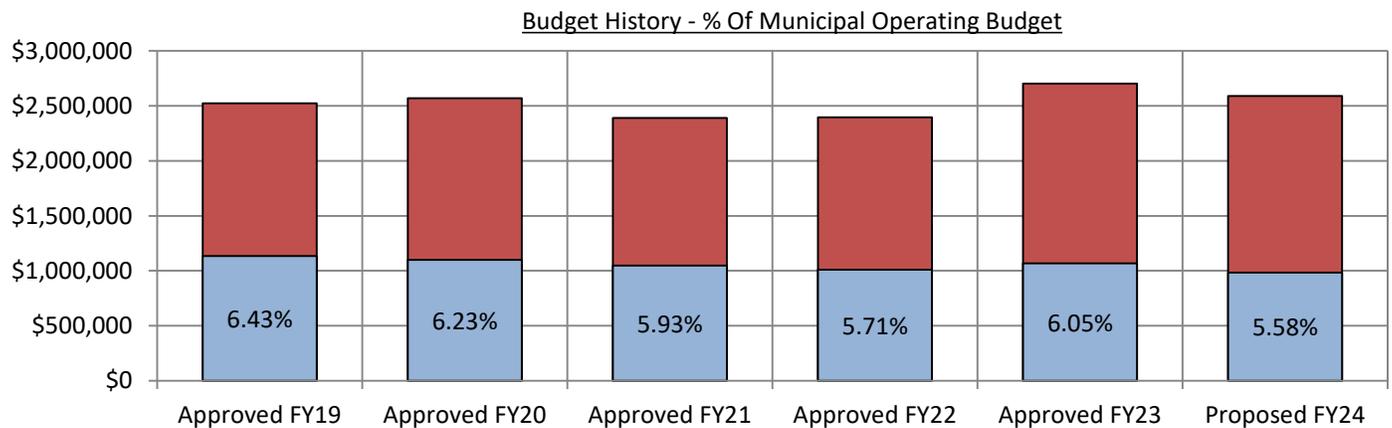
FY 2019 includes additional hours for Council on Aging personnel, FY 2021 transfers the 2 full-time equivalents for communications staffing out of the department as part of a reorganization, and FY 2022 has a net of 3 full-time equivalents decrease mostly due to the closure of the Adult Supportive Day program. The FY 2024 budget allocates more staffing to the Community Services Department's enterprise Fund operations.

Community Services Department Factors Affecting Revenues



Charges for services provide 76% and taxes provide 24% of the proposed budget. Beach stickers and daily parking account for the largest sources of funding for this operation. However, various fees are also charged for summer and winter programs. General Fund support for leisure programs has increased in FY24.

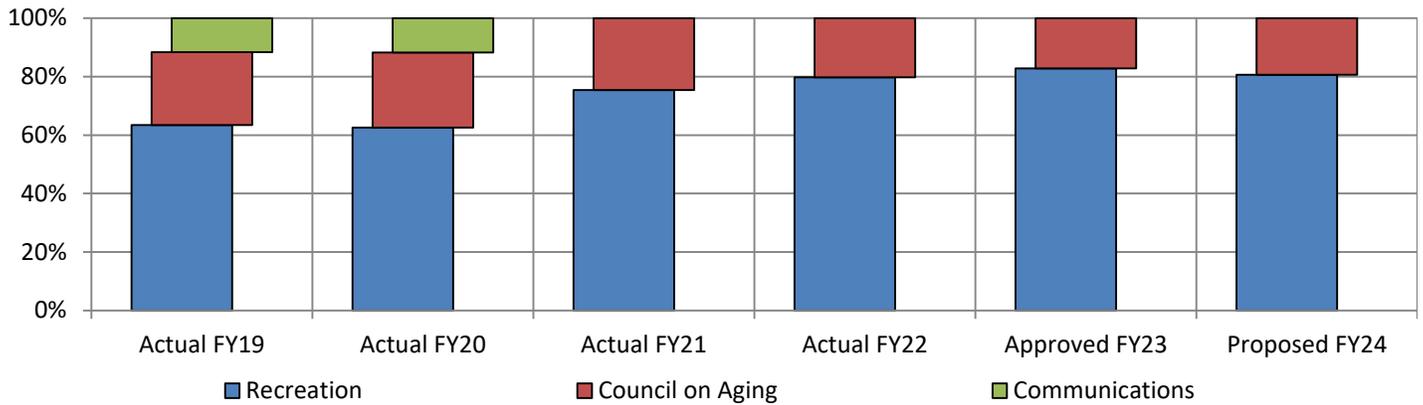
Community Services Department Factors Affecting Expenses



This department's budget has increased 0.44% annually on average over a six-year period. This budget has also experienced a decrease from 6.43% to 5.58% of total municipal operating budget (excludes other requirements and schools).

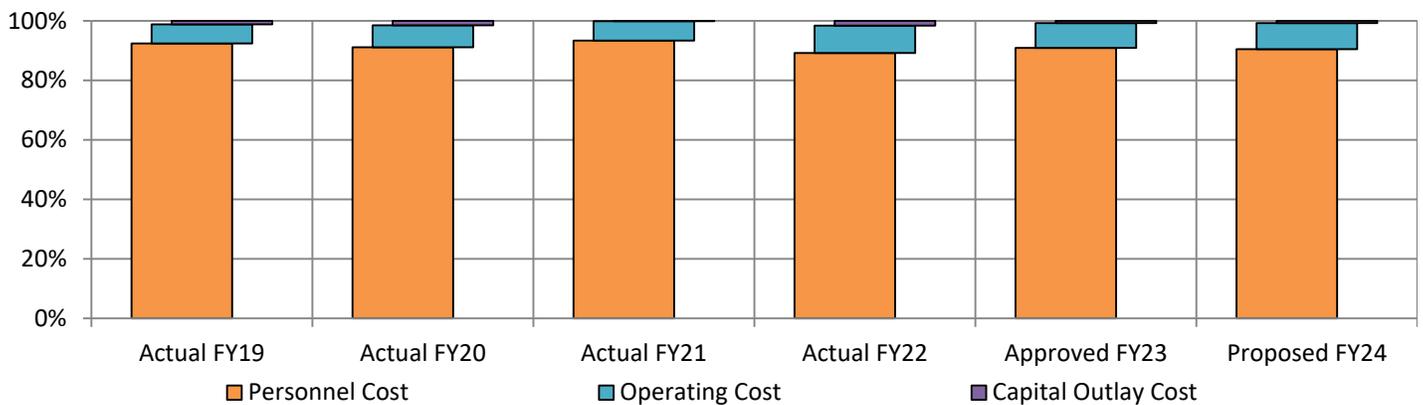
Community Services Department Factors Affecting Expenses

Total Expenditures By Division Historical and Budgeted



Recreation is the largest division in the department representing 81% of the proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 91% of the department's proposed budget. Actual results for personnel cost has remained consistent within that range. Seasonal workers account for a large portion of the department's personnel cost.

COUNCIL ON AGING DIVISION

Purpose Statement

The Council on Aging Division supports older adults in our community by providing programs and support services designed to optimize their quality of life, reduce social isolation, and help them maintain their independence so they may successfully age-in-place in Barnstable. Our vision at the Barnstable Adult Community Center is to provide an inclusive, diverse, and welcoming environment, and to offer opportunities that engage, enrich, and empower our older residents.

Program Areas

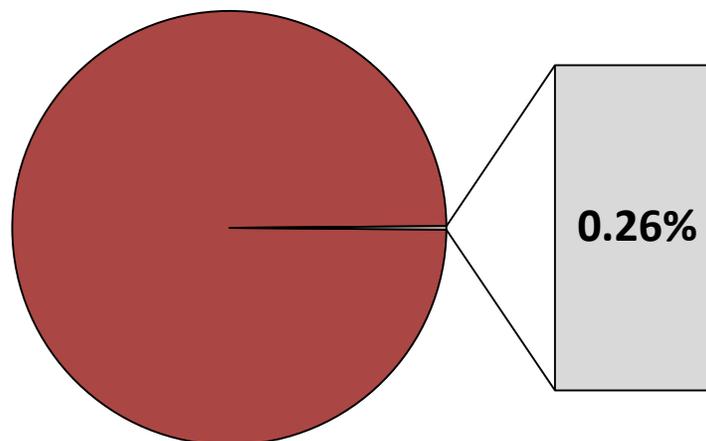
Support and Advocacy Services Program

Family Caregiver Support Services Program

Health, Wellness and Enrichment Program

Volunteer and Civic Engagement Program

% of FY 2024 Total General Fund Budget



The Council on Aging Division budget comprises 0.26% of the overall General Fund operating budget.

Council on Aging Division Services Provided

<https://townofbarnstable.us/coa/>

The Council on Aging Division provides a broad spectrum of programs and services, ranging from support services and advocacy, caregiver support, volunteer opportunities and social, educational and wellness activities that help to enhance the quality of life of older adults in our community and ensure that they continue to thrive and remain physically, mentally, and civically engaged as they age. The Barnstable Adult Community Center offers a diverse array of activities, including exercise classes, technology classes, health seminars, caregiver support groups, movies, and art workshops, musical entertainment, social clubs and discussion groups, congregate lunch, intergenerational activities, and blood pressure clinics.



Barnstable Adult Center- Aerial View

Council on Aging Division Recent Accomplishments

- ✓ Our focus this year was to help our Barnstable older adults re-engage with the center and the community. The BACC team has worked diligently to foster a safe and welcoming environment for our patrons. We have many new BACC staff members and the team has been busy creating new outreach, programs, classes and events to encourage our older adults to reach out for resources and services and encourage them to attend in person activities.
- ✓ Our Outdoor Walking Program grew in popularity and our older adults enjoyed guided walks by BACC staff on local age-friendly trails. We also added additional indoor and outdoor cozy seating areas at the center to further encourage socialization. We held a Welcome Back Luncheon and a Summer Barbecue Picnic, complete with live music for entertainment. During the town Unity Day Celebration in June, members of our team engaged with many older adults to spread the word about what the BACC has to offer and handed out T-shirts promoting the center. This summer into fall, we offered local field trips with transportation provided, to WHOI in Falmouth, a Golf Range Day at Old Barnstable Fair Grounds Golf Course, apple and pumpkin picking, a Halloween Cafe and a cranberry bog tour.
- ✓ The BACC continues to welcome many of our older adults back into the center, when they felt safe and ready to attend in person programming once more. Our exercise classes, wellness series, movies, informational lectures and congregate lunches have all seen an increase in attendance. Getting to experience the many Dementia Friendly programs, events and classes live instead of virtually, has been appreciated so much by our patrons and caregivers. Everyone is so grateful to be able to attend in person programming again after the social isolation felt during the first years of the pandemic.
- ✓ During this period, the BCOA received 2,044 Outreach calls. We have been able to assist people once again in person with Real Estate Tax Assistance, Fuel Assistance, and assisted over 280 people with SHINE counseling appointments during Medicare Open Enrollment. There were 120 referrals to Elder Services for older adults in need of more complex assistance. At Thanksgiving, we delivered 137 meals to homebound older adults, and provided bags of holiday gifts to older adults who live alone and have few social supports. Caregiver support continued, in the form of daily calls made to caregivers in need of support.

Council on Aging Division Recent Accomplishments (Continued)

- ✓ A total of 51,298 home delivered meals went out to 236 consumers and 441 congregate meals were served to 29 diners at the center through the Elder Service of Cape Cod and the Islands nutrition program.
- ✓ In partnership with the Greater Boston Food Bank we provided 230 low-income older adults with a monthly supplemental bag of nutritious food.
- ✓ AARP Tax Aid Volunteers were able to assist 189 local residents with their income tax preparation.
- ✓ We received a formula grant from the Executive Office of Elder Affairs for \$171,708. This grant provides a major source of funding and covers the cost of staff positions including the Activity Coordinator, P/T Division Assistant, and partially funds our Support Services Coordinator and helps to offset vehicle maintenance expenses and mailing costs for THRIVE magazine. We also received a “service Incentive Grant” from the Massachusetts Councils on Aging in the amount of \$9,000 to support dementia friendly programs, caregivers respite and honoring caregivers in our community initiatives.
- ✓ In support of caregivers, the Family Caregiver Support Program staff offered many programs. We provided 77 Dementia Friendly and respite programs. UCLA Memory Trainings were also offered by BACC staff members with over 50 participants. In an effort to make caregiver services easier to access throughout the seven villages, our Caregiver Support Services Coordinator was available monthly at each of the seven libraries with community resources, educational programming, SHINE information and caregiver guidance. Three sessions of the Savvy Caregiver Program were also offered. Perceptive Caregiver training is available for individuals caring for a family member or friend living with dementia and includes sessions that cover topics aimed at improving the lives of people living with dementia and those who care for them. Eighteen local caregivers attended these sessions.
- ✓ We also collaborated with the Barnstable Police and Fire Departments to offer the First Annual Safety Day Event. This event brought over 200 people and 30 vendors into the center for an action packed day. Attendees received resources to assist them to safely age in place. Coffee with a Cop was also brought back to the BACC and has been well received by patrons and our police department alike.
- ✓ The Executive Office of Elder Affairs developed training on the Prevention and Elimination of Discrimination Based on Sexual Orientation and Gender Identity and Expression. The staff of the BCOA has completed this training. The Barnstable Council on Aging supports EOEAs’ commitment to ensuring that all individuals receiving services at the BACC are treated with respect and compassion regardless of race, creed, gender identity, or whom they love
- ✓ Thanks to funding support from the Friends of the Barnstable Council on Aging, with their help we have been able to continue to offer creative ways to teach, entertain, and provide food and other supports to our older residents. The FBCOA generously funded our Saint Patrick’s Day Luncheon, refreshments and recyclable bags for Safety Day, Annual Turkey Trot Meals, subsidized our Holiday Luncheon to help keep ticket costs low as well as many other various programs. Their support has been essential to our ability to offer creative and fun programs, as well as necessary and vital supports to our older residents during this challenging time. The COA Board continues to support the BACC, meeting monthly and volunteering during events. They are currently actively recruiting, in an effort to expand their membership.
- ✓ The BACC worked with the Youth Commission, Barnstable Fire Departments, Police Department, Cape Cod Veterans Center, Barnstable Intermediate and High Schools, to offer valuable collaborations at the center throughout the year.

Council on Aging Division Goals and Objectives

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

Short-Term:

1. As required through our AARP and World Health Organization Age-Friendly designation, continue work on the implementation of the Age-Friendly action plan, in partnership with UMass Boston's Gerontology Institute and other town departments. **(SP: Quality of Life, Public Health and Safety, Education, Communication)**
2. Promote awareness of the Family Caregiver Support Services program. This program offers support and referral services and educational and training opportunities, developed to ease the burden and provide meaningful support to local caregivers and their loved ones. **(SP: Education, Communication, Quality of Life)**
3. Work with the Planning and Development Department and the Department of Public Works to develop a master plan for the outdoor spaces at the Barnstable Adult Community Center to maximize their use for recreational purposes to benefit the health and well-being of our residents. **(SP: Infrastructure, Public Health and Safety, Quality of Life)**
4. Continue to collaborate with Barnstable Neighbor to Neighbor (BN2N) to broaden the safety net for isolated older adults in the seven villages. **(SP: Public Health and Safety, Quality of Life)**
5. Partner with the Discovery Center to explore new opportunities for civic engagement and life enrichment for all older adults in our community. Assist Barnstable older adults to find purpose and motivation by engaging with local nonprofits, government agencies and others by using their skills and experience in social purpose work and reaping the benefits of living purposeful, active lives. **(SP: Education, Communication, Quality of Life)**



Council On Aging Box Lunch

6. Collaborate with the Communications Team, to explore new methods of promoting awareness of our programs and services to the community. **(SP: Communication, Education, Quality of Life)**
7. Continue working with the Department of Public Works on facility improvements, now that the Sprinkler System repair is complete. **(SP: Infrastructure, Public Health and Safety)**
8. Actively continue to pursue available grant funding to help sustain our services, build capacity, and offset program costs. **(SP: Finance)**

Council on Aging Division Goals and Objectives (Continued)

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

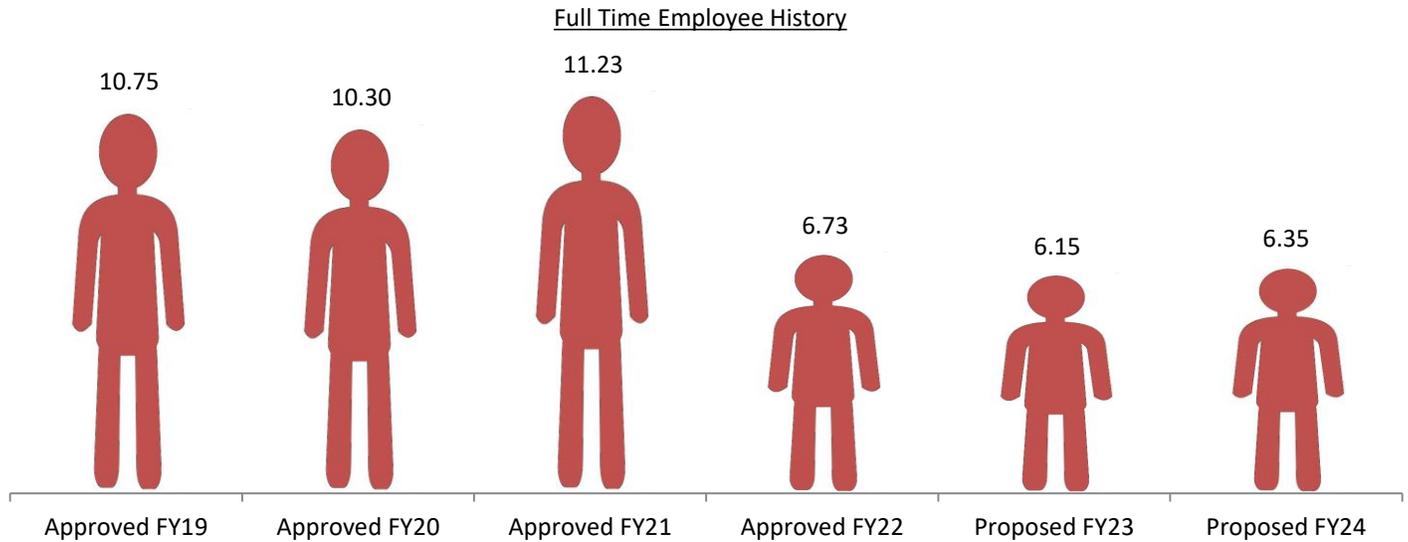
Long-Term:

1. Continue to restructure, develop, and enhance programs and services that improve the lives of Barnstable's older residents including support services, advocacy, transportation assistance, and caregiver support services to ensure that our efforts to assist older adults to age in place and maintain their independence are attainable. **(SP: Public Health and Safety, Quality of Life)**
2. Identify and recruit town and community leaders, and representatives from various departments and businesses, to form an Age Friendly Steering Committee. The Steering Committee's goal will be to identify and find ways to strategically implement the eight Age Friendly Domains focusing on a couple at a time until all are in place. (The eight Age Friendly Domains are: 1. transportation 2. housing 3. outdoor spaces and buildings 4. community support and health services 5. communication and information 6. civic participation and employment 7. respect and social inclusion 8. social participation). **(SP: Public Health and Safety, Communication, Quality of Life, Education)**
3. Further engage with our aging service partners and participate in regional and local aging and human service networks to assess the growing needs of the aging community so we can ensure that all older residents can age successfully and maintain a high quality of life. **(SP: Public Health and Safety, Education, Communication)**
4. Develop community partnerships, especially for those that promote intergenerational collaborations in our community. Establishing intergenerational relationships enables all groups to learn about each other's differences and similarities, while building relational capacity and leading to greater understanding and acceptance across the age span. These relationships help to eradicate ageist stereotypes and build bridges that enrich the culture of our town and are vital to our efforts to build community. **(SP: Education, Communication, Quality of Life)**
5. Continue to enhance our marketing and community engagement efforts to reach out to a more diverse population that more accurately reflects the changing demographics of Barnstable residents. **(SP: Education, Communication)**
6. Continue to work closely with the Department of Public Works to ensure successful maintenance of the facility. **(SP: Infrastructure, Finance)**



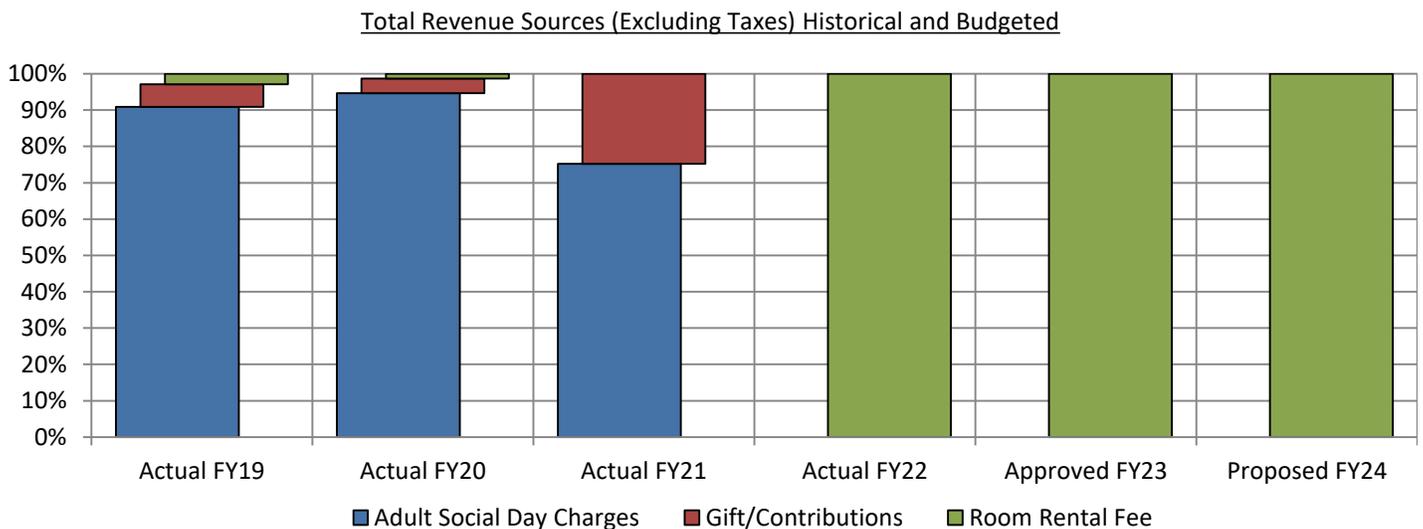
Vietnam Vets Day 2021 The Long Walk Close Up

Council on Aging Division Factors Affecting FTE's



FY 2019 included increased hours for a van driver, a part-time custodian, and assistant. FY 2022 includes a net (4.05)ftes due to the closure of the Adult Supportive Day program. FY 2023 includes (0.58)fte custodian position transferred out to the Public Works Department.

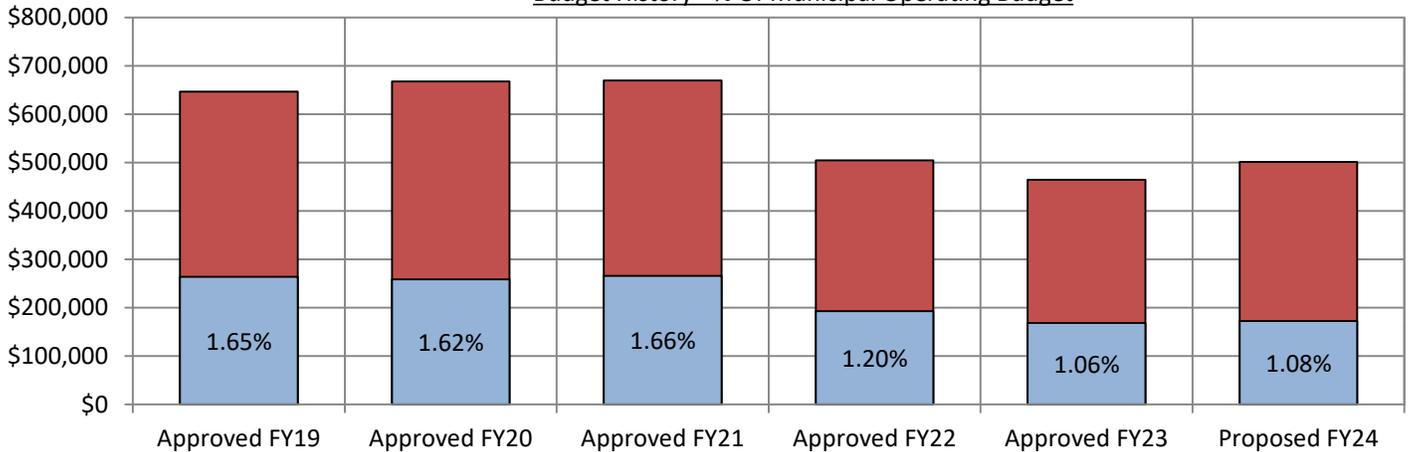
Council on Aging Division Factors Affecting Revenues



Taxes provide 99% of total sources of funding for the Council on Aging proposed budget. Excluding taxes, room rental fee will cover 100% of total operating sources of revenue. The Adult Support Day Program was a source of revenue; however, demand for the program had been in decline for a number of years prior to the pandemic. Due to public health crisis, the program has been suspended indefinitely, and the caregiver program has been restructured to provide virtual caregiver support.

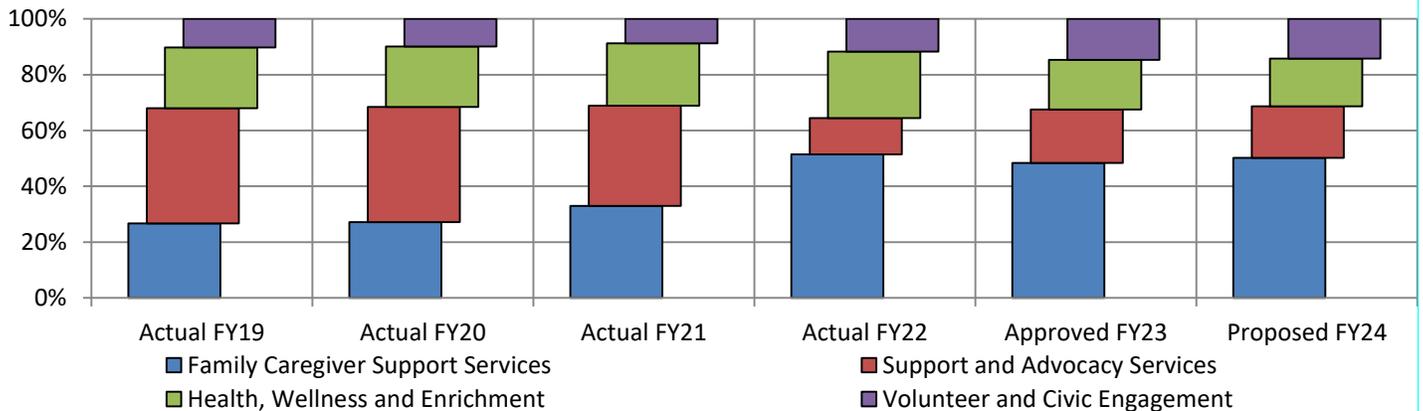
Council on Aging Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



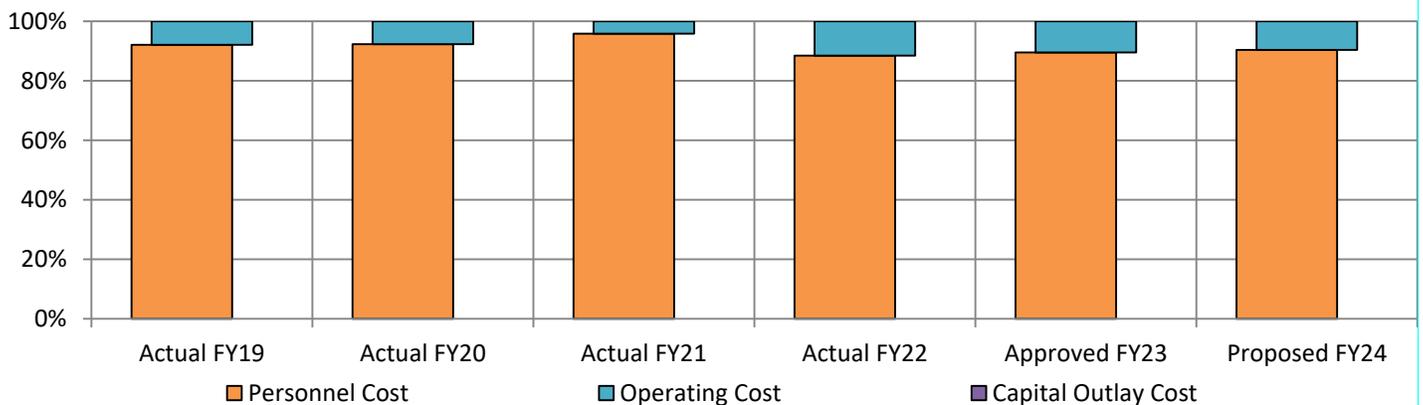
The division's budget has decreased (4.05%) annually on average over a six-year period. This budget has decreased from 1.65% to 1.08% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Family Caregiver Support Services program represents 50% of this division's proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 90% of this division's proposed budget followed by 10% operating cost.

Council on Aging Division Budget Comparison

Council on Aging Division Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$413,989	\$413,289	\$464,336	\$500,524	\$36,188	7.79%
Fees, Licenses, Permits	3,408	298	-	1,000	1,000	0.00%
Charges for Services	-	500	-	-	-	0.00%
Interest and Other	-	50	-	-	-	0.00%
Total Sources of Funding	\$417,397	\$414,137	\$464,336	\$501,524	\$37,188	8.01%

Expenditure Category						
Personnel	\$369,077	\$371,150	\$416,036	\$453,224	\$37,188	8.94%
Operating Expenses	48,320	42,987	48,300	48,300	-	0.00%
Total Appropriation	\$417,397	\$414,137	\$464,336	\$501,524	\$37,188	8.01%

Summary of Budget Changes

Council on Aging Division's proposed FY 2024 budget increased by \$37,188, or 8.01% from the approved FY 2023 budget. Personnel budget change includes contractual obligations.

Job Title	FY 2022	FY 2023	FY 2024	Change
Adult Day Coordinator	1.00	-	-	-
Adult Day Program Assistant	1.50	-	-	-
Assistant Community Services Director	-	-	0.25	0.25
Assistant Director Council On Aging	1.00	1.00	1.00	-
Budget and Finance Manager	-	-	0.10	0.10
Custodian	1.18	-	-	-
Community Services Director	0.40	0.40	0.25	(0.15)
Council On Aging Director	1.00	1.00	1.00	-
Division Assistant	1.00	1.00	1.00	-
Office Manager/Executive Assistant	0.45	-	-	-
Outreach & Development Coordinator	1.00	1.00	1.00	-
Outreach Coordinator	0.75	0.75	0.75	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Van Driver Senior Services	0.95	-	-	-
Full-time Equivalent Employees	11.23	6.15	6.35	0.20

Council on Aging Program Services Provided

The Council on Aging Division has long been the gateway for older people in the Town of Barnstable to access programs and services to provide support and help them maintain their independence. Currently, over 32% of the Town's population is over 60. Demographic projections indicate that this cohort will rise steadily in the coming years and is projected to reach 42% by 2030, placing an increasing demand on the Council on Aging Division to continue to meet the needs of older residents in our community. We are responding to this by identifying and providing needed programs and services. The Council on Aging Division is proud to offer a wide array of opportunities for interaction, assistance, engaging our older citizens to stay connected to their community and, our programs, and services help them to maintain a healthy and active lifestyle.



Chair Yoga

Support and Advocacy Services Program

For many older people, 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 Support and Advocacy Services staff assists older residents to ensure they are enrolled in any federal, state, or local government programs they are eligible for, resulting in significant cost savings for many older adults 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 Support and Advocacy Services Program also acts as a safety net for isolated and homebound older people in our community. In spite of all of the challenges, the Support Services staff overcame barriers, and still safely worked diligently to meet the needs of all who needed support services in our community throughout the pandemic.

Support and Advocacy Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$54,421	\$79,158	\$89,116	\$92,397	\$3,281	3.68%
Charges for Services		500	-	-	-	0.00%
Interest and Other		50	-	-	-	0.00%
Total Sources of Funding	\$54,421	\$79,708	\$89,116	\$92,397	\$3,281	3.68%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$53,557	\$58,949	\$65,791	\$69,072	\$3,281	4.99%
Operating Expenses	864	20,759	23,325	23,325	-	0.00%
Total Appropriation	\$54,421	\$79,708	\$89,116	\$92,397	\$3,281	3.68%

Council on Aging Program Services Provided (Continued)

Family Caregiver Support Services Program

Our Family Caregiver Support Services Program offered welcome support to local caregivers and those in our community living with some form of cognitive impairment. Trained and professional staff, with years of experience in developing dementia friendly programming and family caregiver services was a valuable resource for family caregivers in Barnstable.

Services are designed to support, engage, and educate family caregivers and those facing a dementia diagnosis. Perceptive Caregiver and other programs offered opportunities to learn the facts about the pathology and of the disease process of dementia, coping strategies, and local support services. Caregiver Conversations and other support groups offered opportunities to share with other caregivers in a safe and respectful forum, moderated by dementia-trained professionals. Dementia friendly activities offer entertainment, fitness and other activities designed to engage those with dementia and afford some respite to caregivers.



OAC Hathaway Pond Trail Walk

The Council on Aging Division has a long history of offering support to family caregivers in our community, and we remain resolute in that commitment. Our staff understands the unique challenges facing those with a dementia diagnosis, as well as the impact that diagnosis has on family members. They are here to help residents in our community find the support services that they need and offer residents guidance and caring compassion on their caregiver journey.

Family Caregiver Support Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$214,565	\$194,455	\$224,538	\$251,883	\$27,345	12.18%
Total Sources of Funding	\$214,565	\$194,455	\$224,538	\$251,883	\$27,345	12.18%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$214,565	\$190,206	\$219,763	\$247,108	\$27,345	12.44%
Operating Expenses	-	4,250	4,775	4,775	-	0.00%
Total Appropriation	\$214,565	\$194,455	\$224,538	\$251,883	\$27,345	12.18%

Council on Aging Program Services Provided (Continued)

Health, Wellness and Enrichment Program

The Barnstable Adult Community Center offers numerous classes and activities on a daily basis designed to help older people 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 enrichment activities including computer classes, movies, art workshops, musical entertainment, and intergenerational activities.

People have become more aware of the importance of remaining physically active across the age span. There is mounting medical evidence that life expectancies and health outcomes are much more positive for older adults who pursue activities that will enhance their physical, emotional, and mental well-being. To support this, we offer a vast array

of opportunities to benefit people of all levels of fitness and ability. Fitness classes that support balance, bone density, and flexibility are all offered. Classes that support wellbeing such as meditation, and support groups of all types offer a caring community of people who understand what you may be dealing with in your life. From yoga, chair yoga, tai chi and qi gong to zumba, cardio fitness, country line dancing and so many more, there is a class for everyone!



Pool Sharks

Health, Wellness & Enrich. Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$95,887	\$78,635	\$82,616	\$84,897	\$2,281	2.76%
Fees, Licenses, Permits	3,408	298	-	1,000	1,000	0.00%
Total Sources of Funding	\$99,295	\$78,933	\$82,616	\$85,897	\$3,281	3.97%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$51,838	\$63,826	\$65,641	\$68,922	\$3,281	5.00%
Operating Expenses	47,456	15,108	16,975	16,975	-	0.00%
Total Appropriation	\$99,295	\$78,933	\$82,616	\$85,897	\$3,281	3.97%

Council on Aging Program Services Provided (Continued)

Volunteer and Civic Engagement Program

Research has shown that volunteering is good for your mental and physical health. The Council on Aging Division relies heavily on the valuable services provided by those who graciously volunteer their time at the Center. Older people, likewise, find great meaning, and value in the time spent volunteering. This mutually beneficial activity enables the Council on Aging Division to conduct many of its programs and services. Volunteer positions include front desk receptionists, class instructors, Brown Bag volunteers, and 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.



COA Zumba Classes

With the anticipated length of time that a person spends in retirement increasing by decades, the needs of retired persons has also increased. Retired persons are actively seeking the opportunity to explore many different options and experiences to fill these years. Some realize that they will require additional income to assure that they have sufficient financial resources, and they are seeking assistance with updating their skills for new job opportunities. Others have goals that are more aspirational and hope to try new volunteer opportunities in civic or charitable engagement, which will add meaning to their retirement and contribute to the betterment of society. The BCOA will continue to offer programs that provide support and guidance in helping people navigate this transitional time in their lives. These services will help older adults maximize their satisfaction and increase the likelihood that this last chapter can truly be the best and most meaningful time in their lives.

Volunteer and Civic Engmt. Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$49,115	\$61,040	\$68,066	\$71,347	\$3,281	4.82%
Total Sources of Funding	\$49,115	\$61,040	\$68,066	\$71,347	\$3,281	4.82%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$49,115	\$58,170	\$64,841	\$68,122	\$3,281	5.06%
Operating Expenses	-	2,870	3,225	3,225	-	0.00%
Total Appropriation	\$49,115	\$61,040	\$68,066	\$71,347	\$3,281	4.82%

RECREATION DIVISION

Purpose 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.

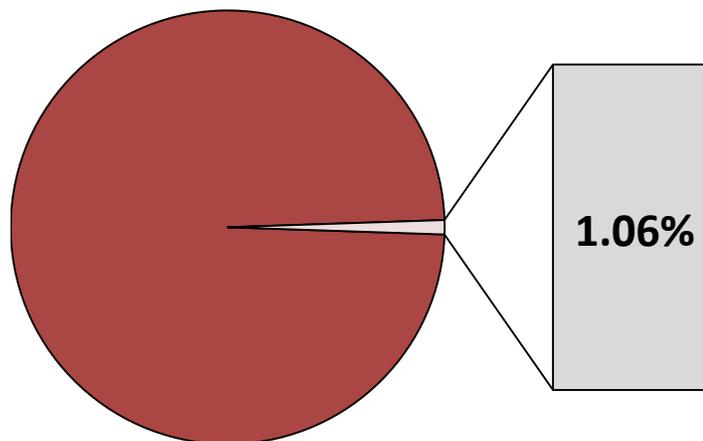
Program Areas



Activities

Aquatics

% of FY 2024 General Fund Budget



The Recreation Division comprises 1.06% of the overall General Fund budget.

Recreation Division Services Provided

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

The Town of Barnstable has numerous playgrounds, parks, and beaches that offer recreational opportunities through the Recreation Division. These programs include, but are not limited to volleyball, yoga, computer coding, esports, basketball, soccer, swim lessons, and much more! The Recreation Division provides opportunities for residents to be active and to interact with other residents, to develop youth skills, and instill community values.

Recreation Division Recent Accomplishments

- ✓ Received a 9.8 rating out of 10 for all Recreation Programs using the Customer Satisfaction Rating System developed for program evaluation (using national standards).
- ✓ Received the Massachusetts Recreation and Park Association's Regional Community Impact award in recognition of outstanding service and dedication to the community.
- ✓ Obtained \$15,000 in Community Development Block Grant funding to subsidize low income families in the community to participate in recreation programs.
- ✓ In collaboration with Representative Kip Diggs, the Youth Commission was awarded \$60,000 in state ARPA funds to assist with various projects and initiatives to support youth in the community.
- ✓ Youth Commission hosted the Community Substance Abuse Prevention Forum, Youth Job Fair, 7th Grade Youth Summit, and One Love training.
- ✓ Successfully developed new partnerships and implemented additional programs and special events to meet the ever-changing needs of residents.
- ✓ Resumed Friday Night Social program for individuals with disabilities after hiatus due to COVID-19.
- ✓ Successfully transitioned to OpenGov software program and issued over 21,000 annual beach parking permits via online or mail in applications.



Soar Basketball

- ✓ Upgraded our RecTrac software program for in person and online registration.
- ✓ Purchased and installed a street soccer cage for new programming and open play opportunities at the Hyannis Youth and Community Center.
- ✓ Completed renovation of the Osterville Bay softball/baseball field including: new field, fencing, irrigation and parking.
- ✓ Promoted John Gleason to Recreation Director, George Noonan to Assistant Recreation Director and hired new Program Coordinators Jacqueline Keaney and Jack Kapanke.
- ✓ Re-certified all lifeguards in American Red Cross Lifeguard Training and Professional Rescuer CPR.

Recreation Division Goals and Objectives

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

Short-Term:

1. Continue to provide support to the Barnstable Youth Commission, including annual events: Substance Abuse Forum, One Love, Youth Job Fair, Youth Summit and other programs to support our youth. **(SP: Education, Public Health & Safety, Quality of Life)**
2. Continue to increase communication to the community through website improvements, increased Social Media presence, and informational opportunities. **(SP: Quality of Life, Communication).**
3. Complete final design through playground committee and public opinion to install a new inclusive playground at the Centerville Recreation campus. **(SP: Quality of Life, Public Health & Safety)**
4. Work cooperatively with the Department of Public Works to facilitate field renovations at the Centerville Bay Lane property and continue improvements to recreational spaces as outlined in the Comprehensive Field Study. **(SP: Quality of Life, Public Health & Safety)**
5. Explore opportunities to access and enjoy the water with non-motorized watercrafts at Dowses Beach. **(SP: Quality of Life)**
6. Plan, organize, and host newly modified version of the Annual Cape Cod Lifesaving Competition at Craigville Beach, August, 2023. **(SP: Education, Public Health & Safety, Quality of Life)**



Leisure Program - Archery

Long-Term:

1. Continue working closely and cooperatively with the Department of Public Works developing Capital Improvement Projects, as well as maintenance improvements to upgrade and maintain the following Town of Barnstable Recreation facilities to adhere to any requirements and guidelines: beach buildings, community buildings, skate-park, outdoor play areas, playgrounds, and athletic facilities. **(SP: Infrastructure & Assets, Quality of Life, Public Health & Safety)**
2. Work cooperatively with the Department of Public Works, Osterville Village Association, and Town entities to develop a master plan to complete all renovations to the remaining property at Osterville Bay campus. **(SP: Infrastructure, Quality of Life)**
3. Through Town of Barnstable Resources, provide educational outreach to our residents and taxpayers regarding all recreational Human Resources (i.e. high school and youth oriented job fairs, etc.) opportunities especially for our youth. **(SP: Education, Communication, Quality of Life)**
4. In cooperation with the Department of Public Works and the community, develop a comprehensive site plan for the grounds of the Hyannis Youth & Community Center, to potentially include: splash pad, outdoor recreational space, skate park rehabilitation, basketball facility, and a multigenerational outdoor fitness area. **(SP: Infrastructure, Quality of Life)**

Recreation Division Budget Comparison

Recreation Division Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$ -	\$ 214,531	\$ 380,161	\$ 131,123	\$ (249,038)	-65.51%
Charges for Services	2,049,983	1,901,616	1,860,000	1,958,000	98,000	5.27%
Interest and Other	-	1,810	-	-	-	0.00%
Total Sources of Funding	\$2,049,983	\$2,117,957	\$2,240,161	\$2,089,123	(\$151,038)	-6.74%

Expenditure Category						
Personnel	\$1,470,491	\$1,929,982	\$2,042,661	\$1,891,623	(\$151,038)	-7.39%
Operating Expenses	141,397	157,975	177,500	177,500	-	0.00%
Capital Outlay	31,761	30,000	20,000	20,000	-	0.00%
Total Appropriation	\$1,643,649	\$2,117,957	\$2,240,161	\$2,089,123	(\$151,038)	-6.74%

Summary of Budget Changes

Recreation Division's proposed FY 2024 budget decreases by (\$151,038), or 6.74% from the approved FY 2023 budget. Personnel budget changes include movements of staff to enterprise operations and anticipated vacancy savings.

Job Title	FY 2022
Administrative Assistant	-
Assistant Director of Community Services	-
Assistant Director Recreation	0.90
Budget/Finance Manager	0.50
Community Services Director	0.40
Director of Recreation	0.75
Officer Manager/Executive Assistant	-
Principal Dept/Div Assistant	3.00
Program Coordinator	3.00
Therapeutic/Program Coordinator	1.00
Youth & Family Outreach Coordinator	-
Full-time Equivalent Employees	9.55

	FY 2023	FY 2024	Change
	1.00	1.00	-
	0.65	0.25	(0.40)
	0.90	0.75	(0.15)
	0.50	0.30	(0.20)
	0.40	0.25	(0.15)
	0.75	0.75	-
	-	-	-
	2.00	1.00	(1.00)
	2.00	2.25	0.25
	1.00	0.75	(0.25)
	1.00	1.00	-
	10.20	8.30	(1.90)

Recreation Division Factors Affecting FTE's

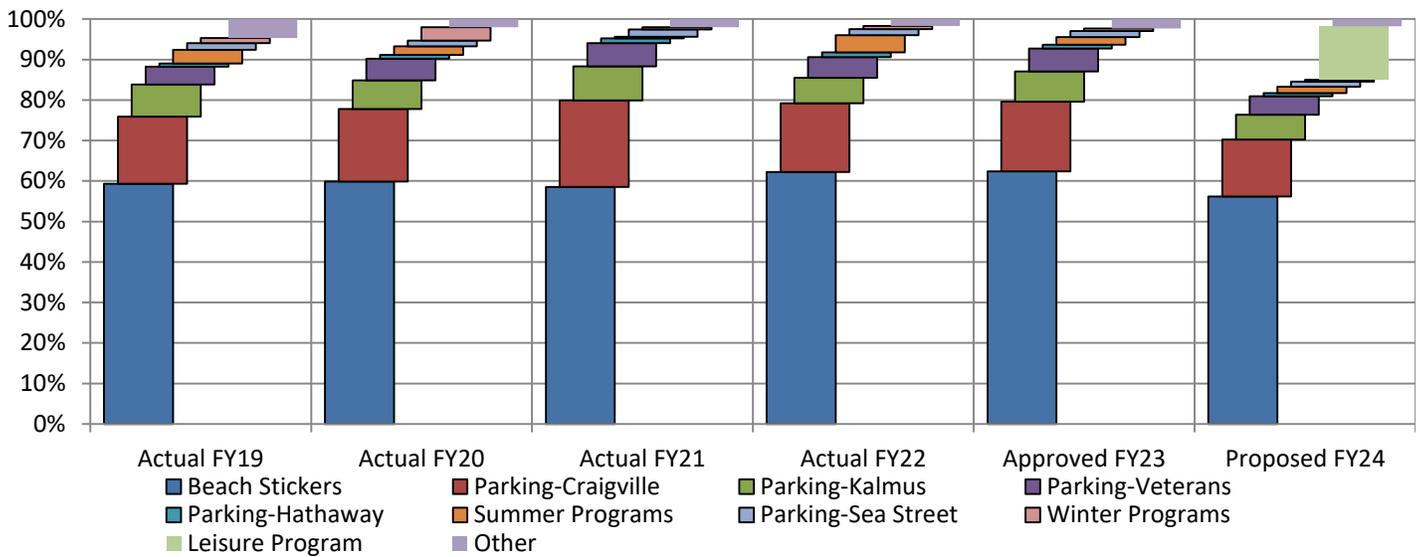
Full Time Employee History



FY 2022 includes adding 1.00 full-time equivalents for the Youth Outreach Coordinator position. FY 2023 includes 0.65 full-time equivalents for the Assistant Director of Community Services and other changes are the result of a reallocation of staffing between the Enterprise Fund and General Fund operations.

Recreation Division Factors Affecting Revenues

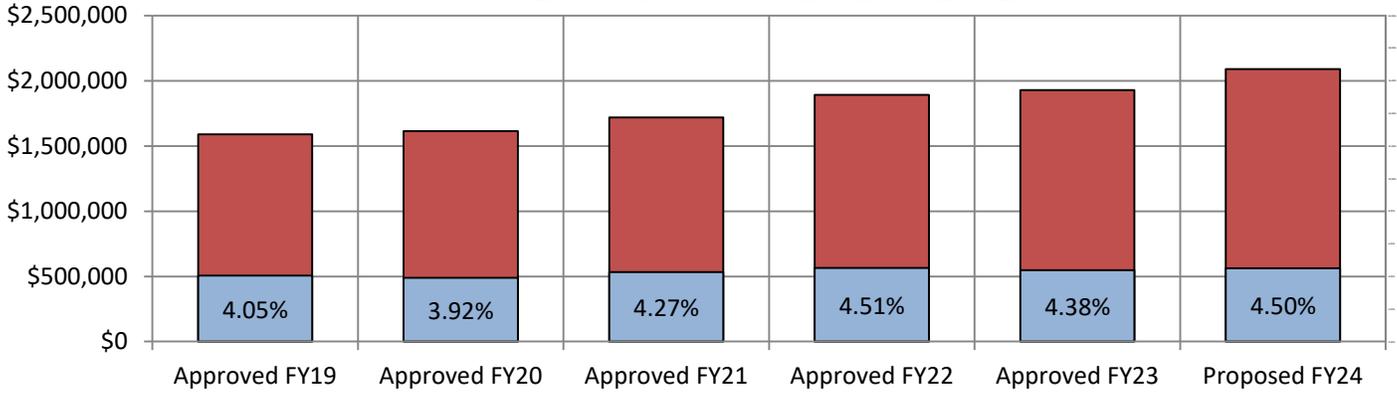
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



The Recreation Division receives most of its sources of funding through beach sticker sales and daily beach parking fees. Taxes provide 6% of total sources of funding for the division's proposed budget. Excluding taxes, beach stickers provide 56% of total division sources of funding. Craigville beach parking provides roughly 14% and Kalmus/Veterans combined 12% when excluding taxes. FY24 Leisure program fees are moved from a revolving fund to general fund receipt.

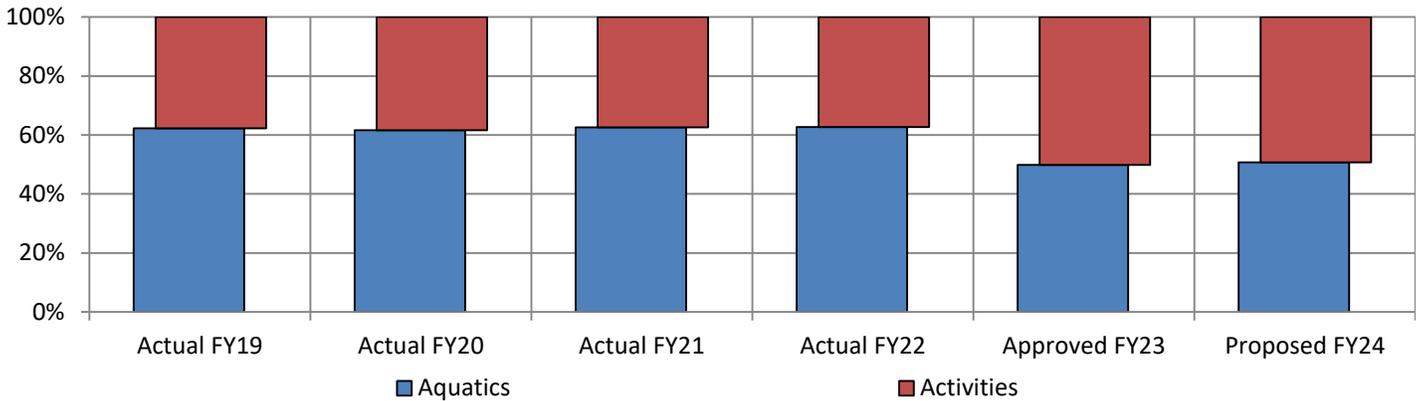
Recreation Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



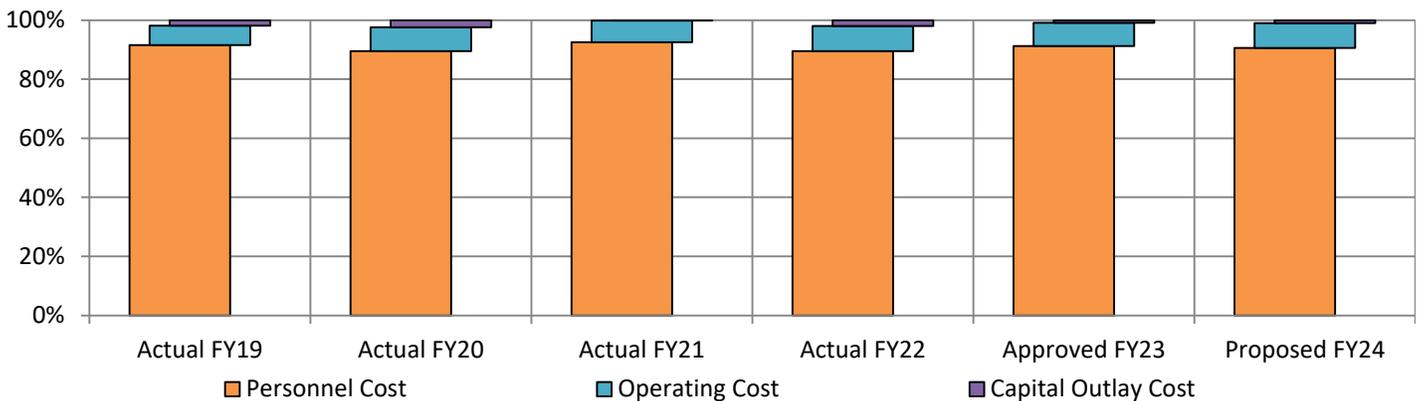
Recreation Division’s budget has increased 5.25% annually on average over a six-year period. This budget has also increased from 3.92% to 4.50% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Aquatics is the largest program comprising 50% of the division’s proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel accounts for 91% of the division’s proposed budget. Seasonal workers represent a significant portion of personnel cost.

Recreation Program Services Provided

The Recreation Division is comprised of two General Fund programs and one Revolving Fund Program. The General Fund programs include Activities and Aquatics. In addition, within these programs, expansion and additional innovative activities take place through the Division's Revolving Fund Programs.



Veterans Beach

Activities Program

The purpose of the Activity Program is to provide diverse programs of social, educational, and physical opportunities to our citizens so they can enhance their lifestyles through positive experiences. These social activities include, but not are not limited to, basketball, field hockey, Friday Night Social, pickleball, coding, volleyball, and creative arts. Because of the changing interest of participants, we consistently seek feedback and evaluate programs through our customer satisfaction rating, modifying existing programs and introducing new activities and events as necessary.

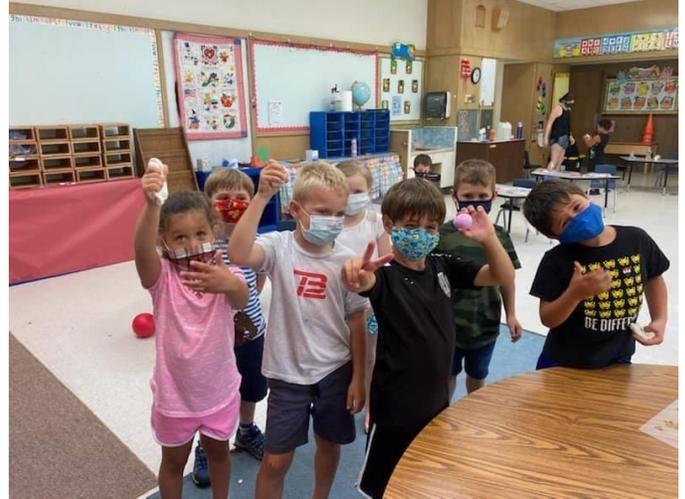
Activities Program Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$505,414	\$982,585	\$822,576	\$730,575	(\$92,001)	-11.18%
Charges for Services	107,838	24,004	300,000	298,000	(2,000)	-0.67%
Interest and Other		1,810	-	-	-	0.00%
Total Sources of Funding	\$613,252	\$1,008,399	\$1,122,576	\$1,028,575	(\$94,001)	-8.37%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$546,594	\$908,123	\$1,009,906	\$915,905	(\$94,001)	-9.31%
Operating Expenses	66,658	100,276	112,670	112,670	-	0.00%
Total Appropriation	\$613,252	\$1,008,399	\$1,122,576	\$1,028,575	(\$94,001)	-8.37%

Recreation Program Services Provided (Continued)

Aquatics Program

The purpose of the Aquatics Program is to provide a friendly, clean, and safe aquatic environment to all patrons, through effective controlled management at the various Town beaches, ponds, and lakes. The program provides and maintains aquatic services at thirteen (13) Town beach sites. In working closely with the Department of Public Works, the various beach areas are receiving much of the attention they require resulting in more beach patrons frequenting the Town sites. The various activities within this program begin on Memorial Weekend and conclude on Labor Day.



Leisure Program – Arts Class

Aquatics Program Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Charges for Services	\$1,942,145	\$1,877,612	\$1,560,000	\$1,660,000	\$100,000	6.41%
Total Sources of Funding	\$1,942,145	\$1,877,612	\$1,560,000	\$1,660,000	\$100,000	6.41%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$923,896	\$1,021,859	\$1,032,755	\$975,718	(\$57,037)	-5.52%
Operating Expenses	74,739	57,699	64,830	64,830	-	0.00%
Capital Outlay	31,761	30,000	20,000	20,000	-	0.00%
Total Appropriation	\$1,030,397	\$1,109,558	\$1,117,585	\$1,060,548	(\$57,037)	-5.10%

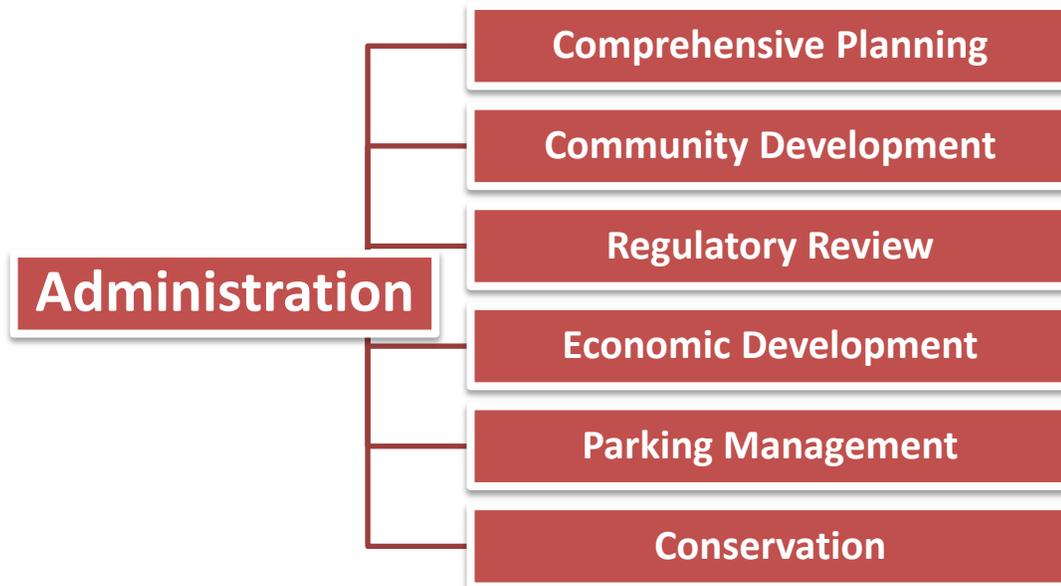
THIS PAGE INTENTIONALLY LEFT BLANK

PLANNING & DEVELOPMENT DEPARTMENT

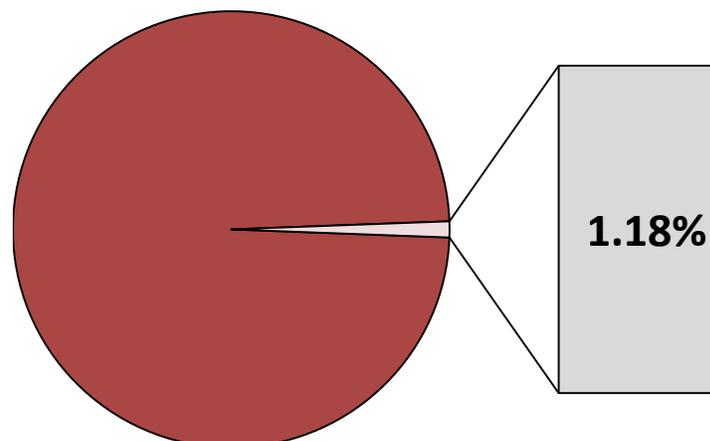
Department Purpose Statement

The department is comprised of seven organizational functions, six of which are program functions and one that serves as the administrative component. The department's purpose is to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing comprehensive land use strategies while promoting consistent, current, and sustainable community and economic development practices through a commitment to citizen engagement and the interdisciplinary coordination of municipal departments.

Program Areas



% of FY 2024 General Fund Budget



The Planning & Development Department comprises 1.18% of the overall General Fund budget.

Planning & Development Department Services Provided

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

The Planning and Development Department works to preserve the character of the seven villages and improve the quality of life for Town residents by developing and implementing comprehensive land use and infrastructure strategies while promoting consistent, current, and sustainable community and economic development practices through a commitment to citizen engagement and the interdisciplinary coordination of municipal departments. The Department is comprised of six programs: Comprehensive Planning, Community Development, Regulatory Review, Economic Development, Parking Management, and Conservation.

Planning & Development Department Recent Accomplishments

In Fiscal Year 2023, the Planning & Development Department continued to provide support to the public and to the Boards, Committees, launched a large-scale community engagement effort in support of an update to the Local Comprehensive Plan, and continued to administer a broad array of programs within each division. The Department continues to adapt the provision of services without compromising customer service and seeks to maintain and increase involvement of the public in efforts related to land use, infrastructure, and natural resources.

Comprehensive Planning

The department began a major effort to update the Town's Local Comprehensive Plan, including facilitating a process to form a Local Comprehensive Planning Committee, conduct town-wide and village-specific outreach, including in-person meetings, surveys, and events, towards crafting a vision of future land use and growth for the Town. Completed an update of the Town's Hazard Mitigation Plan. Commenced update of Housing Needs Assessment and Housing Production Plan. With DPW, developed a community-informed Complete Streets Prioritization Plan. Launched the "Downtown Hyannis Great Streets" initiative, exploring the potential for a return to two-way travel in downtown, along with associated efforts to support walkability and viable multi-modal transportation options.

Economic Development

Enhanced communications and connections with our small business community by conducting village site visits and maintain the newly relaunched the Business Barnstable website and associated communications; Participated in MassDevelopment's Transformative Development Initiative partnership as a full participant: with community partners, issued additional rounds of small business assistance grants, including a new façade improvement program; continued placemaking efforts and support for the creative

community; Continued successful operation of the HyArts Artist Shanty program and Gateway Greeter Program and support for special events. With others, help to host virtual Youth Job Fair and Town-sponsored Fourth of July activities.

Environment and Natural Resources

Lake and pond restoration projects continued, battling against invasive aquatic plants in Mystic Lake and Middle Pond in Marstons Mills and Long Pond in Centerville to combat hydrilla, and Fanwort control in Wequaquet Lake; Initiated work on Meetinghouse Farm Management Plan; Coordinated Coast sweep Beach Cleanup for the 22nd year; Re-established access trail at White Cedar Swamp in Cotuit;

Reestablished Barnstable as a Tree City USA and signed onto the "Mayor's Monarch Pledge".



Bismore Park Art Shanties

Planning & Development Department Recent Accomplishments

Regulatory Process

Continuous support for Boards, Committees, and Commissions and their volunteer members, and for the applicants to those Boards; Successfully supported Town Council vote to update zoning in Downtown Hyannis Growth Incentive Zone (GIZ) with form-based code provisions to encourage mixed use and multi-family development consistent with community character; Began related effort to update Design Guidelines for the GIZ and Hyannis Main Street Waterfront Historic District. Realized objectives of Permit Coordinator position, transitioning all business contacts (including home occupations and business certificates) through a dedicated point of contact and through a central online permitting system (OpenGov); Enhanced communication of proposed zoning efforts through creation of Zoning Update e-mail; Supported the Barnstable Historical Commission's effort to inventory historic properties, offer annual preservation awards. <https://www.townofbarnstable.us/departments/regulatoryreview/>



Aselton Park

Housing

Provided support for the Affordable Housing Growth & Development Trust, which issued a Notice of Funding Availability for the creation and preservation of affordable housing; Pursued use of town-owned land for affordable housing; created citizen resources in support of the adopted Accessory Dwelling Unit (ADUs) ordinance, encouraging the creation of year-round rental housing town-wide; supported rezoning of the Cape Cod Mall property to allow mixed-use development, including housing development; continued implementation of Downtown Hyannis Housing Development Incentive Program; Award of \$75,000 Housing Choice grant and \$75,000 Community Planning Grant; Funded rehabilitation Barnstable Housing Authority property through Community Development Block Grant. <https://www.townofbarnstable.us/departments/communitydevelopment/>

Planning & Development Department Goals and Objectives

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

1. Work with the community to establish an updated comprehensive plan for land use and growth that balances infrastructure needs, the protection of natural resources and sustainable housing and economic development. **(SP: Economic Development, Environment and Natural Resources, Regulatory Process & Performance, Housing, Town Infrastructure & Assets)**
2. Continue lake and pond restoration projects to combat invasive plants, hydrilla and fanwort. Continue to collaborate with Health Division and Public Works on lake and pond projects to reduce toxic cyanobacteria. Expand land management efforts. **(SP: Environment and Natural Resources)**
3. Continue to support efforts to enhance walkability and multi-modal transportation options in Barnstable, including Complete Streets and efforts in Downtown Hyannis. **(SP: Economic Development, Town Infrastructure & Assets)**
4. Identify and work to eliminate barriers to housing affordability and find ways the Town can proactively support the creation and preservation of affordable and year-round housing, including the possibility of using town assets, zoning changes, incentives, and other programs. **(SP: Housing, Economic Development)**

Planning & Development Dept. Goals and Objectives (Continued)

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

5. Continue to develop business resources and marketing strategies to support business sector development and job growth. **(SP: Regulatory Process & Performance, Economic Development, Communication)**
6. Support for Boards, Committees, and Commissions and applicants through clear process, updated procedures, and enhanced communications **(SP: Regulatory Process & Performance, Economic Development, Communication)**

Planning & Development Department Budget Comparison

Planning & Development Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$1,603,751	\$1,501,738	\$1,749,060	\$1,933,510	\$184,450	10.55%
Fines, Forfeitures, Penalties	64,294	57,451	93,000	67,000	(26,000)	-27.96%
Fees, Licenses, Permits	127,213	86,800	84,500	79,000	(5,500)	-6.51%
Charges for Services	23,556	14,054	51,500	22,000	(29,500)	-57.28%
Interest and Other	-	-	-	500	500	0.00%
Special Revenue Funds	241,300	222,300	222,300	222,300	-	0.00%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Total Sources of Funding	\$2,063,615	\$1,885,843	\$2,203,860	\$2,327,810	\$123,950	5.62%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$1,631,716	\$1,644,071	\$1,749,012	\$1,862,767	\$113,755	6.50%
Operating Expenses	275,314	241,772	270,438	274,758	4,320	1.60%
Capital Outlay	156,585	-	184,410	190,285	5,875	3.19%
Total Appropriation	\$2,063,615	\$1,885,843	\$2,203,860	\$2,327,810	\$123,950	5.62%

Summary of Budget Changes

The Planning & Development's proposed FY 2024 budget increased by \$123,950, or 5.62% from the approved FY 2023 budget. Personnel budget change is due to contractual obligations and the movement of the Grant Coordinator position from the ARPA grant to the general fund. Capital outlay cost will continue the annual invasive species control and monitoring as well as fanwort removal from town ponds and lakes.

Job Title	FY 2022	FY 2023	FY 2024	Change
Administrative Assistant	5.00	5.00	5.00	-
Arts & Culture Coordinator	1.00	1.00	1.00	-
Assist. Dir. Of Planning & Development	1.00	1.00	1.00	-
Conservation Administrator	1.00	1.00	1.00	-
Conservation Agent	1.00	1.00	1.00	-
Conservation Assistant	1.00	1.00	1.00	-
Grant Coordinator	-	-	1.00	1.00
Dir. of Planning and Development	1.00	1.00	1.00	-
Housing Coordinator	1.00	1.00	1.00	-
Marketing Outreach Manager	1.00	1.00	1.00	-
Parking Manager Transportation	1.00	1.00	1.00	-
Permit Coordinator	1.00	1.00	1.00	-
Planning Economic Dev. Coordinator	1.00	1.00	1.00	-
Planning Office Manager	1.00	1.00	1.00	-
Principal Dept/Div Assistant	0.50	0.50	0.50	-
Principal Planner	1.00	1.00	1.00	-
Senior Planner	1.00	1.00	1.00	-
Full-time Equivalent Employees	19.50	19.50	20.50	1.00

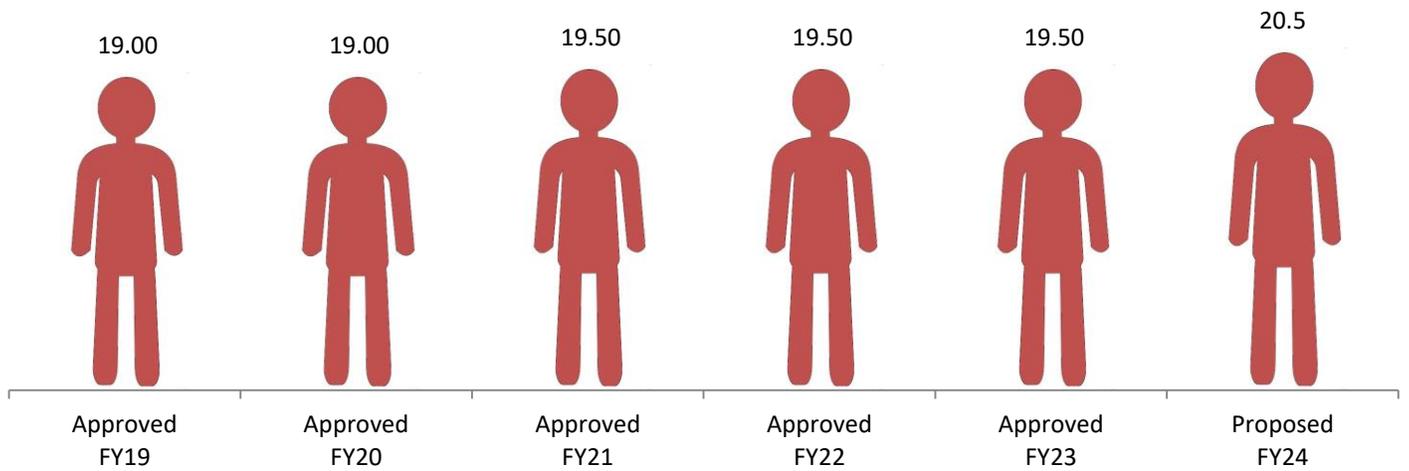
Planning & Development Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$2,203,860	
Contractual Obligations Net of Staff Turnover	49,819	-	-	49,819	-
One-Time Charges	-	-	(184,410)	(184,410)	-
FY 2024 Budget Changes					
1. Transfer Grant Coordinator from ARPA	63,936	-	-	63,936	1.00
2. SolarBee Maintenance	-	4,320	-	4,320	-
3. Aquatic Invasive Species Control	-	-	190,285	190,285	-
FY 2024 Proposed Budget	\$113,755	\$4,320	\$5,875	\$2,327,810	1.00

- 1. Grant Coordinator to General Fund** – Position has historically been charged to the ARPA grant. FY24 position is moved to the general fund.
- 2. SolarBee Maintenance** - The SolarBee provides long-distance circulation to control harmful blue-green algae blooms and odor and toxicity issues. Also improves water quality, pH, and oxygen fluctuations, and improve fish habitat. Maintenance service program (1yr) for the SolarBee located in Schoolhouse Pond. The SolarBee is used to combat cyanobacteria blooms. The Solar Bee has been very successful in keeping the threat of cyanobacteria in check.
- 3. Aquatic Invasive Species Control** – Fanwort control is an on-going process in Wequaquet Lake, Gooseberry Cove and Bearnse Pond. Fanwort is a very invasive aquatic plant and without control will continue to spread throughout the lake. Perform whole lake sonar (fluridone, aquatic herbicide) treatment to control hydrilla, the relentless invasive aquatic weed, in Long Pond, Centerville. Perform whole lake sonar treatment at Mystic Lake and Middle Pond, Marstons Mills. Includes pre and post vegetative surveys, FasTest Sample collection and final reporting.

Planning & Development Department Factors Affecting FTE's

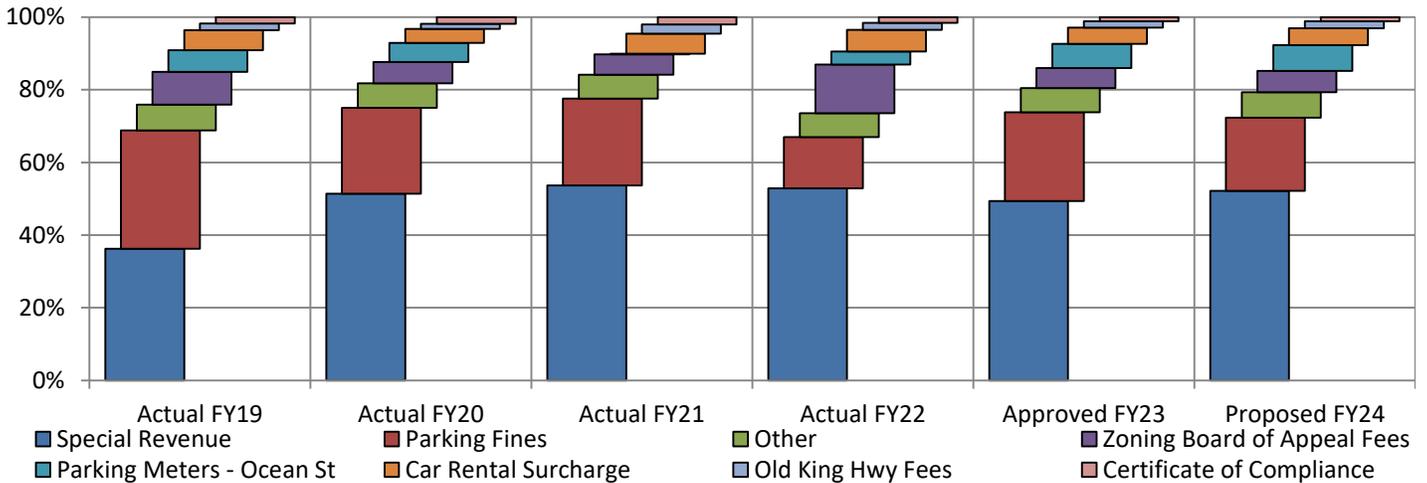
Full Time Employee History



In FY 2019, 2.00fte's were added to the budget: Economic Coordinator and Assistant Director. FY 2024 Grant Coordinator moved to the General Fund.

Planning & Development Department Factors Affecting Revenues

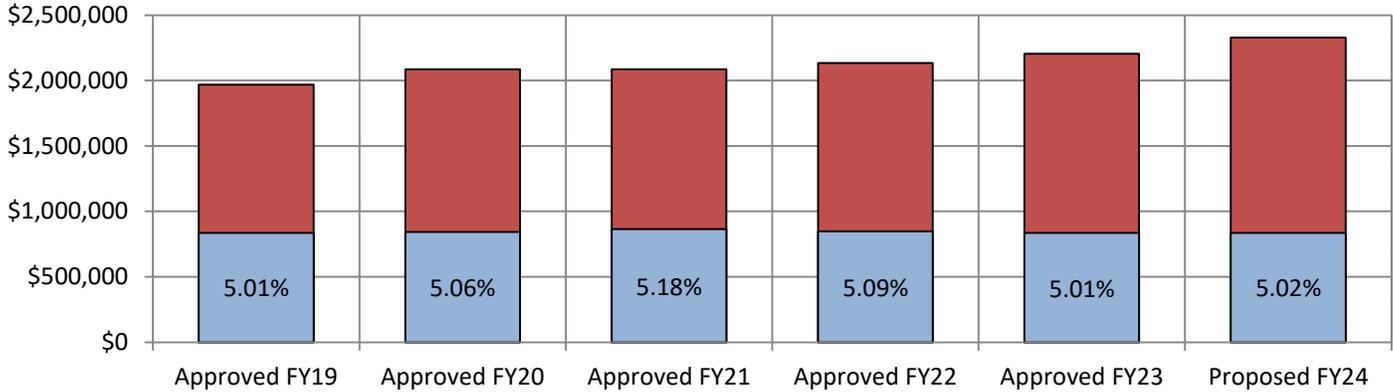
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 81% of total sources of funding for the department's proposed budget. Excluding taxes, Special Revenue Funds account for 52% (Parking Meter Receipts and Wetland Protection Fund); Parking fines provide 20%, and Zoning Board of Appeals account for 6%.

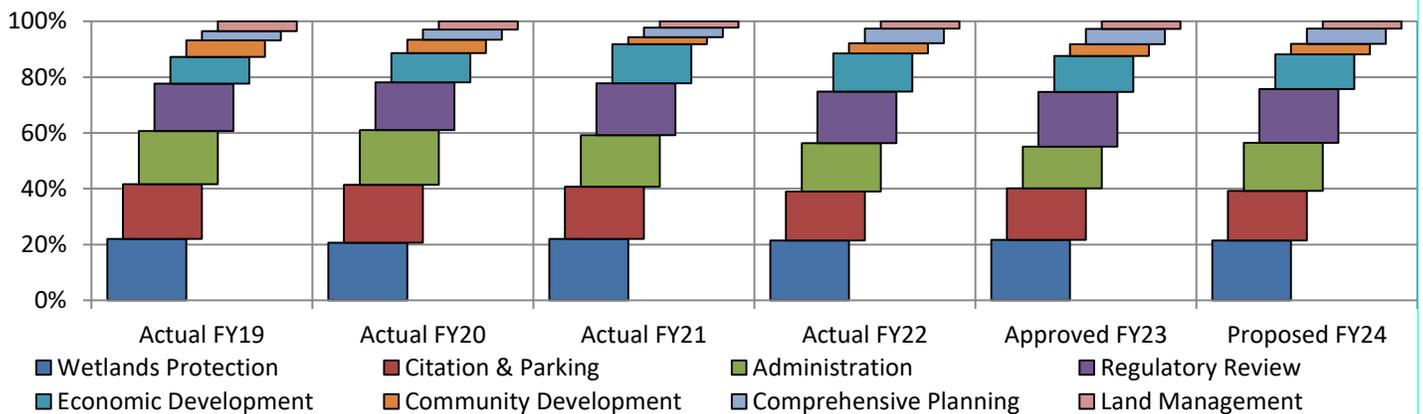
Planning & Development Department Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



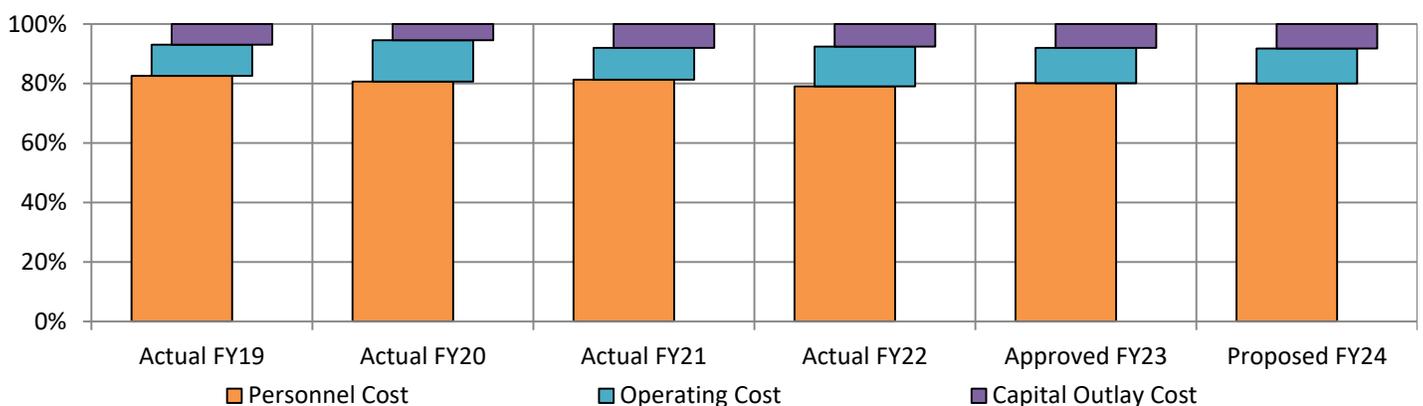
This department's budget has increased 3.66% annually on average over a six-year period. The budget has averaged 5.05% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Wetland Protection is the largest program within the department at 21% of proposed budget. Citation & Parking is the second largest at 18%.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 80% of the department's proposed budget followed by 12% operating, and 8% capital outlay. Planning & Development capital outlay includes several pond mitigation projects to combat the overgrowth of certain algae's at our town ponds.

Planning & Development Program Services Provided

Administration Program

Administration provides support for the six department programs with professional and administrative staff. The Director, working with staff, provides professional planning and development advice and assistance to town residents, business entities, the Town Manager, Town Council, Boards, Commissions, Committees and Departments, county and state agencies, and private sector organizations and entities. This advice and assistance includes economic development, downtown revitalization, land use, housing, community planning, infrastructure, transportation, capital improvement, and environmental issues and impacts. Administrative activities include payroll, billing, grant procurement and administration, media relations material preparation and distribution, contract preparation, procurement assistance and invoice processing. PDD Administration staff provides support to the Boards, Committees, and Commissions as necessary.



Coast Guard Heritage Musuem, Barnstable Village

Administration Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$348,304	\$305,386	\$330,171	\$392,915	\$62,744	19.00%
Fees, Licenses, Permits	9,010	-	-	8,000	8,000	0.00%
Interest and Other	-	-	-	-	-	0.00%
Total Sources of Funding	\$357,314	\$305,386	\$330,171	\$400,915	\$70,744	21.43%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$228,353	\$208,709	\$222,031	\$292,775	\$70,744	31.86%
Operating Expenses	128,961	96,677	108,140	108,140	-	0.00%
Total Appropriation	\$357,314	\$305,386	\$330,171	\$400,915	\$70,744	21.43%

Comprehensive Planning Program

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

Comprehensive Planning’s purpose is research, analyze, and develop plans, through civic engagement activities, for the Town’s long-term needs in the areas of land use, economic development, historic preservation, and enhancement of natural and cultural resources, sustainable development practices, and the provision of adequate public facilities and infrastructure. This program also monitors existing regulations and works to redraft those that are outdated or barriers to achieving the Town’s stated goals and objectives. A broad range of comprehensive planning information, including policy advice and research, is shared with Town Council, the Town Manager, regulatory boards and Town agencies, committees, residents and business owners. Ongoing planning projects include updating the Town’s Local Comprehensive Plan and supporting land use plans; strategic infrastructure, transportation and capital improvements planning to foster economic activity; environment and resource protection and enhancement planning; and village based planning and downtown Hyannis revitalization efforts.

Comprehensive Planning Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$109,219	\$115,228	\$122,583	\$128,685	\$6,102	4.98%
Total Sources of Funding	\$109,219	\$115,228	\$122,583	\$128,685	\$6,102	4.98%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$109,219	\$115,228	\$122,583	\$128,685	\$6,102	4.98%
Total Appropriation	\$109,219	\$115,228	\$122,583	\$128,685	\$6,102	4.98%

Planning & Development Program Services Provided (Continued)

Community Development Program

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

The Community Development program's purpose is to strengthen and renew neighborhoods in Barnstable and enhance and enrich the quality of life for the Town's residents through housing and community development planning, funding, and implementation.

Community Development Block Grant (CDBG) Program:

Through the CDBG Action Plans, CDBG grant funds from the U.S. Department of Housing and Urban Development (HUD) are allocated to activities that assist the Town's low and moderate-income residents. During FY 2022, CDBG funds supported the winter Community Service Officer program; support for homeless recovering from COVID-19; scholarships for participation in HYCC programs; rehabilitation of public housing; and support for small business financially impacted by COVID-19.



Hyannis Harbor Overlook

Housing

Housing staff implements our state and locally approved housing plan; monitors affordable housing compliance with permit requirements and deed restrictions; coordinates with Department of Housing and Community Development (DHCD) to maintain the Subsidized Housing Inventory; supports the Accessory Affordable Apartment program; provides assistance with affordable housing project review; administers the Downtown Hyannis Housing Development Incentive Program; and works with the Affordable Housing Growth & Development Trust, Community Preservation Committee, and the Housing Committee on affordable housing.

Community Development Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$74,182	\$85,927	\$91,412	\$85,278	(\$6,134)	-6.71%
Total Sources of Funding	\$74,182	\$85,927	\$91,412	\$85,278	(\$6,134)	-6.71%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$74,182	\$85,927	\$91,412	\$85,278	(\$6,134)	-6.71%
Total Appropriation	\$74,182	\$85,927	\$91,412	\$85,278	(\$6,134)	-6.71%

Land Management Program

<https://www.townofbarnstable.us/boardscommittees/ConservationCommission/>

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

Planning & Development Program Services Provided (Continued)

Land Management Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$53,724	\$53,883	\$58,477	\$60,242	\$1,765	3.02%
Total Sources of Funding	\$53,724	\$53,883	\$58,477	\$60,242	\$1,765	3.02%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$33,568	\$32,782	\$34,874	\$36,639	\$1,765	5.06%
Operating Expenses	20,156	21,101	23,603	23,603	-	0.00%
Total Appropriation	\$53,724	\$53,883	\$58,477	\$60,242	\$1,765	3.02%

Regulatory Review Program

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

The Regulatory Review Program's purpose is to provide exemplary assistance to residents, property owners, Boards, Commissions, Committees, and Departments with implementation of the Town's land use and historic preservation ordinances and general advice on regulatory issues. Program staff is charged with analyzing outdated or unnecessarily restrictive ordinances to determine needed reforms. The Regulatory Review program provides staff support, technical assistance, and administrative services to the Planning Board, Zoning Board of Appeals, Accessory Affordable Apartment Program, Old King's Highway Historic District Committee, Barnstable Historical Commission, Hyannis Main Street Waterfront Historic District Commission, and Site Plan Review. Regulatory Review is a primary customer service presence for the Town.

Regulatory Review Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$373,311	\$399,474	\$416,765	\$443,231	\$26,466	6.35%
Fees, Licenses, Permits	6,825	4,975	13,500	4,500	(9,000)	-66.67%
Total Sources of Funding	\$380,136	\$404,449	\$430,265	\$447,731	\$17,466	4.06%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$380,136	\$404,449	\$430,265	\$447,731	\$17,466	4.06%
Total Appropriation	\$380,136	\$404,449	\$430,265	\$447,731	\$17,466	4.06%

Economic Development Program

The Economic Development program seeks to improve the quality of life in our community, support job creation, and retention, and expand the tax base. Specific activities include supporting Hyannis' revitalization; collaborating with the Hyannis Area and Cape Cod Chambers of Commerce and the Downtown Hyannis Business Improvement District; regulatory review and reform for in support of business investment; and place making strategies to attract and retain visitors to Hyannis Harbor and Village centers. The Economic Development implementation strategy is based on building on and promoting the Town's assets, such as high quality of life and proximity to the water, the tradition of entrepreneurship, building long-term value to attract investment, and promoting economic balance, diversity, and sustainability.

Business Outreach and Marketing

Business outreach remains integral to the economic development program. The Director and P&D's Economic Development team continually connect with business owners to understand the business climate and share the Town's goals and planning initiatives in these interactions. We also strive to market Barnstable as a great place to live, work, and play, through internal marketing efforts and collaboration with our community partners.

Planning & Development Program Services Provided (Continued)

Business Support

P&D continues to assist with coordination and support services for businesses seeking permits at the 200 Main Street, now with support of a full-time Permit Coordinator. P&D develops resources, including permit guides and the Business Barnstable website, to assist new businesses and developers. P&D works with local, state, and regional partners to provide connections to resources for local businesses. Coastal Community Capital, SCORE, Greater Hyannis and Cape Cod Chambers of Commerce, and Massachusetts Office of Business Development are among those resources.

Creative Economy/Arts and Culture

In alignment with state, regional, and local organizations, the Arts and Culture Program operates within the Planning & Development Department supporting P&D Economic Development goals. Arts and Culture are fundamental to community character, quality of life, and economic development. Fostering the creative economy supports economic growth; contributes to the vibrancy of our villages; benefits local artists; enriches resident and visitor experiences; supports our business community; and continues to establish downtown Hyannis and the entire Town of Barnstable as a regional destination for the arts. Through a series of arts-oriented initiatives, we have successfully integrated Arts and Culture into the socio-economic fabric of our community. By promoting the creative sector and facilitating artistic interactions, we see exponentially the energy and enthusiasm reinvested in our town and has increased our social capital and emotional infrastructure. Impacts of our efforts include: consistent venues and steady revenue for local artists and artisans; a positive image for our urban core; spontaneous partnerships between artists and local businesses; increased demand for more artist exhibit and work space; further downtown revitalization with private investments and infrastructure improvements; and strengthening collaborations with arts, cultural and business organizations. A visit to [artsbarnstable.com](https://www.townofbarnstable.com) gives a thorough overview of Arts and Culture activities in all seven villages.

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

Economic Development Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$221,501	\$223,717	\$253,445	\$260,806	\$7,361	2.90%
Fees, Licenses, Permits	61,290	45,071	32,500	30,000	(2,500)	-7.69%
Total Sources of Funding	\$282,791	\$268,788	\$285,945	\$290,806	\$4,861	1.70%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$282,791	\$268,788	\$285,945	\$290,806	\$4,861	1.70%
Total Appropriation	\$282,791	\$268,788	\$285,945	\$290,806	\$4,861	1.70%

Parking Management

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

Parking Management strives to manage and implement objectives for on- and off-street public parking in the Town of Barnstable, and set an example of how parking can positively assist with economic prosperity through innovative technology, proactive solutions and exemplary customer service. Parking Management strives to consistently provide the highest level of service while positively assisting our residents and visitors through enriched customer services and efficient community parking management while promoting accessibility to the communities' cultural and recreational resources as well as our downtown business districts.



