



*Town of Barnstable
Massachusetts*

FY 2013 OPERATING BUDGET

*Thomas K. Lynch
Acting Town Manager
May 17, 2012*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of Barnstable

Massachusetts

For the Fiscal Year Beginning

July 1, 2011

Linda C. Davison Jeffrey R. Egan

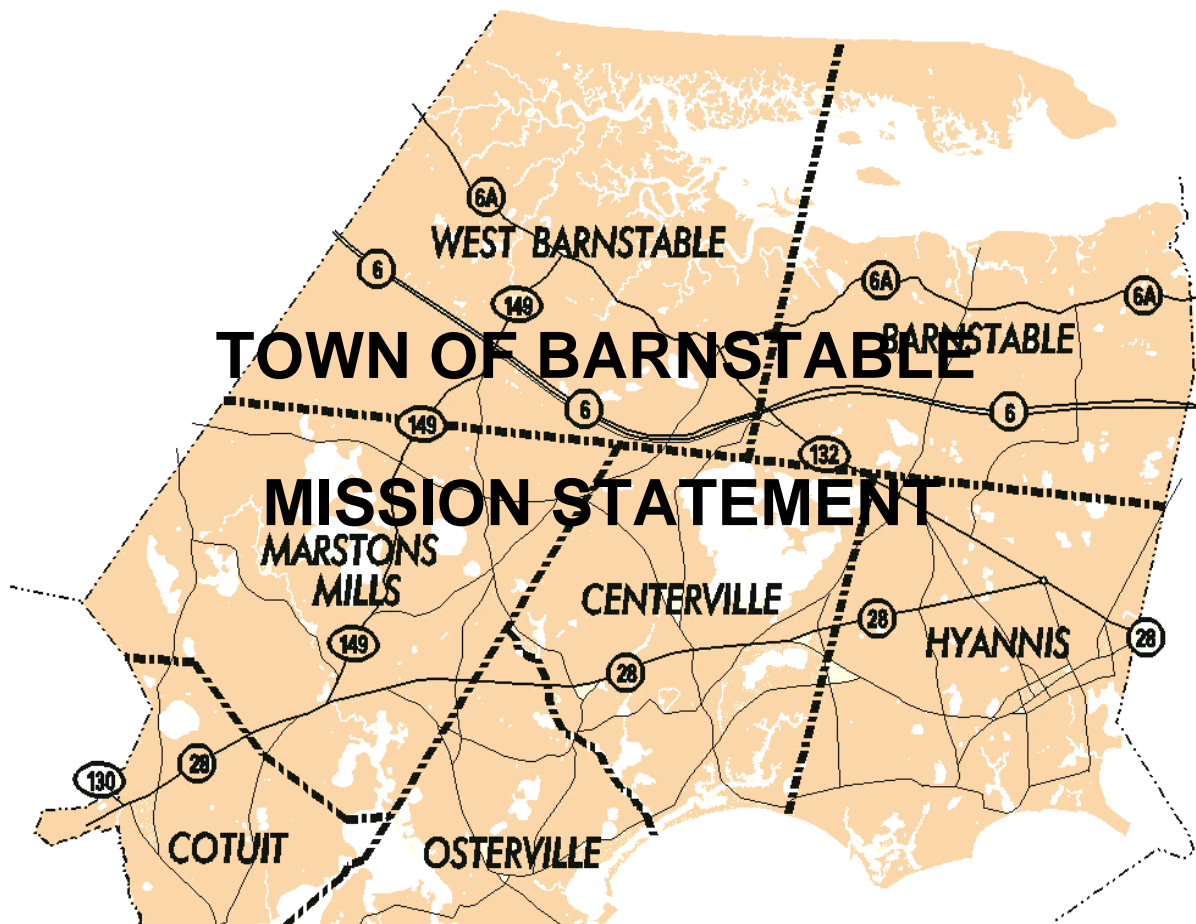
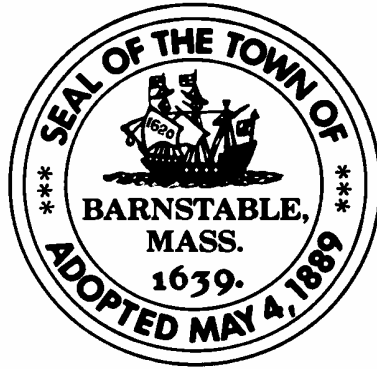
President

Executive Director

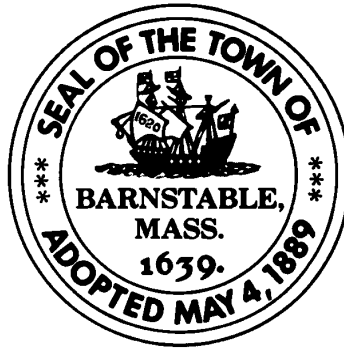
*The Government Finance Officers Association of the United States and Canada (GFOA) has presented a Distinguished Budget Award to the Town of Barnstable for its annual budget for the fiscal year beginning July 1, 2011. The award is the highest form of recognition in governmental budgeting. In order to 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 **eleventh consecutive year** that the Town of Barnstable has been presented with this prestigious award.*

The criterion on which the award for fiscal year 2012 was based is that which has been used as a guide in preparing the budget for fiscal year 2013. Therefore, it is my belief that the Capital and Operating budgets presented for fiscal year 2013 conform to program requirements, and I will submit them to GFOA to determine their eligibility for another award. Former Town Manager John C. Klimm and my Staff, Mark Milne, Finance Director, and Robert L. O'Brien, Budget Director are to be congratulated for their parts in this and the previous ten awards.

Thomas K. Lynch
Acting Town Manager



“Our mission is to provide the best possible services consistent with our budget policy, to respond to the needs of our community and to openly involve all in protecting our unique character and quality of life”



BARNSTABLE TOWN COUNCIL

Frederick Chirigotis, President, Precinct 4
Janice L. Barton, Vice President, Precinct 10
Ann B. Canedy, Precinct 1
Tom Rugo, Precinct 2
Michael P. Hersey, Precinct 3
James H. Cote, Precinct 5
Janet S. Joakim, Precinct 6
Jessica Rapp Grassetti, Precinct 7
Debra S. Dagwan, Precinct 8
James M. Tinsley, Jr., Precinct 9
June M. Daley, Precinct 11
John T. Norman, Precinct 12
Jennifer L. Cullum, Precinct 13

Barbara A. Ford, Acting Council Administrator

MUNICIPAL OFFICIALS

Thomas K. Lynch, Acting Town Manager
Mark A. Milne, C.P.A., Finance Director
Robert L. O'Brien, Budget Director

OTHER TOWN OFFICIALS

SCHOOL COMMITTEE

R. Patrick Murphy, Chairman

Margeaux Weber, Vice Chairman

Stephanie Ellis

Chris Joyce

Francis McDonald

SUPERINTENDENT OF SCHOOLS

Mary Czajkowski, Ed. D.

AIRPORT COMMISSION

Ronald D. Pursuite, Chairman

Donald E. Megathlin, Vice Chairman

Robert L. O'Brien, Clerk

Michael A. Dunning

John T. Griffin, Jr.

Timothy R. Luzietti

TOWN CLERK

Linda E. Hutchenrider

TOWN COLLECTOR

Maureen Niemi

VETERANS AGENT

Edward F. Merigan

MUNICIPAL ADMINISTRATION

Thomas K. Lynch, Acting Town Manager

Assistant Town Manager

Vacant

ADMINISTRATIVE SERVICES DEPARTMENT

Assistant Town Manager, Director

COMMUNITY SERVICES DEPARTMENT

Lynne M. Poyant, Director

GROWTH MANAGEMENT DEPARTMENT

Jo Anne Miller Buntich, Director

POLICE DEPARTMENT

Paul B. MacDonald, Chief

PUBLIC WORKS DEPARTMENT

Mark S. Ells, Director

REGULATORY SERVICES DEPARTMENT

Thomas F. Geiler, Director

AIRPORT

Roland W. Breault, Manager

TOWN ATTORNEY

Ruth J. Weil, Esq.

FINANCE DIRECTOR

Mark A. Milne, C.P.A.

HUMAN RESOURCES DIRECTOR

William E. Cole

INFORMATION TECHNOLOGY DIRECTOR

Daniel J. Wood

BUDGET DIRECTOR

Robert L. O'Brien

FISCAL YEAR 2013 OPERATING BUDGET

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Front Cover Photo: Aerial View Sandy Neck Beach

Back Cover Photo: Hyannis Harbor

INTRODUCTION AND OVERVIEW

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 1638, less than 20 years after the Pilgrims on the small sailing ship Mayflower landed first at Provincetown and then at Plymouth to begin the colonization of New England. These first settlers were mainly farmers. They had to be in order to survive.

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

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

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

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

The 40 year period from 1920 to 1960 saw a resurgence for the Town as the automobile brought a new age and the State had paved hundreds of miles of road on the Cape. It was during this time that Cape Cod predominantly became a resort industry and concomitantly saw the erection of summer second homes for off-Cape residents. Today, about one-third of the homes in Town are second homes.

Barnstable bought an airport in Hyannis in 1936. In 1920, Hyannis had also become the site of the Cape Cod Hospital. Cape Cod Health Care 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 668,000 square feet and is a major regional shopping center.

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 which offers bus service and the Steamship Authority which provides passenger and freight services to the Islands of Nantucket and Martha's Vineyard.

GOVERNMENTAL STRUCTURE

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

the administration of all municipal departments with the exception of the School Department and the Barnstable Municipal Airport.

The Town's organization structure for FY13 remains unchanged from that of FY12. Exclusive of the School Department and Airport, there are six departments as follows; Administrative Services including two elected officials, Town Clerk and Town Collector; Community Services; Growth Management; Police; Public Works; and Regulatory Services. (See organization chart on page 30)

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

GENERAL PROFILE OF THE COMMUNITY

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

The Village of Barnstable is located on the north side of the Town centered along, "Old Kings 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. Hinkley, 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 and the Trayser Museum. The Barnstable Comedy Club is the oldest and longest running Community Theater in Massachusetts. Finally, The Trayser Museum is the former County customs house, that 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 its summer residents, estimated at 6,000 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 its scenic areas remain intact. The location of the Village provides close and convenient proximity to jobs and services. The Village is the most 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. They are now mainly found in restaurants in Cape Cod. Since the early 1900s 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 and Hyannisport Village is a residential area and it also contains the Town's central business/commercial district, which includes the Town offices and several shopping districts, including Cape Cod Mall and the historic downtown Main Street. Hyannis has the most ethnically diverse community on Cape Cod, with non-whites making up over 30% of the population. One of the largest Brazilian communities in the state outside of Boston resides in Hyannis along with a significant number of Cape Verdeans. The village was named after Iyannough (more commonly spelled Iyanough), the local Indian Sachem (Chief). The Hyannis Mets 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 Rt. 132. Hyannisport is an affluent residential and fishing village. Hyannis Harbor provides access to the islands of Martha's Vineyard and Nantucket. It is also the location of the Kennedy family residence and a memorial to President Kennedy

on the waterfront that 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 JFK Hyannis Museum which explores John F. Kennedy's time spent on Cape Cod. Also, one of the premier golf courses on Cape Cod, the Hyannisport Club, is located on Irving Ave.

Marstons Mills was founded by the Marston Family in 1648. They built grist mills along the Marstons Mills River, hence the name of the village. It is primarily residential and located on Route 28, and is rural in nature. Marstons Mills has many notable lakes and ponds, including Hamblin's Pond, Mystic Lake, Middle Pond, Muddy Pond, Little Pond, Round Pond, Long Pond and Shubael Pond on Route 149. Marstons Mills has no salt-water beaches. Although the Town-owned Prince Cove Marina provides salt water access there isn't a public beach. In recent years, Marstons Mills has become an established shopping district with the developments of the Marstons Mills Marketplace, Cotuit Landing and the 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 which 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 "Cotachaset". It was primarily a seafaring village, the home of sea captains, shipbuilders, salt-workers, cranberry growers and oyster men. 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 5 mile Nantucket Sound coastline and the 17 mile shoreline along the coastal bays and river estuaries. The shoreline encircles 1300 acres of protected waters and the coastline has 102 acres of protected barrier beaches. Thirteen inland ponds and lakes total 75 acres of surface water. Two private golf courses retain 228 acres of open space. The village center provides a blend of retail commercial, professional services, institutional and community uses, banking, and a collection of small quality shops, galleries and offices. Three select clubs, the Wianno Club, the Oyster Harbors Club and the Wianno Yacht Club keep the residents active.

West Barnstable is a village in the northwest part Town. Once devoted to agricultural pursuits, West Barnstable now is largely residential. Natural features include six-mile long Sandy Neck Barrier Beach which protects the extensive Great Marshes, the latter a source of salt hay that attracted the first English settlers to the area in the mid-1600s. Remarkably, in the 18th century, the village produced four nationally prominent leaders at a time when no more than 500 people inhabited the place. James Otis the Patriot, the most important Cape Codder in history, was the original intellectual leader of the revolutionary movement in Boston in the years leading up to the War of Independence. His sister, Mercy Otis Warren, also born next to the Great Marshes, became a political activist, one of the first women writers in the country, and a historian of note. Lemuel Shaw, another native of the village, held the important post of chief justice of the Massachusetts Supreme Judicial Court from 1830 to 1860 and earned the reputation of a leading jurist in the nation's formative constitutional history. The fourth native, Captain John "Mad Jack" Percival, rose to the highest rank in the U.S. Navy, serving in four wars. In late 1844 he saved and restored the U.S. frigate Constitution and then sailed her around the world, the venerable ship's only circumnavigation. Few if any villages anywhere have contributed proportionately as much to the nation's leadership. The fully restored 1717 Congregational meetinghouse, West Parish of Barnstable, remains a central feature of the village. West Barnstable is home to Cape Cod Community College, the only college on the Cape proper, as well as the Cape Cod Conservatory of Music, Art, Drama & Dance.

Five separate Fire Districts provide fire protection to Town residents. Of those five, three also include a water district. The Barnstable Fire District, Cotuit Fire District, and the Centerville-Osterville-Marstons Mills Fire District each provide both fire protection and water services. In the village of Hyannis, the Hyannis Fire District provides fire protection, while water service is delivered by the Town. In the village of West Barnstable, the West Barnstable Fire District provides fire protection, while private on-site wells provide water access. The aforementioned districts are not a part of the municipal structure; they set their own tax

rates and issue debt in an annual meeting independent of the Town. The districts are governed by a Prudential Committee or a Board of Fire Commissioners, or a Board of Water Commissioners separate from the Town structure.

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 Free 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, they are governed by independent Boards of Trustees. 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.

PROPERTY TAXATION

The principal revenue source of the town is the tax on real and personal property, comprising approximately 72 percent of the Town's general fund revenues. The Town levies and collects taxes for both the Town and the five fire districts and then disburses funds to each district. Of the total property tax bill received and paid by each residential property owner annually, an average of 19 percent of the taxpayer's payment goes to the respective Fire District.

Since 1980, cities and towns in Massachusetts have been subject to Chapter 580 of the Acts of 1980, an initiative commonly known as "Proposition 2½". This law provides that:

- Property taxes that may be assessed in any city or town may not exceed more than 2½ percent of the full and fair cash valuation of the real estate and personal property therein (e.g. 2½ percent x \$13 billion in full cash value for the Town of Barnstable = \$325 million potential levy ceiling);
- The annual increase on tax levy may not exceed 2½ percent of the prior year's levy plus new growth unless approved by a majority of voters;
- Debt service for capital projects is included in the 2½ percent limitation unless otherwise approved by a majority of voters via a **debt exclusion** vote (e.g. debt exclusions for school buildings were approved by voters in 1996 for nearly \$60 million). The annual debt service on these loans may be added to the tax levy every year until they mature.
- The tax levy may be increased by any voter approved **capital exclusions**. A capital exclusion in a one time tax levy increase in the year it is approved for specific capital expenditures.
- The Fire/Water Districts are not subject to this state law.

There are three tax levy shifting options available to the Town for allocating the aforementioned tax levy to each class of property. There are four classes of property including; commercial, industrial, personal property (CIP) and residential. The levy shifting options include;

1. A classified tax rate where the commercial, industrial and personal property classes can pay a higher tax rate of up to 1.5 times greater than that of the residential class.
2. A residential exemption of up to 20 percent of the taxable value for each qualifying domiciled property owner in Town.
3. A small business exemption of up to 10 percent for each qualifying small business property owner.

The classified tax rate shifts a portion of the tax levy between the residential class and the CIP classes. The residential exemption shifts a portion of the tax levy **within** the residential class from the qualifying domiciled property owners to the second homeowners and qualifying domiciled property owners with a taxable property value of approximately \$908,350 or more in FY12. The small business exemption shifts a portion of the tax levy within the CIP classes.

In fiscal year 2012, the Town of Barnstable adopted a single tax rate for all classes of property and a 20 percent residential exemption. This resulted in a higher residential property tax rate than the CIP tax rate as

over \$1.1 billion in residential property value was removed from the tax rate calculation. The tax rates for the Town for FY12 are \$8.42 per \$1,000 of valuation for Residential properties and \$7.59 per \$1,000 of valuation for Commercial / Industrial / Personal Property.

Four fire districts adopted a single tax rate with Hyannis voting to split their rate, and one fire district; West Barnstable, adopted the residential exemption in FY12. The following table illustrates the tax rates for the five fire districts for FY 2012. The average fire district tax rate for residential property is \$2.22 per \$1,000 of valuation.

<u>Class of Property</u>	<u>Barnstable</u>	<u>COMM</u>	<u>Cotuit</u>	<u>Hyannis</u>	<u>West Barnstable</u>
Residential	\$2.52	\$1.43	\$2.20	\$2.24	\$2.70
Commercial / Business	\$2.52	\$1.43	\$2.20	\$3.55	\$2.37
Personal Property	\$2.52	\$1.43	\$2.20	\$3.55	\$2.37

The District's taxes are included as a separate tax on the tax bill sent out by the town. The Town Collector collects all taxes for the Town and Fire Districts. Town taxes are transmitted over to the Town Treasurer and Fire District taxes are transmitted to their respective Treasurers.

The table below illustrates the total tax rates for *residential property* only including the Town and Fire District for each of the five separate districts for FY03 through FY12 assuming no residential exemption was elected by any entity. The portion of the combined average tax rate attributed to the Fire Districts has ranged from 19 percent to 22 percent over this ten-year period. The average split of the combined tax rate attributed to the Town and fire districts is 78% and 22%, respectively.