Bismore Welcome Center

Planning & Development Program Services Provided (Continued)

The office processes parking citations for violations within all of the seven Villages including Bismore Park, Main Street, beaches, ramps, landings, commuter lot, and malls; we conduct hearings on appeals and provide maintenance and collection services for parking kiosks; we work closely with our data processing company on payments and data collection, and the Police Department on enforcement, and with the Registry of Motor Vehicles on ticket clearances, handicapped placards and updated laws and systems. In addition, the Parking Team supports the Town in other various capacities including visitor services through the Gateway Greeter program and collaborative efforts of Arts & Culture projects.

Citation & Parking Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$ 46,613	\$ 110,846	\$ 62,457	\$ 124,346	\$ 61,889	99.09%
Fines, Forfeitures, Penalties	\$64,294	\$57,451	93,000	\$67,000	(26,000)	-27.96%
Fees, Licenses, Permits	28,145	15,000	20,000	20,000	-	0.00%
Charges for Services	23,480	13,958	51,500	22,000	(29,500)	-57.28%
	-	-	-	500	500	0.00%
Special Revenue Funds	196,300	177,300	177,300	177,300	-	0.00%
Enterprise Funds	3,500	3,500	3,500	3,500	-	0.00%
Total Sources of Funding	\$362,333	\$378,055	\$407,757	\$414,646	\$6,889	1.69%

Expenditure Category						
Personnel	\$252,615	\$276,277	\$293,912	\$300,801	\$6,889	2.34%
Operating Expenses	109,718	101,777	113,845	113,845	-	0.00%
Total Appropriation	\$362,333	\$378,055	\$407,757	\$414,646	\$6,889	1.69%

Wetlands Protection Program

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



Cumner Marsh

The Conservation Program manages and protects the Town's lakes and ponds through the implementation and monitoring of programs to address ecological impairments, such as invasive species, and to restore water quality for the purposes of promoting healthy pond ecosystems, protecting human health, and supporting recreation and enjoyment.

Planning & Development Program Services Provided (Continued)

Wetlands Protection Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$376,896	\$207,277	\$413,750	\$438,007	\$24,257	5.86%
Fees, Licenses, Permits	21,944	21,754	18,500	16,500	(2,000)	-10.81%
Charges for Services	76	96	-	-	-	0.00%
Special Revenue Funds	45,000	45,000	45,000	45,000	-	0.00%
Total Sources of Funding	\$443,915	\$274,127	\$477,250	\$499,507	\$22,257	4.66%

Expenditure Category						
Personnel	\$270,852	\$251,911	\$267,990	\$280,052	\$12,062	4.50%
Operating Expenses	16,478	22,216	24,850	29,170	4,320	17.38%
Capital Outlay	156,585	-	184,410	190,285	5,875	3.19%
Total Appropriation	\$443,915	\$274,127	\$477,250	\$499,507	\$22,257	4.66%

Planning & Development Department Workload Indicators

Regulatory Review Program

The Regulatory Review program provides technical and administrative support for five regulatory Boards/Committees/Commissions.

Meetings	FY 2020	FY 2021	FY2022
Planning Board	18	17	21
Zoning Board of Appeals	21	20	19
Old Kings Highway Regional Historic District Committee	21	22	22
Hyannis Main Street Waterfront Historic District Committee	38	20	21
Barnstable Historical Commission	25	18	16

Matters Acted Upon	FY 2020	FY 2021	FY2022
Planning Board	27	19	32
Zoning Board of Appeals	52	51	67
Old Kings Highway Regional Historic District Committee	172	229	253
Hyannis Main Street Waterfront Historic District Committee	37	36	38
Barnstable Historical Commission	11	37	37

Conservation Program

The Regulatory Review program provides technical and administrative support for five regulatory Boards/Committees/Commissions.

Conservation Program	FY 2019	FY 2020	FY 2021	FY2022
Total Site Inspections	409	385	384	388
Certificates of Compliance Issued	85	90	65	80
Written Warnings Issued	17	16	11	9
Enforcement Orders Issued	21	36	38	22
Enforcement Site Visits	44	102	102	102

Planning & Development Department Workload Indicators(Continued)

Permit Review Process	FY 2019	FY 2020	FY 2021	FY 2022
Applications Requiring Commission Review	164	154	150	151
(Applications Approved by Commission)	162	154	150	146
Administrative Reviews	71	79	84	56
Total Building Permit Applications Reviewed by Division	1,182	1,310	1,622	1,408

Land Management Program	FY 2019	FY 2020	FY 2021	FY 2022
Land Management Site Visits	52	42	86	35

Parking & Gateway Greeters Program

Parking Management is responsible for compliance of parking regulations in all seven of Barnstable's village, the Hyannis regional commercial center, public roads, beaches, and ways to water (beaches, landings, ramps and marinas). Parking Management operates year round and has one full-time Parking Manager/Transportation Coordinator, one full-time Administrative Assistant/Lead Parking Resource Officer and up to six additional seasonal Parking Resource Officers. The majority of tickets are written in the summer months. The top violation locations are shown below:

Location of Citations	Citations Written	Percentage of Total
Bismore	1228	37%
Malls	383	12%
Commuter Lot	32	1%
Beaches	418	13%
Town Lots	450	14%
Cape Cod Hospital	77	2%
Hyannis Main Street	166	5%
Town Landings/Ramps	384	12%
Other Retail Lots	30	1%
Other	114	3%
Total	3282	100%

Ticket Processing & Meter	FY 2019 Actual	FY 2020 Actual	FY2021 Actual	FY2022 Actual
# of Citations Processed	5,430	3,517	5,779	3,945
Citations Receipts	\$216,937	\$151,786	\$216,938	\$87,354
Meter Receipts	\$391,914	\$296,703	\$391,914	\$391,212
Permit Receipts	\$8,010	\$6,775	\$2,930	\$1,815
Total Receipts	\$616,862	\$455,264	\$611,782	\$480,381

Planning & Development Department Workload Indicators(Continued)

The Gateway Greeters offer valuable and positive interactions to residents and guests and enhance the dynamic environment in which they're located. The Gateway Greeters assist visitors to the Bismore Park area with paying for parking either at the Pay to Park kiosks or on handheld devices with credit card readers. They make recommendations for points of interest, dining, shopping and other enhancements of one's visit to Barnstable. They also assist Parking Resource Officers through enforcement efforts and issuance of citations. The Gateway Greeters have five operational standards: safety, courtesy, presentation, efficiency and teamwork. These priorities drive them to provide positive experiences for residents and visitors of all ages, well beyond the boundaries of parking assistance.

Gateway Greeters	CY 2019 Actuals	CY 2020* Actuals	CY2021 Actuals	CY2022 Actuals
Welcome Center Guests	13,630	14,293	34,090	34,476
Greeter/Welcome Island Guests	20,668			
Credit Card Transactions	n/a	n/a	3,919	6,414
Total Guests Assisted	40,298	14,293	38,009	40,890

*CY20 season began June 20th due to COVID-19 Pandemic, and assistance is reflective of safety and distancing precautions.

THIS PAGE INTENTIONALLY LEFT BLANK

POLICE DEPARTMENT

Department Purpose Statement

<http://www.barnstablepolice.com/>

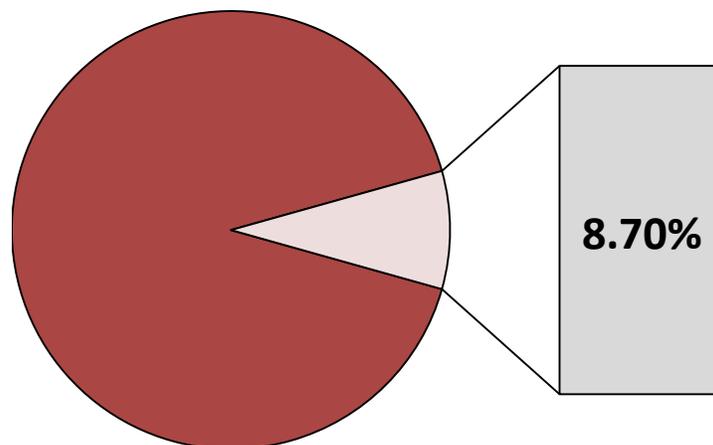
The Barnstable Police Department is comprised of two principal organizational Bureaus whose members strive to work in partnership with our community in seeking out and solving problems in order to enhance our quality of life. We are committed to preserving the peace and protecting the lives, property, and rights of all our citizens through proactive policing strategies.

Bureau Areas

**Administrative & Investigative
Services Bureau**

Field Services Bureau

% of FY 2024 General Fund Budget



The Police Department comprises 8.70% of the overall General Fund budget.

Police Department Budget Comparison

Police Department Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$14,792,420	\$15,826,824	\$15,641,767	\$16,359,020	\$717,253	4.59%
Fines, Forfeitures, Penalties	75,213	85,654	56,000	76,000	20,000	35.71%
Fees, Licenses, Permits	161,893	188,703	191,000	141,000	(50,000)	-26.18%
Charges for Services	287,680	164,938	283,000	250,000	(33,000)	-11.66%
Interest and Other	269,093	262,058	271,000	271,500	500	0.18%
Reserves	-	-	142,896	-	(142,896)	-100.00%
Total Sources of Funding	\$15,586,298	\$16,528,177	\$16,585,663	\$17,097,520	\$511,857	3.09%

Expenditure Category						
Personnel	\$13,532,700	\$14,526,970	\$14,541,512	\$15,064,532	\$523,020	3.60%
Operating Expenses	1,470,892	1,426,206	1,465,309	1,336,540	(128,769)	-8.79%
Capital Outlay	582,707	575,000	578,842	696,448	117,606	20.32%
Total Appropriation	\$15,586,298	\$16,528,177	\$16,585,663	\$17,097,520	\$511,857	3.09%

Summary of Budget Changes

The Police Department's proposed FY 2024 budget is increasing \$511,857 or 3.1% over the approved FY 2023 budget. Personnel budget change includes contractual obligations, overtime increases, and training cost. Operating budget change include funding for police training, managed technology upgrades, vehicle parts and adjustments for communications and gasoline costs. Capital outlay will continue the department's annual patrol vehicle replacements and includes additional monies for IT hardware.

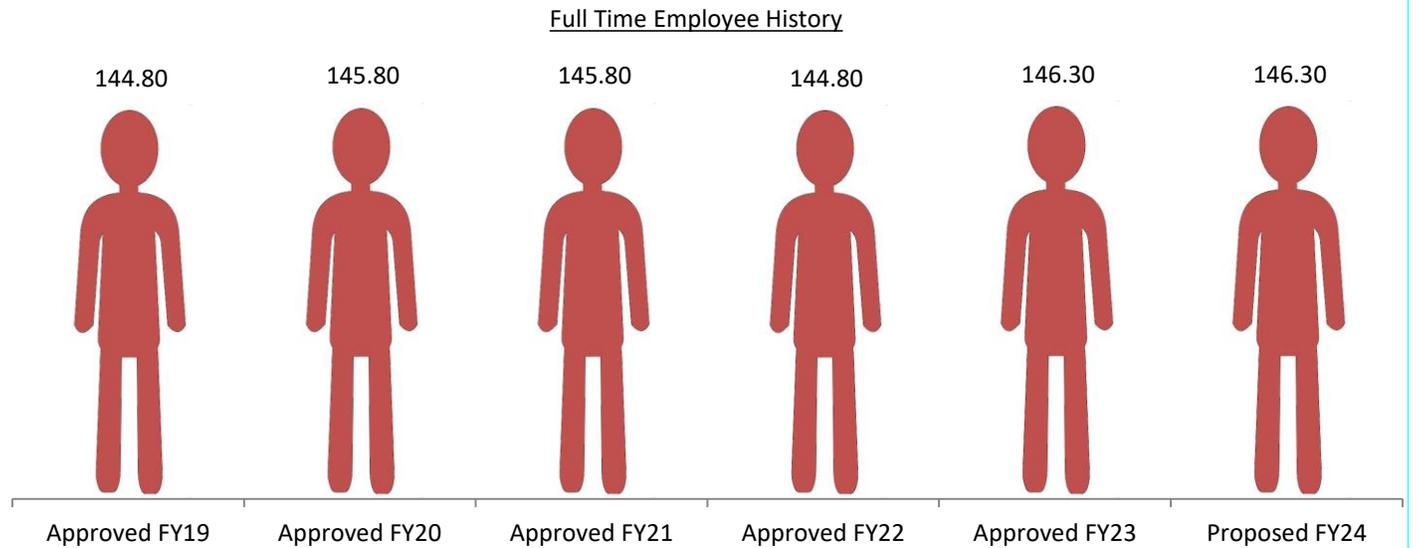
Police Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$16,585,663	
Contractual Obligations Net of Staff Turnover	350,830	-	-	350,830	-
One-Time Charges	(162,602)	(173,012)	(578,842)	(914,456)	-
Grant Offset for Civilian Dispatch Wages	(270,000)	-	-	(270,000)	-
FY 2024 Budget Changes					
1. Police Officers from ARPA Grant	304,152	-	-	304,152	-
2. Base Overtime Increase	32,000	-	-	32,000	-
3. FY24 Police Officer Training Bundle	268,640	19,245	-	287,885	-
4. Vehicle Parts	-	43,500	-	43,500	-
5. Vehicle Replacements	-	-	577,500	577,500	-
6. Technology Upgrades	-	51,498	118,948	170,446	-
7. Telephone & Cellphones	-	(40,000)	-	(40,000)	-
8. Gasoline Adjustment	-	(30,000)	-	(30,000)	-
FY 2024 Proposed Budget	\$523,020	(\$128,769)	\$117,606	\$17,097,520	-

Police Department Budget Reconciliation

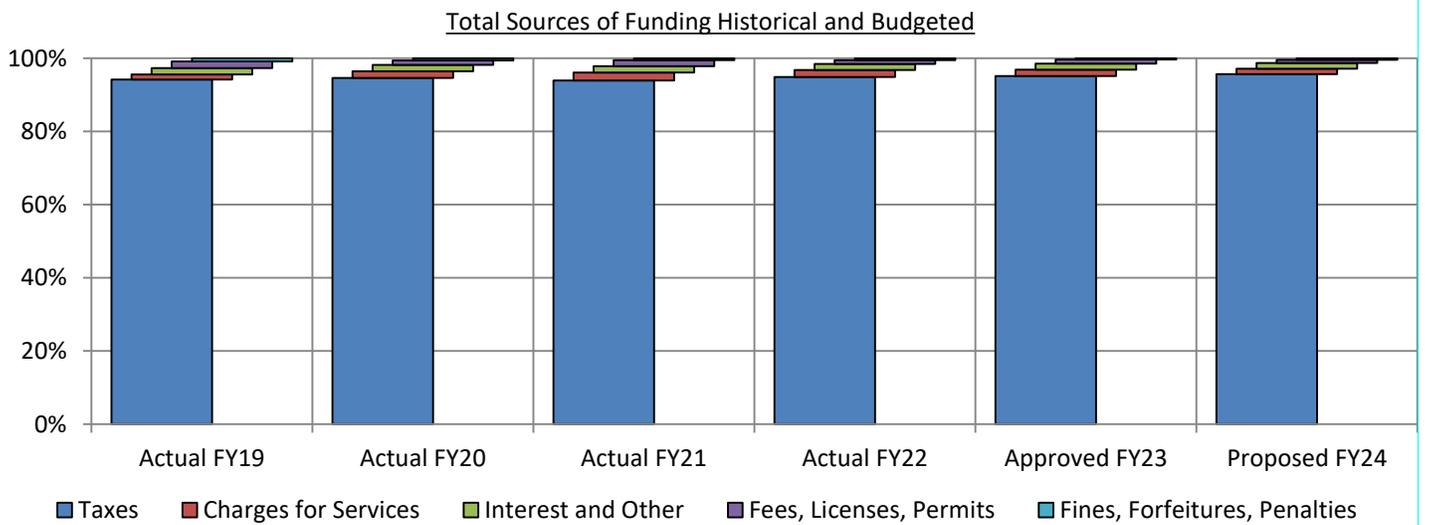
- 1. Police Officers Moved from ARPA Grant** – Positions included within the ARPA grant in FY23 will be moved to the general fund. These positions were previously authorized but left unfunded during the public health emergency. The ARPA grant was used to restore the positions and now they are reinserted into the General Fund budget.
- 2. Increase in Overtime Allocation to Keep Pace with Pay Increases** - The department requests an increase the FY24 overtime budget in order to keep pace with anticipated contractual cost of living increases. This will help the department to keep pace with overtime demands in the areas that present the most challenges to our overtime budget - court, minimum staffing, and training. While we constantly monitor our overtime budget on a daily basis, these aforementioned areas demand overtime which is not easily avoided - as officers must appear in court; a shift cannot run without an adequate number of officers; and training occurs most commonly during the business hours and evening and midnight shift officers generally must attend on an overtime basis.
- 3. Training Bundle** - The training of our police officers is the most important aspect of the agency. Failure to provide adequate training not only increases the chances of errors or mistakes happening that could result in injury or a bad arrest but it also leaves the agency liable for not providing such training lieu of shift, most are choosing the overtime which this decision package reflects.
- 4. Vehicle Parts** - The Department has experienced a tremendous increase in the cost of vehicle parts and accessories over the past year. The police mechanics have tried using secondary parts that are not Original Equipment Manufacturing (OEM) parts in an attempt to reduce the cost to the Town of replacement parts and accessories. However, their experience is that these secondary parts have to be replaced twice as fast as the OEM parts and therefore their assessment is based on OEM parts. Police vehicles are a significant component of providing public safety to the Town of Barnstable. Using quality parts and maintaining vehicles results in caring for the fleet, maintaining safety for the officers that drive these vehicles and ensuring that vehicles are always road-ready to serve the community.
- 5. Replacement of Police Vehicles** – This request is for Five (5) new police patrol vehicles. Purchase includes the mobile data terminal and the emergency equipment package. This request is to replace police patrol vehicles which have reached the end of their useful life or have been transferred to specialty units. This request is for One (1) supervisor patrol vehicle, One (1) detective vehicle. We are also budgeting \$21,000 for the painting of the vehicles. Due to recent changes in State Law CMR940 Sec. 5.0 and liability concerns for repair and body shops, these shops are very unwilling to apply a single-coat paint process on vehicles, but instead they will only do a triple-coat paint process at a cost of \$1,200 per coat or \$3,600 per vehicle. The department is looking into solutions to avoid this cost increase, but is including it in our funding request at this time.
- 6. Contracted Technology / Upgrades** – This request will continue the Managed IT Services for year 2023/2024. Upgrades include full MS365 Office / Exchange Licenses for up to 150 Total Employees, and Barracuda Email Filtering / Spam Cloud Based Filtering System to protect from outside email attacks/ spam.
- 7. Telephone / Cell Services** – Adjustments to telephone and cell lines. Historical spending indicates reductions can be made in these areas to offset cost increases in other areas.
- 8. Gasoline Adjustments** – Reduction to gasoline budget line based upon estimated usage and contract per gallon pricing.

Police Department Factors Affecting FTE's



FY 2023 includes 1 additional Telecommunications Supervisor and a part-time Outside Detail Coordinator position. The FY 2024 personnel level remains the same.

Police Department Factors Affecting Revenues



Tax support accounts 96% of total sources of funding to cover the proposed budget. This department operations also generates revenue through outside police detail reimbursements, gun and taxi permits, and alarm registration. Roughly, 8% of the departments total operating sources of funding comes from reimbursements for outside detail.

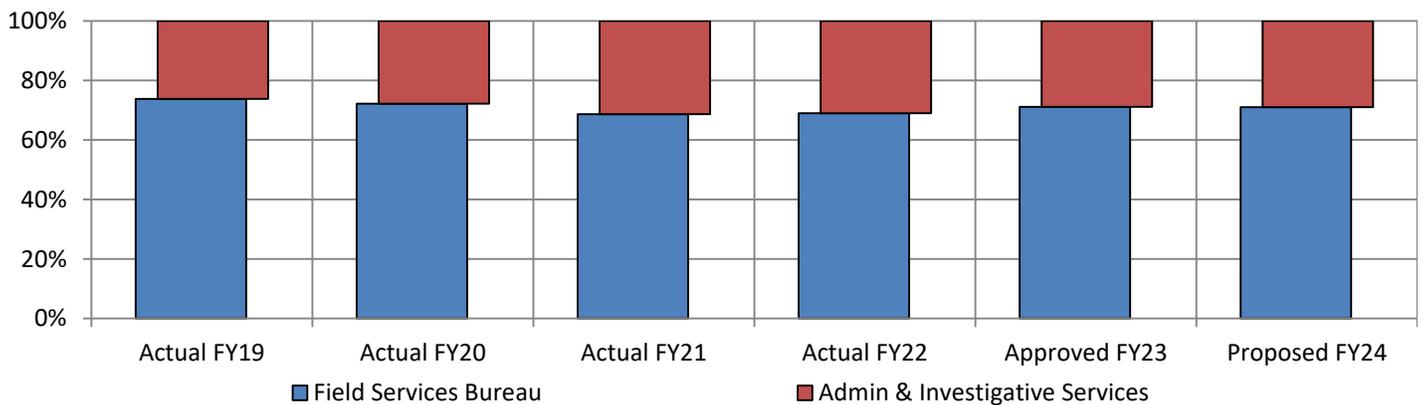
Police Department Factors Affecting Expenditures

Budget History - % Of Municipal Operating Budget



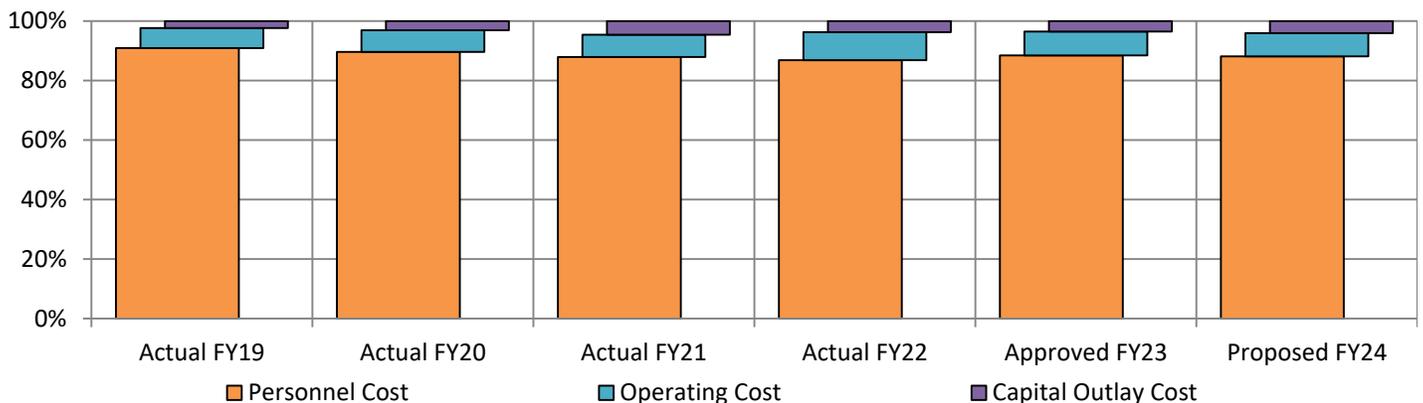
The Police Department's budget averages 37% of Municipal operating budget. The budget has also decreased from 37.33% to 36.84% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Division Historical and Budgeted



Field Services represent 70% of the Police Department proposed budget as the bulk of personnel resides within the field services bureau.

Total Expenditures By Category Historical and Budgeted



Personnel cost represents the largest component of police expenditures by category at 88%. Actual results have remained consistent over a six-year period.

ADMINISTRATIVE & INVESTIGATIVE SERVICES BUREAU

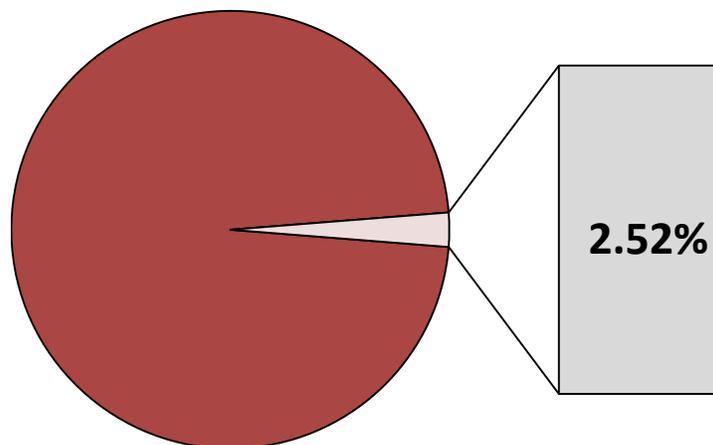
Purpose Statement

The Administrative & Investigative Services Bureau is committed to providing the department with leadership via the senior command staff. The Investigative Services Division is responsible for criminal investigations, victim services, youth services, prosecution, drug-related crime, the Community Impact Unit, and the Consumer Affairs Officer. The Administrative Division is responsible for training, information systems, crime analysis, finance and support services, personnel selection, volunteer services, records, evidence, licensing, alarms, vehicle maintenance, and facility maintenance.

Program Areas



% of FY 2024 General Fund Budget



The Administrative & Investigative Services Bureau comprises 2.52% of the overall General Fund budget.

Admin. & Investigative Bureau Services Provided

<http://www.barnstablepolice.com/records-division/>

The Police Department is the largest municipal department within the town. This Bureau's responsibilities include a range of clerical and administrative tasks designed to ensure the smooth operation of police functions. The primary tasks of these assistants include developing and implementing effective office procedures, responding to public inquiries, maintaining law enforcement records, and serving as a link between the Chief of Police and other law enforcement officers. This Bureau is also responsible the maintenance, monitoring, and replacement of all fleet vehicles within the Police Department.

Admin. & Investigative Bureau Recent Accomplishments

Investigative Services Division

In December of 2022 the Barnstable Police Department Investigative Services Division was assigned two patrol officers as "rotating detectives". These investigators will be assigned to the Investigative Services Division for approximately 8 months. The purpose of this program is multi-faceted, one facet is to allow officers to gain the knowledge and experience of working prolonged investigations from start to finish. When the rotating detectives have completed their assignment they will take these new skills and utilize them in their duties as a patrol officers in the patrol force. The two rotating detectives will also assist with covering the nights and weekends to assist with detective call outs for serious and violent offenses. As a part of criminal investigations the Investigative Serviced Division also oversees the departments Sexual Assault Investigators Unit, this unit is comprised of both Detectives and Patrol Officers that handle complaints of sexual assaults. In 2022 there were over 70 sexual assault complaints that were investigated by this unit.



Barnstable Police Cruiser

Narcotics Investigation

The Barnstable Police Department Investigative Services Division led several narcotic investigations in 2022, working with the Drug Enforcement Administration, the Cape and Islands Drug Task Force, and the Barnstable Police Department Patrol Division. One such investigation targeted an individual that was trafficking Fentanyl in Barnstable. This individual was utilizing a local hotel as a "stash house" and was making a large amount of sales at the Cape Cod Mall. As a result of the investigation the search warrants were executed where the subject was arrested, \$38,000 in cash was seized, and 249 grams of Fentanyl was taken off the streets of Barnstable.

Digital Forensics Investigations

The Barnstable Police Department Investigative Services Division continued to utilize the Digital Forensics & Investigations Unit to assist with cases ranging from Domestic Violence, Sexual Assaults, Property Crimes, and other violent crimes. Along with all of this, the unit continues to combat the ongoing fraud and scam trends that have plagued our community. This year alone over \$100,000 was recovered for victims of these crimes. The unit has also taken part in outreach programs to help educate residents in how to prevent and protect themselves from falling victim to these scammers.

Admin. & Investigative Bureau Recent Accomplishments (Continued)

Community Services Division

The members of the Barnstable Police Community Services Division are committed to our most vulnerable populations and our members expend enormous energy and time to better the quality of life for our entire community. We are proud and excited that two of our members were recognized for their dedication and hard work and were presented significant national and state wide awards.

Patrol Officer Daniel St. Peter, a member of our Community Impact Unit, was recognized for her compassion, dedication and passion for improving the lives of those experiencing homelessness, by the Attorney General for the United States, with an Excellence in Community Policing Award. Danielle was one of only eight law enforcement officers earning this award in the entire country.

In addition, Patrol Officer Dennis Stampfl, our School Resource Officer at Barnstable High School, was recognized by US Attorney for Massachusetts Rachael Rollins with the Excellence in Community Outreach and Prevention Award, for his outstanding work developing and presenting his portion of the Project Safe Neighborhoods. Danielle and Dennis represent the best of our Department and Community Services, Congratulations!

Our School Resource Officers, Adopt-A-School Officers and our Youth Officer at HYCC believe they have the best positions at our department. They continue to provide a safe and engaging environment to promote the growth and personal development of our town's youth and are regularly training to bring the newest and most relevant practices to their profession. Members attend training in Adolescent Mental Health, SRO updates, SRO basic class, new Laws and procedures, de-escalation, civil rights, and car seat installation, among others. The SRO Unit has also revamped their Internship program at BHS.

The Community Impact Unit is our outreach unit for those experiencing homelessness and works in close partnership with other town departments, businesses, as well as many private and faith organizations to address issues of importance for all involved. A Mental Health Clinician is assigned to the Unit and accompanies the CIU in the field to assess community members and connect them with the appropriate resources when needed. Our Community Service Officers serve as the eyes and ears of the CIU, are very active in the Main Street, Hyannis area, and keep engaged and attentive to the needs of our Main Street community.

Some of the events that the Community Services Division has or will participate in are:

- ✓ Security training and drills for all Barnstable Schools
- ✓ Security advice and training for local organizations or businesses with significant public engagement
- ✓ Toy for Tots toy collection-CSD collected and helped distribute over 4200 toys (12,600 for the Cape)
- ✓ Community Substance Abuse forum in partnership with Barnstable Public Schools and the Barnstable Youth Commission
- ✓ Hidden in Plain Sight Adult Education trailer and program
- ✓ Barnstable Community and Police Unity Day with People of Action
- ✓ Safe driving classes and One Love Healthy dating classes at BHS
- ✓ YMCA Y Achievers
- ✓ Holiday and back to school Shop-With-A-Cop events
- ✓ Student police academies
- ✓ Community Crisis Intervention Team meetings
- ✓ Community Impact weekly outreach meetings and overdose response and follow up
- ✓ Food and meal distribution for veterans and others in need
- ✓ Trained Officers and on Mental Health First Aid and Community Crisis Intervention

Admin. & Investigative Bureau Recent Accomplishments (Continued)

- ✓ Many other community events including Bike rodeos, Touch-A-Trucks, Celebration Drive-by's and similar community events.

Police Records

<http://www.barnstablepolice.com/records-division/>

The Records Department continues to make modifications to the way we conduct business to service customer's needs in a more convenient and efficient way. Residents have the option of visiting the customer service window in person or contactless service by dropping off paperwork or requests for service in our convenient mailbox located in the lobby. Our website continues to be a tremendous resource for forms, applications, and payment options.

Training

The importance of training cannot be overstated. The Barnstable Police Department is committed to ensuring that officers are provided training opportunities that will allow members to provide exceptional service to the community and ensure ongoing professional development.

Training FY23 included:

- ✓ 30 Officers attended a multi-agency active shooter training/drill.
- ✓ 30 Officers attended a road tactics safety course.
- ✓ All sworn officers transitioned to the new Glock firearms purchased last year.
- ✓ Due to staffing changes, the Civilian Records Staff was trained in a variety of topics.
- ✓ All members of the school resource officer and adopt a school units were training in Adolescent Mental Health.
- ✓ All department members were trained in a full 8 hours of defensive tactics.
- ✓ 10 Supervisors attended the FBI LEEDA Command Course.
- ✓ 30 Officers attended a joint training with the Barnstable County District Attorney's office on report writing.



Police Swearing In

Continuing and upcoming projects:

- Community Dog program-should be looking for a K9 partner in early 2023
- RAD Kids program-Working with RAD Kids to schedule training for police and others
- Child Safety Seat Installations and checks-continue and train additional officers
- Expanded the Safe driving program at BHS
- Continue to utilized MH clinicians and look for ways to expand their effectiveness
- Work to return a SRO to the BUIS school.



Barnstable Police Cruiser

Admin. & Investigative Bureau FY 2023 Goals and Results

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

1. Assessing and filling the large number of vacancies by implementing proactive strategies to engage the community and promote upcoming civil service tests with a goal to make the Barnstable Police force representative of the racial/ethnic composition of the Community. **(SP: Public Health & Safety)**

Status: Ongoing

2. Train sworn supervisors in the proper administration of officer performance evaluations in order to improve communication, enhance professional development, and provide timely feedback to officers. **(SP: Public Health & Safety)**

Status: Completed

3. Explore new scheduling software programs to improve police scheduling and attendance practices. **(SP: Public Health & Safety)**

Status: Completed

4. To continue to be attentive and adaptable to changing service needs in the Community. **(SP: Public Health & Safety)**

Status: Ongoing

Admin. & Investigative Bureau FY 2024 Goals and Objectives

1. Explore Implementation of Body-Worn Cameras. **(SP: Public Health & Safety)**

2. With the signing of the 'Police Reform' legislation by Governor Baker in December of 2020, the Commonwealth let it be known that they would be creating a Division of Police Certification to establish minimum standards for all law enforcement agencies. Although that Division has yet to be formed by the state, the Barnstable Police Department has set a goal to become Certified by the private Massachusetts Police Accreditation Commission (MPAC) in FY24. The MPAC Certification Program currently consists of 159 selected standards that impact officer and public safety and generally promote operational efficiency throughout the agency. MPAC's certification of a department is considered a defining achievement of success for an agency, as it is a professional measure of established best practices from around the nation. Sworn and Civilian members of the BPD look forward to working together to attain this worthwhile goal to better serve the citizens of Barnstable. **(SP: Public Health & Safety)**

3. Successfully recertify eligible officers through POST by required date in 2023. **(SP: Public Health & Safety)**

4. Seek out grant opportunities to help fund department initiatives and equipment as appropriate. **(SP: Public Health & Safety)**

Admin. & Investigative Bureau Budget Comparison

Admin & Investig. Services	Actual	Projected	Approved	Proposed	Change	Percent
Sources of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Taxes	\$4,478,800	\$4,630,971	\$4,351,382	\$4,634,253	\$282,871	6.50%
Fees, Licenses, Permits	59,968	58,153	116,000	61,000	(55,000)	-47.41%
Charges for Services	287,680	164,938	283,000	250,000	(33,000)	-11.66%
Interest and Other	1,614	1,329	1,000	1,500	500	50.00%
Total Sources of Funding	\$4,828,061	\$4,855,391	\$4,894,278	\$4,946,753	\$52,475	1.07%

Expenditure Category						
Personnel	\$2,790,383	\$2,888,112	\$2,891,003	\$2,954,641	\$63,638	2.20%
Operating Expenses	1,454,971	1,392,279	1,424,433	1,295,664	(128,769)	-9.04%
Capital Outlay	582,707	575,000	578,842	696,448	117,606	20.32%
Total Appropriation	\$4,828,061	\$4,855,391	\$4,894,278	\$4,946,753	\$52,475	1.07%

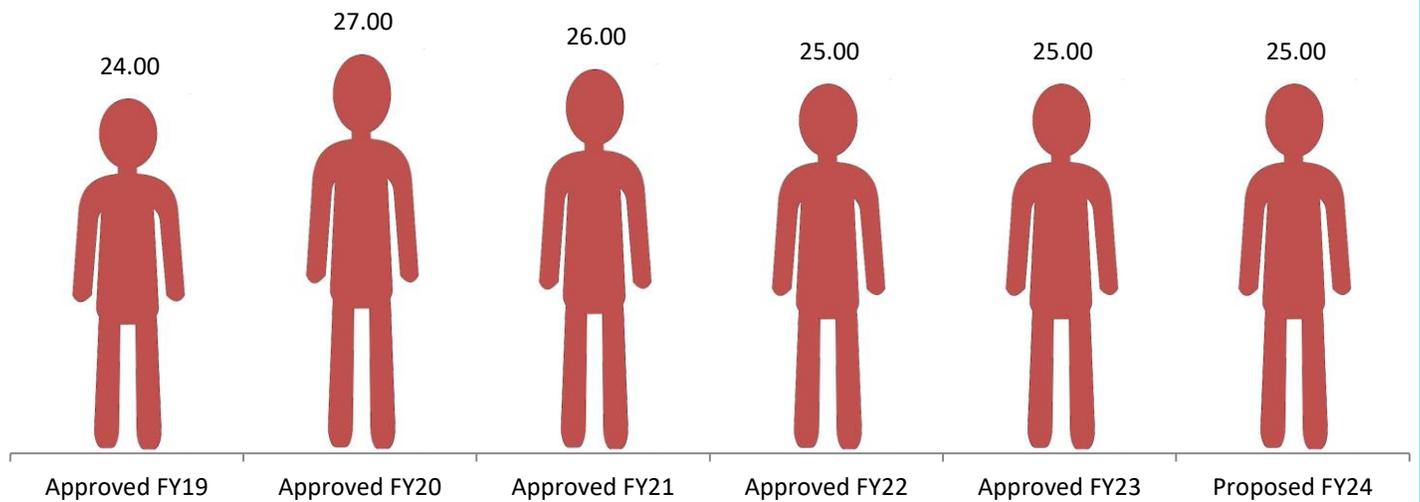
Summary of Budget Changes

The Administrative & Investigative Bureau's proposed FY 2024 budget increased by \$52,475, or 1.07% from the approved FY 2023 budget. Personnel budget change includes contractual obligations, increased overtime, and the department's annual training needs. Operating budget change includes anticipated gasoline/diesel contract cost increases, technology and training bundle. This budget also includes the annual patrol vehicle replacements and IT hardware purchases.

Job Title	FY 2022	FY 2023	FY 2024	Change
Administrative Assistant	2.00	2.00	2.00	-
Admin. Asst. to Detective Division	1.00	1.00	1.00	-
Alarm Administrator/Records Analyst	1.00	1.00	1.00	-
Asst. Records Property Supervisor	1.00	1.00	1.00	-
Chief of Police	1.00	1.00	1.00	-
Confidential Assistant to Chief	1.00	1.00	1.00	-
Deputy Chief	1.00	1.00	1.00	-
Detective	8.00	8.00	8.00	-
Dir. of Finance & Support Services	1.00	1.00	1.00	-
Victim Services/Special Prosecution	1.00	1.00	1.00	-
Financial Coordinator	1.00	1.00	1.00	-
Lieutenant	1.00	1.00	1.00	-
Mechanic	2.00	2.00	2.00	-
Records/Property Supervisor	1.00	1.00	1.00	-
Sergeant	2.00	2.00	2.00	-
Full-time Equivalent Employees	25.00	25.00	25.00	-

Admin. & Investigative Services Bureau Factors Affecting FTE's

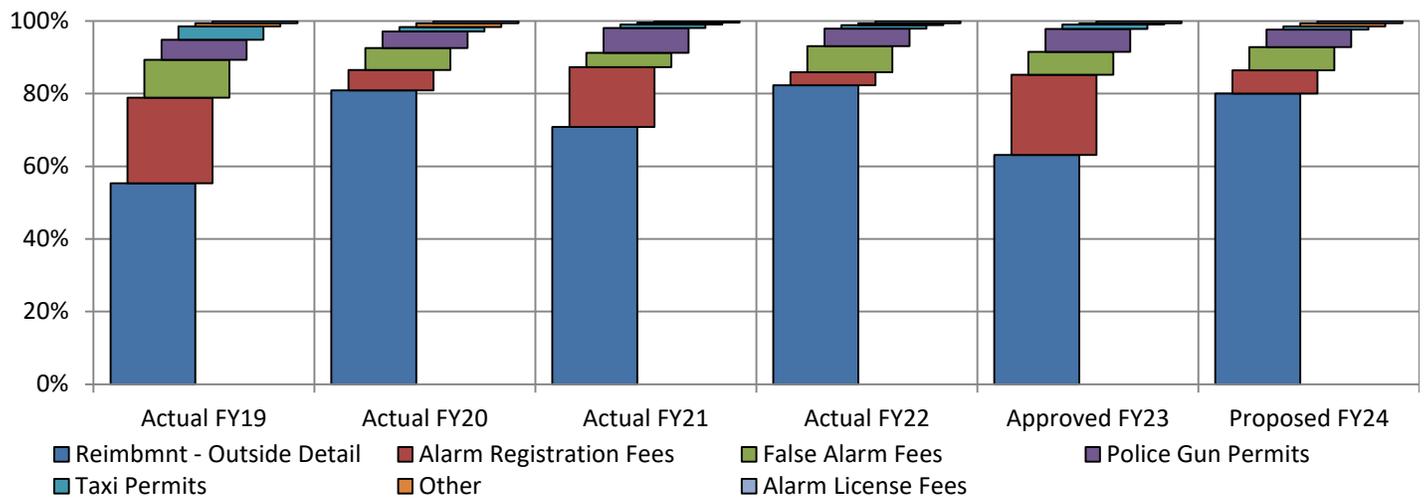
Bureau Full Time Employee History



FY 2024 – no proposed changes to full-time employees.

Admin. & Investigative Services Bureau Factors Affecting Revenues

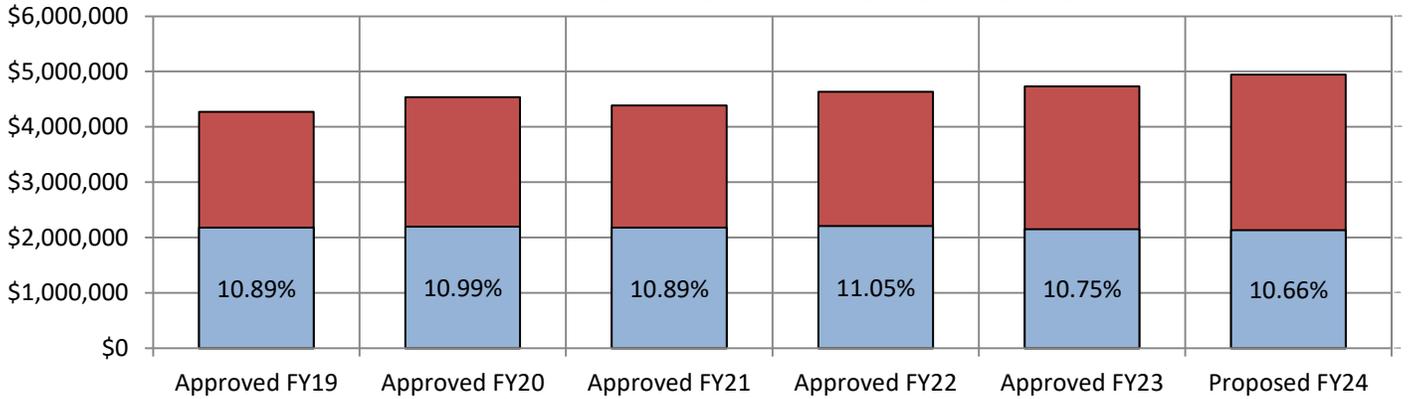
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 93% of total sources of funding for the proposed budget. Excluding taxes, reimbursements for outside detail provides 80%, alarm registration fees 6.4%, false alarms 6.4%, and police gun permits 5%.

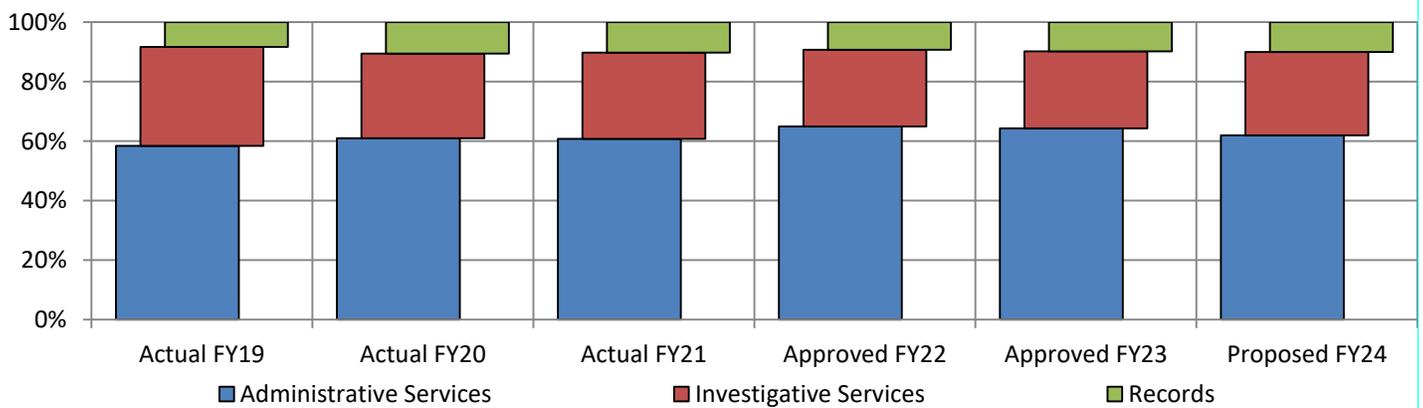
Admin. & Investigative Services Bureau Factors Affecting Expenses

Bureau Budget History - % Of Municipal Operating Budget



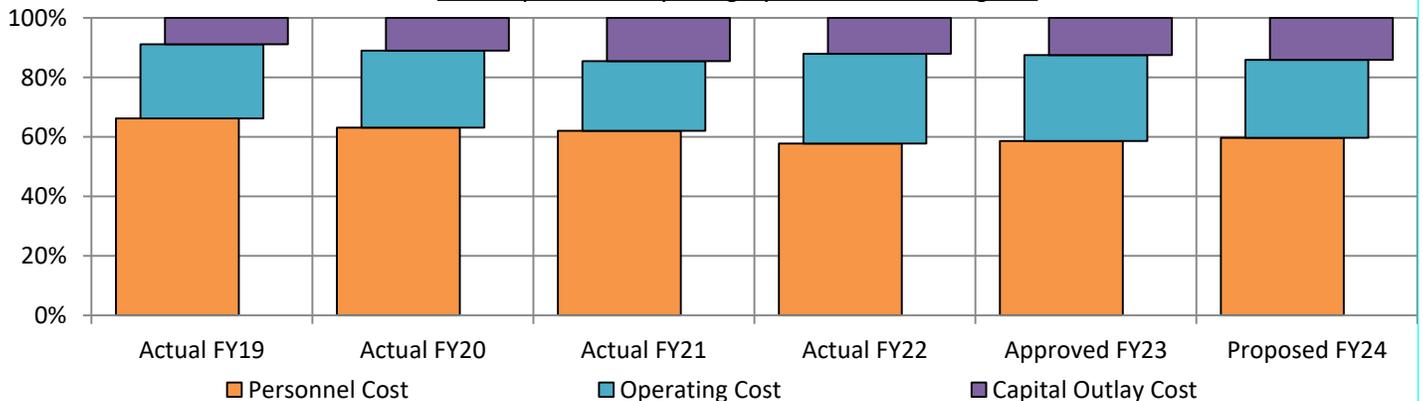
This budget has increased 2.63% annually on average over a six-year period. This budget averages 10.8% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The bureau's programs are allocated Administration 62%, Investigations 28%, and Records 10% of the proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost accounts for 60% of the proposed budget followed by operating 26%, and capital outlay at 14%.

Admin. & Investigative Bureau Services Provided

Administrative Services Program

Administrative Services, under the direction of a Deputy Chief, provides the Department with leadership and support in a variety of functional areas including personnel selection, information technology, and training. The Executive Services function, under the leadership of a Lieutenant, is responsible for the professional standards function as well as policy development and review and public information. All Communications, Emergency Management and Facility Supervision and Maintenance likewise in Administration and is the responsibility of the Deputy Chief of Field Services. Finance/Budget-related responsibilities are managed by the Finance & Support Services Director in addition to Grant-Writing/Grant Maintenance as well as oversight of Support Services.

- Professional Standards is responsible for the investigation of allegations of misconduct by members of the Police Department;
- Personnel Selection is responsible for the recruitment, investigation, and selection of new police officers. This unit coordinates and monitors medical, psychological, and physical testing for police candidates. Personnel Selection also conducts background investigations on all civilian employees of the Department.
- Police officers volunteer their time for a Police Explorer's Program that meets at the police facility.

- Training provides for the development of in-service training programs trainings related to legal updates, leadership, use of force and de-escalation, and other areas critical for professional development, succession planning, as well as agency and officer wellness.
- The Motor Vehicle Maintenance area is responsible for the repair and upkeep of the Department's motor vehicles, motorcycles, and
- The Citizen's Police Academy provides training to community members regarding the duties and functions of the Department. The CPA allows members of the Department to share their skills and experience with residents who want to learn more about policing and the agency. It also provides community members with an opportunity to meet and get to know officers. CPA graduates often continue their relationship with the Department by becoming volunteers. The CPA was suspended in 2020/21 due to COVID, but plans are to bring it back in Fall of 2023.
- Volunteer Services utilizes graduates of the Citizen's Police Academy to serve as greeters at the Main Station and Hyannis Substation.
- Information Technology is responsible for programming, maintenance, and user support of all computer systems in the police facility and in all police vehicles.

Administrative Services Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$2,735,019	\$2,928,138	\$2,646,227	\$2,754,813	\$108,586	4.10%
Fees, Licenses, Permits	59,968	58,153	116,000	61,000	(55,000)	-47.41%
Charges for Services	287,680	164,938	283,000	250,000	(33,000)	-11.66%
Interest and Other	1,614	1,329	1,000	1,500	500	50.00%
Reserves	-	-	142,896	-	(142,896)	-100.00%
Total Sources of Funding	\$3,084,280	\$3,152,558	\$3,189,123	\$3,067,313	(\$121,810)	-3.82%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$1,060,334	\$1,247,417	\$1,248,666	\$1,138,019	(\$110,647)	-8.86%
Operating Expenses	1,441,239	\$1,330,140	1,361,615	1,232,846	(128,769)	-9.46%
Capital Outlay	582,707	575,000	578,842	696,448	117,606	20.32%
Total Appropriation	\$3,084,280	\$3,152,558	\$3,189,123	\$3,067,313	(\$121,810)	-3.82%

Admin. & Investigative Bureau Services Provided (Continued)

Records Program

Records Program is responsible for the processing of all incident/accident/arrest reports to allow retrieval in a variety of formats. The Records Unit processes all firearm and hackney licenses within the Town of Barnstable.

- Evidence Preservation and Accountability is responsible for the processing, submitting for analysis and safekeeping of all evidence, drugs and property that come into possession of the department;
- The Daily Public Log is available on our website at www.barnstablepolice.com under Resources/Daily Public Log.



The Cause Church - Police Cruiser Showing

- 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.
- Alarm Administration provides for the registration of all alarms in both private residences and businesses in order to reduce the number of false alarm dispatches.
- The Division ensures the timely processing and production of the records requested through Freedom of Information Act (FOIA) Requests.

Records	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Taxes	\$473,238	\$467,907	\$469,996	\$495,377	\$25,381	5.40%
Total Sources of Funding	\$473,238	\$467,907	\$469,996	\$495,377	\$25,381	5.40%

Expenditure Category	Actual	Projected	Approved	Proposed	Change	Percent
Personnel	\$465,366	\$418,577	\$418,996	\$444,377	\$25,381	6.06%
Operating Expenses	7,872	\$49,330	51,000	51,000	-	0.00%
Total Appropriation	\$473,238	\$467,907	\$469,996	\$495,377	\$25,381	5.40%

Admin. & Investigative Bureau Services Provided (Continued)

Investigative Services Program

The Investigative Services Program falls under the supervision of a Detective Lieutenant. Those functions include a Narcotics Unit, a General Investigations Unit, Juvenile Services, an Arson Investigator, a Sexual Assault Investigator, and a Domestic Violence Detective. The focus of the Investigative Services Bureau is the investigation of serious crimes including, but not limited to, homicides, assaults, sexual assaults, robberies, burglaries, narcotics trafficking, weapons (gun) violations, larcenies, and identity fraud. The Bureau accomplishes its work through a number of functional areas as follows:

- A Detective Sergeant supervises the day-to-day operations of General Investigations Unit and is responsible for the investigation of all felony and serious crimes;
- Narcotics and Vice Control Unit is responsible for the investigation of drug offenses and conditions that may promote crime. A Detective Sergeant supervises the day-to-day operations of this unit;
- Victim Services coordinates the department's response to incidents of domestic violence, victims of other incidents and assists victims in obtaining support services;
- The Prosecution Unit of the Police Department is responsible for the preparation and presentation of all cases on the District Court level. This not only includes over two thousand arrests per year but also motor vehicle citation hearings, show cause hearings, warrant applications, summons and alcohol commitments. The Prosecution Unit includes a Sergeant and a Detective, who act as the Department's liaison, and 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;
- The Computer Forensic Technology Lab tests and preserves evidence relative to crimes committed in which technology was utilized to assist in the crime (cell phones, computers, etc.).

Investigative Services Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$1,270,543	\$1,234,927	\$1,235,159	\$1,384,063	\$148,904	12.06%
Total Sources of Funding	\$1,270,543	\$1,234,927	\$1,235,159	\$1,384,063	\$148,904	12.06%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$1,264,683	\$1,222,118	\$1,223,341	\$1,372,245	\$148,904	12.17%
Operating Expenses	5,860	\$12,809	11,818	11,818	-	0.00%
Total Appropriation	\$1,270,543	\$1,234,927	\$1,235,159	\$1,384,063	\$148,904	12.06%

FIELD SERVICES BUREAU

Purpose Statement

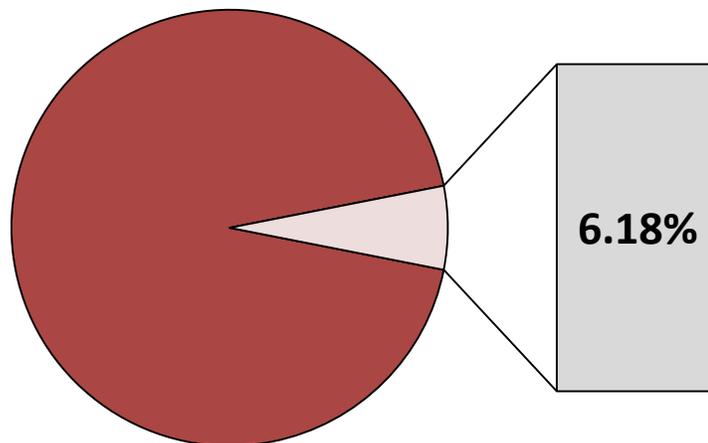
The Field Services Bureau - police relations includes detection and apprehension of criminal perpetrators and the maintenance of the safe and orderly flow of traffic. The mission of the patrol force is to develop our complement of officers and supervisors into a team. This team will become a cohesive unit with improved productivity and healthy working attitudes. This will enhance our service to the department, the community, and our families.

Program Budget Areas



Officers of the Field Services Bureau

% of FY 2024 General Fund Budget



The Field Services Bureau comprises 6.18% of the total General Fund budget.

Field Services Bureau Services Provided

Field Services Bureau

The patrol force consists of four patrol shifts, lock-up oversight, and several specialty units including the marine unit, mountain bike unit, traffic unit, canine unit and SWAT team. The Field Services Bureau also includes the Public Information Office, Emergency Preparedness, and Telecommunications (Dispatch). The SWAT team is responsible for serving high-risk warrants and responding to emergencies including hostage or barricade situations and active shooter events. Emergency Preparedness officers work with all Town, State and Federal Agencies, Public Utilities and the American Red Cross for disaster preparedness, response, and mitigation. The Public Information Office is responsible for relaying accurate and timely information and news updates to the media.

The Patrol Force, under the command of the Deputy Chief of Field Services, is divided into three watches. Each watch is under the command of a Lieutenant. The major function of patrol is crime prevention and suppression. The Town of Barnstable has been geographically divided into six patrol sectors. Officers are assigned to the sectors bases on shift strength and the needs of that particular sector.

The Patrol Division has a variety of areas of responsibility including:

- Three K-9 units providing for tracking purposes and drug detection;
- The Traffic Unit works full time with the specific goal of safety on our roadways;
- The Marine Unit is responsible for patrolling and safeguarding the waterways of the Town of Barnstable;
- The Mountain Bike Unit is responsible for high visibility patrol coverage throughout the downtown Hyannis area during the warmer months, and;
- The Field Training Unit has the heavy responsibility of training all new recruits upon their graduation from the academy and ensuring that they are qualified before being released.



The Barnstable Police Honor Guard

Field Services Bureau Recent Accomplishments

- ✓ Worked with the Community Impact Unit and the Community Service Officers to make positive changes to the atmosphere on Main St., Hyannis. The day shift supervisors assigned an officer to be responsible exclusively for Main St on a regular basis. Having an officer assigned to Main St. was very well received by the community leaders, local merchants, and residents alike. The day shift accomplished this by using a combination of mountain bike patrols, motorcycle patrols, and walking patrols. We received a great deal of positive feedback regarding the increased presence of officers in the Main St. area.
- ✓ Personnel were assigned to conduct proactive patrol in plainclothes in an unmarked vehicle, this resulted in a number of arrests including narcotics violations, motor vehicle offenses, larcenies, disorderly conduct, assaults, and protective custody.
- ✓ Personnel assisted with security and traffic control at numerous large scale events such as parades, funerals, community events, etc.
- ✓ Successfully used Narcan, an opiate reversal drug, on numerous occasions to revive subjects who were experiencing and opiate overdose.



Officers Scott Leger and Brian Morrison

- ✓ Worked with the BPD Traffic Unit to identify areas where traffic issues were occurring, and day shift personnel made numerous motor vehicle stops resulting in arrests, citations, and verbal warnings.
- ✓ Officers assigned to the field training unit assisted with the training for eight new recruit officers and transfers. This was a large undertaking department-wide, which required a great deal of communication and cooperation among the supervisors and officers assigned to the Training Unit and the three shifts.

Field Services Bureau FY 2023 Goals and Results/Progress

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

Short-Term:

1. Complete the conversion to new patrol pistols for all patrol officers, which were purchased in FY22. **(SP: Public Health & Safety)**

Status: Complete

2. Explore the implementation of an increased number of hybrid police vehicles into our patrol fleet. **(SP: Public Health & Safety)**

Status: Ongoing – supply chain issues



Barnstable Police – Kids Day

Field Services Bureau FY 2024 Goals and Objectives

Short-Term:

1. Continue to work collaboratively with other units and agencies to ensure that our villages are safe and orderly places for residents and visitors alike.
2. Increase traffic safety of roadways and deter motor vehicle violations through education and enforcement throughout Town.
3. Provide officers an opportunity to engage in specialty assignments during shift such as marine patrol, mountain bike patrol, and traffic enforcement that enhances public safety and encourages job enrichment as appropriate.
4. Recertify eligible bureau officers through POST by the required date in 2023.

Field Services Bureau Budget Comparison

Field Services Bureau Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$10,313,620	\$11,195,853	\$11,290,385	\$11,724,767	\$434,382	3.85%
Fines, Forfeitures, Penalties	75,213	85,654	56,000	76,000	20,000	35.71%
Fees, Licenses, Permits	101,925	130,550	75,000	80,000	5,000	6.67%
Interest and Other	267,479	260,729	270,000	270,000	-	0.00%
Total Sources of Funding	\$10,758,237	\$11,672,786	\$11,691,385	\$12,150,767	\$459,382	3.93%

Expenditure Category						
Personnel	\$10,742,317	\$11,638,858	\$11,650,509	\$12,109,891	\$459,382	3.94%
Operating Expenses	15,920	\$33,927	40,876	40,876	-	0.00%
Total Appropriation	\$10,758,237	\$11,672,786	\$11,691,385	\$12,150,767	\$459,382	3.93%

Summary of Budget Changes

The Field Services' proposed FY 2024 budget increased by \$459,382 or 3.93% from the approved FY 2023 budget. Personnel budget change includes contractual obligations and overtime increases.

Job Title	FY 2022
Crossing Guard	0.80
Deputy Chief	1.00
Detective	1.00
Lieutenant	5.00
Outside Detail Coordinator	0.00
Patrol Officer	80.00
Sergeant	18.00
Telecomm. Specialist/Jail Assistant	14.00
Full-time Equivalent Employees	119.80

	FY 2023	FY 2024	Change
	0.80	0.80	-
	1.00	1.00	-
	1.00	1.00	-
	5.00	5.00	-
	0.50	0.50	-
	80.00	80.00	-
	18.00	18.00	-
	15.00	15.00	-
	121.30	121.30	-

Field Services Bureau Factors Affecting FTE's

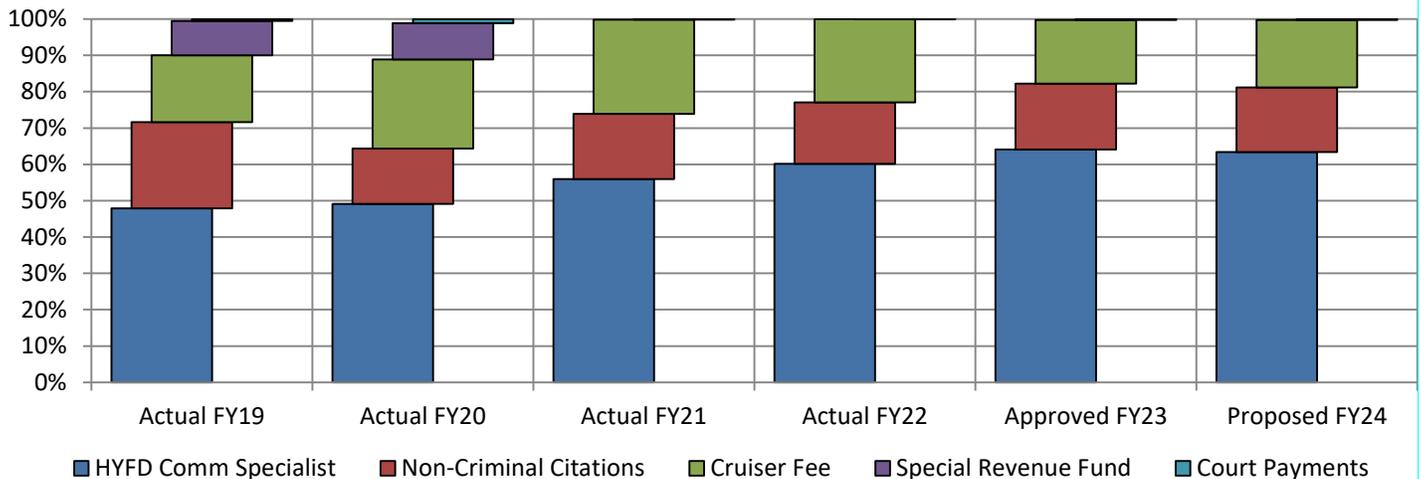
Bureau Full Time Employee History



FY 2023 included 1 additional Telecommunications position and a part-time Outside Detail Coordinator.

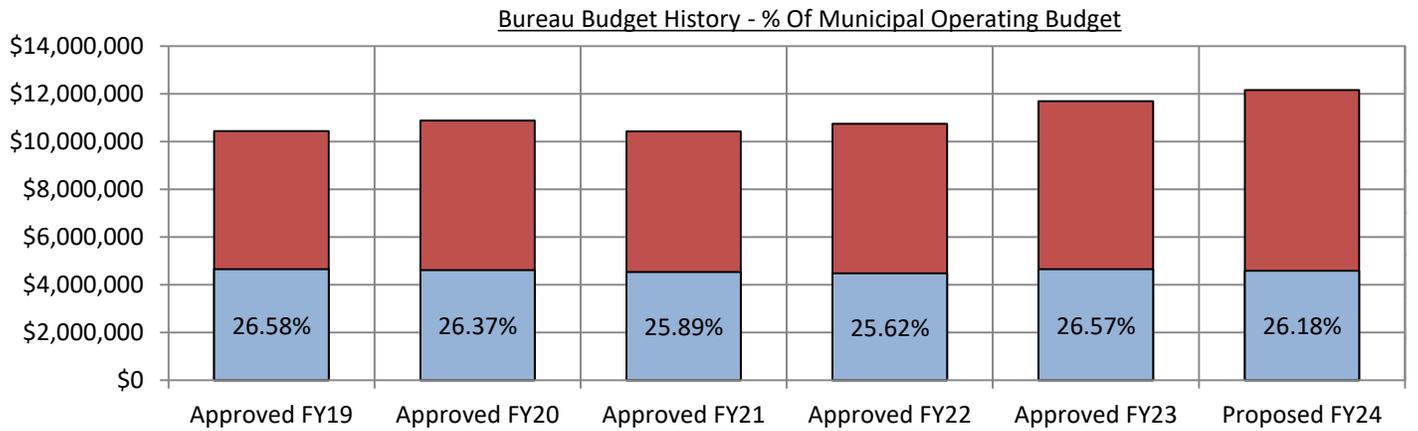
Field Services Bureau Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

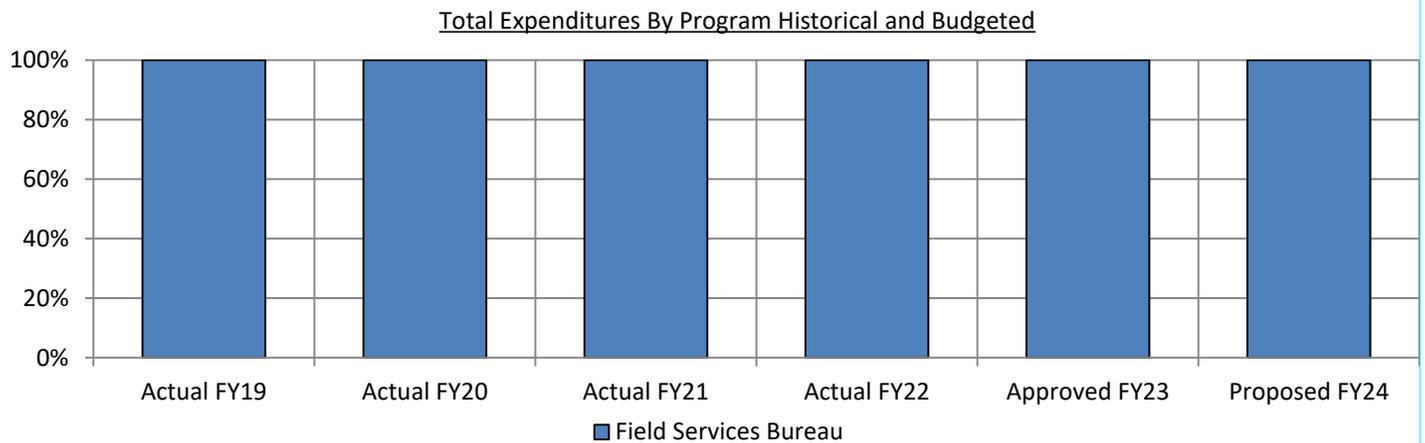


Tax support provides 96% of the funding for this bureau's proposed budget. The remaining balance is covered by reimbursements from the Hyannis Fire District shared agreement, non-criminal citations, and cruiser fees.

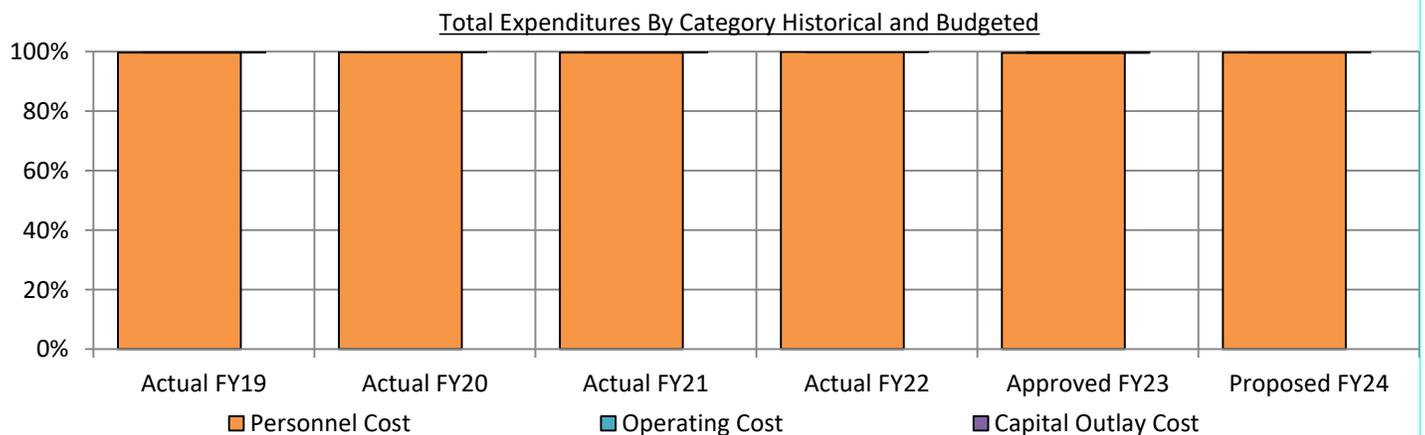
Field Services Bureau Factors Affecting Expenses



The Field Services budget has increased 3.18% annually on average over a six-year period. This budget averages 26.2% of the municipal operating budget (excludes other requirements and schools).



Field Services Bureau is a standalone division with no segregate programs.



Personnel cost accounts for 99% of the proposed budget followed by operating at 1%.

Workload Indicators

Administration & Investigative Services Bureau

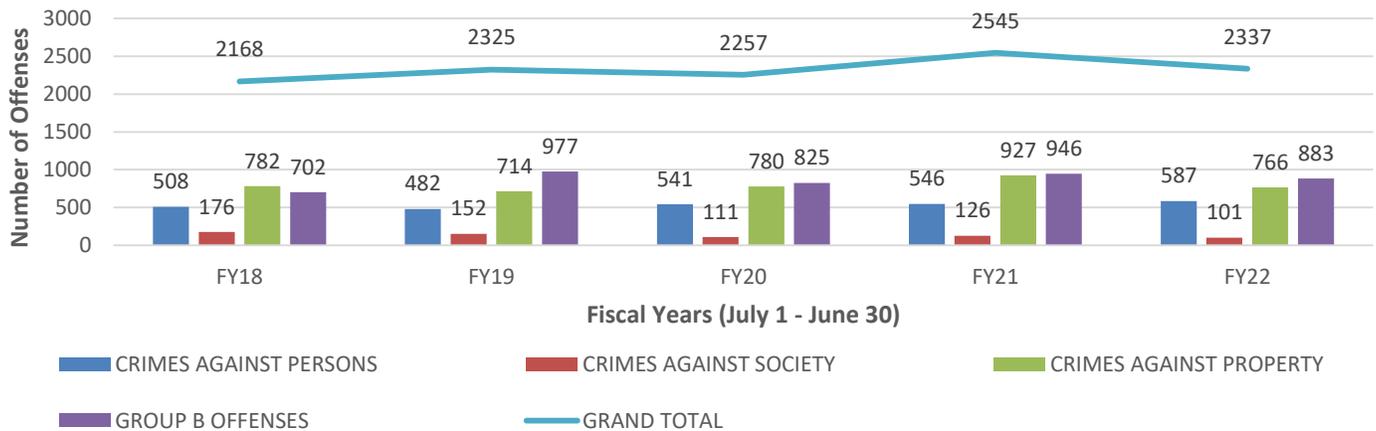
Key Outcome Measures	Benchmark	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Target	FY2024 Target
To continue to increase the number of jail diversions of individuals encountered by the Community Impact Unit	1,110	856	824	1,499*	875	1,100

*Data reflects a large number of Jail Diversions in comparison to previous year due to large group activities resulting in multiple jail diversions to one response.

Workload Indicators	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Firearms Licenses Processed	812	918	1,100
Taxi/Limousine Licenses Issued	111	114	120
Processed Arrest/Incident/Accident Reports	5,883	5,970	6,237
Processed Item Evidence/Property	2,079	2,139	2,285
Process sex offenders for annual registrations, etc.	180	207	230
Home sex offender verification checks	97	109	123

Field Services Bureau

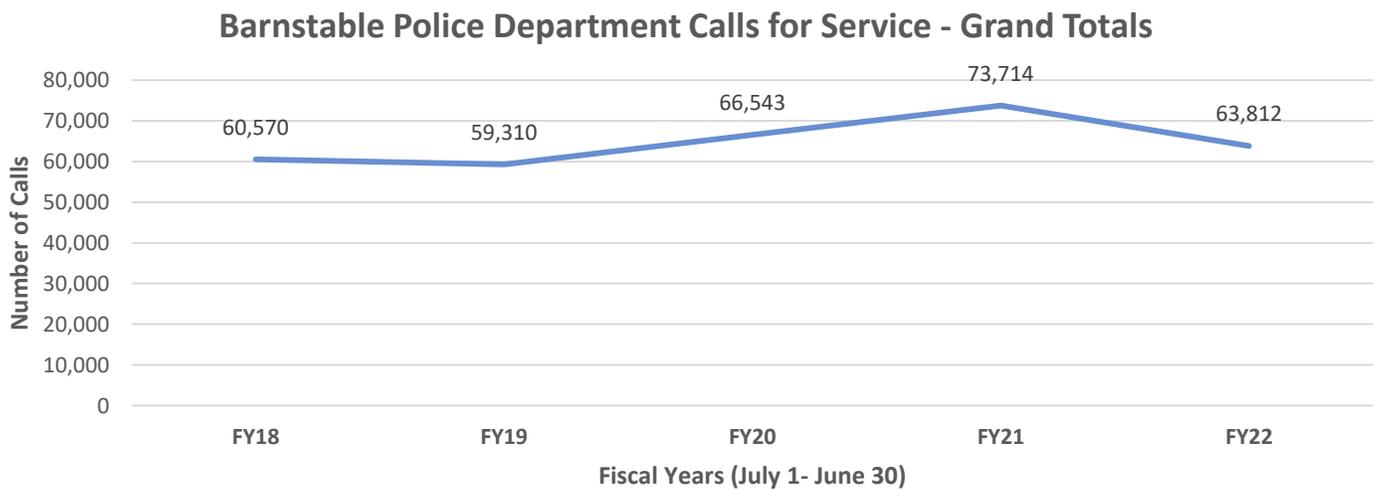
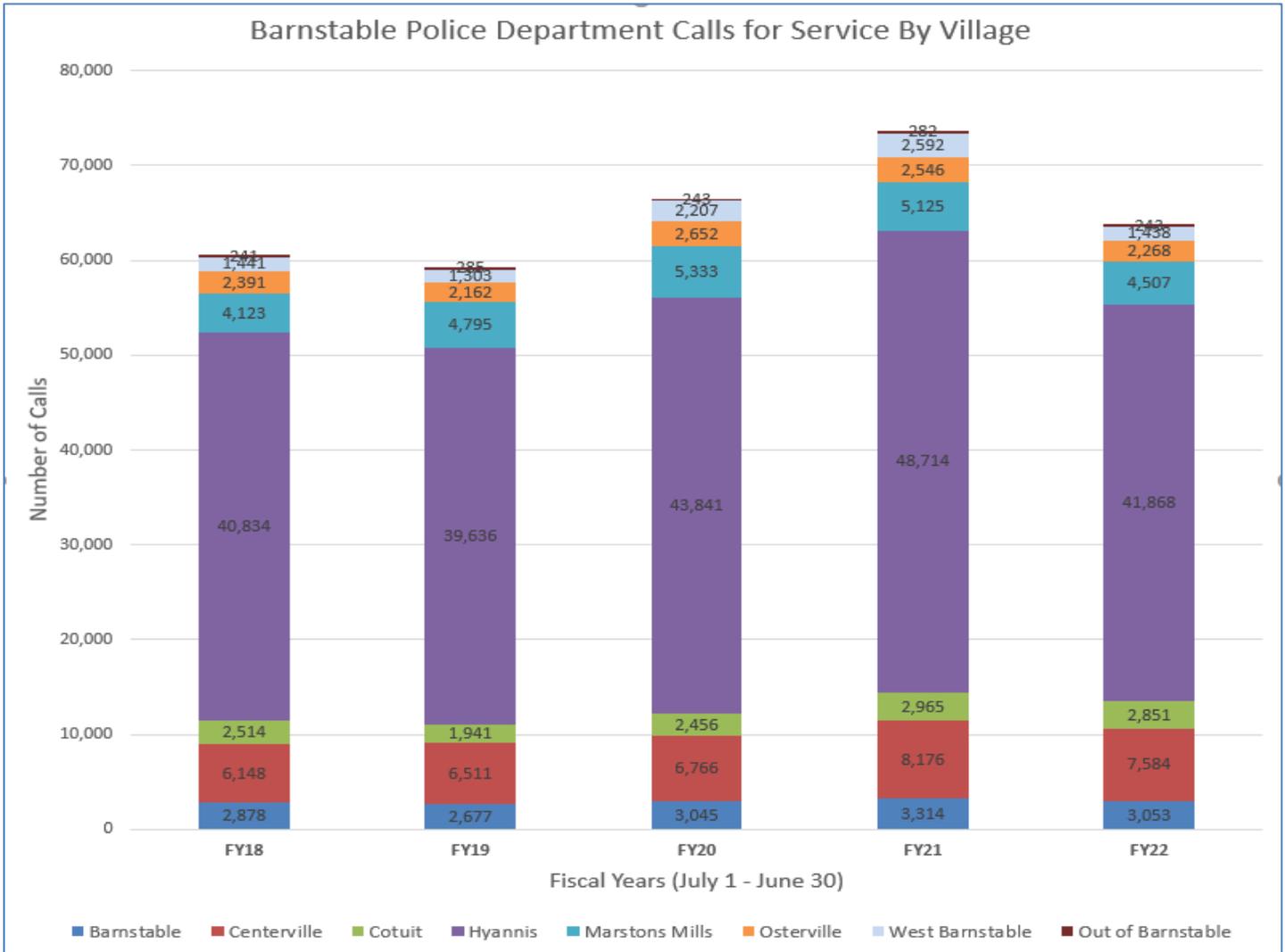
Barnstable Police Department Offense Overview



Group A Offenses are: **Crimes Against Persons** (Assaults, Homicides, Human Trafficking, Kidnapping/Abduction and Sex Offenses); **Crimes Against Society** (Animal Cruelty, Drug/Narcotic Offenses, Pornography/Obscene Material, Prostitution Offenses, Weapon Law Violations); **Crimes Against Property** (Arson, Burglary/Breaking and Entering, Counterfeiting/Forgery, Destruction/Damage/Vandalism, Embezzlement, Extortion/Blackmail, Fraud Offenses, Larceny/Theft Offenses, Motor Vehicle Theft, Robbery, Stolen Property Offenses)

Group B Offenses are: Disorderly Conduct, Driving Under the Influence, Family Nonviolent Offenses, Liquor Law Violations, Trespass of Property, Violation of Restraining Orders, Protective Custodies, Warrant Arrests)

Workload Indicators Continued



Percent Change from FY21 to FY22 for Total Calls for Service was down 13%

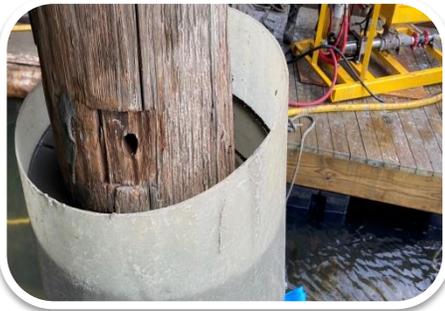
THIS PAGE INTENTIONALLY LEFT BLANK

DEPARTMENT OF PUBLIC WORKS

Department Purpose Statement

The purpose of the Department of Public Works is to protect, preserve, and improve the Town's infrastructure and related assets in a manner that meets the current and future social and economic needs of the community; and contributes to a healthy, safe, and quality environment for the Town's citizens and its visitors.

Division Areas



Administration & Tech Support

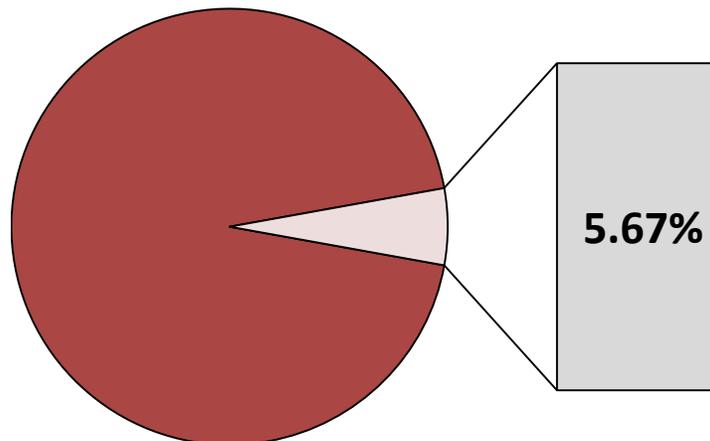


Highway



Structures & Grounds

% of FY 2024 General Fund Budget



The Public Works Department comprises 5.67% of the overall General Fund budget.

Public Works Department Services Provided

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

Department of Public Works is responsible for all day-to-day maintenance of the town infrastructure services such as road maintenance and facility operation, sanitation, street maintenance, town storm, waste disposal, and emergency response for snow and ice, flood, severe weather mitigation.

Public Works Department Budget Comparison

Public Works Dept. Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$10,126,909	\$9,036,849	\$10,087,423	\$10,343,916	\$256,493	2.54%
Fees, Licenses, Permits	249,196	220,875	192,000	215,000	23,000	11.98%
Interest and Other	712,586	500,319	500,000	500,000	-	0.00%
Special Revenue Funds	80,360	79,640	79,640	83,140	3,500	4.39%
Total Sources of Funding	\$11,169,052	\$9,837,683	\$10,859,063	\$11,142,056	\$282,993	2.61%

Expenditure Category						
Personnel	\$5,925,039	\$6,044,901	\$6,459,463	\$6,636,468	\$177,005	2.74%
Operating Expenses	4,499,985	3,164,282	3,749,600	3,855,588	105,988	2.83%
Capital Outlay	744,027	628,500	650,000	650,000	-	0.00%
Total Appropriation	\$11,169,052	\$9,837,683	\$10,859,063	\$11,142,056	\$282,993	2.61%

Summary of Budget Changes

Department of Public Works' proposed FY 2024 budget is increasing \$282,993, or 2.61% over the approved FY 2023 budget. Personnel budget change includes contractual obligations and the reallocation of existing staff between other areas of the budget. The Operating expense budget change includes water sampling equipment, fuel and utilities increases, traffic signal equipment and portable bathrooms. Capital outlay will continue the annual vehicle replacement and building improvements programs.

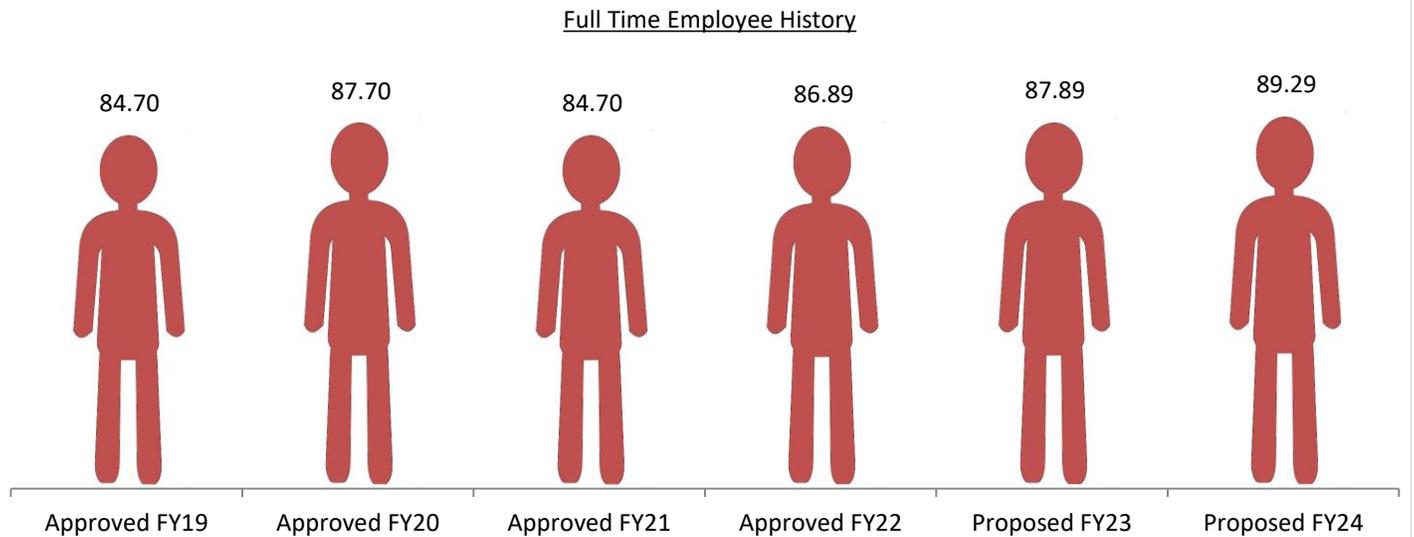
Public Works Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$10,859,063	
Contractual Obligations, Staff Turnover and Allocation Changes	172,005	-	-	172,005	1.40
One-Time Charges	-	-	(650,000)	(650,000)	-
FY 2024 Budget Changes					
1. Increase in Funding for Lakes & Ponds Water Sampling	5,000	11,000	-	16,000	-
2. Fuel Increases	-	26,668	-	26,668	-
3. Utility Increase	-	35,200	-	35,200	-
4. Traffic Signal Preemption Equipment	-	21,000	-	21,000	-
5. Portable Bathrooms	-	12,120	-	12,120	-
6. Vehicle Fleet Replacement	-	-	500,000	500,000	-
7. Facilities Operating Capital	-	-	150,000	150,000	-
FY 2024 Proposed Budget	\$177,005	\$105,988	\$650,000	\$11,142,056	1.40

Department of Public Works Budget Reconciliation

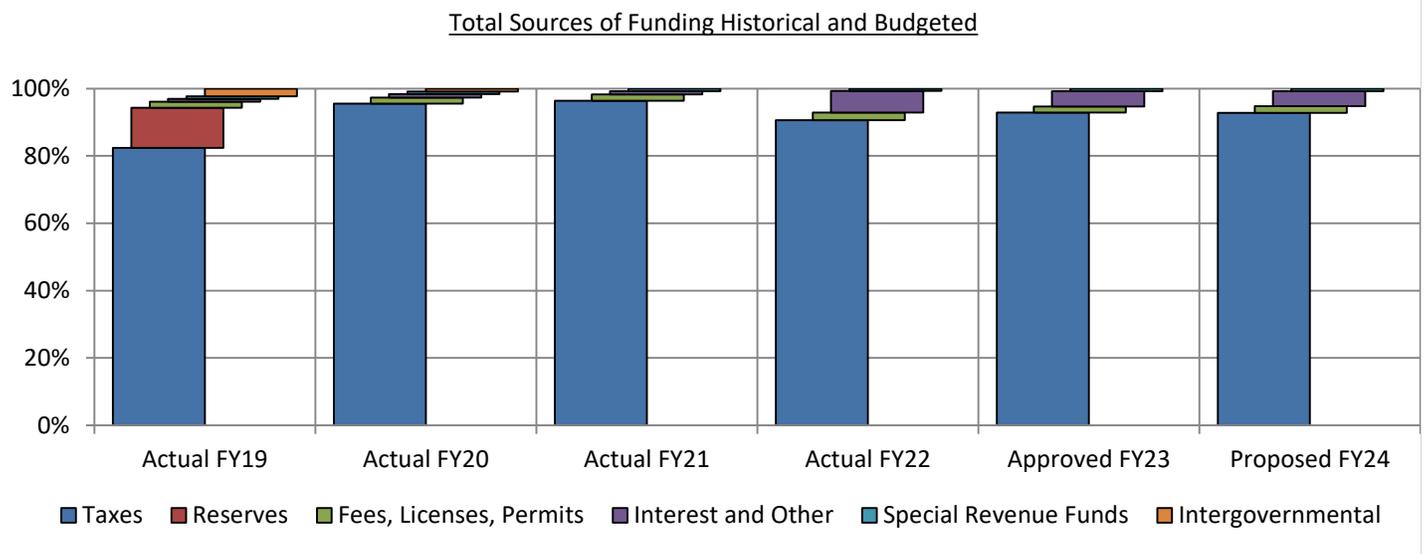
- 1. Lakes and Ponds Water Sampling** - This is a request to increase funding for sampling and laboratory services for the Town's annual Pond and Lake water quality sampling program to allow for sampling of select ponds during summer months. Sampling and analysis will follow the protocols used in the Ponds and Lakes Stewardship (PALS) effort that currently occurs in April and August/September.
- 2. Fuel Increases** - The Gasoline line item funds the gasoline purchase for the fuel pumps located at the Highway Division yard. The gasoline is used by general funded operations that do not have their own dedicated fueling location. This fuel is vital for general funded operations to perform the daily functions. An increase is required to keep up with costs and usage levels.
- 3. Utility Increases** – The Structures & Grounds Division is responsible for managing our facilities electric accounts. This includes monitoring the usage, processing invoices for payment, and maintaining historical data for 125 accounts. Effective July 1, 2022, Eversource increased our electric service delivery rates 14%. Based on historical usage this will result in additional funds needed to cover anticipated costs.
- 4. Traffic Signal Preemption Equipment** - Structures & Grounds is requesting the funding needed to maintain, repair and replace faulty preemption equipment that accompanies the signaled intersections within the Town. Preemption equipment is utilized by EMS, fire/rescue and emergency responders. The preemption system is a series of receivers, detection devices and strobe lights. Our established traffic signals have been retrofitted with these systems and newly installed signals preemption is now standardized.
- 5. Portable Bathrooms** – Expand town-wide portable bathroom program to include handicap accessible fixtures.
- 6. Operating Capital for Vehicles** – The DPW has approximately 150 pieces of equipment, which are used to conduct its day-to-day business for the Town and emergency operations. These are replaced when they reach the end of their useful life with monies from the Vehicle Op-cap budget. The DPW has developed and implemented sustainable, long-term, plans for the vehicle program that has resulted in efficiencies and cost savings.
- 7. Operating Capital for Facilities** – The Structures & Grounds Division is responsible for the ongoing maintenance of nineteen (19) municipal facilities. These facilities need upgrades and maintenance. These funds allow the division to implement maintenance programs to ensure upkeep and reliability of our facilities.