History of Tax Rates For Town And Fire Districts

	<u>FY 2003</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Town Tax Rate	\$9.40 76%	\$6.61 77%	\$6.05 80%	\$6.54 80%	\$5.57 78%	\$5.80 79%	\$6.12 77%	\$6.87 79%	\$7.28 78%	\$7.59 77%
Hyannis FD	\$2.89 24%	\$2.03 23%	\$1.52 20%	\$1.61 20%	\$1.54 22%	\$1.53 21%	\$1.78 23%	\$1.82 21%	\$2.04 22%	\$2.24 23%
Total	<u>\$12.29 100%</u>	<u>\$8.64 100%</u>	<u>\$7.57 100%</u>	<u>\$8.15 100%</u>	<u>\$7.11 100%</u>	<u>\$7.33 100%</u>	<u>\$7.90 100%</u>	<u>\$8.69 100%</u>	<u>\$9.32 100%</u>	<u>\$9.83 100%</u>
Town Tax Rate	\$9.40 77%	\$6.61 77%	\$6.05 74%	\$6.54 77%	\$5.57 73%	\$5.80 74%	\$6.12 72%	\$6.87 74%	\$7.28 76%	\$7.59 75%
Barnstable FD	\$2.88 23%	\$2.01 23%	\$2.12 26%	\$1.90 23%	\$2.10 27%	\$2.04 26%	\$2.37 28%	\$2.43 26%	\$2.31 24%	\$2.52 25%
Total	<u>\$12.28 100%</u>	<u>\$8.62 100%</u>	<u>\$8.17 100%</u>	<u>\$8.44 100%</u>	<u>\$7.67 100%</u>	<u>\$7.84 100%</u>	<u>\$8.49 100%</u>	<u>\$9.30 100%</u>	<u>\$9.59 100%</u>	<u>\$10.11 100%</u>
Town Tax Rate	\$9.40 83%	\$6.61 81%	\$6.05 83%	\$6.54 83%	\$5.57 81%	\$5.80 81%	\$6.12 81%	\$6.87 81%	\$7.28 81%	\$7.59 78%
Cotuit FD	\$1.88 17%	\$1.52 19%	\$1.28 17%	\$1.33 17%	\$1.34 19%	\$1.33 19%	\$1.43 19%	\$1.56 19%	\$1.68 19%	\$2.20 22%
Total	<u>\$11.28 100%</u>	<u>\$8.13 100%</u>	<u>\$7.33 100%</u>	<u>\$7.87 100%</u>	<u>\$6.91 100%</u>	<u>\$7.13 100%</u>	<u>\$7.55 100%</u>	<u>\$8.43 100%</u>	<u>\$8.96 100%</u>	<u>\$9.79 100%</u>
Town Tax Rate	\$9.40 83%	\$6.61 83%	\$6.05 81%	\$6.54 80%	\$5.57 73%	\$5.80 76%	\$6.12 74%	\$6.87 75%	\$7.28 76%	\$7.59 76%
W. Barn. FD	\$1.96 17%	\$1.36 17%	\$1.44 19%	\$1.60 20%	\$2.02 27%	\$1.86 24%	\$2.11 26%	\$2.28 25%	\$2.34 24%	\$2.37 24%
Total	<u>\$11.36 100%</u>	<u>\$7.97 100%</u>	<u>\$7.49 100%</u>	<u>\$8.14 100%</u>	<u>\$7.59 100%</u>	<u>\$7.66 100%</u>	<u>\$8.23 100%</u>	<u>\$9.15 100%</u>	<u>\$9.62 100%</u>	<u>\$9.96 100%</u>
Town Tax Rate	\$9.40 86%	\$6.61 86%	\$6.05 86%	\$6.54 86%	\$5.57 84%	\$5.80 85%	\$6.12 85%	\$6.87 85%	\$7.28 85%	\$7.59 84%
COMM FD	\$1.54 14%	\$1.10 14%	\$1.01 14%	\$1.06 14%	\$1.03 16%	\$1.03 15%	\$1.08 15%	\$1.26 15%	\$1.33 15%	\$1.43 16%
Total	<u>\$10.94 100%</u>	<u>\$7.71 100%</u>	<u>\$7.06 100%</u>	<u>\$7.60 100%</u>	<u>\$6.60 100%</u>	<u>\$6.83 100%</u>	<u>\$7.20 100%</u>	<u>\$8.13 100%</u>	<u>\$8.61 100%</u>	<u>\$9.02 100%</u>
Town Tax Rate	\$9.40 81%	\$6.61 80%	\$6.05 80%	\$6.54 81%	\$5.57 78%	\$5.80 79%	\$6.12 78%	\$6.87 79%	\$7.28 79%	\$7.59 78%
Average FD Rate	\$2.23 19%	\$1.60 20%	\$1.47 20%	\$1.50 19%	\$1.61 22%	\$1.56 21%	\$1.75 22%	\$1.87 21%	\$1.94 21%	\$2.15 22%
Average Total	<u>\$11.63 100%</u>	<u>\$8.21 100%</u>	<u>\$7.52 100%</u>	<u>\$8.04 100%</u>	<u>\$7.18 100%</u>	<u>\$7.36 100%</u>	<u>\$7.87 100%</u>	<u>\$8.74 100%</u>	<u>\$9.22 100%</u>	<u>\$9.74 100%</u>

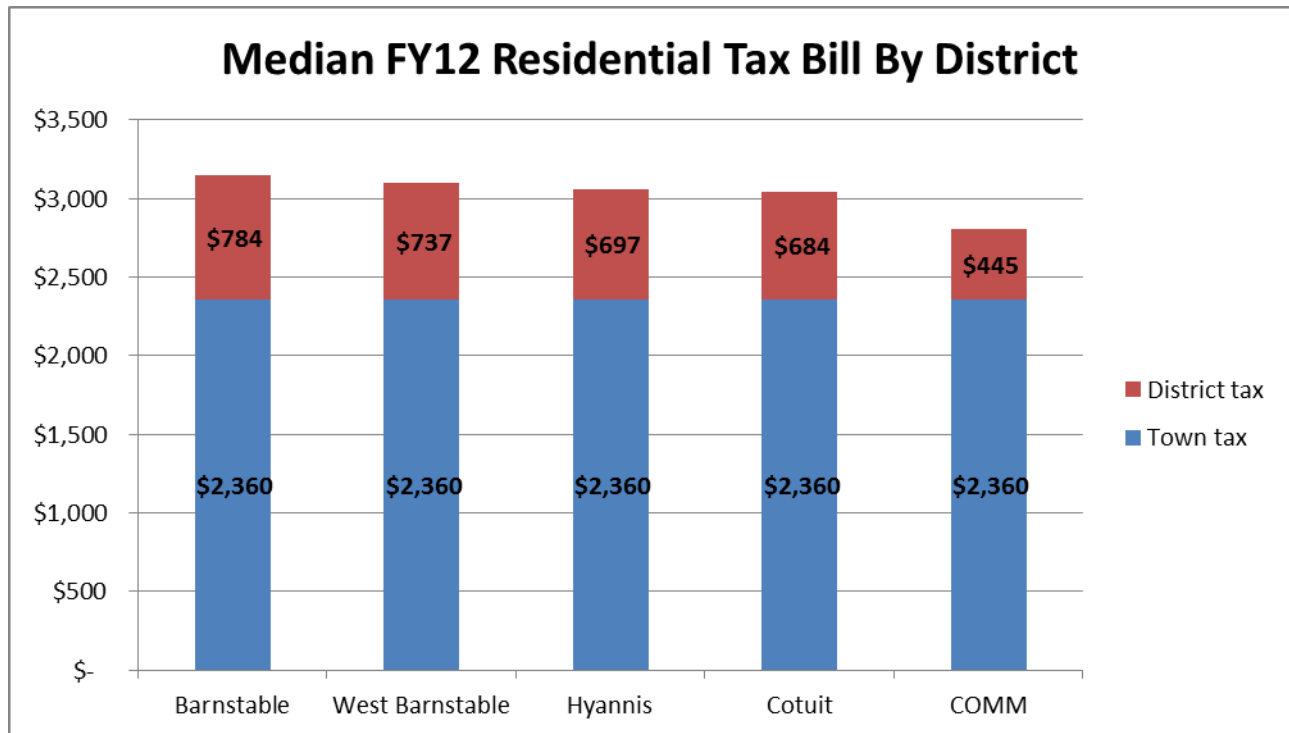
The Town maintains a property assessment database by Fire District. The tax rates for the Town of Barnstable and the five Fire Districts are determined by dividing the Town's tax levy by the Town's total property value and the Districts' tax levy by the Districts' respective property value. The Town's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

History Of Town And Fire District Tax Levy Growth For The Past 5 Years

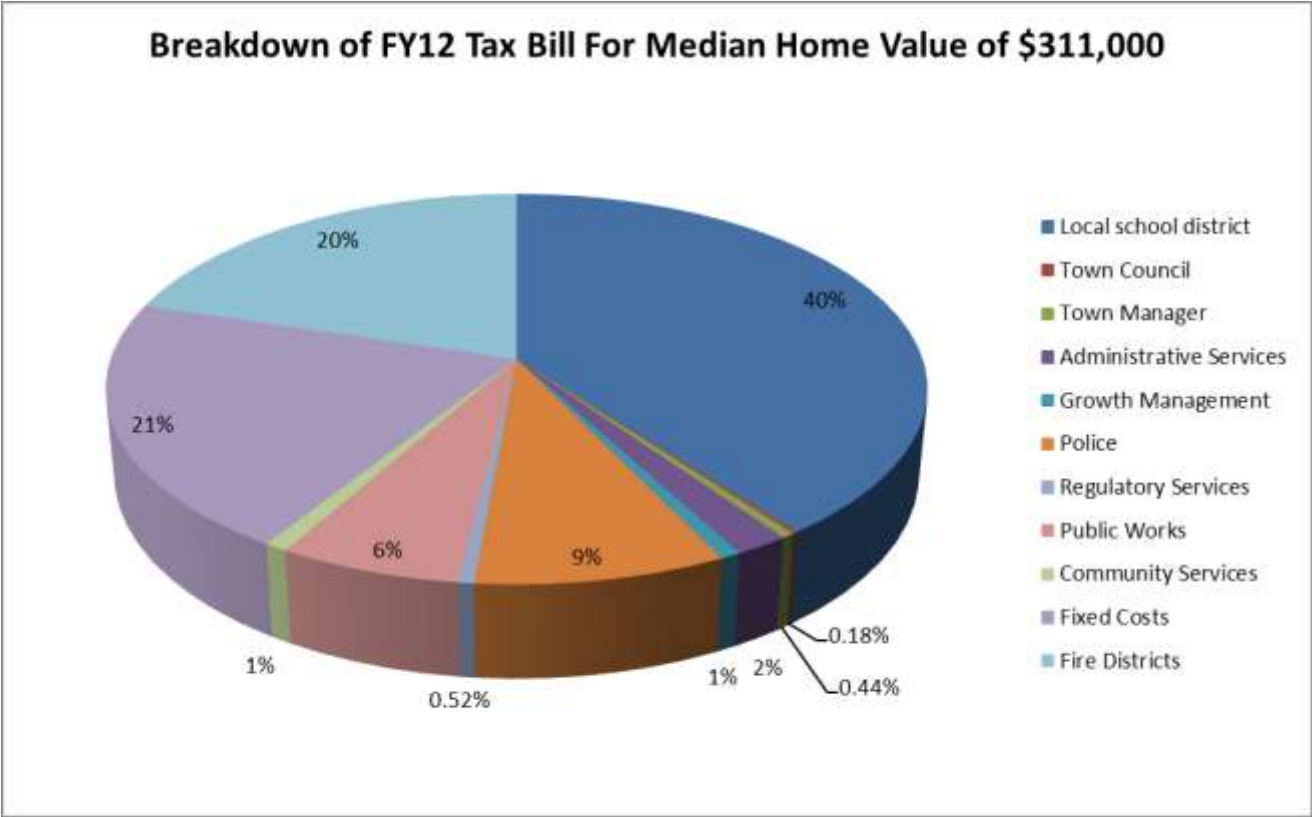
	FY 2008		FY 2009		FY 2010		FY 2011		FY 2012		Growth in Levy FY08 to FY12	
Town tax levy	\$ 86,040,891	81%	\$ 89,064,457	80%	\$ 91,769,862	81%	\$ 94,579,102	81%	\$ 97,325,379	80%	\$ 11,284,488	13%
Hyannis FD tax levy	6,238,186	6%	7,152,301	6%	6,836,967	6%	7,363,834	6%	7,992,181	7%	1,753,995	28%
Barnstable FD tax levy	2,522,490	2%	2,852,855	3%	2,884,014	3%	2,713,369	2%	2,914,168	2%	391,678	16%
Cotuit FD tax levy	2,091,491	2%	2,217,884	2%	2,063,825	2%	2,222,660	2%	2,901,523	2%	810,032	39%
W. Barnstable FD tax levy	1,205,038	1%	1,303,867	1%	1,332,277	1%	1,345,754	1%	1,344,740	1%	139,702	12%
COMM FD tax levy	8,030,068	8%	8,299,303	7%	8,892,217	8%	9,099,538	8%	9,637,526	8%	1,607,458	20%
Total FD tax levy	20,087,273	19%	21,826,210	20%	22,009,300	19%	22,745,155	19%	24,790,138	20%	4,702,865	23%
Grand total all tax levies	\$ 106,128,164	100%	\$ 110,890,667	100%	\$ 113,779,162	100%	\$ 117,324,257	100%	\$ 122,115,517	100%	\$ 15,987,353	15%

The Town's tax levy has increased \$11.3 million over the five year period of FY08 to FY12 or 13%. The Fire Districts' tax levies have collectively increased \$4.7 million over the same time period or 23%.

The following graph illustrates the FY12 combined residential Town and Fire District tax bill on a property value of \$311,000 (the Town median residential value) for each District. Residents living in Barnstable Fire District have the largest tax bill and residents in the COMM Fire District have the smallest.



The next graph identifies by dollar and percentage how the tax bill on a \$311,000 assessed home is distributed by major category for government operations. The fire district amount is an average for the five districts and includes the district's operations and fixed costs where these are separated for education and municipal operations and included in the fixed costs category.



The largest component of the tax bill is for education representing 40 percent. Fixed costs are the second largest component at 21 percent. This category includes all of the town's debt service, employee benefits, state and county assessments, library grants and other costs not part of the municipal and school operating budgets. The third largest component is the fire district at 20% of the tax bill.

ABOUT THE TOWN OF BARNSTABLE INFORMATION AT A GLANCE

General Information

Established	March 5, 1638
Government	Town Council - Town Manager
Villages (7)	Barnstable, Centerville, Cotuit, Hyannis, Marstons Mills, Osterville, and West Barnstable
Precincts	13 with one Councilor for each precinct
Area	62.72 square miles

Demographics

Year Round Residents	45,193 (2010 Fed. Census)
Households	19,814 (2005-2009)
Seasonal Residents	125,600 (estimated)
Population Distribution	13% - 17 and under 9.4% - 18 - 24 20% - 25 - 44 32.7% - 45 - 64 24.2% - Over 65
Median Age (in years)	50 (per Town Census)
Median Family Income	\$46,811 (2000)
Per Capita Income	\$25,554 (2000)
Unemployment Rate	10.4% (February 2011)

Education and Culture

Public Schools	6 Elementary Schools, 1 Middle School and 1 High School
Public School Enrollment (Excluding Horace Mann charters)	4,144 students for 11-12 school year 4,153 students for 10-11 school year
Barnstable Horace Mann Charter School	806 students Grades 5/6 Horace Mann for 11-12 school year 817 students Grades 5/6 Horace Mann for 10-11 school year
Barnstable Community Horace Mann Charter Public School	317 students Grades K-3 Horace Mann for 11-12 school year 334 students Grades K-3 Horace Mann for 10-11 school year
Higher Education	Cape Cod Community College - 2 and 4 year degree programs; masters programs offered by major colleges through satellite locations on Cape Cod.
Libraries	Seven - one in each village

Museums and Art Galleries

Each of the seven villages 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 in Barnstable Village. Centerville houses the Centerville Historical Museum. Cotuit features the Cotuit Center for the Arts, Cahoon Museum of American Art and the Samuel B. Dottridge Homestead Fire Truck and Fire Museum. Osterville is home to the Osterville Historical Society Museum. In Hyannis, museums include the Cape Cod Maritime Museum, Zion Union Heritage Museum, the JFK 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 barn is a historic building 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 campus of the Cape Cod Conservatory. The Old Selectman's Building Gallery on Route 149 showcases local artists from mid April through mid November. All of the villages are home to historical societies and numerous private art galleries.

Community Centers (4)

Centerville, Hyannis, Osterville, West Barnstable

Public Recreation

Beaches	12 coastal and 6 freshwater
Boat Launch Landings	11 saltwater; 6 freshwater
Recreational Areas	70 different areas; a total of 218 acres
Public Access Ways to Water	55 locations throughout the Town
Municipal Golf Courses	Olde Barnstable Fairgrounds Golf Course in Marstons Mills and the Hyannis Golf Club in Hyannis
Tennis Courts	5 in various locations in the Town
Ball Fields	6 in various locations in the Town
Ice Rinks	2 both inside the Hyannis Youth and Community Center (New 2009)

Property Information

Number of Single Family Homes	20,671	
Median Home Values (FY 2012)	Barnstable Fire District	\$449,300
	Centerville, Osterville, Marstons Mills Fire Dist.	\$311,300
	Cotuit Fire District	\$379,300
	Hyannis Fire District	\$228,900
	West Barnstable Fire District	\$396,000
	Town wide	\$311,000
Number of Businesses	2,700 firms (Estimated)	
Retail Space	4.9 million square feet	
Office Space	2.0 million square feet	
Industrial Space	2.5 million square feet	
Total Assessed Value of Real & Personal Property	\$12,825,115,470 (FY 2012)	
Assessed Value Per Capita	\$283,785 (FY12 @ 45,193 pop. Est.)	

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
2011	1,772	\$69,972,247	426	\$60,334,484	2,198	\$130,306,731
2010	2,318	\$53,425,589	384	\$37,652,154	2,702	\$91,077,743
2009	1,932	\$45,701,693	312	\$20,225,510	2,244	\$65,927,203
2008	2,473	\$79,657,068	363	\$56,097,931	2,836	\$136,754,999
2007	849	\$65,792,535	179	\$16,227,006	1,028	\$82,019,541
2006	2,123	\$64,169,965	241	\$25,299,348	2,364	\$89,469,313
2005	1,691	\$88,461,068	190	\$39,695,632	1,881	\$128,156,700
2004	1,592	\$68,658,892	159	\$23,920,342	1,751	\$92,579,234
2003	1,072	\$68,422,934	229	\$22,259,087	1,301	\$90,682,021

Top 10 Taxpayers in FY 2012

Owner's Name	Property Type	Total Assessment	Percentage of Tax Levy
Mayflower Cape Cod LLC	Shopping Mall	\$100,023,400	0.78%
NSTAR	Utility	\$71,850,180	0.56%
Individual	Various Residential	\$46,879,210	0.37%
Verizon	Utility	\$37,178,130	0.29%
National Grid	Utility	\$32,189,600	0.25%
Oyster Harbors Club, Inc.	Country Club/Land	\$28,526,510	0.22%
Individual	Various Residential	\$25,146,700	0.20%
OCW Retail Hyannis LLC	Shopping Mall	\$24,940,400	0.19%
Wianno Club LLC	Golf Club	\$24,827,200	0.19%
Festival of Hyannis	Shopping Mall	\$22,830,500	0.18%

Employment and Payrolls

Industry Sector	2007	2008	2009	2010	2011
Management Occupations	3800	3670	3560	3450	3670
Business and Financial Operations Occupations	2320	2810	2490	2650	2440
Computer and Mathematical Occupations	830	790	850	880	900
Architecture and Engineering Occupations	1120	1200	1170	1270	1150
Life, Physical, and Social Science Occupations	1250	1260	1270	1290	1300
Community and Social Services Occupations	1740	1780	1940	2250	2100
Legal Occupations	390	410	390	300	250
Education, Training, and Library Occupations	6500	6620	6270	5930	5710
Arts, Design, Entertainment, Sports, and Media Occupations	1020	1060	1170	1280	1230
Healthcare Practitioner and Technical Occupations	6590	6490	6740	6470	6560
Healthcare Support Occupations	4140	4150	4390	3740	3610
Protective Service Occupations	2490	2470	2230	2150	2130
Food Preparation and Serving Related Occupations	12620	12910	12750	12180	11840
Building and Grounds Cleaning and Maintenance Occupations	4650	4700	4740	4400	4210
Personal Care and Service Occupations	2420	2700	2950	3180	3690
Sales and Related Occupations	14220	13450	12360	11920	12100
Office and Administrative Support Occupations	15240	14610	15010	15270	15880
Farming, Fishing, Forestry			100	90	140
Construction and Extraction Occupations	4590	4400	3660	3530	3430
Installation, Maintenance, and Repair Occupations	4110	4090	3550	3670	3680
Production Occupations	2490	2610	2350	2340	2480
Transportation and Material Moving Occupations	4840	4890	4900	5100	5200

Source: U.S. Department of Labor, Bureau of Labor Statistics, Metropolitan and Non-metropolitan Area Occupational Employment and Wage Estimates for the Barnstable Metropolitan Area.

Top Ten Barnstable Employers

Name	Sector	FT Employees	PT Employees
Cape Cod Healthcare	Health Care	2908	493
Cape Cod Mall	Retail	1250	1000
Cape Air/Nantucket Airlines	Air Transportation	288	62
Cape Cod Community College	Higher Education	214	222
Cape Cod Times	Media, Print & on-line	157	133
Sencorp, Inc.	Machine Manufacturing	141	1
Cape/Brookside Regency Nursing & Rehabilitation (2 sites)	Health Care/Rehabilitation	122	74
Cape Cod Child Development	Social Services	84	65
Cape Codder Resort & Spa	Hotel	99	110
Cape Abilities, Inc.	Social Services	105	37

Unemployment

Calendar Year	Town of Barnstable			Barnstable County Unemployment Rate	Massachusetts Unemployment Rate
	Labor Force	Employment	Unemployment Rate		
2012	24,933	23,092	7.4%	8.8%	6.4%
2011	24,762	22,909	7.5%	8.5%	7.2%
2010	24,978	22,371	10.4%	12.2%	8.6%
2009	24,498	22,168	9.05%	11.4%	9.4%
2008	26,419	25,075	5.1%	5.8%	5.3%
2007	26,437	25,322	4.2%	4.8%	4.5%
2006	26,742	25,551	4.5%	5.0%	4.8%
2005	26,776	25,572	4.5%	4.9%	4.8%
2004	27,071	25,854	4.5%	5.1%	5.2%
2003	26,942	25,677	4.7%	5.3%	5.8%

Source: Massachusetts Department of Labor and Workforce Development. Data based upon place of residence, not place of employment. As of March 5, 2009 the 2004 through 2008 statewide series have been revised.

Municipal Airport

First Airplane Landing	June 17, 1928
Acres	653
Runways	2 (6/24 = 5,425 feet and 15/33 = 5,252 feet)
Air Traffic Control Tower	1 (FAA Contract) (New 2011)
Passenger Terminals	1 (new 2011)
Commuter Carriers	4
Legacy Carrier	0
Fixed Base Operators (FBO's)	3
Passengers per Calendar Year (CY)	(2010) 124,162 Enplanements
Takeoffs and Landings per CY	(2010) 103,721
Operations	Third busiest airport within the Commonwealth of Massachusetts in terms of total enplanements and operations.
Valuation	(2012) \$121,691,600

Special Characteristics

Public Sewers	3,125 Residential customers, 1020 commercial customers 16.6% of Town served - Hyannis, Barnstable Village and industrial areas.
Fire Service	Provided through 5 separately governed Fire Districts with their own governmental structure and taxing authority. Districts include Barnstable, Centerville-Osterville-Marstons Mills (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. Approximately 92% of the Town is

served by water suppliers and approximately 8% receive their water from private wells.

Roads

The Town's road inventory is made up of the following road types:

Category	Number of Roads	Center-lane Miles
Town	633	272
Private	1088	190
State	6	28
Total	1727	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.

Key Contacts (Area Code 508)

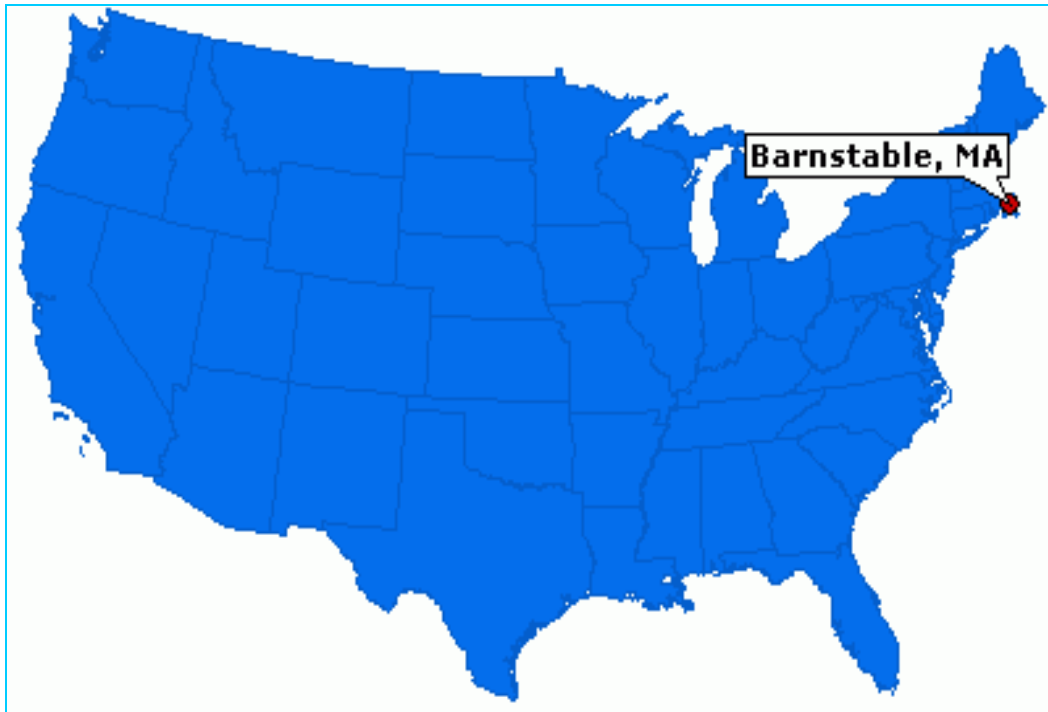
Airport	775-2020	Legal Department	862-4620
Airport Operator (24-Hours)	778-7770	Marine & Environmental Affairs	
Arts & Humanities	790-6370	Natural Resources	790-6272
Assessors	862-4022	Animal Control	790-6274
Building Inspector	862-4038	Bismore Park	790-6327
Town Clerk	862-4044	Harbormaster	790-6273
Vital Records (births etc.)	862-4095	Prince Cove Marina	420-3267
Community Services	862-4956	Sandy Neck Park Apr - Nov	362-8300
Conservation	862-4093	Planning Board	862-4786
Consumer Affairs	862-4672	Police Dept. Administration	775-0387
By-Law Citation	862-4668	Old King's Highway	862-4786
Licensing Authority	862-4674	Property Management	862-4675
Parking Clerk	862-4673	Purchasing Agent	862-4741
Weights & Measures	862-4671	Recreation	790-6345
Council on Aging/Senior Center	862-4750	Olde Barnstable Fairgrounds Golf	420-1141
Custodian/Town Hall	862-4650	Hyannis Golf	362-2606
DPW Administration	790-6400	Hyannis Youth & Community Center	790-6345
Technical Support (Engineer)	790-6400	School Department:	
Highway	790-6330	Supt. Office	862-4953
Hyannis Water Dept	775-0063	Payroll	862-4653
Snow Removal	790-6331	Hyannis East	790-6485
Solid Waste	420-2258	Hyannis West	790-6480
Survey	862-4083	Barnstable (Horace Mann Charter School)	420-2272
Structures & Grounds	790-6320	Barnstable High	790-6445
Water Pollution Control (Sewer)	790-6335	School Maintenance	790-6490
Finance	862-4654	System Operator	862-4000
Fire Department (Hyannis)	790-6328	Tax Collector	862-4054
Growth Management	862-4678	Town Manager	862-4610
Guyer Barn	790-6370	Town Council	862-4738
Health Division	862-4644	Treasurer	862-4653
Historical Com	862-4786	Veteran's Services	778-8740
Human Resources	862-4694	Zoning Board	862-4786
Information Technology	862-4624		
Help Desk	862-4635		

GEOGRAPHIC LOCATION

Regional Reference



National Reference



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TOWN COUNCIL BUDGET POLICY STATEMENT

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

1. REVENUE POLICY AND ORDER OF PRIORITY:

- a. To maintain a comprehensive and sound financial plan for meeting the prioritized operating and capital needs of the town within the confines of available resources.
- b. To limit the increases on the property tax revenues to 2½ percent plus new growth.
- c. To maintain adequate fund balances and reserves at 4 percent 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 percent 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 from FY 2012; and excess General Fund revenue over budget estimates for FY 2012 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 FY2006), Lottery aid and other Municipal Aid.
- n. To preserve and promote residential and commercial tax base.

2. EXPENDITURE POLICY AND ORDER OF PRIORITY:

- a. 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.

TOWN COUNCIL STRATEGIC PLAN

MISSION

Our mission is to provide the best possible services consistent with our budget policy, to respond to the needs of our community and to openly involve all in protecting our unique character and quality of life.

GUIDING PRINCIPLES

We believe. ...

In our oath of office

*Would you all please raise your right hand say I and state your name
do solemnly swear or affirm
that 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
This is my solemn oath and obligation
So help me God.*

In involving residents in the decision-making process

In modeling ethical behavior

In protecting citizen rights

In protecting the health and safety of citizens

In being fiscally responsible

In being accountable

In being respectful of the people and the process

In giving the highest priority to the rules and laws that govern the office of the Town Council

In operating fairly, predictably and efficiently

In providing a consistent process

In operating creatively and with flexibility

In the quality of the professionals who work for the Town of Barnstable

In the manager's job to manage the staff

In preserving the integrity of the Town of Barnstable

In each council member's stake in the betterment of the community

In listening and respecting each others contributions

In the right to disagree

In being accessible and keeping the process open

In decisions being made in the best interest of the whole Town of Barnstable

In an awareness that Barnstable has a unique challenge in dealing with the diverse nature of sub-political structures when formulating public policy

Town Council Priorities

Priority 1: Finance *(Strategies are listed in order of Priority.)*

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

Strategies:

- Ensure adherence to a sound financial plan for meeting the prioritized operating and capital needs of the town within the confines of available resources
- 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 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
- Continue efforts to address Infrastructure critical needs including but not limited to roads, wastewater needs and concerns
- Increase the education efforts in disseminating to the general public the municipal/schools financial position including a detailed, clear, and easy to understand explanation of operational and capital budgets
- Continue to support lobbying efforts to change the Chapter 70 Funding Formula (changed in FY2006), Lottery Aid and Municipal Aid

Priority 2: Public Health and Safety *(Strategies are listed in order of Priority.)*

Goal: To protect the health and safety of all town residents and visitors by providing a safe and desirable community in which to live, work and visit.

Strategies:

- Continue to support and better coordinate village-based community oriented police protection and joint police/school/youth/seniors/disabled/homeless and other vulnerable populations' programs to alleviate crime for proactive crime prevention in all villages
- Coordinate water and wastewater planning and financing efforts and provide efficient operation and expansion of wastewater treatment facility through collaboration with the regional partners consistent with the town's Wastewater Facilities Plan and provide efficient operation of infrastructure of drinking water supply division while providing education and training and participation of citizens
- Annually review and support a town Emergency Preparedness Plan that is understood by the public in order to address hazardous material spills, infectious disease, severe storms and homeland security, and provide efficient traffic control on private and public roads in an emergency situation
- Address School Safety concerns and issues

Priority 3: Infrastructure (Strategies are listed in order of Priority.)

Goal: To facilitate the maintenance, improvement and best use of the town's infrastructure and capital assets.

Strategies:

Facilitate a comprehensive infrastructure improvement plan (including long-term financial aspects: 1) Roads; 2) Sewers; 3) Water; and 4) Municipal Building Facilities)

Provide a reliable source of dedicated funds to maintain existing infrastructure, capital assets and aquatic resources and make improvements when necessary including exploration of local option taxes, local mitigation, state and federal grants, CPA funding for historic town-owned buildings, and stabilization funds

Expand representation to work with the Regional Transit Authority and Cape Cod Commission to provide adequate, efficient and user friendly public transportation services for all residents and visitors of the town of Barnstable

Investigate appropriate locations for an impact fees system to offset the costs of providing infrastructure to new development and redevelopment.

Establish a town-wide policy regarding the repair of private roads

Priority 4: Economic Development (Strategies are listed in order of Priority.)

Goal: To maintain a vibrant economy and strong labor force by promoting our businesses with diverse, clean industry and smart growth.

Strategies:

Develop economic incentives to retain and attract businesses and a skilled labor force that will improve the economic base of our town

Continue to encourage connection between education and business to support Economic Development

Continue to identify and encourage redevelopment of underutilized and /or blighted properties

Review and revise zoning and the permitting process impacting commercial areas

Priority 5: Education (Strategies are listed in order of Priority.)

Goal: To provide quality education using balanced resources in partnership with the School Committee, the state and the Federal government.

Strategies:

Continue to work cooperatively with the School Committee to create 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 municipal grid

Strive to reduce the impact of unfunded state and federal mandates in addition to revised Ch 70 funding and make public aware of impact of same

Commit town resources and staff to support legislation amending the Education Reform Act and the Chapter 70 Funding Formula which would provide for more resources to the town

Continue to work cooperatively with the School Committee, municipal and school administrations to develop plans for administrative and infrastructure consolidation and conduct periodic assessment of consolidated services and work toward labor negotiations new policy

Support educational initiatives to create an optimum and diverse educational environment for all schools and students

Priority 6: Housing (Strategies are listed in order of Priority.)

Goal: To support various housing initiatives to effectively meet the needs of Barnstable residents.

Strategies:

Continue to support efforts to inform developers about resources available to initiate projects

Explore and promote housing solutions to help solve the problem of homelessness in Barnstable; Include energy conservation and renewable energy standards in housing planning and in pre-permitting discussions with applicants; and Address issues of the chronically homeless

Address foreclosure issues

Priority 7: Regulatory Access and Accountability (Strategies are listed in order of Priority.)

Goal: To strive for comprehensive, responsive, consistent, fair and easily understood communication within town government and between the town and its residents, commissions, volunteers and visitors, to foster participation and positive results geared towards meeting community needs.

Strategies:

Continue to consolidate and re-codify all local laws, rules, regulations, and enforcement of all regulations and zoning ordinances with community input

Make the permitting process more predictable, timely, and cost effective

Complete LCP with community input to ensure framework of certainty

Urge all multi-member boards and commissions to develop and review their strategic plans annually to ensure that they incorporate the priorities of the Town Council and the LCP into same consistent with applicable law

Priority 8: Environment and Natural Resources (Strategies are listed in order of Priority.)

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

Strategies:

Support programs that emphasize environmental protection in keeping with the Regional Policy Plan to help ensure that growth and economic development successfully coexist with natural resources including protecting the natural resources in Nantucket Sound and Cape Cod Bay

Provide equity in open space throughout the villages while attempting to get the best return on investment possible

Continue to support and develop an effective and economical recycling and energy conservation program

Implement additional growth management strategies on a regional basis, if applicable, to provide maximum protection for our sole source aquifer and marine embayments in order to reduce nitrogen loading in all water bodies

Priority 9: Quality of Life (Strategies are listed in order of Priority.)

Goal: To provide a variety of opportunities for residents and visitors to achieve their potential.

Strategies:

Successfully operate the Hyannis Youth and Community Center

Collaborate with Human Service Agencies to work together to address homeless and other Human Service issues

Support meaningful age and need appropriate health and recreation programs for all residents

Support the Youth Service Programs in collaboration with other Divisions of Community Services

Support the successful operation of the Senior Center's "Garden Level"

Continue to work with other towns and the county to maximize provided services, including consolidation and regionalization where applicable while collaborating with Youth, Human Services, Homeless advocates, and Recreation

Priority 10: Communications (Strategies are listed in order of Priority.)

Goal: To strive for a high level of communication within town government and between the town and its residents, boards, commissions, volunteers and visitors, to foster participation and positive results geared towards meeting community needs.