Department of Public Works Factors Affecting FTE's



The FY 2020 budget included the addition of 3.00 positions to support a field maintenance program. The FY 2021 and FY 2022 changes are due to the reallocation of salary between General Fund and Enterprise Fund operations and the Survey Crew Chief position was eliminated in FY 2021. The FY 2023 budget included 1 new full-time equivalent for a Bathhouse Custodial position. The FY 2024 budget includes an additional 1.40 full-time equivalents; the Water Resource Coordinator position is transferred from the Inspectional Services Department and 0.40 full-time equivalents for the Embayment Special Project Manager is transferred from capital funding.

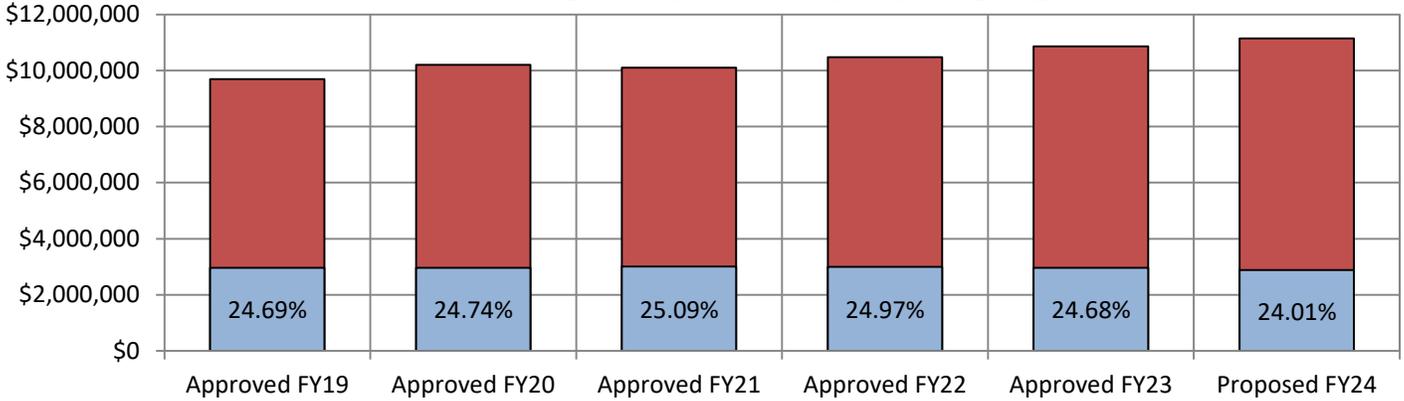
Department of Public Works Factors Affecting Revenues



Taxes account for 93% of total sources of funding for the proposed budget. However, direct sources of funding generated within the Public Works operations comes from operating the cemeteries, revenue sharing from solar panel installations well as special revenue reimbursements. Renewable energy revenues are shared with Structures & Grounds to offset utility costs. Burial fees account for roughly 20% of total sources of funding when excluding taxes. Embarkation special revenue reimbursements help support the cost of maintenance services at Aselton and Bismore Park areas, which accounts for 17% of total sources of funding when excluding taxes.

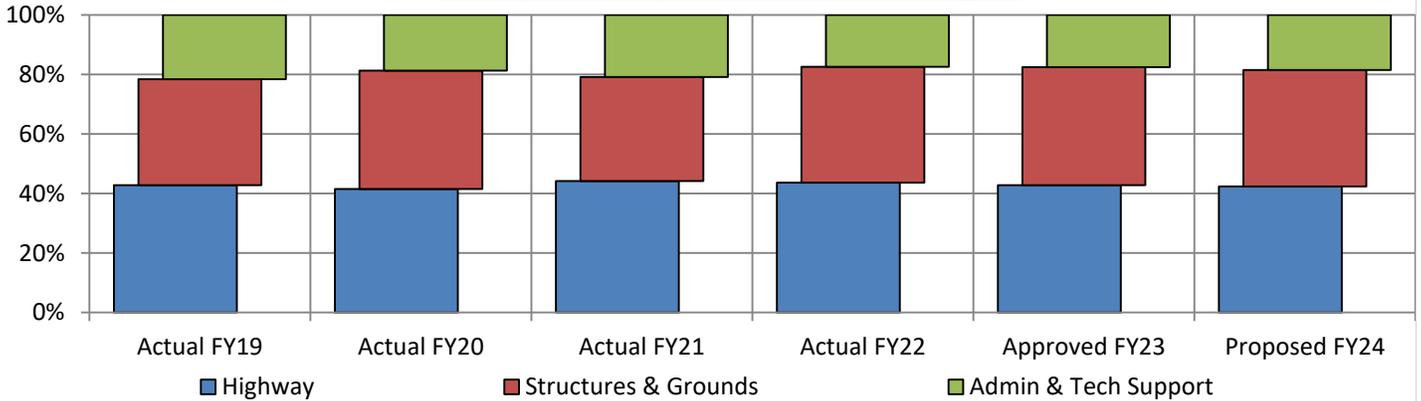
Department of Public Works Factors Affecting Expenditures

Budget History - % Of Municipal Operating Budget



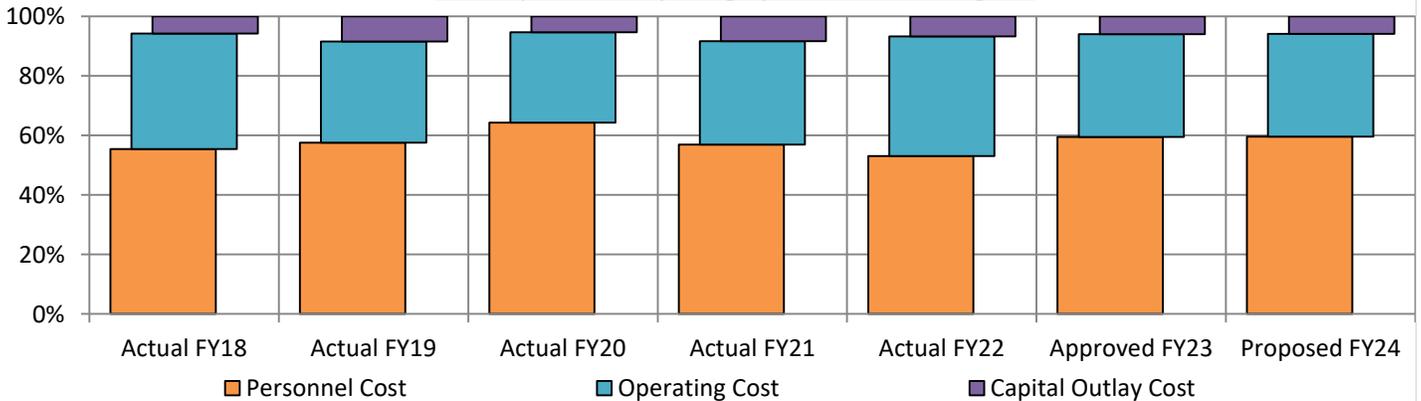
Department of Public Work's budget has increased 2.49% annually on average over a six-year period. This budget has also decreased from 25.1% to 24% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Division Historical and Budgeted



Highway is the largest division within the Department of Public Works at 42%, Structures & Grounds represents 39%, and Admin 18%. Snow & Ice removal is included within the Highway Division, which can experience significant cost increases depending on the winter weather.

Total Expenditures By Category Historical and Budgeted



Personnel cost represents the largest component of Public Works expenditures by category at 60% of the proposed budget. Actual results have remained consistent over a six-year period.

ADMINISTRATIVE & TECHNICAL SUPPORT DIVISION

Purpose Statement

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

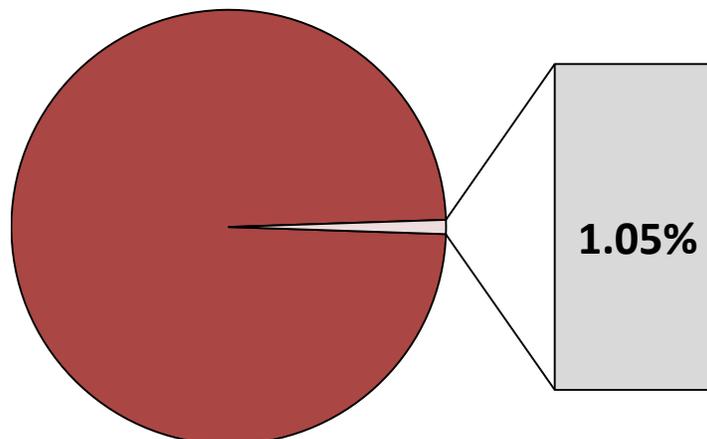
Program Areas

Administration

Technical Support

Capital Projects

% of FY 2024 General Fund Budget



This division comprises 1.05% of the overall General Fund budget.

Admin. & Technical Support Division Services Provided

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

The Administrative & Technical Support Division is responsible for various administrative and managerial duties by planning, directing, coordinating, and reviewing the work plans for assigned staff; assigned work activities, projects, and programs; review and evaluate work products, methods, and procedures. This division is also responsible for overseeing capital projects through the Capital Improvement Plan by creating, executing, and evaluating projects. This division leads the Department and provides management and fiscal oversight. The Engineering Group supports the operational divisions with engineering and project management expertise in all matters relating to horizontal construction (roads, sidewalks, sewers, water, etc.; and marine matters). The Architectural Group supports the operational divisions with architectural and project management expertise for vertical construction. The Survey Group supports the Department with in-house survey capabilities.



Glen Eagle Drive Road Project

Technical Support portion supplies services and records to other DPW divisions, various town boards, committees and agencies, as well as the public. These services range from review of subdivision submittals for Planning Board and Site Plan Review, to supplying address assignments and corrections to the telephone company in support of the 911 system. Many hours are spent answering questions and responding to requests from the public for traffic control, road improvements, parcel information, and plan reproduction. Technical support on numerous issues is provided to the administrative and operating divisions of DPW, as well as other Town departments. The Division assists the Assessing Department by annually updating the Assessor's maps to reflect changes in property delineations.

Finally, this division provides project and engineering management services for the capital projects. Project management of capital projects involves preliminary planning of a project through to the successful completion of the project. This entails planning, design or review of design by a consultant, permitting, bidding, construction, inspection, grant management, contract management, and all other management functions to assure the timely and cost effective completion of the capital project.

Admin. & Technical Support Division Recent Accomplishments

Town Engineer Recent Accomplishments

The Town Engineer, Griffin Beaudoin, P.E., and his staff provide engineering services and expertise to the five operational divisions, and other Town departments.

Capital Improvement Projects

- ✓ Commenced evaluation and design of the Bismore Park Bulkhead Replacement and Marina Improvements Project;
- ✓ Commenced engineering for the Public Bridges Maintenance Project
- ✓ Commenced design and permitting of the Scudder's Lane Boat Ramp Project;
- ✓ Continued design and permitting of Comprehensive Dredge Plan;
- ✓ Completed dredging of Barnstable Harbor Outer Entrance Channel;
- ✓ Continued design of Ocean Street Sidewalk Extension Project;
- ✓ Continued design of Kalmus Beach Entrance Relocation Project;
- ✓ Commenced design of Commerce Road Culvert Improvements and Sidewalk Extension;
- ✓ Continued evaluation and design of the Snow's Creek Culvert Replacement Project;
- ✓ Continued project development and implementation for the Crosswalk Improvements Project; and,
- ✓ Conducted structural evaluation and alternatives analysis for improvements to the Cotuit Town Dock;

Special Projects

- ✓ Continued implementation of freshwater pond water quality sampling and development of pond management plans, including completion of the Shubael Pond Management Plan
- ✓ Continue to lead coordination efforts of the Town's cyanobacteria sampling program in partnership with the Health Department;
- ✓ Continue to manage the water quality sampling for the annual estuaries monitoring program;
- ✓ Continuation of the Three Bays Stormwater Project with construction of a stormwater BMP at River Road;
- ✓ Construction of stormwater improvements to remove stormwater inputs into Bearses Pond,



Shubael Pond

- Lake Wequaquet, Shubael Pond and No Bottom Pond;
- ✓ Coordination with NRCS on the Marstons Mills Fishway Project;
- ✓ Coordination with NRCS on the Long Pond, Centerville outlet structure to improve fish passage;
- ✓ Completed an Alternatives Analysis for Coastal Resiliency Improvements at Sandy Neck Public Beach Facility;
- ✓ Completed emergency dune nourishment at Blish Point in response to storm damage;
- ✓ Partner on MVP Regional Low-Lying Roads Grant awarded to Wellfleet; and,
- ✓ Coordination for Vineyard Wind Project and Park City Wind Project;

State Transportation Improvement Program Projects

- ✓ Advanced design of the Bearses Way Shared Use Path Project to 100% design;
- ✓ Advanced design of the Cape Cod Rail Trail Extension Phase 3 Project to 100% design;
- ✓ Received TIP project eligibility approval and commenced engineering for the Route 132 Corridor Improvements Project;
- ✓ Initiated engineering for the Cape Cod Rail Trail Phase 4 Project (construction anticipated to be funded via the TIP);
- ✓ Collaborated with MassDOT and advocated for their initiation of two state lead projects: Route 6A Sidewalk Improvements and Route 28 & Santuit-Newtown Road Intersection Improvements.

Admin. & Technical Support Division Recent Accomplishments

Chapter 90 Projects

- ✓ Completed design and started construction of the West Main Street & Pitcher's Way Intersection Improvements Project

Hyannis Water Planning Efforts

- ✓ Provide technical support to the Hyannis Water System;
- ✓ Finalized design of Mary Dunn Well #4 Pump Station for Hyannis Water,
- ✓ Conducted Pilot Test for treatment improvements at the Straightway/Hyannisport well fields;
- ✓ Commenced replacement of approximately 3,000 LF asbestos cement water main on
- ✓ Phinneys Lane in coordination with the Strawberry Hill Road Sewer Expansion Project;
- ✓ Designed water main improvements along Route 28 to be coordinated with the Route 28 East Sewer Expansion Project;
- ✓ Coordinated and provided technical support for water main improvements associated with the MassDOT Route 28 & Yarmouth Road Intersection Improvements Project; and,
- ✓ Continued coordination of the New Source Exploration Project;

Capital Roadway Maintenance & Repairs Recent Accomplishments

- ✓ Asphalt Mill & Overlay Roads: This process includes milling the top layer of existing asphalt on a roadway, typically to a depth of 1-1/2", to remove minor cracks and defects and installing 1-1/2" of new asphalt pavement to provide a smooth driving surface.
 - Locations: Ocean View Avenue and Popponessett Road (East) in Cotuit
- ✓ Reclamation Roads: This process includes pulverizing the existing top 12" of a paved roadway, using the crushed material for a suitable base, re-grading and compacting the base, and installing 4" of new hot mix asphalt.
 - Locations: Holly Hill Road and Scudder Bay Circle in Centerville
- ✓ Full-Depth Reconstruction Roads: This process includes excavating and removing the existing top

12" of a roadway, installing 8" of suitable base material, re-grading and compacting the base, and installing 4" of new hot mix asphalt.

- Locations: Cornwall Court, Forsyth Court and Popponessett Road (West) in Cotuit; Dunn's Pond Road, Maple Avenue, Newton Street and Potter Avenue in Hyannis
- ✓ Temporary Repair Program for Certain Private Roads: This program is intended to provide property owners on private roads with a method to petition for use of Town funds to make temporary repairs on their roadway. This is a betterment program offered by the Town with reimbursement of the costs made by the property owners back to the Town through the Tax Collectors Office.
 - Location: Goodview Way, Barnstable Village
- ✓ Drainage Improvements This program is intended to repair/ replace or install new drainage systems throughout the Town for the collection of stormwater runoff.
 - Installed independent drainage systems on the following streets: Buckskin Path and Holly Point Road, Centerville; Ralyn Road in Cotuit; Brookshire Road and Scudder Avenue in Hyannis; Old Falmouth Road and Willimantic Drive in Marstons Mills; Wianno Avenue and Wianno Circle in Osterville

Grants awarded

- ✓ Applied for and received CZM Grant for Construction for Three Bays Stormwater BMPs;
- ✓ Applied for and received CZM Grant for Snows Creek Culvert Replacement Design;
- ✓ Applied for and received CZM Grant for Sandy Neck Coastal Resiliency Project Preliminary Design;
- ✓ Applied for and received USDA NRCS Grant for Long Pond Outlet Structure Improvements;
- ✓ Applied for and received USDA NRCS Grant for Old Shore Road Cotuit Stormwater Improvements;
- ✓ Applied for and received Seaport Economic Council infrastructure grant for Bismore Park Marina Design;
- ✓ Applied for and received Seaport Economic Council dredging grant for Hyannis Inner Harbor Dredging Design and Permitting;

Admin. & Technical Support Division Recent Accomplishments

- ✓ Applied for Seaport Economic Council dredging grant for Bismore Park Bulkhead Replacement construction (response pending at time of writing);
- ✓ Applied for and received MassTrails grant for design of Cape Cod Rail Trail Phase 4 Extension; and,
- ✓ Applied for and received Massachusetts Dredging Program Grant for dredging of Barnstable Harbor Outer Entrance Channel.

Other Services

- ✓ Responded to hundreds of Public Inquiries and Requests;
- ✓ Provided technical support for Site Plan Review Committee;
- ✓ Processed over 267 Road Opening Permits;
- ✓ Evaluated and inspected 43 Sanitary Sewer Connections, Disconnections and Repairs;
- ✓ Processed dozens of Address Changes;
- ✓ Processed dozens of Sign Requests;
- ✓ Process and conduct pole hearings and grant of location hearings for the Town;
- ✓ Provide review, coordination and technical oversight of numerous National Grid projects;
- ✓ Oversee and maintain MS4 permit compliance,
- ✓ Collaborated with Planning & Development and the Cape Cod Commission to establish the Town's Complete Streets Program;
- ✓ Provided Town communication for the following MassDOT projects:
 - Route 28 & Yarmouth Road Intersection Projects
 - Route 149 over Route 6 Bridge Improvements
- ✓ Oversees planning, design, implementation and compliance of the Town's Comprehensive Wastewater Management Plan (refer to Sewer Construction and Private Way Maintenance Improvement Fund section)

Town Surveyor Recent Accomplishments:

- ✓ Perform Existing Conditions Survey and Plan for Centerville Recreation Facility
- ✓ Perform Existing Conditions Survey and Plan for Barnstable Armory Facility
- ✓ Perform Existing Conditions Survey and Plan update for School Administration Building

- ✓ Perform survey of eroded drainage area at Town of Barnstable Transfer Station
- ✓ Perform Existing Conditions Survey and Plan for Iyannough Road in front of police station
- ✓ Perform property line survey of South Street parking lot parcel
- ✓ Perform property line survey of Covell's Beach
- ✓ Perform Existing Conditions Survey and Plan for Keyes Memorial Beach parking area
- ✓ Perform elevation measurements for flooding analysis on Commerce Road
- ✓ Perform property line survey of Marstons Mills Village center area
- ✓ Perform Existing Conditions Survey and Plan update for West Main Street construction project
- ✓ Perform peer review of various roadway as-built plans
- ✓ Provide support for private roadway takings for Phase 1 Sewer Expansion project
- ✓ Facilitate oversight of land surveying sub-consultant plan review for Phase 2 Sewer Expansion projects
- ✓ Perform dune erosion monitoring for Sandy Neck and Blish Point
- ✓ Perform title research in conjunction with Sewer Expansion projects for title certifications and Barnstable County Roadway discontinuances
- ✓ Construction related activities relevant to sewer construction projects
- ✓ Provide supports to town legal department as needed
- ✓ Preparation and acquisition of numerous easements documents
- ✓ Perform numerous side line surveys for tree/plow damage
- ✓ Perform plan and title research at resident or consultant request

Town Architect Recent Accomplishments:

Capital Improvement Planning

- ✓ Provided assistance to Structures & Grounds for development of facility management plans for various buildings.
- ✓ Provided assistance to Structures & Grounds to restore mechanical failure and damage at HYCC.
- ✓ Provided assistance to Structures & Grounds for generator replacements at the Fleet building and MEA.

Admin. & Technical Support Division Recent Accomplishments

- ✓ Cataloged building mechanical conditions and related interior environment concerns for DPW controlled community and government buildings.
- ✓ Provided coordination with various town departments to development of 53 capital improvement plan submissions, and presented improvement plans to selection committee.

Project Funding

- ✓ Acquired Community Preservation Funding for replacement of the Centerville Playground.

Design Oversight

- ✓ Consultant design oversight of HYCC Facility Roof and Mechanical Improvements.
- ✓ Consultant design oversight of the Osterville Recreation Building project.
- ✓ Consultant design oversight of the Hyannis Armory Redevelopment.
- ✓ Consultant design oversight of the SAB Mechanical Improvement project.
- ✓ Consultant design oversight of the Barnstable Adult Community Center Fire Suppression System Improvement project.
- ✓ Consultant design oversight of the Barnstable Town Hall Restroom Upgrade project.
- ✓ Consultant design oversight of the Barnstable Town Hall Mechanical System Upgrade project.
- ✓ Consultant design oversight of the Marstons Mills School demolition project.
- ✓ Consultant design oversight of the Craigville Bathhouse Phase III improvement project.



School Administration Building

- ✓ Consultant design oversight of the Emergency Generator installation project.

- ✓ Consultant design oversight of the Hyannis Armory Improvement project.
- ✓ Consultant design oversight of the DPW Administration Building Improvement project.
- ✓ Consultant design oversight of the Centerville Playground project.
- ✓ Consultant design oversight of the Barnstable Police Station Improvement project.
- ✓ Applied for historic grants for the West Barnstable Train Station Restoration Project.

In-House Design

- ✓ Provided design services for the Osterville Softball Field.
- ✓ Provided schematic design services for rehabilitation of the Hyannis Armory.
- ✓ Provided design services for redesign of Town Hall Restrooms and SAB Restroom projects.
- ✓ Provided design services for improvements to Hathaway's Pond Park.
- ✓ Provided design services for the Burgess House Window Restoration project.
- ✓ Provided design services for the Paine Black House Improvement project.
- ✓ Provided design services for the Barnstable Town Hall Interior Corridor Improvement project.
- ✓ Provided design services for the Assessor's Office Improvements.
- ✓ Provided design services for the Barnstable Town Hall Security Improvement project.
- ✓ Provided design services for the Centerville Playground project.
- ✓ Provided design services for the South Street Parking Garage project.
- ✓ Provided master plan design services for relocation and consolidation of various town offices.
- ✓ Provided design services for the expansion of DPW administrative offices.
- ✓ Provided design services for the Marstons Mills Pickle-ball & Tennis facility.
- ✓ Provided design services for Hyannis Main Street Tree Lighting.

Admin. & Technical Support Division Recent Accomplishments

Construction Project Management

- ✓ Construction management of the Hyannis Youth and Community Center Roof replacement project.
- ✓ Construction management of the Armory hazardous materials abatement project.
- ✓ Construction management of the Hyannis Youth and Community Center Mechanical Equipment Replacement project.
- ✓ Construction management of the Centerville Recreation Building Improvement project.
- ✓ Construction management of the Barnstable Adult Community Center Fire Suppression System Replacement project.
- ✓ Construction management of the US Custom House Carriage House Restoration project.
- ✓ Construction management of the Barnstable Town Hall Restroom Improvement project.
- ✓ Construction management of the School Administration Building mechanical head-end equipment replacement.
- ✓ Construction management of the Marstons Mills Pickle-ball & Tennis facility.



Renovations to Assessor's Office, Town Hall

Admin. & Technical Support Division Goals and Objectives

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

Short-Term:

1. Continue staffing and implementation of the Comprehensive Wastewater Management Plan (CWMP); begin permitting and execution of select wastewater projects. **(SP: Public Health and Safety, Education, Environmental and Natural Resources, Communication, Infrastructure, Finance)**
2. Evaluate costs and impact of absorbing additional infrastructure responsibilities within the DPW. **(SP: Finance, Education, Communication)**
3. Finalize design and bid of the Bay Lane Ballf Field Improvement Project. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
4. Finalize Stormwater Management regulations, as required for MS4 Program and incorporate into Town's Ordinance. **(SP: Regulatory Process and**
5. Create/update the electronic filing system for the Department. **(SP: Education, Communication)**
6. Continue to implement the Comprehensive Dredge Permit. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
7. Continue to support the Structures and Grounds Division with strategic planning, budgeting, and engineering assistance in the implementation of the Comprehensive Field Study. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
8. Add additional resources to the Vertical Section to support the ongoing CIP workload. **(SP: Finance, Education, Communication)**

9. Continue to implement security measures in Town Hall and SAB. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**

10. Finalize construction Osterville Field Improvement Project. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**

Long-Term:

1. Continue staffing and implementation of the CWMP; execution of wastewater projects as per the CWMP schedule. **(SP: Public Health and Safety, Education, Communication, Infrastructure, Finance)**
2. Continue to maintain MS4 permit compliance. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**
3. Finalize the Hyannis East End and West End planning and designs. **(SP: Public Health and Safety, Infrastructure)**
4. Begin planning and design for the reconfiguration and rehabilitation of the Route 132 corridor from Bearnse's Way to the Airport Rotary. **(SP: Public Health and Safety, Infrastructure)**
5. Integration of the Town's water purveyors into Department planning as appropriate. **(SP: Public Health and Safety, Education, Communication, Infrastructure)**

Admin. & Technical Support Division Budget Comparison

Admin & Tech Support Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$1,950,203	\$1,823,037	\$1,956,493	\$2,031,276	\$74,783	3.82%
Fees, Licenses, Permits	40,240	30,820	20,000	30,000	10,000	50.00%
Interest and Other	-	100	-	-	-	0.00%
Total Sources of Funding	\$1,990,443	\$1,853,957	\$1,976,493	\$2,061,276	\$84,783	4.29%

Expenditure Category						
Personnel	\$949,289	\$874,811	\$940,657	\$1,014,440	\$73,783	7.84%
Operating Expenses	297,127	350,646	385,836	396,836	11,000	2.85%
Capital Outlay	744,027	628,500	650,000	650,000	-	0.00%
Total Appropriation	\$1,990,443	\$1,853,957	\$1,976,493	\$2,061,276	\$84,783	4.29%

Summary of Budget Changes

Public Works Admin & Technical Support Division's proposed FY 2024 budget increased by \$84,783, or 4.29 from the approved FY 2023 budget. Personnel budget change includes contractual. Operating budget change includes water sampling for estuaries, lakes, and ponds. Capital outlay continues the annual vehicle replacements and building improvements.

Job Title	FY 2022
Admin Asst. to DPW Director	0.70
Assistant Public Works Director	0.55
Director of Public Works	0.55
Engineer Records Manager	1.00
Financial Coordinator	0.70
Assistant Town Engineer	1.00
Senior Project Manager	1.00
Special Project Manager Embayments	0.60
Town Architect	1.00
Town Engineer	0.55
Town Surveyor	1.00
Water Resources Coordinator	-
Full-time Equivalent Employees	8.65

	FY 2023	FY 2024	Change
	0.70	0.70	-
	0.55	0.55	-
	0.55	0.55	-
	1.00	1.00	-
	0.70	0.70	-
	1.00	1.00	-
	1.00	1.00	-
	0.60	1.00	0.40
	1.00	1.00	-
	0.55	0.55	-
	1.00	1.00	-
	-	1.00	1.00
	8.65	10.05	1.40

Admin. & Technical Support Division Factors Affecting FTE's

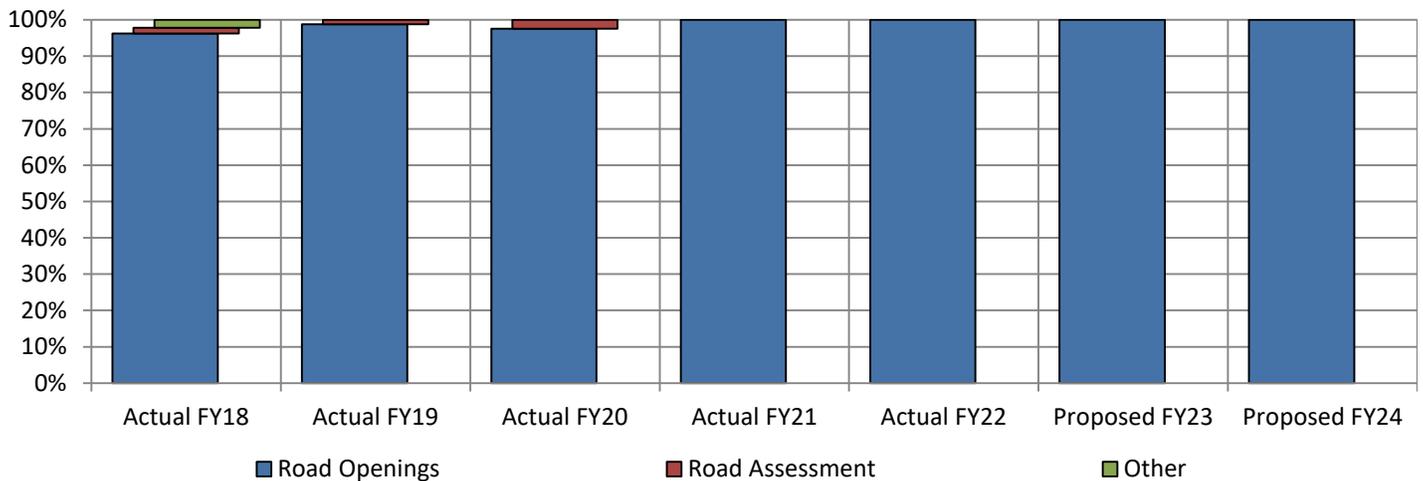
Full Time Employee History



FY 2021 budget reflects a net decrease of (1.30)fte's as two vacant positions are being eliminated. FY 2022 includes a reallocation of the Safety Officer salary from the General Fund to the Enterprise Funds. FY 2024 an additional 0.40 fte was added to the Special Project Manager Embayment position.

Admin. & Technical Support Division Factors Affecting Revenues

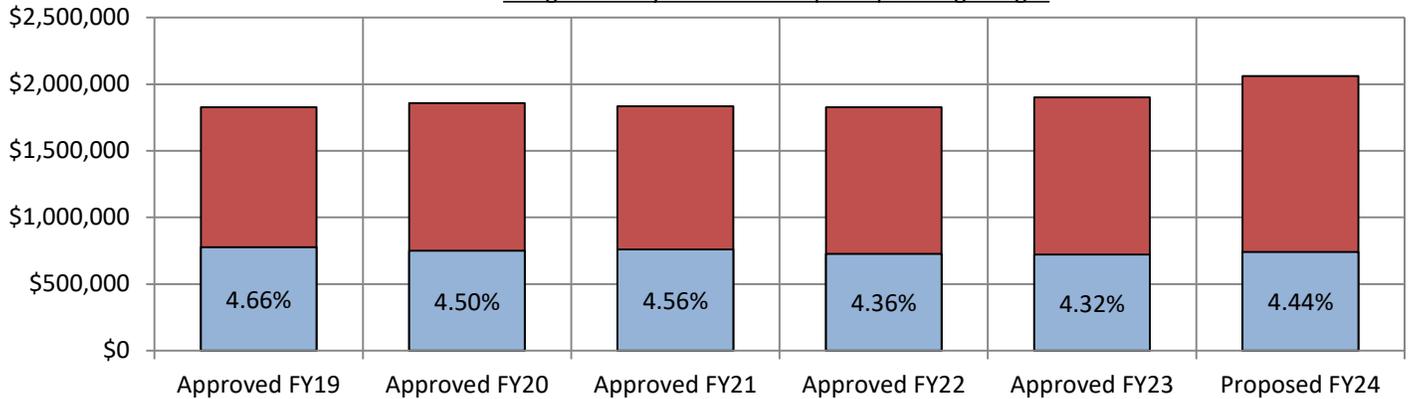
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 99% of total sources of funding. Excluding tax support, road openings provide 100% of the revenue sources for this division.

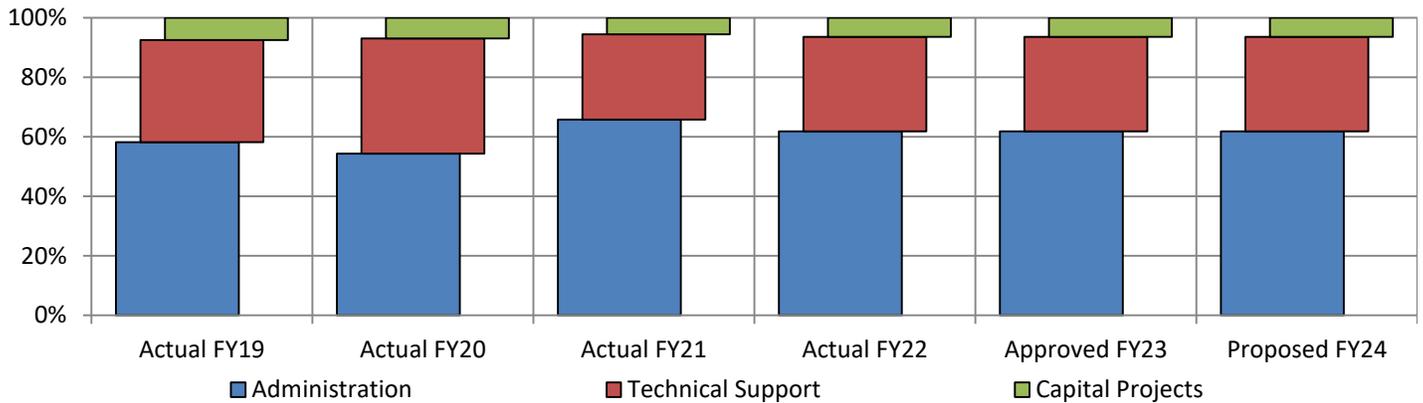
Admin. & Technical Support Division Factors Affecting Expenses

Budget History - % Of Municipall Operating Budget



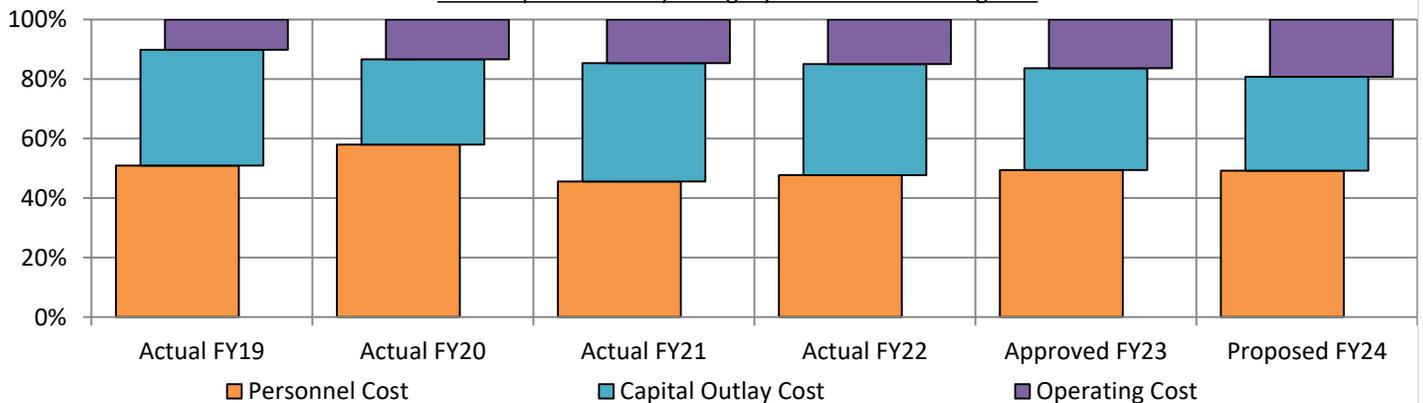
Admin & Technical Support’s budget has been flat over a six-year period. The division manages all the department capital outlay needs for vehicle replacements. This division’s budget has decreased from 4.66% to 4.44% of total municipal operating budget (excludes other requirements and schools)

Total Expenditures By Program Historical and Budgeted



Administration represents 62% of the division’s proposed budget followed by capital projects 32%, and 6% technical support.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 49% of the proposed budget followed by capital outlay at 32%, and operating at 19%. This division manages the entire Public Works fleet of vehicles.

HIGHWAY DIVISION

Purpose Statement

The mission of the Highway Division and its 37 employees is to protect, maintain and improve the Town's roadway system, parking facilities and drainage facilities in a manner which promotes maximum life, improves traffic flow and enhances both pedestrian and vehicular safety; and to provide a level of routine and emergency repairs to certain Town-owned vehicles and equipment that maximizes their life and minimizes down-time. The Highway Division is also responsible for the seasonal operation of the drawbridge in Osterville, Main St Hyannis sidewalk machine litter removal and a courier service that provides interdepartmental mail delivery. The Division strives to accomplish its mission in an environmentally responsible manner and in full cooperation with all other divisions and departments of the Town.

Program Areas

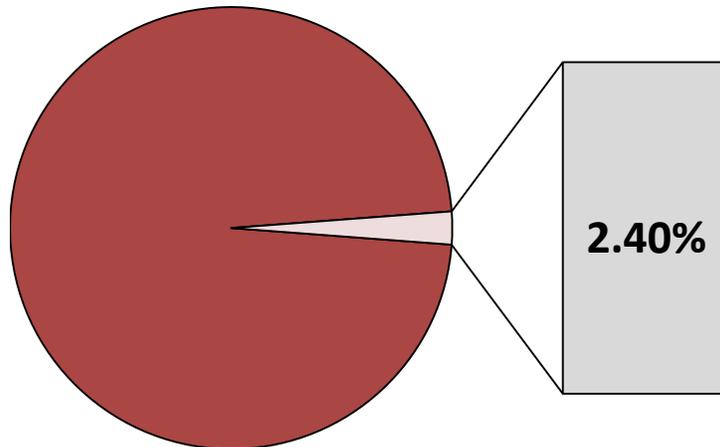


Roadway Maintenance



Equipment Support

% of FY 2024 General Fund Budget



The Highway Division comprises 2.4% of the overall General Fund budget.

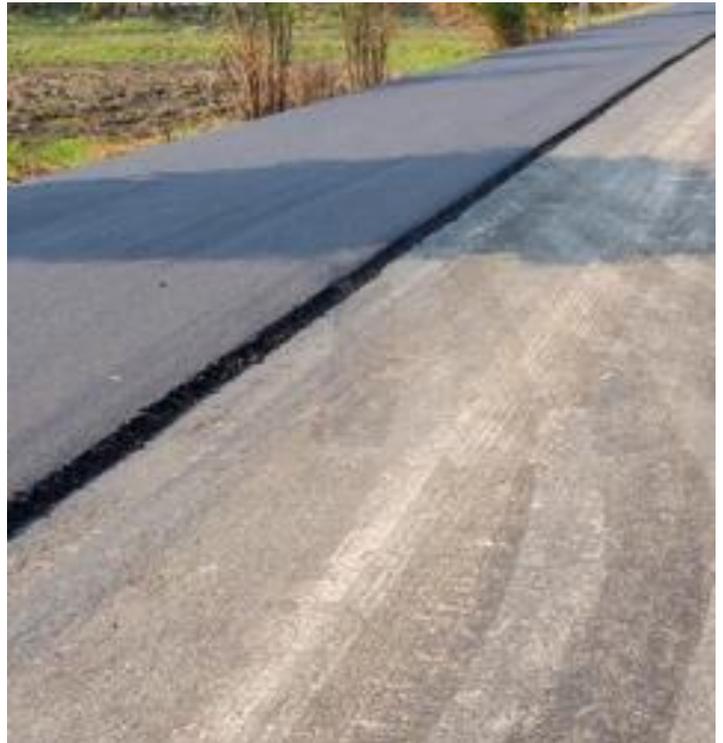
Highway Division Services Provided

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

Highway Division is responsible for the alterations, repair, maintenance, and management of public ways and sidewalks, storm drains and culverts. This division is also responsible for the seasonal operation of the drawbridge in Osterville, Main St Hyannis sidewalk machine litter removal and a courier service that provides interdepartmental mail delivery. This division is also responsible for snow & ice removal.

Highway Division Recent Accomplishments

- ✓ Responded to over 2,846 unscheduled work requests from citizens.
- ✓ Cleaned over 1,100 catch basins.
- ✓ Installed 5 new drainage systems
- ✓ Repaired a total of 44 catch basin systems
- ✓ Graded a total of 109 gravel roads
- ✓ Installed 670 tons of new asphalt patches.
- ✓ Swept over 300 lane miles of roads and 13 parking lots.
- ✓ Mowed 258 lane miles of road shoulders and picked up litter on 150 lane miles of roads. Collected 430 bags of litter
- ✓ Mowed and maintained the Route 132 Corridor 30 times, installed 120 yards of bark mulch.
- ✓ Maintained 323 miles of sidewalks
- ✓ Maintained vegetation growth for over 900 ft. of guardrail.
- ✓ Addressed 65 road brushing requests.
- ✓ Maintained the fire roads in the West Barnstable Conservation area
- ✓ Repainted 252 stop bars, 300 crosswalks.
- ✓ Repainted 3 parking lots.
- ✓ Replaced and maintained 729 street signs.
- ✓ Removed and installed 50' of new guardrail.
- ✓ Provided traffic and crowd control devices for various functions throughout the Town
- ✓ Opened the West Bay Draw Bridge 1,203 times for 2,011 boats navigating in and out of the bay.
- ✓ Maintained 385 pieces of equipment.
- ✓ Maintained 104 pieces of snow and ice equipment.
- ✓ With the help and cooperation of staff from many other divisions and departments, roadways were cleared of snow and ice. The DPW responded to 15 total Snow & Ice events, 4 of which were plowing events, and cleared 26.5 inches of snow.
- ✓ Continued with rebuilding of Marsh Trail on Sandy Neck.
- ✓ Responded to 15 hazard tree removal work orders town wide.
- ✓ Performed 55 site vision and 99 tree inspections requests
- ✓ Planted 6 new trees.
- ✓ Responded to 42 dead animal calls.



Highway Division Goals and Objectives

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

Short-Term:

1. Continue to improve, develop and expand procedures and methods for winter operations. **(SP: Infrastructure, Public Health & Safety)**
2. Implement recommended safety procedures and review and develop safety procedures throughout the division with the assistance of the Town's Safety Officer **(SP: Education, Public Health & Safety)**
3. Continue with guardrail and sidewalk repair and/or replacement throughout the Town. **(SP: Infrastructure, Public Health & Safety)**

Long-Term:

1. Continue to develop and expand employee training programs to insure staff is knowledgeable in current technologies, procedures, and methods to create a safe and efficient work environment. **(SP: Education, Public Health & Safety)**
2. Continue with implementation of street sweeping and catch basin maintenance in compliance with MS4 permit. **(SP: Infrastructure)**
3. Review and improve vehicle maintenance and replacement programs utilizing available resources to maximize vehicle and equipment useful life and value **(SP: Infrastructure)**

Highway Division Budget Comparison

Highway Division Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2023	Change FY23- 24	Percent Change
Taxes	\$5,394,049	\$5,234,718	\$4,653,161	\$4,721,718	\$68,557	1.47%
Interest and Other	219	219	-	-	-	0.00%
Total Sources of Funding	\$5,394,268	\$5,234,937	\$4,653,161	\$4,721,718	\$68,557	1.47%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2023	Change FY23- 24	Percent Change
Personnel	\$2,415,672	\$2,531,895	\$2,540,102	\$2,560,991	\$20,889	0.82%
Operating Expenses	2,978,596	2,703,042	2,113,059	2,160,727	47,668	2.26%
Total Appropriation	\$5,394,268	\$5,234,937	\$4,653,161	\$4,721,718	\$68,557	1.47%

Summary of Budget Changes

The Highway Division's proposed FY 2024 budget is increasing \$68,557, or 1.5% over the approved FY 2023 budget. Personnel budget change is for contractual obligations. Operating budget change includes increased funding for fuel and traffic signal preemption equipment.

Job Title	FY 2022	FY 2023	FY 2024	Change
Administrative Assistant Highway	1.00	1.00	1.00	-
Arborist	2.00	2.00	2.00	-
Bridge Ops./Laborer Craftsperson	2.00	2.00	2.00	-
Division Supervisor Highway	1.00	1.00	1.00	-
Equipment Operator	12.00	12.00	12.00	-
General Foreman	1.00	1.00	1.00	-
General Foreman Fleet Manager	1.00	1.00	1.00	-
Laborer/Craftsperson	4.00	4.00	4.00	-
Mechanic	5.00	5.00	5.00	-
Principal Division Asst. Highway	1.00	1.00	1.00	-
Section Foreman	2.00	2.00	2.00	-
Tree Warden/Forestry Foreman	1.00	1.00	1.00	-
Working Foreman	4.00	4.00	4.00	-
Full-time Equivalent Employees	37.00	37.00	37.00	-

Highway Division Factors Affecting FTE's

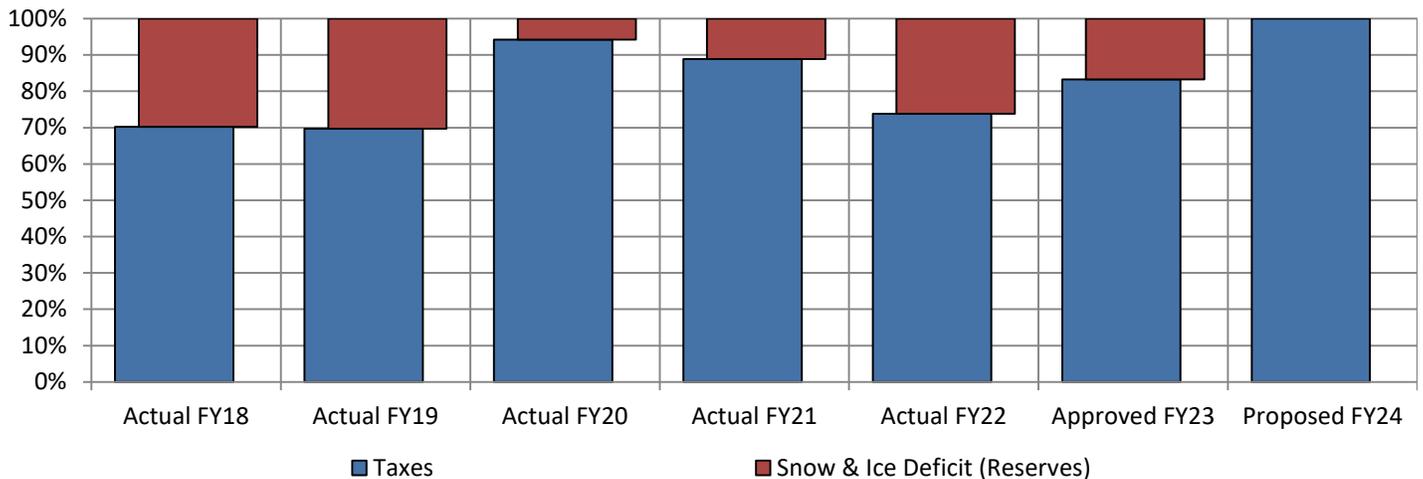
Full Time Employee History



The total number of full-time equivalents has remained steady in this division for the past few years.

Highway Division Factors Affecting Revenues

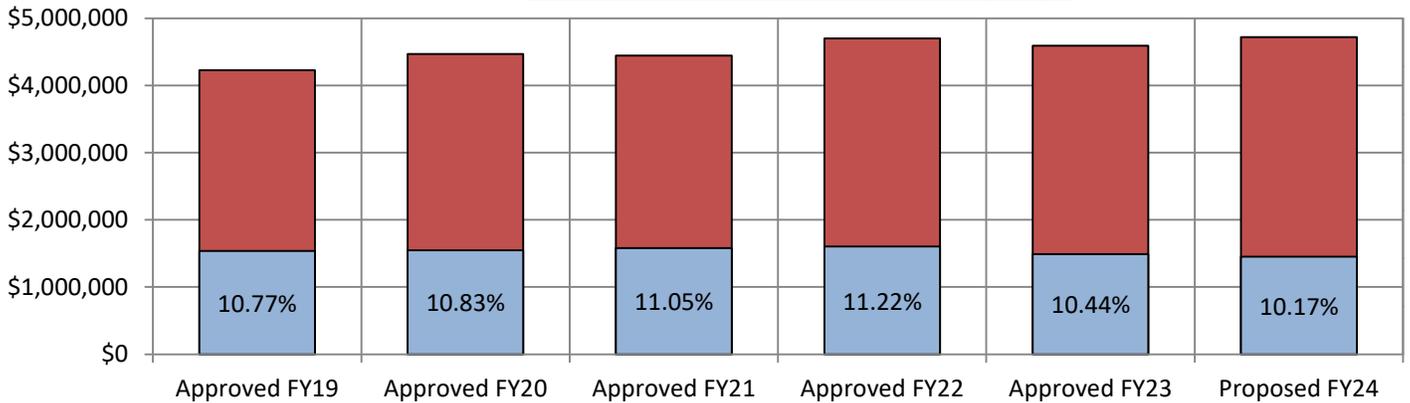
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Taxes provide 100% of total sources of funding to support the Highway division's proposed budget. The snow & ice removal budget is included within the Highway Division budget, which any snow & ice deficit from the previous fiscal year is carried over into the next fiscal year as a use of reserves.

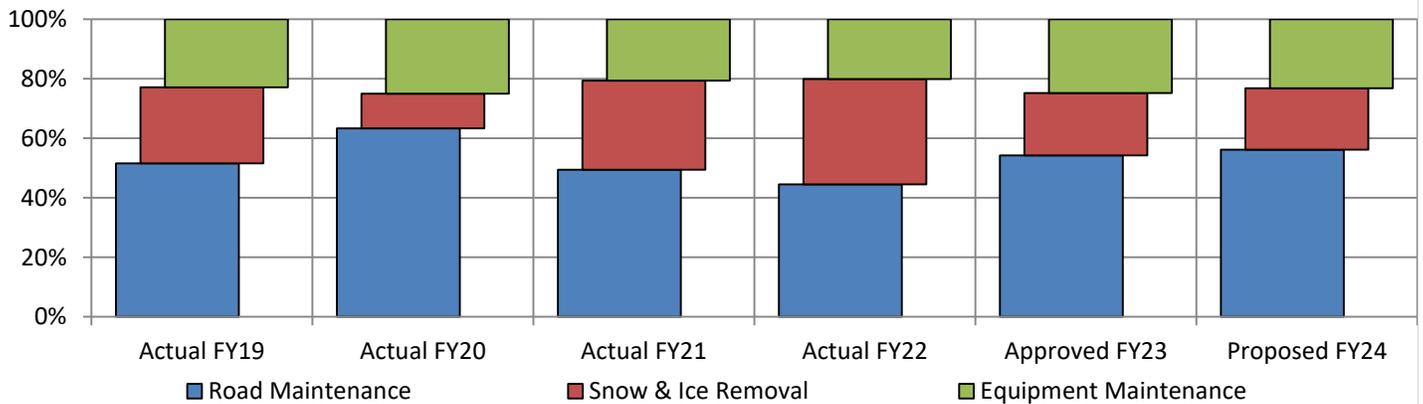
Highway Division Factors Affecting Expenses

Budget History - % Of Municipall Operating Budget



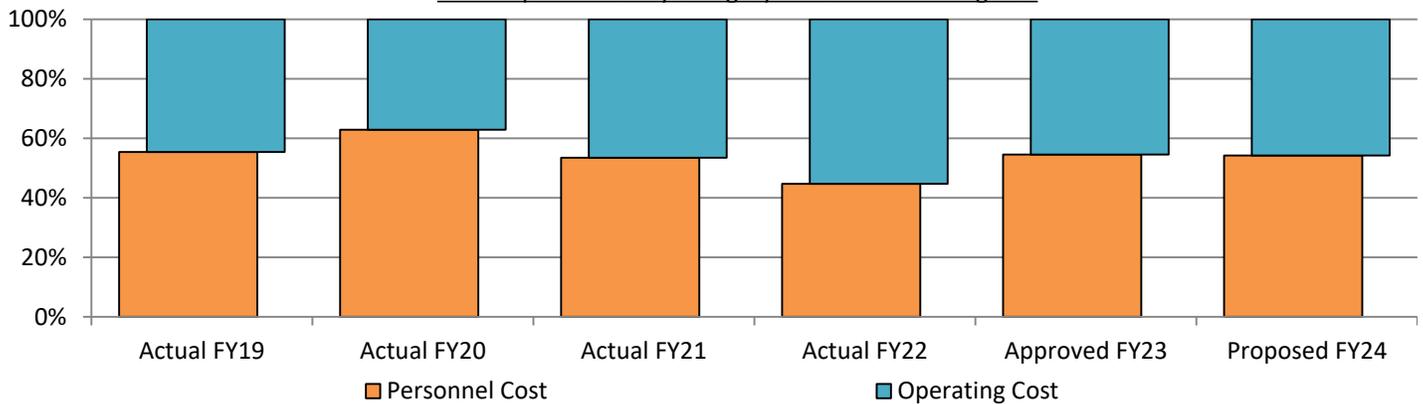
Highway’s budget has increased 1.95% annually on average over a six-year period. The division manages the gasoline and diesel for most of the town’s vehicles, so fuel contract prices contribute most to any budget changes. This division’s budget ranged between 10.2% and 11.1% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Roadway maintenance is the largest program area within the Highway division comprising 56%. The remaining balance is split between Equipment Maintenance and Snow & Ice removal.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 54% of this division’s proposed operating budget followed by 46% in operating cost.

Highway Program Services Provided

Roadway Maintenance Program

The roadway maintenance program is responsible for 250 miles of town roads, 70 miles of town sidewalks, 4 miles of bike paths, 74 town parking lots, 6 bridges and over 4,000 drainage systems on town roads. It also performs emergency repairs to 200 miles of private roads, sweeps town roads and responds to pumping flooded private roads on an emergency basis, grades 91 gravel roads, removes brush and mows 144 lane miles of town road shoulders, and removes litter from 250 miles of town roads. In addition, the division maintains over 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, maintains and repairs 48,549 feet of guardrails on town roads and provides pavement marking on town primary roads and parking lots. The Forestry section maintains and waters 25 trees per week during the summer months. The bridge crew operates the drawbridge and the courier moves interdepartmental mail, as well as picking up dead animals. The crews are supported by a small office staff which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for the DPW. The Roadway Maintenance program focuses on our goal of infrastructure maintenance, deals expeditiously with daily complaints, strives to complete the preparations necessary for the following year's roadway resurfacing program and, increasingly, accomplishes construction projects such as drainage improvements. During winter storms, everyone works to keep our roadways passable.



Road Maintenance Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2023	Change FY23- 24	Change
Taxes	\$2,403,159	\$2,385,114	\$2,527,261	\$2,654,297	\$127,036	5.03%
Interest and Other	219	219	-	-	-	0.00%
Total Sources of Funding	\$2,403,378	\$2,385,333	\$2,527,261	\$2,654,297	\$127,036	5.03%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2023	Change FY23- 24	Change
Personnel	\$1,525,964	\$1,647,232	\$1,771,217	\$1,850,585	\$79,368	4.48%
Operating Expenses	877,414	738,101	756,044	803,712	47,668	6.30%
Total Appropriation	\$2,403,378	\$2,385,333	\$2,527,261	\$2,654,297	\$127,036	5.03%

Equipment Maintenance Support Program

The Equipment support program maintains a 160 unit fleet of vehicles which includes trucks, automobiles, street sweepers, backhoes and everything in between. We do this for all divisions of the DPW, as well as Natural Resources, Weights and Measures, Recreation, Animal Control, Sandy Neck Rangers, Hyannis Youth Center and the Harbormaster. The Equipment support program also maintains 27 traffic signals, 13 school flashers, the Osterville drawbridge, and operates the municipal fueling depot.

Equipment Maintenance Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2023	Change FY23- 24	Percent Change
Taxes	\$1,081,069	\$1,075,604	\$1,150,900	\$1,092,421	(\$58,479)	-5.08%
Total Sources of Funding	\$1,081,069	\$1,075,604	\$1,150,900	\$1,092,421	(\$58,479)	-5.08%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2023	Change FY23- 24	Change
Personnel	\$636,049	\$640,663	\$688,885	\$630,406	(\$58,479)	-8.49%
Operating Expenses	445,020	434,941	462,015	462,015	-	0.00%
Total Appropriation	\$1,081,069	\$1,075,604	\$1,150,900	\$1,092,421	(\$58,479)	-5.08%

Highway Program Services Provided (Continued)

Snow & Ice Removal Program

The Snow and Ice Removal Program provides for snow and ice removal from 450 miles of roads comprised of 201 miles of town roads, 49 miles of county roads, 200 miles of private roads, 54 municipal parking areas containing 46 acres, and 70 miles of town sidewalks and four miles of bike paths. The program goal is to remove a large portion of the accumulated snow and ice from its areas of responsibility as quickly as possible. The removal is intended to be of sufficient width and depth to allow the adequately prepared public to travel at reduced speeds throughout the town. The Department does not attempt to achieve bare pavement during any storm. The practice is far too expensive and the large quantities of salt required would be detrimental to the environment.



Plow and Salt Truck

Snow & Ice Removal Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2023	Change FY23- 24	Percent Change
Taxes	\$1,909,821	\$587,000	\$975,000	\$975,000	\$0	0.00%
Total Sources of Funding	\$1,909,821	\$587,000	\$975,000	\$975,000	\$0	0.00%

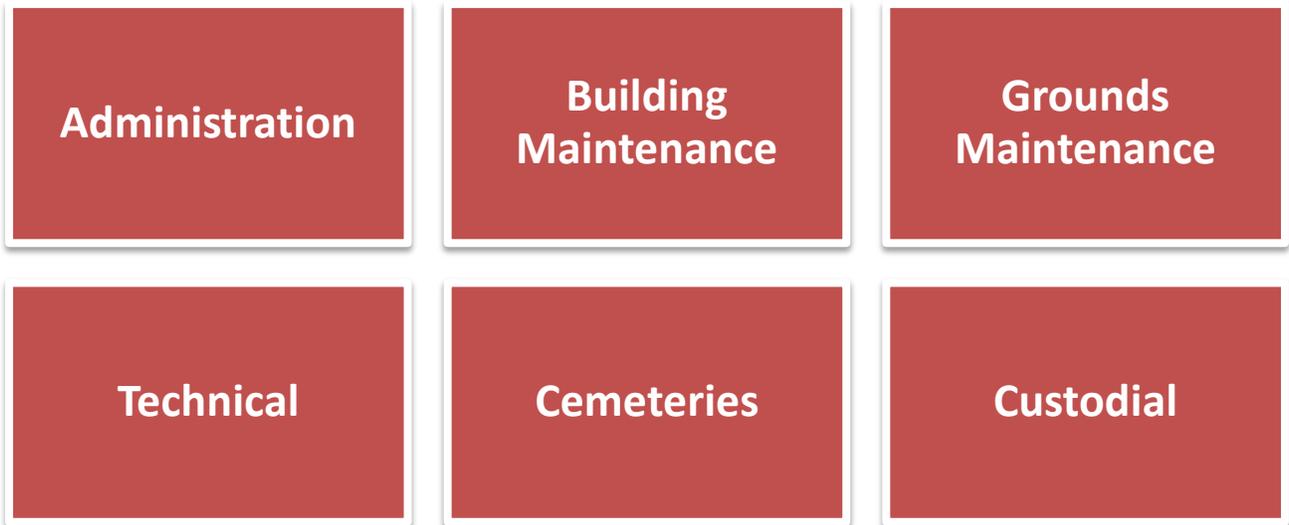
Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2023	Change FY23- 24	Percent Change
Personnel	\$253,660	\$112,000	\$80,000	\$80,000	\$0	0.00%
Operating Expenses	1,656,161	475,000	895,000	895,000	-	0.00%
Total Appropriation	\$1,909,821	\$587,000	\$975,000	\$975,000	\$0	0.00%

STRUCTURES & GROUNDS DIVISION

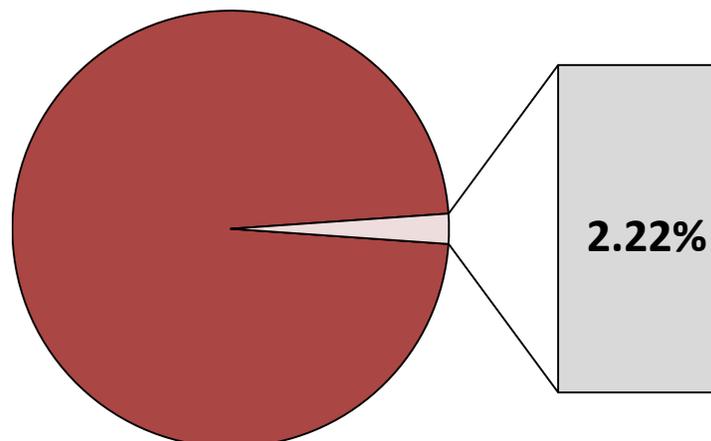
Purpose Statement

The purpose of the Structures & Grounds Division is to provide outstanding public services with pride and dedication for the Residents of Barnstable, our visitors and our colleagues in municipal employment while protecting and maintaining the town's buildings, parks, cemeteries, marinas, recreational and community facilities and resources. We strive to accomplish this in a manner that maximizes safety, life, utility and enhances the town's unique environmental and aesthetic qualities. Our goal is to construct, renovate and maintain our facilities in the most responsive, efficacious and cost effective manner without diminishing the quality we seek to implement. We place high priority on energy efficiency and conservation, the possibility of energy generation and the use of renewable energy in all projects possible.

Program Areas



% of FY 2024 General Fund Budget



The Structures & Grounds Division comprises 2.22% of the overall General Fund budget.

Structures & Grounds Division Services Provided

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

Structures & Grounds is responsible for the cultivation and care of the landscaping and grounds surrounding town facilities, planting flowers, mows, pulls weeds, repairs structures, and maintains outside of buildings.

Structures & Grounds Division Recent Accomplishments

Grounds Accomplishments

- ✓ Completed hardscape and landscape renovations and improvements to the Taylor Square Memorial and RTA grounds, project included: new 3 zone irrigation system, new paver walkway, new annual, perennial and shrubbery, mulch and sod
- ✓ Completed 5 homeless camp clean ups in cooperation with the Barnstable Police Department
- ✓ Completed the landscape improvements to the Rendezvous Lane pump station, project included: new planting beds of perennials, shrubs and ornamental tree; custom constructed bird house; and new 2 zone irrigation system
- ✓ Coordinated, scheduled and supervised the replacement of 80 feet of ornamental fencing at Pleasant Street Park
- ✓ Completed landscape renovations and improvements on the Aselton Park grounds, project included: selected planting bed removals and reshaping; irrigation system upgrade, new perennials, shrubbery, mulch and sod.



Aselton Park – Grounds Maintenance

Buildings Accomplishments

- ✓ Replaced and installed new exterior door trim and thresholds; replaced and installed new corner trim and down spouts at the Burgess House
- ✓ Coordinated and scheduled the repairs and replacement of plaster walls in the stairwell of the Trayser Museum
- ✓ Completed the removal and installation of 12 new park benches on Main street and throughout the Village Green in Hyannis
- ✓ Completed the demo and remediation of 1,650 square feet of mold impacted drywall; installed 3" of R22 closed cell foam insulation; installed fire rated dense glass sheathing; installed fiberglass reinforced paneling on wall of the Kennedy Rink at the Hyannis Youth & Community Center
- ✓ Completed the remodeling of the first floor bathroom at the Ranch House, remodeling project included: removal and replacing of the vanity; removed and installed a new toilet; removed the existing linoleum floor and replaced with tile; and painted the walls and trim
- ✓ Scheduled and coordinated the replacement of 80 feet of new gutters and downspouts on the Marine & Environmental Affairs building
- ✓ Completed the removal and installation of new ADA aluminum hand railing and repaired and painted the wrought iron hand rail at the JFK Museum
- ✓ Completed the renovation of the concession area of the Kalmus Beach Bathhouse, renovation project included: new stainless steel paneling; new 40 gallon hot water heater; new 3 bay commercial wash sink; new handwashing station; new stainless steel counters and new Formica service counter

Structures & Grounds Division Recent Accomplishments (Continued)

Technical Accomplishments

- ✓ Completed the installation of a new permanent underground electrical service for the new Osterville Recreational facility
- ✓ Completed the replacement and installation of a new traffic signal vehicle detection camera and control system at South Street and Old Colony Road, Hyannis
- ✓ Completed the replacement and installation of new emergency lighting and battery backup systems at the Centerville and Osterville Recreation facilities
- ✓ Completed the replacement and installation of a new traffic signal vehicle detection camera and control system, Opticom phase selector and 2 new infrared LED strobe emitters for the intersection at West Main Street and Strawberry Hill Road, Hyannis
- ✓ Completed the installation and replacement of a new meter socket and external shut off at the Wequaquet Lake Bathhouse
- ✓ Completed the removal, replacement and installation of 2 new furnaces, evaporation coils and condensing units in the main hallway and kitchen of the Barnstable Adult Community Center
- ✓ Completed the removal, replacement and installation of a new gas fired unit heater in the sweeper garage at the DPW Highway Division
- ✓ Completed the removal, replacement and installation of 2 new gas boilers for the detective's wing at the Barnstable Police Department
- ✓ Completed the removal, replacement and installation of 2 new heating zone valves and control relays for the Tax Collector's offices on the 1st floor Town Hall
- ✓ Completed the installation of a new heating and cooling zone, including: new thermostat, zone dampers, zone panel and barometric bypass for the clubhouse concession area at the Hyannis Golf Course



Apartment Tombs- Mosswood Cemetery

Cemeteries Accomplishments

- ✓ Completed irrigation upgrades to sections C, F, H & K at Mosswood Cemetery
- ✓ Completed the layout and corner boundary installation for the new Jewish burial section at Mosswood Cemetery
- ✓ Completed the layout and corner boundary installation for the new Green burial section at Mosswood Cemetery
- ✓ Completed the installation of 175 feet of new white picket fence at the Marstons Mills Cemetery
- ✓ Completed the installation of 50 feet of new white picket fence at Mosswood Cemetery
- ✓ The Organic Land Care Program continued with weed control, compost tea brewing and application, overseeding, and organic fertilization.

Structures & Grounds Division Goals and Objectives

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

Short-Term:

1. Complete the renovation and replacement of the ADA access boardwalk at Kalmus Beach **(SP: Public Health & Safety, Infrastructure & Assets, Environmental & Natural Resources)**
2. In cooperation with the Town Architect complete renovations to the Osterville Bay Athletic Fields Complex **(SP: Finance, Communications, Infrastructure & Assets, Environment & Natural Resources)**
3. Design, construct and implement a Green Burial Interment Section including the rules, regulations and fee structure **(SP: Finance, Communications, Infrastructure & Assets, Environment & Natural Resources)**
4. Complete a comprehensive analysis on Cemetery use rate, lot inventory and current capacity of the Town's 8 active cemeteries for future expansion considerations **(SP: Finance, Communications, Infrastructure & Assets, Environment & Natural Resources)**



Marstons Mills – Ground Maintenance

Long-Term:

1. Through GAP assessments, and in cooperation with the Community Services Department, continue to implement improved management and maintenance plans for the Hyannis Youth and Community Center. These improvements will include written Emergency Response Plans and maintenance protocols for the ammonia refrigeration system. **(SP: Finance, Communications, Public Health & Safety, Infrastructure & Assets)**
2. Complete comprehensive facility condition analyses' with corresponding 20 year capital replacement programs for the Police Department Facility, Marine & Environmental Affairs Facility, Centerville Recreation Building, West Barnstable Community Building, DPW Administration/Highway Facility and the DPW Structures & Grounds Facility. **(SP: Finance, Communications, Infrastructure & Assets)**
3. Continue to implement and expand our mechanical preventive maintenance program for all municipal facilities under management. This program will expand scheduled preventive maintenance procedures for HVAC, Electrical and Plumbing equipment throughout all municipal facilities. **(SP: Finance, Infrastructure & Assets)**
4. Secure funding and approval for the design and construction of the Mosswood Cemetery Columbarium expansion and installation. **(SP: Finance, Infrastructure & Assets, Environment & Natural Resources)**
5. In cooperation with Community Services Department's Recreation Division, develop a comprehensive written maintenance plans for municipal fields under Public Works management. These plans will serve as guidelines in the completion of all field related maintenance work. **(SP: Finance, Communications, Infrastructures & Assets, Environment & Natural Resources)**

Structures & Grounds Division Budget Comparison

Structures & Grounds Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$2,782,658	\$3,166,095	\$3,477,769	\$3,590,922	\$113,153	3.25%
Fees, Licenses, Permits	208,956	190,055	172,000	185,000	13,000	7.56%
Interest and Other	712,367	500,000	500,000	500,000	-	0.00%
Special Revenue Funds	80,360	79,640	79,640	83,140	3,500	4.39%
Total Sources of Funding	\$3,784,341	\$3,935,790	\$4,229,409	\$4,359,062	\$129,653	3.07%

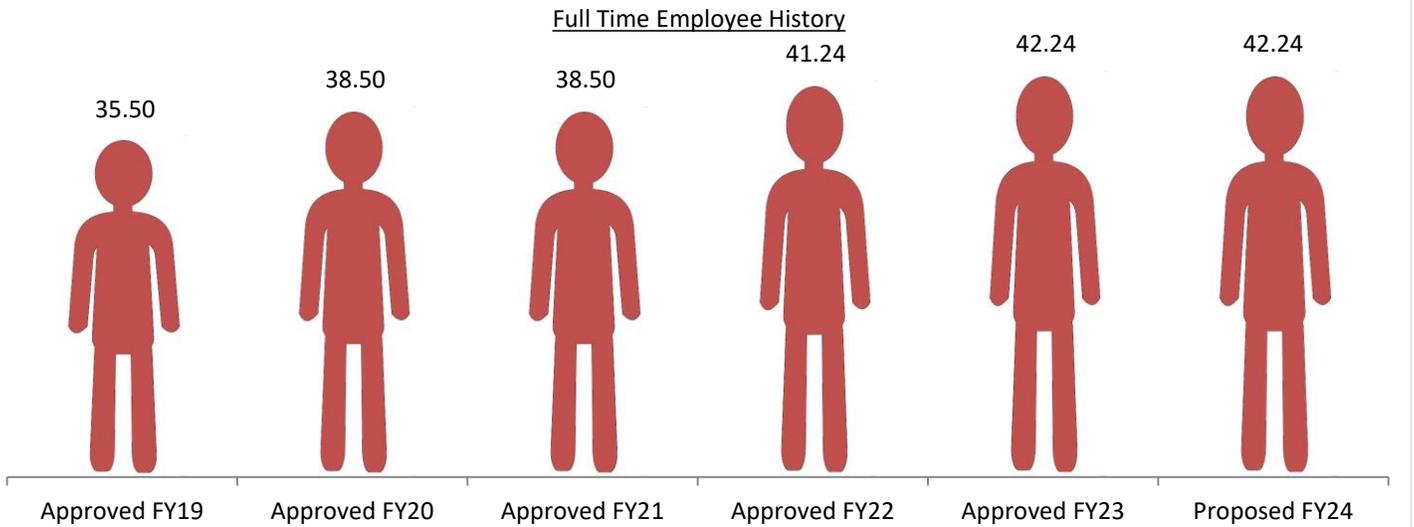
Expenditure Category						
Personnel	\$2,560,078	\$2,770,195	\$2,978,704	\$3,061,037	\$82,333	2.76%
Operating Expenses	1,224,263	1,165,595	1,250,705	1,298,025	47,320	3.78%
Total Appropriation	\$3,784,341	\$3,935,790	\$4,229,409	\$4,359,062	\$129,653	3.07%

Summary of Budget Changes

The Structures & Grounds Division's proposed FY 2024 budget is increasing \$129,653 or 3.1% over the approved FY 2023 budget. Personnel budget change includes contractual obligations. Operating budget change includes funds for the seasonal portable bathrooms and utility costs.

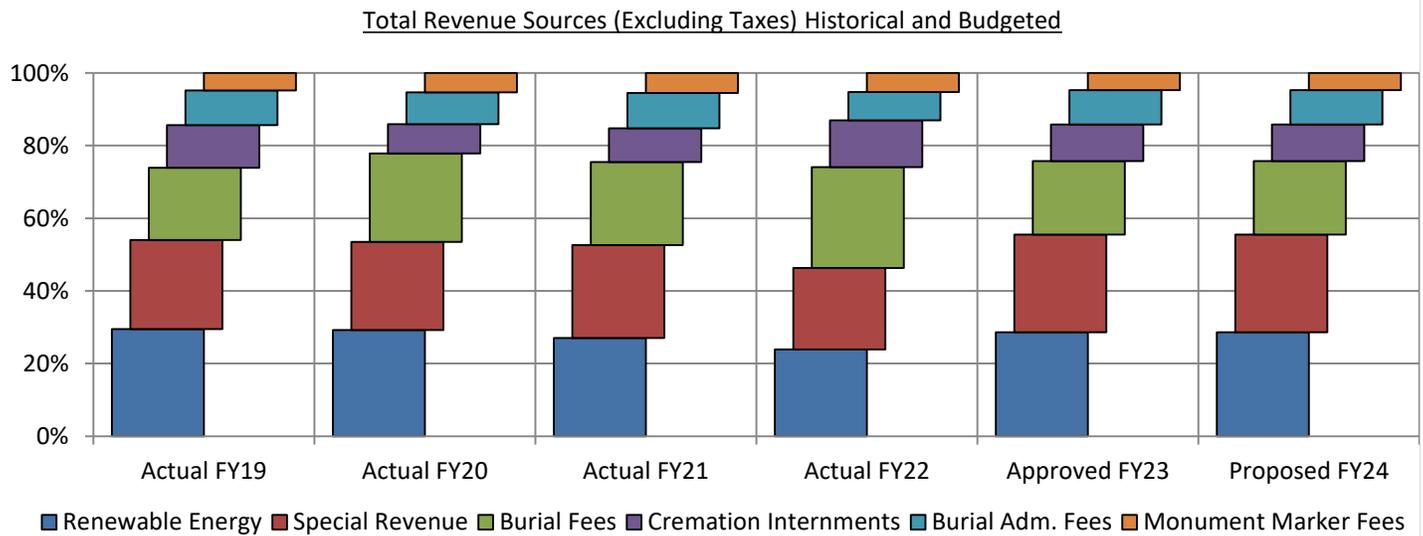
Job Title	FY 2022	FY 2023	FY 2024	Change
Carpenter	2.00	2.00	2.00	-
Cemeteries Foreman	1.00	1.00	1.00	-
Cemetery Services Coordinator	1.00	1.00	1.00	-
Custodian	8.60	9.60	9.60	-
Equipment Operator	3.00	3.00	3.00	-
General Foreman	1.00	1.00	1.00	-
Laborer/Craftsperson	8.00	8.00	8.00	-
Maintenance Technician	4.00	4.00	4.00	-
Office Manager	1.00	1.00	1.00	-
Principal Dept/Div Assistant	1.64	1.64	1.64	-
Section Foreman	2.00	2.00	2.00	-
S&G Div. Supervisor	1.00	1.00	1.00	-
Solid Waste Service	1.00	1.00	1.00	-
Technical Apprentice	2.00	2.00	2.00	-
Working Foreman	4.00	4.00	4.00	-
Full-time Equivalent Employees	41.24	42.24	42.24	-

Structures & Grounds Division Factors Affecting FTE's



The FY 2020 budget added three (3) positions to support a field maintenance program. The FY 2022 budget includes two (2) positions for the packer service program (municipal trash pickup) as well as a custodian position transferred from the Community Services Department. The FY 2023 budget included one (1) additional custodial position.

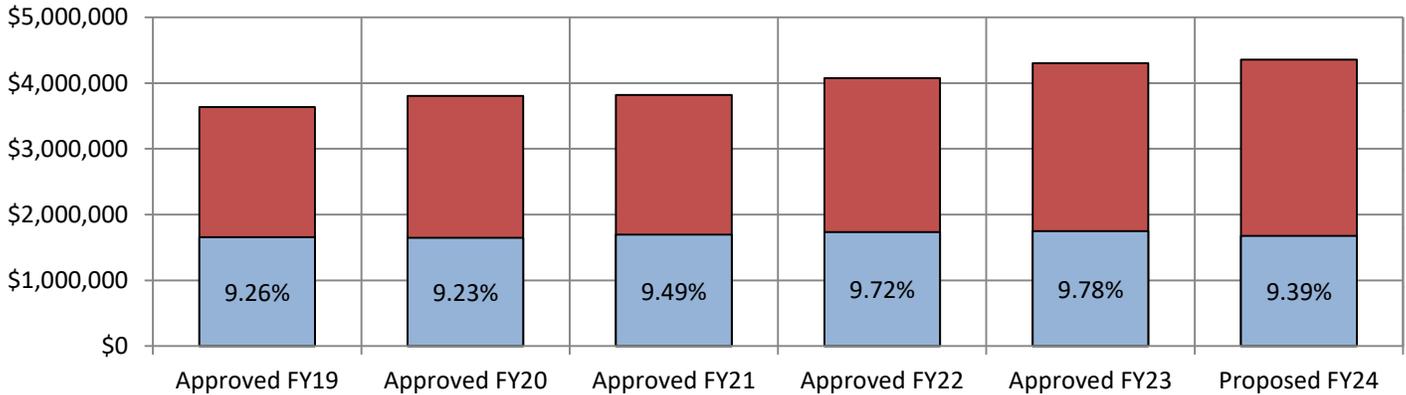
Structures & Grounds Division Factors Affecting Revenues



Taxes provide 92% of total sources of funding for this division's proposed budget. The remaining balance is covered through fees at the town owned cemeteries. These fees include burial fees, cremations, administration fees, and monuments. The availability of burial lots and mortality rates would play a role in the fees generated. This division also receives revenues through from renewable energy for solar arrays installed on town properties.

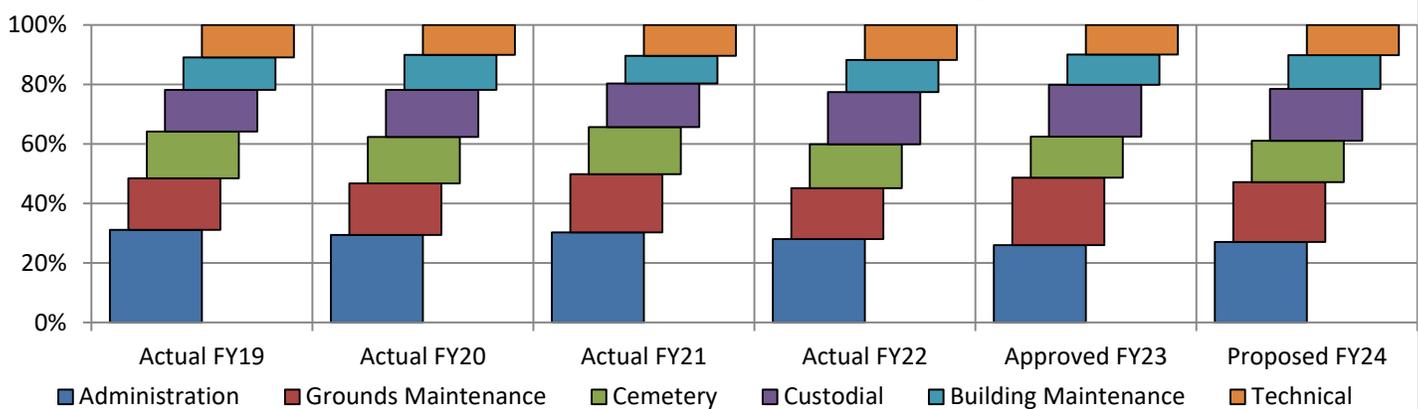
Structures & Grounds Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



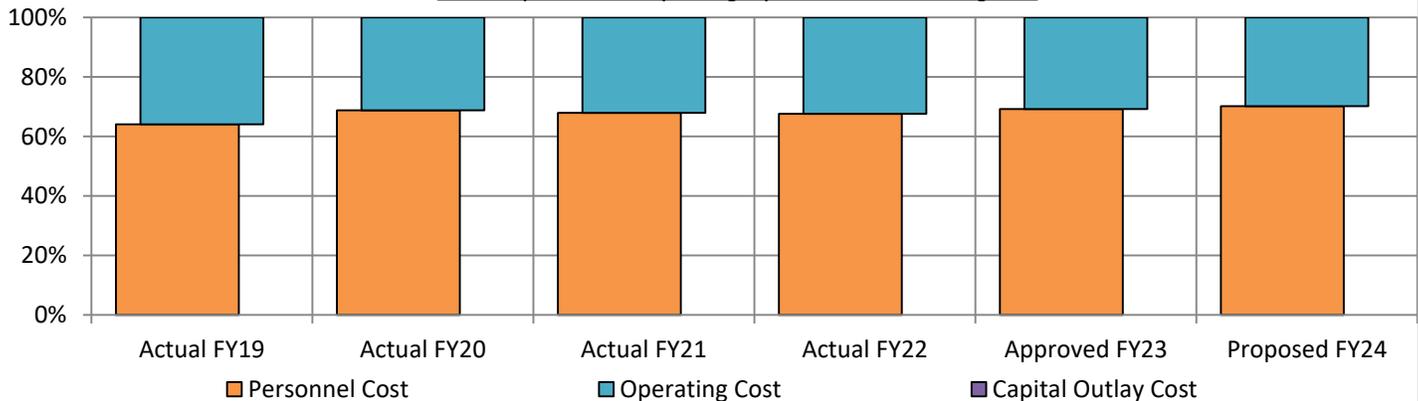
Structures & Ground's budget has increased 3.31% annually on average over a six-year period. This operation has also ranged from 9.23% to 9.78% of the total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



Administration is the largest program area within the Structures & Grounds division at 27% of proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 70% of the proposed budget followed by 30% in operating cost.

Structures & Grounds Program Services Provided

Administration Program

This program has the responsibility for the management of the Division's overall operations and personnel. This team is responsible for the preparation and administration of the Division's operating and capital project budgets, the processing of invoices for payment, personnel, procurement, utility usage, telecommunications, and implementing/monitoring energy conservation measures.

Administration Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$349,023	\$564,022	\$628,229	\$683,531	\$55,302	8.80%
Interest and Other	712,367	500,000	500,000	500,000	-	0.00%
Total Sources of Funding	\$1,061,390	\$1,064,022	\$1,128,229	\$1,183,531	\$55,302	4.90%

Expenditure Category						
Personnel	\$337,442	\$343,853	\$369,734	\$377,716	\$7,982	2.16%
Operating Expenses	723,948	720,170	758,495	805,815	47,320	6.24%
Total Appropriation	\$1,061,390	\$1,064,022	\$1,128,229	\$1,183,531	\$55,302	4.90%

Grounds Maintenance Program

The ground's maintenance program supports a wide variety of landscaping tasks throughout our 60 acres of municipal property. The acreage consist of numerous parks, facilities grounds, memorial sites, athletic fields, playgrounds, traffic islands, ways to water, a dog park, and other town assets. These sites require maintenance of 41 irrigation systems, installation of seasonal floral displays, replacement and maintenance of flagpoles and progressive beautification through cultural practices and an organic fertility program. The sector is also responsible for providing weekly beach raking for 33 acres of town owned beaches and 5 private beach raking contracts. The program supports maintenance and upkeep of 81 Community Preservation/Land bank properties and administers the Town's Adopt-A-Spot program for 50+ locations. This group assists the Barnstable Police Department with homeless camp cleanups; the Conservation Department with trail and parking-lot maintenance and construction projects; and the Arts & Culture Program with projects and event support. Grounds support both the Engineering Section and the Town Architect with project specifications and site supervision. Additionally, they assist the Highway Division with snow & ice operations.

Grounds Maintenance Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$565,685	\$752,408	\$817,816	\$790,818	(\$26,998)	-3.30%
Special Revenue Funds	80,360	79,640	79,640	83,140	3,500	4.39%
Total Sources of Funding	\$646,045	\$832,048	\$897,456	\$873,958	(\$23,498)	-2.62%

Expenditure Category						
Personnel	\$519,458	\$698,526	\$751,103	\$727,605	(\$23,498)	-3.13%
Operating Expenses	126,588	133,522	146,353	146,353	-	0.00%
Total Appropriation	\$646,045	\$832,048	\$897,456	\$873,958	(\$23,498)	-2.62%

Structures & Grounds Program Services Provided (Continued)

Building Maintenance Program

The Building Maintenance Program is responsible for emergency and scheduled maintenance/repairs to over 56 municipal buildings including the Town Hall Campus, the Police Department, Hyannis Youth & Community Center, Barnstable Adult Community Center, Comfort Stations, Beach Houses, Leased Properties, Community Centers and all Department/Division facilities. This team is comprised of carpenters, painters and laborers who work together on the repairs, renovations and new construction at municipal facilities. They also assist the Recreation Division with the set-up and removal of beach ramps, ticket booths and lifeguard stations at our 14 beach locations and is responsible for maintenance, repairs and replacement of 19 docks and finger floats at 4 facilities including seasonal installation and removal of the same. They assist the Town Harbormaster with the seasonal installation and removal of all docks managed under Marine & Environmental Affairs Department. They also provide support to Planning & Development's Arts and Culture Program with projects and event support. Additionally, this team provides support to the Highway Division for snow & ice operations.



Town Hall

Building Maintenance Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$407,921	\$406,261	\$435,330	\$492,277	\$56,947	13.08%
Total Sources of Funding	\$407,921	\$406,261	\$435,330	\$492,277	\$56,947	13.08%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$309,158	\$311,903	\$335,380	\$392,327	\$56,947	16.98%
Operating Expenses	98,763	94,358	99,950	99,950	-	0.00%
Total Appropriation	\$407,921	\$406,261	\$435,330	\$492,277	\$56,947	13.08%

Custodial Program

The custodial program provides janitorial services for 6 municipal office buildings, 4 comfort stations, 3 community buildings, Hyannis Youth & Community Center, Barnstable Police Station facility, Barnstable Adult Community Center, and the Mosswood Cemetery office. Cleaning schedules provide daily and routine maintenance objectives, including: floor care, restroom cleaning/sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is responsible for purchasing, inventorying and the distribution of all cleaning supplies in support of municipal facilities. This group is responsible for the cleaning, sanitizing and supplying the 14 beach buildings during the summer season. Additional services include building security, safety inspections, public and committee meeting set up, special events support, and preventive maintenance tasks. Additionally, the custodial staff is charged with clearing snow and applying ice melt to the walkways and entryways to all municipal buildings during snow & ice events.

Custodial Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$664,756	\$689,599	\$746,942	\$763,833	\$16,891	2.26%
Total Sources of Funding	\$664,756	\$689,599	\$746,942	\$763,833	\$16,891	2.26%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$601,275	\$639,972	\$688,142	\$705,033	\$16,891	2.45%
Operating Expenses	63,480	49,627	58,800	58,800	-	0.00%
Total Appropriation	\$664,756	\$689,599	\$746,942	\$763,833	\$16,891	2.26%

Structures & Grounds Program Services Provided (Continued)

Technical Program

The Technical Program consists of a licensed electrician, licensed HVAC technician and 2 technical apprentices who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They are responsible for maintaining the Town's traffic control signals, school zone flashing beacons, pedestrian crossing signals and the numerous ornamental light stanchions. The program is charged with the planned and preventative maintenance of Town's mechanical assets throughout our facilities. This team is tasked with access control, public safety, energy efficiency and indoor climate control. This program gives support to the Information Technology Division through their data network wiring capabilities. The team provides technical support for the Town's various security alarms, fire alarms and our automated building systems.



Hyannis Youth and Community Center

Technical Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$444,926	\$395,544	\$427,297	\$441,344	\$14,047	3.29%
Total Sources of Funding	\$444,926	\$395,544	\$427,297	\$441,344	\$14,047	3.29%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$276,109	\$269,330	\$289,602	\$303,649	\$14,047	4.85%
Operating Expenses	168,817	126,215	137,695	137,695	-	0.00%
Total Appropriation	\$444,926	\$395,544	\$427,297	\$441,344	\$14,047	3.29%

Cemeteries Program

The cemetery program provides management, maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance and care of 14 town cemeteries, office building and maintenance garage. It provides the scheduling, coordination and supervision of funeral and interment services for approximately 210 burials annually. It is also responsible for the installation of monument foundations, and flush markers. The Cemetery Program is responsible to maintain an accurate records data base and cemetery lot sales and mapping. Supplementary responsibilities include ancient headstone and monument maintenance and preservation and the development of raw land for future lot expansion. Additionally, it provides support to the Highway Division during snow & ice operations.

Cemetery Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$350,347	\$358,260	\$422,155	\$419,119	(\$3,036)	-0.72%
Fees, Licenses, Permits	208,956	190,055	172,000	185,000	13,000	7.56%
Total Sources of Funding	\$559,303	\$548,315	\$594,155	\$604,119	\$9,964	1.68%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$516,636	\$506,611	\$544,743	\$554,707	\$9,964	1.83%
Operating Expenses	42,667	41,704	49,412	49,412	-	0.00%
Total Appropriation	\$559,303	\$548,315	\$594,155	\$604,119	\$9,964	1.68%

Public Works Department Workload Indicators

Highway Division

	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Projected
Cleaned Catch Basins	2,069	1,809	1,100	1,900
New Asphalt Road Patches (tons)	550	388	410	400
Maintained Street Signs	963	609	850	800
Planted New Trees	18	8	10	10
Mowed (miles)	154	356	408	400
Picked Up Litter (miles)	375	375	430	380
Unscheduled Work Requests	3,066	2,998	2,846	3,000
Swept # of Parking Lots	35	25	26	26
Swept Roads (miles)	778	746	600	750
Repainted Center Lines (miles)	382	207	222	200
Repainted Fog Lines (miles)	249	202	235	250
Repainted Stop Bars and Crosswalks	705	805	552	810
Repaired Catch Basin Drainage Systems	51	51	44	50
Opened West Bay Drawbridge for Boat Traffic	1,749	1,910	1,203	1,850

Structures & Grounds Division

	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Projected
HVAC Related Calls	230	162	183	235
Building and Maintenance Repair Work Orders	407	302	325	415
Grounds Maintenance Related Work Orders	105	292	265	295
HVAC & Electrical Preventive Maintenance Work Orders	323	605	423	750
Electrical Related Service and Repair Work Orders	367	251	279	360
Plumbing Related Service Work Orders	188	141	165	190
Locksmith Related Work Orders	128	148	99	140
Phone Service and Hardware Relocation Work Orders	80	77	65	90
Custodial Services Related Work Orders	270	255	222	270

INSPECTIONAL SERVICES DEPARTMENT

Department Purpose Statement

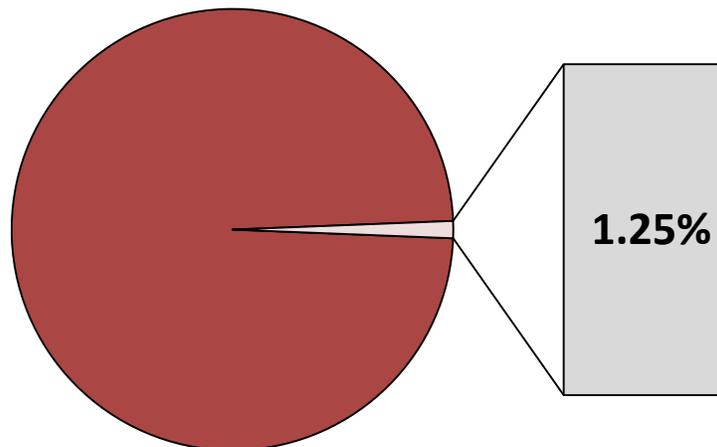
Inspectional Services Department's purpose is developing, implementing, and administering a comprehensive public safety and public health services, policies, and procedures throughout the community. The Inspectional Services Department seeks to develop and implement sound and effective policies and procedures that support the Town's overall mission of protecting our citizen's quality of life while responding to and anticipating the needs of the community.

Division Areas

**Building
Services**

**Public
Health**

% of FY 2024 General Fund Budget



The Inspectional Services Department comprises 1.25% of the overall General Fund budget.

Inspectional Services Department Services Provided

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

Inspectional Services provides a suite of regulatory services to the community involving public safety and public health as they relate to buildings, structures, property use, and businesses.

Inspectional Services Department Budget Comparison

Inspectional Services Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$0	\$0	\$887,193	\$641,595	(\$245,598)	-27.68%
Fines, Forfeitures, Penalties	10,215	10,615	-	-	-	0.00%
Fees, Licenses, Permits	2,260,215	2,347,133	1,513,500	1,819,500	306,000	20.22%
Charges for Services	12,852	-	-	-	-	0.00%
Total Sources of Funding	\$2,283,282	\$2,357,748	\$2,400,693	\$2,461,095	\$60,402	2.52%

Expenditure Category						
Personnel	\$2,020,649	\$2,031,028	\$2,144,697	\$2,205,099	\$60,402	2.82%
Operating Expenses	259,185	227,318	255,996	255,996	-	0.00%
Total Appropriation	\$2,279,834	\$2,258,346	\$2,400,693	\$2,461,095	\$60,402	2.52%

Summary of Budget Changes

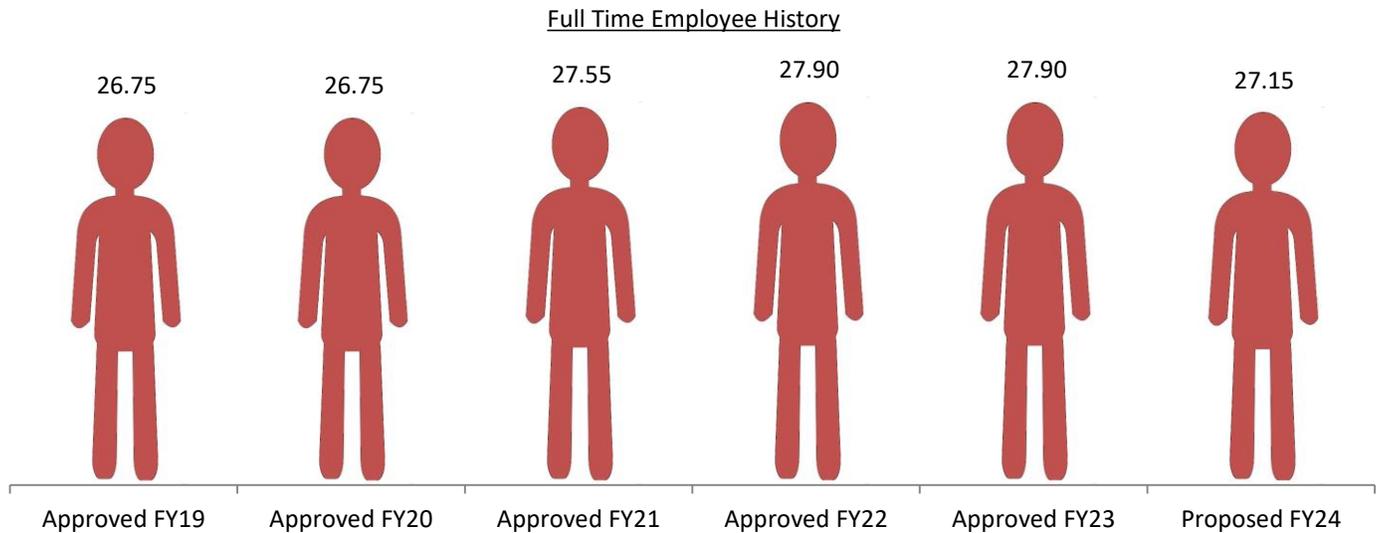
The Inspectional Services Department’s proposed FY 2024 budget is increasing by \$60,402 or 2.5% over the approved FY 2023 budget. Personnel budget change includes contractual obligations and an increase in hours for the Septic System Coordinator position. It also includes transferring the part-time Coastal Health Resource Coordinator position to the Department of Public Works and 25% of the Deputy Director’s salary to the Weights & Measures Revolving Fund.

Inspectional Services Department Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$2,400,693	
Contractual Obligations Net of Staff Turnover	46,220	-	-	46,220	(0.95)
FY 2024 Budget Changes					
1. Septic System Information Coordinator	14,182	-	-	14,182	0.20
FY 2024 Proposed Budget	\$60,402	\$0	\$0	\$2,461,095	(0.75)

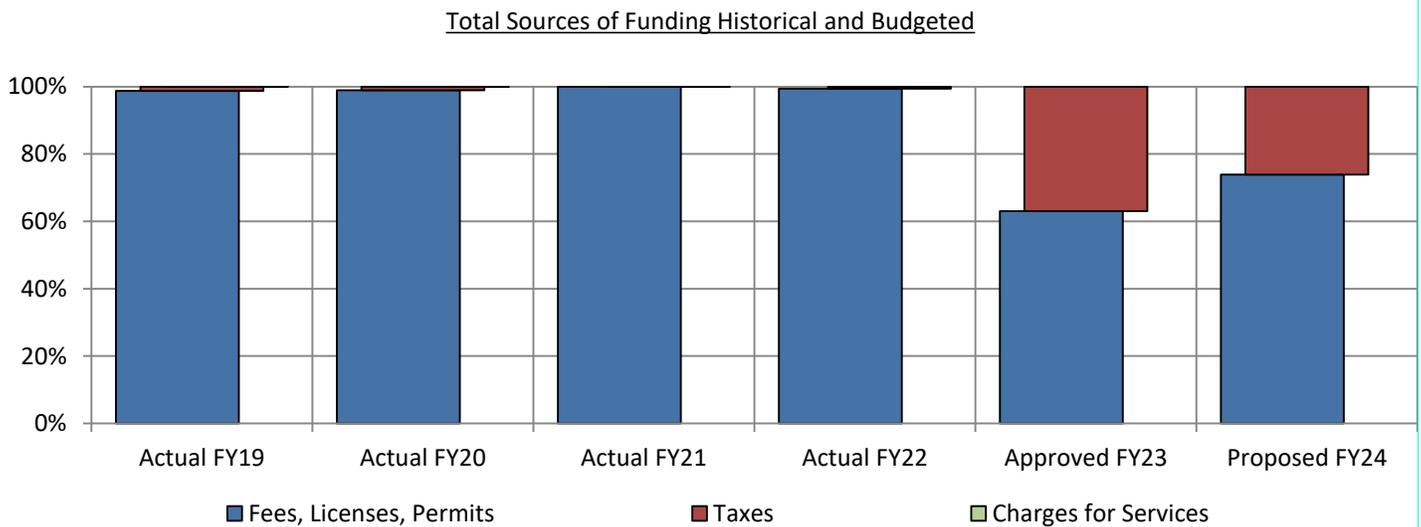
- 1. Septic System Information Coordinator-** This request is to increase the hours of the part-time septic system coordinator position to nineteen (19) hours per week. As public sewer becomes available at thousands of properties in the future over the course of the next 30 years each property owner along public sewer lines will be ordered by the Health Division to connect their property to public sewer within six to twelve months. This part-time position will continue to assist other Health staff in tracking and updating septic system upgrade information as well as with sewer connection information and assisting Health staff with sending out reminder notices to property owners to connect properties to public sewer.

Inspectional Services Department Factors Affecting FTE's



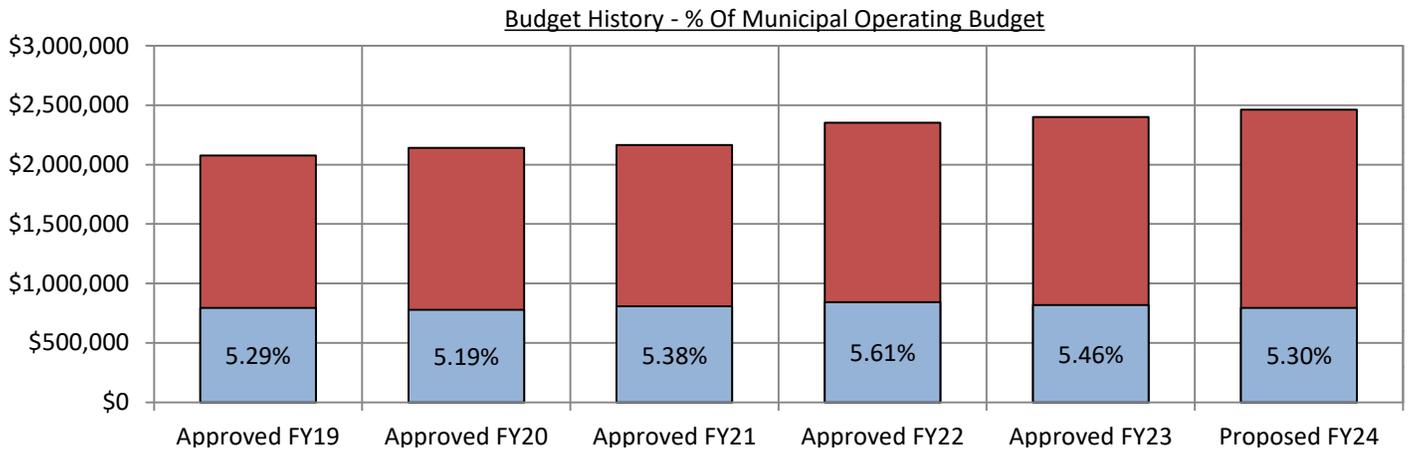
In FY 2021 full-time equivalents increased by 0.80 due to adding a Deputy Director position (1.00) and a reduction for a part-time Septic System Info Coordinator (0.20). In FY 2024 25% of the Deputy Director's position is allocated to a revolving fund, the part-time Coastal Health Resource Coordinator position (0.70 fte) is being transferred to the Department of Public Works, and the part-time Septic system Coordinator position is increasing by 0.20 ftes.

Inspectional Services Department Factors Affecting Revenues

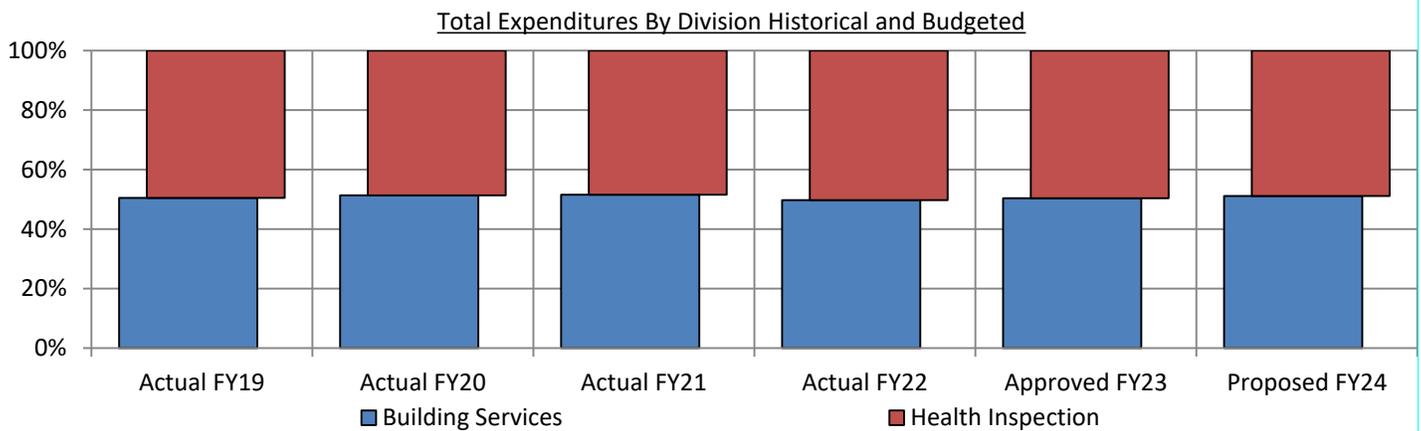


Fees, Licenses, and Permits accounts for 74% and tax support 26% of total sources of funding for the proposed budget. Building permits account for the majority of sources of funding for this department at roughly 65% of total sources of funding. Other types of permits include filing fees, disposal work, gas, food services, swimming pools, and wiring. Fees charged by this department relate to certificates of inspection, site plan reviews, and hazardous material. This department is 100% covered by the sources of funding it generates based on actuals during the fiscal year.

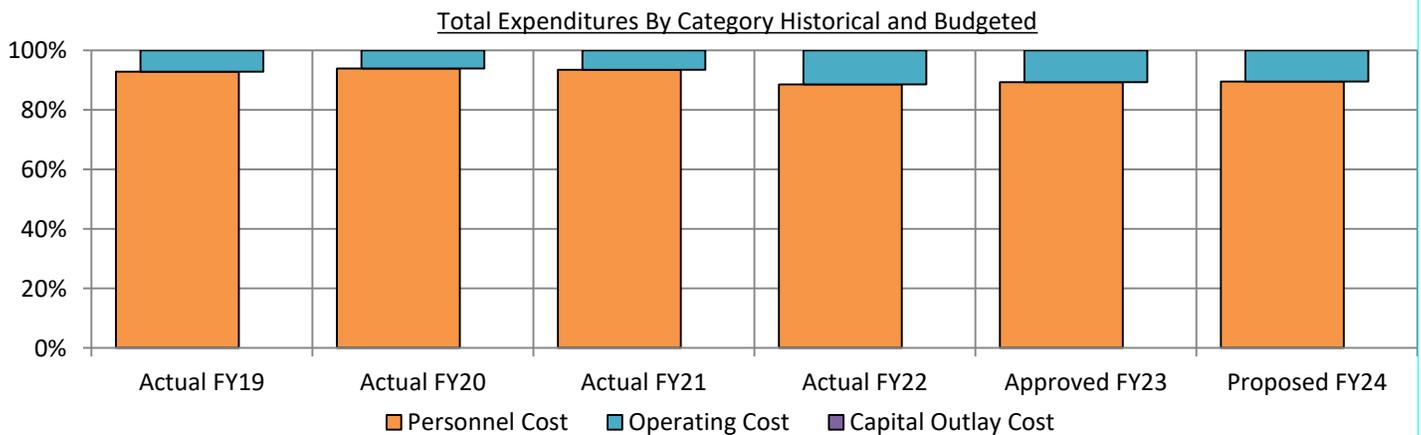
Inspectional Services Department Factors Affecting Expenses



Inspectional Services Department’s budget has increased 3.08% annually on average over a six-year period. This budget on average is between 5.19 to 5.61% of the total municipal operating budget (excludes other requirements and schools).



Inspectional Services division’s are split 50/50 between Building Services and Health Inspection. This trend has remained consistent through the six-year period.



Inspectional Services Department’s expenditures proposed budget is allocated 90% personnel cost and 10% operating cost.

BUILDING SERVICES DIVISION

Purpose Statement

The Building Division role is to further the Inspectional Services Department's purpose and the Town's mission by enacting permitting, inspection and code compliance services that are intended and designed to protect the health and safety of our citizens while being respectful of their rights, their property, and them as individuals.

Our goal is to assist our citizens with code issues in a helpful, meaningful, and a creative manner designed to promote their business and personal property needs.

Program Areas

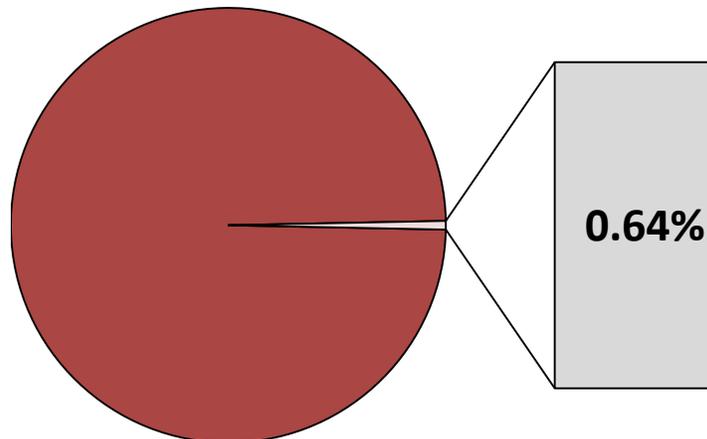


Inspection & Permitting Program



Zoning Enforcement Program

% of FY 2024 General Fund Budget



This Building Services Division comprises 0.64% of the overall General Fund budget.

Building Services Division Services Provided

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

The Building Services Division is responsible for administration and enforcement of the Massachusetts State Building Code (780 CMR), Massachusetts State Plumbing/Gas Code (248 CMR), and Electrical code (527 CMR), the Architectural Access Board's accessibility Code (521 CMR), and several Town ordinances including the Barnstable Zoning Ordinance (Chapter 240).

Our services include:

- Building permit application review for construction, zoning, and handicap accessibility;
- Permit issuance for the building, plumbing, gas & wiring trades;
- Inspectional services for the building, plumbing, gas & wiring trades, and;
- Sign code administration, enforcement, and site plan review.
- Code Compliance reviews and actions for all Division disciplines that include Building, Plumbing, Gas, Wiring and Accessibility Codes and Zoning Ordinances.



Power Sub-station 40 Communication Way, Barnstable

Building Services Division Recent Accomplishments

- ✓ All of the Division's historical documents were shipped, scanned, digitized and entered into a client side and public user database for electronic record retention and access.
- ✓ Developed a comprehensive Code Compliance Manual in order to systematize code enforcement and court processes. This will bring predictability and consistency to code enforcement efforts by multiple Town agencies.

Building Services Division Goals and Objectives

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

Short-Term:

1. Continue to work with the Town Manager's office to maintain friendly, predictable and easy citizen access for permitting, zoning and general inquiries and refine our hybrid work model to best fit the needs of the general public and staff. **(SP: Regulatory Process and Performance, Communication)**
2. Work with Information Technology to establish and provide access to electronic property files. **(SP: Regulatory Process and Performance, Communication)**
3. Refine Certificate of Inspection Program to provide more efficient notification for renewals, notifications for enrollment of new businesses and notification of scheduled inspections. **(SP: Regulatory Process and Performance, Communication)**
4. Establish and implement an electronic Site Plan Review application and approval process. **(SP: Regulatory Process and Performance, Communication)**
5. Continue to work with the Communications Division and Webmaster to revamp the Building Division webpage to provide additional resources for the general public. **(SP: Regulatory Process and Performance, Communication)**
6. Review and update fee schedules for all Building Division disciplines to either confirm current fee's or adjust fee's to reflect and recoup the true cost for the life of the permit. **(SP: Regulatory Process and Performance, Communication, Finance)**



Demo and rebuild- Sea View Avenue, Osterville

Long-Term:

1. Process will remain ongoing to continuously review the Division's existing policies and the intent of modifying existing practices/procedures or adopt new procedures where necessary to ensure that the division's permitting; inspections and code compliance efforts are in conformance with those guiding principles. Our goal is to ensure that any practices adopted by the division serve the public an efficient and respectful manner. **(SP: Regulatory Process and Performance, Education, Communication, Public Health and Safety)**
2. Transition to a 100% electronic and paperless Division for all permitting, inspections, notifications and property file retention and access. **(SP: Regulatory Process and Performance, Communication)**
3. Implement the Code Compliance Procedures Manual to provide clear guidelines for Code Compliance Officers and supporting staff on the handling of Requests for Service. This includes training over multiple guiding principles from situational awareness, report writing, respecting and protecting citizen and property rights and efficient/effective use of court proceedings. **(SP: Regulatory Process and Performance, Communication)**

Building Services Division Budget Comparison

Building Services Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$0	\$0	\$84,366	\$0	(\$84,366)	-100.00%
Fines, Forfeitures, Penalties	\$10,215	\$10,615	\$0	\$0	-	0.00%
Fees, Licenses, Permits	1,838,883	1,834,770	1,132,000	1,438,000	306,000	27.03%
Charges for Services	12,852	-	-	-	-	0.00%
Total Sources of Funding	\$1,861,950	\$1,845,385	\$1,216,366	\$1,438,000	\$221,634	18.22%

Expenditure Category						
Personnel	\$1,067,298	\$1,081,452	\$1,141,977	\$1,183,506	\$41,529	3.64%
Operating Expenses	66,307	64,963	74,389	74,389	-	0.00%
Total Appropriation	\$1,133,605	\$1,146,415	\$1,216,366	\$1,257,895	\$41,529	3.41%

Summary of Budget Changes

The Building Services Division's proposed FY 2024 budget is increasing \$41,529 or 3.4% over the approved FY 2023 budget. Personnel budget change includes contractual obligations and 25% of the Deputy Director's salary is allocated to the Weight's & Measures Revolving Fund.

Job Title	FY 2022
Assistant Zoning Administrator	1.00
Building Commissioner	1.00
Chief Local Inspector	1.00
Chief Zoning Enforcement Officer	1.00
Deputy Director of Inspectional Services	1.00
Gas & Plumbing Inspector	2.00
Local Inspector	3.00
Officer Manager Building	1.00
Permit Technician	2.00
Wire Inspector	1.50
Full-time Equivalent Employees	14.50

	FY 2023	FY 2024	Change
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	1.00	0.75	(0.25)
	2.00	2.00	-
	3.00	3.00	-
	1.00	1.00	-
	2.00	2.00	-
	1.50	1.50	-
	14.50	14.25	(0.25)

Building Services Division Factors Affecting FTE's

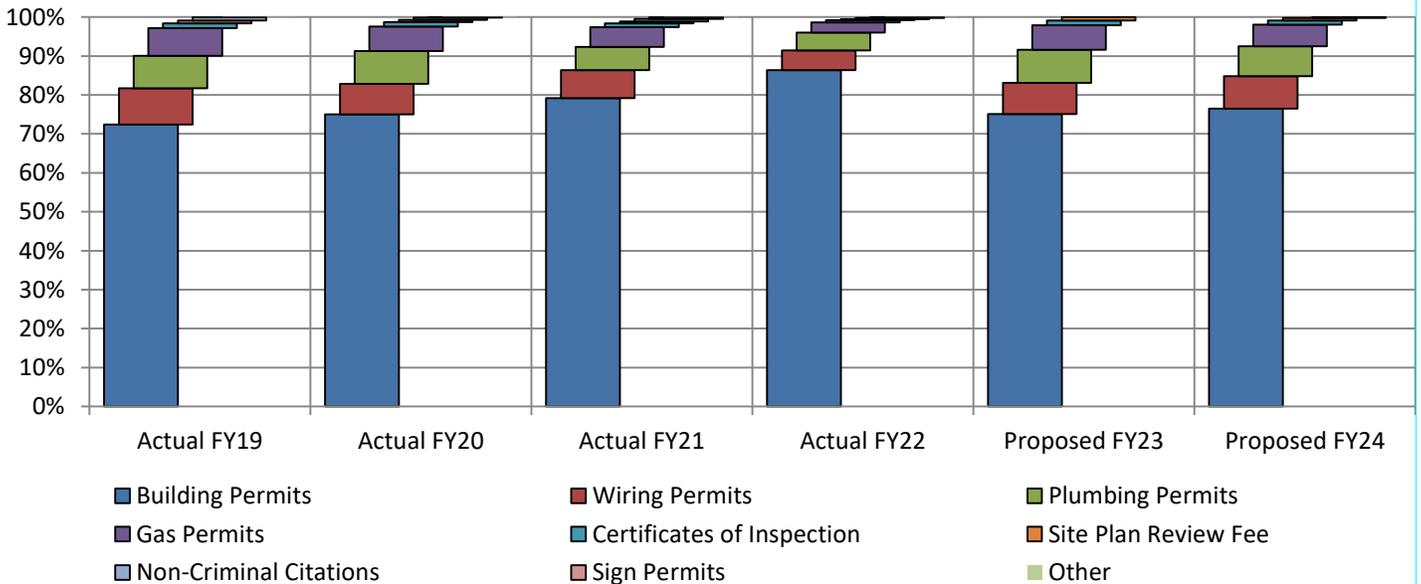
Full Time Employee History



The FY 2021 budget includes the addition of the Deputy Director's position and 25% of this position's salary has been allocated to the Weights & Measures Revolving Fund in FY 2024.

Building Services Division Factors Affecting Revenues

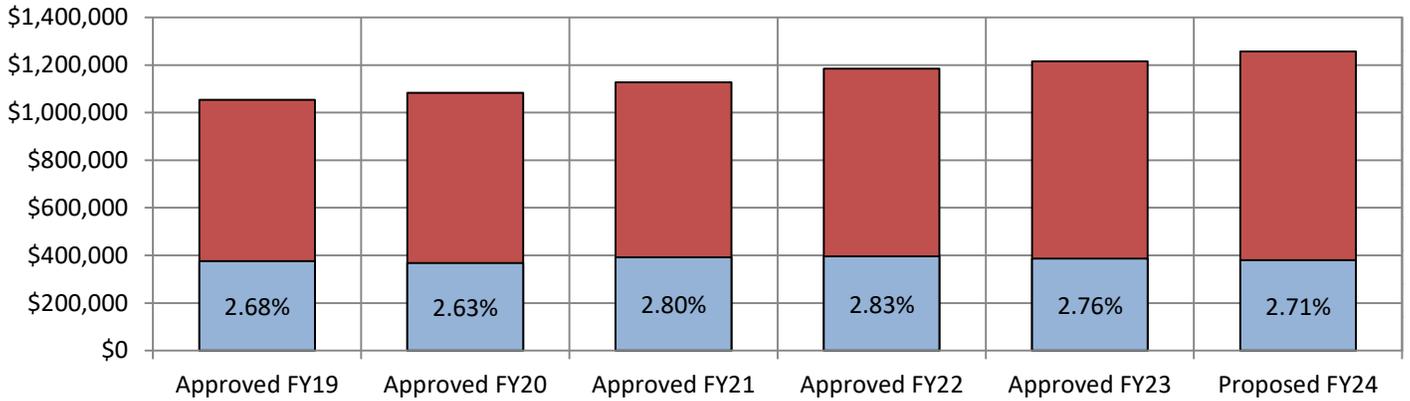
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Fees, Licenses, and permits account for 97% of total sources of funding for the Building Services division. Excluding taxes, building permits accounts for 76% of total revenue sources. Wiring, plumbing, and gas permits accounts for 24% when excluding taxes.

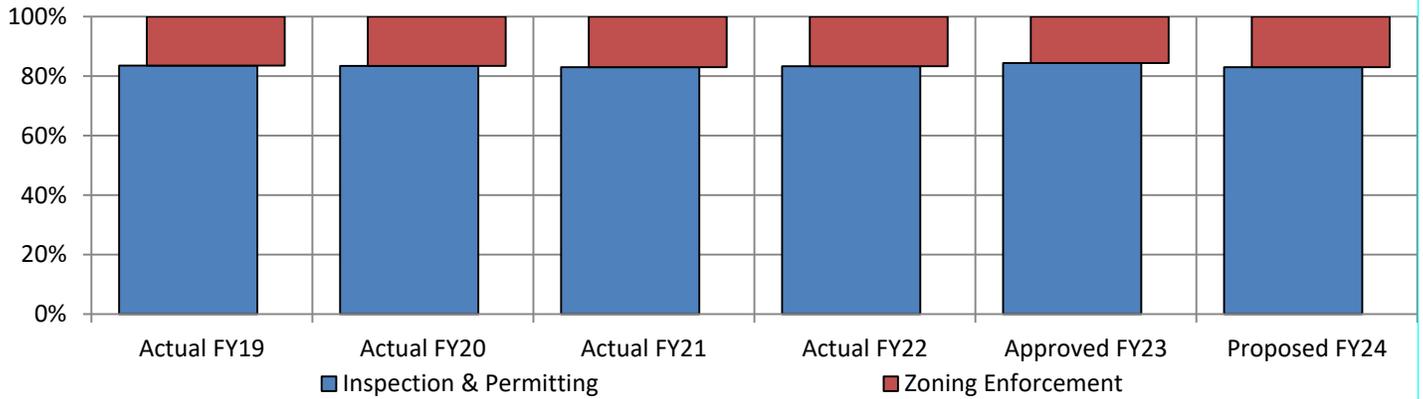
Building Services Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



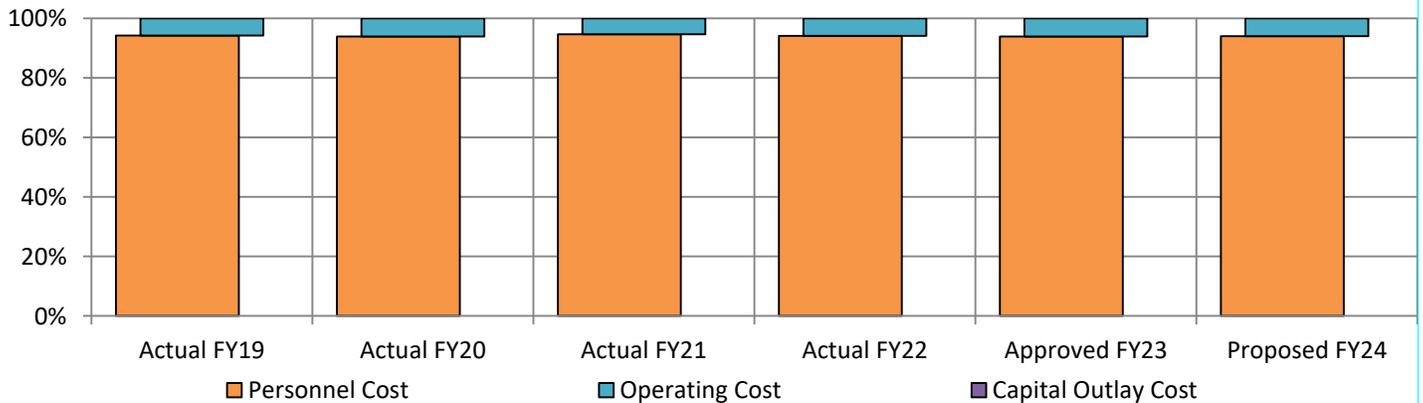
Building Services Division’s budget has increased 3.23`% annually on average over a six-year period. This budget has also increased from 2.68% to 2.71% of total municipal operating budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Inspection & Permitting program comprises 83% and Zoning Enforcement 17% of the division’s proposed budget. Actual program allocations have remained consistent over a six-year period.

Total Expenditures By Category Historical and Budgeted



Building Services expenditures are allocated 94% to personnel cost and 6% to operating cost as a percentage of proposed budget. This allocation has remained consistent over a six-year period.

Building Services Program Services Provided

Inspection & Permitting Program

The building code inspection and permitting services for all communities of the Commonwealth of Massachusetts originates in Massachusetts General Law (M.G.L.) Chapter 143. M.G.L. 143 is designed to promote public safety as it relates to buildings. In doing so M.G.L. 143 provides for the promulgation of regulations, which establish the minimum standards for construction to protect the health and safety of the Commonwealth's citizens. That regulation is known as 780 CMR (Code of Massachusetts Regulations) otherwise known as the Massachusetts State Building Code. M.G.L., and also requires that communities appoint building officials for reviewing construction plans, issuing permits, inspecting buildings, and the general enforcement of 780 CMR.

In many communities, including the Town of Barnstable, building departments are tasked with other duties beyond the building code itself. For example, we oversee or regulate the following:

- 248 CMR – Massachusetts State Plumbing / Gas Code;
- 527 CMR – Massachusetts State Electrical Code;
- 521 CMR – Handicap Accessibility Code in Massachusetts is known as the Architectural Access Board (AAB);
- The Town of Barnstable Zoning Ordinance, and;
- The Town of Barnstable Site Plan Review.

The Massachusetts State Building Code is derived from a group of code standards published by a publishing concern known as the International Code Counsel (ICC). They publish what is commonly referred to as the ICC Standards. Massachusetts amends certain sections of the ICC codes that it has adopted to serve the unique needs of the citizens of Massachusetts.

- The Town of Barnstable Sign Code;
- Federal Emergency Management Agencies Flood Insurance Program, and;
- Storm Water Regulations.

The men and women that make up the Barnstable Building Services Division are proud to serve the citizens of Barnstable. We are committed to the constant self-evaluation of our processes and ourselves with the aim of delivering professional service to the community that is ethical, efficient, fair, predictable, consistent, and respectful to the citizens of Barnstable.

Inspection & Permitting Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Fees, Licenses, Permits	\$1,821,633	\$1,819,870	\$1,122,000	\$1,428,000	\$306,000	27.27%
Charges for Services	12,852	-	-	-	-	0.00%
Total Sources of Funding	\$1,834,485	\$1,819,870	\$1,122,000	\$1,428,000	\$306,000	27.27%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$878,350	\$902,023	\$952,506	\$970,131	\$17,625	1.85%
Operating Expenses	66,307	64,963	74,389	74,389	-	0.00%
Total Appropriation	\$944,657	\$966,986	\$1,026,895	\$1,044,520	\$17,625	1.72%

Building Services Program Services Provided (Continued)

Zoning Enforcement Program

The Town of Barnstable is comprised of 76 square miles of land area, fronts on Cape Cod Bay as well as Nantucket Sound and is home to seven quaint villages. Barnstable has the largest commercial area and the most services available on Cape Cod. Local zoning builds on the basic provisions of the State/Zoning Enabling Act (M.G.L. 40A) and is manifest in the Barnstable Zoning Ordinance which shapes the nature and character of a community.

Our duties as they relate to zoning require careful oversight of the 44 zoning and overlay districts in our local ordinances to ensure that the peace, quiet and tranquility of our residential neighborhoods is maintained and to ensure that the promotion of business in our business districts is a priority for all of Barnstable's business partners. A key function of the Building Services Division is to ensure that all construction projects in all zoning districts are completed in compliance with our zoning ordinances in order to protect the health and safety of the Town's citizens.



Atlantic Avenue Renovation

The administration and enforcement of the zoning ordinances is time-intensive and must be interpreted and enforced in a uniform and consistent manner. The process often involves extensive research and repeated fieldwork. The building division staff regularly interacts with other organizational agencies such as Conservation, Planning, Legal, Health, Licensing, the Regulatory Coordinator/Hearing Officer, and others.

The administration and enforcement of the zoning ordinances is time-intensive and must be interpreted and enforced in a uniform and consistent manner. The process often involves extensive research and repeated fieldwork. The building division staff regularly interacts with other organizational agencies such as Conservation, Planning, Legal, Health, Licensing, the Regulatory Coordinator/Hearing Officer, and others.

Zoning Enforcement Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$161,484	\$153,914	\$179,471	\$203,375	\$23,904	13.32%
Fines, Forfeitures, Penalties	10,215	10,615	-	-	-	0.00%
Fees, Licenses, Permits	17,250	14,900	10,000	10,000	-	0.00%
Total Sources of Funding	\$188,949	\$179,429	\$189,471	\$213,375	\$23,904	12.62%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$188,949	\$179,429	\$189,471	\$213,375	\$23,904	12.62%
Total Appropriation	\$188,949	\$179,429	\$189,471	\$213,375	\$23,904	12.62%

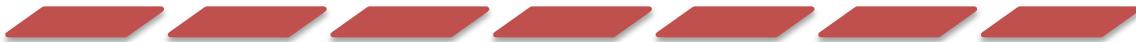
PUBLIC HEALTH DIVISION

Purpose Statement

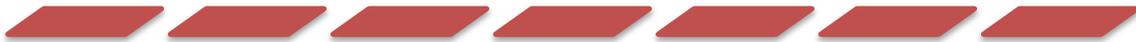
The members of the Public Health Division strive to provide efficient and effective environmental health and public health protection services. We are committed to protecting our public citizens and visitors so that they may enjoy a safe and healthy environment through strict enforcement and proactive public health strategies.

Program Areas

Environmental Health Services



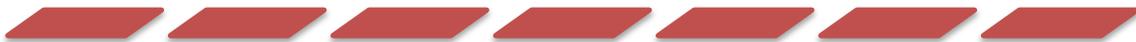
Coastal and Freshwater Resource Protection



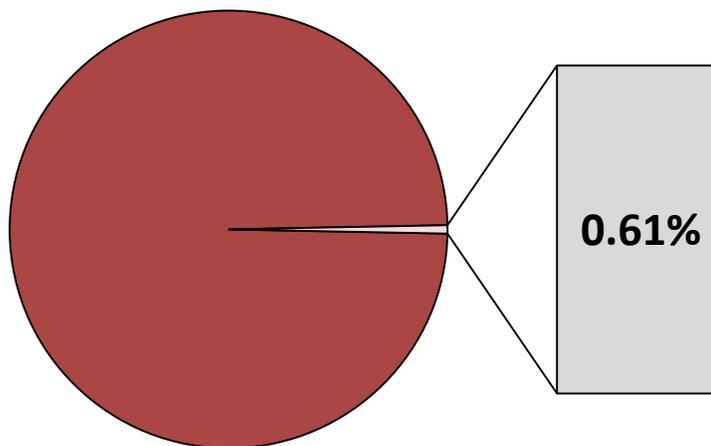
Nursing and Community Health Services



Toxic & Hazardous Contaminants



% of FY 2024 General Fund Budget



The Public Health Division comprises 0.61% of the overall General Fund budget.

Public Health Division Services Provided

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

Health Services promotes the welfare of Barnstable residents and visitors, ensures its safety and protects it from the spread of infectious disease and environmental hazards. The Division provides support to the Board of Health on an on-going basis, and issues various licenses and permits. The Health Division is comprised of four programs: Environmental Health Services, Coastal and Freshwater Resources Protection, Nursing Services, and Toxic and Hazardous Contaminants Management Program.

Public Health Division Recent Accomplishments

- ✓ Health Division staff conducted a total of 4,159 inspections at rental houses, restaurants, motels, public swimming pools, retail stores, septic systems, recreational camps, hazardous material sites, horse stables, and other facilities
- ✓ Health Division staff responded to 758 health related complaints. This included food establishment operation complaints, housing code violations, sewage, rubbish and various other public health related issues.
- ✓ Health Division staff reviewed and approved 1,356 permit applications involving wastewater for the construction of new homes, commercial buildings, sheds, additions, alterations, remodeling work, and demolitions;
- ✓ Issued 5,322 permits and collected \$464,230 in fees during fiscal year 2020, and;
- ✓ Health Division staff provided two drive-thru influenza vaccination clinics and three public indoor flu clinics available to all residents.
- ✓ Health Division staff and contract nurses contacted more than 6,286 citizens who tested positive for the COVID-19 virus by telephone to conduct contact tracing. This was done to ensure that affected individuals are isolating properly, and to ensure close contacts are quarantining in accordance with Centers for Diseases Control (CDC) guidelines and MA Department of Public Health (MDPH) requirements.



Restaurant Kitchen

Public Health Division Goals and Objectives

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

Short-Term:

1. The Health Division will continue to provide annual influenza vaccination clinics and other vaccination clinics as the needs arise. **(SP: Regulatory Process and Performance)**
2. The Health Division will continue to improve customer services emphasizing positive experiences, efficiency, and predictable regulatory processes. **(SP: Education, Communication)**

Long-Term:

1. The Health Division staff will continue to assist the Department of Public Works with the implementation of the Town's Comprehensive Wastewater Management Plan. **(SP: Environment and Natural Resources, Education, Communication)**

Public Health Division Goals and Objectives (Continued)

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

2. The Health Division staff will continue to assist with environmental sample collection and enforcement of State and local regulations designed to protect of our sole source aquifer, bathing beaches, and marine embayment areas with the goal of reducing nitrogen loading to water bodies. This Division will continue to enforce sewer connections where available and promote innovative technologies where feasible. **(SP: Environment and Natural Resources)**
3. The Health Division continues to implement and expand online electronic permitting and inspection programs for all health permits and certificates for the benefit of residents and business operators **(SP: Regulatory Process and Performance)**

Public Health Division Budget Comparison

Public Health Source of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$724,897	\$599,568	\$802,827	\$821,700	\$18,873	2.35%
Fees, Licenses, Permits	421,332	512,363	381,500	381,500	-	0.00%
Total Sources of Funding	\$1,146,228	\$1,111,931	\$1,184,327	\$1,203,200	\$18,873	1.59%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$953,350	\$949,576	\$1,002,720	\$1,021,593	\$18,873	1.88%
Operating Expenses	192,878	162,355	181,607	181,607	-	0.00%
Total Appropriation	\$1,146,228	\$1,111,931	\$1,184,327	\$1,203,200	\$18,873	1.59%

Summary of Budget Changes

The Public Health Division's proposed FY 2024 budget is increasing \$18,873 or 1.6% over the approved FY 2023 budget. Personnel budget change includes contractual obligations, the transfer to the Coastal Health Resource Coordinator position to the Department of Public Works and an increase in hours for the part-time Septic System Information Coordinator position.

Job Title	FY 2022
Chief Health Inspector	1.00
Coastal Health Resource Coordinator	0.70
Hazard Materials Health Inspector	1.00
Hazardous Materials Specialist	1.00
Health Inspector	3.75
Permit Technician	3.00
Public Health Director	1.00
Public Health Nurse	0.50
Office Manager	1.00
Seasonal Water Quality Asst.	0.25
Septic System Info Coordinator	0.20
Full-time Equivalent Employees	13.40

FY 2023	FY 2024	Change
1.00	1.00	-
0.70	0.00	(0.70)
1.00	1.00	-
1.00	1.00	-
3.75	3.75	-
3.00	3.00	-
1.00	1.00	-
0.50	0.50	-
1.00	1.00	-
0.25	0.25	-
0.20	0.40	0.20
13.40	12.90	(0.50)

Public Health Division Factors Affecting FTE's

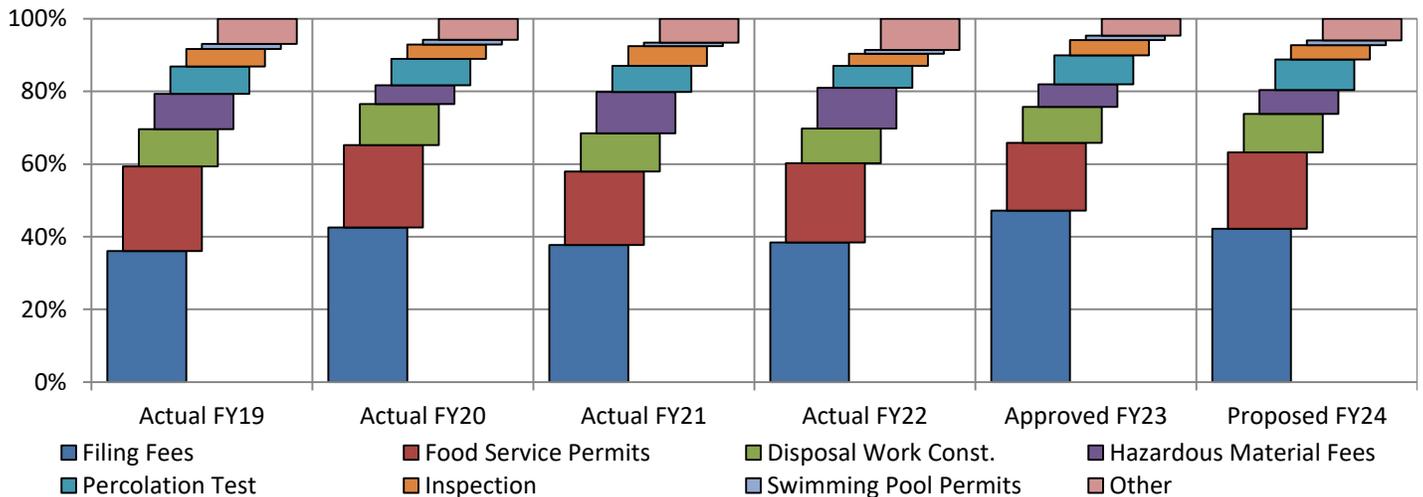
Full Time Employee History



The FY 2024 budget increases the Septic System Coordinator position by 0.20 full-time equivalents and transfers the part-time Coastal Health Resource Coordinator position to the Public Works Department.

Public Health Division Factors Affecting Revenues

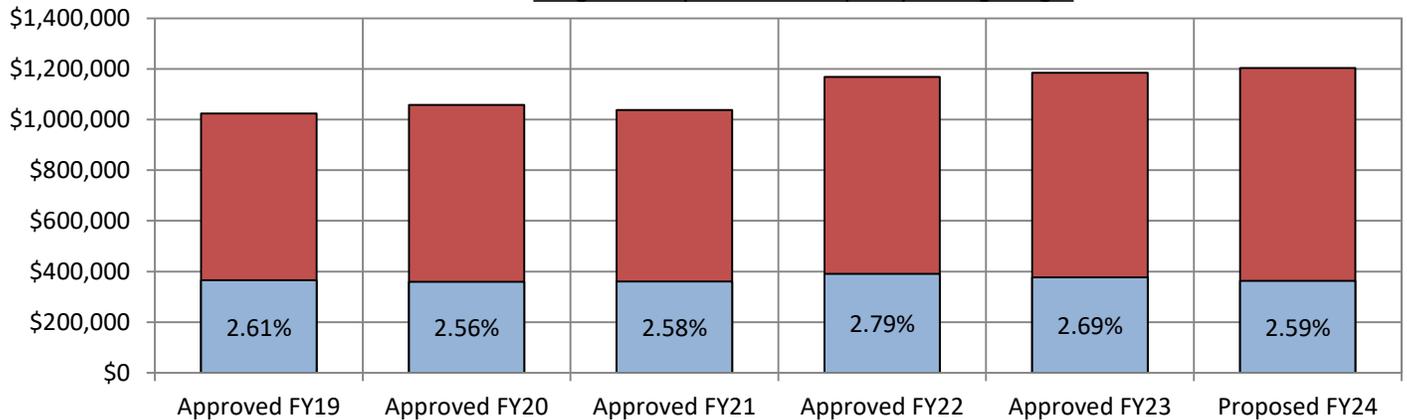
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Tax support provides 68% of total sources of funding to cover the proposed budget. Fees, licenses, and permits make up the difference. Most of the Public Health division revenues generated from operations come from filing fees and food service permits.

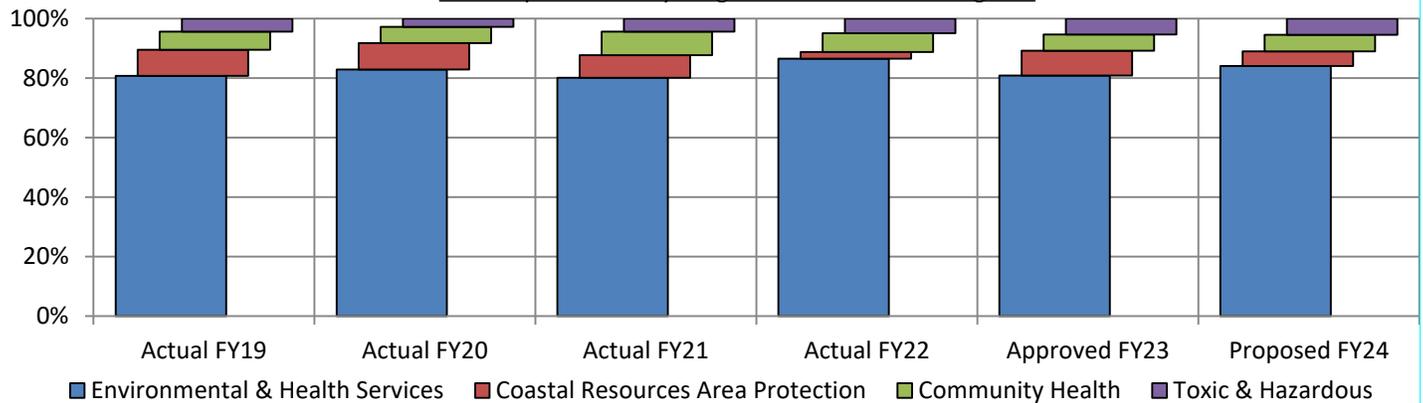
Public Health Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



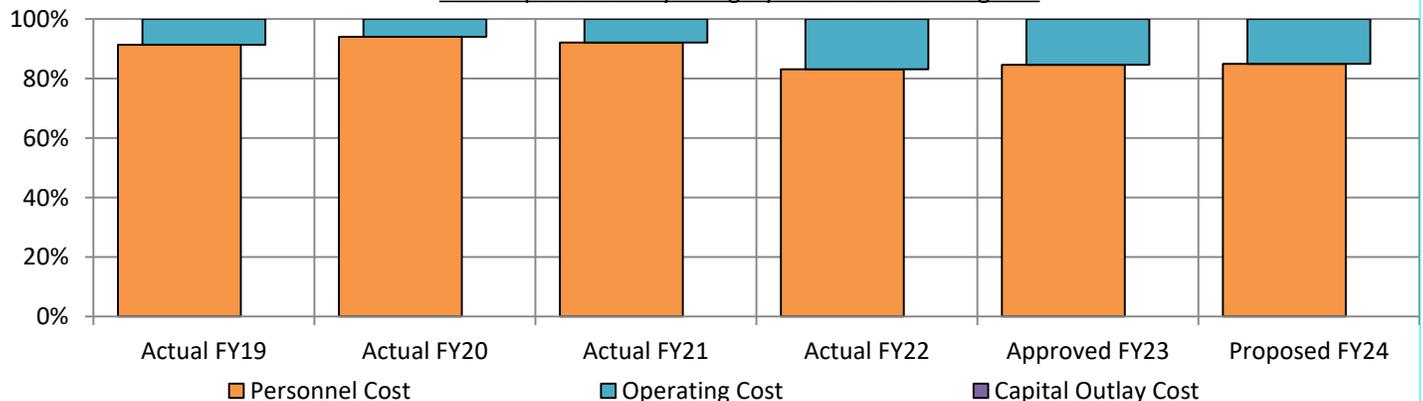
The division’s budget has increased 2.93% annually on average over a six-year period. This division budget has also decreased from 2.63% to 2.59% of total municipal operations budget (excludes other requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Environmental Health is the largest program area within the division comprising 84% of the proposed budget. Actual results have this program ranging from 80% to 86%.

Total Expenditures By Category Historical and Budgeted



Public Health expenditures are allocated 85% to personnel cost and 15% to operating cost as a percentage of proposed budget. Actual allocations over a six-year period shows peronnel cost at roughly 90%.

Public Health Program Services Provided

Environmental Health Services Program

The mission of the Environmental Health Services Program is to provide a variety of public health inspection services so that residents and visitors may enjoy a high quality of life. This program provides education and enforcement of Board of Health Regulations, Town Ordinances, and various State and Federal Codes. This program provides for complaint investigations, housing inspections, groundwater protection, saltwater estuary resource protection, food establishment inspections; swimming pool inspections, septic system inspections, recreational day camp inspections, tanning facility inspections, private well permitting, hotel inspections, horse stable inspections, and other services. A majority of the Health Division employees are assigned to this Program.

Environ. & Health Services Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$624,557	\$436,149	\$608,354	\$662,103	\$53,749	8.84%
Fees, Licenses, Permits	367,618	467,040	349,500	349,500	-	0.00%
Total Sources of Funding	\$992,175	\$903,189	\$957,854	\$1,011,603	\$53,749	5.61%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$827,070	\$760,375	\$802,930	\$856,679	\$53,749	6.69%
Operating Expenses	165,104	142,814	154,924	154,924	-	0.00%
Total Appropriation	\$992,175	\$903,189	\$957,854	\$1,011,603	\$53,749	5.61%

Coastal and Freshwater Resources Protection Program

The purpose of the Coastal and Freshwater Resources Protection Program is to protect and preserve bathing beaches and shellfish resource areas, so that visitors, citizens, and shell anglers may maximize the potential of the coastal resources. One permanent part-time employee and two seasonal part-time water samplers are assigned to this program. The primary focus of this program is to identify pollution sources detrimental to bathing beaches (i.e. lakes, ponds, and coastal beaches), shellfish resource areas, and groundwater resources which contribute to these areas. 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 bathing beaches and shellfish areas open as well as to re-open certain bathing beaches and shellfish resource areas which have been closed.

Coastal Resources Area Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$21,060	\$88,970	\$93,812	\$54,605	(\$39,207)	-41.79%
Fees, Licenses, Permits	4,750	3,150	5,000	5,000	-	0.00%
Total Sources of Funding	\$25,810	\$92,120	\$98,812	\$59,605	(\$39,207)	-39.68%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$24,128	\$90,687	\$95,762	\$56,555	(\$39,207)	-40.94%
Operating Expenses	1,682	1,434	3,050	3,050	-	0.00%
Total Appropriation	\$25,810	\$92,120	\$98,812	\$59,605	(\$39,207)	-39.68%

Public Health Program Services Provided (Continued)

Nursing and Community Health Program

The mission of the Nursing Services Program is to provide nursing services to the citizens of Barnstable so that residents may enjoy and maintain personal physical health. This program consists of one part-time Public Health Nurse and multiple part-time contract nurses. The Public Health Nurse provides a variety of direct health services to individuals, including COVID-19 response, 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. This program consists of one half-time (0.5 FTE) Public Health Nurse. Temporary contract nurses are hired to assist during a public health pandemic and during public vaccination clinics.

Community Health Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$70,059	\$57,469	\$62,786	\$64,151	\$1,365	2.17%
Fees, Licenses, Permits	1,669	1,638	2,000	2,000	-	0.00%
Total Sources of Funding	\$71,728	\$59,107	\$64,786	\$66,151	\$1,365	2.11%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$45,676	\$42,997	\$45,403	\$46,768	\$1,365	3.01%
Operating Expenses	26,051	16,110	19,383	19,383	-	0.00%
Total Appropriation	\$71,728	\$59,107	\$64,786	\$66,151	\$1,365	2.11%

Toxic & Hazardous Contaminants Program

This program provides education and enforcement in regards to proper handling of toxic materials and disposal of hazardous wastes so that citizens and visitors may enjoy a safer and healthier environment. . This program provides immediate onsite response to hazardous waste spills, household and small business hazardous waste disposal, inspections at businesses and agencies that store and/or handle toxic and hazardous materials, clean-up of hazardous releases on town-owned properties, and proper maintenance, testing, and removal of underground fuel storage tanks. This Program consists of one employee, a Hazardous Materials Specialist.

Toxic & Hazardous Sources of Funding	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$9,221	\$16,980	\$37,875	\$40,841	\$2,966	7.83%
Fees, Licenses, Permits	47,295	40,535	25,000	25,000	-	0.00%
Total Sources of Funding	\$56,516	\$57,515	\$62,875	\$65,841	\$2,966	4.72%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel	\$56,476	\$55,518	\$58,625	\$61,591	\$2,966	5.06%
Operating Expenses	40	1,998	4,250	4,250	-	0.00%
Total Appropriation	\$56,516	\$57,515	\$62,875	\$65,841	\$2,966	4.72%

Inspectional Services Department Workload Indicators

Building Services Division

Workload Indicators	FY 2020 Actual	FY 2021 Actual	FY 2022 Actual	FY 2023 Projection
Number of Permits	10,440	10,355	10,274	11,000
Number of Inspections	39,845	14,000	10,321	15,000
Zoning Complaints Investigated	504	498	516	700
Site Plan Reviews Conducted	62	109	145	75
Front Counter Inquiries	15,000	250	400	400
Telephone Inquiries	9,500	15,000	15,000	14,000

Public Health Division

Public Health	Program Outcome Measure			
Activity Name (What)	FY 2022 Budget (Input)	FY 2022 End Product (Output)	FY 2022 Unit Cost or Productivity (Efficiency)	FY 2022 Service Quality (Effectiveness)
To respond, investigate, and take appropriate action in regards to all health related complaints and inquiries received; with the objective of responding to greater than 90% of complaints within twelve (12) business hours within standards and within budget				
Complaint Response	\$85,548	758 Complaints	\$112.86/complaint	91% of complaints were responded to within 12 business hours with quick appropriate action taken

Public Health	Program Outcome Measure			
Activity Name (What)	FY 2022 Budget (Input)	FY 2022 End Product (Output)	FY 2022 Unit Cost or Productivity (Efficiency)	FY 2022 Service Quality (Effectiveness)
To inspect all food service establishments with the objective of completing greater than 90% of inspections twice per year within standards and within budget.				
Food Service Establishment Inspections	\$75,713	331 Est. X 2--662 Inspections	\$114.37/inspection	93% of establishments inspected on schedule, at least once every 6 months.

SCHOOL DEPARTMENT

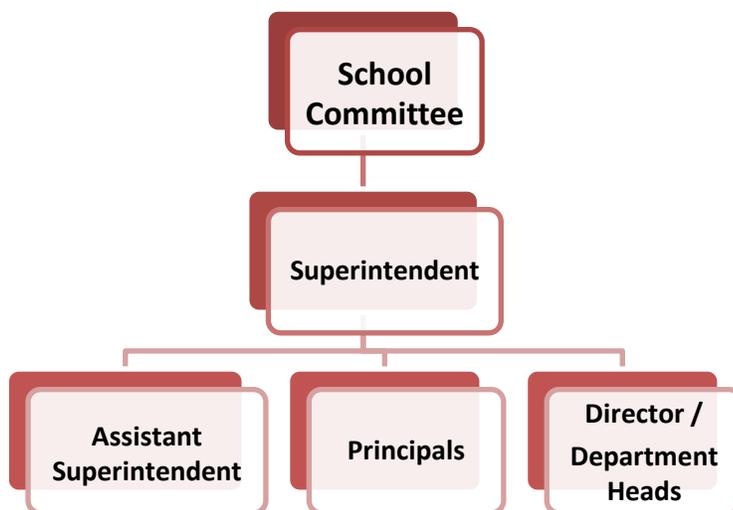
Department Vision Statement

The Barnstable Public Schools educates the whole child by creating a student centered school culture that addresses students' physical, social, emotional, and academic needs by creating a safe and healthy learning environment in which students are challenged, supported, and engaged.



In Barnstable Public Schools, we value commitment, collaboration, and community.

- **Commitment:** We are dedicated to the continuous learning and growth of all.
- **Collaboration:** We work together while keeping student needs at the center of all decision making.
- **Community:** We build strong, respectful partnerships that support student success.



Department Services Provided

The Barnstable School District is primarily responsible for providing a tuition free education to all school age residents residing within the boundaries of Barnstable. This responsibility requires the recruitment and retention of a professional workforce, who is both trained and highly qualified in the delivery of the 21st century curriculum.

The district strives to provide a common, standards-based curriculum, which ensures all students meet their fullest potential. To support curriculum, a myriad of support services are provided daily to our students. The school system provides competitive pupil-teacher ratios; individualized education plan supports, and employs reading specialists and math coaches, school counselors and nurses.

The School Department, in educating students, maintains campus space of approximately a million square feet, and two hundred and forty acres of grounds and fields. In addition to the educational opportunities this 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.

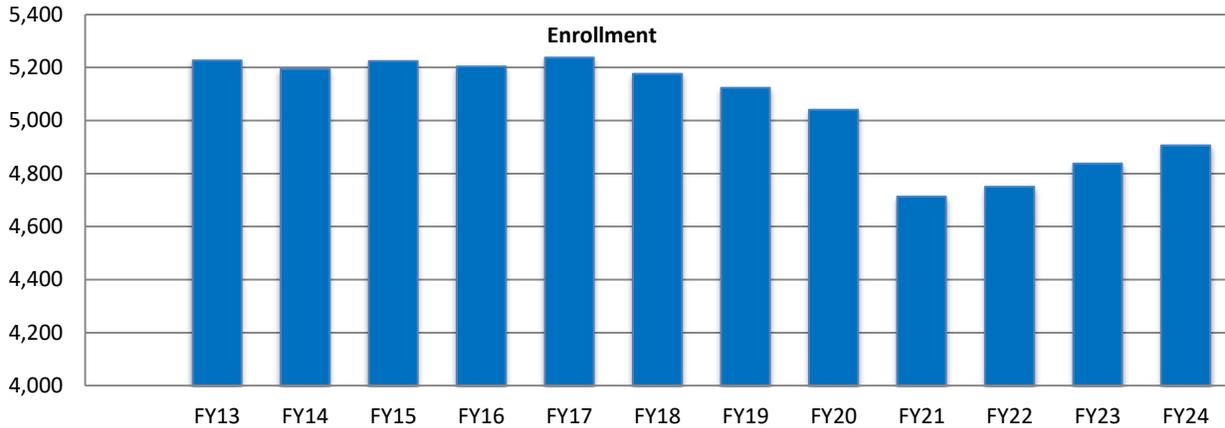


Enrollment

Enrollment increased in FY 2023 as students continues to return to in-person learning as the public health situation stabilized. Anticipated FY 2024 enrollment is 4,906 students a 1.41% increase over FY 2023 or 68 students.

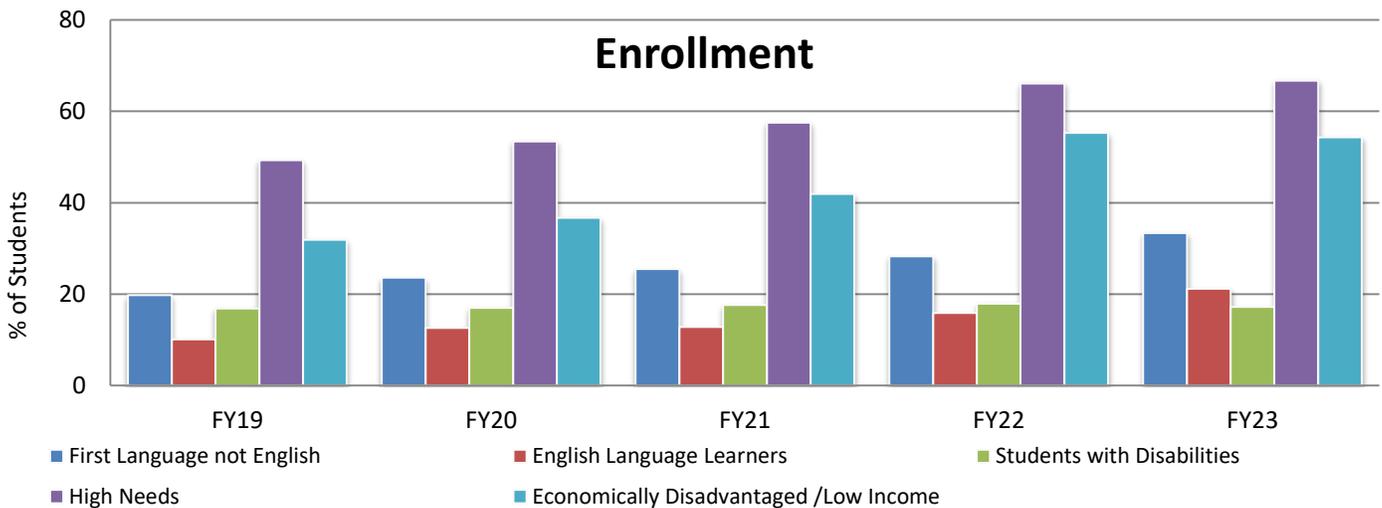
Source: Student Information Systems, Internal Projections

Source: <http://profiles.doe.mass.edu/profiles/stud>

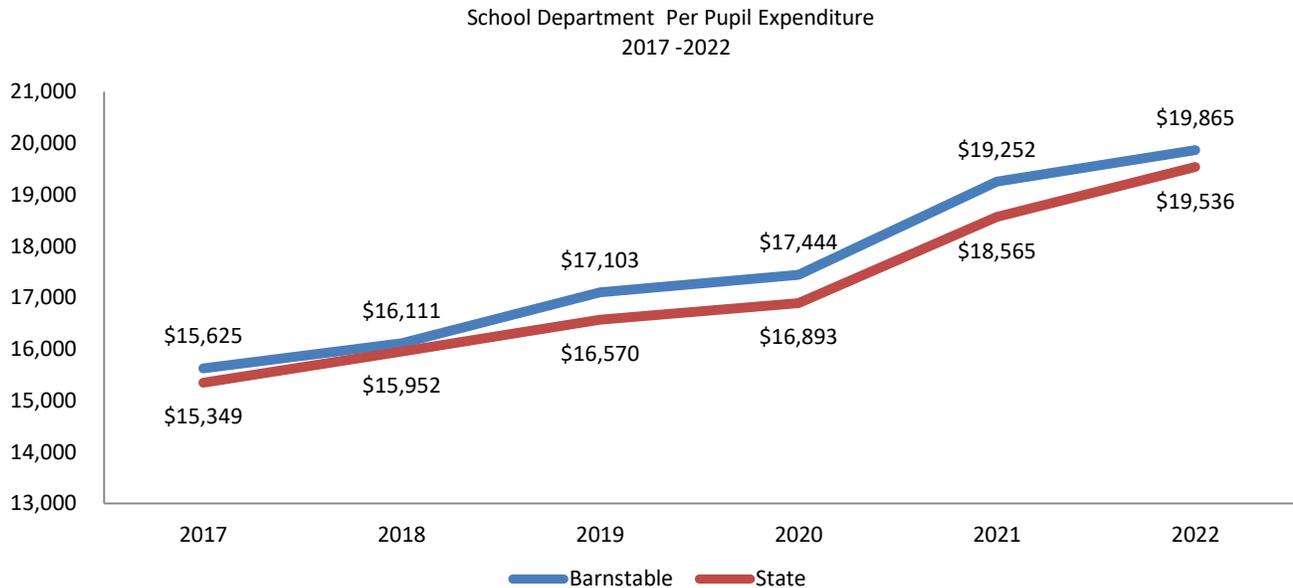


Selected population categories for English language learners and students with high needs continued to increase in FY23 and four of the five categories exceed State averages. The district continues to adapt to educating English Language Learners with enhanced resource commitment in FY24.

FY 2023 Selected Populations	% of District	% of State
First Language not English	33.4	25.0
English Language Learner	21.2	12.1
Students With Disabilities	17.2	19.4
High Needs	66.7	55.1
Low-Income	54.3	42.3



Per Pupil Expenditure



Per pupil expenditures are calculated from information provided on the district's End of Year Financial Report (EOYR). This is a comprehensive report of revenues and expenditures that occurred during each fiscal year.

Per pupil spending calculations compare spending which occurs throughout the school year, to the average number of pupils, which normally fluctuates over the school year. The enrollment statistic used is called full-time equivalent average membership or FTE.

Full-time equivalency refers to the percentage of time that students are enrolled during the school year. A pupil who arrives on November 1 and is still enrolled at the end of the year, for example, would be assigned full-time equivalency of somewhere in the range of eight-tenths.

The district is required to hire an independent auditing firm to verify the accuracy of the data on the EOYR. In addition, the Massachusetts Department of Elementary and Secondary Education (ESE) conduct a careful review of the data during the months following the report's submission.

The following funding sources are all included in the functional expenditure per pupil measure:

- school committee appropriations
- municipal appropriations outside the school committee budget that affect schools
- federal / state / private grants
- circuit breaker funds
- school choice and other tuition revolving funds
- athletic funds
- school lunch funds
- other local receipts such as rentals and insurance receipts

School Department expenditures per pupil have closely tracked with the state average for the past six years. Costs associated with capital investments and payments to other schools/districts are excluded for comparison purposes.

Department Goals and Objectives

The FY 24 Recommended Operating Budget reflects investments in the Barnstable Public Schools as a result of a significant increase in Chapter 70 (state aid) to Barnstable. The proposed budget is an allocation of \$82,761,867 which represents an increase of \$5,980,256 or 7.8%.

The Student Opportunity Act, legislation passed in 2019, establishes new foundation budget rates in benefits and fixed charges, guidance and psychological services, special education, English learners, and economically disadvantaged students. The foundation budget is the minimum spending target, determined by the state, necessary to provide an adequate education for all students. Since FY 21 (the first year of the six-year phased implementation of the SOA), Barnstable's foundation budget has been increasing and is increasing by 11.84% in FY 24. As a result of an increase in student enrollment and shifting demographics, particularly in English learners and economically disadvantaged students, Chapter 70 state aid has also been increasing for Barnstable and is increasing by 32% in FY 24, or \$6 million.

Major budget drivers of the budget include salaries and wages as negotiated in contracts and collective bargaining agreements. Additionally, the budget accounts for inflationary pressures for fuel, supplies, and services.

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

- Curriculum materials for the Early Learning Center and English learners;
- Personnel to expand offerings such as World Language and Science, Technology, Engineering, and Math (STEM) at Barnstable Intermediate School;
- Interventionists to provide skill-based instruction to additional Barnstable United Elementary School students to close skill/achievement gaps;
- Specialized professional development for educators including in matters of Diversity, Equity, and Inclusion as well as the realization of our emerging Vision for student learning;
- Personnel to continue to improve support for our growing English learner population, including family and community liaisons to promote communication and engagement, teachers and paraprofessionals, a high school department head, and high school bilingual counselor;
- Increased funding for personnel and services in our Facilities department;
- Creating equity across our five K-3 elementary schools with additional paraprofessional support;
- Assistant principals at all K-3 elementary schools to provide direct support to students and staff;
- Additional investments to meet mandated educational requirements.

This recommended budget is presented after a collaborative development process that includes the School Committee, Principals, District-wide Directors, and support from the Town.



Department Budget Comparison

School Department Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$ 56,014,304	\$ 4,889,106	\$ 57,775,415	\$ 57,709,814	(\$65,601)	-0.11%
Intergovernmental*	13,633,739	13,809,573	19,006,196	25,052,053	6,045,857	31.81%
Total Sources of Funding	\$69,648,042	\$76,382,391	\$76,781,611	\$82,761,867	\$5,980,256	7.79%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Personnel*	\$56,627,512	\$62,400,000	\$62,767,484	\$68,272,136	\$5,504,652	8.77%
Operating Expenses*	13,020,530	13,982,391	14,014,127	14,489,731	475,604	3.39%
Total Appropriation	\$69,648,042	\$76,382,391	\$76,781,611	\$82,761,867	\$5,980,256	7.79%

*Excludes Special Education Circuit Breaker, School Choice and Transportation Fees

Summary of Budget Changes

FY 2024 School budget proposes a general fund appropriation of \$82,761,867 with growth of 7.79% over the previous year. Additional expenditures totaling \$2,887,152 from school special revenue funds will further support FY 2024 operational needs. No use of the districts allocation of free cash (school savings account) is planned for the fiscal year.

The major changes in the FY 2024 budget include 35.6 new positions. It is important to note that the positions are largely compliance related to ensure that our schools are meeting instructional requirements for English language learners and students with disabilities.

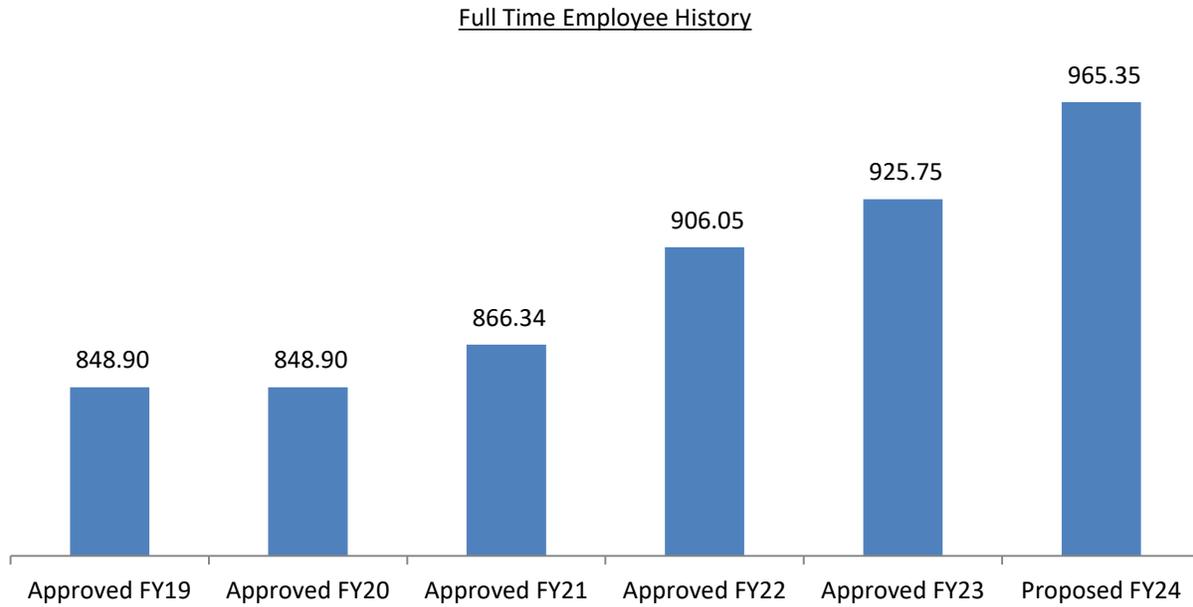
Position	FTE
English Language Learner Teacher & Staff	10 FTEs
Teaching Assistants	7 FTEs
Family & Community Liaisons	4.5 FTEs
Special Education	3 FTEs
Assistant Principals	3 FTEs
Social Emotional Learning	2 FTEs
Maintenance	2 FTEs
Science & Technology	1.8 FTEs
Social Worker	1 FTE
World Language	1 FTE
Inventory Clerk	1 FTE
Library Assistant & Technology Teacher (offset)	-0.7 FTE



Department Budget Comparison (Continued)

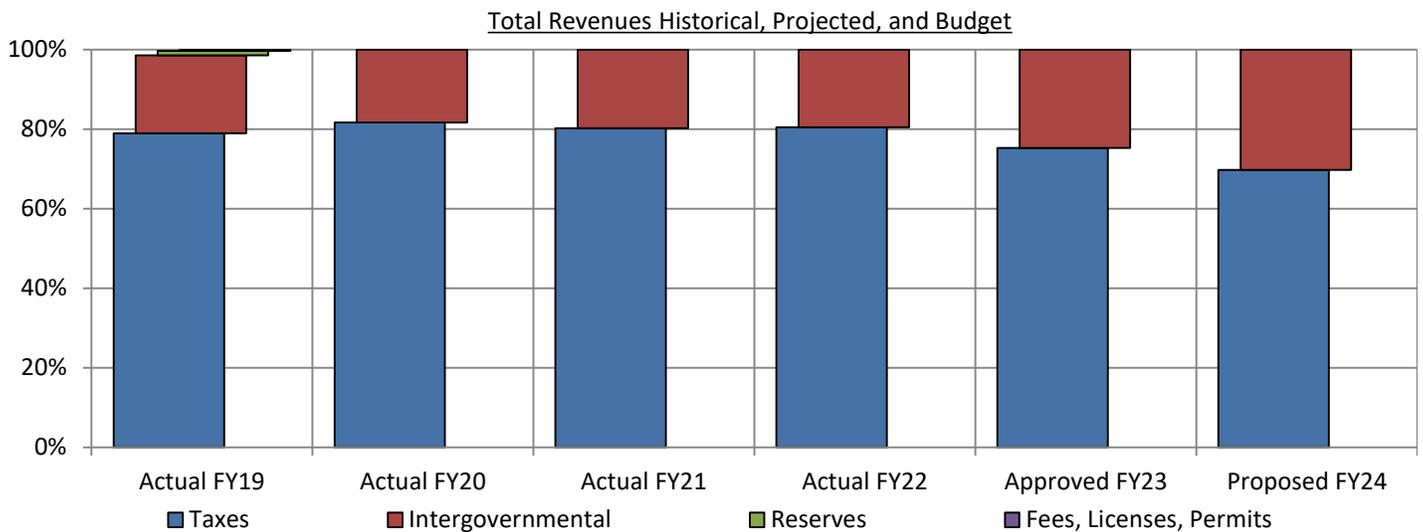
Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2023 Approved Budget				\$76,781,611	
Contractual Obligations Net of Staff Turnover	3,374,597			3,374,597	-
One-time Charges	-	(98,000)	-	(98,000.0)	-
FY 2024 Budget Request					
1. English Language Learner Teachers	483,324			483,324	10
2. Teaching Assistants	284,716			284,716	7
3. Family & Community Liaison	182,226			182,226	4.5
4. Special Education Teachers	205,021			205,021	3
5. Assistant Principals	370,024			370,024	3
6. Social Emotional Learning	119,030			119,030	2
7. Maintenance	104,458			104,458	2
8. Science & Technology	118,792			118,792	1.8
9. Social Worker	80,862			80,862	1
10. World Languages	77,292			77,292	1
11. Inventory Clerk	50,000			50,000	1
12. Library Assistant	(12,661)			(12,661)	(0.30)
13. Instructional Assistant	(19,785)			(19,785)	(0.40)
14. Athletic Coaches	13,000			13,000	
15. Substitutes	40,000			40,000	
16. Curriculum Materials		105,000		105,000	
17. Professional Development		153,000		153,000	
18. Software and Licensing Costs		89,600		89,600	
19. Mentorship & Course Reimbursement		70,458		70,458	
20. Fuel		91,000		91,000	
21. Transportation Contract - Out-of-District		50,000		50,000	
22. Facilities Maintenance Supplies & Services		84,596		84,596	
23. Bus Monitors		35,000		35,000	
24. Translation Services		30,000		30,000	
25. Building Study Implementation		50,000		50,000	
26. Accreditation, assessments, and interpreters		22,239		22,239	
27. Tuition - Out-of- District		(24,833)		(24,833)	
28. Transportation Contract - Lease		(147,000)		(147,000)	
FY 2024 Proposed Budget	\$5,470,896	\$511,060		\$82,761,867	35.6

School Department Factors Affecting FTE's



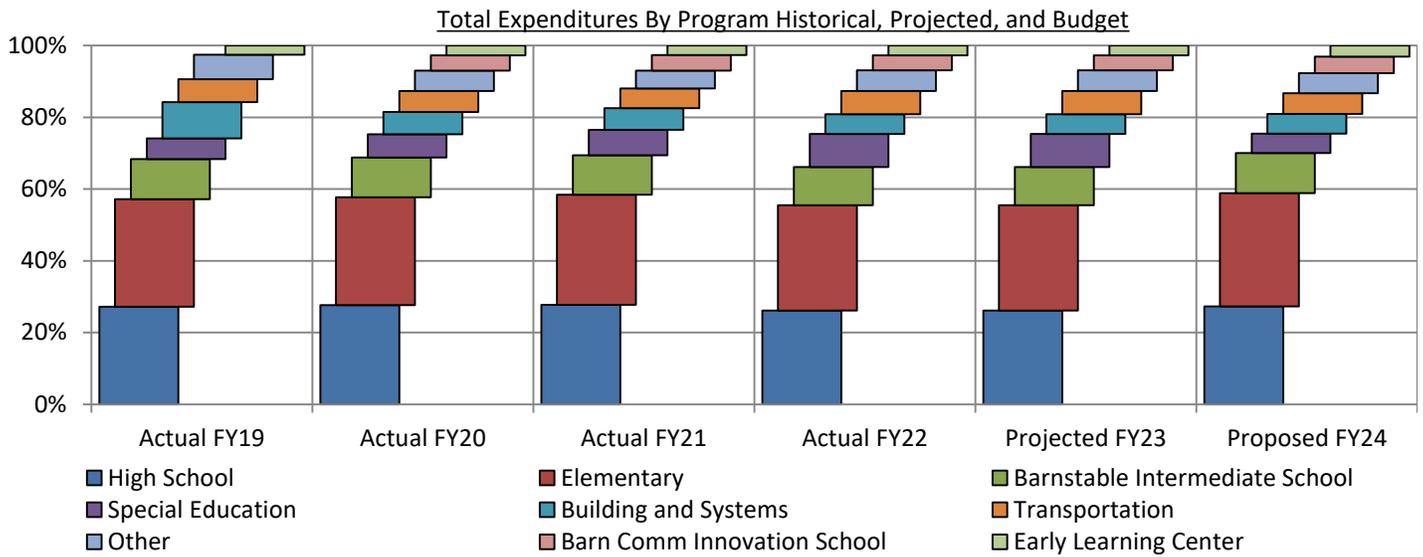
The major changes in the FY 2024 budget include 35.6 new positions (plus an additional 4 funded thru grants).

School Department Factors Affecting Revenues

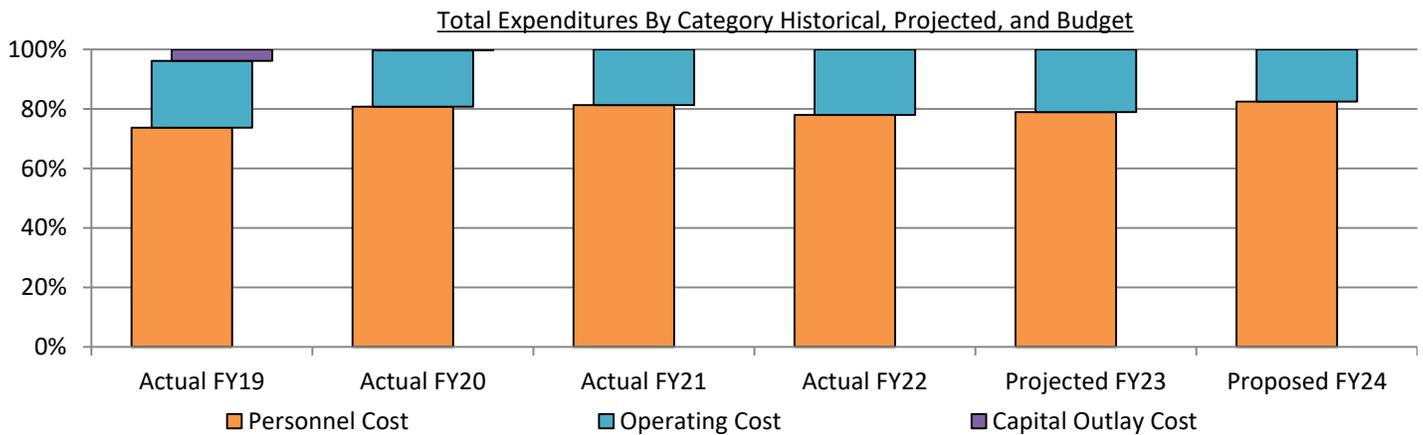


Taxes provide 70% and intergovernmental aid 30%. Taxes are provided through the General Fund transfer out for local school operations and intergovernmental aid from Chapter 70 state aid. The school savings account has been used in the past to cover both operating and capital needs.

School Department Factors Affecting Expenses



The elementary school accounts for 32% of the proposed FY2024 budget, High School represents 27%, Barnstable Intermediate School 11%, and Special Education 5%.



Personnel cost account for 82% of the FY2024 proposed budget with operating making up the difference.

THIS PAGE INTENTIONALLY LEFT BLANK

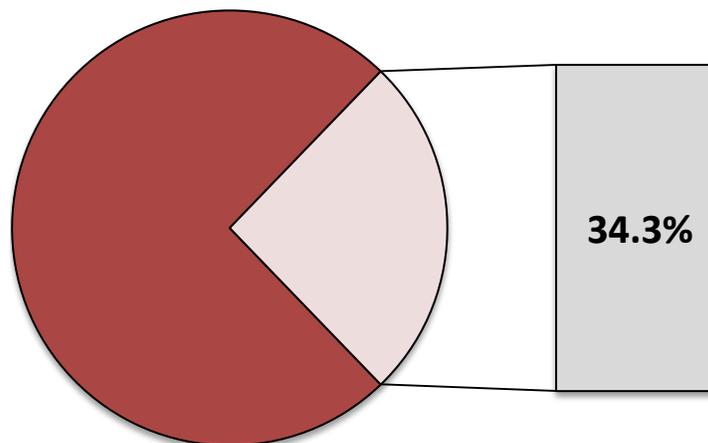
OTHER REQUIREMENTS

Description

Within the FY 2024 budget, a category of costs called "Other Requirements" has been separated from the departmental operating budgets. Within this category, the following costs are included: debt service; employee benefits, premiums for liability and casualty insurance; celebrations; Lombard Trust lease payments; grants to the public libraries and for tourism; transfers, and various assessments the town receives from state, county, and other regional agencies and schools.

- Employee Benefits
- Insurance
- Grants
- Assessments, Debt Service & Other
- Transfers
- Deficits From Prior Year

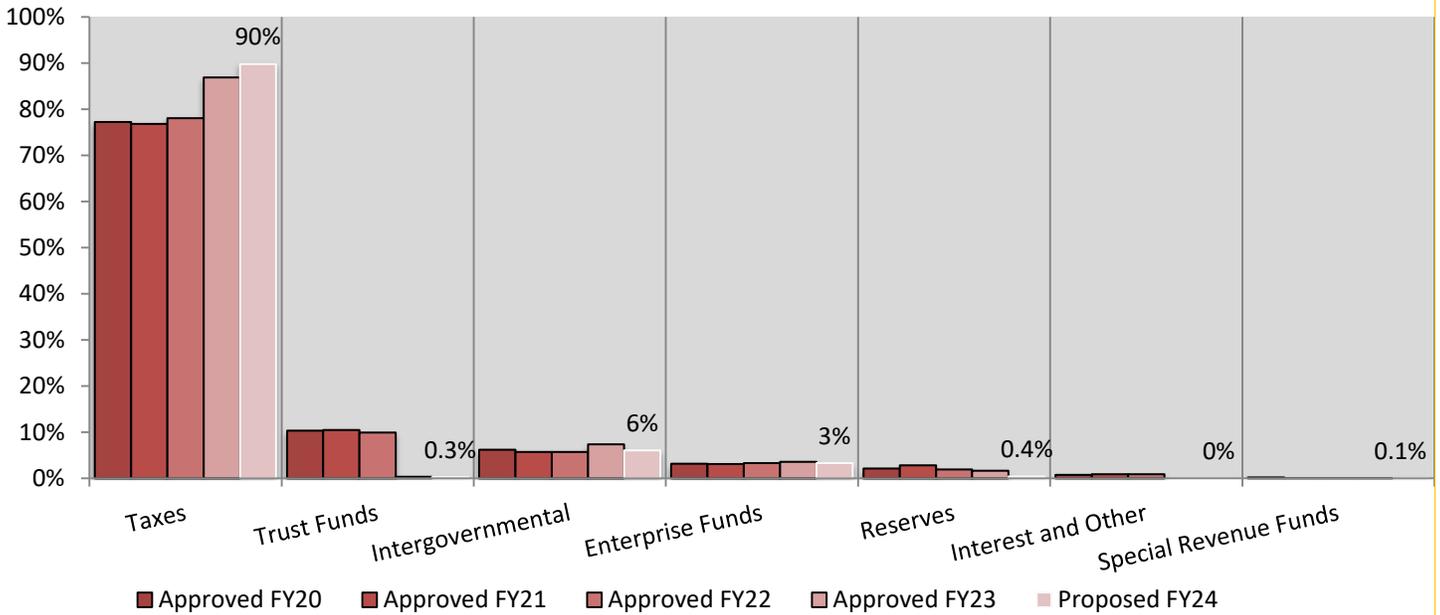
% of FY 2024 General Fund Budget



Total expenditures on Other Requirements represent 34% of the overall General Fund budget.

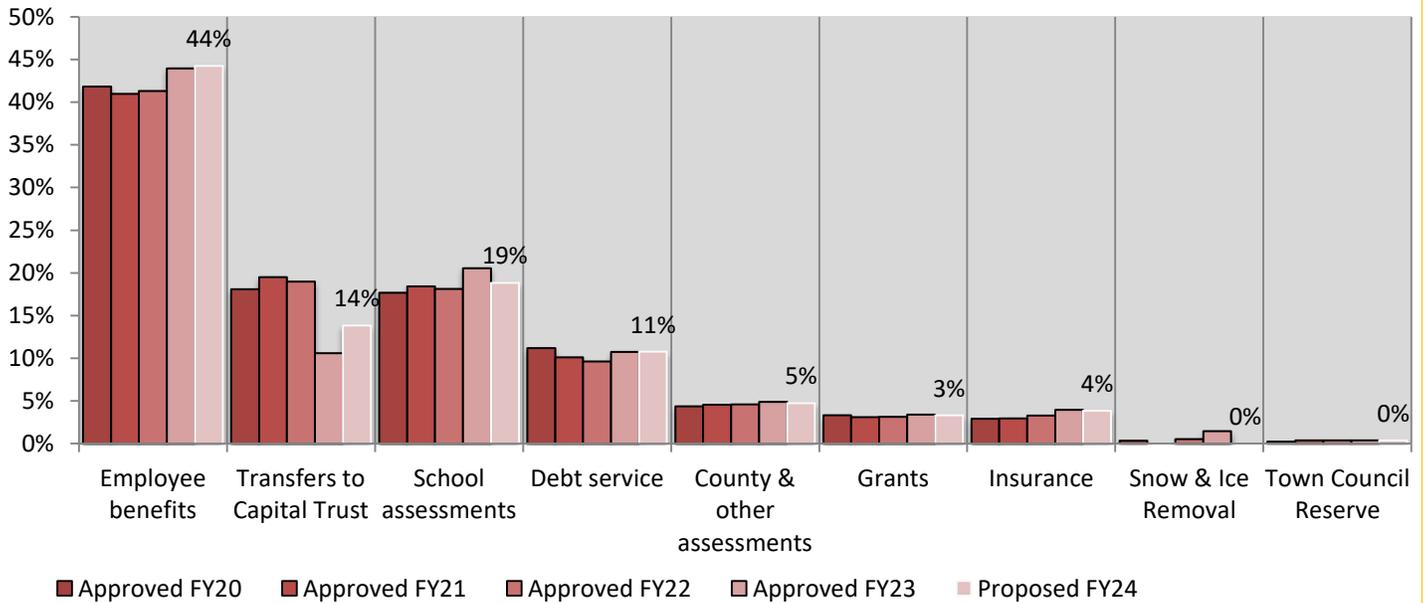
Other Requirements Financial Summary

Other Requirements Source of Funding History



Taxes provide 90% of the funding sources for this area of the budget. This is followed by Intergovernmental aid at 6% and enterprise fund chargebacks at 3%. \$250,000 General Fund reserves will be used to balance this area of the budget in FY 2024.