Strategies:

Address improving communications with internal and external (Barnstable citizens and other communities) audiences

Continue the use of the town website, town newsletter, Citizen's Leadership Academy and municipal television station, channel 18 assuring:

- All boards and commissions are videotaped for quality viewing on Channel 18 to inform the General Public and provide with adequate staff support
- Reach out to citizens in all villages to improve resident involvement in town government, enhance responsiveness of the town to citizens, improve understanding of town services and government structure, and enhance public confidence in the town
- Improve communication with other town, county and state officials and legislative delegation; coordinating and consolidating information when possible
- Improve communication with various town committees and commissions through better use of the council liaison system

TOWN MANAGER'S FY 2013 BUDGET MESSAGE

Thomas K. Lynch, Acting Town Manager

Fiscal Stability In A Changing Environment



The state of our community continues to provide challenges to us every day. The FY 2013 Operating Budget reflects the economic challenges we are all facing. This budget maintains fiscal stability in a changing environment. Some of the changes took place in the Town Manager's office and with the composition of the Town Council. Under a contract buyout in September, Town Manager John Klimm ceased his official duties as Town Manager. In November, five new town councilors were elected to the Town Council. I became Interim and then Acting Town Manager throughout this budget process. Despite the changing political environment, we have maintained our fiscal stability, achieved modest service enhancements, spent within our means, and prudently planned our financial future. This budget reflects that prudent financial management and is structurally balanced.

Financial Accountability

Financial accountability continues to be the Town of Barnstable's highest priority. Of the State's 351 cities and towns, Barnstable is one of 21 to attain the **AAA bond rating**, the highest a town can receive. We have maintained this rating six years running. We have also received our 11th consecutive Distinguished Budget Presentation Award for the FY 2012 budget document and the Excellence in Financial Report Award for 9 years in a row. These awards demonstrate the Town's commitment to providing the most comprehensive and highest quality financial information.

We have passed an FY 2013 Capital Budget designed to improve our infrastructure and preserve our valuable public assets. In FY 2012, we completed the new Bath House at Sandy Neck Beach Park, opened the new Barnstable Municipal Airport Terminal and Tower, completed the exterior town hall renovations, began Phase III of the Stevens Street/High School Road Gateway and appropriated \$3.25 million for public road improvements. In Fiscal 2013, Barnstable continues to work toward preserving our capital assets and improving our infrastructure. The FY 2013 Capital Budget funds interior town hall repairs, improves West Barnstable and Centerville Community buildings, improves septic needs at Hathaways Pond, Marine and Environmental Affairs and our Structures and Grounds Building. The schools have adopted a capital plan and funding for school repairs is included. Municipal and school management is taking steps to further consolidate our maintenance and grounds operations and will be funding a study of this consolidation in FY 13.

Our revenues have shown growth over FY 2012. Motor vehicle excise tax revenues have increased and we are budgeting an extra \$332,598 or 6.95%. Investment income has also grown and FY 2013 revenues from this resource are being increased 30% or \$150,000. We are conservatively estimating new growth revenue at \$521,000. Over the last ten years, the percent of total tax collections to net tax levy has averaged between 99 and 100%. Tax collection rates for this fiscal year are tracking to reach a similar high collection percentage.

Dedicated Staff

Our dedicated Town and District employees are second to none. We keep asking them to do more with less. Our employees have given their all again this year. Our dedicated School Committee, School Superintendent and staff have done an extraordinary job in advancing excellence in our school system. Our schools' non-negotiables remain academic success, safe school environments and meeting the needs of our students. We will not compromise on these core principles. There has been change at the school department. Our School Superintendent, Patricia Grenier, left us in August. We welcomed Dr. Mary Czajkowski who has set the bar high working toward academic excellence throughout our school district.

Community Resources

As a community, we have libraries that cultivate and foster our intellect. We are grateful to our Fire and Water Districts, made up of the very finest professionals in the country, as they work to preserve and protect our

health and safety. Our community is committed to our children through recreation programs and a state of the art Youth and Community Center. Seniors have a facility that provides daily programs and an Adult Supportive Day Program for seniors who can no longer remain alone at home. Civic and business associations are our partners in providing a vibrant, livable community.

Fiscal Year 2013 Priorities

We will be busy in FY 2013 continuing to provide the highest quality services possible within the budget constraints that confront us. One area which will receive extra attention will be our current health care plan design. We are committed to studying both the current health care benefit plan offered through the Cape Cod Municipal Health Group and looking at models which might save money, reduce employee costs, and maintain our current benefit offerings. The priorities listed below are designed to keep us financially sound: keep our community safe; improve and increase the amount of information available to our citizens; promote economic development; and improve the environment with our green initiatives.

First, the FY 2013 budget is balanced and does not rely on any one-time fixes or solutions. Minimal reserves are used to cover one-time costs. Structurally we have placed our health care costs under our Employee Benefits budget which will create a better understanding of how much of the budget is directed towards this category. This will also allow us to expand our strategy for financing our unfunded healthcare benefit liabilities as any budgetary savings in this category can be directed towards the trust fund that the Town Council created for this purpose as part of the FY12 budget. We are proposing to establish an account to set aside funding for the capital needs of our town owned leased properties. And in FY 2013, we began planning to include a performance based measurement system into our award winning budget document. We plan to improve efficiency and effectiveness each year as we produce performance measures and indicators to track the performance of our operations. The budget funds a new parking ticket processing contract to increase the collection rate on citations issued through our Regulatory Services Department.

Second, public safety remains one of our highest priorities. We will continue our community approach to crime prevention and public safety, with our Police Chief Paul MacDonald and the dedicated members of the Barnstable Police Department. The budget restores an additional full time police officer to keep our department fully staffed at 115. The new Street Crimes Unit, which has taken over 600 criminals off our streets, will receive additional overtime funding to keep this unit operational. The budget restores the Domestic Violence Specialist to a full time position. We applaud the daily patrol protection, the targeting of high crime areas, the nationally recognized cyber crimes successful efforts, and the community policing which keeps us all safe.

Third, we understand that community outreach and citizen engagement are at our core of what we do. Over the past year, civic engagement continued to be an important priority. We implemented outreach measures with thousands of households now receiving our monthly bulletin and E-newsletter. Our recently improved website is seen by many residents each day. We continue to produce over two hours of live television programming every day on **Barnstable This Morning**, attend **village meetings with our civic associations and neighborhood groups** and provide **streaming video** and **Video on Demand**. We also continue our successful **Citizens Leadership Academy**, "Inside Barnstable Town Government", and the ever popular Barnstable Citizens Police Academy. We are the first community in Massachusetts to have introduced the **Barnstable iForum**, a virtual town meeting which engages citizens in a discussion of issues confronting our community.

The School Department's Channel 22 has been offering excellent student driven programming and we expect great things again from them this coming year.

In January, we introduced the **Citizens Resource Line**, a direct line for citizens to reach an employee with a concern which will be followed up and addressed. The CRL has been well received with over fifty calls received and forty-two cases closed.

We have also strengthened our internal network abilities with the Town Council's approval to construct the Barnstable Fiber Optics Network (BFON). BFON will provide reliable, high speed networking connectivity between all municipal, school, fire, library, water and county buildings within the Town of Barnstable. The system will serve us for decades to come.

Fourth, we remain committed to improving our economic climate. We have partnered with the Gateway Cities Program and the Executive Office of Housing and Economic Development to bring all available resources to Barnstable. Gateway Cities provided a \$50,000 grant which we have used to create the Kennedy Legacy Trail, part of our effort to make downtown Hyannis a walkable place to live, work and visit. We are changing the funding for our Arts and Culture Coordinator from relying on grants to the General Fund.

Our environment is our economy and residents and visitors alike enjoy our natural resources. We have funded clean up efforts at our ponds. There is beach equipment replacement at Veterans' Park. The budget funds ramp attendants at Blish Point to assist boater access to Barnstable Harbor and Cape Cod Bay. There is dinghy removal money to protect our fragile coastal dunes after the summer boating season ends.

Fifth, we continue to aggressively pursue our "green" agenda. The Water Pollution Control turbine and solar array systems are on line. We are working on a major renewable energy generation project at the transfer station. There are new photovoltaic projects scheduled for the industrial park, Barnstable Municipal Airport, and the roof tops of municipal buildings. Although not budgeted, we expect funding from renewable energy projects in FY 2013 to be collected, which be used to fund future projects in FY 2014. And working with staff and the Renewable Energy Commission, we will improve our recycling rates and explore ways to reduce our trash stream. Barnstable will continue to use organic methods to address turf management and pesticide programs.

Budget Review by Department

To further assist in continuing to meet these challenges successfully, I am recommending a Town budget for FY 2013 consisting of the following:

TOWN COUNCIL

The proposed budget for FY13 is \$276,543 or \$66 more than the FY12 approved budget. The budget includes funding for two full-time staff positions; the same as the FY12 budget. Operating expenses are level funded with the FY12 amount of \$28,700. Funding for this operation is comprised of taxes and enterprise fund charges. Tax support is declining \$6,674 as enterprise fund support is increasing \$6,740.

TOWN MANAGER

The FY13 proposed budget is \$37,363 more than the FY12 approved budget representing a 6% increase. This budget includes funding for 4.5 full-time employees as well as 9 months of salary for the former Town Manager. Operating expenses are level funded at \$132,332. Funding sources are comprised of taxes, enterprise funds and permits. Tax support is increasing \$108,121 for FY13. This covers the FY13 budget increase and replaces the general fund surplus used to balance the FY12 budget.

ADMINISTRATIVE SERVICES DEPARTMENT

There are no significant changes to the Administrative Services Department for FY13. The FY13 budget is increasing \$176,173 or 3.5% over the approved FY12 budget. Personnel costs are increasing \$160,379 or 4%. This includes funds to cover all contractual pay increases covering 61.3 full-time equivalents. Operating expenses are \$15,794 more than the FY12 budget. Additional funds are provided for increases in software support and licensing fees (\$10,244) and \$5,550 for office furniture replacement in the Town Clerk operations. Operating capital is level funded at \$105,000. This funds the replacement of computers and laser printers throughout the municipal operations as well as the cost of creating additional capacity and redundancy for our Information Technology systems.

Tax support for this operation is decreasing \$113,296 as other funding sources are increasing. The largest increase is \$150,000 in investment income as investment returns have improved. Funding from enterprise funds are increasing \$82,000 and an increase in fine and penalty revenue of \$35,000 is also projected.

COMMUNITY SERVICES DEPARTMENT

General Fund Operations:

The Community Services Department general fund budget is increasing \$51,649 in FY13, or 2.1%. Personnel costs are increasing \$14,924 and there is a reduction of one-half of a full-time equivalent position. The Recreation Director's position was eliminated and pieces of administrative positions are transferred from the HYCC enterprise fund to more accurately reflect where the employees have been allocating their time. This

results in a reduction of 0.5 full-time equivalents. Operating expenses are increasing \$2,925 and operating capital is increasing \$33,800 to \$58,500. This will be used for the replacement of one vehicle, new boards for lifeguards, picnic area improvements at the Veteran's Beach space and three automated external defibrillators for the Marine & Environmental Affairs operation. Tax support is decreasing \$59,194 for this operation as the estimate for charges for services is increasing due to increased usage as well as funding from special revenue funds.

Golf Course Enterprise Fund:

The golf course operations are decreasing \$230,883 for FY13 or 7.5%. A decrease in play which correlates into declining revenue of this amount results in the budget reduction. Reductions have been made to full-time equivalents (0.1), seasonal wages and overtime resulting in a personnel cost decrease for FY13 of \$74,966. Operating expenses have been reduced by \$18,717, operating capital by \$88,000 and the transfer to the general fund is reduced \$50,000. No reserves will be used in FY13 to balance the operating budget as current year estimated receipts are sufficient to cover the proposed operating budget.

Marina Enterprise Fund:

The FY13 Marina Enterprise Fund operating budget is decreasing \$35,512 or 5.4%. The reduction is a result of a decrease in debt service and operating capital. \$20,000 has been provided in the FY13 budget to continue a dock replacement program. The operating expense increase of \$29,307 includes \$27,907 in depreciation. A capital program of \$80,000 in FY13 for the permitting of a dredging project has already been approved by the Town Council. This will be funded from the enterprise fund's reserves. No reserves will be used in FY13 to balance the operating budget as current year estimated receipts are sufficient to cover the proposed operating budget.

Sandy Neck Enterprise Fund:

The FY13 Sandy Neck Enterprise Fund operating budget is increasing \$25,750 or 3.9%. Personnel costs are increasing \$34,624 as additional funds are provided for new seasonal positions and an increase in pay for other seasonal positions. This is offset by a reduction of \$11,700 in debt service. Estimated revenue for FY13 is increasing to \$676,900. A small amount of enterprise fund reserves are used to balance the budget \$7,542. This is \$25,150 less than the amount used to balance the FY12 budget.

Hyannis Youth & Community Center Enterprise Fund:

The FY13 operating budget for the HYCC is decreasing \$131,060 or 4.5%. Declining revenue estimates result in the lower proposed budget. To offset the decline in revenue, personnel costs are budgeted \$29,877 less in FY13 and operating expenses have been reduced by \$68,542. Also contributing to the reduced budget is a decrease in the debt service of \$32,641. The estimated revenue for FY13 includes an increase in the amount of meals and rooms tax of \$30,000, a reduction of \$450,166 in estimated user charges, and an increase of \$217,459 in the amount of the transfer from the Capital Trust Fund to pay the construction loans. A total of \$71,647 of enterprise fund reserves is being used to balance the operating budget.

GROWTH MANAGEMENT DEPARTMENT

The proposed FY13 budget for the Growth Management Department is \$901,437. This is an increase of \$60,590 over the FY 12 approved budget. The growth in personnel costs includes an increase of 0.50 full-time equivalents as a position that was formerly funded through the State's Adams Grant Program is being added to this budget in order to continue the Town's investment in its downtown Arts Programs. There are no changes to the department's operating expenses. Tax support will increase \$97,590 in FY13 in order to fund this department's operations.

POLICE DEPARTMENT

The FY13 Police Department budget is increasing \$177,512 or 1.6%. Personnel costs are increasing \$445,190. This covers all contractual pay increases as well as an increase of 1.5 full-time equivalents. One sworn police officer position is being restored from an FY11 early retirement that was not filled in FY12, and the current part-time Domestic Violence Specialist position is being increased to full-time. Also included in the increase is \$35,000 of additional overtime for the Street Crimes Unit operations. Operating expenses are increased to cover the rising cost of gasoline (\$10,000) and \$7,200 is provided in additional funding for uniforms as 5 new officers were hired under a Federal Grant program which does not cover the annual uniform allowance. These cost increases are offset by a reduction in operating capital of \$284,878. The Police Department was provided advanced funding in FY12 for their FY13 vehicle replacements eliminating the need to budget for operating capital in FY13. A majority of this operation is funded through taxes and tax support will

increase \$192,390 in FY13. Estimated revenue for fines, licenses, fees and permits are also increasing by \$105,000. General fund surplus used to fund the operation will decline \$119,878.

PUBLIC WORKS DEPARTMENT

General Fund:

The FY13 general fund operating budget for the Public Works Department is decreasing \$14,329. Personnel costs are decreasing \$98,329 as a total of \$258,916 representing 3.05 FTE's are budgeted under the enterprise funds for FY13. In addition, 0.48 FTE's are added for a part-time Energy Coordinator position. It is anticipated that this position will eventually be funded from the solar array project to be installed at the Marstons Mills Transfer Station which should be operating by the end of FY13. Other additions include .20 FTE's, a position in Structure's & Grounds (S&G) that was partially funded in the enterprise funds in FY12 and .10 FTE for an administrative assistant in S&G. These personnel changes net a decrease of 2.27 FTE's are for FY13 in the general fund portion of the budget. Operating expenses are increasing \$59,000 to cover fuel and utility increases (\$40,000) and \$19,000 is provided for road striping costs. Operating capital is increasing \$25,000 to provide funds for necessary improvements on various town-owned properties that are leased. Tax support for this operation is increasing \$311,985 and enterprise fund charges are decreasing \$326,314. The budget change of placing 3.05 FTE's under the enterprise funds eliminates the chargeback made to the enterprise funds for portions of these individuals as performed in previous years.

Solid Waste Enterprise Fund:

The FY13 Solid Waste Enterprise Fund operating budget is increasing \$41,348 or 1.6%. Personnel costs are increasing \$67,762 and include an increase in 0.65 FTE's as portions of positions previously funded in the general fund are partially budgeted here in FY13. Operating expenses are increasing \$10,000 to cover diesel fuel increases and \$35,600 in operating capital is provided for equipment and vehicle replacements. Offsetting these increases is a reduction of \$73,899 in transfers to the general fund as this charge no longer includes the positions which are included in the personnel category. Estimated revenues are increasing \$154,000 due to an increase in usage and an anticipated increase of \$5 dollars in the landfill sticker fee. This results in \$436,254 of fund surplus being used to balance the budget. The surplus covers the cost of the landfill capping loan (\$315,540) with the balance of \$120,714 covering the cost of operations.

Water Pollution Control Enterprise Fund:

The FY13 operating budget is decreasing \$388,257 or 7.7%. Personnel costs are increasing \$84,677. This covers contractual pay increases as well as an increase of 1.05 FTE's as a portion of some positions previously funded in the general fund are partially budgeted here in FY13. Operating expenses are declining \$74,890 principally due to decline in utility costs. Debt service is declining \$288,778 and transfers to the general fund are declining \$115,266 due to portions of general fund positions previously budgeted in the general fund being included in the personnel costs line of this budget in FY13. The FY13 proposed budget of \$4,684,189 is funded from estimated revenues of \$3,990,000 for FY13 and \$694,189 of sewer fund surplus. The amount of surplus used to balance the operating budget is \$313,257 less than the amount used to balance the FY12 budget.

Water Enterprise Fund:

The Water Fund operating budget for FY13 is increasing \$251,287 or 7.8%. Personnel costs are increasing \$104,820 and include an increase in 1.4 FTE's as portions of positions previously funded in the general fund are partially budgeted here in FY13. In addition, the Administrative Assistant position has been increased by .25 FTE's. Operating expenses are increasing \$335,589 to cover the cost of the management company's contract increase which includes managing two new water storage tanks and two new pump stations. Offsetting these cost increases is a decrease in debt service of \$115,639 and a decrease in transfers to the general fund of \$73,483. Estimated operating revenue for the water enterprise fund for FY13 are sufficient to cover the operating budget and no surplus is being used to balance the budget.