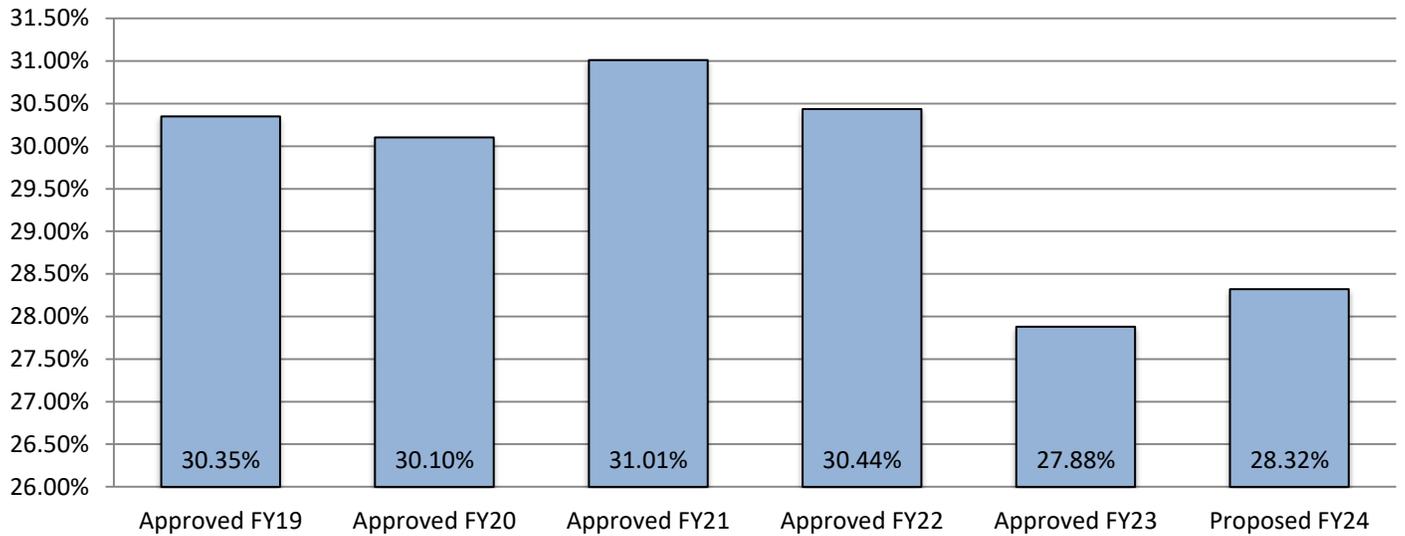
Allocation of Other Requirements Budget History



Employee benefits are the largest section of this budget representing 44% of all expenditures. The second largest area is school assessments at 19%. This includes the regional technical high school, Commonwealth Charter schools and School Choice assessments. Transfers to the Capital Trust Fund and Debt Service comprise 25%. Collectively, these two categories make up the General Fund's contribution to the capital program.

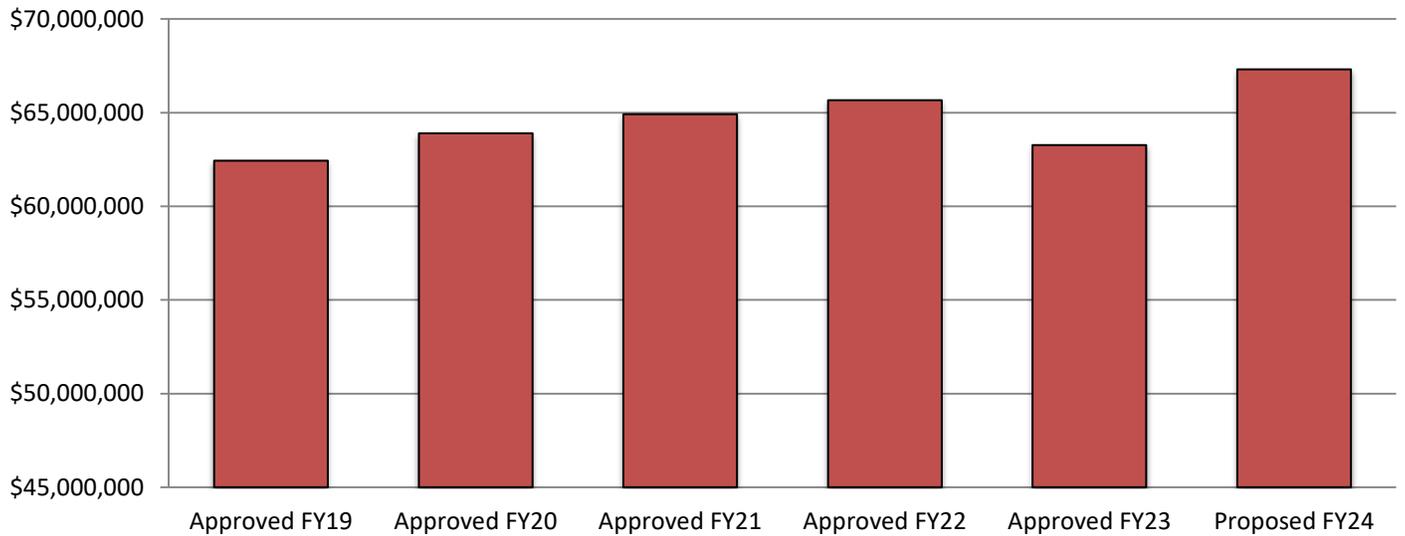
Other Requirements Financial Summary (Continued)

Other Requirements % Of All Appropriated Funds Budget History



Other Requirements as a percentage of all appropriated funds has declined over the past two years. This category has increased on average 0.7% annually over the past five-year period compared to 2.5% for all appropriated funds. The spike in FY 2021 is due to COVID budget reductions because of the pandemic uncertainty, which made the all appropriated funds denominator lower in the fiscal year.

Other Requirements Budget History



The volatility in fixed cost is threefold: debt service payments change with capital projects or refunding of bonds, the availability to transfer additional funds to the Capital Trust Fund, and snow & ice removal deficits. Employee benefits and school assessments contribute the most to the growth in this budget. There is no provision in the FY 2024 budget for a snow & ice deficit as we had a mild winter. The increase in FY 2024 is predominantly due to an additional \$2,750,000 being transferred to the Capital Trust Fund to enhance the Town's commitment for funding the capital budget.

Other Requirements Budget Comparison

Other Requirements Funding Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Taxes	\$57,895,312	\$53,907,803	\$54,966,441	\$60,462,297	\$5,495,856	10.00%
Intergovernmental	4,160,187	4,882,985	4,682,985	4,080,875	(602,110)	-12.86%
Special Revenue Funds	66,680	86,700	86,700	83,200	(3,500)	-4.04%
Enterprise Funds	2,321,237	2,258,810	2,258,810	2,227,348	(31,462)	-1.39%
Trust Funds	-	210,000	210,000	200,000	(10,000)	-4.76%
Reserves	-	1,050,000	1,050,000	250,000	(800,000)	-76.19%
Total Sources of Funding	\$64,443,416	\$62,396,298	\$63,254,936	\$67,303,720	\$4,048,784	6.40%

Expenditure Category	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Retirement Assessments	\$10,602,208	\$11,287,644	\$11,287,644	\$12,430,911	\$1,143,267	10.13%
OPEB Contribution	600,000	700,000	700,000	750,000	50,000	7.14%
Health Insurance for Active Employees	7,203,844	7,775,000	8,000,000	8,146,474	146,474	1.83%
Retiree Health & Sick Benefits	4,729,362	5,025,000	5,297,932	5,888,445	590,513	11.15%
Workers' Compensation & Unemployment	1,454,029	1,100,000	1,200,000	1,200,000	-	0.00%
Medicare & Life Insurance	1,224,437	1,270,000	1,320,706	1,371,511	50,805	3.85%
Total Employee Benefits	\$25,813,880	\$27,157,644	\$27,806,282	\$29,787,341	\$1,981,059	7.12%

Debt Service, Grants, Assessments & Other	Actual FY 2022	Projected FY 2023	Approved FY 2023	Proposed FY 2024	Change FY23 - 24	Percent Change
Debt Service	\$ 6,488,897	\$ 6,798,286	\$ 6,798,286	\$ 7,249,889	\$ 451,603	6.64%
Library Grants	1,899,691	2,035,660	2,035,660	2,106,908	71,248	3.50%
Tourism Grant	51,078	127,000	127,000	127,000	-	0.00%
Property & Liability Insurance	2,097,430	2,300,000	2,500,000	2,600,000	100,000	4.00%
Interest on Tax Refunds	5,954	-	-	-	-	0.00%
Celebrations	11,354	134,000	134,000	182,285	48,285	36.03%
Lombard Trust Rent	52,000	52,000	52,000	52,000	-	0.00%
Veterans' District Assessment & Benefit Payments	357,494	420,000	430,000	400,000	(30,000)	-6.98%
Old Kings Highway	10,450	10,000	10,000	10,950	950	9.50%
Greenhead Fly Control District	5,820	5,820	5,820	5,820	-	0.00%
County Tax & Cape Cod Commission Assessments	1,215,102	1,261,036	1,261,036	1,306,088	45,052	3.57%
Mosquito Control	458,801	476,372	476,372	481,122	4,750	1.00%
Air Pollution Control Districts	22,201	23,143	23,143	24,191	1,048	4.53%
Regional School District Assessment	5,753,760	5,229,756	5,229,756	4,980,692	(249,064)	-4.76%
Commonwealth Charter School Assessment	4,455,087	6,177,556	6,177,556	6,151,602	(25,954)	-0.42%
School Choice Assessment	1,484,768	1,594,174	1,594,174	1,530,367	(63,807)	-4.00%
RMV Non-renewal Surcharge	66,040	71,580	71,580	82,340	10,760	15.03%
Cape Cod Regional Transit Authority	608,332	639,133	639,133	655,114	15,981	2.50%
Special Education Assessment	11,333	6,177	6,177	12,214	6,037	97.73%
Snow & Ice Deficit	-	934,821	934,821	-	(934,821)	-100.00%
Town Council Reserve Fund	-	250,000	250,000	250,000	-	0.00%
Total Debt Service, Grants, Assessments & Other	\$25,055,592	\$28,546,514	\$28,756,514	\$28,208,582	\$ (547,932)	-1.91%
Subtotal Before Transfers	\$50,869,472	\$55,704,158	\$56,562,796	\$57,995,923	\$1,433,127	2.53%
Transfer to Capital Trust Fund	\$10,442,825	\$ 5,270,682	5,270,682	7,870,803	2,600,121	49.33%
Transfer to Capital Projects Funds	781,279	-	-	-	-	0.00%
Transfers to Enterprise Funds	2,349,840	1,421,458	1,421,458	1,436,994	15,536	1.09%
Total Transfers	\$13,573,944	\$ 6,692,140	\$ 6,692,140	\$ 9,307,797	\$2,615,657	39.09%
Grand Total Other Requirements	\$64,443,416	\$62,396,298	\$63,254,936	\$67,303,720	\$4,048,784	6.40%

Other Requirements Budget Comparison (Continued)

Summary of Budget Changes

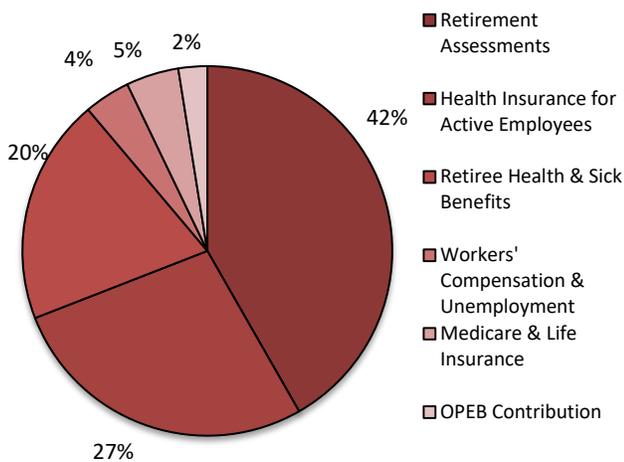
The proposed budget for Other Requirements in FY 2024 budget is increasing \$4,048,784 over the approved FY 2023 budget. Employee benefits are increasing \$1,981,059 mainly due to an increase in the county pension assessment. Debt service and the transfer to the Capital Trust Fund are increasing a combined \$3,051,724 as the proposed budget includes a 2.5% increase in base amount budgeted for these two categories plus an additional \$2,750,000 to enhance our funding for the capital program. The budgets for grants, insurance and assessments are decreasing \$64,714 due to decreases in all school related assessments. No provision is made for a snow & ice spending deficit in the FY 2024 budget (FY 2023 provision was \$934,821) as we had a mild winter and the Town Council’s reserve fund is once again funded at \$250,000.

Description of Other Requirements

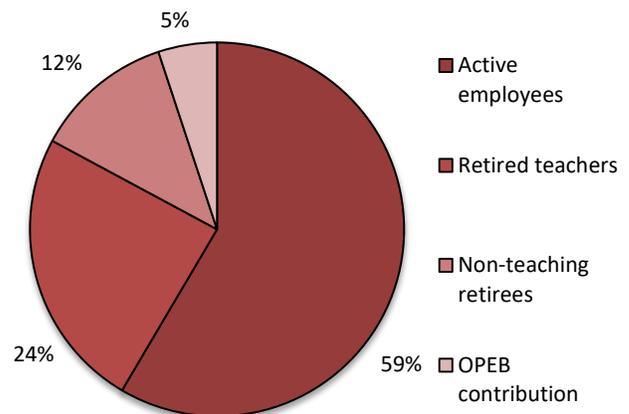
Employee Benefits

The Town is required by federal and state law as well as labor contracts to provide certain benefits to its workforce. This category of expenditures includes life insurance, health insurance, Medicare, retirement, unemployment, workers’ compensation, and other retiree benefits, as well as an annual contribution to the Other Post-Employment Benefits Trust Fund (OPEB). Health insurance for active and retired employees is the largest expenditure in this area of the budget. Collectively, they represent 50% of all employee benefits spending while pension assessments represent 42%.

Distribution of FY 2024 Employee Benefits Budget



Distribution of FY 2024 Health Insurance Expenditures



Health insurance for active employees comprises 59% of all health insurance expenses while retirees make up 36%. This area of the budget also includes the contribution to the Town’s trust fund for Other-Post Employment Benefits (OPEB), which is budgeted at \$750,000 for FY 2024.

Health Insurance

The Town belongs to the Cape Cod Municipal Health Group (CCMHG); a self-insured risk pool with 50 other entities for its health insurance. This is the second largest health insurance purchasing pool in the Commonwealth after the state managed Group Insurance Commission (GIC). The Town 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 GIC and the Town is responsible for contributing 85% to 90% towards their health insurance costs. The state deducts this cost from the Town’s monthly state aid distribution. Factors affecting costs in this category are the number of retirees, co-pay levels, deductibles, and health insurance premium changes. Plan design changes to health insurance plans were implemented in FY 2013 and in FY 2018, which resulted in some premium savings. In FY 2018, the CCMHG

introduced a new Health Savings Account (HSA) plan that carries a lower annual premium and a high deductible. The town contributes \$2,000 to the HSA account for a family plan and \$1,000 for a single plan. There are cost savings to the town and employee in the form of lower premiums. For FY 2024, premiums are increasing an average of 3%. The CCMHG has experienced favorable claims over the past few years due to the pandemic as elective surgeries have been postponed as well as an increase telemedicine. This has allowed annual premium increases to be less than the traditional 7% to 8% we were experiencing in the pre-pandemic era.

Pension Assessments

The Town belongs to the Barnstable County Retirement Association (BCRA). Each year, the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system, and the expense of running the system. Pension assessments are expected to continue to rise in the neighborhood of 5% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every other year of the unfunded liability for the system, which will readjust the assessment levels. The assessment for FY 2024 is increasing 10% due to investment performance and the Town becoming a larger percentage of the overall pension system.

Unemployment

The Town self-insures for unemployment costs. The state bills the Town on a monthly basis for unemployment collected by former employees. The Town has been able to maintain its workforce throughout the pandemic minimizing reductions in force and unemployment costs. Unemployment costs are level funded for FY 2024.

Worker's Compensation

The Town began self-insuring for worker's compensation in FY 2012. This expense covers all active Town employees including those working for the School Department and Enterprise Funds. Annual costs have ranged from \$750,000 to \$1,000,000 since the Town started self-insuring this employee benefit. The Trust Fund for Worker's Compensation has accumulated a reserve balance of \$4.7 million. The Town continues to monitor the market for stop-loss insurance for this area but the market has not been favorable. The Town converted to a self-insured program as dollar one premiums became cost prohibitive due to the severity in workplace claims and fewer carriers interested in the large payroll exposure of the Town.

Despite these financial challenges, the Town's objective is to strive to create a safe workplace through appropriate supervision and safety education. Loss control measures and training programs to limit potential losses have been implemented, and the Town actively engages in developing a climate of safety for all Town and School employees. The Human Resources budget includes \$16,000 for workplace safety training and the Town Manager's budget includes a Town Safety Officer on staff and the FY 2024 budget proposes an Assistant Safety Officer.

Insurance

The Town procures premium based liability, property, casualty, automobile, specialty and fire insurance on all its land, building, and equipment. The total listed value of the town's "fixed asset" holdings exceeds \$400 million. In addition, specialty coverage including Public Officials Liability, School Board Legal Liability, Aviation Liability, limited pollution coverage, police accident and health insurance are secured each year to protect the activities and employees of the town, school, and enterprise operations. Many of these coverage's extend over to the boards and commissions, and the many volunteers who annually participate in local municipal operations.

Each year, the actual renewal premium amounts fluctuate based on past experience and coverage needs. These factors affect the cost of insurance and include claims history, insurance market conditions, deductible levels, and insured values. In addition to the incremental rise in the insured value of our existing property and buildings, new buildings have been added to the policy in recent years (Bismore Visitor Center, the Hyannis Youth & Community Center, and Airport Terminal and Air Traffic Control Tower). This escalating value directly affects premiums as it broadens the Town's

coverage. Additionally, an increase nationwide in weather related events affects the Town's premium costs. The total cost of insurance has grown from \$1.4 million in FY 2014 to \$2.6 million recommended for FY 2024.

Grants

Included in this category is the funding provided to the Town's seven village libraries and funding for tourism promotion to enhance the Town's economy. Each library has its own Board of Trustees and the Town exercises no control over their daily operations. The Town is a major source of funding for the village libraries. The tourism grant is funded from the local portion of the Hotel/Motel tax collected by the Town. The FY 2024 proposed budget for the Library Grants is increasing \$71,248 to \$2,106,908 and the Tourism Grant is level funded at \$127,000.

Assessments and Other

The Town participates in four regional entities; the Cape Cod Technical Regional High School (CCTRHS), a regional Veteran's District, the Old King's Highway Historic District, and the Cape Cod Greenhead Fly Control District. These assessments are based on the Town's share of the cost of running these operations.

One of the largest assessments is the CCTRHS. Members appointed by the Town Manager represent the Town on the Regional School Committee. The FY 2024 assessment for the CCTRHS is decreasing by \$249,064. The assessment is impacted by the overall increase in the school's budget, the amount of state aid provided to the school and the student enrollment levels of each participating community. The remaining portion of the school's budget that is not covered by state aid is allocated to communities based on a percentage of student enrollments. Barnstable's student enrollment increased as a percentage of the overall student enrollment; however, additional state aid and excess reserves on hand in the district result in a decrease in the FY 2024 assessment. Included in the assessment is the Town's share of the debt service costs associated with the construction of the school's new facility, which opened in the fall of 2020. In 2018, the voters in Barnstable approved to exclude this debt payment from the property tax limitations under Proposition 2 ½ and allow the town to raise the tax level by a corresponding amount every year to cover the debt payment. This will continue for 25 years until the constructions bonds are paid off.

The Veteran's District administers to our Veterans' needs and this appropriation represents our share of the administrative cost and direct benefits paid to veterans. The budget decrease of \$30,000 is a result of fewer veterans receiving services.

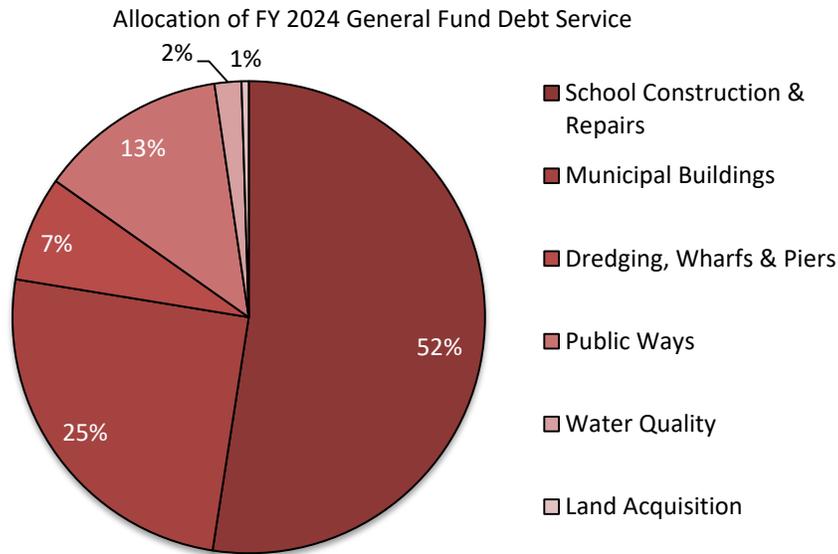
Also included in this category are state and county assessments. County assessments consist of the Town's portion of the county's operating budget and the Cape Cod Commission. The assessment for the Cape Cod Commission is excluded from Proposition 2½ taxing limitations and is added to the tax levy every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

Finally, this category also includes a budget for school choice and commonwealth charter school assessments. The Barnstable School District participates in the state's school choice program. The school choice program allows parents to send their children to schools in communities other than the city or town in which they reside. Students from other communities also come to Barnstable. Tuition is paid by the sending district to the receiving district. Districts may elect not to enroll school choice students if no space is available. Commonwealth charter schools are independent public schools designed to encourage innovative educational practices. Charter schools are funded by tuition charges assessed against the school districts where the students reside. The state provides partial reimbursement to the sending districts for the tuition costs incurred. These assessments are included in the budget but are not required to be appropriated by the Town Council as the state deducts the costs from the town's monthly aid payment.

Debt Service

Major capital improvements within the Capital Improvement Program will be funded through the issuance of notes and bonds and the repayment of the loans are included in the debt service appropriation. This budget does not include debt

associated with Enterprise Fund operations. Debt service for Enterprise Fund operations is included in each respective Enterprise Fund. Additionally, this budget does not include debt service on land acquisitions made by the Community Preservation Fund (CPF). The CPF, a special revenue fund, pays for its own debt service out of surtaxes added to the Town's real estate tax bills. Debt associated with school construction and improvements comprise 52% in this category of spending followed by 25% for municipal facilities.



Transfers

Included in this category are all budgeted transfers to other Town funds from the General Fund. This includes \$7.8 million to the Capital Trust Fund (CTF), \$1.4 million for Hyannis Youth and Community Center Enterprise Fund and \$30,000 Marina Enterprise Fund. Combined with the budget for debt service the Town has committed \$15 million of tax support to its annual capital program.

Appropriation Deficits

The Town has the authority under Massachusetts General Law to expend amounts in excess of appropriations for snow and ice removal, overlay deficits and any court ordered judgments. Any such expenditure in the prior year must be raised on the subsequent year's tax levy. There are no such deficits included in the FY 2024 proposed budget.

MARINE & ENVIRONMENTAL AFFAIRS DEPARTMENT

Department Purpose Statement

The purpose of the Marine & Environmental Enterprise Funds is to maintain programmatic oversight of the Town's waterways and waterside marine facilities and Sandy Neck Park, in order to provide quality recreational, commercial, and informational opportunities to our citizens, visitors, and business community.

Enterprise Funds



Marinas



**Sandy Neck
Beach Park**

MARINA ENTERPRISE FUND

Purpose Statement

The purpose of the Marina Enterprise Fund is to provide services in a manner that is fair and uniform to all users, as well as to protect the safety of people and vessels that use our waterways and waterside facilities.

Town Operated Marinas



**Barnstable Harbor
Marina**



Bismore Park Marina

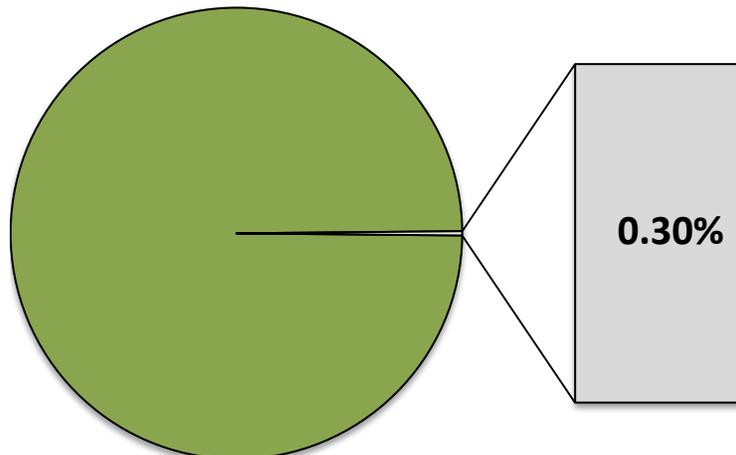


Gateway Marina



Prince Cove Marina

% of FY 2024 All Appropriated Funds



Marina Enterprise Fund comprises 0.29% of all appropriated funds.

Marina Enterprise Fund Services Provided

The Marina Enterprise Fund was established as part of the FY 2006 budget. With extensive study by the Comprehensive Financial Advisory Committee (CFAC) and the Waterways Committee as directed by the Town Council, the Marina Enterprise Fund requires that all marina related expenses are recovered by the revenues of the users of the marinas and that no funds are required from the General Fund. As the fund grows, future upgrades to all the marinas will be possible.

The Marina Enterprise Fund encompasses the four Town owned marina facilities: Barnstable Harbor Marina, Bismore Park Marina, Gateway Marina, and The Marina at Prince Cove. With 188 boat slips available.



Prince Cove Slips

The Marina Enterprise Fund was established to:

- Maintain order on the Marina grounds;
- Monitor slip and marina use;
- Oversee, review, and promulgation of regulations (subject to approval of the Town Manager);
- Enforcement of marina regulations;
- Review and management of applications received for slip contracts;
- Filled vacancies from established waiting lists and slips;
- Conduct dock/hardware improvements at all Town Marinas;
- Collect fees for use of recreational transient dockage, commercial transient dockage;
- Collect fees for parking;



Bismore Park Docks

- Cleanup of Marina grounds;
- Provide pump out service at Barnstable Harbor Marina, Bismore Park Marina;
- Prepare for and responsible for payment of supplies and utilities including trash removal, lighting, electrical service, restroom supplies, vending, etc, and;
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.

Marina Enterprise Fund Recent Accomplishments

- ✓ Continued float replacement program improvements at all Town Marinas, replacing 4 floating docks at Barnstable Harbor,
- ✓ Held Marina Waitlist Lottery adding 75 names to closed waiting lists;
- ✓ Filled vacancies from established waiting lists, filled 2 slips;
- ✓ Worked with Department of Public Works, Planning and Development and FOTH Engineering to design plans for Bismore Park Marina and Gateway Marina;
- ✓ Completed the update of Marina Regulations;
- ✓ Conducted and completed short term structural repairs to Bismore Park Marina Fixed Piers;
- ✓ Worked with Department of Public Works and FOTH Engineering to assess dredging needs at Bismore Park Marina

Marina Enterprise Fund Goals and Objectives

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

Short-Term:

1. Continue to fill vacancies from established waitlists of all Town-owned marinas. **(SP: Regulatory Process and Performance)**
2. Continue with float replacement program and float improvements at Barnstable Harbor Marina. **(SP: Infrastructure, Economic Development, Public Health and Safety)**
3. Continue to implement plans for bulkhead/pier upgrades at Bismore Park Marina. **(SP: Infrastructure, Economic Development)**
4. Dredge Bismore Park Marina Recreational Slips. **(SP: Public Health and Safety Infrastructure)**



Barnstable Harbor Marina

Long-Term:

1. Replace the Bismore Park Marina Bulkhead and Fixed Piers. **(SP: Public Health and Safety, Communication, Economic Development)**
2. Survey the Barnstable Harbor Bulkhead. **(SP: Public Health and Safety, Economic Development)**
3. Install Pumpout Facility at Prince Cove Marina. **(SP: Public Health and Safety, Infrastructure, Economic Development)**

Marina Enterprise Fund Budget Comparison

Marina Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Taxes (General Fund Support)	\$0	\$0	\$0	\$0	-	0.00%
Fees, Licenses, Permits	\$836,388	\$840,000	\$696,500	\$707,468	10,968	1.57%
Charges for Services	27,885	26,000	14,000	14,000	-	0.00%
Interest and Other	18,641	35,000	11,000	14,804	3,804	34.58%
Capital Trust Fund Reserves	46,981	45,400	45,400	38,725	(6,675)	-14.70%
Transfer In	30,000	30,000	30,000	30,000	-	0.00%
Total Operating Sources	\$959,895	\$976,400	\$796,900	\$804,997	\$8,097	1.02%

Transfers From Completed Projects	-	-	-	56,000	56,000	0.00%
Total Capital Sources	-	-	-	56,000	56,000	0.00%

Total Source of Funding	\$959,895	\$976,400	\$796,900	\$860,997	\$64,097	8.04%
--------------------------------	------------------	------------------	------------------	------------------	-----------------	--------------

Direct Operating Expenses						
Personnel	\$ 232,765	\$ 270,000	\$ 275,592	\$ 284,877	\$ 9,285	3.37%
Benefits	9,886	13,500	14,018	11,401	(2,617)	-18.67%
Operating Expenses	88,894	110,000	112,145	137,945	25,800	23.01%
Capital Outlay	41,254	50,000	50,000	59,450	9,450	18.90%
Debt Service	295,426	333,688	333,688	219,613	(114,075)	-34.19%
Transfers Out	27,465	-	-	-	-	0.00%
Total Direct Operating Expenses	\$695,690	\$777,188	\$785,443	\$713,286	(\$72,157)	-9.19%

Indirect Operating Costs						
General Fund Staff	\$28,373	\$38,253	\$38,253	\$53,495	\$15,242	39.85%
Pensions	20,292	26,253	26,253	25,674	(579)	-2.20%
Audit & Software Costs	4,989	6,008	6,008	6,393	385	6.41%
Property, Casualty, Liability Insurance	4,416	4,416	5,625	6,149	524	9.32%
Total Indirect Operating Expenses	\$58,070	\$74,930	\$76,138	\$91,711	\$15,573	20.45%

Total Operating Expenses	\$753,760	\$852,118	\$861,581	\$804,997	(\$56,584)	-6.57%
---------------------------------	------------------	------------------	------------------	------------------	-------------------	---------------

Capital Improvement Program	3,900	-	-	195,000	195,000	0.00%
Total Capital Expenses	\$3,900	\$0	\$0	\$195,000	\$195,000	0.00%

Total Expenses	\$757,660	\$852,118	\$861,581	\$999,997	\$138,416	16.07%
-----------------------	------------------	------------------	------------------	------------------	------------------	---------------

Excess (Deficiency) cash basis	\$202,235	\$124,283	(\$64,681)	(\$139,000)	(\$74,319)
---------------------------------------	------------------	------------------	-------------------	--------------------	-------------------

Beginning Certified Free Cash	\$ 1,107,948	\$ 1,310,183	\$ 1,434,466
FY 2023 Projected Excess (Deficiency)		\$ 124,283	
Ending Projected Certified Free Cash	\$ 1,310,183	\$ 1,434,466	\$ 1,295,466

Summary of Budget Changes

The direct operating expenses for the Marina Enterprise Fund proposed FY 2024 budget are decreasing \$72,157, or 9.2% less than the approved FY 2023 budget. Personnel budget change includes contractual obligations, the shift of 0.2 full-time equivalents to the General Fund budget and an additional \$15,000 for seasonal wages. Operating expenses include an additional \$25,800 to various line items. Capital outlay includes the annual dock replacement program and is increasing \$9,450.

Marina Enterprise Fund Budget Reconciliation

Marina Enterprise Fund		FY 2022	FY 2023	FY 2024	Change
Administrative Assistant		0.20	0.20	0.10	(0.10)
Asst Hrbrmst Pumpout Boat Ops.		-	0.10	0.10	-
Assistant Harbormaster		-	0.10	-	(0.10)
Director Marine & Environmental Affairs		0.15	0.15	0.15	-
Supervisor Harbor Master		0.75	0.75	0.75	-
Office Manager		0.10	0.10	0.10	-
Full-time Equivalent Employees		1.20	1.40	1.20	(0.20)

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2023 Approved Budget				\$861,581	
Contractual Obligations, Staff Turnover & Allocation Changes	(8,332)	-	-	(8,332)	(0.20)
Change in Indirect Costs	(579)	16,151	-	15,573	
Debt Service	-	(114,075)	-	(114,075)	-
FY 2024 Budget Changes					
1. Various Line Item Increases	-	20,800	-	20,800	-
2. Dock Repair & Replacement	-	-	9,450	9,450	-
3. Increase in Seasonal Wages	15,000			15,000	
3. Increase in Unemployment		5,000		5,000	
FY 2024 Proposed Budget	6,089	(72,123)	9,450	804,997	(0.20)

1. Operations Line Items Increase - Due to the increase in cost of services/utilities and usage; the Marina Enterprise Program is requesting additional funding for Electricity, Water, Software, Postage, Internet Access, Training, Cell Phone Services, Advertising, Vehicles, Office Equipment and Solid Waste. In 2021, the Marina Enterprise Program created clothing and nautical merchandise for resale. Due to its popularity, funding is requested to expand this new line of business as sales have increased and all merchandise was sold out. Additional funding requests can be offset from the revenue generated from the sale of merchandise and transient dockage which has increased revenue consistently each year. Internet for slip holders/transient was also added at Barnstable Harbor Marina this past year.



Prince Cove Staff Shed

- 2. Dock Replacement and Maintenance** - Due to outdoor elements and use, the docks, floats and gangways have become safety hazards for the public use. Ongoing replacement and maintenance is mandatory for use of the marina facilities to provide safe public access.
- 3. Seasonal Pay Increases** - Proposal is to fund the increase in the hourly pay rate of all Seasonal Marina Staff Positions by \$.75 cents an hour in alignment with the state minimum wage increase that went into effect on January 1, 2023. This proposal is also a request to increase rate of pay for existing positions based on job descriptions.
- 4. Increase in Unemployment** – Historical spending on this line indicates that a \$5,000 increase is needed.

Marina Enterprise Fund Factors Affecting FTE's

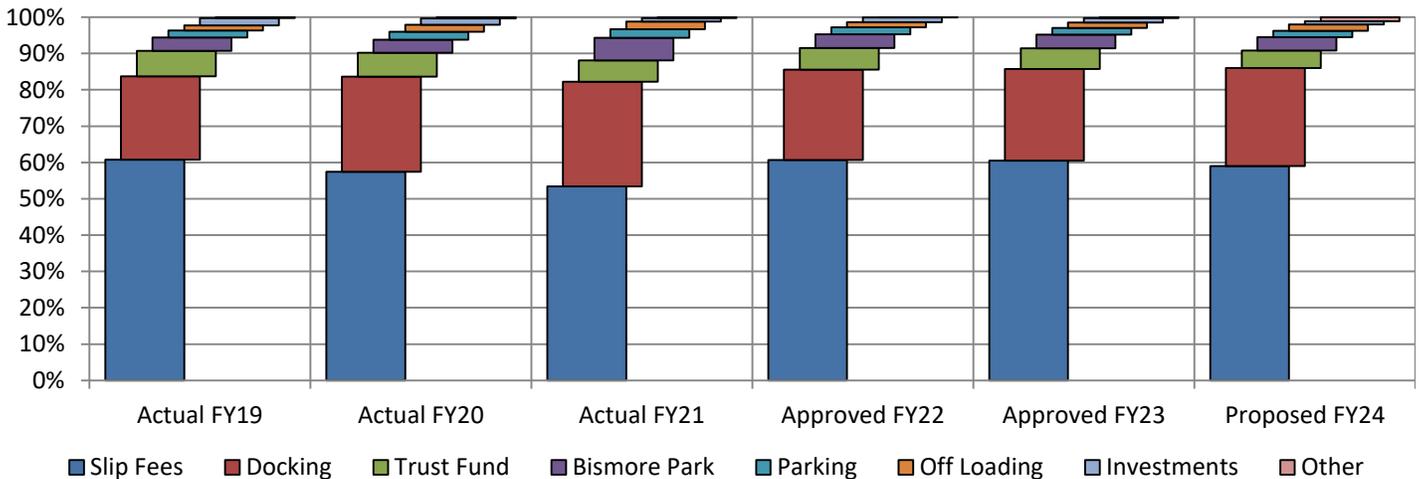
Full Time Employee History



All changes are the result of the reallocation of staffing between the General Fund operations and the Enterprise Fund operation.

Marina Enterprise Fund Factors Affecting Revenues

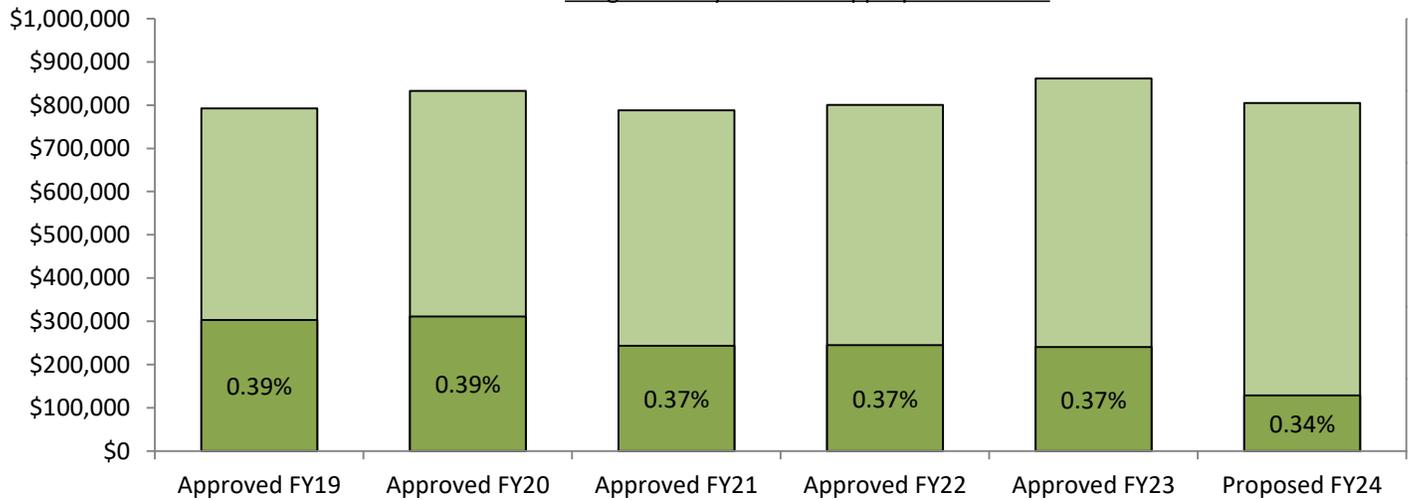
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Docking and slip fees account for 86% of the revenue generated in this program. The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. The possibility of expanding the number of slips would allow for additional revenue sources in this area. The marinas have a waiting list for slip space, so vacancy rates are not a significant factor in calculating revenues. Barnstable Harbor accounts for the majority of slip fee revenue for the fund followed by Prince Cove and Bismore. The Enterprise Fund also receives trust fund support to cover debt service for a marina bulkhead project. The fund also receives funds to cover electrical and other costs associated with the Bismore Park harbormaster/comfort station building.

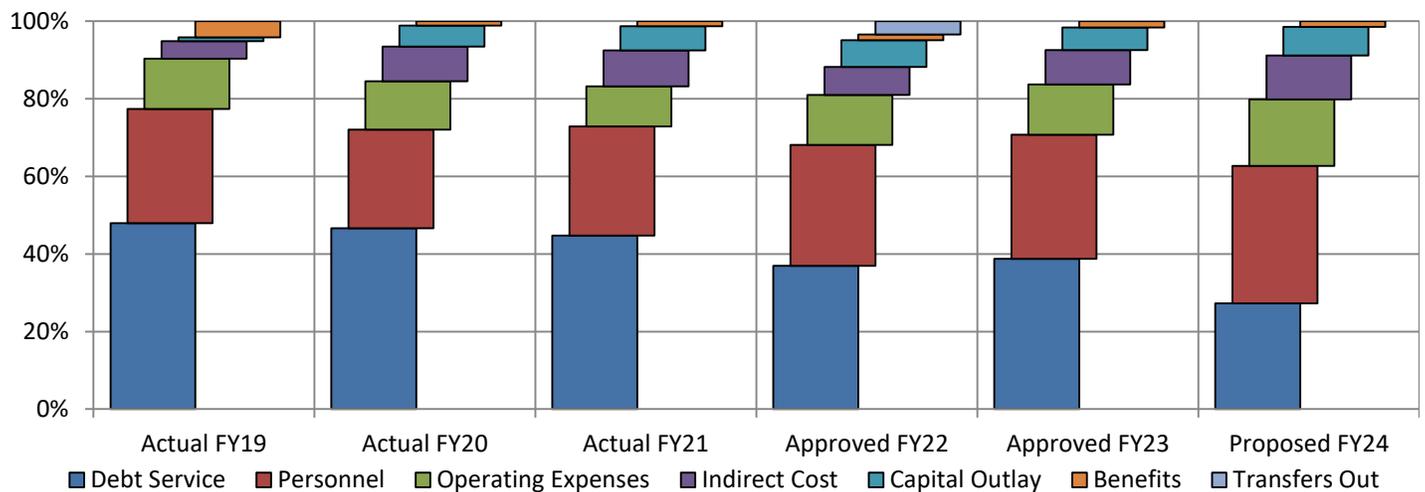
Marina Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has ranged 0.34% to 0.39% of all appropriated funds. The decline in FY 2024 is the result of the expiration of the loan to acquire the Prince Cove Marina.

Total Expenditures By Category Historical and Budgeted



Debt service once represented the largest expense category within the Marina operations at 47%. The purchase of the Prince Cove Marina in FY 2003 was financed with the issuance of a bond and was paid off in FY 2023. Now personnel costs are the largest expense at 35%.

SANDY NECK BEACH PARK ENTERPRISE FUND

Purpose Statement

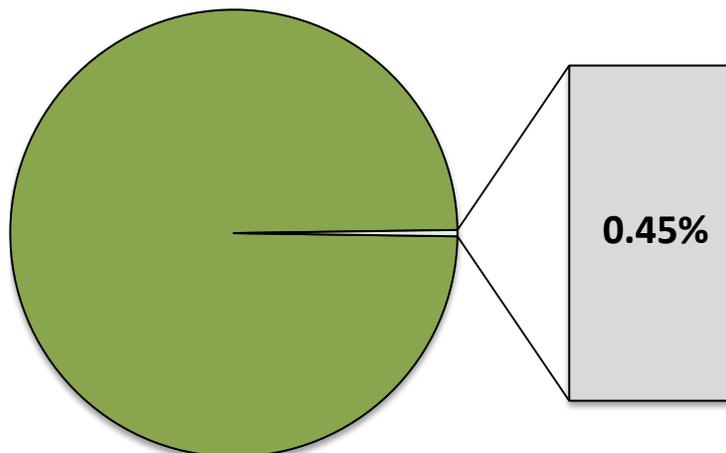
The objective of the Sandy Neck Beach Park is to provide access and recreational opportunities to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long-term, sustainable balance between use and conservation of these resources is achieved.

4,700 Acres of Dunes

Maritime Forests and Marshes

Recreational Opportunities

% of FY 2024 All Appropriated Funds



Sandy Neck Park Enterprise Fund comprises 0.45% of all appropriated funds.

Sandy Neck Beach Park Enterprise Fund Services Provided

The purpose of the Sandy Neck Program is to provide recreational opportunities and access to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long term, sustainable balance between use and conservation of these resources is achieved.

The Sandy Neck Program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services include:

Gatehouse Operations: (the hub of all beach activities):

- Processing vehicles, collecting fees, database and record keeping, scheduling cottage owner escorts and issuing trail passes;
- Providing the public with beach information and written materials (maps, regulations, policies, tide charts, etc.);
- Issuing Special Permits for large events such as weddings, charitable functions and organized campfire gatherings;
- Merchandise sales (clothing, 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 enclosures and fencing around protected species nesting habitat;
- Mandatory data collection and reporting of endangered species populations to state agencies;
- Injured wildlife rescue, including marine mammals and cold stunned sea turtles;
- Overseeing Sandy Neck hunting and shellfishing activities, and;
- Wetland protection and restoration efforts.



Sandy Neck Beach Park staff (left to right: Hannah Lawrence, Donna Bragg, Antonio Mancha, Josh Kelleher, Nina Coleman and Ann Marie Luppino).

Off Road Vehicle (ORV) Operations:

- Educating ORV beach patrons regarding expectations for safety and natural resource protection;
- Patrolling the ORV beach to ensure regulatory compliance (curfew, campfires, speed, tire pressure requirements, etc.), and;
- Cottage owner escorts, Beach Point patrols, tent camping program and shellfishing compliance;

Enforcement and Emergency Response:

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

Educational Program:

- Junior Ranger Programs;
- Diamondback terrapin headstart and outreach programs;
- Halfway House environmental and educational events, and;
- Staff guided walks and talks.

Sandy Neck Beach Park Enterprise Fund Recent Accomplishments

- ✓ Secured an additional “take” under our renewed Habitat Conservation Plan (HCP) to insure Off Road Vehicle (ORV) beach access while still protecting endangered nesting shorebirds;
- ✓ Executed educational outreach about our HCP program so that the public had a better understanding of plover protections and actions taken by the town to improve ORV beach access;
- ✓ Implemented the use of an online tent camping reservation system;
- ✓ Graduated the first class of Jr. Rangers since the COVID pandemic;
- ✓ Provided the public with staff lead walks and talks to educate patrons about Sandy Neck ecology and cultural history;
- ✓ Improved and streamlined endangered species monitoring through the implementation of a new digital data recording system;
- ✓ Streamlined Gatehouse procedures to improve staff efficacy and reduce customer wait-times;
- ✓ Secured Orders of Conditions to manage ORV use at Sandy Neck Beach Park for recreational use as well as cottage access for property owners.

Sandy Neck Beach Park Enterprise Fund Goals and Objectives

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

Short-Term:

1. Execute the additional “take” under our renewed Habitat Conservation Plan (HCP) to continue to insure that ORV beach access is available to the public while plover numbers continue to rise **(SP: Recreation, Environmental and Natural Resources)**.
2. Implement the Sandy Neck water rescue program which includes a new vessel, rescue and first aid equipment, and staff training **(SP: Public Health and Safety, Recreation)**.
3. Update our formal staff orientation training procedures and create monthly in-service training **(SP: Public Health and Safety, Recreation)**.
4. Continue to work with local Girl/Boy Scout Troops to provide group outings, community service and mutually beneficial Eagle Scout projects **(SP: Education, Recreation, Environmental and Natural Resources)**.
5. Increase security measures by installing additional cameras at the Park **(SP: Public Health and Safety, Recreation)**.

6. Continue to review emergency response statistics and update our Safety Solution Protocols **(SP: Public Health and Safety, Recreation)**.

Long-Term:

1. Implement coastal resiliency strategies to the Gatehouse/Bathhouse/parking areas/Access Trail thereby protecting Sandy Neck Infrastructure. **(SP: Environment and Natural Resources, Infrastructure, Recreation)**



Emergency Response Drill with Sandy Neck staff, Harbormaster, Fire Departments and the Police Department.

Sandy Neck Beach Park Enterprise Fund Budget Comparison

Sandy Neck Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Fees, Licenses, Permits	\$835,234	\$795,000	\$625,000	\$733,000	\$108,000	17.28%
Charges for Services	290,772	275,000	258,256	274,000	15,744	6.10%
Interest and Other	147,690	110,000	105,000	107,000	2,000	1.90%
Total Operating Sources	\$1,273,696	\$1,180,000	\$988,256	\$1,114,000	\$125,744	12.72%

Direct Operating Expenses						
Personnel	\$505,791	\$570,000	\$573,151	\$646,849	\$73,698	12.86%
Benefits	27,127	46,000	49,367	45,341	(4,026)	-8.16%
Operating Expenses	212,240	221,000	224,900	239,200	14,300	6.36%
Capital Outlay	11,989	45,000	45,500	63,500	18,000	39.56%
Debt Service	84,083	80,285	80,285	75,085	(5,200)	-6.48%
Transfers Out	108,000	-	-	-	-	0.00%
Total Direct Operating Expenses	\$949,230	\$962,285	\$973,203	\$1,069,975	\$96,772	9.94%

Indirect Operating Costs						
General Fund Staff	\$35,250	\$42,470	\$42,470	\$74,769	\$32,299	76.05%
Pensions	59,621	63,963	63,963	60,040	(3,923)	-6.13%
Audit & Software Costs	5,670	6,638	6,638	7,240	602	9.08%
Property, Casualty, Liability Insurance	8,028	9,000	9,000	9,714	714	7.93%
Total Indirect Operating Expenses	\$108,569	\$122,071	\$122,071	\$151,763	\$29,692	24.32%

Total Operating Expenses	\$1,057,799	\$1,084,356	\$1,095,273	\$1,221,738	\$126,465	11.55%
---------------------------------	--------------------	--------------------	--------------------	--------------------	------------------	---------------

Capital Improvement Program	129	200,000	-	50,000	50,000	0.00%
Total Capital Expenses	\$129	\$200,000	\$0	\$50,000	\$50,000	0.00%

Total Expenses	\$1,057,928	\$1,284,356	\$1,095,273	\$1,271,738	\$176,465	16.11%
-----------------------	--------------------	--------------------	--------------------	--------------------	------------------	---------------

Excess (Deficiency) cash basis	\$215,768	(\$104,356)	(\$107,017)	(\$157,738)	(\$50,721)
---------------------------------------	------------------	--------------------	--------------------	--------------------	-------------------

Beginning Certified Free Cash	<u>\$ 1,017,612</u>	<u>\$ 1,233,380</u>	<u>\$ 1,129,024</u>
FY 2023 Projected Excess (Deficiency)		<u>\$ (104,356)</u>	
Ending Projected Certified Free Cash	<u>\$ 1,233,380</u>	<u>\$ 1,129,024</u>	<u>\$ 971,286</u>

Summary of Budget Changes

The direct operating expenses for the Sandy Neck Enterprise Fund's FY 2024 budget are increasing \$96,772 or 9.9% over the approved FY 2023 budget. Personnel budget change includes contractual obligations and the addition of one (1) full-time equivalent due to staffing allocation changes between the General Fund and Enterprise Fund operations. Operating budget changes include additional funding for conservation permits, sanitation services and trail maintenance. Capital outlay includes an additional \$18,000 for facility improvements.

Sandy Neck Beach Park Enterprise Fund Budget Reconciliation

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2023 Approved Budget				\$ 1,095,273	
Contractual Obligations, Staff Turnover & Allocation Changes	69,672	-	-	69,672	1.00
Change in Indirect Costs	(3,923)	33,616	-	29,692	
Debt Service	-	(5,200)	-	(5,200)	-
FY 2024 Budget Changes					
1. Habitat Conservation Permit & Lynxlog Software	-	8,300	-	8,300	-
2. Building Improvements	-	-	18,000	18,000	-
3. Increase in Sanitation Services	-	4,000	-	4,000	-
4. Increase in Trail Maintenance	-	2,000	-	2,000	-
FY 2024 Proposed Budget	\$ 65,749	\$ 42,716	\$ 18,000	\$ 1,221,738	1.00

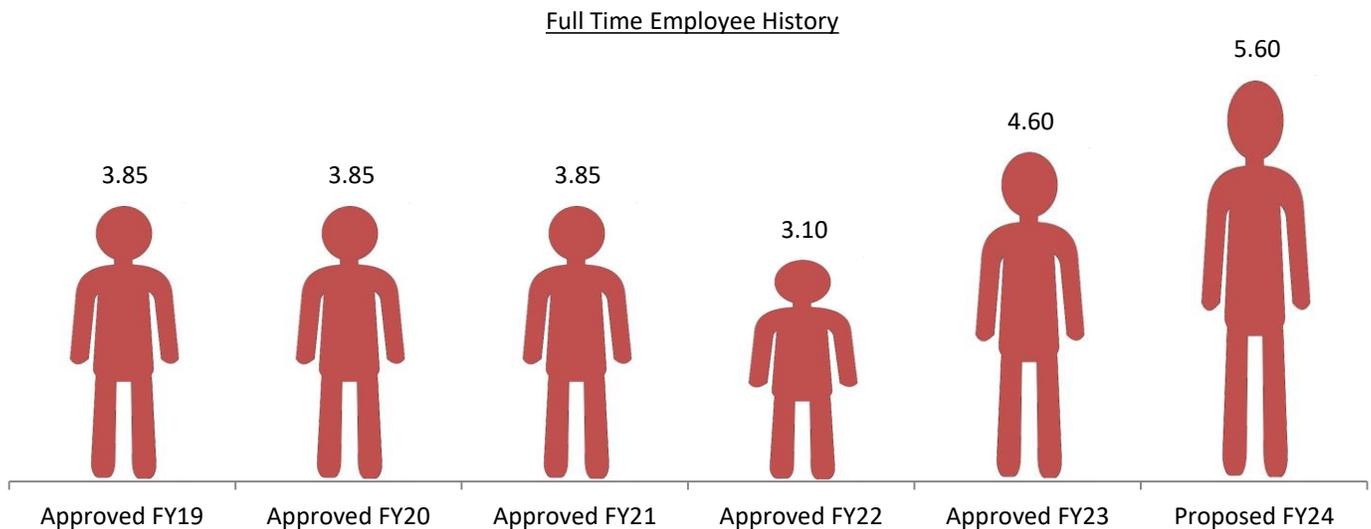
Sandy Neck Enterprise Fund		FY 2022	FY 2023	FY 2024	Change
Job Title					
Administrative Assistant	0.10	0.10	0.10	0.10	-
Asst. Sandy Neck Park Manager	-	-	1.00	1.00	-
Director Marine & Environmental Affairs	0.15	0.15	0.15	0.15	-
Facility Maintenance Laborer	-	-	0.50	-	(0.50)
Natural Resource Officer	1.10	1.10	1.10	2.00	0.90
NRO-Aquaculture Specialist	0.15	0.15	0.15	-	(0.15)
Operations Supervisor	1.00	1.00	1.00	1.00	-
Office Manager	0.10	0.10	0.10	0.10	-
Part-time NRO	-	-	-	0.75	0.75
Dir. NR/SN Park Manager	0.50	0.50	0.50	0.50	-
Full-time Equivalent Employees	3.10	4.60	5.60	1.00	

- 1. Habitat Conservation Permit & Lynxlog Software** – 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 participates in the state’s Section 10 permit via a process called a Habitat Conservation Permit (HCP). This permit allowed Sandy Neck two piping plover “takes” by (1) deterring a nesting pair within the first 0.8 miles of ORV beach and (2) escorting vehicles past unfledged tern chicks. In exchange for these activities, the Sandy Neck Program agreed to fund off-site mitigation. We anticipate increasing our HCP permit to three “takes” which costs an additional \$5,800 for offsite mitigation. This could allow us to increase our nesting deterrent strategies to three pairs of piping plovers. Additionally, Marine and Environmental Affairs permits are renewed via a software platform called Lynxlog. This software allows MEA to provide a digital platform for mooring, marina, shellfish and Sandy Neck permits. The software is also used to track calls to service and enforcement efforts by MEA staff. Billing is divided between all MEA programs and Sandy Neck Beach is responsible for \$2,500.
- 2. Facility Improvements** – The Bathhouse was built in 2010 and the windows in the woman’s room and the rollaway door at the Concession stand are in need of replacement. The estimate for this repair is \$7,000. The Gatehouse is the first building the public encounters when entering Sandy Neck Beach Park. Due to heavy foot traffic the interior flooring is worn and shabby. The estimate for the flooring is \$5,000. In FY23, Sandy Neck received funding for a water emergency response vessel. After researching the options with the Harbormaster, the decision has been made to purchase a jet ski with a rescue sled which can be deployed quickly via a beach trailer. We need a shed to secure and store the jet ski and rescue equipment. The estimated cost is \$6,000.
- 3. Increase in Sanitation Services** – Sandy Neck Beach Park provides portable toilet facilities on the ORV beach and in the parking lot. In addition to being a comfort station for our patrons, this service reduces environmental damage.

In the past few years rental costs have increased. In addition, we have increased the number of units on the beach in response to record breaking ORV beach use.

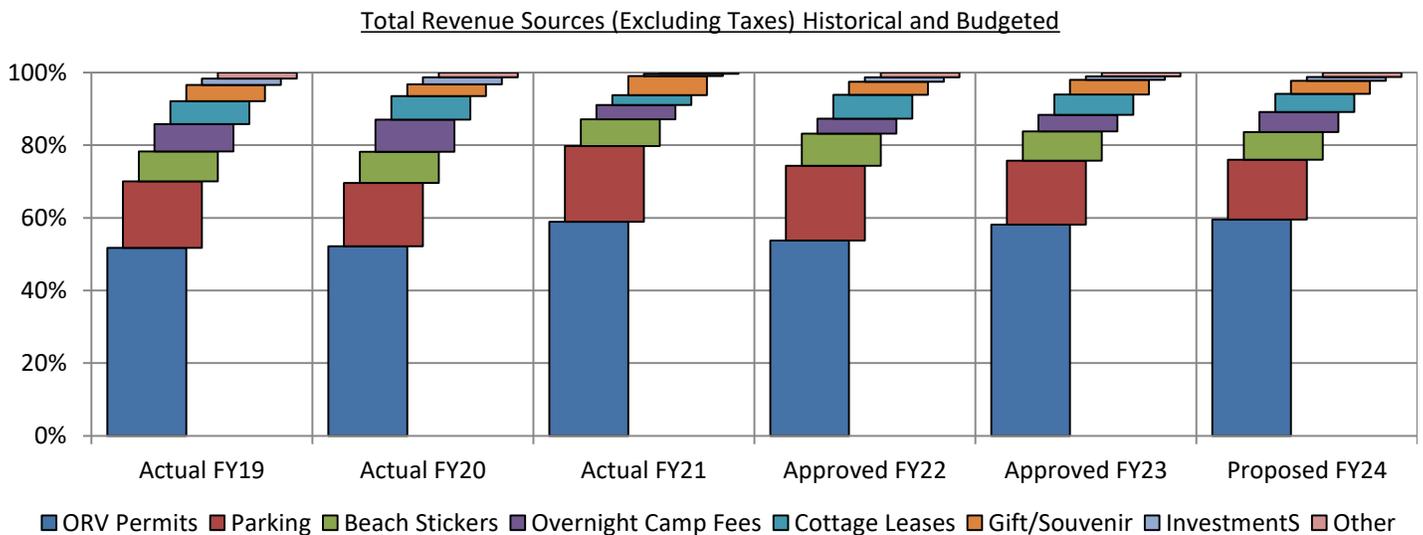
- 4. Increase in Trail Maintenance** – Providing reasonable access to Sandy Neck Cottage Owners is required under a Memorandum of Understanding. As such, we have been improving the Marsh Trail for the past 20 years by using fill and crushed stone. The Marsh Trail is the primary route for access to Sandy Neck Cottages during the piping plover nesting season (June-August). The cost of crushed stone and fill has increased and we are requesting additional funds to maintain the current level of service.

Sandy Neck Beach Park Enterprise Fund Factors Affecting FTE's



Full-time employees have increased over the past few years due to the significant increase in activity. The change in FY 2024 is due to reallocations of salary between General and Enterprise Fund.

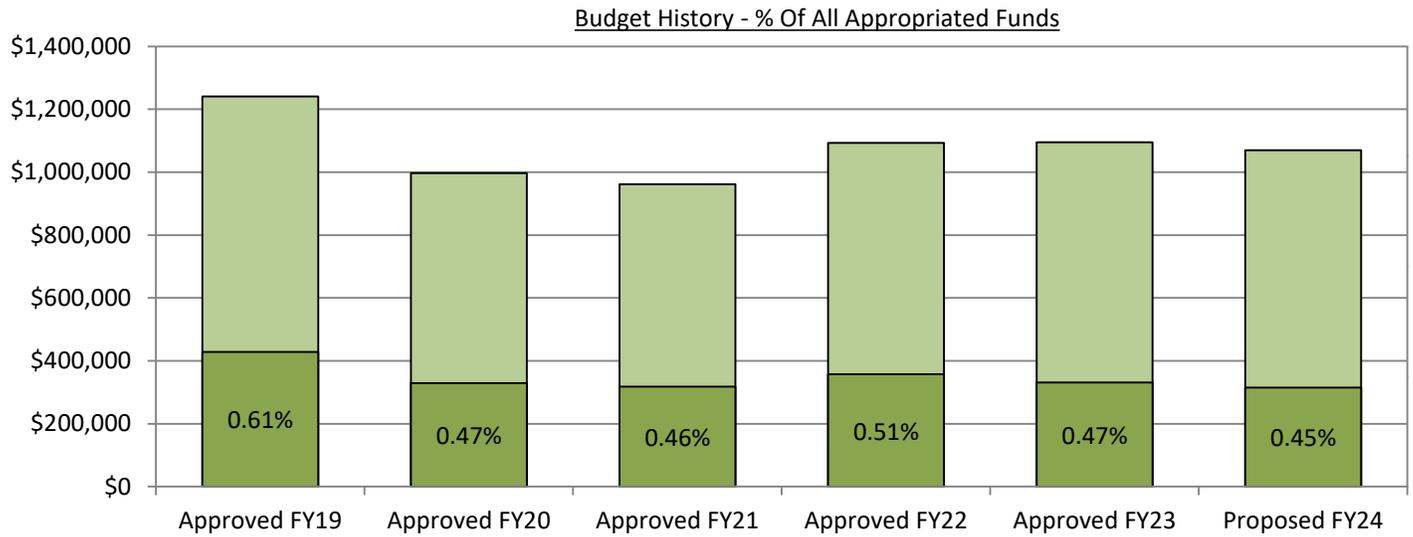
Sandy Neck Beach Park Enterprise Fund Factors Affecting Revenues



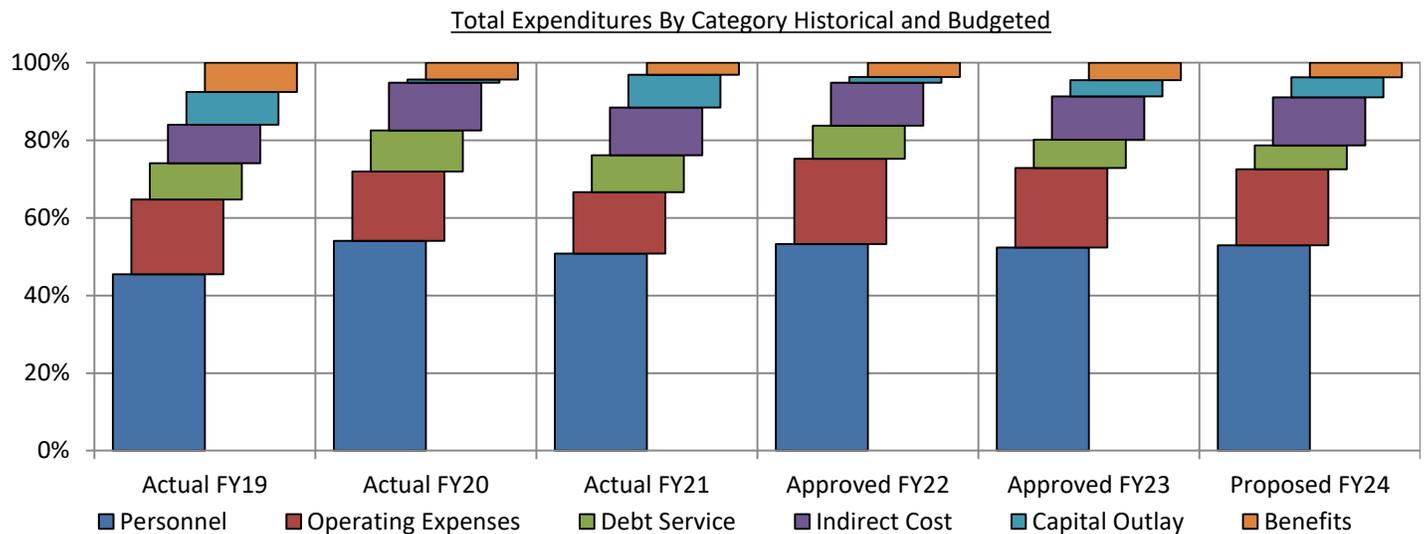
Fees, Licenses, Permits represent the largest funding source at 60%, which includes off-road vehicle (ORV) stickers. Major sources of revenue for this operation include beach sticker sales, daily parking revenue, and off-road vehicle sticker sales. Weather plays a significant role in the revenue generated at this park as approximately 20% to 25% of revenue is derived from daily parking fees. Other factors that can affect revenue are nesting endangered shorebirds and

turtles. This can affect activity levels at the off-road portion of the beach and corresponding sticker sales. Staff continues to work with state officials to mitigate the impacts while protecting these species.

Sandy Neck Beach Park Enterprise Fund Factors Affecting Expenses



This budget has decreased 1.9% annually on average over a six-year period. This budget has also ranged from 0.44% to 0.61% of all appropriated funds.



Personnel costs are the largest area of this operation’s budget accounting for over 50% of all operating expenses. Future cost considerations include the embankment in front of the main parking lot by the bathhouse beach area, which continues to be an area of major concern for this operation. Storms out of the Northeast can cause severe erosion to this embankment. A capital improvement plan for a long-term solution is being evaluated and will most likely impact fees charged by this operation in order to finance it.

Sandy Neck Beach Park Enterprise Fund Workload Indicators

Workload Indicator	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Projected
Sandy Neck Beach Park ORV Permits Issued (represented in calendar year)	3,217	4,584	4,901	4,500
Total Revenue	\$847,991	\$1,291,620	\$1,273,696	\$1,000,000
Educational Hikes/Talks (represented in calendar year)	0	3 self-guided	9	9
Overnight Camping (represented in calendar year)	2,976	4,001	3,773	4,000
Merchandise Sales	\$27,941	\$60,774	\$50,628	\$50,000

Description	Historical Trends				Benchmark
	FY 2019 Actuals	FY 2020 Actuals	FY 2021 Actuals	FY 2022 Actuals	FY 2023 Projected
Actual Revenue	\$929,935	\$847,991	\$1,291,620	\$1,273,696	\$1,200,000
Estimated Revenue	\$1,065,249	\$957,055	\$680,500	\$836,957	\$988,256
Exceeds Expectations >100%	87%	89%	190%	152%	121%

In 2019 and 2020, due to endangered shorebird nest locations, the off road beach (ORV) availability had become limited and revenue was negatively affected. During the winter of 2020/2021, we received a new Massachusetts Habitat Conservation Permit (HCP). In 2021 and 2022, using our HCP, we were able to keep the ORV beach open for the full season. This was more beach availability than the other Cape Cod ORV beaches and, although patrons were not fully satisfied, we consider the seasons to be a success. This is because we were able to protect nesting shorebirds while still providing recreational opportunities to the public and the revenue generated from user fees was robust.

Moving into 2023 and beyond, we are prioritizing the protection of this success even as plover numbers increase at Sandy Neck Beach Park. We have applied for a new HCP which will allow changes in our plover management strategies that will help maintain our positive ORV beach access trends. We will continue to prioritize our efforts of improved beach access so that patron satisfaction is achieved and so that we continue to experience robust ORV permit sales.



Sunrise over campers at Sandy Neck Beach Park.

COMMUNITY SERVICES DEPARTMENT

Department Purpose Statement

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

Enterprise Funds



**Olde Barnstable
Fairgrounds & Hyannis
Golf Courses**



**Hyannis Youth &
Community Center**

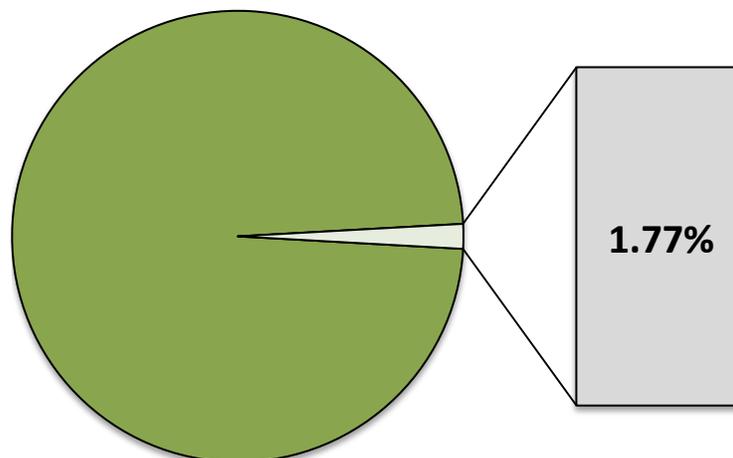
GOLF COURSE ENTERPRISE FUND

Department Purpose Statement

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



% of FY 2024 All Appropriated Funds



Golf Course Enterprise Fund comprises 1.77% of all appropriated funds.

Golf Enterprise Fund Services Provided

<https://www.barnstable.golf/>

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



Hyannis Golf Course Hole #17

Administration Activity

Administration is the financial management arm of the Golf Division. Administration oversees the collection of cash receipts and the pay-overs to the Town. As an enterprise fund, it is vital that Administration closely monitor the revenues and expenses, as we cannot spend more than we are budgeted. One of the most important jobs of Administration is the development and implementation of the annual fiscal operating budget. Through the setting of fees and rates, forecasting of revenues, and adhering to tight expense controls, Administration strives to keep Barnstable Golf in the black. As facility managers for the Town's two golf properties Administration develops both long and short range comprehensive capital improvement plans to ensure protection and enhancement of the assets. Administration works hard to balance the yearly operational needs of the division, the debt service, and financial obligations owed to the Town, and funding needed for capital improvements with the revenues generated. Administration is also responsible for developing and implementing a progressive marketing plan that includes TV, radio, internet, social media, print and web based advertising campaigns with a focus on promoting the Town of Barnstable as a true golfing destination. Golf is good for our community.



Olde Barnstable – View from Deck

Operations Activity

The Operations activity is responsible for management of the two golf shops, practice facilities, golf carts and all golfer related activities. Each operation is managed by a highly trained PGA Golf Professional that is supported by a staff of customer service experts. The golf shops, our retail stores for everything golf, offer a wide variety of the latest styles of seasonal clothing, golf clubs, equipment and accessories for our customers to choose from. The golf shops are the central point of all activity. Greens fees, cart fees, annual pass fees, range fees, and merchandise sales are all collected at the front desk. Operations staff answers hundreds of phone calls daily providing a wide variety of

Golf Enterprise Fund Services Provided (Continued)

Operations Activity (Continued)

information to customers. Operations staff provides professional player assistance and 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. Operations staff handles over 80,000 rounds played by members and guests each year. Customer relations and education are major objectives for Operations. Taking reservations, managing the tee sheet, running and scoring tournaments, and monitoring pace of play for hundreds of golfers daily is all part of a day's work for the Operations staff at each golf course. Operations staff also is responsible for keeping a combined 152 golf carts clean, fueled, and stored daily.



New Main Entrance Sign at Hyannis Golf Course

Maintenance Activity

The purpose of the Maintenance Activity is to provide highly conditioned, top quality golf courses for members and guests to enjoy while being good stewards to the open space lands. Daily grooming of the golf courses consists of mowing greens, tees, collars, approaches, fairways, roughs, and raking bunkers. Course set-up (changing flag pin locations, moving tee markers, and emptying trash receptacles) also occurs daily in peak season. The Maintenance Activity manages and protects over 280 acres of open space land including over 150 acres of golf turf between the two courses. Maintenance staff is responsible for performing all necessary cultural practices in the spring and fall such as aeration, topdressing, over seeding of greens, tees, and fairway turf. The licensed, professional turf management staff in Maintenance is responsible for the safe, timely, and accurate applications of plant protectants to combat infestations of weeds, insects, and diseases that occur throughout the properties. Top consideration is always given to using the most environmentally safe products at the lowest rates possible. The Golf Division Management staff made a conscious decision in 2019 to start the transition away from traditional turf management practices in favor of a more

environmentally sustainable approach with regards to the applications of nitrogen based fertilizers and pesticides on the golf courses. We have incorporated biological, microbial, carbon based and organic products into our turf management programs in lieu of traditional chemicals and synthetic fertilizers. Golf management understands the importance of safely coexisting with the natural environment surrounding the golf courses as well as the water that runs beneath them. The focus of the Maintenance activity is on sustainability, where less is more.



Hyannis Golf Course Hole #14

Golf Enterprise Fund Recent Accomplishments

- ✓ Secured a Food & Beverage provider at Olde Barnstable Fairgrounds Golf Course for at least the next three years.
 - ✓ Oversaw all contracted/completed paving associated with the Cart Path Improvement Project at Hyannis Golf Course.
 - ✓ Hosted a MassGolf regional qualifier event (Senior Amateur Championship). This state sanctioned event brought some of the best senior golfers in the state to Olde Barnstable Fairgrounds GC to compete for a chance to play for the state championship.
 - ✓ Hosted two Cape Cod PGA Junior Golf Association events, and two New England PGA Junior Tour events - two at each course.
- 
- Olde Barnstable Clubhouse**
- ✓ Promoted James Bentley to the position of Director of Golf Maintenance.
 - ✓ Appointed Chris White to the newly created position of Golf Course Superintendent.
 - ✓ Appointed Dan Feder to the position of Assistant Golf Course Superintendent at Olde Barnstable Fairgrounds, replacing James Bentley.
 - ✓ Constructed and opened two new forward tee boxes at Hyannis Golf Course on holes 17 & 18, increasing playability for women, seniors and juniors.
 - ✓ Replaced the main entrance sign (along Route 132) at Hyannis Golf Course.
 - ✓ Stripped, leveled and sodded the back and middle tee boxes on hole #8 at Hyannis Golf Course, enhancing the playability of what is one of the more challenging holes on either golf course.
 - ✓ Continued implementation of the environmentally sustainable golf course management plan, forgoing the use of traditional chemicals and fertilizers in favor of alternative, environmentally friendly practices and protocols.

Golf Enterprise Fund Goals and Objectives

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

Short-Term:

1. Take delivery of a new golf cart and maintenance vehicle fleet at both golf courses. **(SP: Economic Development, Public Health & Safety)**
2. Continue development and implementation of environmentally sustainable management plan for the maintenance and upkeep of the Town's golf facilities. The goal is to use alternative methods and products in an effort to significantly reduce or eliminate inputs of pesticides and fertilizer into the environment. **(SP: Public Health & Safety, Education, Environment and Natural Resources, Quality of Life)**

Golf Enterprise Fund Goals and Objectives (Continued)

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

3. Oversee the acquisition and installation of a new custom awning over the deck at Hyannis Golf Course. This allows for our customers to enjoy outdoor food and beverage service in the shoulder seasons as well as the summer. **(SP: Infrastructure & Assets, Economic Development, Quality of Life)**
4. Construct and open a new forward tee on hole #5 at Hyannis Golf Course, increasing playability of the hole for women, seniors and juniors. **(SP: Infrastructure & Assets, Economic Development, Quality of Life)**
5. Enter into contract for a new Turf Maintenance Equipment Package at Hyannis Golf Course. **(SP: Infrastructure & Assets, Environment & Natural Resources)**
6. Replace approximately 300 original irrigation heads at Olde Barnstable Fairgrounds Golf Course. **(SP: Infrastructure & Assets, Environment & Natural Resources, Economic Development)**
7. Enter into contract for the acquisition/construction of a storage building at Olde Barnstable Fairgrounds Golf Course for the purpose of housing turf equipment. **(SP: Infrastructure & Assets, Economic Development)**
8. Loam and seed all areas affected by the Cart Path Improvement Project at Hyannis Golf Course. **(SP: Infrastructure & Assets, Public Health & Safety, Environment & Natural Resources)**
9. Host an educational session/meeting for passholders regarding a variety of topics, including upcoming facility projects/initiatives, budgeting challenges, usage of the online Chelsea tee time reservation system, the GHIN handicap system and the USGA Rules of Golf. **(SP: Education, Communications)**



Hyannis Golf Course Clubhouse

Long-Term:

1. To continue with the development and implementation of our multi-year CIP plan for both golf course facilities. As an enterprise fund, it is essential that we continue to increase revenues in order to support future upgrades and asset management. **(SP: Finance, Infrastructure)**
2. Continue to edge, reshape, and replenish sand in bunkers at both courses. The bunkers at both courses are beyond their expected lifespan and are in need of complete rehabilitation. The condition of the bunkers is the #1 complaint we receive regarding golf course conditions. **(SP: Infrastructure, Economic Development, Public Health and Safety)**
3. Pruning branches and limbs of trees throughout the golf course properties for areas around tees and greens at both courses. Over time tree growth shades out the greens and impacts putting green performance. The result will be improved air movement. **(SP: Finance, Infrastructure)**
4. Development of a plan for sand bunker renovation, irrigation system upgrades and cart path repaving at OBF. Addressing these issues in a timely manner will ensure our reputation remains intact, will save a significant amount of money and set the facility up to be successful for years to come. **(SP: Finance, Infrastructure & Assets, Economic Development, Public Health & Safety, Education)**

Golf Enterprise Fund Budget Comparison

Golf Course Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Charges for Services	3,935,016	3,750,000	3,505,661	3,721,600	215,939	6.16%
Interest and Other	16,807	35,000	10,000	22,000	12,000	120.00%
Special Revenue Funds	286,500	288,200	288,200	291,960	3,760	1.30%
Total Operating Sources	\$4,238,323	\$4,073,200	\$3,803,861	\$4,035,560	\$231,699	6.09%
Transfers From Closed Projects	-	-	-	9,335	9,335	0.00%
Borrowing Authorizations	-	356,500	-	-	-	0.00%
Total Capital Sources	\$0	\$356,500	\$0	\$9,335	\$9,335	0.00%
Total Source of Funding	\$4,238,323	\$4,429,700	\$3,803,861	\$4,044,895	\$241,034	6.34%
Direct Operating Expenses						
Personnel	\$1,499,160	\$1,620,000	\$1,650,544	\$1,744,861	\$94,317	5.71%
Benefits	130,933	169,716	167,590	180,534	12,944	7.72%
Operating Expenses	1,122,676	1,137,775	1,147,489	1,233,740	86,251	7.52%
Capital Outlay	23,582	-	-	50,000	50,000	0.00%
Debt Service	440,667	503,875	503,875	481,525	(22,350)	-4.44%
Total Direct Operating Expenses	\$3,217,018	\$3,431,366	\$3,469,498	\$3,690,660	\$221,162	6.37%
Indirect Operating Costs						
General Fund Staff	\$154,793	\$128,105	\$156,708	\$174,378	\$17,670	11.28%
Pensions	276,346	262,707	268,845	288,057	19,212	7.15%
Audit & Software Costs	22,832	22,787	25,558	25,999	441	1.73%
Property, Casualty, Liability Insur.	20,089	22,225	24,815	26,729	1,914	7.71%
Workers' Compensation Insurance	1,004	5,354	7,667	-	(7,667)	-100.00%
Retirees Health Insurance	2,178	2,223	2,247	2,270	23	1.02%
Total Indirect Operating Expenses	\$477,242	\$443,401	\$485,840	\$517,433	\$31,593	6.50%
Total Operating Expenses	\$3,694,260	\$3,874,767	\$3,955,338	\$4,208,093	\$252,755	6.39%
Capital Improvement Program	369,181	579,000	-	736,588	736,588	0.00%
Total Capital Expenses	\$369,181	\$579,000	\$0	\$736,588	\$736,588	0.00%
Total Expenses	\$4,063,441	\$4,453,767	\$3,955,338	\$4,944,681	\$989,343	25.01%
Excess (Deficiency) Cash Basis	\$174,882	(\$24,067)	(\$151,477)	(\$899,786)	(\$748,309)	
Beginning Certified Free Cash	\$ 2,303,102		\$ 2,477,984	\$ 2,453,917		
FY 2023 Projected Excess (Deficiency)			\$ (24,067)			
Ending Proj. Certified Free Cash	\$ 2,477,984		\$ 2,453,917	\$ 1,554,131		

Summary of Budget Changes

The direct operating Golf Enterprise Fund's proposed FY 2024 budget increased by \$221,162, or 6.37% from the approved FY 2023 budget. Personnel budget change includes contractual obligations. Operating budget change includes increases in the Golf Cart lease, utilities and seed and sod supplies. Operating Capital funds have been included to improve buildings and equipment.

Golf Enterprise Fund Budget Reconciliation

Job Title	FY 2022	FY 2023	FY 2024	Change
Admin Assist./Marketing Coordinator	1.00	-	-	-
Asst Dir. of Community Services	-	0.10	0.25	0.15
Assistant Golf Course Supervisor	2.00	2.00	2.00	-
Budget/Financial Manager	0.25	0.25	0.30	0.05
Director of Community Services	0.10	0.10	0.25	0.15
Director of Golf Maintenance	1.00	1.00	1.00	-
Director of Golf Operations	1.00	1.00	1.00	-
Financial Supervisor	1.00	1.00	1.00	-
Golf Course Facility Technician	2.00	2.00	2.00	-
Golf Head Professional	2.00	2.00	2.00	-
Golf Superintendent	1.00	1.00	1.00	-
Laborer/Greens Person	2.00	2.00	2.00	-
Principal Dept/Div Assistant	3.00	3.00	3.00	-
Working Foreman Irrigation Technician	2.00	2.00	2.00	-
Full-time Equivalent Employees	18.35	17.45	17.80	0.35

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2023 Approved Budget				\$3,955,338	
Contractual Obligations, Staff Turnover & Allocation Changes	107,262	-	-	107,262	0.35
Change in Indirect Costs	29,238	2,355	-	31,593	
Debt Service Cost	-	(22,350)	-	(22,350)	
FY 2024 Budget Changes					
1. Increase in Golf Cart Lease	-	37,855	-	37,855	-
2. Increase in Credit Card Service Charges	-	34,000	-	34,000	-
3. Increase in Utilities	-	25,270	-	25,270	-
4. Increase in Seed & Sod Supplies	-	16,000	-	16,000	-
5. Restore Operating Capital Budget	-	-	50,000	50,000	-
6. Reductions to Other Operating Expenses	-	(26,874)	-	(26,874)	-
FY 2024 Proposed Budget	\$136,500	\$66,255	\$50,000	\$4,208,093	0.35

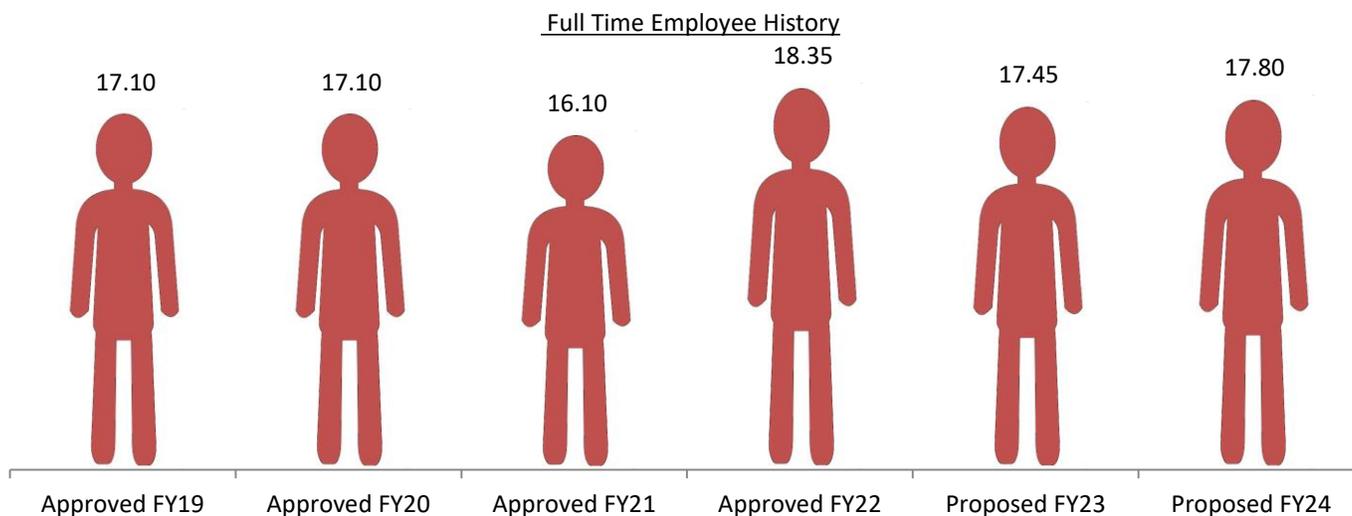
- Golf Cart Lease** - The Golf Division entered into a new five (5) year lease of golf carts (for customers to rent) and maintenance utility vehicles, effective March 1, 2023. This request represents the total increase in the yearly cost of the lease, plus approximately \$1,200 at each golf course for incidental costs/repairs.
- Credit Card Service Charges** - As more and more customers are forgoing the use of cash in favor of credit cards, the processing fees associated with that intake have gone up markedly. Current budget is \$50,000, whereas each of the last two fiscal years saw actual fees of over \$83,000. These fees are simply the cost of doing business, and must be accounted for. Furthermore, if we are to ever move forward with allowing annual passes to be purchased online, these credit card service charges will go even higher.
- Utilities** - The actual cost of utilities has been well higher than the budgeted amount for at least the last five consecutive years. This past year, FY22, the total variance of the specified lines was \$21,000. Other unrelated yet important operating line items have had to be cut in order to accommodate the risings cost of utilities.
- Seed & Sod Supplies** - The Golf Division's Environmentally Sustainable Land Management Plan requires an aggressive over-seeding program to fill in damaged and/or dead turf caused by pests and diseases we can no longer

efficiently prevent. An increase in over-seeding will help establish more pest/disease resistant turf cultivars on greens, tee and fairways. The cart path improvement project at Hyannis Golf Course will also require significant over-seeding to those areas disturbed by the construction.

5. Operating Capital Budget – Restoring Operating Capital budget to support Facility Improvements and operation equipment.

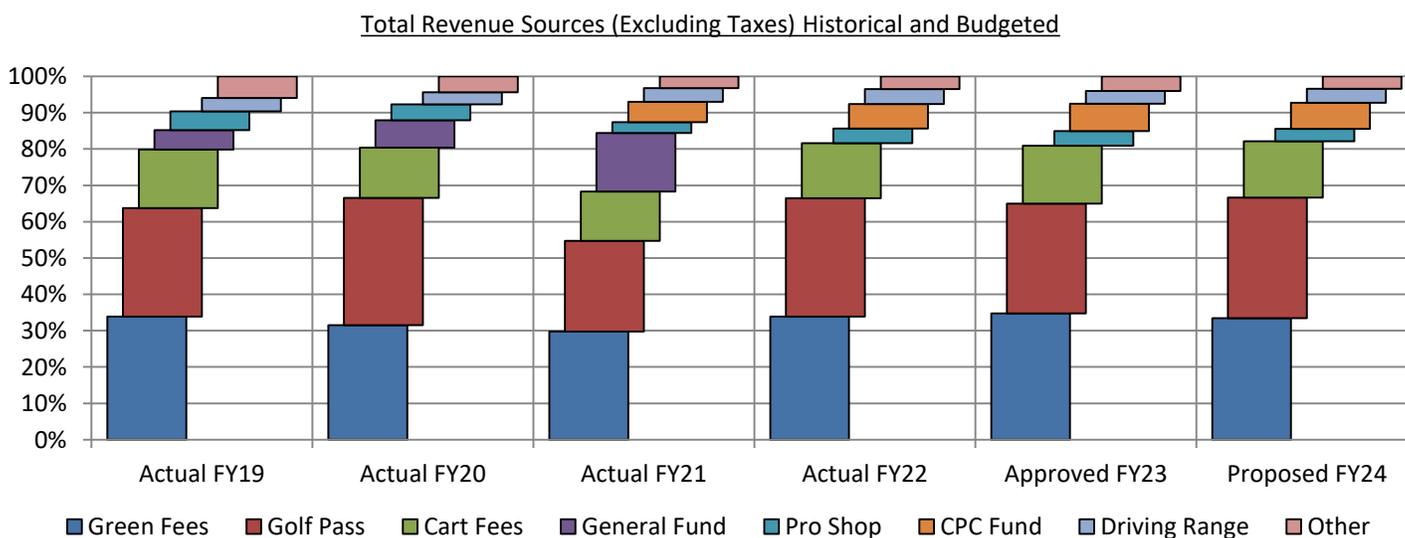
6. Other Operating Expenses – Reductions to various operating expense lines where budget is no longer needed.