REGULATORY SERVICES DEPARTMENT

The FY13 Regulatory Services Department budget is increasing \$229,410 or 10%. \$201,260 of this increase is in personnel costs. This covers all contractual pay increase as well as an increase of 1.20 FTE's. The increase in FTE's includes the funding for a part-time (0.50) Hazardous Material Inspector that was previously paid for with mitigation funds received from the Cape Cod Commission that have expired. The continuation of this position will protect our vital water resources. The other 0.70 FTE increase results from transferring a portion of the Consumer Affairs Division Supervisor's position to the general fund from the weights & measures revolving fund. This reflects where the position will be focusing its attention in FY13. Operating expenses are increasing

\$28,150 as additional funds are provided for a new parking ticket processing vendor that will increase our collection rate. This also includes \$15,000 for flu vaccine as it is expected that the state will no longer provide this for free. An estimated increase in revenue from this operation in FY13 will cover \$135,720 of the budget increase and tax support will increase \$93,690 to \$629,341.

AIRPORT (Enterprise Fund)

The FY13 proposed Airport operating budget is decreasing \$394,942 or 5.1%. Personnel costs are increasing \$98,371. This includes all contractual pay increases as well as an increase of 0.70 FTE's. A part-time custodian position is increased by 0.20 FTE's and a part-time Noise Abatement Officer position is added for 0.50 FTE's. Operating expenses are decreasing \$436,297 mainly due to an anticipated decrease in the amount of jet fuel purchased due to declining sales. Operating capital is increasing \$46,500 to \$112,500 to cover taxiway lighting, a taxiway pavement crack sealer and electrical system improvements in Hanger II. Other changes to the FY13 budget include a decrease in debt service of \$149,629 and transfers to the general fund are increasing \$46,113. Estimated revenue for FY13 will provide for the FY13 proposed budget and no airport surplus will be used to balance the operating budget.

SCHOOL DEPARTMENT

The FY13 general fund appropriation for the Barnstable Public Schools is approximately 2.5 percent higher than the FY12 budget, a \$1,363,419 increase. The School Department's request submitted to the Town Council for approval is \$55,900,835. While this figure represents the revenue allocation received from the Town's general fund, it does not represent the full amount required to fund the operating budget. The entire school department budget request of \$58,085,364 requires the School Committee to authorized using funds from transportation fees, athletic fees, and reimbursements from the State for extraordinary special education cost (i.e., Circuit Breaker) and School Choice totaling \$2,184,529. These revolving fund and grant fund types do not require Town Council approval for expenditure and are deducted from the operating budget to arrive at the general fund appropriation request of \$55,900,835. It should be noted that this is the fourth consecutive year that the school department has not utilized any revenue from its "savings account" for ongoing operation costs reflected in the budget. As established in policy, the Town Council has determined that funds from municipal and school department savings accounts cannot in fact be used for ongoing costs.

OTHER REQUIREMENTS

Debt Service:

Debt service is projected to decrease \$934,688 to \$9,456,306. This amount includes all principal and interest payments due in FY13 on outstanding loans except for those loans that belong to the Town's enterprise fund operations and Community Preservation Fund loans. School related debt comprises approximately 67 percent of this amount.

Employee Benefits:

This area of the budget is increasing \$460,683 or 2.6 percent from the FY12 approved budget amount. The increase is mainly attributable to county pension assessments, workers' compensation insurance and unemployment insurance. These increases are offset by a \$366,917 decrease in health insurance costs for active and retired employees. Also included in this budget is a contribution of \$200,000 to the Town's other post-employment benefits trust fund; an increase of \$150,000 over the FY12 contribution.

The Town's general fund will receive a transfer of \$315,000 from the Pension Reserve Fund to offset the current year's county retirement assessment. State law limits the use of this Trust Fund to this purpose and the annual withdrawal must be approved by PERAC. This transfer exceeds the amount of investment income generated by the Trust Fund; therefore, a portion of the fund's principal is being used to offset the assessment. This Trust Fund should provide the Town a funding source for several years. A gradual decline in the amount transferred from the pension reserve will provide the Town a mechanism to gradually add the total pension assessment to the tax rate without significantly affecting it in any one year.

Insurance:

The proposed budget for insurance in FY13 is \$86,000 higher or \$1,386,000. This represents a 6.6 percent increase. Contributing to the increase is the escalation in premium for the new airport terminal and tower as well as anticipated inflation.

Grants:

Grant payments to the 7 village libraries will increase 2.5% to \$1,525,444. Each library has its own Board of Trustees and the Town exercises no control over their operations. The grant is distributed to the village libraries using an agreed upon formula. The Town is a major source of funding for the village libraries.

The proposed grant amount of \$116,250 for tourism is essentially level funded with the FY12 amount. This grant is funded from the local portion of the Hotel/Motel tax collected by the Town. The local room's tax rate is 6%. One-third, or 2% of the tax has been dedicated by the Town Council for a sewer construction fund. The remaining two-thirds, or 4%, is general fund revenue. This budget represents 7.5% of the estimated local room's tax to be collected that has not been dedicated to the sewer construction fund.

The rent for the Lombard land has been level funded at \$50,658. The Town uses various parcels of trust land and pays rent to the Lombard Trust fund for its use.

Assessments:

This category will increase \$574,933 or 7.9 percent from the FY12 approved budget to \$7,850,411. Significant components of the change include the following:

- A decrease in the assessment for the Cape Cod Tech Regional High School of \$49,621 to \$2,657,683. This is a 1.8 percent decrease. A drop in the Town's percentage share of total enrollment at the school contributes to this assessment decrease.
- State assessments to the Town for students attending the Sturgis Charter School and school choice payments are increasing \$568,422 or 35 percent. Another grade level is being added to the West campus in FY13 and state projections include additional Barnstable students attending.

Transfers:

Transfers include three specific purposes:

- \$3,110,690 to the Capital Trust Fund for financing the Town's general fund capital program. This includes a general fund commitment of \$6,996,125 net of \$3,885,435 coming back from the capital trust fund to pay for a portion of the debt service budgeted within the general fund.
- \$1,775,250 to the sewer enterprise fund for funding the construction of sewer extensions.
- \$60,000 for the Hyannis Youth and Community Center representing rooms and meals tax revenue generated by events held at the facility.

Appropriation Deficits:

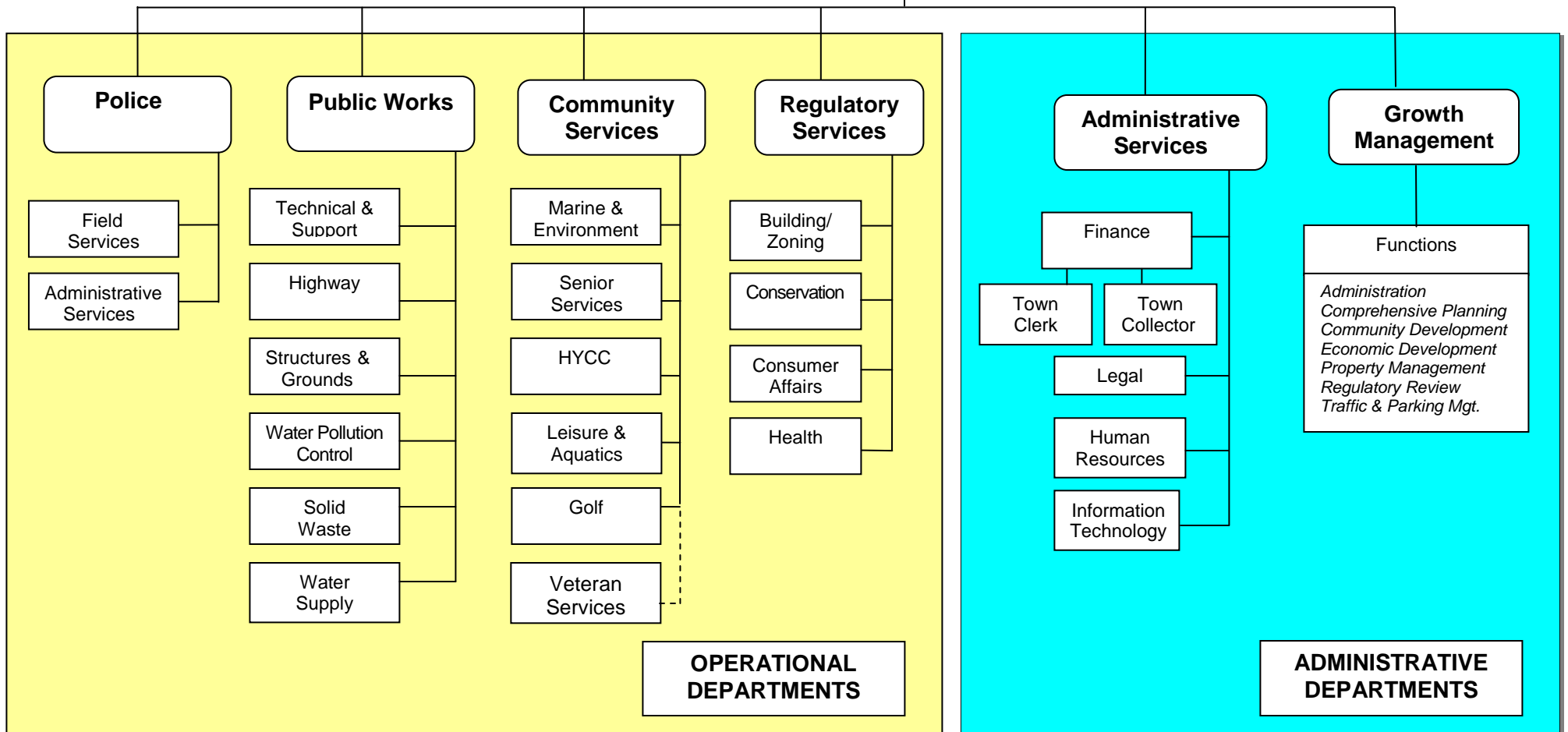
Included here is \$20,000 for a deficit in the FY10 overlay account for abatements and exemptions. A portion of the tax levy is set aside to pay for exemptions and refunds on abatements. In FY10, the amount set aside was \$1,089,775, the lowest level for several years as FY10 was an extremely difficult financial year for the Town. This amount has been exceeded by \$20,000 through FY12. This is one area where state law allows deficits to occur but they must be raised the following year.

Conclusion:

I want to thank the Town Council for all the support provided to our management team to accomplish the financial stability we enjoy. You should feel good about the new initiatives you have approved and the policy objectives of the FY 2013 budget. Balancing all the needs in our community and providing an opportunity for a quality of life that is built on respect and opportunity for all take a unified effort. I am indebted to you for your support.

Barnstable is a contemporary, exciting, ever maturing and dynamic Town. We are a community continuing to face many challenges. They are substantial and complex and our responses must be thoughtful, creative and effective. We have been successful in overcoming these challenges as they have arisen because we are committed to work in partnership to get the job done. It happens because of thousands of our citizens who volunteer in every corner of our community, and our dedicated and committed employees who keep striving to do their jobs better and more effectively each and every year.

Town of Barnstable FY 2013 Organization Chart



POSITION SUMMARY FOR ALL DEPARTMENTS
Includes General Fund, Enterprise Funds and Grant Positions in School Department

DEPARTMENT	FY 04 FTE's	FY 05 FTE's	FY 06 FTE's	FY 07 FTE's	FY 08 FTE's	FY 09 FTE's	FY 10 FTE's	FY 11 FTE's	FY 12 FTE's	FY 13 FTE's
Town Council	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Town Manager	6.00	5.00	5.00	5.00	5.00	5.00	4.50	4.50	4.50	4.50
Administrative Services	68.33	66.90	65.90	66.00	65.75	63.75	61.40	61.30	61.30	61.30
Finance (restated for school consolidation)	28.80	28.50	27.50	27.50	27.50	27.50	27.25	27.25	27.25	27.25
Town Collector	7.00	7.00	7.00	7.00	7.00	6.00	5.00	5.00	5.00	5.00
Town Clerk	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50	5.50
Legal	4.53	4.65	4.65	4.75	4.75	4.75	4.65	4.55	4.55	4.55
Human Resources (restated for school consolidation)	8.50	8.25	8.25	8.25	8.00	8.00	8.00	8.00	8.00	8.00
Information Technology	14.00	13.00	13.00	13.00	13.00	12.00	11.00	11.00	11.00	11.00
Community Services	43.87	42.99	42.99	50.37	51.37	52.79	56.53	54.66	53.90	54.05
Recreation	9.00	9.33	9.33	9.33	9.33	10.33	6.55	6.55	8.20	7.70
Golf Enterprise Fund	11.00	11.00	11.00	18.00	19.00	19.00	18.35	15.85	15.85	15.75
Senior Services	9.04	8.21	8.21	8.21	8.21	8.21	8.21	7.61	6.35	6.35
Youth Services	0.00	0.00	0.00	0.38	0.38	0.80	0.80	0.80	0.80	0.90
Marine & Environmental Affairs	10.68	10.30	10.30	10.30	10.30	10.30	10.20	10.20	9.65	9.65
Marina Enterprise Fund	1.40	1.40	1.40	1.40	1.40	1.40	1.45	1.45	1.45	1.45
Sandy Neck Enterprise Fund	2.75	2.75	2.75	2.75	2.75	2.75	2.70	2.70	2.70	2.75
HYCC Enterprise Fund		0.00	0.00	0.00	0.00	0.00	8.27	9.50	8.90	9.50
Growth Management	11.75	9.50	15.00	15.55	14.15	14.15	13.00	12.35	11.50	12.00
Administration		0.00	0.00	0.00	0.00	0.00	0.00	2.50	2.50	2.50
Regulatory Review	4.00	3.50	8.00	8.50	7.00	7.00	7.00	3.35	3.00	3.50
Comprehensive Planning	4.00	3.50	3.50	3.50	3.50	3.50	2.50	2.00	1.50	1.00
Economic Development	0.00	0.00	1.00	0.65	0.65	0.65	0.65	1.65	1.65	2.15
Community Development	2.75	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property Management	0.00	0.00	0.50	0.90	1.00	1.00	0.85	0.85	0.85	0.85
Traffic & Parking Management	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police	134.25	139.00	139.00	139.48	139.48	137.48	126.26	126.26	124.26	125.76
Administrative & Investigative Services	37.10	37.10	37.10	37.58	37.58	37.58	35.50	34.00	33.50	35.00
Field Services	97.15	101.90	101.90	101.90	101.90	99.90	90.76	92.26	90.76	90.76

POSITION SUMMARY FOR ALL DEPARTMENTS - Continued
Includes General Fund, Enterprise Funds and Grant Positions in School Department

DEPARTMENT	FY 04 FTEs	FY 05 FTEs	FY 06 FTEs	FY 07 FTEs	FY 08 FTEs	FY 09 FTEs	FY 10 FTEs	FY 11 FTEs	FY 12 FTEs	FY 13 FTEs
Public Works	118.00	113.90	113.90	119.50	119.50	120.50	115.50	115.50	115.75	116.35
Administration & Tech Support	17.00	15.00	15.00	15.00	15.00	16.00	16.00	15.50	15.50	12.95
Highway	41.00	39.50	39.50	39.50	39.50	39.50	35.50	35.50	35.50	35.50
Structures & Grounds	35.00	34.80	34.80	34.80	34.80	34.80	33.80	33.80	33.80	34.10
Solid Waste Enterprise Fund	10.50	10.50	10.50	15.10	15.10	15.10	15.10	15.10	15.10	15.75
Water Pollution Control Enterprise Fund	14.50	14.10	14.10	14.10	14.10	14.10	14.10	14.10	14.10	15.15
Water Supply Enterprise Fund	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.50	1.75	2.90
Regulatory Services	31.00	30.00	32.00	31.66	31.66	34.65	33.15	31.25	32.15	33.35
Building & Zoning	11.50	11.50	12.50	12.50	12.50	12.50	11.50	12.15	12.50	12.50
Conservation	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Consumer Affairs	6.00	6.00	6.00	6.00	6.00	6.50	6.50	3.95	4.50	5.20
Health	9.50	8.50	9.50	9.16	9.16	11.65	11.15	11.15	11.15	11.65
Airport Enterprise Fund	25.80	25.80	26.40	26.40	26.40	26.40	26.40	25.00	24.60	25.30
SUBTOTAL GENERAL FUND	375.05	369.54	376.04	377.21	375.56	376.97	351.37	347.62	345.51	346.06
SUBTOTAL ENTERPRISE FUNDS	65.95	65.55	66.15	78.75	79.75	79.75	87.37	85.20	84.45	88.55
TOTAL MUNICIPAL OPERATIONS	441.00	435.09	442.19	455.96	455.31	456.72	438.74	432.82	429.96	434.61
Schools	935.24	903.24	903.24	911.30	903.54	891.38	811.58	812.58	813.03	815.53
Administration (restated for school consolidation)	12.60	12.60	12.60	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Instructional Services	792.14	762.14	762.14	774.05	763.16	751.00	686.20	686.20	686.03	638.90
Health Services	14.00	14.00	14.00	14.00	16.50	16.50	16.50	16.50	14.90	14.93
Transportation	28.00	28.00	28.00	24.00	23.00	23.00	21.00	21.00	21.00	24.00
Food Services	14.00	14.00	14.00	15.25	14.38	14.38	13.38	13.38	15.00	13.00
Athletics	2.00	2.00	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00
Other Student Services	6.00	6.00	6.00	6.00	6.00	6.00	6.60	7.60	7.60	48.46
Maintenance of Plant	58.50	56.50	56.50	62.00	63.50	63.50	51.90	51.90	52.50	59.24
Network & Technology	8.00	8.00	8.00	8.00	8.00	8.00	7.00	7.00	7.00	8.00
TOTAL ALL DEPARTMENTS	1376.24	1338.33	1345.43	1367.26	1358.85	1348.10	1250.32	1245.40	1242.99	1250.14
Note: As part of the FY05 budget a total of 6 FTEs were transferred to the Finance Division and 3 FTEs to the Human Resources Division as a result of consolidation with the School Department. These positions were										

FY 2013 BUDGET PROGRAMS

Programs are shown under each of the six General Government Department budgets. This format is aimed at providing the Town Council and the citizens of the town with a better understanding of the programs and associated costs involved in operating town government and providing services to the public. Some programs have been delineated to the activity level. The following is a listing of the programs under each of the departments/divisions. Program descriptions and costs are contained in the body of the budget under each of the departments.

ADMINISTRATIVE SERVICES DEPARTMENT

LEGAL DIVISION

General Legal Services

FINANCE DIVISION

Finance

Treasury

Procurement & Risk Management

Assessing

Valuation Services Activity

Relisting Services Activity

Customer Services Activity

Town Clerk

Elections, Registration & Census Activity

Administration & Licensing Activity

Town Collector

Customer Service Activity

Billing and Collections Activity

HUMAN RESOURCES DIVISION

Staffing, Benefits and Compensation

Employee/Labor Relations

INFORMATION TECHNOLOGY DIVISION

Support to Application Development and Production

Support to Systems Administration

Support to Hardware

Support to Training

Support to Office Administration

COMMUNITY SERVICES DEPARTMENT

MARINE & ENVIRONMENTAL AFFAIRS DIVISION

Moorings

Waterways Safety

Animal Control

Shellfish

Natural Resource

Marina Operations (Enterprise Fund)

Sandy Neck Park Operations (Enterprise Fund)

HYANNIS YOUTH AND COMMUNITY CENTER DIVISION (Enterprise Fund)

Ice Program
Administration
Operations
Maintenance

Youth Center Program
Administration
Operations
Maintenance

LEISURE & AQUATICS DIVISION

Activities Program
Aquatics Program
Youth Services Program

GOLF DIVISION (Enterprise Fund)

Olde Barnstable Fairgrounds Golf Course
Administration Activity
Operations Activity
Maintenance Activity
Hyannis Golf Course
Administration Activity
Operations Activity
Maintenance Activity

SENIOR SERVICES DIVISION

Senior Programs
Adult Social Day
Volunteer
Advocacy

GROWTH MANAGEMENT DEPARTMENT

ACTIVITY

Administration
Regulatory Review
Comprehensive Planning
Community Development
Economic Development
Traffic and Parking Management
Property Management

POLICE DEPARTMENT

ADMINISTRATIVE & INVESTIGATIVE SERVICES DIVISION

Administration
Records
Investigative Services

FIELD SERVICES DIVISION

Patrol Services

DEPARTMENT OF PUBLIC WORKS

ADMINISTRATIVE AND TECHNICAL SUPPORT DIVISION

Administration
Technical Support
Capital Projects

HIGHWAY DIVISION

Roadway Maintenance
Equipment Support
Snow & Ice Removal

STRUCTURES AND GROUNDS DIVISION

Grounds Maintenance
Building Maintenance
Custodial Services
Technical Support
Cemeteries
Administration

SOLID WASTE DIVISION (Enterprise Fund)

WATER POLLUTION CONTROL DIVISION (Enterprise Fund)

WATER SUPPLY DIVISION (Enterprise Fund)

REGULATORY SERVICES DEPARTMENT

BUILDING DIVISION

Inspections/Permitting
Zoning/Site Plan Review

CONSERVATION DIVISION

Conservation
Land Management

CONSUMER AFFAIRS DIVISION

Licensing/Weights and Measures
Citation Processing

PUBLIC HEALTH DIVISION

Environmental & Public Health
Coastal and Shellfish Resource Area Protection
Nursing Services
Toxic and Hazardous Contaminants

TOWNWIDE FINANCIAL AND MANAGEMENT POLICIES

SECTION 1 – TOWN CHARTER

1. **ANNUAL BUDGET POLICY** The President of the Town Council shall call a joint meeting of the Town Council and School Committee prior to the commencement of the budget process to review the financial condition of the town, revenue and expenditure forecasts and other relevant information in order to develop a coordinated budget. The Town Manager and Superintendent of schools shall be required to develop an annual policy agreement on the allocation of the projected revenue between the general government operations and the school department operations. Said agreement shall be subject to review of the School Committee and the Town Council.
2. **SUBMISSION OF BUDGET; BUDGET MESSAGE** Within the period prescribed by the laws of the Commonwealth, the Town Manager shall submit to the Town Council a proposed operating budget for all town agencies, which shall include the school budget as adopted by the School Committee, for the ensuing fiscal year with an accompanying budget message and supporting documents. The budget message submitted by the Town Manager shall explain the budget in fiscal terms and in terms of work programs for all town agencies. It shall outline the proposed fiscal policies of the town for the ensuing fiscal year; describe important features of the proposed budget and indicate any major variations from the current budget, fiscal policies, expenditures and revenues together with reasons for such change. The proposed budget shall provide a complete fiscal plan of all town funds and activities and shall be in the form the Town Manager deems desirable. The budget as adopted by the School Committee shall be submitted to the Town Manager at least thirty days prior to the submission of the proposed budget to the Town Council.
3. **ACTION OF THE BUDGET**
 - A. 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:
 - 1) The times and places where copies of the entire proposed budget are available for inspection by the public, and,
 - 2) 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.
 - B. Adoption of the Budget. The Town Council shall adopt the budget, with or without amendments, within forty-five days following the date the budget is filed with the clerk of the council. In amending the budget, the Town Council may delete or decrease any programs or amounts except expenditures required by law or for debt service, but except on the recommendation of the Town Manager, the Town Council shall not increase any item in or the total of the proposed budget, unless otherwise authorized by the laws of the Commonwealth. If the Town Council fails to take action with respect to any item in the budget within forty-five days after receipt of the budget, such amount shall, without any action by the Town Council become a part of the appropriations for the year, and be available for the purposes specified.
4. **SUPPLEMENTARY BUDGETS AND APPROPRIATIONS** Whenever the Town Manager shall submit to the Town Council a request for an appropriation of any sum of money, whether as a supplement to the annual operating budget or for an item or items not included therein, the Town Council shall not act upon such request until it has;
 - A. Given notice by publication in a local newspaper of the request, and,
 - B. Held a public hearing concerning such request. The publication and the public hearing shall be in conformity with the provisions concerning the proposed annual operating budget.

5. CAPITAL IMPROVEMENTS PLAN

- A. 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:
- 1) A clear summary of its contents;
 - 2) 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;
 - 3) Cost estimates, method of financing, and recommended time schedules; and,
 - 4) The estimated annual cost of operating and maintaining the facilities included.
- B. 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:
- 1) The times and places where entire copies of the capital improvement plan are available for inspection by the public; and,
 - 2) 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.
- C. 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 ten year financial forecast of town revenue, expenditures and the general financial condition of the town. The forecast shall include, but not be limited to, an identification of factors which will impact on 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 that will 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.

SECTION 2 – GENERAL ORDINANCES

1. FUNDS

- A. Reversion Of Appropriations - General appropriations made by the Town Council shall continue to revert to the general fund at the close of the fiscal year for which they are made, as provided by law. Unless otherwise provided in a vote of the Town Council making a specific appropriation, or unless a specific appropriation has been encumbered by contractual obligations, specific appropriations shall have a normal life of three years from the commencement of the fiscal year for which it was approved. At the end of the third fiscal year, any funds remaining in the appropriation shall revert to the general fund. A vote making a specific appropriation may provide that the appropriation shall revert to the general fund at the end of any fiscal year. The Town may, at any time by appropriate action by the Town Council, extend the date on which a specific appropriation would otherwise revert to the general fund.
- B. Enterprise Funds - The Town accepts the provisions of § 53F 1/2 of Chapter 44 of the Massachusetts General Laws, authorizing the establishment of Enterprise Funds and hereby designates:
- 1) The Recreation Department's Olde Barnstable Fairgrounds and Hyannis Municipal Golf Course facilities and its operation as an enterprise there under;

- 2) The Barnstable Municipal Airport and its operation as an enterprise there under;
- 3) The Public Works Department, Solid Waste Division, Flint Street, Marstons Mills Municipal Solid Waste Facility and its operation as an enterprise there under;
- 4) The Public Works Department, Water Pollution Control Division facilities, including mains and pumping stations and their operation, as an enterprise there under;
- 5) 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;
- 6) The Department of Community Services, Marine and Environmental Affairs Division Marina facilities as an enterprise there under; and,
- 7) The Department of Community Services, Marine and Environmental Affairs Division Sandy Neck area and facilities as an enterprise there under.
- 8) The Department of Community Services Recreation Division, Hyannis Youth & Community Center as an enterprise there under.

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

- 1) The Classroom Education Fund, Senior Services Division, Community Services Department.
- 2) Adult Social Day Fund, Senior Services Division, Community Services Department.
- 3) Recreation Program Fund, Recreation Division, Community Services Department.
- 4) Shellfish Propagation Fund, Natural Resources Division, Community Services Department.
- 5) Building Inspections Fund, Building Services Division, Regulatory Services Department.
- 6) Consumer Protection Fund, Consumer Affairs Division, Regulatory Services Department.
- 7) Geographical Information Systems Fund, Information Systems Division, Administrative Services Department.
- 8) Police Training Fund, Police Department.
- 9) Arts & Culture Program Fund, Growth Management Department.

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

- 1) 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.
- 2) 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.
- 3) Interest earned on any revolving fund balance shall be treated as general fund revenue of the Town.
- 4) 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.
- 5) 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:
 - a. The programs and purposes for which the revolving fund may be expended;
 - b. The department or officer authorized to expend from such fund;
 - c. The departmental receipts which shall be credited to the revolving fund; and
 - d. 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.

SECTION 3 – ADMINISTRATIVE CODE

1. FINANCIAL POLICIES AND PROCEDURES

- A. 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:
- 1) To develop effective financial management within the town which conform to generally accepted accounting principles.
 - 2) To simplify, clarify, and modernize the financial systems of the town as the need occurs.
 - 3) To provide increased public confidence in public financial management.
 - 4) To provide increased economy and financial performance and to maximize to the fullest extent practicable the use of public funds of the town.
 - 5) To provide safeguards to ensure quality and integrity of the financial systems.
 - 6) In order to obtain the above goals, the Town Council adopts the following policies:
 - a. The Town will establish accounting practices which conform to generally accepted accounting principles (GAAP) as set forth by the authoritative standard-setting body for units of local government.
 - b. An annual audit will be performed by an independent public accounting firm and an official, comprehensive annual financial report (CAFR) shall be issued no later than six months following the end of the fiscal year.
 - c. 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.
 - d. A ten-year financial forecast shall be prepared annually by the Town Manager, in accordance with the Charter, Section 6-6, projecting revenues and expenditures for all operating funds. This forecast shall be used as a planning tool in developing the following year's operating budget and capital improvements plan. The forecast shall be submitted no later than October 1.
- B. 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, 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.
- C. An advance refunding of outstanding debt shall only be considered when present value savings of at least 3% of the principal amount of the refunded bonds are produced, unless: (a) a debt restructuring is necessary or (b) bond covenant revisions are necessary in order to facilitate the ability to provide services or to issue additional debt. An analysis shall be conducted when necessary to determine whether debt financing, cash purchase, or leasing is the most cost effective method of financing for the Town.
- D. General fund:
- 1) Current revenues will be sufficient to support current expenditures.
 - 2) Debt will not be used to fund current operating expenditures.

- 3) 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.
 - 4) 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.
 - 5) 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.
- E. The year-to-year increase of actual revenue from the levy of the ad valorem (property) tax shall generally not exceed 2.5% (Proposition 2 ½).
- 1) Excluding taxable value gained through consolidation; excluding the value gained through new construction;
 - 2) Excluding expenditure increases funded outside the tax limit cap; and,
 - 3) Not excluding the valuation gained or lost through revaluation or equalization programs.
- F. Property values shall be appraised at a minimum of every three years.
- G. 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.
- H. Charges for service and other revenues shall be examined annually and adjusted as deemed necessary to respond to changes in cost of service.
- I. 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.
- J. General obligation debt:
- 1) All debt shall be financed outside the limitations of Proposition 2 1/2 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 20 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.
 - 4) The ratio of debt service to total expenditures (operating expenditures and debt service combined) shall not exceed 15%.
 - 5) The Town shall target a Standard and Poor's (S and P) ratio of 8%. S and P ratio is calculated by dividing overall net debt per capita by effective buying income per capita.
 - 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.
 - 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 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.

K. Offset receipts and Enterprise Funds in general.

- 1) 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.
- 2) 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.
- 3) Principal repayment delays shall not exceed five years.
- 4) An offset receipts and Enterprise Fund shall maintain a fully funded debt service reserve for its existing bond issues and future issues.
- 5) Debt service coverage of at least 1.25 times shall be the target.
- 6) 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.
- 7) Ongoing routine, preventive maintenance should be funded on a pay-as-you-go basis.
- 8) Capital enterprise projects should be financed through a combination of cash financing and debt. A ratio of at least 10% equity contributions is desirable.
- 9) 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.
- 10) 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 and debt and working capital.

L. Gifts and grants.

- 1) 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.
- 2) 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.

M. Capital Trust Fund.

- 1) 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.
- 2) The Capital Trust fund will be funded through a general operations set-aside at a minimum of \$1,900,000 annually.
- 3) The Capital Trust Fund shall not be utilized for any purpose other than that stated herein.
- 4) 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.
 - d. 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.
 - e. 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:

- 1) The town should not insure itself against minor recurrent losses;
- 2) Self insurance should be used where risks are recurrent and financially manageable; and,
- 3) Insurance 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:

- 1) Preservation of capital;
- 2) Maintenance of sufficient liquidity to meet operating needs;
- 3) Security of Town funds and investments;
- 4) Diversification of investments to avoid unreasonable or avoidable risks; and
- 5) 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:

- 1) 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.
- 2) Maintain and promulgate standards for computer technology and general electronic information management. Provide policy guidance to the management on the review and purchase of computer technology (hardware, software, and communications) so as to insure compliance with published standards.
- 3) 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.
- 4) 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.
- 5) Centralize functions which can be automated and/or centralize so as to maximize the utilization of the town's personnel and/or other financial resources.

5. PROCUREMENT

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

6. TRUST FUND MANAGEMENT

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

- 1) Conformance to each trust document's specified purpose, legal requirements, and administrative guidelines;
- 2) Adherence to the Town of Barnstable general ordinance providing for the administration of town trusts;
- 3) Preservation of capital;
- 4) Maintenance of security of trust funds and investments;
- 5) Maximization of total return for each trust fund;
- 6) Efficient disbursement of funds on an equitable basis; and,
- 7) Effective collection of all due monies.

SECTION 4 – MANAGEMENT POLICY

1. 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.
2. 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.
3. The municipal and school operations savings account will continue to be credited with their respective appropriation savings from FY10; and excess General Fund revenue over budget estimates for FY12 will be shared 60/40 between school and municipal operations after any allocation is made to maintain the Town Council's policy reserve.
4. The General Fund will contribute a base amount of \$6.725 million annually to the Capital Trust Fund.
5. The Capital Trust Fund will provide for a minimum of \$3.25 million for public road improvements annually.

THE BUDGET PROCESS

OVERVIEW

The Charter of the Town of Barnstable specifies that an Operating Budget and a Capital Budget will be adopted no later than forty-five (45) days following filing with Town Clerk to begin on the following July 1st. The Town of Barnstable's Operating Budget process is generally a seven-month cycle that begins in late October and ends in late May. 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 Council, which then provides direction.

BUDGET SCHEDULE

September/October – The Ten Year Forecast

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

September/November – Operating Budget

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

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

November – Capital Budget

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

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

The School Superintendent oversees the Capital Budget preparation for the School Department and, as a general rule, assigns an individual to participate on the review committee for all Town and School requests.

December/January/February

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

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

March

The Capital Budget is submitted to the Town Council by the Town Manager at least 30 days prior to the submission of the Operating Budget. This includes Town and School capital requests.

The School Committee approves the School Operating Budget and submits it to the Town Manager.

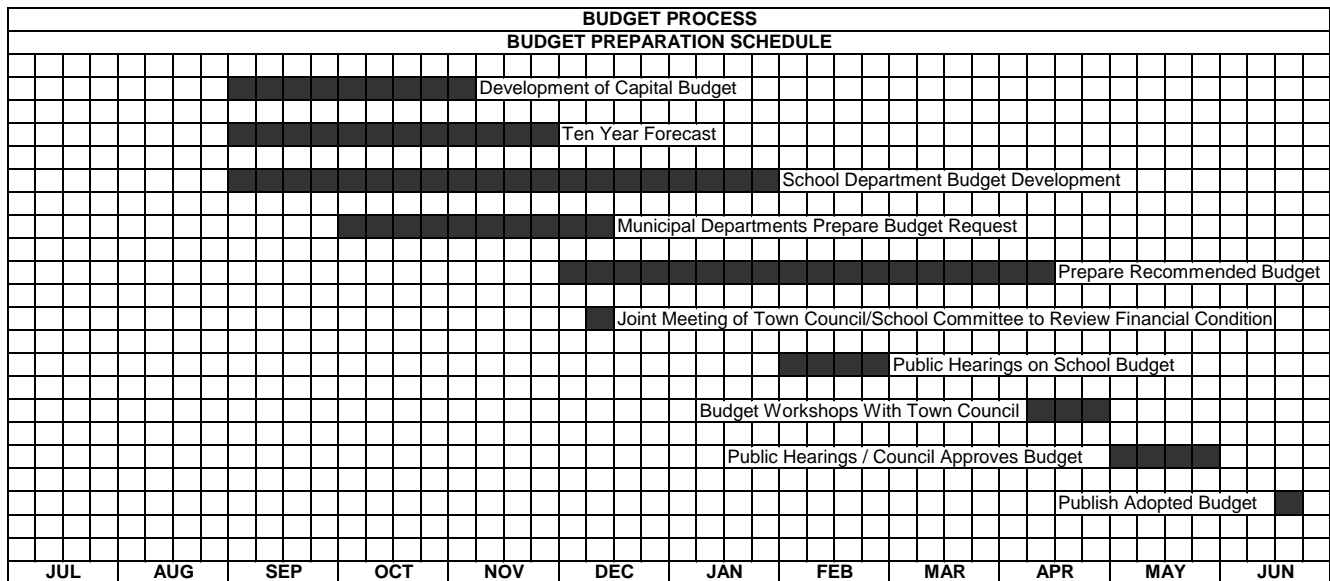
April

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 late April to early May.

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

May/June

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



BASIS OF BUDGETING

The budget presents General Fund and Enterprise Funds, which are required to be appropriated by the Town Council in accordance with the municipal finance laws of the Commonwealth of Massachusetts.

The Town's General and Enterprise Fund budgets are prepared on a cash basis as opposed to the Comprehensive Annual Financial Report which is prepared on an accrual basis. The actual results of operations are presented on a cash basis as well to provide a meaningful comparison of actual results with the budget. The major differences between the cash and accrual basis are that:

- a) Revenues are recorded when cash is received using the cash basis, as opposed to when earned using the accrual basis.
- b) 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.
- c) Depreciation is recorded as an expense under the accrual basis and is not used under the cash basis.
- d) Cash disbursements for fixed assets are recorded as an expenditure under the cash basis and capitalized under the accrual basis.