Golf Enterprise Fund Budget Factors Affecting FTE's



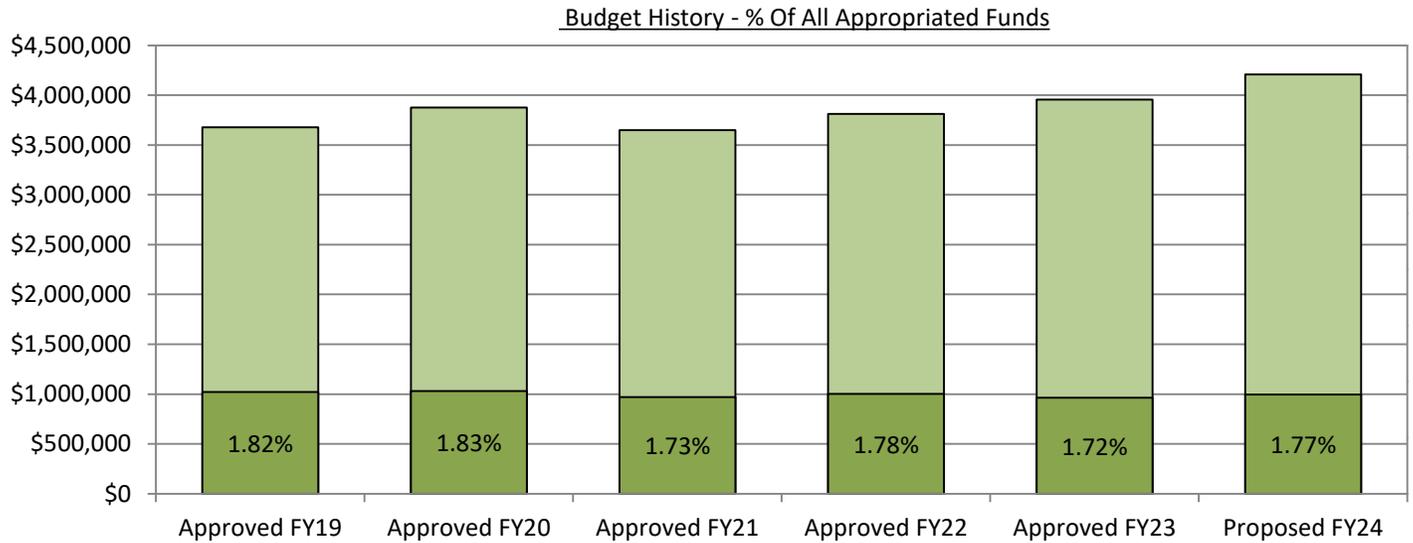
The vacant Division Assistant position was eliminated in the FY 2021 budget; however, it was reinstated in FY 2022. The FY 2023 budget includes the elimination of the Assistant/Marketing Coordinator position. Increases in the FY 2024 budget reflect allocation changes of existing staff between General Fund and Enterprise Fund operations.

Golf Enterprise Fund Budget Factors Affecting Revenues

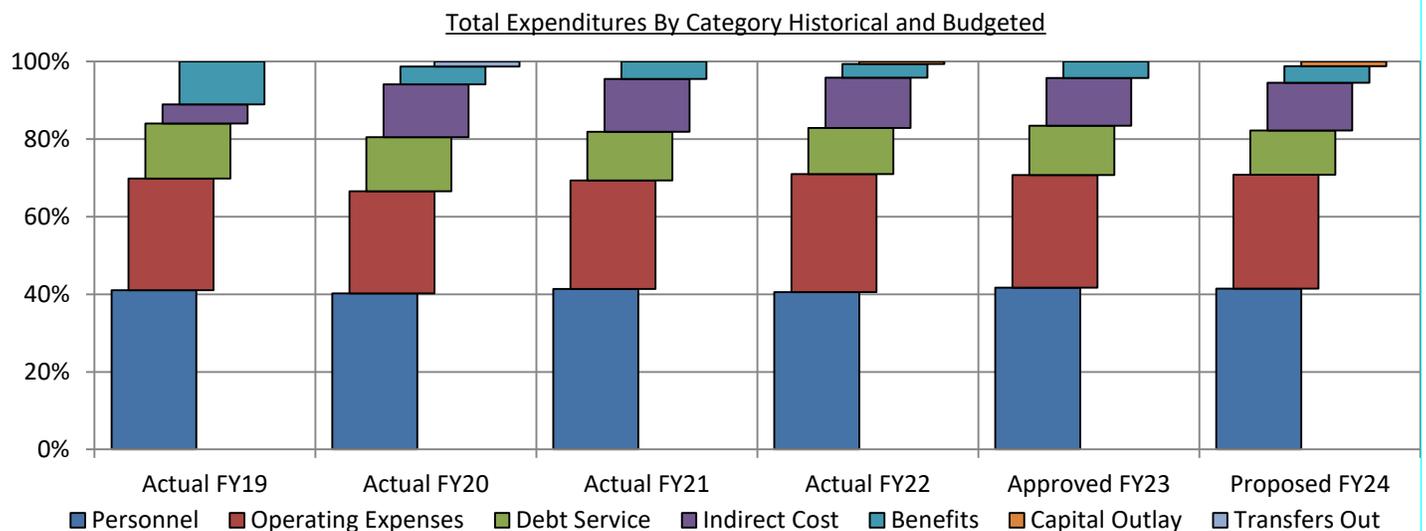


Each year, golf course fees are set through the town-wide user fee rate analysis. These fees are set in accordance with the necessary revenue required to run course operations. Green fees account for 35% of total revenue sources generated at the golf courses and the annual membership pass accounts for 33%. This Enterprise Fund received some General Fund subsidy during the pandemic and the Community Preservation Fund is paying for the Hyannis Golf course acquisition debt until it expires in FY 2026.

Golf Enterprise Fund Factors Affecting Expenses



The budget has increased 2.40% annually on average over a six-year period. State minimum wage and the capital program contribute most to the budget increases. This budget has ranged from 1.72% to 1.83% of all appropriated funds.



Personnel and benefits combined are the largest category within the golf course operation comprising 41% of the proposed budget. Transitioning to a more organic maintenance program is incurring more cost. Environmentally sound initiatives; increase in over-seeding will help establish more pest/disease resistant turf conditions on greens, tees and fairways. The cart path improvement project at Hyannis Golf Course will also require significant over-seeding to those areas disturbed by the construction.

Budget by Golf Course

Olde Barnstable Fairgrounds	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Charges for Services	\$2,081,003	\$2,050,000	\$1,875,397	\$2,028,500	\$153,103	8.16%
Interest and Other	14,363	25,000	10,000	20,000	10,000	100.00%
Total Operating Source of Funding	\$2,095,366	\$2,075,000	\$1,885,397	\$2,048,500	\$163,103	8.65%
Borrowing Authorizations	\$0	\$0	\$0	\$0	\$0	0.00%
Total Capital Source of Funding	\$0	\$0	\$0	\$0	\$0	0.00%
Total Source of Funding	\$2,095,366	\$2,075,000	\$1,885,397	\$2,048,500	\$163,103	8.65%

Expense Category						
Personnel	\$764,097	\$850,000	\$871,465	\$892,596	\$21,131	2.42%
Benefits	212,656	230,000	232,542	232,791	249	0.11%
Operating Expenses	558,296	615,000	620,961	659,703	38,742	6.24%
Capital Outlay	23,582	-	-	50,000	50,000	0.00%
Debt Service	45,712	114,000	114,000	108,063	(5,937)	-5.21%
Transfers Out	75,446	91,133	91,133	100,188	9,055	9.94%
Total Operating Budget	\$1,679,789	\$1,900,133	\$1,930,101	\$2,043,341	\$113,240	5.87%
Capital Improvement Program	\$297,554	\$254,000	\$0	\$244,318	\$244,318	0.00%
Total Capital Expenses	\$297,554	\$254,000	\$0	\$244,318	\$244,318	0.00%
Total Expenses	\$1,977,343	\$2,154,133	\$1,930,101	\$2,287,659	\$357,558	18.53%
Excess (Deficiency) Cash Basis	\$118,023	(\$79,133)	(\$44,704)	(\$239,159)	(\$194,455)	

Hyannis Golf Course	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Charges for Services	1,854,013	1,700,000	1,630,264	1,693,100	62,836	3.85%
Interest and Other	2,444	10,000	-	2,000	2,000	0.00%
Special Revenue Funds	286,500	288,200	288,200	291,960	3,760	1.30%
Total Operating Sources	\$2,142,957	\$1,998,200	\$1,918,464	\$1,987,060	\$68,596	3.58%
Transfers From Closed Projects	-	-	-	9,335	9,335	0.00%
Borrowing Authorizations	-	356,500	-	-	-	0.00%
Total Capital Sources	\$0	\$356,500	\$0	\$9,335	\$9,335	0.00%
Total Source of Funding	\$2,142,957	\$2,354,700	\$1,918,464	\$1,996,395	\$77,931	4.06%

Expense Category						
Personnel	\$735,063	\$770,000	\$779,079	\$852,265	\$73,186	9.39%
Benefits	197,805	210,000	213,807	238,070	24,263	11.35%
Operating Expenses	584,469	545,000	551,343	600,766	49,423	8.96%
Debt Service	394,955	389,875	389,875	373,462	(16,413)	-4.21%
Transfers Out	75,446	91,133	91,133	100,188	9,055	9.94%
Total Operating Budget	\$1,987,738	\$2,006,008	\$2,025,237	\$2,164,751	\$139,514	6.89%
Capital Improvement Program	71,627	325,000	-	492,270	492,270	0.00%
Total Capital Expenses	\$71,627	\$325,000	\$0	\$492,270	\$492,270	0.00%
Total Expenses	\$2,059,365	\$2,331,008	\$2,025,237	\$2,657,021	\$631,784	31.20%

Golf Enterprise Fund Workload Indicators

Program Name	Program Goal	Program Outcome Measures		
Administration/ Operations	To continually maintain and improve the Town's golf facilities.	Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost/Productivity (Efficiency)	Service Quality (Effectiveness)
Adult/Family Annual Pass	\$1,340,114	1,114 passes sold	\$1,203 per pass	
Junior Annual Pass	\$14,700	98 passes sold	\$150 per pass	
Annual Passholder Rounds	\$1,354,667	44,108 rounds	\$30 per round	
Daily Fee Rounds	\$1,434,147	29,563 rounds	\$48 per round	
Driving Range Use	\$174,128	18,229 buckets sold	\$9 per bucket	
Golf Cart Rentals	\$682,737	39,319 cart rentals	\$17 per cart	
Equipment Rentals	\$6,242	869 pull cart/club rental	\$7 per rental	
GHIN (Handicap) Services	\$15,080	754 MassGolf Handicaps	\$20 per person	
Pro Shop Sales	\$256,168	73,672 rounds played	\$3.48 per round	
Restaurant Rent	\$13,298	2 concessions	\$6,649 per vendor	

HYANNIS YOUTH & COMMUNITY CENTER ENTERPRISE FUND

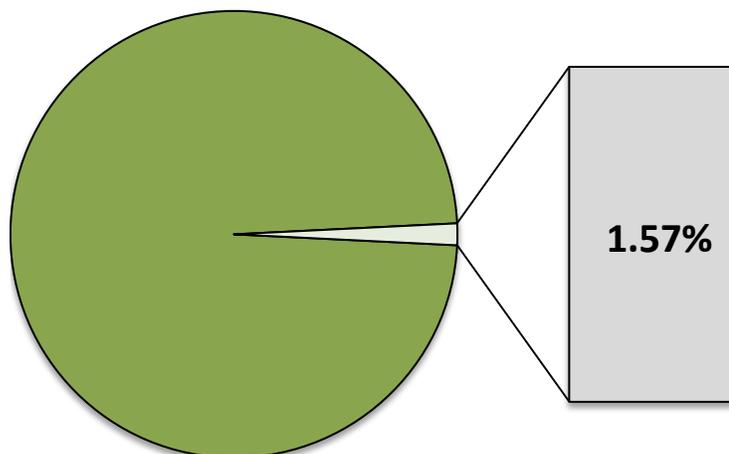
Purpose Statement

The Hyannis Youth & Community Center is committed to providing a safe and healthy recreational facility to every segment of the community. The Recreation Division is committed to providing leisure opportunities to improve the quality of life in our community through exceptional and affordable programs and services.

ICE FACILITY

YOUTH CENTER

% of FY 2024 All Appropriated Funds



Hyannis Youth & Community Center Enterprise Fund comprises 1.57% of all appropriated funds.

HYCC Enterprise Fund Services Provided

<https://townofbarnstable.us/hycc>

The Hyannis Youth and Community Center (HYCC) are now in its thirteenth year of operation. The HYCC continues to display its attractive facilities and provide some variations in alternative uses throughout 2021-2022. From September through March, all levels of youth hockey practice and play competitive games. The HYCC is proud to collaborate with the Cape Cod Chamber of Commerce to bring high profile events to the facility including Men's Division I Hockey 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 U.S. Figure Skating Instructional Badge Programs, free community yoga, toddler programs, adult day programs and the walking program. The Shepley Community Room hosts hundreds of club, town and organizational meetings, private birthday parties and other functions throughout the year

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

The Center consists of:

- Two NHL regulation ice rinks with a combined seating capacity of 2,100
- Six indoor basketball courts
- Indoor regulation Volleyball court
- 1,500 sq. ft. Teen Center
- Cafe' (for everyday use and events within the facility)
- 650 sq. ft. Pro-Shop
- 1,000 sq. ft. Youth Center
- 500 sq. ft. Computer room
- 825 sq. ft. Multi-purpose room



HYCC – Family Fun Night

Administration

The Administration program of the ice component manages the activities of the facility to make sure service and rink conditions are at the highest level. The Administration oversees the collection of cash receipts and pay-overs to the Town, monitoring revenue vs. expenses, preparation of annual budgets, projection of revenues and long-range planning. Additionally, Administration hires seasonal employees as needed throughout the year.

Operations Activity – Ice Facility

The Operations program provides a wide variety of programs for our residents. United States Figure Skating Association (USFSA) trained professionals provide individual and/or group instruction. We strive to provide developmental programs for all participants. All activities are run on an instructional basis, emphasizing teamwork, self-esteem, and respect. Our goal is to provide affordable, quality ice rinks that will attract residents, hockey players, and figure skaters. The staff is responsible for greeting the participants/teams when they enter the facility, directing them to the correct location, effectively and efficiently collecting fees, and providing necessary information. Customer relations and education are major objectives for operations. The operations staff is responsible for scheduling available ice time, keeping rental skates sharpened, cleaned, and sanitized, staffing and oversight to public skating and other functions, working collaboratively with the Department of Public Works for day to day operations, and ensuring all visitors have an enjoyable and safe experience while at the facility.

HYCC Enterprise Fund Services Provided (Continued)

Ice Facility programs with a brief description are as follows:

- **Public Skating** – An activity that is available for all ages and abilities; public skating sessions are offered both weekdays and weekends as the schedule allows. Skate rentals are available for those who do not bring their own skates.
- **Tournaments** - Played on both the Lt. Joseph P. Kennedy Jr., and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. Tournaments range from boys and girls youth hockey tournaments to Division I college tournaments to Adult Men’s and Women’s Tournaments.
- **HYCC Skating School** - The Learn-to-Skate Program is offered throughout the year and services over 200 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to the adult. There are multiple sessions offered throughout the year.
- **Camps/Clinics** - Ice time is offered during the spring and summer months to outside groups that want to run hockey programs for private leagues. The clinics and hockey schools offered in the facility provide a range of services for various ages, skill levels, and positions.
- **Barnstable Youth Hockey** – A non-profit organization dedicated to serving the youth of Barnstable and the surrounding areas. Their mission is to provide a positive and fun experience while teaching children all aspects of the game of ice hockey, emphasizing teamwork and good sportsmanship. BYHA provides a farm program and organized teams that serve ages 5 through 18 years old.
- **Seahawks Youth Hockey** – A hockey organization that fields teams of a number of different age levels from ages 5 through 18 years old. Total Athletics/Seahawks hosts hockey practices, games, and clinics in the building throughout the year.
- **East Coast Thunder Hockey / Top Shelf** – A hockey organization that fields teams of a number of different age levels from ages 5 through 18. ECT/Top Shelf Hockey hosts hockey practices, games, and clinics in the building throughout the year.



HYCC – Skating Clinic

- **Barnstable High School Hockey** - The HYCC is the proud home of the Barnstable High School Hockey Program. The program consists of Boys and Girls Varsity and Junior Varsity teams.
- **Saint John Paul II High School Hockey** – The HYCC is the proud home to the Saint John Paul II High School Boys Varsity Hockey Team.

Youth Center Administration Program

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

HYCC Enterprise Fund Services Provided (Continued)

Operations Activity – Youth Center

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



HYCC – After School Program

Youth Center programs with a brief description are as follows:

Private Gym Rentals – A program that allows Sturgis East and Sturgis West to rent the gym for volleyball and basketball. The fall and winter programs for each school include both girls and boys teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court.

Special Events – The gym space is rented to various user groups for events throughout the course of the year. These events cover a wide spectrum of interests and appeal to a wide range of residents and visitors to Barnstable.

Youth Programs – The HYCC offers a variety of programs for kids of all ages, from tots through school age kids. The gym and Shepley Community Room are utilized for a wide variety of activities including martial arts, baking, home school gym class and the SOAR Program.

Adult Programs – Year-round fitness programs include yoga, walking groups, volleyball, basketball, pickleball and physical training. Each activity is unique and offers a variety of fitness levels.

Membership - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. Membership allows participants access to the walking track, open gym activities and the game room.

HYCC Enterprise Fund Recent Accomplishments

- ✓ Thanks to the support of our community partners, continued community service programs in the facility that included: food distribution and Thanksgiving dinner distribution through the Family Table Collaborative, Toys for Tots, Christmas tree distribution.
- ✓ Continued partnership with Barnstable Public Schools to serve as the home for the BPS Family & Community Engagement Center.
- ✓ Rebooted our dasher board and banner advertising program to generate additional funds after a hiatus from COVID-19.

- ✓ Expanded partnership with Barnstable Public Schools hosting additional field trips and activities to increase exposure to our youth population, and to better utilize the facility during off-peak hours.
- ✓ Promoted longtime Youth Center Manager Mark Boardley to HYCC Manager.
- ✓ Hired Stephen Headley as new Youth Center Manager.

HYCC Enterprise Fund Goals and Objectives

– Town Council’s Quality of Life Strategic Plan (SP)

Short-Term:

1. Expand our community partnerships to bring in outside agencies to provide more diverse activities through our School’s Out Afterschool Recreation (S.O.A.R). afterschool program. The S.O.A.R. program serves over 50 children from the Barnstable Intermediate School daily by providing structured activities that include gym activities, game room tournaments, homework assistance and special events. **(SP: Education, Safety, Quality of Life)**
2. Continue to identify specific areas of potential growth within the facility, including reconfiguring existing spaces, and work towards filling those areas with new programs and events to attract more users to the facility. **(SP: Finance, Quality of Life)**
3. Continue to deliver community service programs to include annual blood, food and clothing drives. Work with various organizations to provide our youth with services and needs. **(SP: Education, Safety, Quality of Life)**
4. Evaluate the Butler Rink and Gymnasium sound systems. Refurbish and/or replace speakers and identify any equipment that needs to be replaced. These upgrades will allow the facility to continue to add value to the high quality programs that take place throughout the facility. **(SP: Safety, Education, Quality of Life)**
5. Provide “Stop the Bleed” and “De-Escalation” training for all staff that is employed at the HYCC. **(SP: Safety, Education, Quality of Life)**



HYCC – Father Daughter Dance

Long-Term:

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility to generate sufficient revenue to meet all operational and debt schedule commitments. **(SP: Finance, Quality of Life)**
2. Develop relationships and partnerships with organizations that will assist with the process and funding of programs. **(SP: Finance, Quality of Life)**
3. Utilizing Town of Barnstable resources provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. **(SP: Finance, Quality of Life)**
4. Continue to work with other youth organizations for the purpose of serving our youth and providing them with a safe space within the Hyannis Youth & Community Center. **(SP: Quality of Life)**

5. Continue working with the Department of Public Works to develop green initiatives, HVAC replacements calendars, upgrading of security system, and potential capital improvement projects to better serve the needs of residents and users of the Hyannis Youth & Community Center. (SP: Finance, Quality of Life)



Holiday Skating Show

HYCC Enterprise Fund Budget Comparison

Hyannis Youth & Community Center	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Taxes (General Fund Support)	\$1,391,458	\$1,391,458	\$1,391,458	\$1,406,994	\$15,536	1.12%
Charges for Services	803,251	900,000	628,000	780,300	152,300	24.25%
Interest and Other	24,680	55,000	58,000	33,321	(24,679)	-42.55%
Capital Trust Fund (General Fund Support)	1,145,401	1,234,875	1,234,875	1,350,535	115,660	9.37%
Total Operating Sources	\$3,364,790	\$3,581,333	\$3,312,333	\$3,571,150	\$258,817	7.81%

Borrowing Authorizations	-	1,770,000	1,770,000	1,752,400	(17,600)	-0.99%
Total Capital Sources	\$0	\$1,770,000	\$1,770,000	\$1,752,400	(\$17,600)	-0.99%

Total Sources of Funding	\$3,364,790	\$5,351,333	\$5,082,333	\$5,323,550	\$241,217	4.75%
---------------------------------	--------------------	--------------------	--------------------	--------------------	------------------	--------------

Direct Operating Expenses						
Personnel	\$928,556	\$1,090,000	\$1,121,726	\$1,199,913	\$78,187	6.97%
Benefits	43,049	48,000	51,116	49,047	(2,069)	-4.05%
Operating Expenses	769,117	870,000	879,393	887,693	8,300	0.94%
Capital Outlay	73,787	75,000	75,000	90,000	15,000	20.00%
Debt Service	1,145,401	1,234,875	1,234,875	1,350,535	115,660	9.37%
Total Direct Operating Expenses	\$2,959,910	\$3,317,875	\$3,362,110	\$3,577,188	\$215,078	6.40%

Indirect Operating Costs						
General Fund Staff	\$60,372	\$59,936	\$59,936	\$93,211	\$33,275	55.52%
Pensions	163,025	175,254	175,254	177,517	2,263	1.29%
Audit & Software Costs	8,825	9,256	9,256	9,004	(252)	-2.72%
Property, Casualty, Liability Insurance	106,066	118,397	118,397	126,850	8,453	7.14%
Total Indirect Operating Expenses	\$338,288	\$362,843	\$362,843	\$406,582	\$43,739	12.05%

Total Operating Expenses	\$3,298,198	\$3,680,718	\$3,724,953	\$3,983,770	\$258,817	6.95%
---------------------------------	--------------------	--------------------	--------------------	--------------------	------------------	--------------

Capital Program	-	1,770,000	1,770,000	1,752,400	(17,600)	-0.99%
Total Capital Expenses	\$0	\$1,770,000	\$1,770,000	\$1,752,400	(\$17,600)	-0.99%

Total Expenses	\$3,298,198	\$5,450,718	\$5,494,953	\$5,736,170	\$241,217	4.39%
-----------------------	--------------------	--------------------	--------------------	--------------------	------------------	--------------

Excess (Deficiency) Cash Basis	\$66,592	(\$99,385)	(\$412,620)	(\$412,620)	(\$0)
---------------------------------------	-----------------	-------------------	--------------------	--------------------	--------------

Beginning Certified Free Cash	\$ 901,596	\$ 968,188	\$ 868,803
FY 2023 Projected Excess (Deficiency)		\$ (99,385)	
Ending Projected Certified Free Cash	\$ 968,188	\$ 868,803	\$ 456,183

Summary of Budget Changes

The direct operating expenses for the Hyannis Youth & Community Center Enterprise Fund's FY 2024 budget are increasing \$215,078 or 6.4% over the approved FY 2023 budget. Personnel budget change includes contractual obligations, the addition of a full-time Custodian and minor staff salary reallocation. Operating budget changes include increased funding for preventative maintenance agreements. Capital outlay includes the annual mechanical maintenance program with an additional funding of \$15,000 for FY 2024. Debt service is increasing \$115,660 to cover the new loan payment for a bond issued in FY 2023 for mechanical improvements at the facility.

HYCC Enterprise Fund Budget Reconciliation

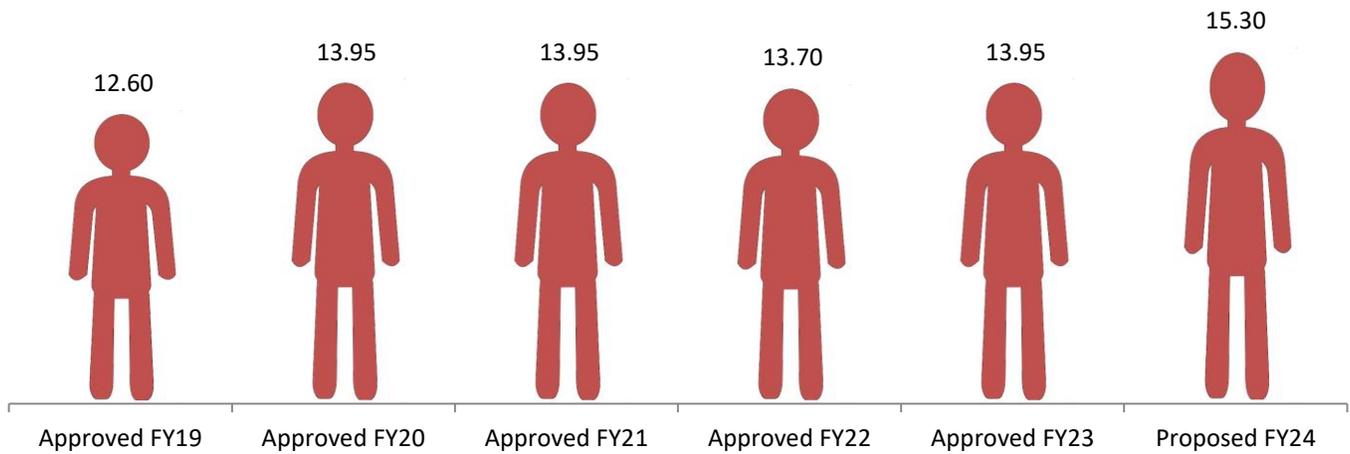
Job Title	FY 2022	FY 2023	FY 2024	Change
Assistant Dir. of Community Services	-	0.25	0.25	-
Assistant Dir. Recreation & Leisure	0.10	0.10	0.25	0.15
Budget/Financial Manager	0.25	0.25	0.30	0.05
Community Services Director	0.10	0.10	0.25	0.15
Custodian	5.00	5.00	5.00	-
Director of Recreation	0.25	0.25	0.25	-
HYCC Operations Foreman	1.00	1.00	1.00	-
HYCC Manager	1.00	1.00	1.00	-
Facility Supervisor	1.00	1.00	1.00	-
Lead Custodian	1.00	1.00	1.00	-
Maintenance Custodian	1.00	1.00	2.00	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	13.70	13.95	15.30	1.35

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$3,724,953	
Contractual Obligations Net of Staff Turnover	29,123	-	-	29,123	0.35
Change in Indirect Costs	35,538	8,201	-	43,739	
Debt Service	-	115,660	-	115,660	-
FY 2024 Budget Changes					
1. New Full-time Maintenance Custodian	46,995	-	-	46,995	1.00
2. Preventative Maintenance Agreements	-	8,300	-	8,300	-
3. Mechanical Operating Capital	-	-	15,000	15,000	-
FY 2024 Proposed Budget	\$111,656	\$132,161	\$15,000	\$3,983,770	1.35

- 1. New Full-time Maintenance Custodian** – Additional Custodian to provide cleaning and maintenance support to the HYCC. This is partially offset by a reduction in seasonal wages of \$33,128.
- 2. Preventative Maintenance Agreements** - The HYCC has two Munters industrial combined temperature and humidity control systems that regulate the climate, temperature, and humidity of the Kennedy and Butler ice rinks. In addition, the HYCC also has an Alerton automated building energy management system. These systems do not have preventative maintenance service contracts. The Munters Corporation performance test and inspection service agreement is for a two-visit twelve-month plan. The Alerton preventative maintenance agreement is for a four-visit twelve-month plan.
- 3. Mechanical Operating Capital** – The HVAC systems that support this facility consist of three large roof top heating and cooling units (110 tons) multiple condensing units and air handlers, five ductless split systems and numerous VAV boxes. Additionally, there are multiple heat pumps, electric wall heaters, rooftop exhaust fans, circulator pumps, water heaters, and sewage ejector pumps. These funds will allow the division to implement a multiyear maintenance and replacement program to ensure reliability of our systems and control annual maintenance and operating costs.

HYCC Enterprise Fund Factors Affecting FTE's

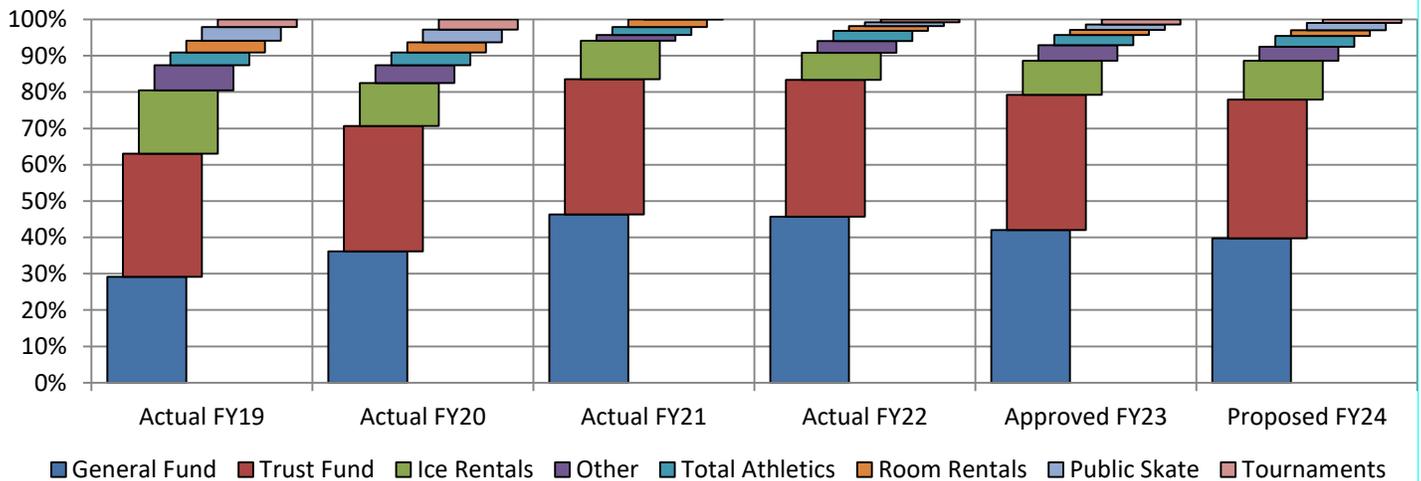
Full Time Employee History



The FY 2020 budget includes an additional 1.35 full-time equivalents resulting from a reallocation of salary from the General Fund and a new Rink Supervisor position. FY 2023 includes a partial salary for the Assistant Director of Community Services and FY 2024 includes one (1) additional Custodian and adjustments to existing staff salary allocations.

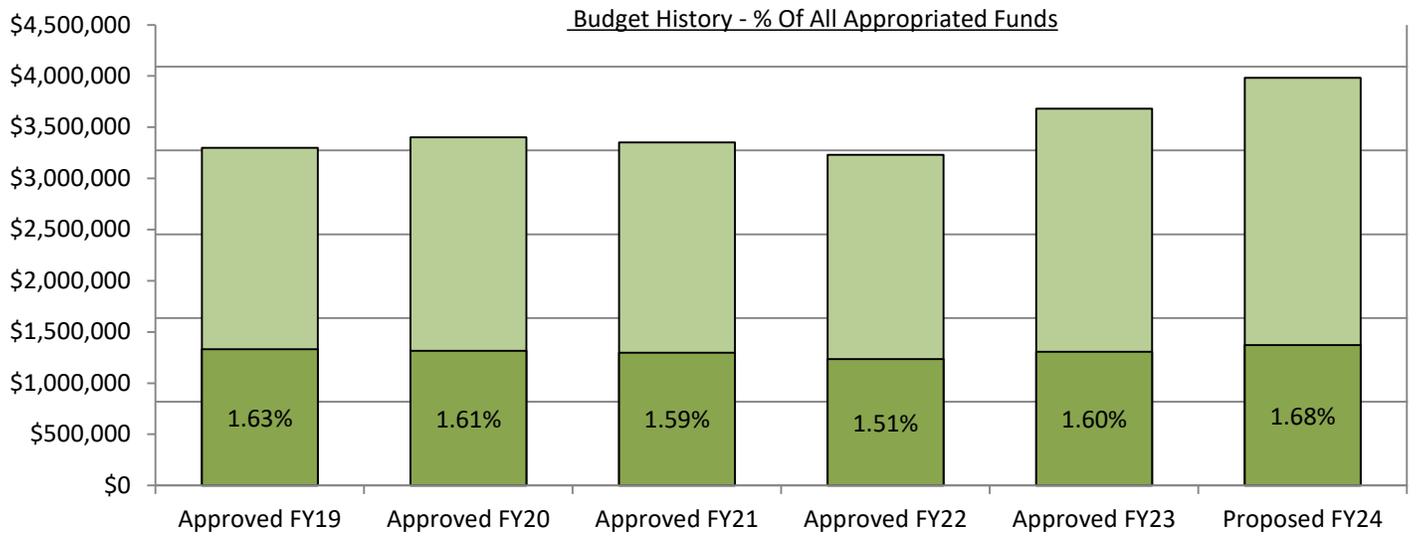
HYCC Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

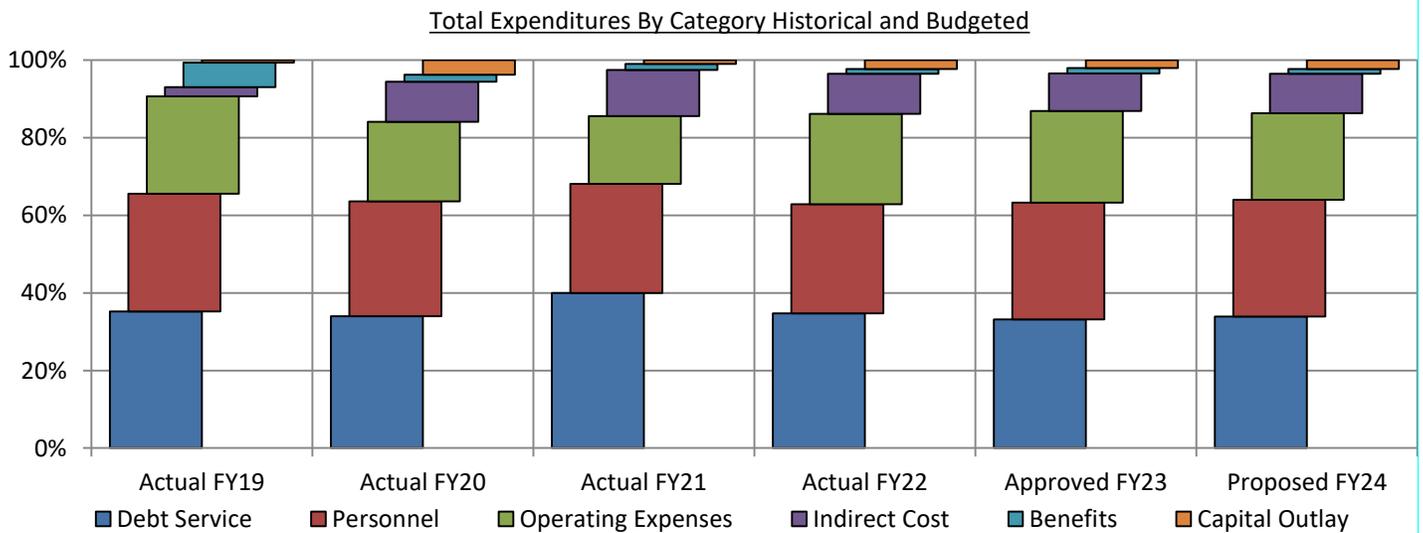


The General Fund subsidy is the largest source of funding at 40% to cover the excess cost of operating the facility after all revenues are exhausted. The Capital Trust Fund provides 38% to cover debt service payments for the construction and improvements to the facility. The next largest revenue source is ice rentals at 10%.

HYCC Enterprise Fund Factors Affecting Expenses



The budget for this operation has increased 1.46% annually on average over a six-year period. This budget has also ranged from 1.51% to 1.68% of all appropriated funds.



Debt service cost accounts for 34% of the HYCC operations. Personnel and benefits accounts for 30%, operating cost 22%, and capital outlay 2%. Indirect costs charged from the General Fund account for 10% of the budget.

HYCC Enterprise Fund Workload Indicators

Kennedy Rink Usage Hours	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Projected
Hours Available	4,128	1569	5,318	4,690
Hours Used	2,031	575	1,848	1,974
Hours Unused	2,097	994	3,470	2,715
% Hours Used	49%	37%	35%	42%
Bulter Rink Usage Hours	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Projected
Hours Available	4,128	1460	3,665	4,344
Hours Used	2,532	650	1,388	1,895
Hours Unused	1,596	810	2,277	2,449
% Hours Used	61%	45%	37%	43%
Total % of Hours Used	55%	40%	36%	42%

HYCC Facility was significantly impacted due to COVID restrictions during the fiscal year 2021.

THIS PAGE INTENTIONALLY LEFT BLANK

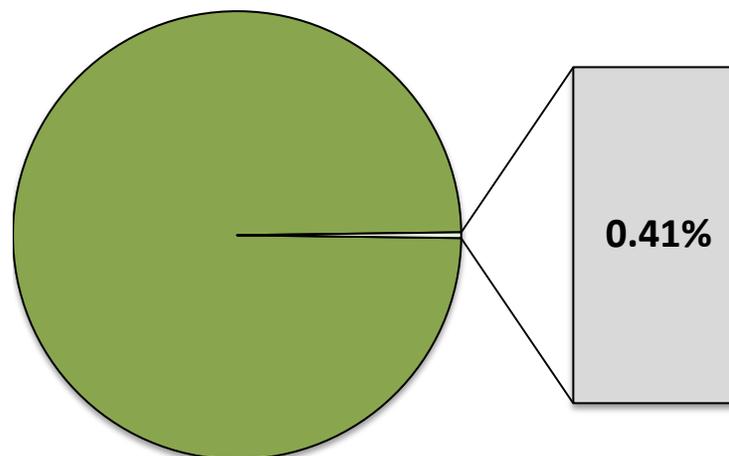
PUBLIC, EDUCATIONAL, AND GOVERNMENT (PEG) ACCESS CHANNEL ENTERPRISE FUND

Department Purpose Statement

The purpose of municipal television is to serve the community as a valued resource by providing meeting coverage, timely news, and events to inform Barnstable residents.



% of FY 2024 All Appropriated Funds



Public, Educational, and Government (PEG) Enterprise Fund comprises 0.41% of all appropriated funds.

PEG Enterprise Fund Services Provided

Working to keep government open and transparent.

<https://townofbarnstable.us/Departments/channel18/>

The Town of Barnstable government 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 Barnstable Public Schools. The Town receives in excess of \$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 activities. The Town currently uses these funds to operate Channels 18 and 22 as well as Cape Cod Community Television Corporation also known as Cape Media on Channel 99. The funds were also used to finance the construction of a fiber optic network that was completed in FY2014. The network connects 48 municipal facilities including all school buildings. This fund will also be used to self-insure the network.

The PEG Enterprise Fund provides the residents of Barnstable with video coverage of board, committee, and commission meetings; information about government and school issues; up-to-date storm/emergency related information; road construction updates; coverage of a wide range of departments/divisions; development of original series; and communicating important Town and School announcements. Channel 18 now has five units: meeting coverage; documentaries; public service announcements; current events; and studio. Internship opportunities are provided to students at Channel 22 as well as production opportunities for students interested in broadcast journalism.



Channel 18 On Location

Our outreach is further enhanced by the availability of “Video on Demand” and live-streaming of the Town’s government access channel on the town’s website www.townofbarnstable.us.

PEG Enterprise Fund Recent Accomplishments

- ✓ Upgrades in equipment in the James H. Crocker, Jr. Hearing Room to allow for virtual public participation during In Person Town Council Meetings;
- ✓ Upgrades have been made in the James H. Crocker Jr. Hearing Room at Town Hall to provide improved hearing assistance devices to those who may need it;
- ✓ Channel 18 now broadcasts in High Definition on Comcast Channel 1072;
- ✓ Introduced Discover Barnstable podcast;
- ✓ Won awards from the Alliance for Community Media Northeast: 1st Place *How to Vote in 2020*; 1st Place *WPCD Treating Barnstable’s Wastewater and* 3rd Place *Learn How to Shellfish – Softshell Clams*;
- ✓ Channel 18 continues to grow its social media presence which has been a critical part of communications throughout the pandemic and communicating in English, Spanish, and Portuguese;
- ✓ Channel 22 now live stream ALL home/varsity sports games on YouTube and Facebook;
- ✓ Communications survey was sent out through Town Clerk’s Census mailing; and
- ✓ Closed captioning is now available for all meetings that are airing live on either our Standard Definition (SD) Channel 18 or our HD Channel 1072. In addition to closed captioning on live meetings, closed captioning is available on all of the videos on the Town of Barnstable Channel 18 YouTube Channel.

PEG Enterprise Fund Goals and Objectives

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

Short-Term:

1. Channel 18 continues coverage of more than 40 boards, committees, and commissions. **(SP: Education, Communication)**
2. Upgrades to Town Hall Selectmen's Conference Room and physical plant. **(SP: Infrastructure, Communication)**
3. Channel 22 will produce and expand the B2B news program outside of BHS to the lower grade levels of the district. **(SP: Education, Communication)**
4. Use results of Communications Survey to inform new tools to communicate with our residents and visitors. **(SP: Education, Communication)**



Long-Term:

1. Create Communications Strategic Plan. **(SP: Education, Communication)**
2. Continue to create high quality and informative "content that matters" for Channel 18. **(SP: Education, Communication)**



B2B Studio at Barnstable High School

PEG Enterprise Fund Budget Comparison

Public, Educational, Government (PEG)	Actual	Projected	Approved	Proposed	Change	Percent
Funding Sources	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Fees, Licenses, Permits	\$970,606	\$950,000	\$861,168	\$933,290	\$72,122	8.37%
Interest and Other	42,068	35,000	92,000	25,000	(67,000)	-72.83%
Total Operating Sources	\$1,012,674	\$985,000	\$953,168	\$958,290	\$5,122	0.54%

Direct Operating Expenses						
Personnel	\$285,356	\$325,000	\$502,887	\$535,852	\$32,965	6.56%
Benefits	17,488	20,000	26,824	33,267	6,443	24.02%
Operating Expenses	404,554	400,000	186,871	154,738	(32,133)	-17.20%
Capital Outlay	-	103,000	153,845	133,040	(20,805)	-13.52%
Total Direct Operating Expenses	\$707,398	\$848,000	\$870,427	\$856,897	(\$13,530)	-1.55%

Indirect Operating Costs						
General Fund Staff	\$16,960	\$19,766	\$19,766	\$21,083	\$1,317	6.66%
Pensions	60,973	58,664	58,664	75,530	16,866	28.75%
Audit & Software Costs	2,065	21,216	2,216	2,470	254	11.44%
Property, Casualty, Liability Insurance		2,095	2,095	2,310	215	10.29%
Total Indirect Operating Expenses	\$79,998	\$101,741	\$82,741	\$101,393	\$18,652	22.54%

Total Operating Expenses	\$787,396	\$949,741	\$953,168	\$958,290	\$5,122	0.54%
---------------------------------	------------------	------------------	------------------	------------------	----------------	--------------

Excess (Deficiency) Cash Basis	\$225,278	\$35,259	(\$0)	\$0	\$0
---------------------------------------	------------------	-----------------	--------------	------------	------------

Beginning Certified Free Cash	<u>\$ 2,910,596</u>	<u>\$ 3,135,874</u>	<u>\$ 3,171,133</u>
FY 2023 Projected Excess (Deficiency)		<u>\$ 35,259</u>	
Ending Projected Certified Free Cash	<u>\$ 3,135,874</u>	<u>\$ 3,171,133</u>	<u>\$ 3,171,133</u>

Summary of Budget Changes

The direct operating expenses for the Public, Education and Government Access Channel Enterprise Fund's proposed FY 2024 budget are decreasing \$13,530 or 1.6% from the approved FY 2023 budget. The personnel budget change is due to contractual obligations and an allocation change for the Communications Director. Operating expense budget changes in both Government and Education programming saves \$32,133. Capital outlay costs are decreasing \$20,850 or 13.5% less than FY 2023.

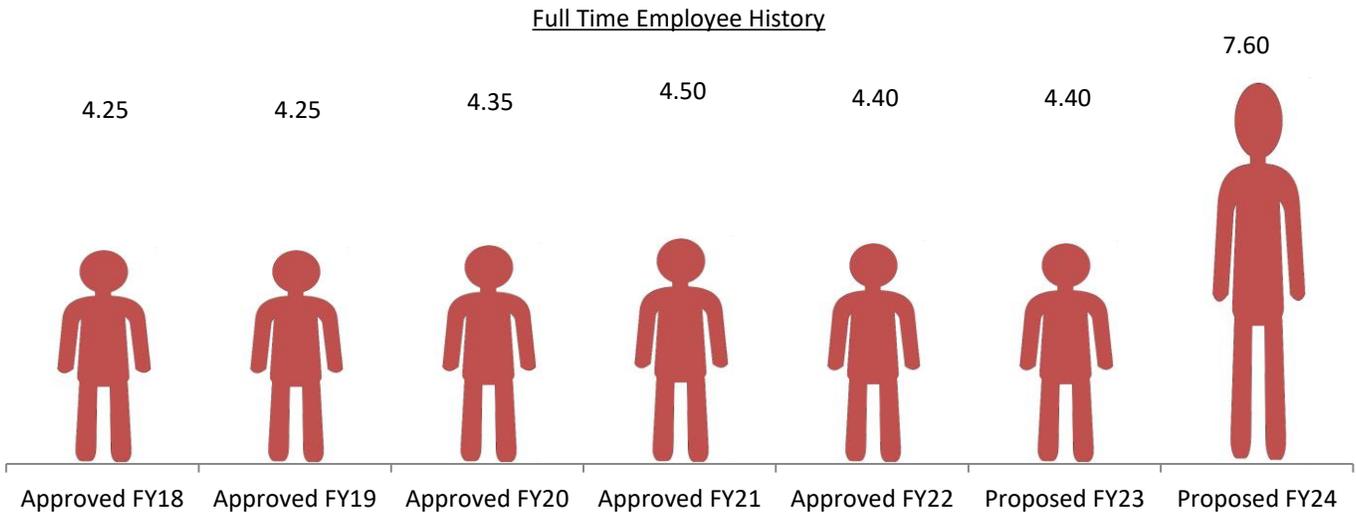
PEG Enterprise Fund Budget Reconciliation

Job Title	FY 2022	FY 2023	FY 2024	Change
Assistant Channel Station Manager	1.00	1.00	1.00	-
Channel 18 Station Manager	1.00	1.00	1.00	-
Channel 22 Station Manager	1.00	1.00	1.00	-
Communications Director	0.40	0.40	0.60	0.20
Video Assistant	1.00	1.00	1.00	-
Video Specialist	2.00	3.00	3.00	-
Full-time Equivalent Employees	6.40	7.40	7.60	0.20

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$953,168	
Contractual Obligations, Staff Turnover & Allocation Changes	39,408	-	-	39,408	0.20
Change in Indirect Costs	16,866	1,786	-	18,652	
FY 2024 Budget Changes					
1. Reduction in Operating Expenses	-	(32,133)	-	(32,133)	-
2. Reduction in Capital Outlay	-	-	(20,805)	(20,805)	-
FY 2024 Proposed Budget	56,274	(30,347)	(20,805)	958,290	0.20

- Operating Expenses** – Reduction in the maintenance cost budget for fiber optic network based upon historical usage.
- Capital Outlay** – Smaller operating capital projects planned in FY 2024 within the B2B program.

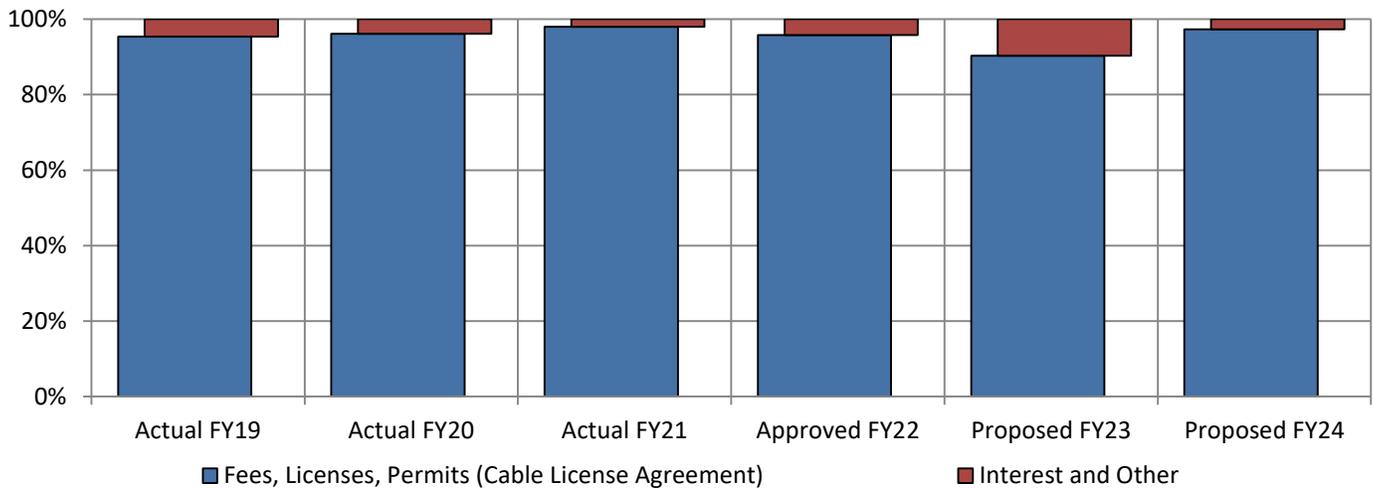
PEG Enterprise Fund Factors Affecting FTE's



The FY 2021 budget includes a net 0.15fte salary reallocation from the General Fund into the fund. FY 2024 the Education B2B program have been added to the Enterprise program calculation.

PEG Enterprise Fund Factors Affecting Revenues

Total Revenue Sources By Category Historical and Budgeted

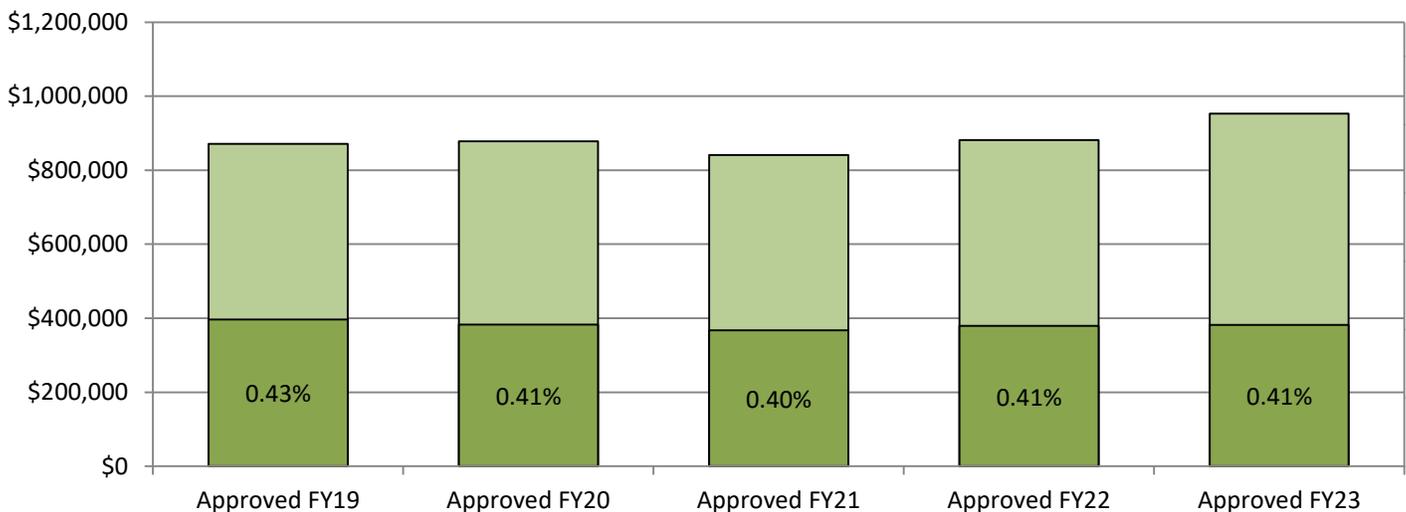


The Town of Barnstable government and school access Channels 18 and 22 are valuable tools that connect the residents with the day-to-day workings of Barnstable Town Government and Barnstable Public Schools. The Town receives in excess of \$900,000 per year from its cable license agreement with Comcast Cable, which the shared agreement is dependent on Comcast Cable’s annual gross sales. Furthermore, the licensing agreement restricts the funds for use as they relate to public, educational, and governmental programming activity. The Town currently uses these funds to operate Channels 18 and 22 and shares a portion with the Cape Media Center that operates the public channel.

Public, Educational, Governmental Enterprise Fund receives 97% of its revenue source from a cable license with Comcast. After several years of growth, this source of revenue maybe affected due to subscribers moving to streaming services as an alternative to cable television.

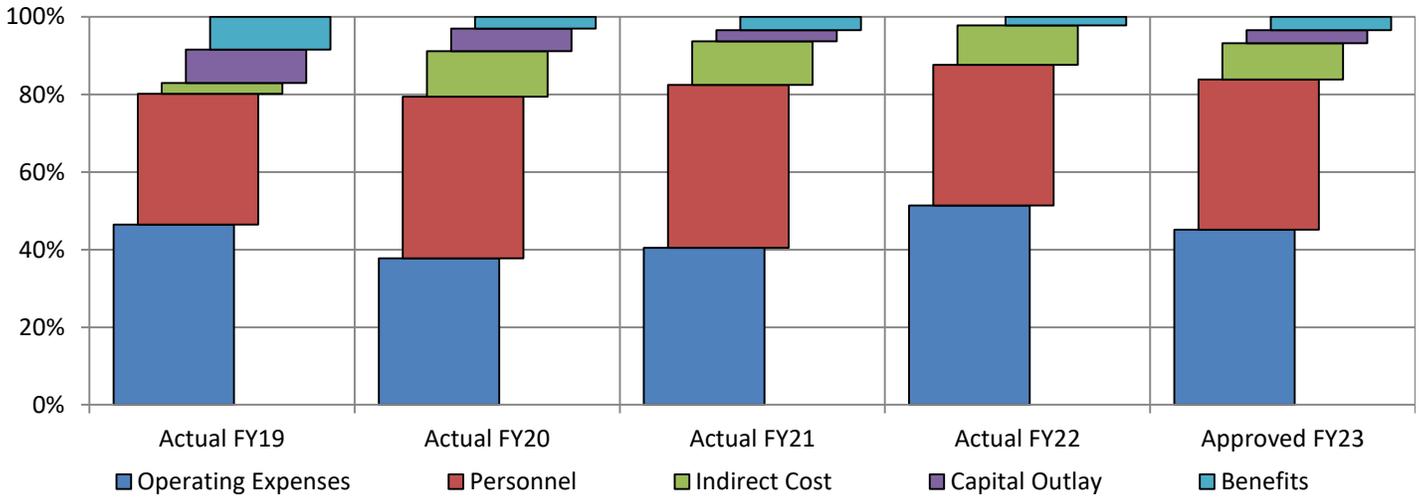
PEG Enterprise Fund Budget Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget for this operation has increased 1.48% on average annually over a six-year period. This budget has also remained within the .40% range of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



Operating expenses are the largest component at 45. Personnel and benefits is the second largest area of the budget at 42%.

This Enterprise Fund records all Town Council public hearings as well as the numerous boards and committees that function within the town. The number of meetings taking place on a monthly basis influence operating cost. In addition, this fund provides appropriations for the School Department’s B2B Channel 22. Internet maintenance and charges are the next largest component to the Enterprise Fund’s budget.



THIS PAGE INTENTIONALLY LEFT BLANK

PUBLIC WORKS DEPARTMENT

Department Purpose Statement

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

Enterprise Funds



SOLID WASTE



**WATER
POLLUTION
CONTROL**



**WATER
SUPPLY**

SOLID WASTE ENTERPRISE FUND

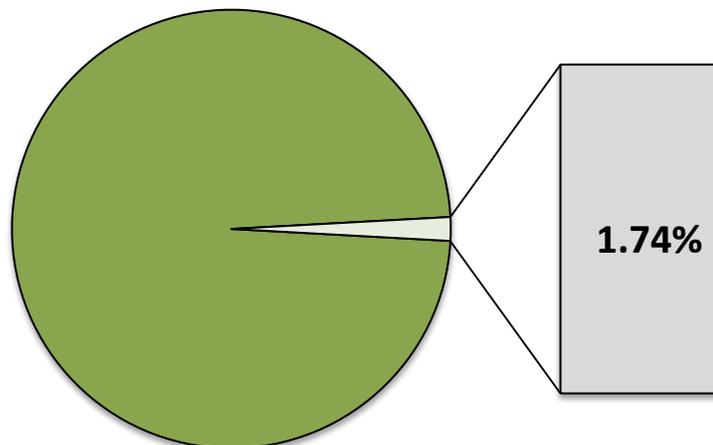
Department Purpose Statement

To provide the citizens of Barnstable with an environmentally sound, cost-effective means of disposing or recycling of municipal solid waste at reasonable market rates that support all solid waste disposal and recycling costs.

Transfer Station

Recycling Centers

% of FY 2024 All Appropriated Funds



Solid Waste Enterprise Fund comprises 1.74% of all appropriated funds.

Solid Waste Enterprise Fund Services Provided

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

The Solid Waste Division manages and coordinates the transfer and disposal of solid waste and recyclables on the Town's behalf. The transfer station involves a compactor type system that allows residents to dispose of their bagged waste. A residential sticker is sold annually which entitles purchasers to utilize the Residential Transfer Station.



Solid Waste Facility – Arial View

Recent Accomplishments

- ✓ Improved and continued with online sticker sales portal;
- ✓ Applied for and received MassDEP Recycling Dividends Program grant in the amount of \$11,700;
- ✓ Completed and submitted all MassDEP, Cape Cod Commission and Town reports and permits;
- ✓ Continuing to find and implement strategies and methods to reduce cost for disposal of MSW and recyclables;
- ✓ Continued with post closure monitoring and maintenance of capped landfill, and;
- ✓ Attended seminars on ways to expand recycling efforts in all areas.

Solid Waste Enterprise Fund Goals and Objectives

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

Short-Term:

1. Continue to explore new efficient systems to address rising costs of disposal of recyclable material. **(SP: Public Health and Safety, Finance, and Infrastructure)**



Solid Waste Facility

Long-Term:

1. Pursue all available grants to improve costs of operations. **(SP: Finance)**
2. Construct the improvements to the Solid Waste Facility and pursuing available grants for completion. **(SP: Finance)**

Solid Waste Enterprise Fund Budget Comparison

Solid Waste Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Charges for Services	\$4,092,488	\$3,980,634	\$3,717,049	\$3,932,800	\$215,751	5.80%
Interest and Other	50,913	68,000	55,000	90,000	35,000	63.64%
Total Operating Sources	\$4,143,401	\$4,048,634	\$3,772,049	\$4,022,800	\$250,751	6.65%
Transfers From Completed Projects	-	-	-	23,171	23,171	0.00%
Total Capital Sources	\$0	\$0	\$0	\$23,171	\$23,171	0.00%
Total Sources of Funding	\$4,143,401	\$4,048,634	\$3,772,049	\$4,045,971	\$273,922	7.26%
Direct Operating Expenses						
Personnel	\$1,137,058	\$1,195,000	\$1,213,823	\$1,268,881	\$55,058	4.54%
Benefits	102,989	140,000	152,631	139,717	(12,914)	-8.46%
Operating Expenses	2,270,525	2,225,000	2,252,787	2,307,789	55,002	2.44%
Capital Outlay	27,077	-	-	-	-	0.00%
Debt Service	57,440	53,950	53,950	31,920	(22,030)	-40.83%
Total Direct Operating Expenses	\$3,595,089	\$3,613,950	\$3,673,191	\$3,748,307	\$75,116	2.04%
Indirect Operating Costs						
General Fund Staff	\$81,103	\$95,736	\$95,736	\$93,147	(\$2,589)	-2.70%
Pensions	238,246	234,937	234,937	234,691	(246)	-0.10%
Audit & Software Costs	12,072	13,949	13,949	14,402	453	3.25%
Property, Casualty, Liability Insur.	27,261	26,004	26,004	27,989	1,985	7.64%
Workers' Compensation Insurance	38,590	74,208	74,208	4,325	(69,883)	-94.17%
Retirees Health Insurance	43,764	25,402	25,402	20,961	(4,441)	-17.48%
Total Indirect Operating Expenses	\$441,036	\$470,235	\$470,235	\$395,515	(\$74,720)	-15.89%
Total Operating Expenses	\$4,036,125	\$4,084,185	\$4,143,426	\$4,143,822	\$396	0.01%
Capital Improvements Program	-	242,000	422,347	100,000	(322,347)	-76.32%
Total Capital Expenses	\$0	\$242,000	\$422,347	\$100,000	(\$322,347)	-76.32%
Total Expenses	\$4,036,125	\$4,326,185	\$4,565,773	\$4,243,822	(\$321,951)	-7.05%
Excess (Deficiency) Cash Basis	\$107,276	(\$277,551)	(\$793,724)	(\$197,851)	\$595,873	
Beginning Certified Free Cash	\$ 1,630,342		\$ 1,737,618	\$ 1,460,067		
FY23 Projected Excess (Deficiency)			\$ (277,551)			
Ending Proj. Certified Free Cash	\$ 1,737,618		\$ 1,460,067	\$ 1,262,216		

Summary of Budget Changes

The direct operating expenses of the Solid Waste Enterprise Fund's proposed FY 2024 budget are increasing \$75,116 or 2.0% over the approved FY 2023 budget. The Personnel budget includes funding for contractual obligations and an additional \$12,000 for overtime. Operating expenses include adjustments for utility, fuel, parts and disposal cost increases.

Solid Waste Enterprise Fund Budget Reconciliation

Job Title	FY 2022	FY 2023	FY 2023	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	2.00	2.00	2.00	-
Financial Coordinator	0.15	0.15	0.15	-
Lab/Craftperson/Gate Attendant	4.00	4.00	4.00	-
Mechanic/Working Foreman	1.00	1.00	1.00	-
Principal Dept/Div Assistant	1.00	1.00	1.00	-
Recycling Laborer	4.00	4.00	4.00	-
Solid Waste General Foreman	1.00	1.00	1.00	-
Solid Waste Supervisor	1.00	1.00	1.00	-
Town Engineer	0.15	0.15	0.15	-
Town Safety Officer	-	-	-	-
Full-time Equivalent Employees	15.75	15.75	15.75	-

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$4,143,426	
Contractual Obligations Net of Staff Turnover	30,146	-	-	30,146	-
Change in Indirect Costs	(77,159)	2,439	-	(74,720)	-
Debt Service	-	(22,030)	-	(22,030)	-
FY 2024 Budget Changes					
1. Disposal Cost Increase	-	26,000	-	26,000	-
2. Increase in Diesel Fuel	-	20,000	-	20,000	-
3. Increase in Electricity	-	6,000	-	6,000	-
4. Increase in Overtime	12,000	-	-	12,000	-
5. Increase to Parts/Accessories line item	-	3,000	-	3,000	-
FY 2024 Proposed Budget	(\$35,013)	\$35,409	\$0	\$4,143,822	-

Solid Waste Enterprise Fund Budget Reconciliation (Continued)

- 1. Disposal Cost Increase** – This request is necessary to cover the increase to the tipping fee for MSW at the Transfer Station & Recycling Center. The Solid Waste Division has a disposal contract with New Bedford Waste Services. This contract has an annual escalator to the tipping fee for MSW of 2.5%. The requested increase is to cover the contractual increase.
- 2. Increase in Diesel Fuel** - The Transfer Station Equipment typically uses roughly 11,000 gallons of fuel per year. This increase will bring the budget in line with the current pricing for Diesel Fuel. Price increases have caused this line to be overspent in previous budgets.
- 3. Increase in Electricity** - The Transfer Station & Recycling Center operates much of its essential equipment with electricity. Some of these items are administrative like computers, fax machines, and phones. The compactor units, which are essential to our operation, function many times a day with the use of electricity. They utilize very large electrical motors that require a significant amount of electricity to function. Over the last several years this line has been overspent and this increase will bring the budget in line with current usage.

- 4. Increase in Overtime** - The efficiency of the operations will be compromised if the increase is not approved. The ability to be open 7 days a week is contingent on overtime shifts being covered. The inability to cover these shifts will be detrimental to the operation. Without proper staffing, certain tasks cannot be accomplished in a reasonable time frame and will affect the level of customer service that is provided to Facility users.
- 5. Increase to Parts/Accessories line item** - This request is necessary to allow the Solid Waste Division the ability to purchase the required parts needed to continue to keep the equipment running at an efficient level. The cost of parts and accessories has increased ~13% over the past year with the increase in technology used in the production and manufacturing of vehicles and heavy machinery.

Solid Waste Enterprise Fund Factors Affecting FTE's

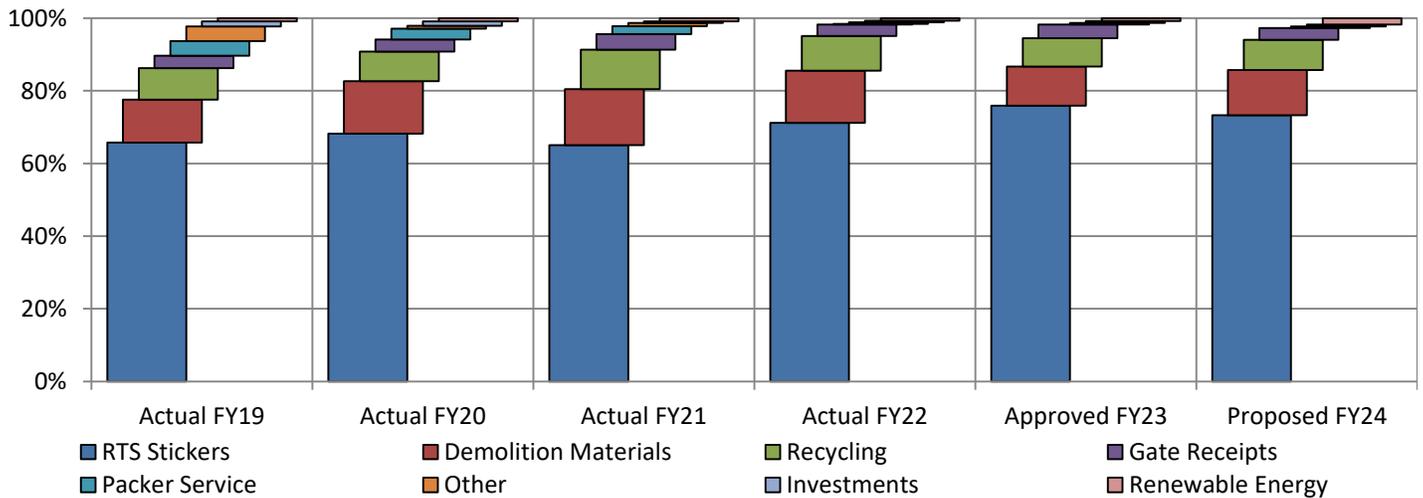
Full Time Employee History



The facility transferred one (1) full-time equivalent in FY 2021 due to transferring the Packer Service program to Public Works General Fund operations.

Solid Waste Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

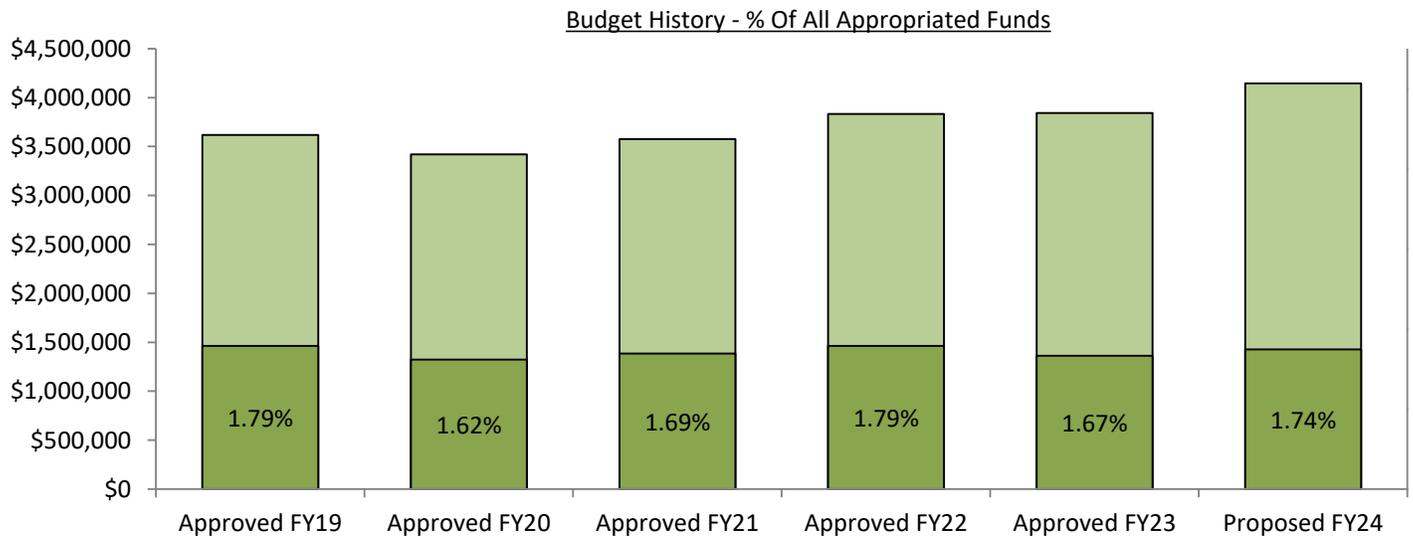


Solid Waste receives 98% from Charges for Services. This includes charges for recyclables, disposals, and annual sticker holder sales. The annual residential sticker sales account for 73% of total revenue sources at the facility.

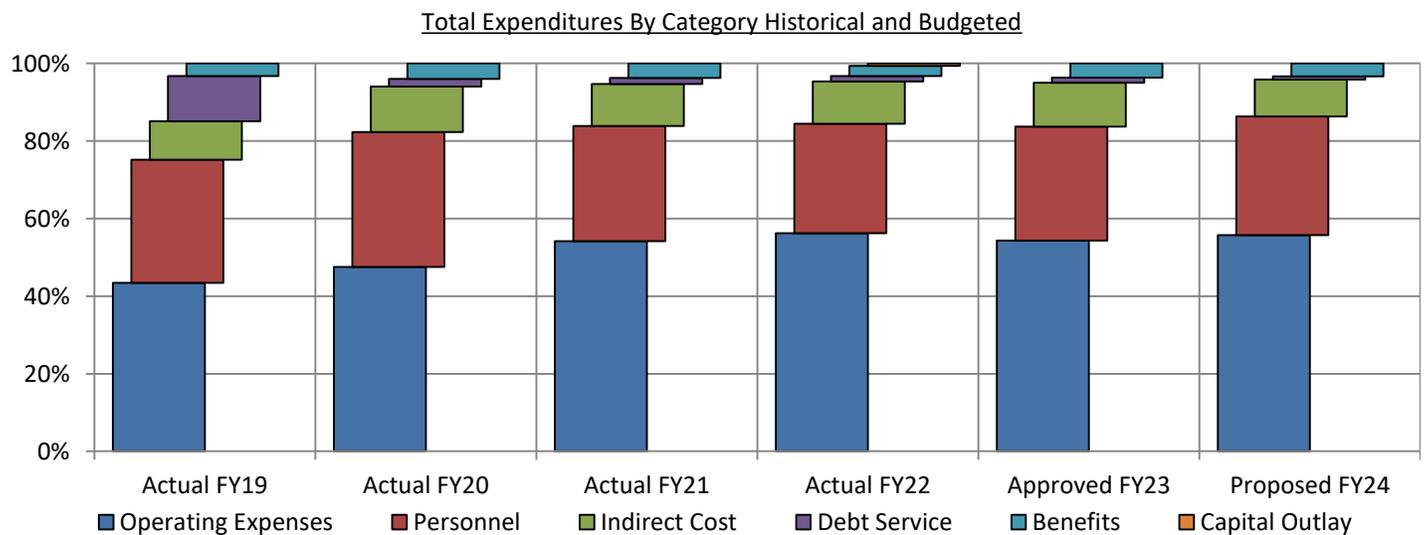
The Solid Waste Enterprise Fund revenues are affected by rates set at the residential transfer station and recycling facility. Rates are reviewed annually for services provided by this facility. The two major sources of revenue for the Enterprise Fund are the residential sticker and the tonnage fees charged for disposal of construction and demolition materials by homeowners and local small businesses.

The Solid Waste Division has continued to maintain a consistent level of service even with increases in items being disposed. The Transfer Station & Recycling Center implemented online sticker purchases in FY 2021. Residents who utilize the facility drive the operations at the Solid Waste Division. The Solid Waste Division sells approximately 9,400 Transfer Station Stickers annually.

Solid Waste Enterprise Fund Factors Affecting Expenses



The budget has increased 2.42% annually on average over a six-year period. This operation has remained within the 1.62% to 1.79% range of all appropriated funds over the same period.



Personnel and benefits combined comprise 33% of this fund's expenses. Operating expenses comprise the largest category at 56%.

This operation has undergone some major changes over the past few years. The town's tipping fee per ton for waste disposal has significantly increased. This operation also provides recycling services for all town residents for a charge if

they don't have a transfer station sticker. This was previously provided free; however, changes in the international recycling markets have resulted in increased costs eliminating the free service. The town now pays over \$100 per ton for the disposal of recycled materials. This includes paper, plastics, and glass. There is still a market for corrugated cardboard and metals.

The largest cost affecting operations at the Solid Waste Facility is the disposal for materials. This area of the budget has seen cost increases in contracts with larger entities that receive the materials once it's been collected and sorted by the facility. This includes both disposing of waste and recycling materials. Furthermore, the market for recycled materials has turned upside-down, costing the facility to dispose of the materials rather than sell it. These underlining issues are far exceeding the facilities ability to charge more affordable fees to cover operating cost.

Division Workload Indicators

	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY23 Projection
Received and Transferred (tons)	8,203	8,946	8,300	8,862	8,450
Received Single Stream Recyclables (tons)	809		850	1,095	900
Received Corrugated Cardboard (tons)	589	589	620	620	720
Packer Service Collected Municipal Properties (tons)	383	286	400		450
Received and Transferred Construction and Demolition (tons)	2,978	3,409	3,000	3,925	3,120
Screened Compost (cubic yards)	4,000	-	-		
TV's & Computers	2,270 (pieces)	2,056 (pieces)	2,400 (pieces)	1,909 (pieces)	2,300 (pieces)
Metal (tons)	913	961	950	870	900
Cast Iron (tons)	34	25	25	20	25
Aluminum (tons)	11	14	11	15	11
Refrigerator & AC's (pieces)	2,808	2,808	2,900	3,824	2,950
Glass (tons)	248	391	300	380	300
Plastics (tons)	123	123	130	233	140
Mixed Paper & Newspaper (tons)	515	539	580	482	600
Copper & Brass (tons)	1	1	1	1.5	1
Tires (pieces)	829	478	920	912	943
Propane Tanks (pieces)	1,047	460	1,100	484	1,000
Mattresses (pieces)	3,512	3,683	2,600	3,651	3,000
Fluorescent Bulbs (pieces)	24,200	24,200	23,250	25,500	23,350
Books (tons)	50	46	50	48	55
Clothing (tons)	94	121	100	107	110
Waste Oil (gallons)	8,200	6	8,150	6,123	8,000
Manure (tons)	625	815	630	761	600

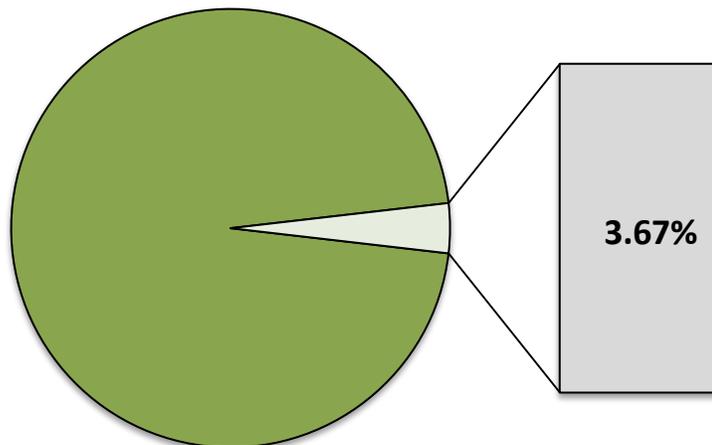
WATER POLLUTION CONTROL ENTERPRISE FUND

Purpose Statement

The purpose of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient, and effective means of disposing of sanitary waste. It is also tasked with the implementation of the Comprehensive Wastewater Management Plan (CWMP) which is a town-wide plan to protect Barnstable's coastal waters, ponds and drinking water by managing nutrient pollution from wastewater. To accomplish this, the plan calls for an expansion of the Town's wastewater infrastructure (sewers) as well as other innovative and nature-based approaches such as inlet dredging, cranberry bog conversions and use of nitrogen removing septic systems.



% of FY 2024 All Appropriated Funds



Water Pollution Control Enterprise Fund Services Provided

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

The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of 2 wastewater treatment plants, 28 sewage pump stations, and 55 miles of sewer lines, and a cluster septic system. The program also includes the operation of a laboratory for testing the quality of sewage and treated effluent in order to ensure compliance with State and Federal regulations. In addition, the program manages an accounts receivable and billing system for users of the sewer system. The program provides owners of properties with on-site septic systems with a means of disposing of septic that is pumped routinely from their systems in order to prevent premature failure of the system and contamination of the groundwater.



Water Pollution Control Facility – Aerial View

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 near the pond.

The Water Pollution Control laboratory provides operational staff with a variety of data to measure and track the performance of the wastewater treatment processes and to quantify the amount of nitrogen being removed from the incoming sewage. Other metrics used to track performance include pump runtimes, linear feet of sewer cleaned and inspected, the amount of sludge generated and processed, and the amount of emergency call-ins requiring staff response.

This operation also includes managing the Town's CWMP which is a 30-year plan to ensure all the Town's estuaries return to healthy nutrient levels. The plan is estimated to cost hundreds of millions of dollars and has been approved by State regulators and the Cape Cod Commission. It will result in over 11,800 parcels being sewered, and the collection of over 2,127,000 gallons of wastewater every day. The result will be that over 77,000 kg (approximately 170,000 pounds) of nitrogen will be removed from the environment every year.

Water Pollution Control Enterprise Fund Recent Accomplishments

- ✓ Performed television inspection of 1.1 miles of sewer.
- ✓ Completed emergency repairs to the renewable energy production system.
- ✓ Completed the acquisition of the Attucks Lane Pump Station.
- ✓ Replaced the aeration system programmable logic controller (PLC).
- ✓ Carried out cybersecurity improvements to the WPCF SCADA system.
- ✓ Replaced two nitrate recycle pumps within the aeration system bioreactors.
- ✓ Completed HVAC improvements at the main office
- ✓ Continued the construction of major improvements

and mechanics building.

to the WPCF Solids Handling Building.

- ✓ Replaced the influent grinder, wet well gate valves, and one pump at the Old Colony Pump Station
- ✓ Completed an evaluation of denitrification technologies that could be constructed at the WPCF

Water Pollution Control Enterprise Fund Goals and Objectives

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

Short-Term:

1. Complete the construction of improvements to the WPCF Solids Handling Building. **(SP: Public Health and Safety, Finance, Environment and Natural Resources)**
2. Complete the design and construction of gravity sewer on Bearses Way and decommission vacuum sewer in this area. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
3. Complete the design of the Centerville Sewer Expansion Project and Old Yarmouth Rd. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
4. Begin design for the Old Craigville and Long Beach Rd sewer expansion. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**



Water Pollution Control Facility – Clarifier



Water Pollution Control Facility – Buildings

Long-Term:

1. Complete the design and construction of improvements to address all capacity concerns within the Growth Incentive Zone in Hyannis. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources)**
2. Continue implementation of the Town's Comprehensive Wastewater Management Plan. **(SP: Infrastructure, Public Health and Safety, Finance, Environment and Natural Resources, Education, Communication)**

Water Pollution Control Enterprise Fund Budget Comparison

Water Pollution Control Enterprise Fund	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Intergovernmental Aid - WPCF Operations	121,058	121,058	-	121,058	121,058	0.00%
Charges for Services - WPCF Operations	5,180,170	5,200,000	4,828,768	5,385,357	556,589	11.53%
Interest and Other - WPCF Operations	184,383	250,000	228,800	110,000	(118,800)	-51.92%
Transfers In - CWMP	581,926	1,723,000	3,945,923	3,098,288	(847,635)	-21.48%
Total Operating Sources	\$6,067,537	\$7,294,058	\$9,003,491	\$8,714,703	(\$288,788)	-3.21%

Transfers From Completed Projects - WPCF Operations	-	-	-	134,000	134,000	0.00%
Borrowing Authorizations - WPCF Operations	-	14,950,000	14,950,000	6,916,000	(8,034,000)	-53.74%
Transfers In - CWMP	-	2,250,000	2,250,000	2,650,000	400,000	17.78%
Borrowing Authorizations - CWMP	-	3,000,000	3,000,000	30,900,000	27,900,000	930.00%
Total Capital Sources	\$0	\$20,200,000	\$20,200,000	\$40,600,000	\$20,400,000	100.99%

Total Sources of Funding	\$6,067,537	\$27,494,058	\$29,203,491	\$49,314,703	\$20,111,212	68.87%
---------------------------------	--------------------	---------------------	---------------------	---------------------	---------------------	---------------

Direct Operating Expenses						
Personnel - WPCF Operation	\$1,185,150	\$1,260,000	\$1,302,321	\$1,316,324	\$14,003	1.08%
Benefits - WPCF Operation	151,858	165,000	169,229	133,374	(35,855)	-21.19%
Operating Expenses - WPCF Operations	1,765,432	1,650,000	1,723,970	2,136,411	412,441	23.92%
Capital Outlay - WPCF Operation	164,437	140,000	140,000	150,000	10,000	7.14%
Debt Service - WPCF Operations	1,131,252	1,098,505	1,083,505	1,274,408	190,903	17.62%
Personnel - CWMP	\$308,982	\$802,000	\$1,100,192	\$1,353,358	\$253,166	23.01%
Benefits - CWMP	94,500	40,000	105,905	296,721	190,816	180.18%
Operating Expenses - CWMP	28,120	75,000	223,250	189,250	(34,000)	-15.23%
Capital Outlay - CWMP	-	300,000	317,000	135,000	(182,000)	-57.41%
Debt Service - CWMP	575,945	506,000	2,199,576	1,123,959	(1,075,617)	-48.90%
Total Direct Operating Expenses	\$5,405,676	\$6,036,505	\$8,364,948	\$8,108,805	(\$256,143)	-3.06%

Indirect Operating Costs - WPCF Operations						
General Fund Staff	\$162,793	\$190,140	\$190,140	\$205,835	\$15,695	8.25%
Pensions	232,737	267,789	267,789	218,176	(49,613)	-18.53%
Audit & Software Costs	17,233	20,270	20,270	24,214	3,944	19.46%
Property, Casualty, Liability Insurance	61,079	65,063	65,063	69,862	4,799	7.38%
Workers' Compensation Insurance	49,114	57,288	57,288	54,121	(3,167)	-5.53%
Retirees Health Insurance	-	37,993	37,993	33,690	(4,303)	-11.33%
Total Indirect Operating Expenses	\$522,956	\$638,543	\$638,543	\$605,898	(\$32,645)	-5.11%

Total Operating Expenses	\$5,928,632	\$6,675,048	\$9,003,491	\$8,714,703	(\$288,788)	-3.21%
---------------------------------	--------------------	--------------------	--------------------	--------------------	--------------------	---------------

Capital Improvements Program		20,435,000	20,435,000	40,600,000	20,165,000	98.68%
Total Capital Expenses	\$0	\$20,435,000	\$20,435,000	\$40,600,000	\$20,165,000	98.68%

Total Expenses	\$5,928,632	\$27,110,048	\$29,438,491	\$49,314,703	\$19,876,212	67.52%
-----------------------	--------------------	---------------------	---------------------	---------------------	---------------------	---------------

Excess (Deficiency) Cash Basis	\$138,905	\$384,010	(\$235,000)	\$0	\$235,000
---------------------------------------	------------------	------------------	--------------------	------------	------------------

Beginning Certified Free Cash - WPCF Operations	<u>\$ 9,433,155</u>	<u>\$ 9,572,060</u>	<u>\$ 9,956,070</u>
FY 2023 Projected Excess (Deficiency)		<u>\$ 384,010</u>	
Ending Projected Certified Free Cash - WPCF Operations	<u>\$ 9,572,060</u>	<u>\$ 9,956,070</u>	<u>\$ 9,956,070</u>

Water Pollution Control Enterprise Fund Budget Comparison

Summary of Budget Changes

The direct operating expenses for Water Pollution Control’s proposed FY 2024 budget are decreasing \$256,143 or 3.1% from the approved FY 2023 budget. The personnel budget change includes contractual obligations and allocation adjustments of staffing. Operating budget changes include costs associated with utility adjustments, plant repairs, sludge disposal and chemical costs. Capital outlay is reduced from FY 2023 one-time purchases.

Total budgeted costs in FY 2024 for operating the current collection, treatment and disposal facilities are \$5,616,415 or \$558,847 more than the FY 2023 budget. Total budgeted costs in FY 2024 for implementing the CWMP are \$3,098,288 or \$847,635 less than the FY 2023 budget. Combined, this results in an overall \$288,788 reduction in direct and indirect expenses. Total operating costs for the CWMP budget are covered by a transfer of \$3,098,288 from a special revenue fund.

Water Pollution Control Enterprise Fund Budget Reconciliation

Job Title	FY 2022	FY 2023	FY 2024	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 Plant Operator	1.00	1.00	1.00	-
Director of Public Works	0.15	0.15	0.15	-
Financial Coordinator	0.15	0.15	0.15	-
Laboratory Tech/Chemist	2.00	2.00	2.00	-
Principal Clerk	1.00	1.00	1.00	-
Senior Project Manager - Water & Sewer	-	0.40	0.50	0.10
Sewer Plant Operator/Maintenance Laborer	6.00	8.00	8.00	-
Town Engineer	0.15	0.15	0.15	-
Water Pollution Control Division Supervisor	1.00	1.00	1.00	-
Betterment Coordinator - CWMP	-	1.00	1.00	-
Chief Procurement Officer - CWMP	-	0.15	0.15	-
Communications Manager - CWMP	-	1.00	1.00	-
Construction Inspector I - CWMP	-	2.00	2.00	-
Construction Inspector II - CWMP	-	3.00	2.00	(1.00)
Engineering Designer - CWMP	-	1.00	2.00	1.00
Lead Project Engineer - CWMP	-	1.00	1.00	-
Project Engineer I - CWMP	-	2.00	2.00	-
Project Engineer II - CWMP	-	2.00	2.00	-
Purchasing Agent - CWMP	-	0.70	0.30	(0.40)
Senior Project Manager Construction - CWMP	-	1.00	1.00	-
Senior Project Manager Design - CWMP	-	1.00	1.00	-
				-
Full-time Equivalent Employees	13.75	32.00	31.70	(0.30)

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2023 Approved Budget				\$9,003,491	
Contract Obligations, Staff Turnover & Alloc. Chgs - WPCF Operations	(21,852)	-	-	(21,852)	0.10
Contract Obligations, Staff Turnover & Alloc. Chgs - CWMP	443,982			443,982	(0.40)
Change in Indirect Costs - WPCF Operations	(41,387)	8,742	-	(32,645)	
One Time Expense - WPCF Operations		(15,000)		(15,000)	
Reduction in Capital Outlay - CWMP	-	-	(182,000)	(182,000)	-
Reduction in Operating Expenses - CWMP		(34,000)		(34,000)	
Debt Service - WPCF Operations		190,903		190,903	
Debt Service CWMP	-	(1,075,617)	-	(1,075,617)	-
FY 2024 Budget Changes					
1. Utility & Fuel Adjustment - WPCF Operations		34,440		34,440	-
2. Increase Funds for Repairs & Maintenance- WPCF Operations		33,000		33,000	-
3. Increase Funding for Sludge Disposal - WPCF Operations		300,000		300,000	-
4. Increase Funding for Chemicals - WPCF Operations		60,000		60,000	-
5. Increase Funding for Plant Equipment - WPCF Operations		10,000		10,000	-
FY 2024 Proposed Budget	\$ 380,743	\$ (487,532)	\$ (182,000)	\$ 8,714,702	(0.30)

Water Pollution Control Enterprise Fund		FY 2022	FY 2023	FY 2024	Change
Job Title					
Admin Assistant Sewer Billing	1.00	1.00	1.00	-	
Admin Assistant to DPW Director	0.15	0.15	0.15	-	
Assistant DPW Director	0.15	0.15	0.15	-	
Assistant Mechanic	1.00	1.00	1.00	-	
Chief Plant Operator	1.00	1.00	1.00	-	
Director of Public Works	0.15	0.15	0.15	-	
Financial Coordinator	0.15	0.15	0.15	-	
Laboratory Tech/Chemist	2.00	2.00	2.00	-	
Principal Clerk	1.00	1.00	1.00	-	
Senior Project Manager - Water & Sewer	-	0.40	0.50	0.10	
Sewer Plant Operator/Maintenance Laborer	6.00	8.00	8.00	-	
Town Engineer	0.15	0.15	0.15	-	
Water Pollution Control Division Supervisor	1.00	1.00	1.00	-	
Betterment Coordinator - CWMP	-	1.00	1.00	-	
Chief Procurement Officer - CWMP	-	0.15	0.15	-	
Communications Manager - CWMP	-	1.00	1.00	-	
Construction Inspector I - CWMP	-	2.00	2.00	-	
Construction Inspector II - CWMP	-	3.00	2.00	(1.00)	
Engineering Designer - CWMP	-	1.00	2.00	1.00	
Lead Project Engineer - CWMP	-	1.00	1.00	-	
Project Engineer I - CWMP	-	2.00	2.00	-	
Project Engineer II - CWMP	-	2.00	2.00	-	
Purchasing Agent - CWMP	-	0.70	0.30	(0.40)	
Senior Project Manager Construction - CWMP	-	1.00	1.00	-	
Senior Project Manager Design - CWMP	-	1.00	1.00	-	
Full-time Equivalent Employees	13.75	32.00	31.70	(0.30)	

Water Pollution Control Enterprise Fund Budget Reconciliation

- Utility & Fuel Adjustments** - Increase the WPCD electricity budget in order to cover the cost of electric supply and delivery rate increases and to account for the addition of two new sewage pump stations to the Town's collection system.
- Repairs & Maintenance** - The purpose of this request is to increase the Repairs and Maintenance Pump Stations budget to account for recent levels of inflation and for the addition of two new pump stations to the Town's sewer collection system. This budget covers the cost of pumps, grinders, mixers, and other spare parts needed to keep the

Town’s pump stations in proper working order. Additionally this request is to increase the Buildings and Grounds maintenance budget in order to account for the recent levels of inflation. The Buildings and Grounds budget is used for the maintenance of the Water Pollution Control Facility. This includes tools, hardware, pumps, parts for equipment, landscaping, and contracted services required to keep the facility presentable and running properly.

3. **Sludge Disposal** - As part of the wastewater treatment process, the Water Pollution Control Facility produces over 1,000 dry tons of sludge per year. This sludge requires disposal and sludge disposal rates are on the rise. The contract for sludge hauling is going out to bid for FY24-FY26 and an increase of approximately 50% is expected based on recent bids received by other communities. This cost increase is being driven by current diesel fuel prices, increased cost to hire and retain drivers, and limited disposal options as a result of recent PFAS restrictions.
4. **Chemicals** - The Water Pollution Control Facility uses chemicals as part of the wastewater treatment process. Sodium hypochlorite is used for effluent disinfection as a requirement of the facility’s DEP groundwater discharge permit. Hydrogen peroxide and sodium hydroxide are used for odor control, and polymer is used for sludge thickening. As a result of the COVID-19 pandemic, supply chain issues, and truck driver shortages, the cost of chemicals and chemical delivery has risen sharply. The cost for sodium hypochlorite has more than tripled when compared to the previous three-year contract. Polymer costs have increased by 20% year over year. Similar increases are expected for hydrogen peroxide when it is re-bid in the spring of 2023. In order to continue to disinfect treated water, to properly thicken sludge, and to continue controlling odors at the WPCF, this budget increase is necessary.
5. **Plant Equipment** - The Plant Equipment budget is used to fund repairs for expensive pieces of equipment at the wastewater treatment plant and sewage pump stations. Recent examples include \$60,000 for a new pump at the Old Colony Pump Station and \$12,000 for a new grinder at the primary pump room. This budget is essential to pay for these items and services as they do not typically fit into the routine operating budget for Pumping Stations or Buildings and Grounds.

Water Pollution Control Enterprise Fund Factors Affecting FTE’s

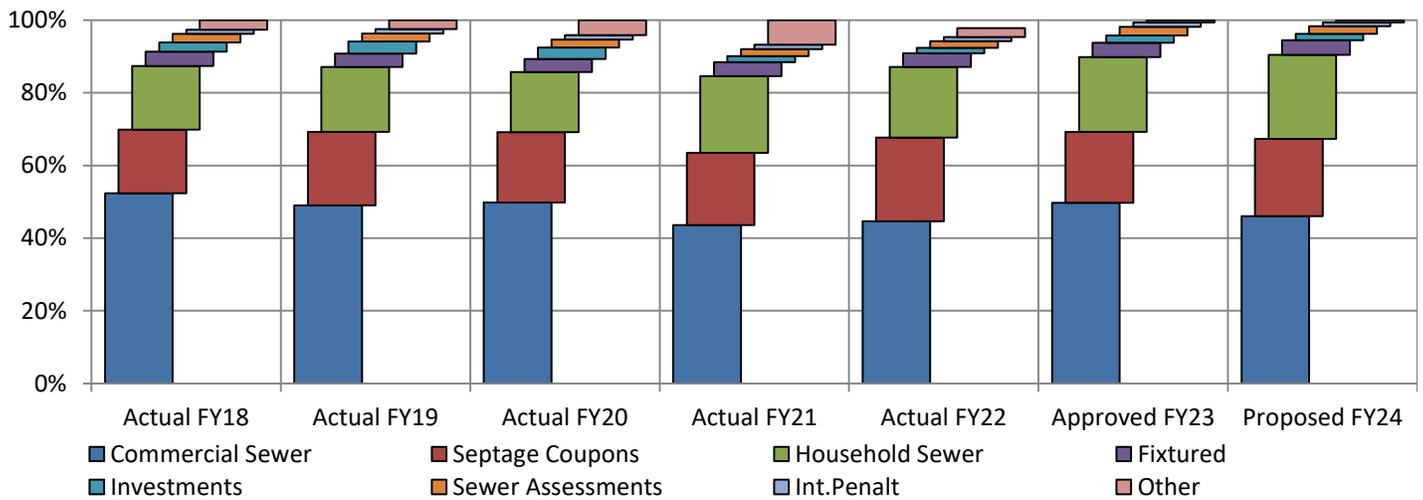
Full Time Employee History



The FY 2023 budget includes two (2) additional maintenance laborers for the Water Pollution Control Facility operations and 16.25 full-time equivalents for a new staff to implement the CWMP. Staffing reallocations in FY 2024 result in a reduction of 0.30 full-time equivalents.

Water Pollution Control Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted

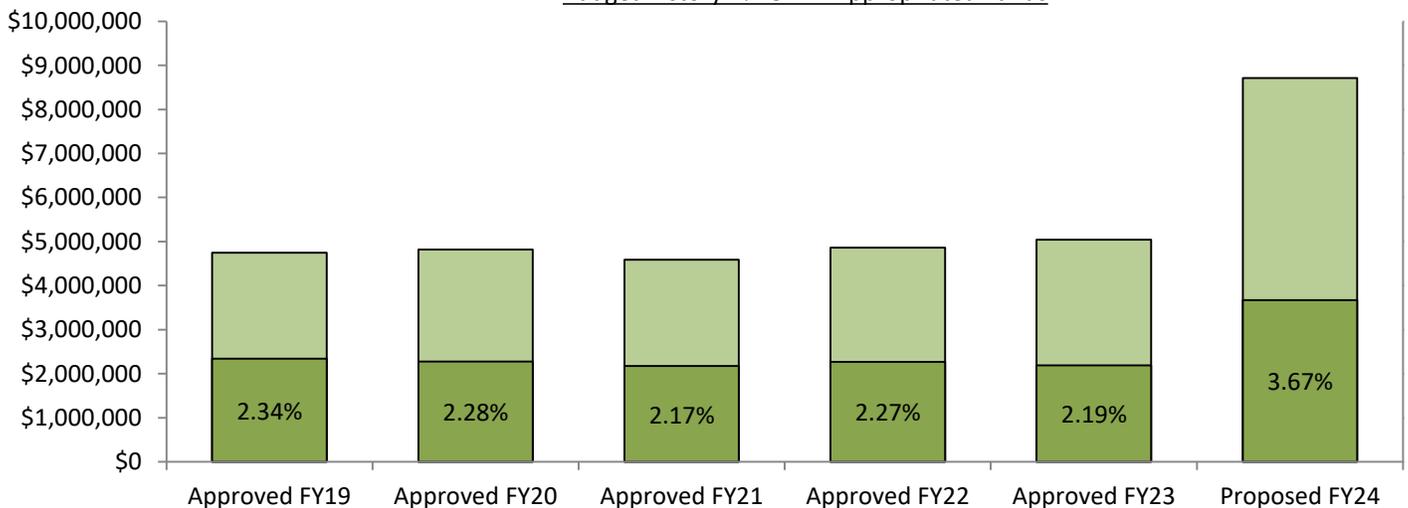


Charges for services accounts for 94% resources to support the budget, which includes commercial and household sewer.

Sewer rates charged to users of the system account for a majority of the revenue in this fund. The number of customers tied into the facility can have a significant impact on revenue. The rates are set in accordance with the necessary revenue required to run the sewer operations and pay back the borrowings issued for the sewer plant improvements. The expansion of the sewer collection system will not be placed on ratepayers. Rate increases of approximately 2% to 5% have been implemented over the past several years. Once the Comprehensive Wastewater Management Plan (CWMP) projects are installed, an estimate for the changes in the customer base can be included in this.

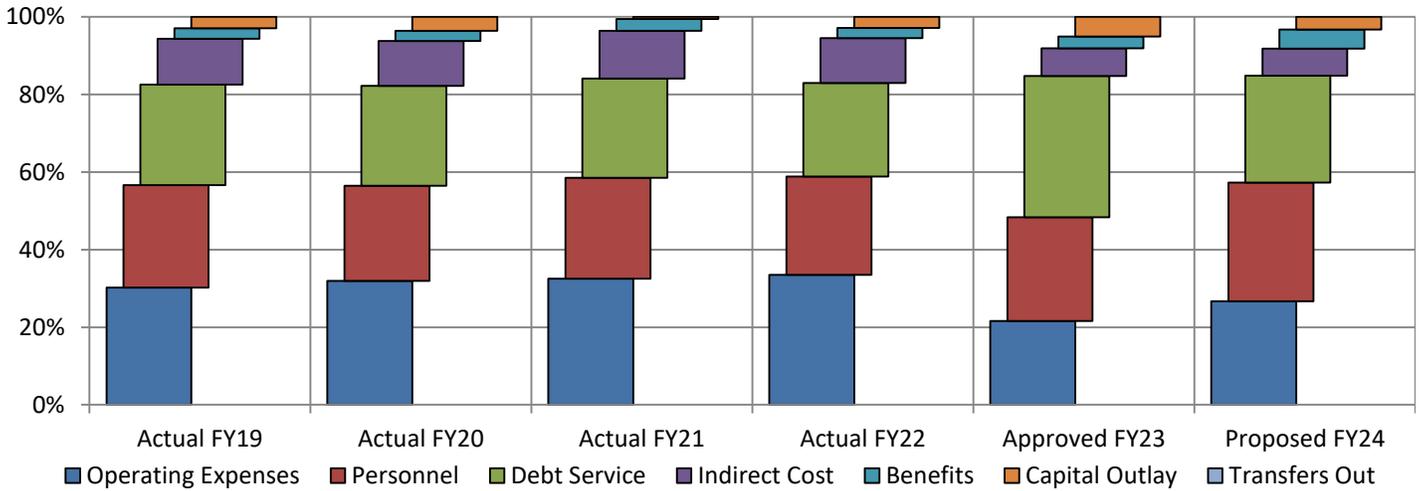
Water Pollution Control Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



FY 2024 the CWMP has been included within this Enterprise Fund. This operation has increased from 2.34% to 3.67% of all appropriated funds.

Total Expenditures By Category Historical and Budgeted



These operations are fixed cost intensive and require continuous maintenance and upgrades to the system. Debt service accounts for roughly 27% of all sewer related borrowings for existing loans to maintain existing infrastructure and to expand the sewer system. Personnel and benefits account for 35% of total cost.

This operation will experience significant changes because of the Town’s Comprehensive Wastewater Management Plan (CWMP). This plan includes the expansion of the collection system and the centralized treatment of wastewater. There has been much discussion of various funding scenarios for sewer expansion, effluent mitigation, and nitrogen management. Part of the expansion discussion includes issues of ability-to-pay and cost allocation. In the past, the federal and state governments subsidized 90% of capital costs for construction of new wastewater facilities and sewer expansion. Decisions will need to be made in regards to the cost allocation for public sewer expansions. Cost allocations may include betterments, sewer rates, tax rates, and other potential new sources of revenue, net of any federal and state funding that may be available.

Water Pollution Control Division Workload Indicators

WPCD workload is measured by total sewer accounts, gallons of wastewater treated, gallons of septage and grease received, and dry tons of sludge processed. The WPCD operates under a staffing plan that is reviewed and approved by Mass DEP every two years. Workload is expected to increase with the completion of the Strawberry Hill Road sewer expansion project in late 2023. Workload will continue to increase as the Town executes its Comprehensive Wastewater Management Plan (CWMP).

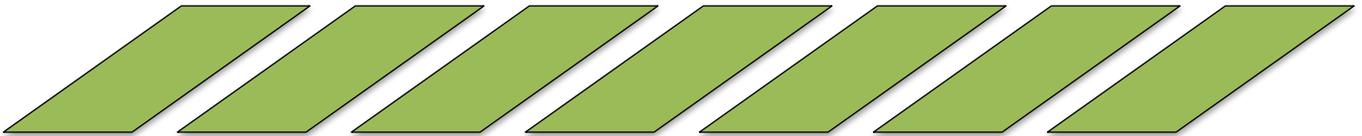
	FY19 Actuals	FY20 Actuals	FY21 Actuals	FY22 Actuals	FY22 Actuals
Treated Gallons of Wastewater	597,413,700	539,729,720	525,527,200	475,455,900	545,000,000
Treated Gallons of Septage	9,143,000	9,370,000	10,214,000	10,877,000	10,000,000
Treated Gallons of Grease	792,600	697,500	582,500	704,000	650,000
Processed Dry Sludge (tons)	1,018	983	972	1,051	1,000
Jet-rod Cleaning Sewer Line (miles)	3.00	3.3	2.1	1.6	3.0
Television Inspection Sewer Line (miles)	3.90	3.1	1.2	1.1	2.0

WATER SUPPLY ENTERPRISE FUND

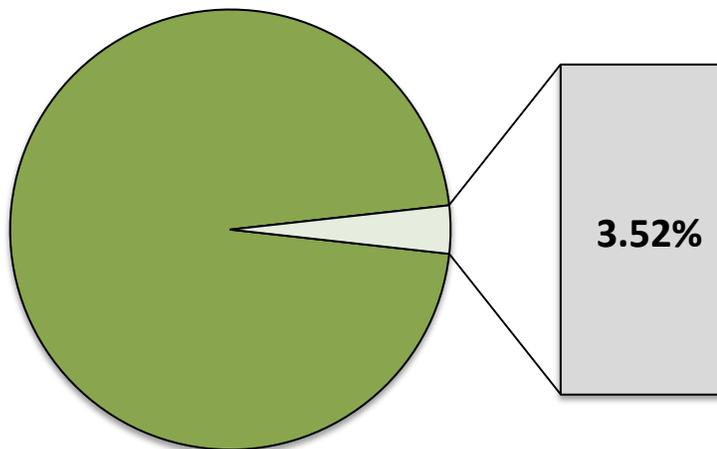
Purpose Statement

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

Sustainable Water Supply



% of FY 2024 All Appropriated Funds



Water Supply Enterprise Fund comprises 3.52% of all appropriated funds.

"Besides air there is nothing more important than water"

Water Supply Enterprise Fund Services Provided

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

The Water Supply program, an enterprise account-funded program under the Department of Public Works, oversees the contract management and operation of a water supply system that provides potable water and fire-readiness services to the residents and businesses (approximately 7,700 accounts) located in Hyannis, Hyannis Port, West Hyannis Port. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance.

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



The new permanent interconnection with the COMM water system on Longview Drive in Hyannis

Water Supply Enterprise Fund Recent Accomplishments

- ✓ Finalized construction of the permanent interconnection with the COMM water system on Longview Drive.
- ✓ Pumped, treated, and distributed 877,941,000 Gallons of Water in FY 2022.
- ✓ Increased water quality by continuing the unidirectional flushing system for the Hyannis Water System.

Water Supply Enterprise Fund Goals and Objectives

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

Short-Term:

1. Maintain close contractual oversight of the administration, finances, and operation of the Water Supply Division. **(SP: Regulatory Process and Performance, Education, Communication, Finance)**
2. Continue to implement the capital funded pipe replacement program by focusing on water quality improvements and deficient water pipe while maximizing results and minimizing customer impact. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, and Education, Finance)**
3. Continue to develop and integrate the Water Supply Division's technical and administrative requirements within the Town's regulatory, planning, and legal system. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Education, Finance, Communication)**
4. Proceed with the implementation of the new source alternatives evaluation report to provide the Hyannis Water System with drinking water production sources that yield high quality drinking water and needed redundancy. **(SP: Environment and Natural Resources, Regulatory Process and Performance, Infrastructure)**
5. Implement the well building and treatment plant rehabilitation program by prioritizing and replacing building components, process control equipment, security, and electrical systems. **(SP: Infrastructure, Finance)**



Harold E. Tobey Maher Water Filtration Plant

Long-Term:

1. Provide cost-effective water supply services to the customers of the Hyannis Water System. **(SP: Environment and Natural Resources, Regulatory Process and Performance, and Education, Communication)**
2. Maintain all assets of the Division to current standards and provide information to the Hyannis Water Board and the DPW Director on needed repairs, and improvements to the water system. **(SP: Infrastructure, Environment and Natural Resources, Regulatory Process and Performance, Education, Communication, Finance)**
3. Insure reliable and redundant fire-flows to assist the Hyannis Fire Department and support demands on the system. **(SP: Infrastructure, Regulatory Process and Performance)**
4. Continue to strive for excellence in customer service, asset-management, and cost-control within the Division. **(SP: Infrastructure, Regulatory Process and Performance, Education, Communication)**

Water Supply Enterprise Fund Budget Comparison

Water Supply Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Charges for Services	7,118,465	7,085,000	6,812,284	7,037,700	225,416	3.31%
Interest and Other	537,399	490,000	603,628	482,000	(121,628)	-20.15%
Transfers In	360,000	675,250	675,250	1,040,000	364,750	54.02%
Total Operating Sources	\$8,015,864	\$8,250,250	\$8,091,162	\$8,559,700	\$468,538	5.79%
Intergovernmental Aid	-	-	-	147,600	147,600	0.00%
Borrowing Authorizations	-	-	2,530,000	6,899,400	4,369,400	172.70%
Total Capital Sources	\$0	\$0	\$2,530,000	\$7,047,000	\$4,517,000	178.54%
Total Sources of Funding	\$8,015,864	\$8,250,250	\$10,621,162	\$15,606,700	\$4,985,538	46.94%
Direct Operating Expenses						
Personnel	\$226,275	\$230,000	\$232,217	\$312,604	\$80,387	34.62%
Benefits	17,115	25,000	26,061	25,377	(684)	-2.62%
Operating Expenses	3,557,675	4,430,000	4,453,496	4,716,252	262,756	5.90%
Capital Outlay	79,314	166,000	166,000	166,000	-	0.00%
Debt Service	2,749,845	3,032,347	3,032,347	3,144,209	111,862	3.69%
Total Direct Operating Expenses	\$6,630,224	\$7,883,347	\$7,910,120	\$8,364,442	\$454,322	5.74%
Indirect Operating Costs						
General Fund Staff	\$86,158	\$91,981	\$91,981	\$99,188	\$7,207	7.84%
Pensions	92,318	54,825	54,825	57,225	2,400	4.38%
Audit & Software Costs	6,867	7,598	7,598	7,454	(144)	-1.90%
Property, Casualty, Liability Ins.	24,301	26,076	26,076	28,025	1,949	7.47%
Retirees Health Insurance	-	561	561	3,366	2,805	500.00%
Total Indirect Operating Expenses	\$209,644	\$181,041	\$181,041	\$195,258	\$14,217	7.85%
Total Operating Expenses	\$6,839,868	\$8,064,388	\$8,091,162	\$8,559,700	\$468,538	5.79%
Capital Improvements Program	-	-	2,795,000	7,247,000	4,452,000	159.28%
Total Capital Expenses	\$0	\$0	\$2,795,000	\$7,247,000	\$4,452,000	159.28%
Total Expenses	\$6,839,868	\$8,064,388	\$10,886,162	\$15,806,700	\$4,920,538	45.20%
Excess (Deficiency) Cash Basis	\$1,175,996	\$185,862	(\$265,000)	(\$200,000)	\$65,000	
Beginning Certified Free Cash	\$ 986,142		\$ 2,162,138	\$ 2,348,000		
FY 2021 Projected Excess (Deficiency)			\$ 185,862			
Ending Projected Certified Free Cash	\$ 2,162,138		\$ 2,348,000	\$ 2,148,000		

Summary of Budget Changes

The direct operating expenses for the Water Supply Enterprise Fund's proposed FY 2024 budget are increasing \$454,322 or 5.7% over the approved FY 2023 budget. Personnel budget changes include contractual obligations, staff allocation adjustments and an increase of 0.25 full-time equivalents for the Administrative Assistant position. Operating budget changes include additional funding for the management contract with Veolia. Capital outlay is level funded and continues the funding for the annual emergency repairs program.

Water Supply Enterprise Fund Budget Reconciliation

Job Title	FY 2022
Admin Assistant	0.75
Assistant DPW Director	0.15
Director of Public Works	0.15
Senior Project Manager - Water & Sewer	-
Town Engineer	0.15
Water Supervisor	1.00
Full-time Equivalent Employees	2.20

FY 2023	FY 2024	Change
0.75	1.00	0.25
0.15	0.15	-
0.15	0.15	-
-	0.50	0.50
0.15	0.15	-
1.00	1.00	-
2.20	2.95	0.75

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2023 Approved Budget				\$8,091,162	
Contractual Obligations, Staff Turnover & Allocation Changes	62,706	-	-	62,706	0.50
Change in Indirect Costs	5,205	9,011	-	14,217	
Net Reduction in Other Operating Expenses		(3,011)		(3,011)	
Debt Service	-	111,862	-	111,862	-
FY 2024 Budget Changes					
1. Veolia Increase for Management Contract	-	265,767	-	265,767	-
2. Increase Admin. Asst. to Full-time	16,998		-	16,998	0.25
FY 2024 Proposed Budget	\$ 84,909	\$ 383,629	\$ -	\$ 8,559,700	0.75

- 1. Veolia Management Contract** – Fund the increase in cost for the operations contract with Veolia relative to the yearly escalation formula, laboratory testing increases and filtration treatment plant CMMS implementation.
- 2. Admin. Asst. to Full-time** - To increase the required work hours for the Administrative Assistant from 30 hours per week to full time. The additional time is needed to handle the work load dealing with the operations contract, administrative requirements, capital projects and SRF reimbursements.

Water Supply Enterprise Fund Factors Affecting FTE's

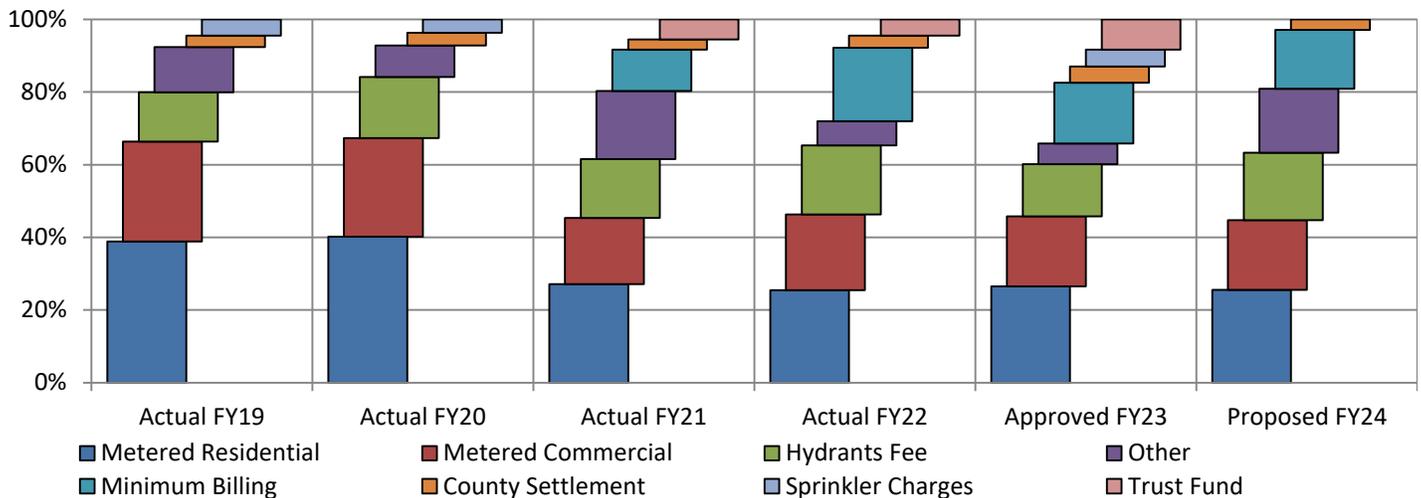
Full Time Employee History



The FY 2021 budget reallocated (0.70) fte's to the General Fund and FY 2022 reallocates (0.05) to the Town Manager's budget. FY 2024 includes an additional 0.25 fte Administrative Assistant and 0.50 fte reallocation of a Project Manager to the Water Supply Division.

Water Supply Enterprise Fund Factors Affecting Revenues

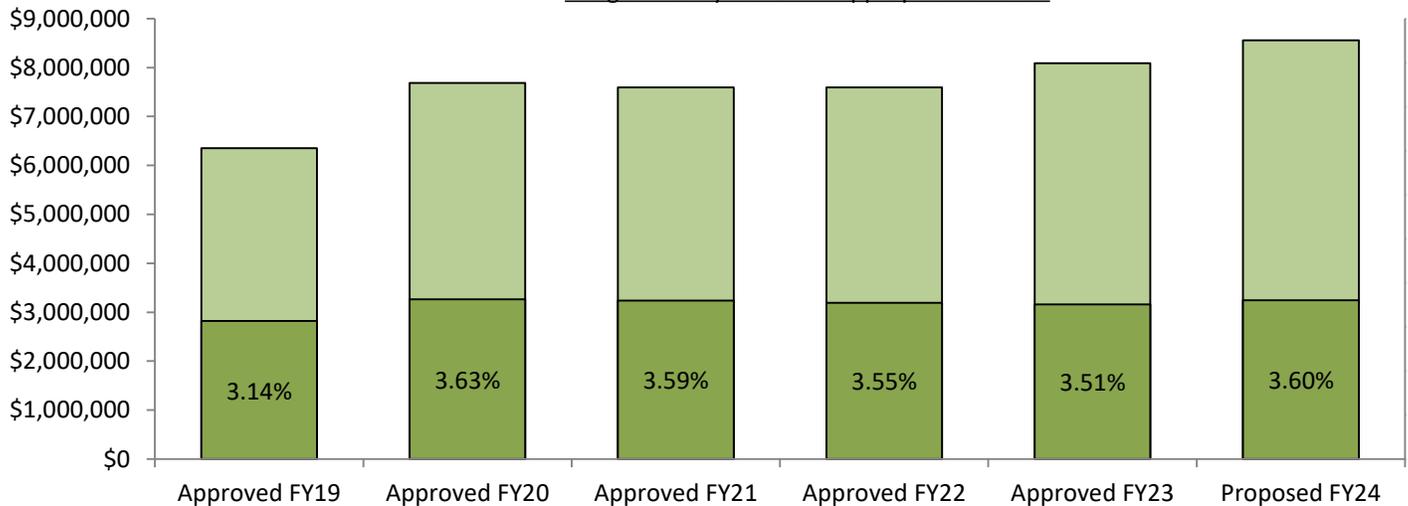
Total Revenue Sources (Excluding Taxes) Historical and Budgeted



The rates are set in accordance with the necessary revenue required to run the water operations and pay back borrowings issued for water related capital improvements. The metered residential and commercial account for 50% of total revenue sources and hydrant fees 15%. The Enterprise Fund also receives revenue from the Barnstable County settlement and contributions from the special revenue fund (Short-term rental taxes).

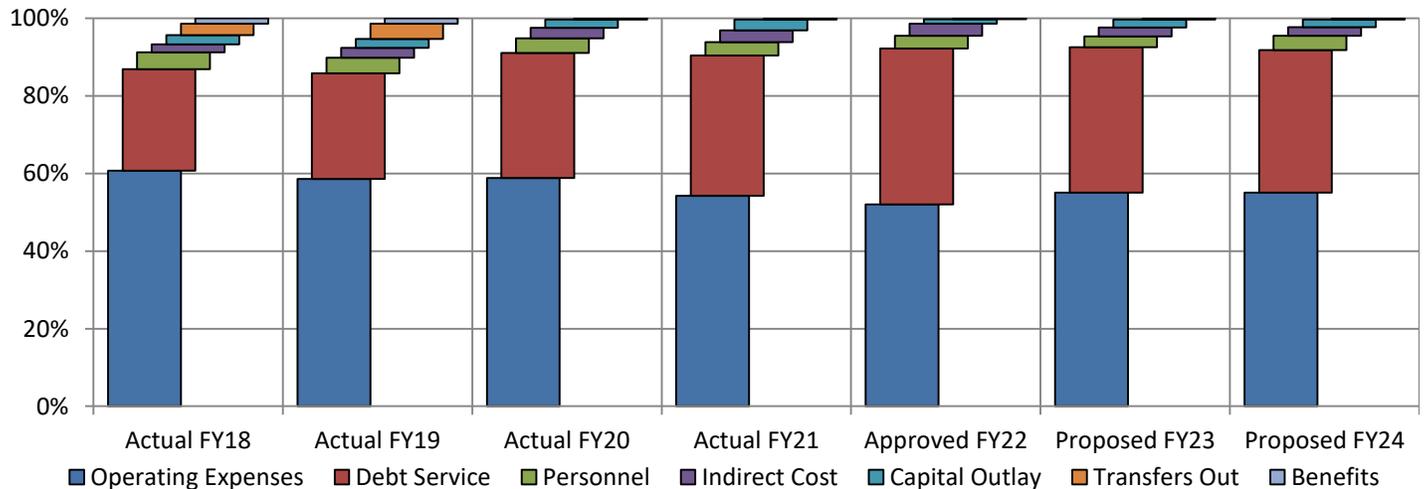
Water Supply Enterprise Fund Factors Affecting Expenses

Budget History - % Of All Appropriated Funds



The budget has increased 5.79% annually on average over a six-year period. This operation has remained in the 3.14% to 3.60% range of all appropriated funds over the same period.

Total Expenditures By Category Historical and Budgeted

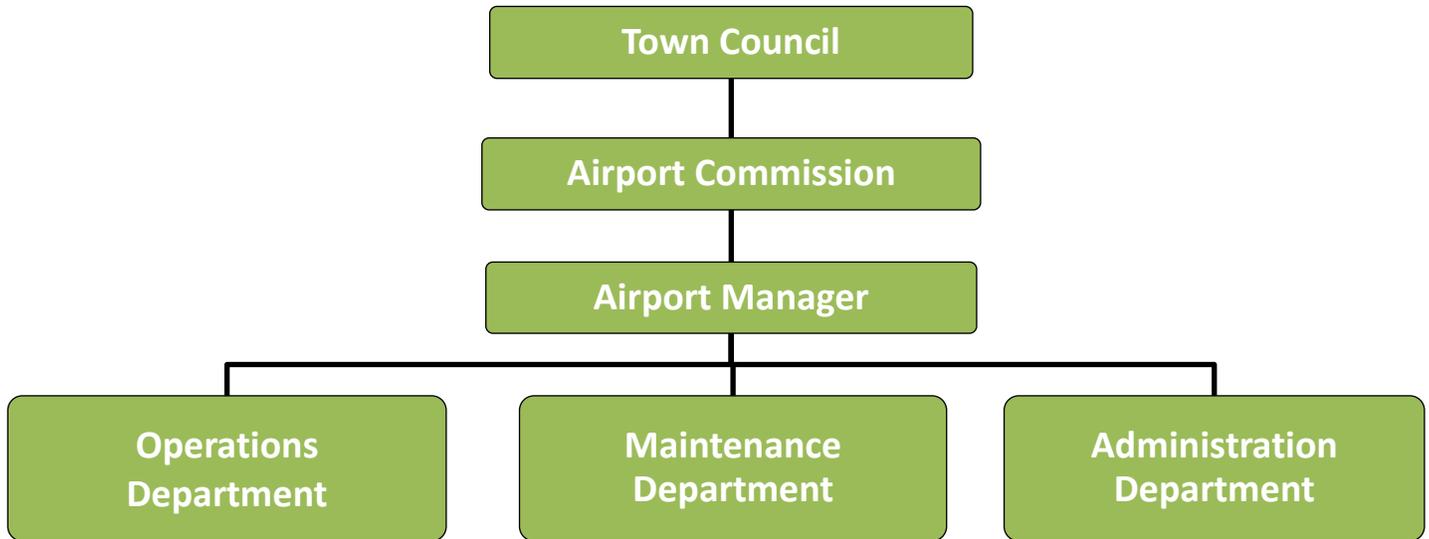


The town contracts with SUEZ North America to run its water supply operation. This is a multiyear contract with built in escalators. It is expected that this operation will continue to be operated under a contract. As more treatment systems are constructed, the annual operating cost of the system, including the management contract, will increase.

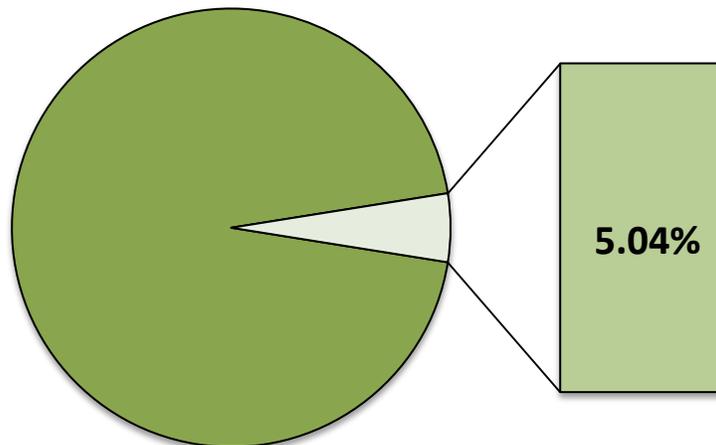
CAPE COD GATEWAY AIRPORT ENTERPRISE FUND

Department Purpose Statement

To provide a safe and convenient air travel experience and high quality aviation activities/businesses to the citizens of the Town of Barnstable, the Cape Cod region, and the Commonwealth of Massachusetts. As a non-hub primary airport and a major transportation facility for Cape Cod, our goal is to foster local economic growth and to ensure that the airport remains an integral part of the regional transportation plan in an effort to meet the demand for present and future air travel for local Cape Cod residents and visitors to the region.



% of FY 2024 All Appropriated Funds



Airport Enterprise Fund comprises 5.04% of all appropriated funds.

Airport Enterprise Fund Services Provided

The Cape Cod Gateway Airport (formerly 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 (both commercial and private transportation). For some, it provides very affordable and economic travel opportunities to/from Hyannis to/from 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 commuting opportunities for a large professional labor force. Cape Cod Gateway Airport connects residents to worldwide markets and destinations, sustaining Cape Cod's rapidly expanding population and business community and welcomes visitors to Cape Cod, a world-renowned tourist destination.

Cape Cod Gateway Airport is a vital link to the regional, national, and international markets that drive our emerging economy. As documented in the Massachusetts Department of Transportation (MassDOT) Aeronautics Division CY2019 (FY2020) Economic Impact Analysis, the Cape Cod Gateway Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 1,724 people, with an annual payroll in excess of \$73.8 million and a regional economic output in excess of \$157.2 million. In addition to the 24 airport employees that operate the facility, the Airport is also home to over 65 businesses/private users, with Cape Air, Atlantic Aviation (formerly Ross Aviation), Griffin Avionics, the Federal Aviation Administration (FAA), and the Transportation Security Administration (TSA) making up the bulk of employees on the airfield.

Recent studies completed in 2018/2019 show that approximately 215,000 Cape Cod residents access the air transportation system via off-Cape airports, and another 200,000 arrive on Cape Cod, again using off-Cape airports. The Airport's Business Plan and Marketing Plan goals, developed in June 2018, are to identify better opportunities to accommodate these Cape Cod residents and visitors at the Cape Cod Gateway Airport by working with our existing and new potential airline partners to enhance existing and develop new commercial services moving into FY2023 and beyond.



Cape Air has operated at Cape Cod Gateway Airport for over 32-years.

In FY2022, the Airport supported nearly 60,000 aircraft operations (defined as either one landing or one takeoff, combined equals two operations) and approximately 30,000 passengers arrived and departed from a variety of locations. Unfortunately, both airport operations and passenger activity has been on the decline over the past several years. Since FY2007 airport operations have declined 54% from 130,500 total operations (FY2007) to 60,000 (FY2022). Passenger activity has declined 93% from 420,000 total passengers (FY2007) to 30,000 (FY2022). Declines are attributed to an industry wide pilot and mechanic shortage, increased competition from high-speed passenger ferries and the loss of several airlines. Implementing various goals of the 2018 Airport Business Plan and Marketing Plan will help to accentuate improving activity. The above figures do not include a vast array of commercial charter passenger services, general aviation activities that include private and corporate passenger, freight services, and other aviation flight services not identified by the FAA in passenger enplanement/deplanement data sets, as they typically only count commercial passenger activity. Even with these declines travelers are afforded a number of flight opportunities, not just commercial flights, but corporate and private flights to local and national destinations that include Nantucket and Martha's Vineyard, Boston, New York City and beyond.

Airport Enterprise Fund Services Provided (Continued)

In addition to aviation transportation activity, the Airport is also a space for the community with events held at the airport such as: Cape Cod Young Professional's Back to Business Bash, Southeastern Massachusetts Aviation Career Fair, Duffy Health Center Gala and Electric Car Show to name a few. Additionally, the Airport recently embarked on a new campaign with focus on near monthly community-based events held at the airport. Our **Cape Cod Gateway Airport Community Event Series** features events in the terminal and on airport grounds. We are thrilled to be opening our doors and inviting the community to experience events in a unique setting at the airport. The first gatherings in 2021 were a success with "Pottery and Planes", a fun-filled evening where attendees created hand-crafted holiday ornaments while "Holidays at the Hangar" featuring celebrity chef Stephen Coe, providing guests with a variety of specialty made appetizers.

We are more than just a transportation facility; we are part of the Cape Cod Community!

The Cape Cod Gateway Airport meets the requirements of Title 49 U.S. Code, Subtitle VII – Aviation Program, authorized to operate as a certificated airport in accordance with, and subject to, said statute and the rules, regulations, and standards prescribed there under.



"A Night at the Terminal Scout Sleepover" (March 2023)

These include but are not limited to, 14 Code of Federal Regulations (CFR) Part 139 in which the Airport has been issued an airport-operating certificate with a federally approved Airport Certification Manual (ACM) on file with



JetBlue has provided seasonal service since 2014 to/from Cape Cod Gateway Airport (Hyannis, MA) and John F. Kennedy Airport (Queens, NY) and has recently added LaGuardia Airport (Queens, NY) in 2023

the FAA; a certification allowing the Airport to serve scheduled and unscheduled passenger-carrying aircraft. With certification comes extensive training for Airport personnel in airfield safety and security, maintenance, aircraft rescue and firefighting and other airport emergency response, aircraft fueling, airfield lighting and pavement marking, and hazard management of both hazardous materials and wildlife. Additionally, the Airport is approved as a public use air transportation facility in accordance with the provisions of Chapter 90, Section 39B of the General Laws of Massachusetts. As such, the Airport is recertified annually by both the FAA and the MassDOT Aeronautics Division in which rigorous review and inspection of the Airport's ACM, thrice-daily airfield inspection reports, pilot notifications, fueling facilities and associated trucks, employee training records, and a timed-response drill of aircraft rescue and firefighting capabilities; all conducted over a three-day period.

A seven member Airport Commission appointed by the Town Council creates policy for the Airport while Airport Management implements various programs and manages the day-to-day operations of the facility. The Airport employs 24 full-time employees and 4-5 seasonal employees who operate and maintain the facility 24 hours a day, 7 days a week, and 365 days a year. Additionally, each year we encourage young professionals interested in aviation to build their resume and portfolio by working in either the Airport Administrative, Airport Operations or Maintenance Departments.

Airport Enterprise Fund Services Provided (Continued)

In 2021, the Airport welcomed a student from Barnstable High School to intern with us in Airport Administration, giving this individual experience in airport marketing, their specific area of interest.

The duties of airport personnel are both broad and varied, the FAA FAR Part 139 Airport Certification dictates many of which. Airport services are provided by three separate and distinct Airport Departments: Airport Administration, Airport Operations, and Airport Maintenance all of which work together as a whole to provide mandated and required services.

Administration

The seven (7) full-time Administrative staff include the Airport Manager and Assistant Airport Manager, Senior Project Manager/Airfield Compliance Officer and four (4) administrative support staff that perform a myriad of administrative functions including but not limited to overseeing airport security, airport noise and abatement via the Cape Cod Gateway Airport Fly Friendly Fly Quiet program, billing, auditing and bookkeeping, contracting, construction oversight, capital planning, budgeting, grants administration, processing airport employee and tenant security identification files, personnel administration, overseeing leases, intergovernmental liaison, public relations, and communications.

Operations

The ten (10) full-time Operations employees are asked to implement a number of duties. They are dedicated individuals tasked to: respond to any airport emergency as trained first responders in aircraft rescue and firefighting; perform thrice-daily airfield inspections to meet FAA regulatory requirements such as wildlife management and airfield management; security patrols to keep flight operations and the general public safe; and serve tenant and transient aircraft, including catering, fueling and passenger transportation year-round. In FY2021, the Operations Team safely and efficiently transferred 1.2M gallons of aviation jet fuel from fuel tanks, to fuel trucks, to waiting aircraft by implementing various safety and spill prevention protocols. As indicated above, Airport Operations personnel are also fully trained firefighters and respond to emergencies with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the FAA, must be able to respond to and reach an accident site on the airfield within three minutes or less. Airport rescue personnel constantly train and participate in live drill exercises in order to stay proficient and ready to handle any



Tri-annual Mass Causality Incident Drill September 2021 - Photo by Britt Crosby
aircraft emergency.

The Hyannis Fire Department is a key resource for our staff and work hand-in-hand with Airport staff in rescue response, and once on scene, they assume the role of Incident Commander. Once every three years, the Airport conducts a full-scale disaster drill (Tri-annual Mass Causality Incident Drill) to test public safety procedures. The exercise simulates a mock scenario of an aircraft accident. Actual aircrafts are not used in the drill, but fire departments from across Cape Cod set training fires and use other simulations to test the airport's emergency response plan. Airport Operations staff plan and implement the drill in close coordination and planning with Hyannis Fire Department. They along with Airport Administration, Airport Maintenance, Police, Fire, Cape Cod and Falmouth hospitals, US Coast Guard, Federal Aviation Administration, Massachusetts Department of Transportation-Aeronautics Division, Airlines, American Red Cross, Emergency Management, and other Cape Cod towns, play a vital role in the exercise.

Maintenance

Upkeep of the airfield and airport facilities by our eight (8) full-time Maintenance employees takes precedence over all other maintenance tasks. Since the Airport is a certified FAA FAR Part 139 commercial service airport, all airside discrepancies must be documented and corrected as expeditiously as possible to meet FAA requirements.

Airport Enterprise Fund Services Provided (Continued)

This team of devoted individuals maintain over 639 acres of runways, taxiways, ramps, and parking lots; painting airfield markings; mowing all grass areas; maintaining all airfield lighting; conducting all emergency and snow removal operations for the airfield and the terminal roadways; maintaining all airport owned buildings and grounds; overseeing airport airfield projects; and preserving the fleet of vehicles needed to accomplish our mission. The Airport relies heavily on this team and it is because of their actions and dedication that the airport facility is truly cared for and well maintained.

Capital Program

The airport participates in the federally sponsored Airport Improvement Program (AIP), which is administered by the FAA. This program has an entitlement component with funding being determined by 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 MassDOT 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 FAA at 90%, the MassDOT Aeronautics Division at 5%, and a local (Airport) share of 5%. For non-federally sponsored projects that are eligible for ASMP funding, MassDOT will provide 80% and the local airport share will be at 20%. Any other projects will be fully funded by the use of available airport reserve funds. The FY2024 capital plan includes \$4.5 million in airfield improvements and future planning, design and permitting for future airfield improvements; with a total 5-year capital plan (FY2024 - FY2028) of \$34 million.

Due to the receipt of federal funding via four recent grants awarded to the Airport (see below), in FY2021 and FY2022 the Airport has been able to implement a number of Business Plan goals and fund the majority of its capital improvements as well as cover operating cost to rebuild airport reserves.



Airport Snow Removal

In addition to these grants, an additional \$4.4 million in federal and state reimbursable grant funds is expected to finance the FY2024 capital program and \$33 million expected to finance the 5-year program (FY2024 - FY2028). Airport revenues will be used to pay any annual debt service requirements or local costs linked to these projects as necessary.

Grant Title	Grant Allocation
Coronavirus Aid, Relief, and Economic Security (CARES) Act	\$17,971,966
Coronavirus Response and Relief Supplemental Appropriation Act (CRRSAA)	\$1,008,311
Concession Relief	\$5,240
American Rescue Plan Act (ARPA)	\$1,120,580
Concession Relief	\$20,959
Bipartisan Infrastructure Law	\$1,015,864
Total Grant Funding	\$21,142,920

Airport Enterprise Fund Recent Accomplishments

Over the past several years, the Airport has been busy with significant change and recent accomplishments that meet the various goals of providing affordable and economic travel opportunities to/from Hyannis to/from other major destinations across the country for travel, tourism, and commuting opportunities for a large professional labor force as well as the more recent goals of the 2018 Airport Business Plan and Marketing Plan and include the following:

- ➔ Within the last 12 years, the airport has leveraged over \$86M in grant funding to implement various airport safety, improvement and economic development projects:
 - New Airport Terminal and Tower (2011)
 - East Ramp Reconstruction (2014)
 - Airport Solar Array Development (2014)
 - Taxiway A Reconstruction and Centralized Wash Rack/Deicing Facility Development (2015)
 - Taxiway C Reconstruction (2016)
 - New Fuel Farm (2016)
 - Runway 15/33 Reconstruction (2017)
 - Sanitary Sewer Upgrades and Stormwater Management (2017)
 - Airport Master Plan Update (2018)
 - Airport Rates and Charges Study (2019)
 - Airport Tree Clearing (2020)
 - Aircraft Rescue and Firefighting Building Roof Replacement (2020)
 - PFAS Mitigation Project (2020) (*project funded via Airport Reserves with no matching shares*)
 - Various Airport Equipment Purchases to meet Aircraft Firefighting and Snow Removal Requirements (2021)
 - Environmental Assessment for Airport Master Plan Projects (on-going)
 - Mary Dunn Extension – Access Road Improvements on the East Side of the Airport (on-going)
 - T-Hangar & Airport Operations Remodel (on-going)

- ➔ Implementation of a number of environmental enhancements that help reduce environmental impacts, help offset carbon emissions and to do our part as environmental stewards and stakeholders within the community such as:
 - Implementation and installation of storm water treatment facilities (8 Vortech Storm Water Treatment Systems) in 2014;
 - Development of a 7 megawatt 20-acre solar array in 2014;
 - Upgrading airport street and parking lot lights to LED using Cape Light Compact's lighting program;
 - Execution of a 0.5 megawatt rooftop solar array system in coordination with Cape Air on two existing aircraft hangars owned by the airport making Cape Air, a net zero electricity user in Barnstable and saving over \$1 million between 2010 and 2020;
 - Installation of 16 electric vehicle (EV) charging stations in 2020 and 2021;
 - Removal of underground fuel storage facilities and replacement of such structures with natural gas or above ground facilities in 2017;
 - Installation of a centralized aircraft washing and deicing pad that drains to the Barnstable Waste Water Treatment Plant in 2017;
 - Instituting paper reduction in the Airport Administration Office by moving to a digital footprint in various processes and purchasing reusable items for in-office staff use in 2019;

Airport Enterprise Fund Recent Accomplishments (Continued)

- Procurement of propane and battery operated-solar powered airfield mowers through the Massachusetts Department of Transportation – Aeronautics Division (MassDOT) Leading by Example Greenhouse Gas Reduction Initiative in 2020;
- Continued execution of various Good Housekeeping Practices throughout the facility annually; and
- Installation of the first ever electric aircraft charging station due to come online in 2023!
- Awardee of the U.S. Department of Transportation’s SMART Program (“Strengthening Mobility and Revolutionizing Transportation”) Planning Grant to connect aircraft and vehicles to a Smart Microgrid developed at the Airport.
 - A Smart Microgrid would generate and distribute reliable power At Cape Cod Gateway Airport to reduce emissions and increase energy independence while supporting the disadvantaged community.
- ➔ Implemented a number of Airport Business Plan and Marketing Plan goals, objectives, and tasks. As part of the 2018 Airport Business Plan and Marketing Plan, four main goals were identified: to maximize general aviation activity at the Airport, diversify airport revenue streams, become a regional air transportation leader, and enhance the airport image and branding. Because goals, objectives, and tasks overlap from one fiscal year to the next, the aim is not to achieve 100% completion within a given fiscal year but to make a concerted effort within the fiscal year across all four goals. Priorities are selected at the beginning of each fiscal year to focus efforts. Recent accomplishments include the following:
 - Negotiation of a new lease, with assistance from Town of Barnstable Leadership, for a 26-acre parcel of airport managed land to WS Development (a.k.a K-Mart Plaza) to redevelop its retail footprint at The Landing at Hyannis (*diversify airport revenue streams*).
 - Rebranded, selecting a new name and logo for the Airport – Cape Cod Gateway Airport (*enhance the airport image and branding*).
 - Hosted a number of aviation educational events to entice young Cape area students to learn more about aviation as a career choice (*maximize general aviation activity at the airport and enhance the airport image and branding*).

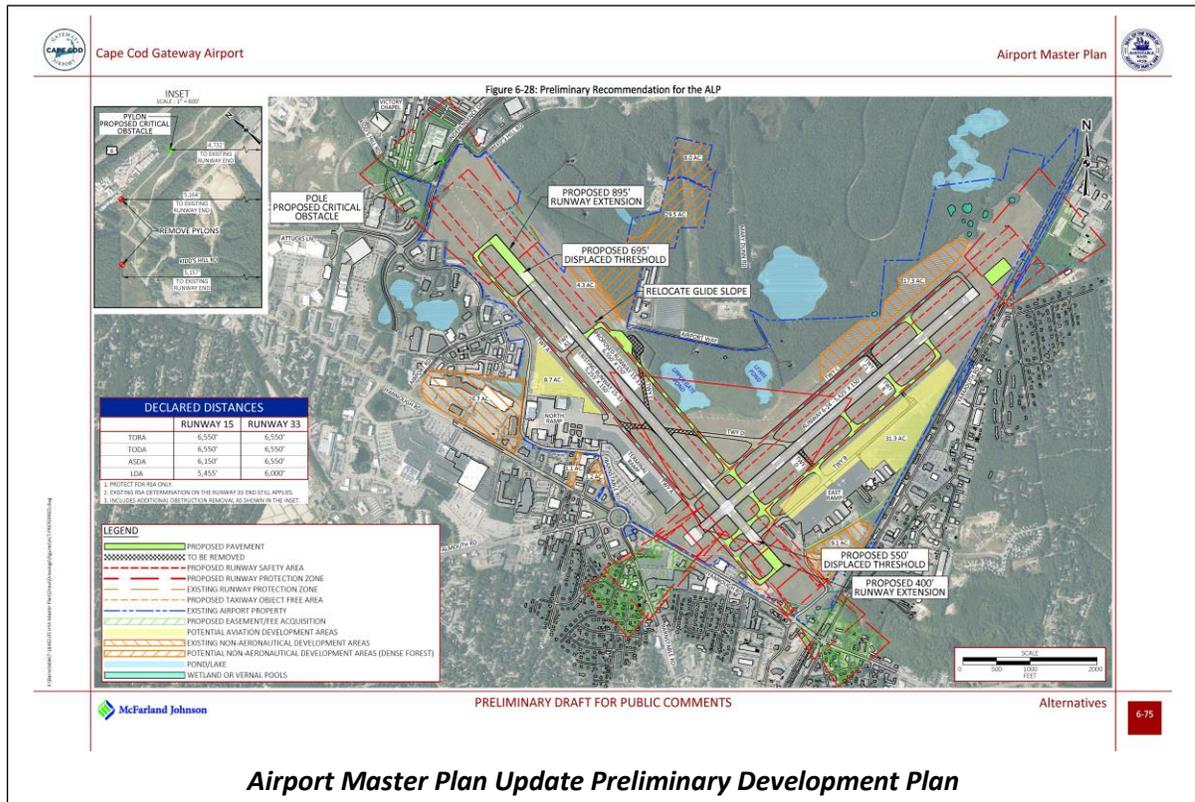
This included:

 - Hosting local Cub Scout Troop for an airport sleep over coined, “Night at the Terminal”, with various aviation related learning activities;
 - Hosting a number of Federal Aviation Administration Safety Seminars (FAASTeam) to local pilots - Safer Skies Through Education;
 - Hosting the first ever Aviation Career Fair in the airport terminal accommodating over 350 area students and providing them with the opportunity to meet and speak to over 45 aviation professionals learning more about aviation as a career choice; and
 - Hosting a number of Young Eagles events. Young Eagles is a program created by the US Experimental Aircraft Association designed to give children between the ages of 8 to 17 an opportunity to experience flight in a general aviation airplane while educating them about aviation. The program is offered free of charge with costs covered by the volunteers.
 - Advocated to support our local communities and activities using the Airport’s facilities to host various events (*enhance the airport image and branding*), including:
 - Cape Cod Young Professionals Back to Business Bash;
 - 1st Electric Vehicle Car Show at the Airport;
 - Arts Barnstable - Art at the Airport;
 - We also accommodate a number of different non-profit entities on a year-round basis allowing them to use the facility free of charge for various meetings: the Cape Cod Concert Band and Brian Boru Pipe Band of Cape Cod for member practices; the Veterans of Foreign Wars Post 2578 and the Marine Corps League Cape Cod

Airport Enterprise Fund Recent Accomplishments (Continued)

Detachment 125; the Coast Guard Auxiliary Division 11; and the Cape Cod and Islands Art Educators Association Art Program; WeCan Empowering Women, and a variety of other functions and meetings.

- Embarked on a new campaign with focus on near monthly community-based events held at the airport known as the *Cape Cod*



Gateway Airport Community Event Series featuring events in the terminal and on airport grounds; opening our doors and inviting the community to experience events in a unique setting at the airport (*enhance the airport image and branding*).

- Completed an update to the Airport Rates and Charges to improve and update the airports fee based financial structure (*diversify airport revenue streams*).
- Continued working with the Massachusetts Air and Space Museum as they establish themselves on the Cape by offering terminal space to display aviation history. New terminal displays have been installed year-round to promote the museum and aviation. The museum continues to welcome guests in their temporary space on Main Street, Hyannis (*maximize general aviation activity at the Airport and enhance the airport image and branding*)
- Completion of the Airport Master Plan Update; a comprehensive study of the facility that describes the short-, medium-, and long-term development plans to meet future aviation demand. (*maximizes general aviation activity at the Airport, diversify airport revenue streams, become a regional air transportation leader, and enhance the airport image and branding*).

Airport Enterprise Fund Recent Accomplishments (Continued)

- Embarked on the development of an Environmental Assessment, the next planning step after the completion of the Airport Master Plan. The environmental assessment process further analyzes community impacts associated with the projects presented for future development in the Airport master Plan. (*maximizes general aviation activity at the Airport, diversify airport revenue streams, become a regional air transportation leader, and enhance the airport image and branding*).
- Remained a collector of non-aviation related revenues from the airport's 6.669 megawatt (DC) ground mounted solar photovoltaic array. Revenues continue to exceed minimum annual guaranteed levels (*diversify airport revenue streams*).
- Continue to report, test, mitigate and monitor soils impacted by per- and polyfluoroalkyl substances (PFAS). Burning fuel from an aircraft accident relies on more than water to put out the flames. The FAA requires airports to carry chemical agents that are effective in smothering fuels and other onboard liquids such as hydraulic fluids, and for decades the industry standard, and only approved chemical, has been aqueous film-forming foams — known as AFFF. But the same chemicals that make it effective for fighting fires are also linked to contamination in drinking water.
 - In working closely with Massachusetts Department of Environmental Protection (MassDEP) Bureau of Waste Site Cleanup, the Airport was able to pinpoint the boundaries of our site where firefighting foam use had occurred within the 639-acre parcel. Two locations of approximately 2.25-acres (0.39%) were identified and confirmed with MassDEP after extensive groundwater and soils tests to contain PFAS. Mitigation of PFAS effected soils occurred by capping those soils and installing monitoring wells to monitor mitigation success.
- ➔ Continued maintenance and compliance with all Federal & State airport safety and certification requirements.
- ➔ Completed our 9th year (2014 was the first flight) of major air carrier service with JetBlue Airways offering seasonal daily direct flights between Hyannis and New York City (JFK Airport) and LaGuardia Airport (LGA Airport).



PFAS Mitigation Cap Installation



**20-Acre Ground Mounted Solar Array
Cape Cod Gateway Airport**



**Rooftop Solar Array – Cape Air Rented Facility
Cape Cod Gateway Airport**

Airport Enterprise Fund Goals and Objectives

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

1. Plan for (depending upon FAA and MassDOT Aeronautics Division funding availability) implementation of the following projects within the short-term 1-2 year development/planning horizon **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**:
 - a. Hangar Development.
 - b. Replace 1992 Aircraft Rescue and Firefighting Equipment
 - c. Reporting, Testing, Mitigation, Monitoring (PFOS Soils) Phase IV Report, Remedial Design, and Cap Monitoring
 - d. PFAS Mitigation Final Design and Implementation
 - e. Design & Construct Replacement of Circa 1997 Mo-Gas and Diesel Fuel Con-Vault, Gas Boy & Alarm, and Emergency Generator
 - f. Reporting, Testing, Mitigation, Monitoring (PFOS Soils) Phase V Report.
 - g. Upgrade Terminal & Tower HVAC Systems
 - h. Permitting for Airport Master Plan for Short-Term Airport Master Plan Update Projects
 - i. Design & Implement Airport Security Camera Upgrades to meet TSA Requirements
 - j. Replace Various Pieces of Snow Removal Equipment
 - k. Electric Aircraft Support Charging Station Development
 - l. Design, Permitting & Construct a 4th Jet-A 20,000 gallon tank
2. Continue investing in the development and implementation of a number of 2018 Airport Business Plan and Marketing Plan goals, objectives, and tasks. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**
3. Continue working with “on-call” airport architect on the 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. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**
4. Continue working with “on-call” airport engineers and planners to develop the airport and services. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**
5. Continue working with “on-call” airport environmental engineers and planners to plan a safe, efficient, and sustainable airport system and to maintain various permits, implement best practices for storm water pollution and prevention and continue efforts in environmental stewardship. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Infrastructure & Assets)**
6. Remain working with “on-call” airport marketing team on our comprehensive marketing blueprint for a robust marketing and public relations plan that targets the airport’s intended audiences, establishes a consistent and strong message, and spells out specific activities to communicate the airport’s message and collective goals for the 2018 Airport Business Plan & Marketing Plan. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**

Airport Enterprise Fund Goals and Objectives (Continued)

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

7. Continue to improve community relations with consideration to develop support for the Airport's future plans **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, and Education)**
8. Carry on with monitoring environmental impacts for potential releases of chemicals of emerging concern on airport property, as well as in hydrologically up and down gradient locations. **(SP: Environment and Natural Resources, Public Health and Safety, and Infrastructure & Assets)**
9. Communicate environmental stewardship and processes implemented to safeguard storm-water and groundwater management. **(SP: Environment and Natural Resources, Public Health and Safety, Education, and Infrastructure & Assets)**

Long-Term Goals:

1. Implement various Airport improvement projects outline in the Airport Master Plan Update including **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**:
 - a. Extension of Runway 15-33
 - b. Improvement and Extension of Various Taxiways
 - c. Improvement and Expansion of the Existing Passenger Terminal
 - d. Improving General Aviation (GA) business facilities by building new/improving existing to meet the needs of general aviation demand and new marketing initiatives.
 - i. Addition of an aviation flight school
 - ii. Improved maintenance facilities
 - iii. Improved access for GA pilots
 - iv. Improved utilization of the East Ramp and access points
 - v. Improved restaurant access on-airport
 - vi. Improved educational and aviation museum facilities
2. Research and update the airport minimum standards. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, Regulatory Process & Performance, Education, and Infrastructure & Assets)**
3. Continue to develop marketing strategies to attract additional prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel. **(SP: Economic Development and Infrastructure & Assets)**
4. Diversify the airport's revenue stream by continuing to add to the Airport's portfolio non-aviation sources of revenue. **(SP: Economic Development and Infrastructure & Assets)**
5. Serve as an integral component of the Cape Cod Transportation Plan and more effectively promote the use of all transportation modes to meet the regional demand for better transportation and parking services. **(SP: Economic Development and Infrastructure & Assets)**
6. Continue working towards additional solar development at the airport and other "green" initiatives. **(SP: Economic Development, Environment and Natural Resources, Public Health and Safety, and Infrastructure & Assets)**

Airport Enterprise Fund Budget Comparison

Cape Cod Gateway Airport Enterprise Fund						
	Actual	Projected	Approved	Proposed	Change	Percent
Source of Funding	FY 2022	FY 2023	FY 2023	FY 2024	FY23 - 24	Change
Intergovernmental Aid	\$6,834,789	\$12,900,000	\$58,400	\$50,000	(\$8,400)	-14.38%
Charges for Services	11,158,666	11,275,000	9,252,422	11,453,935	2,201,513	23.79%
Interest and Other	428,771	750,000	444,228	470,500	26,272	5.91%
Total Operating Sources	\$18,422,226	\$24,925,000	\$9,755,050	\$11,974,435	\$2,219,385	22.75%
Borrowing Authorizations	-	-	2,178,000	4,366,551	2,188,551	100.48%
Total Capital Sources	\$0	\$0	\$2,178,000	\$4,366,551	\$2,188,551	100.48%
Total Sources of Funding	\$18,422,226	\$24,925,000	\$11,933,050	\$16,340,986	\$4,407,936	36.94%
Direct Operating Expenses						
Personnel	\$2,034,288	\$2,125,000	\$2,178,332	\$2,283,520	\$105,188	4.83%
Benefits	170,137	230,000	240,862	241,988	1,126	0.47%
Operating Expenses	6,692,875	9,016,000	9,824,779	8,003,665	(1,821,114)	-18.54%
Capital Outlay	89,256	325,000	326,000	370,000	44,000	13.50%
Debt Service	156,600	178,000	178,000	173,550	(4,450)	-2.50%
Total Direct Operating Expenses	\$9,143,156	\$11,874,000	\$12,747,973	\$11,072,723	(\$1,675,250)	-13.14%
Indirect Operating Costs						
General Fund Staff	\$153,257	\$171,779	\$171,779	\$205,190	33,411	19.45%
Pensions	356,898	388,300	388,300	426,499	38,199	9.84%
Audit & Software Costs	18,235	20,956	20,956	22,445	1,489	7.10%
Property, Liability Insurance	182,880	199,578	199,578	213,931	14,353	7.19%
Workers' Compensation Insurance	67,543	200	200	93	(107)	-53.44%
Retirees Health Insurance	30,756	37,764	37,764	33,554	(4,210)	-11.15%
Total Indirect Operating Expenses	\$809,569	\$818,576	\$818,576	\$901,712	\$83,136	10.16%
Total Operating Expenses	\$9,952,725	\$12,692,576	\$13,566,549	\$11,974,435	(\$1,592,114)	-11.74%
Capital Improvements Program	2,792,875	14,000,000	3,287,000	4,593,444	1,306,444	39.75%
Total Capital Expenses	\$2,792,875	\$14,000,000	\$3,287,000	\$4,593,444	\$1,306,444	39.75%
Total Expenses	\$12,745,600	\$26,692,576	\$16,853,549	\$16,567,879	(\$285,670)	-1.70%
Excess (Deficiency) Cash Basis	\$5,676,626	(\$1,767,576)	(\$4,920,499)	(\$226,893)	\$4,693,606	
Beginning Certified Free Cash	\$ 3,202,218		\$ 8,878,844	\$ 7,111,268		
FY 2021 Projected Excess (Deficiency)			\$ (1,767,576)			
Ending Projected Certified Free Cash	\$ 8,878,844		\$ 7,111,268	\$ 6,884,375		

Summary of Budget Changes

Direct operating expenses for the Airport's proposed FY 2024 budget are decreasing \$1,675,250, or 13.1% from the approved FY 2023 budget. Most of the decrease in the proposed budget comes from operating cost associated with jet fuel purchases for resale. Personnel costs proposed are increasing 4.8% and benefits are essentially level funded. Capital outlay request includes maintenance for various airport facilities and asset maintenance.

Airport Enterprise Fund Budget Reconciliation

Job Title	FY 2022	FY 2023	FY 2024	Change
Administrative Financial Assistant	1.00	1.00	1.00	-
Aircraft Rescue Fire Fighter	1.00	1.00	1.00	-
Airport Manager	1.00	1.00	1.00	-
Assistant Airport Manager	1.00	1.00	1.00	-
Assistant Operations Supervisor	1.00	1.00	1.00	-
Custodian	2.00	2.00	2.00	-
Executive Assistant to Airport Manager	1.00	1.00	1.00	-
Financial Analyst	1.00	1.00	1.00	-
Laborer Craftsperson	1.00	1.00	1.00	-
Maintenance Supervisor	1.00	1.00	1.00	-
Maintenance Technician	3.00	3.00	3.00	-
Mechanic Welder	1.00	1.00	1.00	-
Noise Abatement Officer	1.00	1.00	1.00	-
Operations Specialist	7.00	7.00	7.00	-
Operations Supervisor	1.00	1.00	1.00	-
Project Manager/Airfield Supervisor	-	1.00	1.00	-
Full-time Equivalent Employees	24.00	25.00	25.00	-

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2023 Approved Budget				\$13,566,549	
Contractual Obligations Net of Staff Turnover	106,314	-	-	106,314	-
Change in Indirect Costs	33,882	49,253	-	83,136	-
Reductions in Various Operating Expenses	-	(1,821,114)	-	(1,821,114)	-
One-Time Charges	-	-	(326,000)	(326,000)	-
Debt Service	-	(4,450)	-	(4,450)	-
FY 2024 Budget Changes					
1. Airport Facilities Improvements	-	-	370,000	370,000	-
FY 2024 Proposed Budget	\$140,196	(\$1,776,311)	\$44,000	\$11,974,435	-

1. Airport Facilities Improvements – The Airports maintains a number of buildings with the youngest being constructed in 2011 and the oldest constructed in the 1950s. This funding would support maintaining and improving existing assets and to support equipment upkeep. Additionally, to be in alignment with its Business Plan, the airport must maintain facilities in good working and attractive order to appropriately serve the community and the traveling public.

Airport Enterprise Fund Factors Affecting FTE's

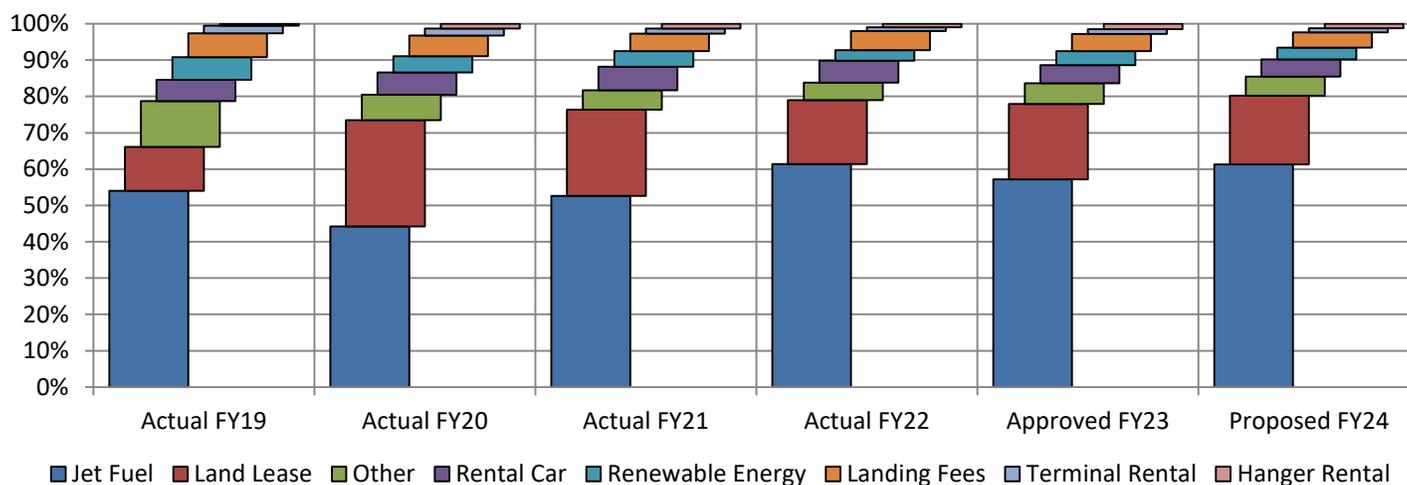
Full Time Employee History



Full-time positions have remained level funded until FY 2022, in which an Airport Operations Specialist position was reintroduced in FY 2022 to return the Operations Department to FY 2016 full time equivalent (FTE) numbers (10 FTEs) and to cover staffing shortfalls in the Airport Operations Department.

Airport Enterprise Fund Factors Affecting Revenues

Total Revenue Sources (Excluding Taxes) Historical and Budgeted



Airport activities are financed primarily through jet fuel sales, airport land lease fees, renewable energy, rental car concession fees, passenger traffic, vehicle parking, and other user fees collected from recreational, corporate, and commercial airlines and concessionaires as well as emerging non-aviation revenue sources. Jet fuel sales and land leases are the highest revenue producers for the Airport and collectively account for approximately 70% to 80% of the airport's revenues. Jet fuel revenue depends upon the price of fuel and gallons sold in a given year, but it is also the highest expense item (Jet fuel purchases for resale). Land leases are the second highest revenue generator for the Airport with aviation user fees being in the top 5 revenue producers.

The decline in passenger and aircraft operations continues to be of a concern and has a financial impact on the airport's revenue; however, with implementation of various goals, objectives and tasks of the 2018 Airport Business Plan and Marketing Plan, the airport is seeing expanding diversification in our revenue portfolio with "diversify airport revenue

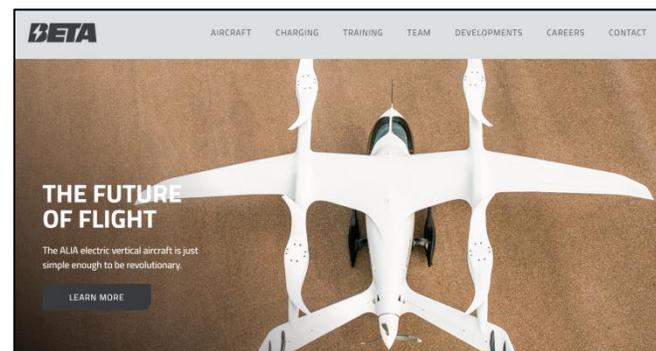
Airport Enterprise Fund Factors Affecting Revenues (Continued)

streams” being one of the four pillars of the Plan. Diversifying the airport revenue stream is one of the highest priorities of the plan allowing the airport to remain self-sufficient and diversified enough to weather any impact, especially with the fluctuations in passenger air carrier activity. A more equal diversification between aviation and non-aviation revenues is paramount to the Airport’s success. The lease of a 26-acre Airport property, commonly known as *CapeTown Plaza* but renamed *WS Landing at Hyannis*, for retail/non-aviation use provides a positive increase in the Airport budget. The Airport continues to collect from other non-aviation revenue sources within this budget such as non-aviation related land leases for vehicle parking, facility rental fees for events in the terminal and other non-aviation related sources of income such as airport advertisement. The Airport embarked on the expansion of Mary Dunn Way in 2022 using funds allocated from the Coronavirus Aid, Relief, and Economic Security (CARES) Act; a project that opens the eastside of the airport for aviation related development, of which there is significant interest and new hangar development, is underway.

The airport is still experiencing decreases in passenger traffic. There are a number of contributing factors however, the majority of flights to/from the Airport are to the Islands of Nantucket and Martha’s Vineyard, and a significant loss in passenger traffic between Hyannis and the islands is attributed to the lower cost and trip frequency of the high-speed ferries now in operation; a good alternative travel option for our community as a region but an effect on the airport nonetheless. The Airport continues to communicate with potential airline partners as part of the 2018 Airport Business Plan and Marketing Plan goal of “become a regional air transportation leader”. Management has attended various conferences designed to develop those partnerships and is seeking to hire airline marketing consultants in FY 2023 to assist in implementation. Regardless of the declines, JetBlue seasonal service has been a boost in passenger traffic and continues in its 9th successful year and has also added additional daily flights to LaGuardia Airport in 2023.

During the past several years and as an effect on the industry due to the COVID-19 pandemic in which many travelers transitioned to private aircraft, the airport has experienced a major increase in corporate travel and jet fuel sales.

Between FY 2020 and FY 2022, fuel sales increased per gallon sold by 58% (938,939 gallons sold in FY 2020 versus 1,489,528 gallons sold in FY 2022). Although fuel sales are more difficult to project due to the volatility in wholesale prices and the cyclical trends in the aviation industry, the airport will continue to diversify its revenues. One such possibility is through the advent of electric aviation. Although it will be some time before the corporate aviation sector is affected, the airport is actively seeking opportunities to generate revenue under this new and emerging changing industry and greener fuel source.



Electric Aviation is Here!

(photo of BETA’s ALIA Aircraft, designed and in operation by this Vermont-Based company)

In 2023, Cape Cod Gateway Airport was the only airport in the nation to be awarded one of the 59 grants as part of the U.S. Department of Transportation’s “Strengthening Mobility and Revolutionizing Transportation” (SMART) Program to complete a planning study to connect aircraft and vehicles to a Smart

Microgrid developed at the Airport. A Smart Microgrid would generate and distribute reliable power At Cape Cod Gateway Airport to reduce emissions and increase energy independence for aircraft and vehicles while supporting a disadvantaged community.

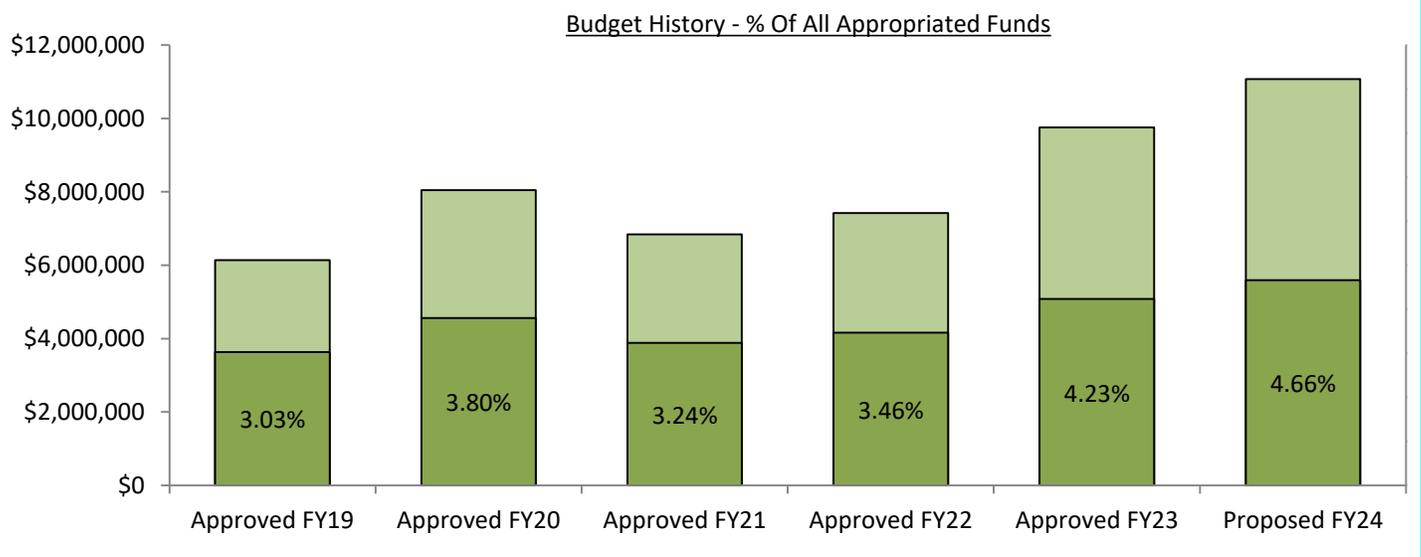
The Airport also continues to monitor its fee structure on a more regular basis with modifications implemented in FY 2017 allowing the Airport to collect fees that are more comparable to other nearby airports with updates in FY 2019, FY 2021 and FY 2023. Fee increases in landing, aircraft parking, and cargo fees have shown increasing trends and have

Airport Enterprise Fund Factors Affecting Revenues (Continued)

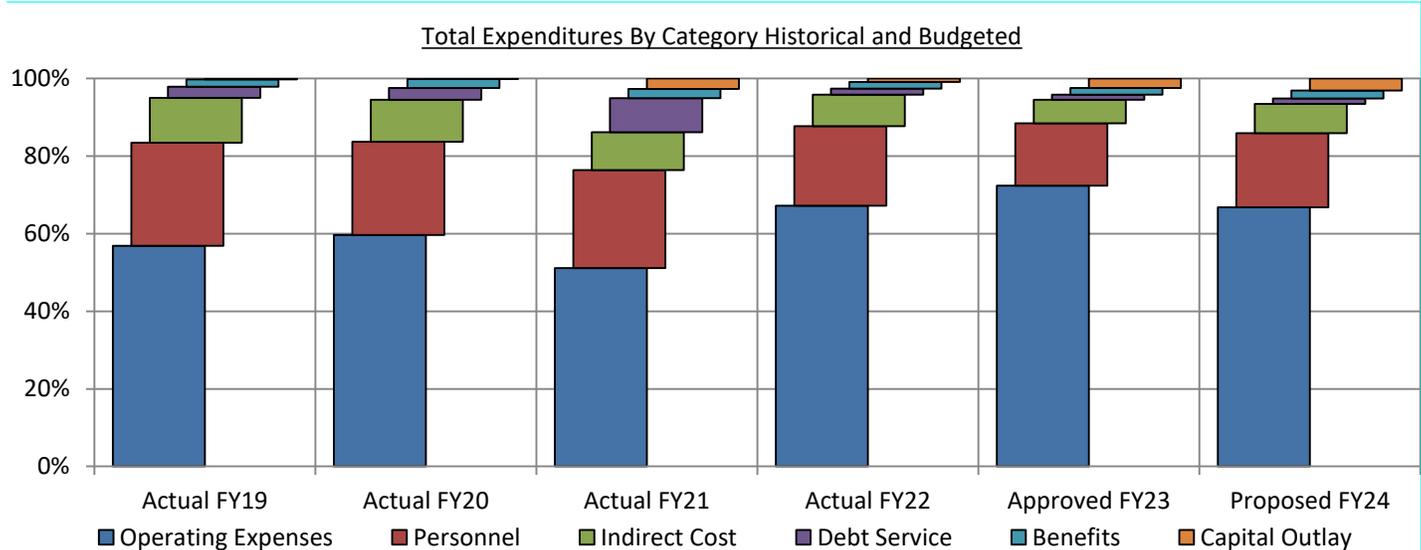
proven to make a difference in this budget. The modifications in such user fees will contribute towards repaying bonds issued to construct various facilities and other approved airfield improvements.

As indicated previously, the receipt of federal funding via recent grants awarded to the Airport totaling over \$21 million dollars has enabled the airport to implement a number of Business Plan and Marketing Plan goals, fund the majority of the Airport’s local share of capital improvements as well as cover operating costs enabling the Airport to rebuild its cash reserves. In FY 2022 the certified Airport cash reserves were \$8,878,844, a significant increase from FY 2019 (\$2,761,211); increasing by 221%! With a total 5-year capital plan (FY2024 - FY2028) of \$34 million such reserves will assist the Airport in funding our local share of needed improvements. It is anticipated that \$33 million of the \$34 million estimated will be funded via federal and state reimbursable grant funds. Airport revenues will be used to pay any annual debt service requirements or local costs linked to these projects as necessary.

Airport Enterprise Fund Factors Affecting Expenses



This operation has ranged between the 3% to 4.7% of all appropriated funds over the last six years.



Expenses associated with personnel, operations, and maintenance will rise in response to projected increases in inflationary costs and union contracts. The annual loan payment for general obligation bonds issued to construct the

new terminal is included in the budget as well as new debt service for the new fuel farm, the East Ramp construction project, and the taxiway Alpha reconstruction project; however, one callable bond was paid off with use of the CARES Act grant in 2022, saving the Airport over \$87,000 in finance payments. Other factors affecting this budget include an increasing need to replace safety, maintenance, and emergency equipment; and to perform required preventative maintenance repairs to existing buildings and airfield facilities in the operating capital budget. Increases have also been experienced in training fees to meet federal aviation requirements and marketing and development fees to implement various goals, objectives and tasks of the 2018 Airport Business Plan and Marketing Plan.



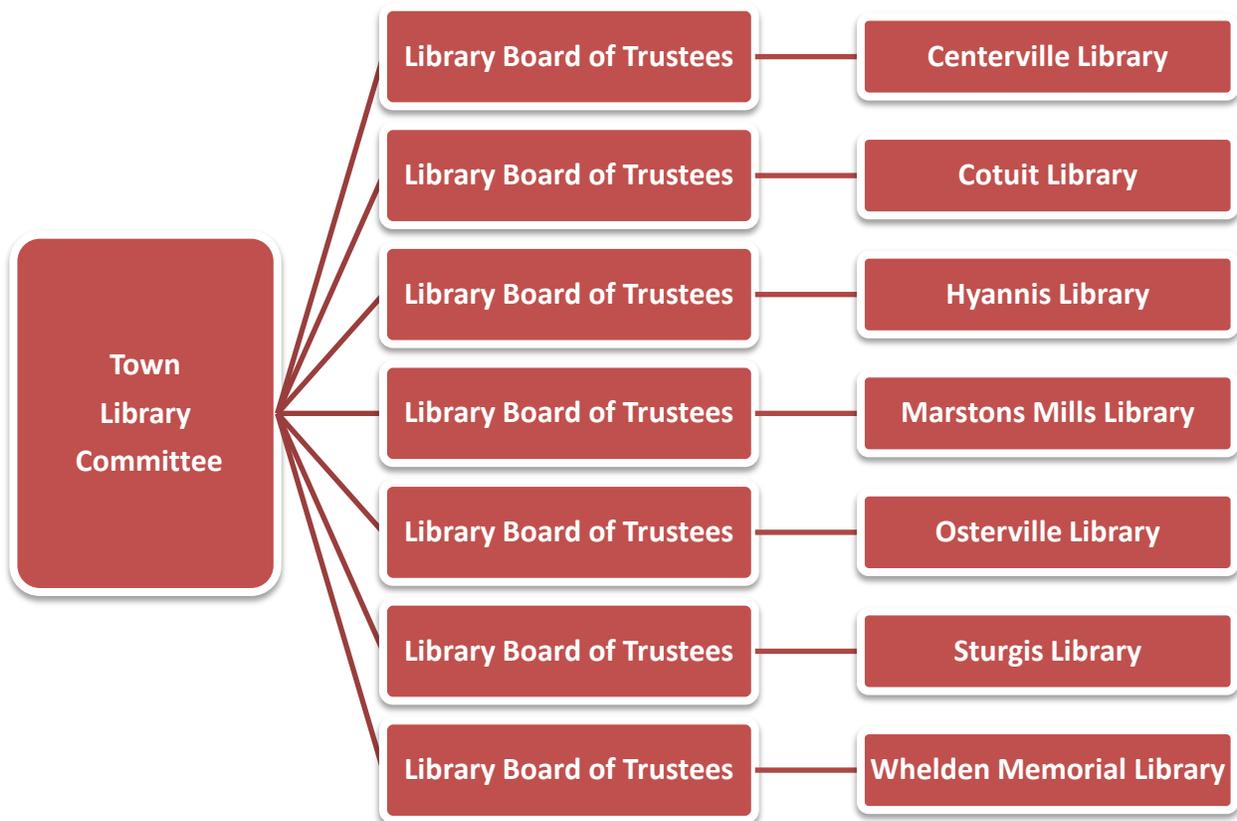
T

HIS PAGE INTENTIONALLY LEFT BLANK

TOWN PUBLIC LIBRARIES

Purpose Statement

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



The Town Libraries are not departments within the Town of Barnstable government, but are seven independent organizations each with their own Boards of Trustees. The Town has traditionally provided a portion of the libraries' operating funds in the form of grants, but has no administrative oversight of their operations and management of the libraries. The grant is included in the "Other Requirements" section of the Town's General Fund operating budget.

Library Description of Services Provided

Individuals, schools, organizations, and businesses within towns belonging to the CLAMS network are provided free access to library materials and services. Each of the seven libraries within the Town of Barnstable: Centerville Public Library, Cotuit Library, Hyannis Public Library, Marstons Mills Public Library, Osterville Village Library, Sturgis Library (Barnstable), and Whelden Memorial Library (West Barnstable) have distinct specialties, but all have committed themselves to providing the following programs and services:

Popular Materials Program

- As popular materials centers, the Barnstable libraries provide residents with collections of current high demand, high interest materials for reading, listening and viewing. Books, periodicals, non-print materials and electronic and online resources are available at each of the libraries, as are programs and workshops for adults, young adults and children, story hours, film series, book talks, community issues forums, speaker series and humanities programs.

Formal Educational Support/Independent and Lifelong Learning Program

- The libraries support individuals in their search for personal and work-related information, including materials on self-improvement, career development, health and nutrition, cultural interests, consumer topics, hobbies and family concerns. The joint collections of the seven libraries provide a wide range of subject materials in a variety of formats geared to all ages and reading abilities. The libraries offer assistance to local private and public schools, colleges, day-care centers, training and literacy programs, adult continuing education classes, senior centers, and homeschoolers. The seven village libraries work together to provide home and in-library access to online resources, databases and research tools to enhance their print and non-print resources, including eBooks, magazine and newspaper databases and indexes, language learning tools, online reference resources and self-paced independent learning courses.

Reference and Information Services

- The libraries provide timely, accurate, and useful resources for community residents of all ages in their pursuit of information. The libraries promote walk-in, telephone, email reference services, and assist researchers with in-depth studies. The reference and information services are provided by professional information specialists, via interlibrary loan, and through resource sharing provided through the CLAMS Network, the Massachusetts Library System, and the Commonwealth Catalog.

Community Activities and Programs

- The libraries serve as centers for community activities by making materials, facilities, and equipment available in support of the social, cultural, and recreational activities of community groups and by co-sponsoring events with other community organizations. Use of the libraries for meetings and exhibits is encouraged and promoted. The libraries support small and large group gatherings of all kinds.