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

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

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

DEFINITION OF A BALANCED BUDGET

Every year the Town of Barnstable prepares a balance budget. The Town defines a balanced budget as a budget in which all resources are greater than (or equal to) total appropriations. Receipts can include recurring revenue (revenues that repeat from year-to-year as in property taxes) and one-time revenue such as the use of surplus. The Town's FY13 balanced budget for all appropriated funds is as follows:

	Estimated Current Year Receipts	Transfer From Surplus	Capital Trust Fund	Special Revenue Funds	Trust Funds	Borrowing Authorizations	Federal & State Grants	Total Receipts	Total Appropriations
General Fund Operations	\$ 129,226,423	\$ 435,000	\$ -	\$ 555,420	\$ 315,000	\$ -	\$ -	\$ 130,531,843	\$ 130,531,843
Airport Enterprise Operation	7,349,458	-	-	-	-	-	-	7,349,458	7,349,458
Golf Enterprise Operation	2,870,000	-	-	-	-	-	-	2,870,000	2,870,000
Solid Waste Enterprise Operation	2,220,500	436,254	-	-	-	-	-	2,656,754	2,656,754
Sewer Enterprise Operation	3,990,000	694,189	-	-	-	-	-	4,684,189	4,684,189
Water Enterprise Operation	3,454,571	-	-	-	-	-	-	3,454,571	3,454,571
HYCC Enterprise Operation	1,269,009	71,647	1,425,988	-	-	-	-	2,766,644	2,766,644
Marina Enterprise Operation	593,000	-	-	24,000	-	-	-	617,000	617,000
Sandy Neck Enterprise Operation	676,900	7,542	-	-	-	-	-	684,442	684,442
Capital Program	-	2,402,302	3,285,000	-	-	2,120,000	1,762,800	9,570,102	9,570,102
Totals	\$ 151,649,861	\$ 4,046,934	\$ 4,710,988	\$ 579,420	\$ 315,000	\$ 2,120,000	\$ 1,762,800	\$ 165,185,003	\$ 165,185,003

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 within the Operating Budget appropriation for each department. The Town Council may, by ordinance, amend the budget to decrease or transfer appropriations among departments. The Charter specifies that the Town Council may not increase the budget of any department, either during the budget process or during the course of the fiscal year, without first receiving a supplemental appropriation request from the Town Manager. There is a specific exception for the School Department, where the Town Council may increase the School Department budget with a corresponding reduction to another area of the budget. If, at any time during the fiscal year, the Town Manager determines that available revenues will be less than total appropriations for the year, he revises departmental work programs and appropriations to ensure that available revenues are not exceeded, and presents the amended appropriations to the Town Council for their approval. Supplemental appropriations are provided for emergencies if they arise. Towards the end of the fiscal year, departments have the opportunity to request transfers in their budgets if deemed necessary.

FY 2013 FUND SUMMARIES

The total proposed FY13 operating budgets for the Town of Barnstable's appropriated funds is \$155,614,901. This is a decrease from the FY12 budget of \$284,682, or 0.18 percent. In addition to the General Fund, this figure includes the Town's eight enterprise fund operations; Airport, Golf, Solid Waste, Sewer, Water Supply, Marina, Sandy Neck and the Hyannis Youth and Community Center. These funds comprise the Town's annually appropriated funds. The General Fund accounts for revenues and expenditures necessary to provide general governmental services. By definition, all financial resources that are not required to be accounted for in other funds are accounted for in the General Fund. This is the fund that receives all property tax revenue except for property tax surcharges for the Community Preservation Act. The enterprise funds are primarily supported by user fees. Residents that access these services pay a fee to support the operation. The fees charged by the enterprise fund operations are set at levels which should allow them cover all operational and capital costs unless a general fund subsidy is provided.

SUMMARY OF ALL APPROPRIATED FUNDS

Fund	FY12 Budget	FY13 Budget	\$ Change	% Change
General Fund	\$129,954,256	\$130,531,843	\$577,587	0.44%
Airport Enterprise Fund	\$7,744,400	\$7,349,458	(\$394,942)	-5.10%
Golf Enterprise Fund	\$3,100,883	\$2,870,000	(\$230,883)	-7.45%
Solid Waste Enterprise Fund	2,615,406	\$2,656,754	\$41,348	1.58%
Sewer Enterprise Fund	5,072,446	\$4,684,189	(\$388,257)	-7.65%
Water Supply Enterprise Fund	\$3,203,284	\$3,454,571	\$251,287	7.84%
HYCC Enterprise Fund	\$2,897,704	\$2,766,644	(\$131,060)	-4.52%
Marina Enterprise Fund	\$652,512	\$617,000	(\$35,512)	-5.44%
Sandy Neck Enterprise Fund	\$658,692	\$684,442	\$25,750	3.91%
Total All Budgeted Funds	\$155,899,583	\$155,614,901	(\$284,682)	-0.18%

The General Fund budget is increasing \$577,587 in FY13. Factors driving an increase to the budget include contractual salary obligations, increases to employee benefits and an increase in the Commonwealth Charter School assessments (Sturgis & Lighthouse charter schools). Cost reductions offsetting these increases include declines in debt service, operating capital, transfers to other funds and no snow and ice deficit for FY12 to fund in FY13.

The decrease in the airport enterprise fund is principally due to the declining sale of jet fuel. The airport purchases jet fuel for resale. This one activity generates more than 50% of the fund's operating revenue. A decline in the number of gallons sold results in a reduced budget proposal for FY13.

The golf course enterprise fund is declining \$230,883 as a drop in play has resulted in less recurring revenue available to fund operations. The proposed FY13 budget includes a reduction in seasonal staff, overtime, supplies and capital improvements.

The solid waste enterprise fund budget is increasing slightly by \$41,348 or 1.6%. Contractual salary obligations and capital improvements account for most of the budget increase.

The decrease in the sewer enterprise fund is primarily due to decreases in debt service and utility costs.

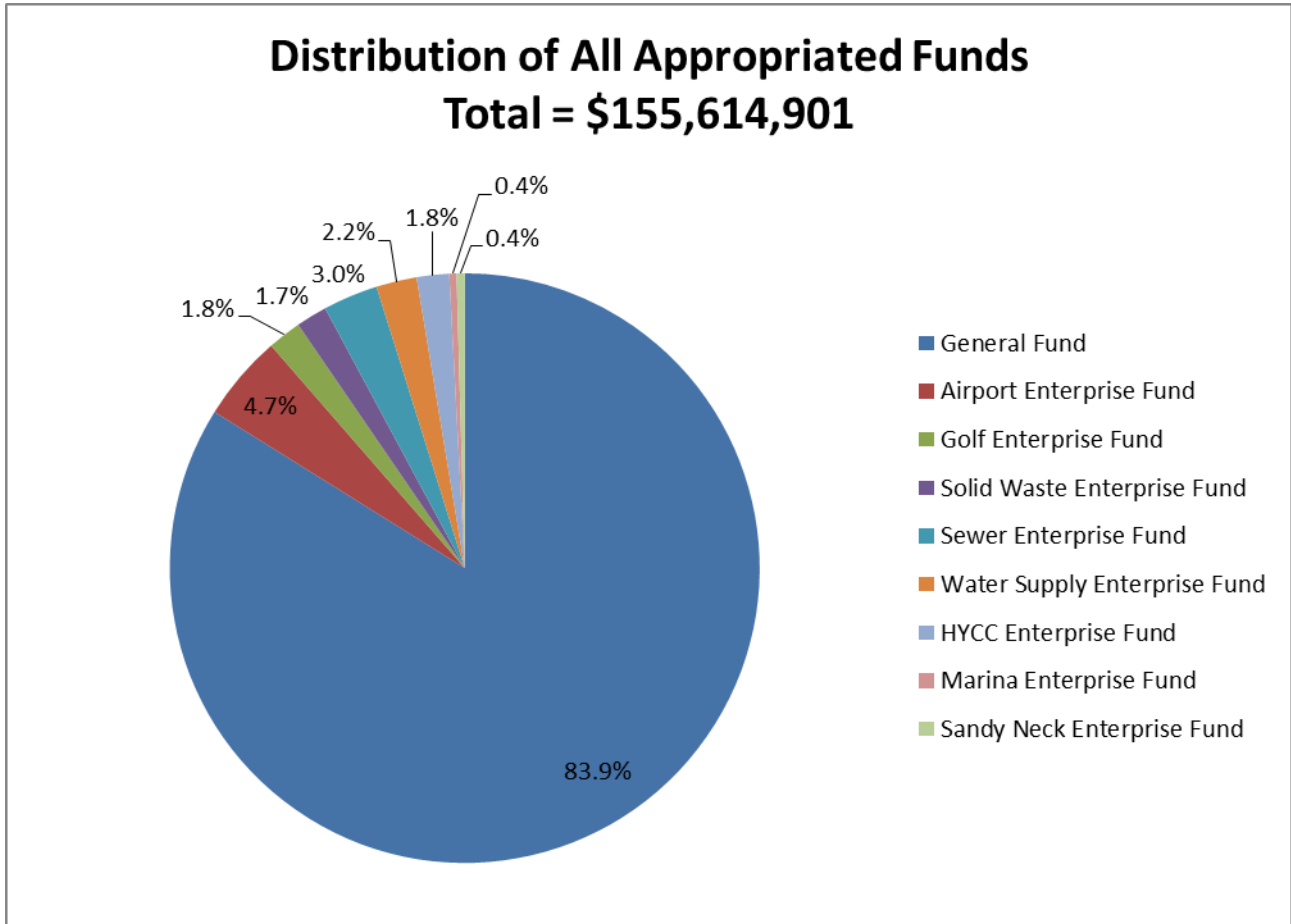
The water enterprise fund budget is increasing \$251,287 primarily due to an increase in the management contract for operating the system. Two new water storage tanks and pump stations require a higher level of service.

The HYCC enterprise fund is decreasing \$131,060 in FY13 as this operation is also experiencing a revenue decline. As a result, reductions to part-time staffing, overtime and operating expenses have been implemented

to offset most of the revenue decline. Debt service payments on the facility's construction bonds are also declining in FY13.

The marina enterprise fund is decreasing \$35,512 mainly due to reductions in debt service and operating capital.

Finally, the increase in the Sandy Neck enterprise fund of \$25,750 is mainly attributable to contractual pay increases as well as an increase in part-time staff and an increase in the hourly seasonal wage for some positions.



General Fund operations comprise 84 percent of the Town's total appropriated funds. The enterprise funds make up the remaining 16 percent. The Airport Enterprise Fund is the largest enterprise fund in the Town with a proposed budget of \$7.3 million for FY13, or 4.7 percent of all appropriated funds.

GENERAL FUND SUMMARY

Introduction:

Economic factors at all levels are considered when preparing the budget. National events will trickle down to the state level which in turn will impact what happens locally. Usually the local economy will be impacted 12 to 24 months subsequent to events that occur at the state and federal levels.

National Economic Factors:

1. Interest Rates - The Federal Reserve continues to hold the federal funds rate at historically low levels. This is the rate that banks charge each other for overnight loans. While it is not the only factor that contributes to mortgage rates, it is a noteworthy one. Mortgage rates across the country continue to be at historically low levels which assist the real estate market. This, in turn, helps stabilize the property values in many regions. We have recently seen the leveling off of property value declines on Cape Cod. It has also contributed to a favorable bond market where the Town's last bond issue was awarded with a net interest cost of less than 2 percent. The down-side of this policy move is that it deteriorates the level of investment income we can earn.
2. Employment – The U.S. job market strengthened in the second half of 2011 and added 200,000 jobs in December while the unemployment rate fell to 8.5% from a revised 8.7% a month earlier. A key factor to an economic recovery is a reduction to this rate. The private sector has begun to see some job growth over the past few months but the public workforce is still shedding jobs. Federal stimulus monies are expiring resulting in many cutbacks at the state and local levels. The school department is the recipient of federal stimulus and it is expected to expire in FY12.
3. Consumer Price Inflation – The U.S. Bureau of Labor Statistics all items index rose 3.4 percent over the last 12 months as of November 2011. Price increase in energy and food cost exceeded other areas over this period of time.
4. Retail Sales and debt – Holiday retail sales improved in 2011 over 2010 as shoppers pursued holiday discounts. U.S. consumers increased their debt in November by the most in a decade, with auto, student and credit-card borrowing all advancing. Consumer credit rose a seasonally adjusted \$20.4 billion, the Federal Reserve reported in December 2011. Monthly debt rose at a 10 percent annual rate in November, a much faster pace than had been expected by Wall Street economists. Most significantly to economists, credit-card debt jumped by \$5.6 billion, or 8.5 percent, in the month of December. This is the biggest jump since early 2008. A trend in deleveraging by individuals appears to have taken a hiatus.
5. Corporate Profits – U.S. corporations ended 2011 with the slowest profit growth in two years as the mending economy was met by a European slump that vexed companies more tied to global sales.
6. Housing – The ongoing problems in the U.S. housing market continue to impede the economic recovery. House prices have dropped an average of 33 percent from their 2006 peak, resulting in about \$7 trillion in household wealth losses and an associated ratcheting down of aggregate consumption. At the same time, an unprecedented number of households have lost, or are on the verge of losing, their homes. The extraordinary problems plaguing the housing market reflect, in part, the effect of weak demand due to high unemployment and heightened uncertainty. But the problems also reflect three key forces originating from within the housing market itself: a persistent excess supply of vacant homes on the market, many of which stem from foreclosures; a marked and potentially long-term downshift in the supply of mortgage credit; and the costs that an often unwieldy and inefficient foreclosure process imposes on homeowners, lenders, and communities.¹
7. Federal Deficit – The soaring national debt has reached a symbolic tipping point: It's now as big as the entire U.S. economy. The amount of money the federal government owes to its creditors, combined with IOUs to government retirement and other programs, now tops \$15.23 trillion.²

State Economic Factors:

1. Employment – the New England region's job recovery is occurring faster than all other areas of the country. This is due to the type of employment. A considerable amount of the labor force is concentrated in the

¹ Board of Governors of the Federal Reserve System, **The U.S. Housing Market: Current Conditions and Policy Considerations**, January 12, 2012; <http://www.federalreserve.gov/publications/other-reports/files/housing-white-paper-20120104.pdf>

² U.S. debt is now equal to economy; **USA Today**, January 9, 2012; <http://www.usatoday.com/news/washington/story/2012-01-08/debt-equals-economy/52460208/1>

medical and information technology service areas. Demand for these services exists whereas manufacturing continues to lag.

2. Housing – the median sales price for homes in the region has held up better than all other areas of the country. In addition, the percentage of homes in foreclosure for the region is also lower than the percentage nationwide.
3. Pension Reform and Health Insurance Reform – The state has implemented reforms in both areas affecting current and future employees. While the health insurance reforms impact all active and retired employees, most of the cost savings with the recent round of pension reforms was targeted at future employees.
4. State Budget – December 2011 revenue collections were \$87 million under benchmark; income tax cash estimated payments are \$93 million below benchmark; FY12 collection is \$252 million ahead of a year ago and \$49 million below benchmark. Sales taxes are up but income taxes are down.
5. Unfunded Liabilities – The state's unfunded liabilities for pensions and healthcare are estimated to exceed \$20 billion. Any concerted effort to increase funding in order to reduce these liabilities will most likely result in reductions to services including local aid.

Local Economic Factors:

1. New Building Growth – Growth continues to stagnate as housing inventory remains high and investment in new developments are scaled back. New building growth for FY13 is projected at \$521,000 which is lower than the actual FY12 amount of \$599,000. These are some of the lowest levels we have seen since the implementation of Proposition 2½.
2. Tourism – According to statistics published by the Cape Cod Chamber of Commerce, there has been an increase in several key areas including; occupancy rates at area hotels/motels, rooms tax receipts, visits to the National Seashore and airport traffic. Rooms tax and meals tax are both trending higher in fiscal year 2012 over the amounts collected in FY11. The projection for FY13 is level funded with the FY12 amount.
3. Ordinance Development – The financial impact of any new ordinances should be closely examined to determine its potential impact on the Town's finances.
4. Property Taxes – This revenue source is more stable than sales and income tax receipts. It is the main revenue source for the general fund. Consequently, fluctuations in the Town's budget are not as predisposed to economic upswings and downturns as governments that depend upon sales and income taxes as their main revenue source.
5. Reserves – the Town continues to maintain several reserves which can be accessed to provide for the continuation of services on a short-term basis (1- 2 years) or to support the capital program.
6. Unfunded liabilities – The Town currently faces unfunded pension and healthcare liabilities over \$200 million. The amortization of the pension liability is expected to be completed by FY 2038. The Town Council has approved the creation of an Other Post-Employment Benefits Trust Fund and the FY13 budget proposal includes a \$200,000 transfer into the fund to begin addressing the liability.
7. Infrastructure Improvements and Expansion – The Town is facing two major programs; private roads and sewer expansions. Combined, these programs are expected to exceed \$700 million. To date, limited resources are available to finance them. Recently, the Town Council approved a local meals tax and an increase in the local rooms tax with both sources being directed to the sewer expansion program. However, they are insufficient to address a comprehensive program.
8. Economic Development – Several strategies have been identified in the Cape Cod Economic Development Strategy Annual Report to assist in the areas of economic development including; but not limited to, a buy local program, a green energy program, an expanded college program to a 4 year curriculum, creating a redevelopment authority, building a telecommunications infrastructure and a housing program to support the labor force in dealing with the areas high cost of housing.

Taking into consideration all of the aforementioned economic factors, financial forecast in this budget has been prepared using a revenue driven model. First, revenue projections for the Town's general fund were projected using a set of conservative assumptions to provide us with the estimated available financial resources. Second, expenditure projections for fixed costs, benefits and operating expenses were made based on a variety of assumptions. Enterprise fund revenue projections include rate increases necessary to cover their projected operating budget increases in most cases; however, surplus is used for fee mitigation in the Solid Waste, Sewer, and HYCC and Sandy Neck operations. In addition, \$435,000 of general fund surplus is used to balance the FY13 budget mainly to pay for unemployment costs for which the town is self-insured. The general fund and each enterprise fund maintain a surplus fund balance which is sometimes used to fill the gap when the projected current year expenses exceed projected resources.