CENTERVILLE PUBLIC LIBRARY

Purpose Statement

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



Centerville Library Recent Accomplishments

- ✓ **Employees** – The library now has a full complement of employees. This year we welcomed Cori Hopfgarten, Becky Kanaley and 2 on-call substitutes.
- ✓ **Services** – The library reached pre-pandemic levels of community engagement, programming and use of materials. We provided essential services that included delivery to homebound patrons, access to 24/7 Wi-Fi and hotspots, quality in-person, virtual and hybrid programs for patrons of all ages, technical support for digital literacy, reference services, print materials, electronic materials, DVDs, online and print newspapers, periodicals and access to research databases.
- ✓ **Social Media/Website** – Centerville Public Library’s website was upgraded to be more accessible, user-friendly and engaging. Consequently, our website hits increased 85% since FY20. We post information daily on social media and have seen an increased number of followers since the upgrade.
- ✓ **Fundraising** – Critical fundraising included an annual appeal, the Alice Williams Bookstore, holiday Greens Sale, Jewelry Sale, the Brick Memorial Walkway and item sales of coffee mugs, coloring books, Lego kits, book bags and coin purses. In addition, we applied for and received several grants that allowed us to enhance our collection and services to patrons of all ages.
- ✓ **Ongoing Monthly Programs** – Included 5 book clubs, 2 bridge clubs, 2 knitting groups, bi-monthly Yoga classes, Barnstable Adult Community Center programs and blood pressure checks.
- ✓ **Collection** – Continued to evaluate and improve the collection. We further developed our collection of eBooks, e-Audiobooks and Low Vision materials including Large Print Books and Audiobooks due to increased demand.
- ✓ **Long-Range Strategic Plan** – Began the process of creating a long-range strategic plan to allow us to qualify for further grants from the state, and to set actionable goals for the library. Through the strategic planning process, we hope to better serve the community and understand and meet the changing needs of all our patrons.
- ✓ **Collaborative Partnerships** – We focused on building community partnerships this year. We participated in Centerville Old Home Week, the Centerville Christmas Stroll, held a Gift Drive for Family to Family and a Veterans Food Drive for the Cape & Islands Veterans’ Outreach Center. In addition, we collaborated with many organizations including:
 - Barnstable Adult Community Center (BACC)
 - Barnstable Ally Group
 - Barnstable County Government
 - Barnstable No Place for Hate
 - Barnstable Police Department
 - Barnstable Public Libraries
 - Barnstable Public Schools
 - Bayada Nursing
 - Books by the Sea
 - Bread & Roses Bookstore
 - Blue Marble Librarians
 - Cape Cod Writer’s Studio
 - Cape Cod YMCA
 - Cape & Islands Veterans Outreach Center
 - Centerville Civic Association
 - Centerville Elementary School
 - Family to Family
 - MSPCA Cape Cod
 - NAMI Massachusetts
 - Town of Barnstable
 - Yoga Neighborhood

Centerville Library Goals and Objectives

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

- 1. Library Board and Funding** - The Library Board of Trustees will ensure long-term sustainability for the library through continued governance and funding development. **(SP: Education, Communication)**
- 2. Communication** - The community and patrons will be well-versed on Centerville Public Library's services and programs. We will continue to investigate opportunities for new relationships and collaboration within the community. **(SP: Education, Communication)**
- 3. Collection** - In order to improve the library's print and e-resources collection and provide the most relevant and up-to-date materials, we will continue to conduct ongoing extensive collection management evaluations to better meet the needs and preferences of all user groups. We will acquire materials based on patron requests, use and needs, and to ensure diverse and marginalized perspectives are represented. **(SP: Education, Communication)**
- 4. eMaterials** - Due to a consistent increase in demand, we will continue to develop our collection of eBooks, e-Audiobooks, and Low Vision collections including Large Print Books and Audiobooks. **(SP: Education, Communication)**
- 5. Youth Services** - Continue to provide a safe and engaging space for families and teens where all can experience learning, exploration and connection. **(SP: Education, Communication)**
- 6. Staff Development** - Continue to offer educational classes for staff development in various topics such as Team Building, Reader's Advisory Services, Digital Literacy, First Aid, Mental Health Training, Implicit Bias, Diversity Equity and Inclusion. **(SP: Education, Communication)**
- 7. Programs** - Focus on providing an increased number of Digital Literacy training classes on emerging technologies to users of all ages. **(SP: Education, Communication)**

- 8. Adult Services** - Continue to cultivate a safe and welcoming space to access information and enhance lifelong learning. We will continue to expand our services to support opportunities for education, entertainment, growth and community engagement. **(SP: Education, Communication)**



Centerville Public Library

Centerville Library Description of Services Provided

Centerville Public Library has been the heart and soul of our village community, generation after generation, for almost 150 years. In 1869, local residents established the Centerville Public Library Association and provided books for the village along the shelves of the general store. Over the years, the library has become the center of community life thanks to the generous support of our donors, volunteers, and devoted patrons.

Centerville Public Library is a vibrant, active library known for its warm, welcoming environment and the staff who consistently offer exemplary customer care. The library's collection, innovative programming, excellent service, and annual events attract both summer visitors and local residents of all ages. The Alice Owen Williams Bookstore, managed and run solely by volunteers, boasts a well-organized collection of fiction, nonfiction, DVDs, and CDs for patrons of all ages.

Special services include on-going weekly and monthly programs, technical assistance, public computers, faxing, printing, photocopying, wireless access, digital literacy support, and homebound delivery. We engage our patrons through mailings of our Annual Report, quarterly newsletters, and ongoing publicity to newspapers, radio stations, email, and popular social media platforms. We also provide meeting space and outreach to local organizations and town officials.



Centerville Public Library

Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY 2022	Approved FY 2023	Projected FY 2024
Library Funding	\$135,109	\$178,325	TBD
Town of Barnstable	\$356,175	\$381,540	TBD
Total	\$500,218	\$559,865	TBD

Positions	FY 2022 Actual	FY 2023 Proposed
Full Time	3.0	3.0
Part Time	4.5	4.0
Total FTE's	6.5	7.0

Centerville Library Workload Indicators

Description	Actual FY 2022	Estimated FY 2023	Projected FY 2024
Circulation	129,655	130,000	135,000
Items in Collection	93,525	94,000	95,000
Hours Open	2,116	2,121	2,121
Programs Offered	356	375	400
Volunteer Hours	9,186	9,500	9,500

*Collection data reflects system-wide e-book holdings

COTUIT PUBLIC LIBRARY

Purpose Statement

Founded in 1874, the Cotuit Library's mission is to enhance village life by providing a place where community gathers, and all individuals achieve personal growth. The Cotuit Library Association provides and promotes open and equal access to the Library's resources and services in order to support life-long learning, advance general and technical knowledge, encourage creativity, strengthen our Town and the broader Cape Cod community, assist with the adaptation to new technology, and enhance individual quality of life.



Cotuit Library Recent Accomplishments

- ✓ Cotuit Library made further strides with our five-year Strategic Plan priorities and completed several initiatives including additional improvements to our physical plant to improve energy efficiency and preserve our historical facility; hosting new intergenerational programming; and successfully completed a transition to a new bookkeeping company, as well as a new benefit and payroll manager for improved financial stewardship;
- ✓ Cotuit Library continued with a second year of our seasonal staffing model, increasing the number of positions during the summer, and refining the staffing model off-season to provide enhanced patron services at key times;
- ✓ The library welcomed Elizabeth Osteen as our Adult Programming Coordinator and Celeste Hilton as our new Administrative Assistant;
- ✓ Cotuit Library was awarded myriad grants that have and will continue to enhance our library programs and services and help us fulfill our mission.
 - The Massachusetts Cultural Council included Cotuit Library as part of its Cultural Investment Portfolio, continuing a stream of funding for creative programming.
 - The Kirkman Trust Fund of the Town of Barnstable granted funds to Cotuit Library to support the purchase books, e-books, and technology.
 - The Friends of the Cotuit Library and a private donor contributed matching grants to support further renovations in and programmatic support for our Children's Room.
- ✓ Improvements in the library's Children's Room continued with prolific weeding of the collection. A consultant has been retained to evaluate potential improvements to the space to increase accessibility and use.
- ✓ Cotuit Library offered many popular programs and events for adults, young adults and children including health and wellness offerings, new social clubs, and a rejuvenated and very popular Story Hour.
- ✓ We hosted the first (annual) Cotuit Harvest Festival, drawing hundreds of families for a day of live music, activities for children, local food, and community engagement on the Cotuit Village Green.
- ✓ We further expanded our technology offerings with help from the MBLC and private donors. We now offer multiple WiFi hotspots and upgraded video streaming services.
- ✓ Cotuit Library had successful annual fundraisers including our *Private Gardens of Cotuit* tour, as well as our most successful to date Golf Tournament. We now have four annual fundraisers to support the library through various events.
- ✓ Cotuit Library's current programs and events are focused on three primary themes: promoting accessibility; enhancing children's and family offerings; and innovating to build community through intergenerational appealing programming.

Cotuit Library Goals and Objectives

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

1. Provide high quality, comprehensive library services to the community by sharing, promoting, cooperating with, and celebrating the achievements, resources and programming together with all six other Barnstable libraries. **(SP: Education, Communication, Finance)**
2. Implement a comprehensive strategy to reach and engage children, parents, and intergenerational families that includes expanded offerings of non-print children's materials; vibrant programming; and rejuvenated and accessible spaces to fulfill a broad range of needs, thus encouraging library visitation and support. **(SP: Education, Communication, Finance)**
3. Strengthen the stewardship of our physical plant by refining our building maintenance plan. Evaluate our energy efficiency, refresh indoor and outdoor library spaces as needed to encourage patron access and use, promote materials circulation, and increase health and wellness offerings to reinforce our library's role as a lively village center and community meeting place. **(SP: Education, Communication)**
4. Refine and implement a holistic approach to library funding that clearly articulates the value of Cotuit Library in order to energize donors, encourage robust philanthropy, pursue new and sustainable sources of private and public support, and create worthwhile earned income opportunities. **(SP: Finance)**
5. Collect, analyze, and interpret data regarding in-person and online library use to strategically increase library visitation, materials access and circulation, and provision of community services through targeted efforts and increased visibility. **(SP: Communication, Finance)**
6. Install digital monitoring equipment in the storm water bio retention garden, and form partnerships with schools and other community groups to create extensive formal and informal science programming for all ages. **(SP: Education, Environment and Natural Resources)**

Cotuit Library Description of Services Provided

Cotuit Library is grateful to its hardworking staff, Board of Trustees, the Friends of Cotuit Library (our key organization for community volunteers), and to all of our patrons, neighbors, and supporters who ensure that our library remains the heart of the community all year.

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

The Cotuit Library is the 'heart-of-the-village,' both physically and in spirit. We provide a full range of essential library services to people of all ages, lending fiction, non-fiction and audiovisual material, offering reference and technological services, providing free Internet and wireless access and creating programs for children and adults. The Library supports the research of several local authors, provides a safe and quiet environment for support groups to meet, and continues to be an important community center and meeting place for a variety of volunteer and civic organizations. Increasingly, the Library is the space residents turn to for training in the use of a variety of technologies, including e-readers, computers, tablets and cell phones, all of which are used to access information. The Library runs a number of outreach and embedded programs in the community to support all forms of literacy and community connection, and will continue to develop new services to meet our patrons' needs, particularly for those who require special assistance.

Cotuit Library Description of Services Provided (Continued)

Characteristics and Specializations

Cotuit Library focuses on being a neighborhood nexus—a safe and welcoming place for individuals to meet and form community. Acting as a year-round meeting space for local community organizations, we are pleased to provide gathering space for the Cotuit Civic Association, the Historical Society of Cotuit and Santuit, the Cape Cod Writers' Club, and our Precinct's Town Councilor. We are always eager to be a place for local book, game, and hobby groups to gather.

Cotuit Library facilitates access to a range of health and wellness services, and provides information for seniors, as well as community space for therapy group sessions, and free blood pressure clinics. Cotuit Library encourages everyone to pursue personal growth and assists people of all ages in the development of traditional and digital literacy skills. As such, we provide accessible options for all our materials, programs, and services with assistive devices such as a wheelchair lift to all floors, ADA-compliant restrooms, digital magnifiers and low-vision aids including access to Perkins School for the Blind's library and reading devices. We also offer homebound delivery and outreach programs to local family homeless shelters and other local groups and schools.

Our technology services include one-on-one computer training and e-reader classes, along with outreach programs at the Barnstable Senior Center. We have the latest hand-held mobile devices for in-Library use, and internet-ready public access computers with wireless access throughout the building. We also offer a scanner/printer/photocopier and a fax machine for use by the public.

Cotuit Library offers popular titles and materials that focus on current topics of interest, as well as rich collections of vintage mysteries and classic science fiction. In addition, we hold specialized collections such as the Fine Arts Collection, the Peck Maritime Collection, and the Kirkman Collection of Rare Books. The Library focuses on engaging our adult community with frequent programs and groups including four monthly book discussions, educational luncheons hosted by the Friends of the Cotuit Library, weekly handcrafts, card games, board games, music concerts, movie and documentary showings, crafts, and talks with authors and other guest speakers.

Cotuit Library has an active children's department with thematic story hour throughout the week and many seasonal and summer reading activities. We offer dynamic STEM programs for children and families and a popular Astronomy Program featuring high-powered telescopes for public borrowing.

Collaborative Efforts

Cotuit Library has been part of many successful collaborations during the last year including

- The creation and implementation of the first Cotuit Harvest Festival, which brought together multiple local community organizations including the Cotuit Fire Department, the Association to Preserve Cape Cod, the Historical Society of Santuit and Cotuit, Cotuit Fresh Market, Barnstable Land Trust, and more.
- We partnered with Independence House to collect and provide over 100 pair of new gloves and hats for people of all ages for the cold weather.
- We collected and donated over 200 pair of new children's pajamas, socks, and underwear for Cradles to Crayons.
- We continue to serve as a meeting hub for community and other not-for-profit groups, and provide space for our local legislators to connect with citizen concerns.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2021	Approved FY 2022	Projected FY 2023
Library Funding	\$188,171	\$183,250	TBD
Town of Barnstable	\$184,432	\$184,432	TBD
Total	\$372,603	\$367,682	TBD

Positions	Approved FY 2021	Approved FY 2022
Full Time	2.00	4.00
Part Time	2.40	0.75
Total FTE's	4.40	4.75

Cotuit Library Workload Indicators

Description	Actual FY 2021	Actual FY 2022	Projected FY 2023
Circulation	30,793	43,241	48,758
Items in Collection	77,089	77,000	77,089
Hours Open	1,512	1,700	2,126
Programs Offered	167	375	390
Volunteer Hours	1,107	1,285	1,300
*Collection data reflects system-wide e-book holdings			

HYANNIS PUBLIC LIBRARY

Purpose Statement

As a cultural and informational hub, the Hyannis Public Library is committed to cultivating a strong and stable connection with our surrounding community. The Library's mission is to embrace diversity, inspire creativity, stimulate intellectual curiosity, and facilitate lifelong learning by providing high quality resources, programming, and services to all.



Hyannis Library Goals and Objectives

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

1. Educate and support the community through planning and implementing a wide range of informational and cultural programs, including literacy, ESL, play-based and STEM offerings. **(SP: Education, Communication)**
2. Collaborate with area libraries to provide excellent library services. **(SP: Education, Communication)**
3. Upgrade/replace current technological equipment and services for the public and for Library staff. **(SP: Education, Infrastructure, Communication)**
4. Create greater community engagement by serving as a gathering place and hub for cultural activities, interest groups, and community organizations. **(SP: Communication)**
5. Develop our accessibility options for low vision users with materials from Perkins Talking Books library and other assistive technology. **(SP: Communication)**
6. Continue to provide proctoring services for students enrolled in distance learning schools or on semester break. **(SP: Education, Communication)**
7. Make the Library building more welcoming, accessible, and sustainable. **(SP: Education, Communication)**

Hyannis Library Recent Accomplishments

- ✓ Secured a \$23,100 grant from the Cape Cod Foundation to create a Communication Lab for Library and outside organizations' use.
- ✓ Hired two bilingual Library Assistants, Camila Martins and Milvia Nogueira, so patrons can now receive service in Portuguese and Spanish as well as English. Milvia has since been promoted to Community Programs Librarian.
- ✓ Hired Kelly Depin as the Library's new Youth Services Librarian.
- ✓ Opened the Outdoor Play Oasis—a safe, engaging, inclusive community space that welcomes all to play—in the Library's backyard, in partnership with the Cape Cod Toy Library.
- ✓ Purchased a community access refrigerator—the NourisHub—with funds from a private donor via the Cape Cod Foundation. The fridge will be supplied with prepared meals and produce from the Family Table Collaborative.
- ✓ Maintained and established new partnerships with various community organizations and Town Departments, such as Arts Barnstable, the Barnstable Adult Community Center, Cape Cod Cooperative Extension, the Family Table Collaborative and the Cape Cod Toy Library, to create programming, drop-in support and an attractive and inviting space for the benefit of Library users.
- ✓ Decorated artist shanties at the Hyannis Harbor Overlook for Arts Barnstable in spring, fall and winter of 2022, in partnership with Marstons Mills Public Library, Sturgis Library and Cotuit Library.
- ✓ Offered Portuguese as a Heritage Language classes to children between 8 and 12 years of age, funded by a grant from the Brazilian Consulate in Boston.
- ✓ Continued to offer digital materials, online databases and virtual programming in addition to restarting in-person programming, browsing and extended public computer use as part of our evolving service model response to the ongoing pandemic.

Hyannis Library Description of Services Provided

The name of our village is internationally recognized, and the Hyannis Public Library provides services to people from across the nation and around the world, as well as the diverse and growing community at home. Our professional and experienced staff is available to provide library services to patrons on-site, by telephone and online.

The Library provides print and digital books and magazines, audio books, music CDs, entertainment, and documentary DVDs and large print books for public borrowing, as well as free online resources such as language-learning instruction.

The educational needs of children, young adults and their families are served through borrowing materials, story hours, story-telling projects, library visits from teachers and students, as well as active outreach to public and private schools, daycare facilities and home-schooling groups. These activities take place virtually as well as in-person, as need dictates.

The literacy goals of the community are supported through the Library's services and resources for English Language Learning, which also include tutoring sessions for public school students and adult learners and acting as a research and interlibrary loan center for the Sturgis Public Charter School.

The Library supports and meets the unique needs of our community's special populations, which include at-risk and unhoused singles and families as well as immigrant families from all over. Outreach service is also available for the distinctive needs of the homebound and those in care home settings through delivery of books by a network of volunteers and in cooperation with facilities in our area.

HPL offers space and support for cultural awareness and cooperates with local organizations to promote beneficial services to the families, businesses, and professionals within the Barnstable community.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2022	Approved FY 2023	Projected FY 2024
Library Funding	\$152,000	176,900	TBD
Town of Barnstable	\$517,481	540,776	TBD
Total	\$669,481	717,676	TBD

Positions	Actual FY 2022	Actual FY 2023
Full Time	8.1	7.1
Part Time	1.4	2.9
Total FTE's	9.5	10

Hyannis Library Workload Indicators

Description	Actual FY 2020	Actual FY 2021	Projected FY 2022
Circulation	94,788	96,501	98,000
Items in Collection	90,587	97,239	95,000
Hours Open	1,003	1,943	1,940
Programs Offered	134	150	200
Volunteer Hours	743	1,415	1,600

*Collection data reflects system-wide e-book holdings

MARSTONS MILLS PUBLIC LIBRARY

Purpose Statement

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



Marston Mills Library Goals and Objectives

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

1. To continue to collaborate with the Senior Service Corp and Elder Services to recruit volunteer support for circulation in the children's room and events once we are physically able to do so. **(SP: Education, Communication)**
2. To improve the aesthetics of the Library's landscaping and grounds. **(SP: Infrastructure)**
3. To investigate new and innovative funding ideas. **(SP: Finance)**
4. To provide sufficient and diverse print and Library materials in all formats to meet the interests and needs of all Library users, specifically in the areas of recreation, finance, employment, community services and health. **(SP: Education, Communication)**
5. To provide professional development opportunities to our staff and valued volunteers. **(SP: Education, Communication)**
6. To continue to provide support and access for new information formats and devices such as streaming audio and video, digital e-books and e-book readers and research databases. **(SP: Education, Communication)**
7. To continue to provide outreach to schools and youth organizations in Marstons Mills and to collaborate with schools to provide programs and resources. **(SP: Education, Communication)**
8. To increase collaborations and partnerships with area conservancy, literacy and human service agencies to provide both increased programming and access to those programs. **(SP: Education, Communication)**
9. To work in collaboration with the six other village libraries in Barnstable to provide comprehensive library services to the residents of the Town of Barnstable and to identify areas for collaboration and cost savings. **(SP: Education, Communication, Finance)**

Marston Mills Library Recent Accomplishments

- ✓ MMPL's Fifth Annual Teen Writers Conference, a weeklong writing workshop featuring some of the bestselling YA authors in the country, was held virtually again this year. Through the generosity of the Kirkman Trust and sponsorships from local businesses we were able to attract the same renowned authors, supply participants with books and materials and encourage our local teen writers to explore their creativity;
- ✓ Virtually collaborated with the National Novel Writing Month with writing programs;
- ✓ MMPL provided many online learning opportunities for patrons with memberships to several online classrooms;
- ✓ Through the generosity of the Kirkman Foundation the Library was able to upgrade and/or replace public computer stations as well as staff computers.
- ✓ The library collaborated with both the other Barnstable and with libraries state wide to provide virtual programs, and;
- ✓ Through the generosity of the Enoch Cobb Trust, we were able to add many children's books for Summer Reading.

Marston Mills Library Recent Accomplishments (Continued)

- ✓ Enhanced collaboration with the other Barnstable libraries on the Summer Reading Program- both in person and virtually;
- ✓ Enhanced collaboration with other Cape libraries with regard to shared Virtual programming;
- ✓ MMPL provided Adult “Book Bundles” to all patrons who preferred curbside pick up to coming into the building;
- ✓ MMPL maintains a large multi shelved Free Library in front of the building, giving free hardcover books, paperbacks magazine and puzzles to any who want them;
- ✓ MMPL maintains a “Home Bound” delivery service
- ✓ We were also able to provide 26 “Story Hour Bundles” each week, totaling 1,300; comprised of at least four books per bundle, multiple activities and links to our virtual reading programs to all participants;
- ✓ Each week we provided 30 “Make and Take Crafts” to the children of Barnstable numbering 1,560;
- ✓ 32 “Subscription Boxes” numbering 384 were made each month for Barnstable youth comprising a book, a project to go with the book, relevant items of interest and leads on where to find more information, and;
- ✓ Summer Reading Program was enhanced with an additional program and craft per week, along with free books relevant to the craft and story of the week.

Marston Mills Library Description of Services Provided

The Library serves the residents of the village of Marstons Mills, the Town of Barnstable, and the Commonwealth of Massachusetts. The Library provides books, magazines, audio CDs and mp3s, music CDs, DVDs, e-book, audio, and digital downloads, e-book readers, and databases. This also includes Wi-Fi internet access and specialized collections and services for the four primary user groups who comprise our patrons: preschool children and families; school-aged children and families; adult readers and information seekers; and older adults who look to the Library for specific services, recreational programs and continuing education.

Marstons Mills is the third largest village in the Town of Barnstable, but it is second largest in terms of population growth. According to the 2010 census, 19% of Barnstable’s overall population resides in Marstons Mills. The village is home to West Villages Elementary School and the Barnstable United Elementary School. Together these schools provide service to 878 students. The village population is composed primarily of working families with children. Most of our population lives on-Cape year-round, and as a result, MMPL is busy throughout all seasons. The Library’s primary services are:

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

Marston Mills Library Description of Services Provided

The Marstons Mills Public Library offers its users the following services in addition to its circulating collection:

- Special collections include the Nancy Reardon Drama and Theatre arts collection; Lilith Gordon Women’s Poetry Collection; and the Susan Martin Speculative Fiction Collection;
- The Library serves as a meeting place for many community organizations including the Marstons Mills Historical Society, Academy of Life Long Learning classes, and Cape Cod Writer’s Center and neighborhood associations;
- Active children’s department with story hours, home school club, and other after-school activities;
- Technology classes and one-to-one technical support for e-readers;
- Individual tutoring in Math and ESL;
- Partnership with Elder Services to provide volunteer support;
- Designated as a lending site for materials from the Perkins Braille and Talking Book Library;
- Collections include materials that support diverse cultures and languages;
- Regular and special adult programs, and;
- Homebound delivery service.

Summary of Budgets & Positions (FTE’s)

Expenditure Category	Actual FY 2022	Approved FY 2023	Requested FY 2024
Library Funding	\$94,500	\$91,799	TBD
Town of Barnstable	\$217,210	\$226,992	TBD
Total	\$311,710	\$318,791	TBD

Positions	Actual FY 2022	Actual FY 2023
Full Time	1.50	1.50
Part Time	3.50	4.50
Total FTE’s	5.00	6.50

Marstons Mills Library Workload Indicators

Description	FY 2022 Actual	FY 2023 Estimated	FY 2024 Projected
Circulation	53,000	55,000	58,000
Items in Collection	58,000	61,000	64,500
Hours Open	2,396	2,300	2,300
Programs Offered	250	250	350
Volunteer Hours	750	750	1,200
*Collection data reflects system-wide e-book holdings			

OSTERVILLE VILLAGE LIBRARY

Purpose Statement

The mission of the Osterville Village Library is to inspire lifelong learning, advance knowledge, and strengthen our community. To fulfill our mission, we rely on library staff, collections, programs and the participation of our patrons and community.

“Libraries open minds, open doors, open lives”

As we continue to evolve the Osterville Village Library it has served both as a resource for continued learning and as a center for village traditions. Since the new library building opened its doors in 2012, the Library’s role in the village and the Town has been growing through its enriched programming and resources. It has become a 21st century library as a cultural, social, and intellectual center for the community, while continuing the rich traditions that have always been the hallmark of the library to the village.



Osterville Library Goals and Objectives

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

1. To 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. In addition, serving the community through difficult times and adapting to meet those needs.
2. To offer a thoughtful, well rounded collection of books and media to meet patron's needs and a variety of educational, artistic, entertaining and informative programs and services for children and adults.
3. Expand our databases to assist people in remote learning & up skilling along with support to parents and teachers to assist with hybrid learning. To develop and grow our "21st Century Innovation Center and Community Maker Space Learning and Creativity Lab."
4. To 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.
5. To be the central gathering spot for meetings and interactions in the community. To expand our collaboration with other non-profits and to bring more diverse programming to the Library.
6. To continue to provide information and knowledge in whatever form it takes and educate our patrons on emerging technologies.



Osterville Library hosting monthly blood drives

7. To provide both PC and Mac computers for patron use. Along with copiers capable of printing large format, scanning and faxing documents. The library also has a HIPPA level 3 shredder for disposing of sensitive documents.
8. The library continues to provide space for in-person reading of the top local and national print newspapers along with numerous print magazine of interest.
9. The library also provides a large format enhancer so people with vision issues can easily read what they choose.
10. The library houses and welcome people to browse our extensive collection of books in our 20,000SF building.

Osterville Library Recent Accomplishments

- ✓ The Institute for Nonprofit Practice's Changemaker Award recognizing those on the frontlines who support their neighbors and communities, demonstrate remarkable service, courage and generosity while confronting unprecedented adversity over the past two years;
- ✓ The Library Journal, designation as a "2021 Five Star Library" based on reviews of public library data reported to the government that include visits, sessions per capita and which ranks the best performing libraries within budget categories;
- ✓ We provided a weekly newsletter with helpful info for navigating the pandemic along with trusted resources and fun things to do;
- ✓ The Children's Room is continually evolving to meet the needs of young children. Our take away crafts and activity sheets and on demand programs are extremely well received. Story time in our beautiful Gazebo outside provided a storybook setting;
- ✓ The fall we adopted a 22 piece big band that now calls the Osterville Village Library home. Some people read books, some people read music, we cater to both;
- ✓ We provided programming in 3-ways; in-person, via zoom, or a recording. Programs included local leaders, interesting people on seasonal subjects and fun and informative author talks. In all over 60 videos were made to keep our patrons engaged;
- ✓ Our now has fibrotic throughout the building and on the Calvin C. Gould Library Green;
- ✓ The library hosted a Cape Cod Writers Fair with over 24 local authors could showcase their books and meet avid readers;
- ✓ Technology assistance is available by appointment, for tablets, phones, e-readers, MAC & PVC computers.



Osterville Public Library hosts E for All

- ✓ Under our tent we hosted a 45' whale and presented a program on our Oceans and marine life along with hands on building of bird houses.;
- ✓ We provide meeting space to several groups including Dept. of Children & Families, Alnon, AARP, EforAll, Cape Cod Symphony, Elder Services, VNA, Business Network International and many more;
- ✓ OVL was able to bring back the Human Library for an in person event. The Human Library is designed to build a positive framework for conversations that can challenge stereotypes and prejudices through dialogue;
- ✓ This past summer we co-hosted along with Harbor Point, Picnic in the Park, a chance for Dementia patients and their caregivers to have lunch and enjoy an activity, such as painting, flower arranging and drumming, and;
- ✓ The past summer featured several concerts made possible through the Kirkland Trust Fund.
- ✓ OVL hosted bi-monthly grief meetings with the VNA.
- ✓ OVL offers a special print and curbside materials pick-up for people who want limited contact;

Osterville Library Recent Accomplishments (Continued)

- ✓ The library offered and continues to offer space to the Red Cross for monthly blood donations over 2200 units collected;
- ✓ OVL continues to provide 7 days a week services such as printing, faxing, copying and computer use;
- ✓ OVL remains a safe place when power outages and more recently, tornado warnings, occur in our area;
- ✓ We provided space to the AARP to train the volunteers for the upcoming tax season;
- ✓ We hosted Dan Clark, the Singing Trooper for a night of wonderful, patriotic music, and;
- ✓ We hosted an extraordinary exhibit with the Osterville Garden Club here floral arrangements were inspired by book titles, covers and authors.

Osterville Library Highlights

- ✓ Computer Training: Providing the UdeMy database of over 4000 online classes has been a boost to those who want to upskill or learn something new on their schedule;
- ✓ Growing our “Library of Things” where patrons can check out a volleyball set, Bocce, croquet, sewing machine, ukulele, coding kit, keyboard, bird watching kits, and many more fun and educational items;
- ✓ Programming geared towards providing assistance toward life and issues. Programs and interactive events for adults such as dealing with grief, and mental health to name a few;
- ✓ We have been preserving Osterville history through video recordings of local historian Paul Chesbro;
- ✓ OVL’s “Used Bookstore” is open the same hours as the library. New space allows for easier browsing. Proceeds from the bookstore help to support library services;
- ✓ Test preparation guides through Mometrix. Test prep materials such as study guides, flash card and practice questions for over 2000 standardized exams;
- ✓ OVL started an Endowment with the Cape Cod Foundation to help ensure the sustainability of the library;
- ✓ To assist our vision-impaired patrons we have a large assortment of large print books, and a Merlin Enhanced Vision machine for desktop magnification. We also provide resources from the Perkins School;
- ✓ In our expanded Makerspace area children, ages 7 and up can experiment, problem-solve, and create with STEAM materials. They can try and/or borrow electronic, robotic, coding, drafting and building kits. Plus, try out quality apps on the Makerspace iPad, learn American Sign Language and handwriting;
- ✓ In addition to a variety of enrichment programs for all ages, our traditional story hours are offered outside in our gazebo;
- ✓ Technology assistance, is available by appointment, with tablets, phones, e-readers, and Mac and PC computers;
- ✓ Free, gently used books are provided year round at Dowses Beach in our Little Lending Library and inside the library;
- ✓ We have expanded our e-book collection and continue to offer newspapers and magazines, and;
- ✓ Provide a guide in support of our local business that benefits the Library. Experience Osterville, now in its 11th year, the guide is full of local stories, a calendar of events and a directory. New this year, is a web app at ExperinceOsterville.com for interactive experience and the latest on events and specials.

Osterville Library Description of Services Provided

As we continue to evolve the Osterville Village Library it has served both as a resource for continued learning and as a center for village traditions. Since the new library building opened its doors in 2012, the Library's role in the village and the Town has been growing through its enriched programming and resources. It has become a 21st century library as a cultural, social and intellectual center for the community, while continuing the rich traditions that have always been the hallmark of the library to the village.

The Osterville Village Library is the only Barnstable Library that is open seven days a week throughout the year and offers the following:

- Art exhibits: recent example includes the works of local established and emerging artist in glass, wood, photographs and paintings;
- Our YouTube channel provides informational and entertaining videos on demand, and;
- Our YouTube channel had over 7,900 views.
- To assist our vision-impaired patrons we have a large assortment of large print books, and a Merlin Enhanced Vision machine for desktop magnification. We also provide resources and info from the Perkins School;
- Free books are provided year round at Dowses Beach in our Little Lending Library;
- Technology assistance with tablets, phones, e-readers, and Mac and PC computers available by appointment.

Osterville Library Fundraising is continuous focus:

- Plein Air continues to bring people to the village to watch local artist paint. Later in the day the painting are available to purchase to benefit the library;
- The annual Experience Osterville Guide continues to be popular and this past year designed a web app to allow mobile access. Visit www.ExperienceOsterville.com;
- The Annual 5K Road Race was successfully held virtually and in person;
- The Annual Car Raffle was a near sell-out of tickets for the Land Rover Discovery Sport, and ;
- The library staff is always coming up with new, creative ways to engage patrons, and raise funds.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY 2022	Approved FY 2023	Projected FY 2024
Library Funding	\$597,879	\$629,124	TBD
Town of Barnstable	\$278,121	\$290,636	TBD
Total	\$860,600	\$919,800	TBD

Positions	Actual FY 2022	Approved FY 2023
Full Time	6.00	5.00
Part Time	7.00	4.00
Total FTE's	13.00	9.00

Osterville Library Workload Indicators

Description	Actual FY 2020	Actual FY 2021
Circulation	98,339	131,911
Items in Collection	80,225	87,936
Hours Open	2,028	2,491
Programs Offered	850	850
Volunteer Hours	2,009	1,560
*Collection data reflects system-wide e-book holdings		

STURGIS LIBRARY

Purpose Statement

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



Sturgis Library Goals and Objectives

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

1. To work in cooperation with the six other village libraries in Barnstable to provide comprehensive library services to the residents of the Town of Barnstable, including cooperative resource sharing services, reference and information services, local history and genealogy research services, cooperative planning, programming, and scheduling of events. **(SP: Education, and Communication)**
2. To act as a community gathering place and center for civic, cultural, and other events. **(SP: Education, Communication)**
3. To identify and attract new sources of funding, including support from public and private grant funding agencies, foundations, businesses, and individuals. **(SP: Finance)**
4. To provide increased access to the library's Special Collections, including our genealogy, maritime, and Cape Cod history collections, and to enhance and preserve the collections. In addition, to provide comprehensive reference service in this area, as well as general reference service to the public. **(SP: Education, Communication)**
5. To offer diverse and comprehensive collections, programs, and services to adults, young adults and children, including curriculum support and lifelong learning opportunities. **(SP: Education, Communication)**

Sturgis Library Recent Accomplishments

FY2022 saw Sturgis Library returning to a new normal after a year and a half of curtailed services and programs due to the pandemic. All services were back in place without restrictions, masking requirements were dropped after a surge in the winter, and we saw patrons returning to the Library to stay, read, work, do research, tour the building, and more.

- ✓ We offered engaging and well-attended programs to Library patrons of all ages.
- ✓ We held a number of successful fundraising events:
 - Hydrangea Festival Garden Tours
 - Annual plant and garden sale
 - Annual jewelry and accessories sale
 - Book sales
 - Holiday ornament sale
 - An August Online Auction
 - Everything But the Kitchen Sink Sale
- ✓ In partnership with the Town of Barnstable and Mass Audubon, we installed new "little free" libraries at Millway Beach and Long Pasture Audubon Wildlife Sanctuary.
- ✓ We completed a number of Library improvements, including a new cedar roof on the historic portion of the building, replacement of an old bay window, exterior door replacement and repair, drainage work, and replacement of exterior signage. These projects were funded by the Massachusetts Cultural Facilities Fund and the Barnstable Community Preservation Committee.
- ✓ With funding from the Rogers Family Foundation in memory of longtime residents Jean and Harry Hilton, we installed new native planting gardens in the front of the building, and a "culinary corner" near the entrance to the Library. In addition, we installed a children's garden in the side yard where children grew and harvested tomatoes, beans, marigolds, lettuce, and potatoes.

Sturgis Library Recent Accomplishments (Continued)

- ✓ We welcomed new Library Trustees Frank Anigbo, Phil Nelson, and Andrew Maker, and said goodbye to long time Trustee Bev Parke.
- ✓ We said goodbye to Assistant Director Corey Farrenkopf, who is now working at the Eastham Library, and welcomed new Reference & Adult Services Librarian Gabrielle Faria-Kalkanis.
- ✓ We thank the Town of Barnstable for providing approximately 40% of our funding. We raise the rest through donations, proceeds from events and sales, grants, and other non-municipal income. Sturgis Library is a 501(c)(3) nonprofit organization.
- ✓ We also thank the Enoch Cobb Fund and Kirkman Trust Fund, both of the Town of Barnstable, for providing grants that allow us to provide some of the materials for the annual Summer Reading Program, ebooks and eaudiobooks, computer resources, and more.
- ✓ We thank Arts Foundation of Cape Cod, and the Mid-Cape Cultural Council for providing grant funding for special programming.
- ✓ We are so grateful to our patrons and visitors, as well as our generous supporters and community members. They inspire us every day to provide exemplary programs and services, and we sincerely thank them.

Sturgis Library Description of Services Provided

Sturgis Library is grateful to its hardworking staff, Board of Trustees, volunteers, and most of all its library patrons and visitors, who support us throughout the year. The success of Sturgis Library is due to the people who enter its doors – to visit, to relax and read, do research, check out library materials, attend events, or to share their thoughts and ideas. We thank them all.

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

Sturgis Library is a historic public library and research archive located in Barnstable Village. The original historic building was constructed in 1644, which gives the Library the distinction of being the oldest library building in the country. Sturgis Library's special collections include the Lothrop Genealogy & Local History Collection and the Henry Crocker Kittredge Maritime Collection, which are used by researchers around the country. The Library's extensive research archives include ship's logs, whaling journals, manuscripts, family histories and genealogies, diaries, correspondence, photographs, cemetery records, early land deeds, and maps dating back to Barnstable's first settlement. Online services include access to digital archives of deeds, postcards, and the Barnstable Patriot and Register newspapers from 1830 to 2017. Sturgis Library also offers in-library access to Ancestry.com Library Edition and other online resources.

Unique among libraries of the Town and County of Barnstable, Sturgis Library is distinguished for the scope and depth of its special collections and the services it provides to students, genealogists, historians, and others interested in discovering the rich history of Cape Cod and the Islands. Access to the Library's historical collections and archives is provided free of charge to all researchers.

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

Sturgis Library Description of Services Provided (Continued)

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.

Sturgis Library Characteristics and Specializations

In addition to a wide variety of fiction and nonfiction books for readers of all ages, Sturgis Library has a large selection of movies on DVD, audiobooks, ebooks, eaudiobooks, and music on CD. There is a circulating collection of books about Cape Cod and by Cape Cod authors, as well as a dynamic selection of materials for young adults and children. We also offer a lending "Library of Things" including a telescope, ukulele, wifi hot spots, a light table, and cordless rechargeable leaf blowers. We have a collection of over 100 unique wooden jigsaw puzzles as well as traditional jigsaw puzzles for adults and young people.

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

The Library offers an Everyday Book Sale year around, as well as gift items and pop-up special sales. Proceeds go towards enhancing library services and programs, and preserving our historic collections and building.

The Library has an active schedule of special programs, speaker series, exhibits, and displays for all ages. In addition to weekly programs for children and monthly programs for adults, the Library hosts book discussion groups and author talks. The Library hosts 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. Our meeting spaces are available to local groups of all kinds. We welcome visits by school and other groups, and are happy to organize special tours of our historic building for groups or individuals.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Approved FY 2022	Approved FY 2023	Projected FY 2024
Library Funding	\$301,069	\$316,963	TBD
Town of Barnstable	\$260,252	\$271,796	TBD
Total	\$552,012	\$588,278	TBD
Positions			
	Approved FY 2022	Approved FY 2023	
Full Time	4.70	4.5	
Part Time	2.00	1.4	
Total FTE's	6.70	5.9	

Sturgis Library Workload Indicators

Description	Actual FY 2021	Actual FY 2022	Projected FY 2023
Circulation	71,036	87,164	90,000
Items in Collection	74,491	83,966	85,000
Hours Open	1,704	2,288	2,200
Programs Offered	169	280	300
Volunteer Hours	65	100	150
*Collection data reflects system-wide e-book holdings			

WHELDEN MEMORIAL LIBRARY

Purpose Statement

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



Whelden Library Goals and Objectives

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

1. Examine our mission and create a new strategic plan for future development. **(SP: Finance, Communication)**
2. Analyze our fundraising efforts and explore new directions for funding sources. **(SP: Finance)**
3. Continue to Investigate new opportunities to build relationships and collaboration with other Village community organizations to enhance services within the community. **(SP: Communication, Education)**
4. Increase professional development opportunities for our staff and volunteers. **(SP: Communication, Education)**
5. Expand our services to older adults to support lifelong learning opportunities. **(SP: Communication, Education)**
6. Support digital literacy in the community by increasing programming in emerging technologies to adults, young adults, and children. **(SP: Communication, Education)**
7. Continue to develop thoughtful and engaging programs of interest for patrons of all ages. **(SP: Communication, Education)**
8. Continue to evaluate the library's entire collection to meet the evolving needs of all patrons and to ensure that diverse and marginalized perspectives are represented. **(SP: Communication, Education)**
9. Continue to revise and improve our homebound delivery program to provide a wider range of services. **(SP: Communication, Education, Finance)**
10. Continue to assess and expand our collection of large print books and audiobooks. **(SP: Communication, Education)**

Whelden Library Recent Accomplishments

- ✓ An addition to the staff in the form of a new adult program coordinator.;
- ✓ Continued to offer reference services, and access to books, movies and other materials 6 days a week;
- ✓ Regularly offered curbside pickup and home delivery to those patrons who required it;
- ✓ Provided weekly storytimes both in and out of doors;
- ✓ Provided patrons with take-home sustainable craft kits;
- ✓ Continue to offer a "Shared Warmth" program in the winter months to encourage children and their caregivers to cultivate a bond with each other and books. Participants received free books (to keep) and a reading calendar. Once their hours are met, each participant will receive a special prize;
- ✓ Continued to partner with multiple organizations to offer a variety of interactive programming for all ages including;
 - The West Barnstable Fire Department
 - The Barnstable and Cape Libraries
 - Meetinghouse Farm
 - The West Parish Family School
 - Public school camps for surrounding villages in and around Barnstable
 - Barnstable Council on Aging
 - Grow with Google
 - Luke's Love Playground
- ✓ Through the generosity of the Enoch Cobb Trust we offered a robust summer reading program with weekly programs for the entire season, with participation and completion for the program at an all time high;
- ✓ Renewed access to an online language learning database, Mango Languages;

- ✓ Maintained a social media and digital presence with Constant Contact, Facebook, and Instagram. Currently, 648 patrons receive email notifications about programs, critical fundraisers, and library closings;
- ✓ Offered one-on-one tutoring sessions to support the digital literacy goals of the community, and partnered with Grow with Google to offer virtual group sessions;
- ✓ Through a partnership with the BCOA Adult Caregiver Coordinator, an expansion to their regular library sessions in the form of specialized programming such as Dementia Friend Training and The Importance of Self-Care programs;
- ✓ The Board of Trustees and the Friends of the Whelden Memorial Library continued to sponsor essential fundraising events, such as Book Sales, participation in the annual West Barnstable Village Festival, Bake Sales and the bottle and can recycling fundraiser that takes place at the Transfer Station. The funds raised through these efforts contributed critical financial support to the annual operating expenditures of the library.

Whelden Library Characteristics and Specializations

Whelden Memorial Library is a historic building named in honor of Martha Lee Whelden, a schoolteacher in West Barnstable in the 1880s who was renowned for encouraging her students to read. The library is an active gathering place that has a warm and welcoming atmosphere, and the staff is dedicated to serving the residents and visitors of West Barnstable, the Town of Barnstable, Cape Cod, and the Commonwealth of Massachusetts. Information literacy, lifelong learning, and serving West Barnstable Village continue to be our highest priority;

- The devoted staff of the Whelden Memorial Library continues to be our greatest asset. They are knowledgeable and eager to provide our patrons with exemplary and consistent service;
- Special collections include books and DVDs on beekeeping, health and wellness, cookbooks, Cape Cod history, a revived collection of current large print books and audiobooks. The library also has a growing collection of graphic novels for both children and young adults;
- The Friends of the Whelden Memorial Library have an exceptionally well-organized bookstore. While the Bookstore closed in November and did not reopen, staff continues to have an ongoing book sale for interested patrons, and;
- Whelden Memorial Library has a full complement of Trustees and a supportive and dedicated Friends Group.

Whelden Library 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;
- The library offers year-round meeting space for various groups and clubs, hosts events sponsored by other area organizations, and provides tutoring space for young and adult learners;
- The Youth Services Department is very active and offers weekly story time, family Movie Night, and an array of educational and entertainment activities for all ages;
- The library provides a comprehensive collection of print books, audiobooks, large print books, digital downloads, periodicals, music CDs, DVDs, and an expansive collection of materials for children and young adults;
- The library has one of the largest circulating collections of materials on beekeeping;
- The library offers access to many databases, including remote access to Ancestry.com Library Edition and Fold3 genealogical databases;
- Special services include free internet and access to upgraded Wi-Fi access throughout the building, 3 internet-ready public access computers, and fax, scanning, and photocopying services;
- The library continues to increase our services to children, young adults, families, and older adults through programming and collection development, and;
- Whelden Memorial Library continues to offer homebound book delivery services to our patrons who would not otherwise receive services.

Summary of Budgets & Positions (FTE's)

Expenditure Category	Actual FY 2021	Actual FY 2022	Projected FY 2023
Library Funding	\$73,937	\$67,513	\$66,755
Town of Barnstable	\$117,953	\$120,957	\$126,400
Total	\$191,890	\$188,470	\$193,175

Positions	Actual FY 2021	Actual FY 2022	Projected FY 2023
Full Time	1.0	1.0	1.0
Part Time	1.75	1.75	1.75
Total FTE's	2.75	2.75	2.75

Whelden Library Workload Indicators

Description	Actual FY 2021	Actual FY 2022	Projected FY 2023
Circulation	21,365	40,281	45,000
Items in Collection	59,741	71,264	72,000
Hours Open	122	1475	1490
Programs Offered	44	167	200
Volunteer Hours	532	500	500
*Collection data reflects system-wide e-book holdings + Circulation data reflects pandemic closures and lack of ease to collection			

THIS PAGE INTENTIONALLY LEFT BLANK

OTHER FUNDS NOT PART OF THE BUDGET PROCESS

Capital Projects Funds

The General Fund Capital Improvements Plan proposed for FY 2024 totals \$12,346. Funding for the General Fund capital will be provided from reserves within the Town's Capital Trust Fund, General Fund Reserves, and borrowing authorizations. The General Fund capital program is required by State law to be accounted for in a separate "Capital Projects Fund". The capital project accounting requirement allows for the segregation of capital related expenditures from operating expenses for a clearer presentation. The amount listed in the *Consolidated Resource/Appropriation Summary* includes not only the FY 2024 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 \$500,000 of program activity per year (pre COVID). The largest school revolving fund is the School Lunch Revolving Fund. Other notable school revolving funds include School Choice Tuition. Tuition received from other communities who send their children to Barnstable Schools is credited to this account and the School Committee is allowed to expend the funds for school related purposes, particularly to offset the costs of educating the out-of-town students.

Receipts Reserved for Appropriation

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

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

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

and park area.

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

Embarkation fees are derived from a \$0.50 fee added to every ferry passenger ticket. These receipts are used to mitigate the cost of having ferry operations in the harbor area, which are incurred by the Police and Public Works Departments. This is also used to pay the debt service on the welcoming center and pier reconstruction at the harbor. Revenue is shared with the Town of Yarmouth. Barnstable receives 75% of the embarkation fee revenue while Yarmouth receives 25%.

Mooring fees are credited to the Waterways Improvement Fund (WWIF) in accordance with state law. The WWIF can be used for administering the mooring program, maintaining, and improving the Town's waterways. Expenditures are currently used to offset the mooring operations and a portion of the Harbormaster operating budget within the General Fund.

Gifts

Similar to grants, gifts must be kept separate from General Fund operations and accounted for within the special revenue fund structure unless it is an enterprise fund gift, which can be combined within the enterprise fund accounting records. Authorization to expend gifts received by municipal operations is performed by the Town Council, and the School Committee authorizes the expenditure of School Department gifts.

The Town receives an entitlement allocation from the federal government every year as part of the Community Development Block Grant Program (CDBG). These allocations have been declining due to cuts at the federal level as well as the Town's population decline. The Town pays for approximately 1 FTE's out of this program for administering the program as well as conducting program activities.

Other Designated Revenue

This category includes certain receipts received by the Town that must be spent on specific designated purposes. These receipts must be kept separate from general fund resources. The largest receipt in this category includes Community Preservation Fund surtaxes.

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

Grants

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

Trust and Agency Funds

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

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

All revenues from trust funds are generated primarily from investment income, and each year, expenditures from these funds are based on anticipated expendable income. As a matter of policy or for legal reasons, trust fund principal is not utilized for general expenditures with the exception of the Pension Reserve Fund. The trusts generated approximately \$1 million in investment income annually. Future earnings will depend upon interest rates and investment appreciation.

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

Assets are being accumulated in a trust fund to address the Town's other post-employment benefits. The proposed FY 2022 budget includes a transfer of \$650,000 to the trust which has a current balance of approximately \$6 million. The Town's liability exceeds \$200 million. Once the pension liability is fully funded (projected to be in 2035) the town can significantly increase funding for this liability. For now, the plan is to increase the annual appropriation by \$50,000 per year.

The Pension Reserve Fund is used to offset tax support for the county retirement assessment. As of June 30, 2020, the fund had a market value of just over \$1.8 million. The Pension Reserve Fund will transfer \$220,000 in FY 2022 to the General Fund to offset the cost of funding the county retirement assessment.

The Cobb Trust Fund is managed by a Town Council appointed Trustee and had a market value of over \$11 million at the end of FY 2020. The Trustee sold some real estate in FY 2014, which should result in higher award levels in the future since the Trust has more invested cash now. The annual awards from this fund have ranged from \$150,000 to \$200,000 per year. All awards are for the benefit of Barnstable schoolchildren.

The Kirkman Fund, with a market value of about \$6.1 million as of June 30, 2020, will be used to provide beautification projects first at the Mosswood Cemetery and then all other town cemeteries. This fund is also used for the Cotuit Library and finally, all other public libraries. Proposals will be solicited from DPW's Structures & Grounds Division, and the seven village libraries for project funding. No operating expenses from the Department Public Works, which maintains the cemeteries, are paid for out of this fund. Approximately \$150,000 to \$300,000 has been awarded annually out of this fund for the past few years.

THIS PAGE INTENTIONALLY LEFT BLANK

APPROPRIATION ORDERS

Appendix A
FY2024 Budget Appropriation Orders

PART A CAPITAL PROGRAM BUDGET:

2023-073 APPROPRIATION ORDER

Sandy Neck Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$50,000** be appropriated for the purpose of funding the Final Design of the Sandy Neck Facility Reconfiguration Project as outlined in the FY 2024- FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$50,000** be provided from the Sandy Neck Enterprise Fund surplus, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-074 APPROPRIATION AND TRANSFER ORDER

Marina Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$195,000** be appropriated for the purpose of funding the Design of the Prince Cove Improvements Project as outlined in the FY 2024- FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$56,000** be transferred from the remaining balance in Town Council order 2016-109, and that **\$139,000** be provided from the Marina Enterprise Fund surplus, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-075 APPROPRIATION ORDER

General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$172,000** be appropriated for the purpose of funding the Design and Permitting of the Barnstable Harbor Marina Revetment Project as outlined in the FY 2024- FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$172,000** be provided from the General Fund surplus, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-076 APPROPRIATION AND LOAN ORDER

General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$496,000** be appropriated for the purpose of funding the Scudder's Lane Boat Ramp Reconstruction Project as outlined in the FY 2025 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$496,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2023-077 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$90,000** be appropriated for the purpose of funding the Little River Fish Passage Restoration Evaluation Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$90,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-078 APPROPRIATION ORDER
General Fund Capital improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$225,000** be appropriated for the purpose of funding the Rosa Lane Fish Passage Culvert Replacement Design Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$225,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-079 APPROPRIATION ORDER
General Fund Capital improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$125,000** be appropriated for the purpose of funding the Lake Elizabeth Fish Run, Dam and Culvert Replacement Design Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$125,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-080 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$295,000** be appropriated for the purpose of funding the McCarthy's Landing Dinghy Dock Construction Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$295,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-081 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$100,000** be appropriated for the purpose of funding the Design and Permitting of the Cotuit Town Dock Improvements Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$58,570** be transferred from the remaining balance in Town Council order 2019-150 and that **\$41,430** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2023-082 APPROPRIATION AND TRANSFER ORDER
Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$50,000** be appropriated for the purpose of funding the License Plate Reader Technology Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$14,681** be transferred from the remaining balance in Town Council order 2019-140, that **\$8,490** be transferred from the remaining balance in Town Council order 2020-125, and that **\$26.829** be provided from the Solid Waste Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-083 APPROPRIATION ORDER
Solid Waste Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$50,000** be appropriated for the purpose of funding the Container Replacement Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$50,000** be provided from the Solid Waste Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-084 APPROPRIATION, TRANSFER AND LOAN ORDER
Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$1,750,000** be appropriated for the purpose of funding the Pump Station Rehabilitation Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$134,000** be transferred from the remaining balance in Town Council order 2019-132, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,616,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-085 APPROPRIATION AND LOAN ORDER
Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$4,500,000** be appropriated for the purpose of funding the Water Pollution Control Facility Improvements Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$4,500,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2023-086 APPROPRIATION AND LOAN ORDER

Water Pollution Control Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$800,000** be appropriated for the purpose of funding the Downtown Hyannis Force Main Rehabilitation Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$800,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-087 APPROPRIATION AND LOAN ORDER

Comprehensive Wastewater Management Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$30,900,000** be appropriated for the purpose of funding the Park City Wind Sewer Expansion Construction Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$30,900,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-088 APPROPRIATION ORDER

Comprehensive Wastewater Management Plan (Two-Thirds Vote Full Council)

ORDERED: That the amount of **\$1,500,000** be appropriated for the purpose of funding the Design and Permitting of the Old Craigville Road Sewer Expansion Project as outlined in the FY 2024- FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$1,500,000** be provided from the Capital Trust Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-089 APPROPRIATION ORDER

Comprehensive Wastewater Management Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$350,000** be appropriated for the purpose of funding the Preliminary Design and Survey of the Long Beach Sewer Expansion Project as outlined in the FY 2024- FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$350,000** be provided from the Sewer Construction and Private Way Improvement Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-090 APPROPRIATION ORDER

Comprehensive Wastewater Management Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$650,000** be appropriated for the purpose of funding the Final Design and Permitting of the Old Yarmouth Road Sewer Expansion Project as outlined in the FY 2024- FY 2028 Capital Improvement Plan,

APPROPRIATION ORDERS

including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$650,000** be provided from the Sewer Construction and Private Way Improvement Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-091 APPROPRIATION ORDER
Comprehensive Wastewater Management Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$150,000** be appropriated for the purpose of funding the Warren's Cove Aquaculture Feasibility Study Project as outlined in the FY 2024- FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$150,000** be provided from the Sewer Construction and Private Way Improvement Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-092 APPROPRIATION AND LOAN ORDER
Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$1,500,000** be appropriated for the purpose of funding the Pipe Replacement and Upgrade Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,500,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-093 APPROPRIATION ORDER
Water Supply Enterprise Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$200,000** be appropriated for the purpose of funding the Wells, Pump Stations, Treatment Plant Repair and Upgrade Project as outlined in the FY 2024- FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$200,000** be provided from the Water Supply Enterprise Fund reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-094 APPROPRIATION AND LOAN ORDER
Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$927,000** be appropriated for the purpose of funding the Mary Dunn 1 Water Storage Tank Rehabilitation Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$927,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2023-095 APPROPRIATION, TRANSFER AND LOAN ORDER

Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$620,000** be appropriated for the purpose of funding the New Well Exploration Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$147,600** be transferred from the remaining balance in Town Council order 2017-080, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$472,400** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-096 APPROPRIATION AND LOAN ORDER

Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$1,000,000** be appropriated for the purpose of funding the Mary Dunn 4 Well Building Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,000,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-097 APPROPRIATION AND LOAN ORDER

Water Supply Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$3,000,000** be appropriated for the purpose of funding the Mary Dunn Road Water Main Replacement Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$3,000,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-098 APPROPRIATION ORDER

General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$185,235** be appropriated for the purpose of funding the Town Hall Roof Analysis and Repair Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$185,235** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2023-099 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$1,141,929** be appropriated for the purpose of funding the School Administration Building Mechanical Cooling Upgrades Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,141,929** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-100 APPROPRIATION AND LOAN ORDER
Hyannis Youth and Community Center Enterprise Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$1,752,400** be appropriated for the purpose of funding the Hyannis Youth & Community Center Mechanicals Improvements Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,752,400** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-101 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$400,000** be appropriated for the purpose of funding the Department of Public Works Office Administration Building Expansion Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$373,320** be transferred from the remaining balance in Town Council order 2021-097 and that **\$26,680** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-102 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$3,750,000** be appropriated for the purpose of funding the Public Roads Maintenance Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$3,750,000** be provided from the Capital Trust Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2023-103 APPROPRIATION AND TRANSFER ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$270,000** be appropriated for the purpose of funding the Monitoring and Management Plan for Freshwater Ponds Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$105,440** be transferred from the remaining balance in Town Council order 2013-114 and that **\$164,560** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-104 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$195,000** be appropriated for the purpose of funding the Mystic Lake Alum Treatment Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$195,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-105 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$95,000** be appropriated for the purpose of funding the Municipal Separate Storm Sewer System (MS4) Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$95,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-106 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$175,000** be appropriated for the purpose of funding the Raised Crosswalks in Cotuit Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$175,000** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-107 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$131,500** be appropriated for the purpose of funding the Design of the Hawes Ave. Culvert Reconstruction Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$131,500** be provided from the General Fund Reserves, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-108 APPROPRIATION AND TRANSFER ORDER
Golf Enterprise Fund (Majority Vote Full Council)

ORDERED: That the amount of **\$492,270** be appropriated for the purpose of funding the Hyannis Golf Course Turf Maintenance Equipment Replacement Project as outlined in the FY 2024- FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$9,335** be transferred from

APPROPRIATION ORDERS

the remaining funds in Town Council order 2021-096 and that **\$482,935** be provided from the Golf Enterprise Fund surplus, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-109 APPROPRIATION ORDER
Golf Enterprise Fund (Majority Vote Full Council)

ORDERED: That the amount of **\$82,561** be appropriated for the purpose of funding the Olde Barnstable Fairgrounds Irrigation Sprinkler Replacement Project as outlined in the FY 2024- FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$82,561** be provided from the Golf Enterprise Fund surplus, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-110 APPROPRIATION ORDER
Golf Enterprise Fund (Majority Vote Full Council)

ORDERED: That the amount of **\$161,757** be appropriated for the purpose of funding the Olde Barnstable Fairgrounds Cart Barn Roof Replacement Project as outlined in the FY 2024- FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$161,757** be provided from the Golf Enterprise Fund surplus, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes.

2023-111 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$400,000** be appropriated for the purpose of funding the Cobb Astro Park Exterior Insulation Finish System (EIFS) Replacement project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$400,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2023-112 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$1,000,000** be appropriated for the purpose of funding the Campus-wide Door and Window Replacement project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,000,000** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2023-113 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$350,000** be appropriated for the purpose of funding the Campus-wide Paving and Sidewalk Repair Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to fund this appropriation that **\$350,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2023-114 APPROPRIATION AND LOAN ORDER
General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$500,000** be appropriated for the purpose of funding the Barnstable High School Culinary Arts Kitchen Improvements project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$500,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2023-115 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$250,000** be appropriated for the purpose of funding the Campus-wide Mechanical Upgrades Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to fund this appropriation that **\$250,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2023-116 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$250,000** be appropriated for the purpose of funding the Knight Hall Chiller Replacement Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$250,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2023-117 APPROPRIATION ORDER
General Fund Capital Improvement Plan (Majority Vote Full Council)

ORDERED: That the amount of **\$1,000,000** be appropriated for the purpose of funding the Barnstable High School Phase II Softball Field Upgrade Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$1,000,000** be provided from the General Fund Reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

APPROPRIATION ORDERS

2023-118 APPROPRIATION AND TRANSFER ORDER General Fund Capital Improvement Plan (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$750,000** be appropriated for the purpose of funding the West Villages Elementary Carpet Removal project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$441,549** be transferred from the remaining available balance in Town Council order 2019-101, and that **\$239,605** be transferred from the remaining available balance in Town Council order 2019-102, and that **\$68,846** be provided from the General Fund reserves; and that the Barnstable School Committee is authorized to contract for and expend the appropriation made available for these purposes.

2023-119 APPROPRIATION AND LOAN ORDER Airport Enterprise Fund (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$1,015,864** be appropriated for the purpose of funding the HVAC Upgrades to the Airport Terminal and Tower Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$50,793** be provided from the Airport Enterprise Fund surplus, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$965,071** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and to accept any gifts or grants in relation thereto.

2023-120 APPROPRIATION AND LOAN ORDER Airport Enterprise Fund (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$525,000** be appropriated for the purpose of funding the Master Plan Updates Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$26,250** be provided from the Airport Enterprise Fund surplus, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$498,750** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and to accept any gifts or grants in relation thereto.

2023-121 APPROPRIATION AND LOAN ORDER Airport Enterprise Fund (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$689,000** be appropriated for the purpose of funding the Security Camera Upgrades Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$34,450** be provided from the Airport Enterprise Fund surplus, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$654,550** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds

APPROPRIATION ORDERS

or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and to accept any gifts or grants in relation thereto.

2023-122 APPROPRIATION AND LOAN ORDER **Airport Enterprise Fund (Two-thirds Vote Full Council)**

ORDERED: That the amount of **\$383,000** be appropriated for the purpose of funding the Replacement of Snow Removal Equipment Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$19,150** be provided from the Airport Enterprise Fund surplus, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$363,850** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and to accept any gifts or grants in relation thereto.

2023-123 APPROPRIATION AND LOAN ORDER **Airport Enterprise Fund (Two-thirds Vote Full Council)**

ORDERED: That the amount of **\$1,120,580** be appropriated for the purpose of funding the Snow Removal Equipment Storage Facility Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,120,580** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and to accept any gifts or grants in relation thereto.

2023-124 APPROPRIATION AND LOAN ORDER **Airport Enterprise Fund (Two-thirds Vote Full Council)**

ORDERED: That the amount of **\$505,000** be appropriated for the purpose of funding the Electric Aircraft Support Vehicle and charging Station Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$25,250** be provided from the Airport Enterprise Fund surplus, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$479,750** under and pursuant to M.G.L. c. 44, §§7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and to accept any gifts or grants in relation thereto.

APPROPRIATION ORDERS

2023-125 APPROPRIATION AND LOAN ORDER Airport Enterprise Fund (Two-thirds Vote Full Council)

ORDERED: That the amount of **\$355,000** be appropriated for the purpose of funding the Jet A Fuel Storage Tank Project as outlined in the FY 2024 - FY 2028 Capital Improvement Plan, including the payment of costs incidental or related thereto; and that to meet this appropriation, that **\$71,000** be provided from the Airport Enterprise Fund surplus, and that the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$284,000** under and pursuant to M.G.L. c. 44, §7 or 8, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; and that in accordance with M.G.L. c. 44, §20, any premium received by the Town upon the sale of any bonds or notes authorized by this order, less any such premium applied to the payment of the costs of issuance of such bonds and notes, may be applied to pay such project costs, thereby reducing the amount authorized to be borrowed by this order by a like amount; and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and to accept any gifts or grants in relation thereto.

APPROPRIATION ORDERS

PART B – OPERATING BUDGET:

APPROPRIATION ORDER 2023-155

Cape Cod Gateway Airport Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$11,072,723** be appropriated for the purpose of funding the Town's FY 2024 Airport Enterprise Fund budget, and to meet such appropriation that **\$11,072,723** be raised from current year revenues by the Airport Enterprise Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-156

School Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$82,761,867** be appropriated for the purpose of funding the Town's FY 2024 Barnstable Public School Department budget, and to meet this appropriation that **\$82,761,867** be raised from current year revenues, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-157

Police Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$17,097,520** be appropriated for the purpose of funding the Town's FY 2024 Barnstable Police Department budget; and to meet such appropriation that **\$17,097,520** be raised from current year revenues, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-158

Planning and Development Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$2,327,810** be appropriated for the purpose of funding the Town's FY 2024 Planning and Development Department budget, and to meet this appropriation that **\$2,105,510** be raised from current year revenues, that **\$45,000** be provided from the Wetlands Protection Special Revenue Fund, and that **\$177,300** be provided from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-159

Community Services Department General Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$2,590,647** be appropriated for the purpose of funding the Town's FY 2024 Community Services Department General Fund budget; and to meet such appropriation that **\$2,590,647** be raised from current year revenues, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDERS

APPROPRIATION ORDER 2023-160

Community Services Department Golf Course Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$3,690,660** be appropriated for the purpose of funding the Town's FY 2024 Golf Course Enterprise Fund budget; and to meet such appropriation that **\$3,226,168** be raised from Enterprise Fund revenues, that **\$291,960** be provided from the set-aside for recreation and open space within the Community Preservation Fund, and that **\$172,532** be provided from the Golf Course Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-161

Community Services Department Hyannis Youth and Community Center Enterprise Fund (Two-thirds Vote Full Council)

ORDERED:

That the sum of **\$3,577,188** be appropriated for the purpose of funding the Town's FY 2024 Hyannis Youth and Community Center Enterprise Fund budget; and to meet such appropriation that **\$407,039** be raised from Enterprise Fund revenues, that **\$1,406,994** be raised in the General Fund, that **\$1,350,535** be transferred from the Capital Trust Fund, and that **\$412,620** be provided from the Hyannis Youth and Community Center Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-162

Marine & Environmental Affairs Department General Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$1,459,889** be appropriated for the purpose of funding the Town's FY 2024 Marine & Environmental Affairs Department General Fund budget, and to meet such appropriation, that **\$1,076,389** be raised from current year revenue and that **\$383,500** be provided from the Waterways Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-163

Marine & Environmental Affairs Department Marina Enterprise Fund (Two-thirds Vote Full Council)

ORDERED:

That the sum of **\$713,286** be appropriated for the purpose of funding the Town's FY 2024 Marina Enterprise Fund budget; and to meet such appropriation that **\$644,561** be raised from Enterprise Fund revenues, that **\$38,725** be provided from the Capital Trust Fund, and that **\$30,000** be raised in the General Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-164

Marine & Environmental Affairs Department Sandy Neck Park Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$1,069,975** be appropriated for the purpose of funding the Town's FY2024 Sandy Neck Park Enterprise Fund budget; and to meet such appropriation that **\$962,237** be raised from Enterprise Fund revenues, and that **\$107,738** be provided from the Sandy Neck Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDERS

APPROPRIATION ORDER 2023-165

Inspectional Services Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$2,461,095** be appropriated for the purpose of funding the Town's FY 2024 Inspectional Services Department budget, and to meet such appropriation, that **\$2,461,095** be raised from current year revenue as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-166

Public Works Department General Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$11,142,056** be appropriated for the purpose of funding the Town's FY 2024 Department of Public Works General Fund budget, and to meet such appropriation, that **\$11,058,916** be raised from current year revenue, that **\$56,320** be provided from the Embarkation Fee Special Revenue Fund, and that **\$26,820** be provided from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-167

Public Works Department Solid Waste Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$3,748,307** be appropriated for the purpose of funding the Town's FY 2024 Department of Public Works Solid Waste Enterprise Fund budget, and to meet such appropriation that **\$3,627,285** be raised from the Enterprise Fund revenues, and that **\$121,022** be provided from the Solid Waste Enterprise Fund reserves, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-168

Public Works Department Water Pollution Control Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$8,108,805** be appropriated for the purpose of funding the Town's FY 2024 Department of Public Works Water Pollution Control Enterprise Fund budget, and to meet such appropriation that **\$5,010,517** be raised from the Enterprise Fund revenues, and that **\$3,098,288** be provided from the Sewer Construction and Private Road Maintenance and Improvement Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-169

Public Works Department Water Supply Enterprise Fund (Two-thirds Vote Full Council)

ORDERED:

That the sum of **\$8,364,442** be appropriated for the purpose of funding the Town's FY 2024 Department of Public Works Water Supply Enterprise Fund budget, and to meet such appropriation that **\$7,324,442** be raised from the Enterprise Fund revenues, that **\$1,000,000** be provided from the Water Stabilization Fund, and that **\$40,000** be provided from the Capital Trust Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDERS

APPROPRIATION ORDER 2023-170

Town Council Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$261,328** be appropriated for the purpose of funding the Town's FY 2024 Town Council budget and to meet such appropriation, that **\$261,328** be raised from current year revenue, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-171

Town Manager Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$1,535,533** be appropriated for the purpose of funding the Town's FY 2024 Town Manager budget and to meet such appropriation, that **\$1,535,533** be raised from current year revenue, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-172

Public, Education & Government Access Channels Enterprise Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$856,897** be appropriated for the purpose of funding the Town's FY 2024 Public, Education & Government (PEG) Access Channels Enterprise Fund budget, and to meet such appropriation, that **\$856,897** be raised from the PEG Enterprise Fund revenues, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-173

Administrative Services Department (Majority Vote Full Council)

ORDERED:

That the sum of **\$7,530,592** be appropriated for the purpose of funding the Town's FY 2024 Administrative Services Department budget, and to meet such appropriation, that **\$7,530,592** be raised from current year revenue, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2023-174

Town Council Reserve Fund (Majority Vote Full Council)

ORDERED:

That the sum of **\$250,000** be appropriated for the purpose of funding the Town Council's FY 2024 Reserve Fund and to meet such appropriation, that **\$250,000** be provided from the General Fund reserves.

APPROPRIATION ORDER 2023-175

General Fund Other Requirements (Two-thirds Vote Full Council)

ORDERED:

That the sum of **\$51,770,243** be appropriated for the purpose of funding the Town's FY 2024 Other Requirements budget, and to meet such appropriation, that **\$51,487,043** be raised from current year revenue, that **\$200,000** be provided from the Pension Reserve Trust Fund, that **\$43,680** be provided from the Embarkation Fee Special Revenue Fund, and that **\$39,520** be provided from the Bismore Park Special Revenue Fund, all for the purpose of funding the Town's FY 2024 General Fund Other Requirements budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDERS

APPROPRIATION ORDER 2023-176

Community Preservation Fund Program Set-Asides and Administrative Expenses (Majority Vote Full Council)

ORDERED:

That, pursuant to the provisions of General Law Chapter 44B Section 6, for the fiscal year beginning July 1, 2023, the following sums of the annual revenues of the Community Preservation Fund be set aside for further appropriation and expenditure for the following purposes: **\$503,390** for open space and recreation; **\$503,390** for historic resources; **\$503,390** for community housing; **\$3,017,456** for a budget reserve, and that the sum of **\$200,000** be appropriated from the annual revenues of the Community Preservation Fund for the administrative expenses of the Community Preservation Committee, to be expended under the direction of the Town Manager or the Community Preservation Committee with the prior approval of the Town Manager.

APPROPRIATION ORDER 2023-177

Community Preservation Fund Debt Service (Majority Vote Full Council)

ORDERED:

That the sum of **\$378,795** be appropriated for the purpose of paying the FY 2024 Community Preservation Fund debt service requirements, and to meet such appropriation, that **\$306,270** be provided from current year revenues of the Community Preservation Fund and that **\$72,525** be provided from the reserves for the historic preservation program within the Community Preservation Fund.

FISCAL YEAR 2024 SPENDING LIMITATIONS 2023-178

Revolving Funds (Majority Vote Full Council)

RESOLVED:

That the Town Council hereby authorizes the following spending limitations for fiscal year 2024 revolving funds:

Senior Services Classroom Education Fund - **\$100,000**

Recreation Program Fund - **\$325,000**

Shellfish Propagation Fund - **\$200,000**

Consumer Protection Fund - **\$600,000**

Geographical Information Technology Fund - **\$10,000**

Arts and Culture Program Fund - **\$50,000**

Asset Management Fund - **\$500,000**

Appendix B

Glossary

The following definitions explain the meaning of some of the terms frequently used in documents and discussions related to the Town's financial matters:

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 (<i>e.g.</i> , water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

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,

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)	<p>Chapter 200 of the Acts of 1988 provides relief for those communities in which the maximum shift results in a residential share that is larger than the prior year's. Those communities may increase the commercial and industrial properties share of the levy by as much as 75 percent if the residential class would not be reduced to less than 50 percent of its single tax rate share by doing so. However, this residential share cannot be less than the residential share in any year since the community was first certified at full and fair cash value.</p> <p>General reference to the regulations and associated procedure for determining the maximum shift of tax burden from the Residential property class to the Commercial, Industrial, and Personal Property classes (CIP). The Chapter 200 form used in the tax rate approval process develops the maximum shift allowed</p>
Chapter 59 assessment of local taxes	<p>Portion of the Massachusetts General Laws that defines how municipalities assess local taxes. This chapter defines the role and responsibilities of assessors and methods for assessing property.</p> <p>Section 5 describes property and persons entitled to exemptions. There are a number of exemptions that a municipality can vote to adopt. A municipality can be reimbursed by the state for some tax exemptions mandated by Chapter 59 - Section 5. A municipality applies for reimbursement by submitting documentation to DOR each year.</p>

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 preservation fund

Formerly known as the "Landbank Fund" in Town, this was a voter approved surtax levied at 3 percent on all real estate taxes. The State had initially set up a \$15 million dollar matching fund and reimbursed Cape Cod Town's 50 cents per dollar of surtax collected. This matching fund has been depleted as of FY04. The matching fund is now supported by a real estate transfer fee collected by the registry of deeds across the state. The revenue collected from this program can be used for land acquisitions for recreation and to preserve open space, historic preservation and affordable housing.

Computer Assisted Mass Appraisal (CAMA)

An automated system for maintaining property data, valuing property, notifying owners, and ensuring tax equity through uniform valuations.

Conservation fund

A city or town may appropriate money to a conservation fund, which money may be expended for lawful conservation purposes as described in MGL Ch. 40 §8C. The money may also be expended for damages arising from an eminent domain taking provided that the taking was approved by a two-thirds vote of city council or town meeting.

Contingent appropriation

An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under MGL Ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.

Contingent liabilities

Items that may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal,

unsettled disputed claims, unfilled purchase orders, and uncompleted contracts.

Cost-benefit analysis

A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Cost Of Living Adjustment (COLA)

Reference to language in municipal contracts that provide for annual or periodic increases in salaries and wages for employees over the course of the contract. The amount of an increase is most often negotiated based on a community's ability to pay, but is sometimes tied to the annual change in a specified index, i.e., consumer price index (CPI).

Cost Center

The lowest hierarchical level of allocating monies. Often referred to as a program, project or operation.

Debt authorization

Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL Ch. 44 §§1, 2, 3, 4a, 6-15.

Debt burden

The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Exclusion

An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.

Debt limit

The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under MGL Ch. 44 §10, debt limits are set at 5 percent of EQV for a city and 5 percent of EQV for a town. By petition to the Municipal Oversight Board, cities and towns can receive approval to increase their debt limit to 5 and 10 percent of EQV, respectively.

Debt policy

Part of an overall capital financing policy that provides evidence of a commitment to meet infrastructure needs through a planned program of future financing. Debt policies should be submitted to elected officials for consideration and approval.

Debt service

The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Debt service fund

Governmental fund type used to account for the accumulation or resources for, and the payment of, general long-term debt principal and interest. In Massachusetts, these are only allowed by special legislation.

Debt statement

Reference to a report, which local treasurers are required to file with the DOR, showing authorized and issued debt, debt retired and interest paid by a community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."

Deferred revenue

Amounts that do not meet the criteria for revenue recognition. Also, earned amounts that are not yet available to liquidate liabilities of a current period.

Deficit

The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.

Demand letter

Notice to a delinquent taxpayer of overdue taxes typically mailed soon after the thirty day, or otherwise determined, payment period has ended.

Demand notice

When a tax bill becomes past due, the collector sends a demand notice requesting payment. The collector is required to issue a demand before

initiating a tax taking.

Department

A principal, functional, and administrative entity created by statute and the Town Manager to carry out specified public services.

Department Of Revenue (DOR)

State department responsible for collecting a wide variety of taxes, providing taxpayer support, and administering programs related to municipal finance through the Division of Local Services (DLS).

Designated unreserved fund balance

A limitation on the use of all or part of the expendable balance in a governmental fund.

Division of Local Services (DLS)

A division within the DOR (Department of Revenue) responsible for helping Massachusetts cities and towns achieve sound and efficient fiscal management through technical assistance, training, and oversight. DLS bureaus are responsible for ensuring the fairness and equity of local property taxation, the accuracy and quality of local accounting and treasury management, interpreting state laws that affect local governance, distributing local aid, maintaining a comprehensive databank on local finances, and auditing local school districts.

Education Reform Act of 1993

State law that authorized the seven-year, Ch. 70 funding program for education and that established spending targets for school districts as a means to remedy educational inequities. Scheduled to end by FY00, the program has been extended, pending agreement on further reforms.

Emergency spending

MGL Chapter 44 §31 allows a community to spend in excess of appropriation in cases of major disasters that pose an immediate threat to the health or safety of persons or property, following the emergency declaration by council or selectmen and the approval of the Director of Accounts.

Eminent domain

The power of a government to take property for public purposes. Frequently used to obtain real property that cannot be purchased from owners in a voluntary transaction. Property owner receives fair compensation (market value at the time of the taking) as determined through court proceedings.

Encumbrance

A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds

An enterprise fund, authorized by MGL Ch. 44 §53F½, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs--are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or retained earnings generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. Barnstable has seven: water pollution, solid waste, golf course, airport, marinas, water and Sandy Neck Park. Both the costs and the revenues of the enterprise are segregated from other finances of the Town.

Equalized Valuations (EQV)

The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining

county assessments and other costs. The Commissioner of Revenue, in accordance with MGL Ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.

Estimated receipts

A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projects of local revenues are often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts).

Excess levy capacity

The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the board of selectmen or city council must be informed of excess levy capacity and their acknowledgment must be submitted to DOR when setting the tax rate.

Exemptions

A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include veterans, blind individuals, surviving spouses, and persons over 70 years of age.

Expendable trust

A fund, administered by the treasurer, from which both principle and interest can be expended for the purposes specified and agreed upon when the money was donated or transferred to the community. (See Trust Fund; Non-Expendable Trust).

Expenditure

An outlay of money made by municipalities to provide the programs and services within their approved budget.

Expense

An identified cost incurred to accomplish a particular goal.

Fair market value

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Fiduciary funds

Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include expendable trust, non-expendable trust, pension trust, and agency funds.

Financial statement

A presentation of the assets and liabilities of a community as of a particular date and most often prepared after the close of the fiscal year.

Fiscal Year

Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. For example, the 2000 fiscal year is July 1, 1999 to June 30, 2000. Since 1976, the federal government fiscal year has begun October 1 and ended September 30.

Fixed assets

Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed costs

Costs that are legally or contractually mandated such as retirement,

FICA/Social Security, insurance, debt service costs or interest on loans.

Foundation budget

The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.

Free Cash

Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts. (See Available Funds)

Full accrual

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

Full and Fair Cash Value (FFCV)

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value", which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Fund

An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund accounting

Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

Fund balance

The difference between assets and liabilities reported in a governmental fund. Also known as fund equity. (See also Unreserved Fund Balance)

GASB 34

A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering services and value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement analyzing the government's financial performance, trends and prospects for the future.

GASB 45

This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other post-employment benefits (See OPEB) in its accounting statements. Through

actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service. For additional information see Technical Assistance Best Practice: Other Post-Employment Benefits

General fund	The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.
General fund subsidy	Most often used in the context of enterprise funds. When the revenue generated by rates, or user fees, are insufficient to cover the cost to provide the particular service, general fund money is used to close the gap in the form of a subsidy. The subsidy may or may not be recovered by the general fund in subsequent years.
General ledger	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
General obligation bonds	Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization
Generally Accepted Auditing Standards (GAAS)	Accounting standards that define the conventions, rules, and procedures necessary to make valid financial presentations. The Governmental Accounting Standards Board (GASB) provides specific interpretations of the GAAP for application in state and local governments. Criteria used by auditors to determine if financial statements are fairly presented.
Generally Accepted Government Auditing Standards (GAGAS)	These are auditing standards established by the U.S. General Accounting Office publication "Government Auditing Standards" (1988) also known as the "Yellow Book ". GAGAS for financial statement audits incorporate the field work and reporting standards of GAAS.
Government accounting standards board (GASB)	The ultimate authoritative on accounting and financial reporting standard-setting body for state and local governments.
Governmental funds	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.
Grant	A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.
Grant Anticipation Notes (GAN)	Short-term, interest-bearing notes issued by a government to raise capital to be repaid by grants proceeds, which are anticipated at a later date. GANS allow the recipient of the grant to begin carrying out the purpose of the grant immediately.
Hotel/Motel Excise	A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4 percent of the charge for stays of less than 90 days at hotels, motels and lodging houses. The convention center legislation imposed an additional 2.75 percent charge in Boston, Cambridge, Chicopee, Springfield, West Springfield and Worcester.
House 1 (Governor's)	Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except

budget proposal)	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 passed by the Massachusetts legislature. The MGL is organized by chapters with multiple sections in each chapter. Currently there are 282

Laws (MGL)	chapters. See www.mass.gov/legis/laws/mgl/index.htm . Note that laws enacted prior to the current legislative session are in one location and those enacted in the current session are located in a separate location.
Minimum local contribution	The minimum that a city or town must appropriate from property taxes and other local revenues for the support of schools (Education Reform Act of 1993).
Modified Accrual Basis of accounting	A method of accounting that recognizes revenues in the accounting period in which they become available and measurable.
Motor Vehicle Excise (MVE)	A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community. The excise tax rate is set by statute at \$25.00 per \$1000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to a city or town, or to the Deputy Collector who represents it.
Municipal Revenue Growth Factor (MRGF)	An estimate of the percentage change in a municipality's revenue growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2½ percent increase in the levy limit, estimated new growth, the change in selected unrestricted state aid categories, and the change in selected unrestricted local receipts (Education Reform Act of 1993).
Net Assets Unrestricted	(Formerly Retained Earnings) An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).
Net School Spending (NSS)	School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the Department of Education (DOE) (Education Reform Act of 1993).
Net school spending requirement	Sum of a school district's minimum local contribution and the Chapter 70 aid received in a given fiscal year (FY). Municipalities and regional school districts must appropriate funds sufficient to the net school spending requirement. In addition to the NSS requirement funds need to be appropriated to support costs of student transportation, fixed assets, long term debt service, and other costs not part of the NSS. Section 126 of Chapter 194 of the Acts of 1998 limits the net school spending requirement for regional vocational districts to 150 percent of the foundation budget. When the net school spending requirements exceed 150 percent of the foundation budget, the required local contributions of the member towns are reduced proportionately. Any reduction is applied to any below foundation districts to which the municipality belongs.
New Growth	The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY09 is based on new construction, etc. that occurred between January and December 2007. In the fall of 2008, when new growth is being estimated to set the FY09 levy limit, the FY08 tax rate is used in the calculation.

Non-allocated receipts	Municipal receipts that need not be expended in a particular way due to their source. Non-allocated receipts are listed on page 3 of the Tax Rate and Pro Forma Recapitulation form. Specifically excluded are offset receipts, enterprise funds, and revolving funds.
Non-expendable trust	A trust fund administered by the treasurer, from which principle, but not interest, can be expended for the purposes specified by the donor or agreed upon when the money was donated or transferred to the community. See Trust Fund; Expendable Trust.
Non-recurring revenue source	A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source).
Objects of expenditures	A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay".
Official statement	A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.
Offset Receipts	A local option that allows estimated receipts of a particular department to be earmarked for use of the department and appropriated to offset its annual operating budget. If accepted, MGL Ch. 44 § 53E limits the amount of offset receipts appropriated to no more than the actual receipts collected for the prior fiscal year. The Director of Accounts must approve use of a higher amount before appropriation. Actual collections greater than the amount appropriated close to the general fund at year-end. If actual collections are less, the deficit must be raised in the next year's tax rate.
Operating budget	A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.
Operational audit	A private-sector term used to describe economy and efficiency audits and program result audits.
Other Post-Employment Benefits (OPEB)	(Other Post-Employment Benefits) Employees of state and local governments may be compensated in a variety of forms in exchange for service that will not be received until after their employment with the government ends. The most common type of these post-employment benefits is a pension. Post-employment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. They may also include some type of life insurance. As a group, these are referred to as OPEB. (See GASB 45).
Outside debt	Municipal borrowing for purposes enumerated in MGL Ch. 44, §8, the debt incurred for which is not measured against the community's debt limit per Ch. 10. Consequently, the borrowing is outside the debt limit and referred to as outside debt. (See Inside Debt).
Overlapping debt	A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.
Overlay reserve	An account established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet.

Overlay Deficit	A deficit that occurs when the amount of overlay raised in a given year is insufficient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year.
Overlay Surplus	Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of free cash.
Override	A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount. (See 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 IBCA, 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 (<i>e.g.</i> , water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.
Special exclusion	For a few limited capital purposes, a community may exceed its levy limit or levy ceiling without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years (similar to betterments).
Special purpose fund	Money set aside by appropriation for specific purposes authorized by statute only. Money remains in the fund from year-to-year, but unlike special revenue fund balances, can be diverted to other uses by vote of the appropriating authority.
Special revenue fund	Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, and grants from governmental entities and gifts from private individuals or organizations.
Stabilization fund	A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40

§5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund

Submitted budget

The proposed budget that has been approved by the Town Manager and forwarded to the Town Council for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the Town charter.

Supplemental appropriations

Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.

Surplus revenue

The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Anticipation Note (TAN)

A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.

Tax rate

The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Tax recapitulation sheet

A document submitted by a city or town to the DOR in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).

Tax title

A collection procedure that secures a city or town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.

Tax title foreclosure

The procedure initiated in Land Court by a city or town treasurer to obtain legal title to real property already in tax title and on which property taxes are overdue.

Tax title redemption

The act of a property owner to pay overdue taxes, plus any fees, charges, other costs and interest, on real property that the community had placed in tax title to secure its lien. The taxpayer's right to redeem terminates when the treasurer files a petition to foreclose on the property in the Land Court.

Triennial Certification

The Commissioner of Revenue, through the Bureau of Local Assessment, is required to review local assessed values every three years and to certify that they represent full and fair cash value (FFCV). Refer to MGL Ch. 40 §56 and Ch.59 §2A(c).

Trust fund

In general, a fund for money donated or transferred to a municipality with

specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by town meeting. (See Expendable Trust and Non-Expendable Trust)

Uniform Municipal Accounting System (UMAS)

UMAS succeeds the so-called Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting Principles (GAAP), offers increased consistency in reporting and record keeping, as well as enhanced comparability of data among cities and towns.

Undesignated fund balance

Monies in the various government funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash. (See Designated Fund Balance)

Unfunded mandate

A requirement imposed by law, regulation or order without underlying financial support, thereby resulting in direct or indirect costs to the body made responsible for its implementation.

Unfunded pension liability

Unfunded pension liability is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is redetermined every three years and is driven by assumptions about interest rates at which a retirement system's assets will grow and the rate of future costs of living increases to pensioners.

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

FY 2024 Budget Action Calendar

DATE	ACTION
Monday, September 19, 2022	Town Manager issues instructions to Municipal Departments for FY24 Operating & Capital budgets
Tuesday, October 11, 2022	Municipal Departments submit preliminary listing of any proposed FY24 position changes with supporting justification to Human Resources (HR) with copy to Town Manager
Thursday, October 20, 2022	Town Council conducts joint meeting with School Committee in accordance with Town Charter to review financial condition and financial policies of the Town
Monday, October 31, 2022	Town Manager & School Superintendent develop annual policy agreement on allocation of projected FY24 General Fund revenue growth
Monday, October 31, 2022	Municipal Departments submit Calendar Year fee change requests to Town Manager
Monday, November 7, 2022	Departments (including School) submit Capital Improvements Project (CIP) data sheets <i>with supporting photos</i> and review of existing capital projects to Town Manager
Tuesday, November 15, 2022	Town Manager conducts public hearing on any proposed changes to <u>Calendar Year fees</u>
Wednesday, November 16, 2022	Human Resources submits position changes summary including comments to Town Manager
Wednesday November 16, 2022	School Committee Meeting – Strategic Plan and Priorities
Monday, November 28, 2022	CIP Task Force provided copy of CIP submissions
Friday, November 25, 2022	Superintendent issues Operating budget instructions for School Department
Thursday, December 8, 2022	Municipal Department Managers submit Operating Budget <i>Decision Packages</i>
Thursday, December 1, 2022	Annual Organization of Town Council (TM must submit budget to Town Council within 170 days per M.G.L. 44 § 32) (Friday, May 19, 2023)
Thursday, December 8, 2022	CIP Task Force conducts workshop on CIP submissions (Date Subject to Change)
Wednesday, December 23, 2022	School site/department submit Operating Budget requests
Wednesday, January 4, 2023	Municipal Department Managers submit Operating Budget <i>Narratives</i> including photos
Wednesday, January 11, 2023	School Committee Workshop (FY24 Budget Introduction/ Confirming Strategic Direction of Budget)
Wednesday, January 18, 2023	Municipal Departments submit Fiscal Year fee change requests to Town
Wednesday, February 1, 2023	School Committee Meeting – Initial Presentation of FY23 Budget
Wednesday, February 15, 2023	School Committee Workshop (Round Table Review of Budget)
Wednesday, March 1, 2023	School Committee Meeting – FY23 Budget Review
Monday, March 6, 2023	Town Manager submits recommended FY24 Capital Budget to Town Council per Part VI, Section 6-5 (d) of the Charter (<i>TC must adopt plan BEFORE June 1, 2022</i>)
Wednesday, March 15, 2023	FY24 School Operating Budget Public Hearing
Tuesday, March 21, 2023	Town Manager conducts public hearing on any proposed changes to <u>Fiscal Year fees</u>
Wednesday, April 5, 2023	School Committee meeting to adopt FY23 Operating budget
Thursday, April 6, 2023	School Department submits adopted FY23 School budget to Town Manager
Thursday, April 6, 2023	Town Council conducts first reading of FY24 Capital Budget Orders. Capital Budget presentation made to the Town Council
Monday, April 10, 2023	CFAC submits their review of recommended FY24 Capital Budget to Town Manager & Town Council
Thursday, April 27, 2023	Town Council conducts first public hearing on FY24 Capital Budget
Thursday, May 4, 2023	Town Council conducts second public hearing on FY24 Capital Budget
Tuesday, May 9, 2023	Town Manager submits recommended FY24 Operating Budget to the Town Council. Town Council must adopt budget within 45 days (by June 23, 2023) otherwise it becomes part of FY24 appropriations per Section 6-3 (b) of the Charter)
Monday May 15, 2023	CFAC submits their review of recommended FY24 Operating Budget to Town Manager & Town Council
Thursday, May 18, 2023	Last Town Council meeting to adopt FY24 proposed Capital Budget (Must be adopted by June 1, 2022)
Thursday, May 18, 2023	Town Council conducts first reading of the FY24 Operating Budget Orders. Operating Budget presentation made to Town Council.
Thursday, June 1 2023	Town Council conducts first public hearing on FY24 Operating Budget
Thursday, June 15, 2023	Town Council conducts second public hearing on FY24 Operating Budget
Thursday, June 22, 2023	Special Town Council meeting (if needed) to complete public hearings on FY24 proposed Operating Budget.

Town Council Action
 School Committee Action
 Town Manager Action
 Municipal & School Dept./CFAC Action

MISSION STATEMENT

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



Gingerbread Lane at Harbor Outlook

The Town of Barnstable's operating and capital budgets are now on line at <http://budget.townofbarnstable.us>