Key Operating Budget Areas Requiring Attention:

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. These areas include the following:

New Property Tax Growth. Additional taxes generated from new building growth are estimated to decline to \$521,000 in fiscal year 2013. Based on the FY12 single tax rate of \$7.59 per one-thousand dollars of valuation this equals \$68 million in new building and personal property growth. With limited vacant building lots available, the Town will have to rely more upon targeting redevelopment of existing lots to achieve this goal.

Chapter 70 Aid For Education. This aid category has been level funded in FY13 with the FY12 amount as proposed in the governor's budget proposal. The recent FY13 budget proposal by the House increases this by approximately \$200,000 but the Senate version of the budget has yet to be issued. Any increase can be brought forward at a later time during the FY13 budget year.

Unrestricted General Government Aid. This aid is level funded for FY13 as well. The House budget that was recently issued increases the aid by approximately \$128,000. However, similar to the CH70 aid, any increase can be brought forward at a later time in the FY13 budget year.

Massachusetts School Building Assistance. School officials have submitted "statements of interest" to the Massachusetts School Building Authority which describe the preliminary plans for renovations and expansions to the existing facilities. State officials placed the Town on its "planning" list meaning that it will work with the Town to develop a comprehensive elementary facility renovation and/or replacement plan for its approval prior to granting any funds. Additionally, the new program for financing school construction is derived from the state sales tax which has been declining as a result of the economy. The school department received some money for this program in FY12 for window replacements in an elementary school.

Investment Income. Investment income is significantly less than where it was three years ago. The Town has increased the projection for this revenue source in FY13 but it is still well below previous year's levels.

Salaries. Salaries are the single largest expense for the Town. Salaries in this budget include all contractual obligations for merit pay increase as well as cost of living allowances. All School Department unions are contracted through FY12. The FY13 budget includes funds for an anticipated contract settlement. All municipal union contracts are in place for FY13 which includes cost of living allowances of 2 to 3 percent.

Health Insurance. The FY13 includes the savings in health insurance costs from plan design changes implemented by the Cape Cod Municipal Health Group in accordance with the new state laws allowing joint purchase groups to implement these changes. The savings from the changes which resulted in a reduction to premiums must be shared with subscribers and a provision is included in the FY13 budget for this. The Town currently contributes 50% towards the cost of health insurance; the lowest rate allowed by law, so there is no cost savings available from negotiating changes to contribution rates.

Other Post Employment Benefits. Similar to pensions, Town employees can earn other post employment benefits (OPEB) over their years of service that will not be received until after their employment with the Town ends through retirement. In the Town of Barnstable, the OPEB consists principally in the form of health insurance. A new accounting rule requires that we actuarially determine what our annual required contribution (ARC) would be to fully fund this benefit. The amount of the ARC that exceeds our actual health insurance expenses in any one year gets recorded as a liability on the Town's balance sheet. The ARC exceeded the Town's actual expenses in FY11 by over \$5 million. In essence, to fully fund health insurance for active and retired employees, the Town would have to annually budget \$5 million more for health insurance. A similar shortfall can be expected every subsequent year. If the Town elects not to fund part or all 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. This budget includes a contribution of \$200,000 to the Town's OPEB trust fund.

Utilities and Fuel. The FY13 budget across all Town budgets (General Fund and Enterprise Funds) for utilities and fuel is approximately \$5 million combined. The Town has installed co-generation equipment to produce electricity and heat, upgraded heating plants to make buildings more efficient and purchased more fuel efficient vehicles. Additionally, the Town has installed photovoltaic solar panels and windmills to provide power to various municipal and school facilities. These enhancements, along with a reduction in electricity rates as a result of a competitive bid conducted in FY11, have reduced electric cost in the FY12 and FY13 budgets. On the other hand, gasoline and diesel cost have increase dramatically and a provision for these increases has been included in the FY13 budget.

Private Roads. There is no provision included in this budget to finance the taking or improvement of these roads; or the elimination of services currently provided. The Town's Comprehensive Financial Advisory Committee (CFAC) has reviewed this issue and has concluded that establishing a Municipal Stabilization Fund dedicated for roads would be the most effective solution to continue providing services and expanding services to property owners on private roads. Many of these roads were constructed in the 1980's and they have reached their useful lives and are starting to breakdown. Although they are not the Town's responsibility, the politically reality is that the repair of these roads will require a coordinated and comprehensive response from the Town as taxpayers could demand for the Town to take them over.

Wastewater. A Town Citizens Advisory Committee has been formed to examine this issue on a town-wide basis regarding the science and technology aspects of the program. The Town's Comprehensive Finance Advisory Committee has recommended a funding strategy to the Town Council. The Town Administration has presented alternative funding strategies to the Town Council. The FY13 budget includes the appropriation of \$1.775 million from meals and rooms taxes to be transferred into the sewer enterprise fund.

Water Supply. The Department of Public Works and the Hyannis Water Board have developed a comprehensive capital improvement program for the water operations. A combination of rate increases and mitigation money will finance the capital plan. A rate increase of 3 percent per year will provide a debt financed water line replacement program of \$1 million per year.

Special Education. The greatest demand within this component of the school budget is the cost for out-of-district residential placement services, which are provided as a requirement by both state and federal law. Declines in the number of placements and related expenses have resulting in the School Department's ability to direct more resources to other areas. If this trend continues, the school budget should become more sustainable.

The State Circuit Breaker Reimbursement program provides for some financial relief. Subject to appropriation, the State's share shall equal a percentage of the prior year's approved instructional costs in excess of four times the full amount of the prior year's state average per pupil foundation budget as defined in M.G.L. c.70 and in accordance with the Department of Elementary and Secondary Education. For the fiscal year 2013 the reimbursement rate is projected to be approximately 65 percent, similar to the FY12 rate.

Facility Maintenance. Town and school facilities are aging. Adequate funds need to be directed to the annual maintenance of these facilities. When budgets are constricted this is one of the first reductions made. The long-term impact of deferred maintenance is evident in the Town's capital improvement plan. The Town must continue to augment the funds allocated to the maintenance of facilities as well as identify opportunities to close facilities no longer needed.

Most notably are the Town's elementary school facilities which are in need of significant renovations. Declining enrollments should allow for the reduction of the School Department's physical plant reducing the cost of this program. Osterville Bay Elementary School was closed at the end of the 07-08 school year. Three more buildings were closed in the 09-10 school year. This saved the School Department approximately \$3 million annually. The closure and subsequent sale and/or lease of these facilities will add to funds already set aside for a comprehensive school renovation program. The Town currently has about \$740,000 in reserves from the sale of the former Grade 5 building to apply to this program. In addition, there is a potential offer on the table for the purchase of the former Osterville Bay elementary

School that could add to this amount. However, there will ultimately be some sort of tax levy commitment to complete this program. Massachusetts School Building Assistance may also become available.

Technology. Updating technology is a main concern in the school department. Past technology upgrades have traditionally been performed as the facility is renovated. In FY07, a one-time infusion of \$300,000 was made for technology upgrades system-wide. The challenge will be to implement this as part of the School Department's annual operating budget. For comparison purposes, the Information Technology Division within the municipal operations budget has a financial plan that includes \$105,000 annually for hardware and software upgrades.

No Child Left Behind Act. The No Child Left Behind Act affects virtually every person employed in the public school system. All schools in districts that accept Title 1 Federal funds must make detailed annual reports on the progress of all children in their districts. Each school must also report the progress of four subgroups: minority children, children with disabilities, children with limited English proficiency, and children from low-income families. The School Department must allocate more resources in the areas of training, curriculum development, assessment and evaluation in order to meet the requirements of this act.

Key Financial Considerations:

Property Taxes Available For Operations. The FY13 budget includes the assumption that taxing limitations under Proposition 2½ will be maximized and new growth will approximate \$521,000. This generates about \$3 million annually before fixed cost increases. After covering fixed cost increase of about \$1 million there remains approximately \$2 million available for operating budgets.

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 a total of \$91 million of General fund capital needs over the next 5 years not including any needs for a comprehensive overhaul of elementary school facilities or private road repairs. This is significantly more than what the Town can provide.

The Town's projected annual commitment for General Fund capital is approximately \$5 million per year for the next five years. This includes \$3.2 million in annual cash financing and \$1.8 million in debt financing.

	Foundation Enrollment	State Required School Spending	Per Student Required Spending	Per Student Dollar Change
FY93	6104	\$24,708,705	\$4,048	
FY94	6289	\$29,537,398	\$4,697	\$649
FY95	6234	\$31,245,672	\$5,012	\$315
FY96	6470	\$32,515,025	\$5,026	\$13
FY97	6735	\$34,056,202	\$5,057	\$31
FY98	6701	\$36,539,472	\$5,453	\$396
FY99	6786	\$38,692,543	\$5,702	\$249
FY00	6896	\$39,530,658	\$5,732	\$31
FY01	6946	\$42,923,967	\$6,180	\$447
FY02	7049	\$46,373,814	\$6,579	\$399
FY03	6827	\$48,243,729	\$7,067	\$488
FY04	6742	\$48,768,092	\$7,233	\$167
FY05	6501	\$51,296,534	\$7,891	\$657
FY06	6310	\$53,133,177	\$8,420	\$530
FY07	5980	\$53,666,742	\$8,974	\$554
FY08	5814	\$53,193,630	\$9,149	\$175
FY09	5706	\$53,191,974	\$9,322	\$173
FY10	5583	\$53,189,694	\$9,527	\$205
FY11	5492	\$52,663,249	\$9,589	\$62
FY12	5381	\$51,917,318	\$9,648	\$59
FY13	5429	\$53,484,967	\$9,852	\$203

Source: Mass Dept. of Elementary and Secondary Education

Net School Spending Requirements. State required net school spending has increased for FY13. The required spending per student continues to increase each year mitigating the financial benefits from declining enrollments. The state's preliminary enrollment figure used in their spending requirements for FY13 has a slight increase in enrollment to 5,429. The amount we are required to spend on each student along with the enrollment increase results in a net school spending requirement in FY13 that is \$1,567,649 more than FY12. This is approximately \$2.5 million less than the school department general fund appropriation.

Reserves Used to Balance Operating Budgets. The Town has used a portion of its general fund reserves on an annual basis to balance the operating budget. The general fund reserve, also known as free cash, is certified every year by the Massachusetts Department of Revenue. From this reserve, the Town Council's policy is to set aside an amount equal to 4 percent of the operating budget net of transfers. Any balance remaining is distributed between the School Department and Municipal Departments in accordance with a revenue sharing agreement. It may be used to balance annual operating budgets. The following table illustrates this activity within this reserve for the past ten years.

Dept. of Revenue Certification Date:	Beginning Balance	Used For:			Ending Balance
		Operations	Capital	Generated	
July 1, 2002 (FY 03)	6,034,960	(2,003,554)	-	4,923,086	8,954,492
July 1, 2003 (FY 04)	8,954,492	(2,908,781)	-	3,075,360	9,121,071
July 1, 2004 (FY 05)	9,121,071	(3,641,549)	-	5,883,381	11,362,903
July 1, 2005 (FY 06)	11,362,903	(4,013,319)	(1,235,000)	7,326,981	13,441,565
July 1, 2006 (FY 07)	13,441,565	(3,577,630)	(2,235,000)	9,692,548	17,321,483
July 1, 2007 (FY 08)	17,321,483	(6,390,369)	(4,500,000)	1,501,616	7,932,730
July 1, 2008 (FY 09)	7,932,730	(1,930,000)	-	2,408,587	8,411,317
July 1, 2009 (FY 10)	8,411,317	(1,080,758)	-	3,416,013	10,746,572
July 1, 2010 (FY 11)	10,746,572	(1,195,000)	(2,000,000)	4,768,613	12,320,185
July 1, 2011 (FY 12) - used for FY13 budget dev.	12,320,185	(435,000)	-	TBD	TBD
Totals		(32,776,345)	(12,970,000)	48,834,744	

The amount of reserves used to balance on-going operations as illustrated above has ranged from \$1.1 million to \$6.4 million per year. The Town has historically been able to generate slightly more than it has used in reserves over the past 10 years as the balance has grown from \$6 million to \$12 million. The generation of surplus has been derived from unexpended appropriations and actual revenues out-performing budgets. The Town must be cautious about placing an over dependency on this funding

source to pay for reoccurring operating costs. Additionally, a total of \$12,970,000 has been transferred to the Capital Trust Fund over this time period to supplement the capital program. The \$435,000 used to balance the FY13 budget is for unemployment insurance (\$380,000), an overlay deficit of \$20,000 and \$35,000 for police overtime in the Street Crimes Unit.

Bond Ratings. The Town continues to manage its financial affairs in a prudent manner. In FY12, the Town's bond rating was reaffirmed at AAA by Standard and Poor's and recently the Town received a two step upgrade from Moody's from Aa3 to Aa1. These excellent bond ratings should contribute to more favorable borrowing costs for the Town.

Conclusion:

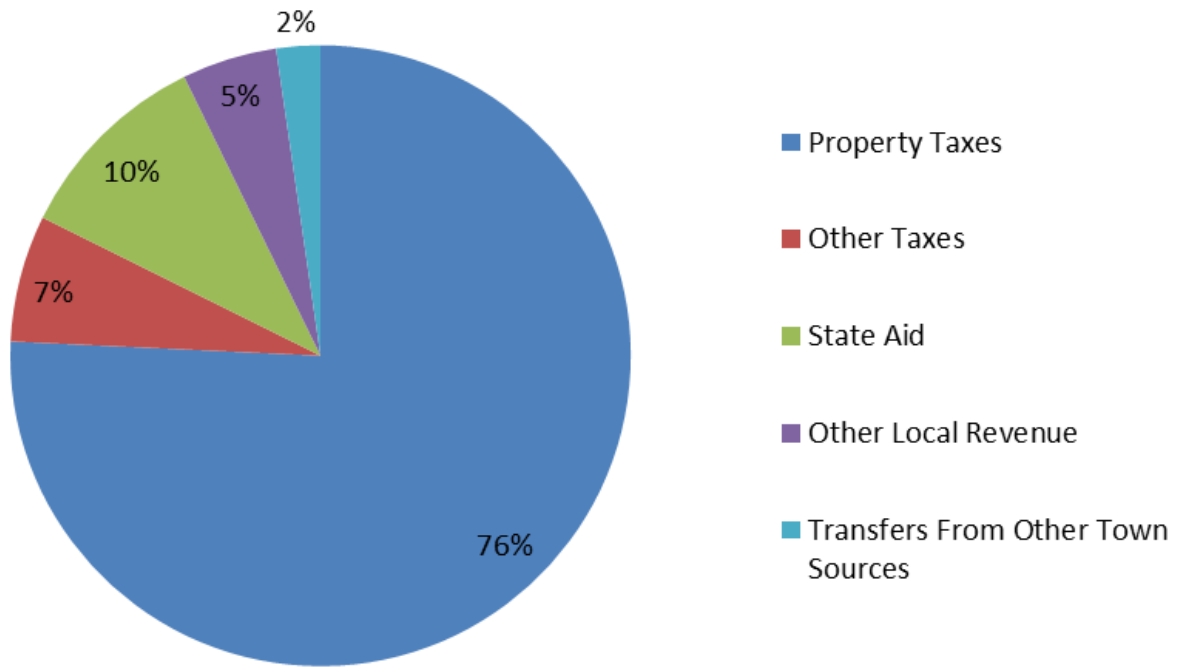
The near future holds some very challenging times financially for the Town of Barnstable. Reoccurring revenue growth has significantly declined and the dependency on reserves to balance recurring operating costs has been eliminated. Structural budget alignment contributes to long-term program stability. Additionally, the Town must proceed with caution if it chooses to expand any services that are not completely offset by a new revenue source or corresponding reduction elsewhere in the budget. The constraints of Proposition 2½ will not allow the Town to expand the General Fund program services in the foreseeable future and it will be very challenging to maintain the existing level of services. The key operating budget areas listed in this summary are considered when any financial discussions arise.

GENERAL FUND REVENUE SUMMARY

	<u>FY 2012</u>	<u>FY 2013</u>	<u>Change</u>	<u>Percent</u>
Property Taxes:				
Property Tax Base Subject to Prop 2 1/2		\$ 94,857,168		
Add:				
Proposition 2 1/2 Increase (2.5% of \$94,857,168)		2,371,429		
Estimated New Growth		521,000		
Voter Approved Debt Exclusions		1,979,200		
Voter Approved Cape Cod Commission Assessment		528,701		
Total FY13 Additions to Base		<u>5,400,330</u>		
Tax Levy Limit	\$ 97,325,379	100,257,498	\$ 2,932,119	3.01%
Property Taxes Reserved for Abatements and Exemptions	(1,494,713)	(1,400,000)	94,713	-6.34%
Property Taxes Available for Operations	<u>95,830,666</u>	<u>98,857,498</u>	<u>3,026,832</u>	3.16%
Other Taxes:				
Motor Vehicle Excise Tax	4,784,402	5,117,000	332,598	6.95%
Boat Excise Tax	140,000	150,000	10,000	7.14%
Motel/Hotel Excise Tax	2,325,000	2,325,000	-	0.00%
Meals Tax	1,000,000	1,000,000	-	0.00%
Payments in Lieu of Tax	25,000	25,000	-	0.00%
Total Other Taxes	<u>8,274,402</u>	<u>8,617,000</u>	<u>342,598</u>	4.14%
Other Resources:				
State Aid	13,594,313	13,605,169	10,856	0.08%
Penalties and Interest on Taxes	863,650	920,100	56,450	6.54%
Fines	250,000	294,000	44,000	17.60%
Fees and Rentals	925,000	940,000	15,000	1.62%
Total Licenses, Permits, Inspections	1,500,000	1,625,000	125,000	8.33%
Total Charges For Services	1,400,000	1,500,000	100,000	7.14%
Departmental and Other	233,408	230,881	(2,527)	-1.08%
Investment Income	500,000	650,000	150,000	30.00%
School Medicaid Reimbursements	300,000	300,000	-	0.00%
Enterprise Fund Reimbursements	2,005,290	1,686,775	(318,515)	-15.88%
Transfers From Special Revenue Funds	524,197	555,420	31,223	5.96%
Transfers From Trust Funds	331,000	315,000	(16,000)	-4.83%
General Fund Surplus	3,422,330	435,000	(2,987,330)	-87.29%
Total Other Resources	<u>25,849,188</u>	<u>23,057,345</u>	<u>(2,791,843)</u>	-10.80%
Total General Fund Resources	<u>\$ 129,954,256</u>	<u>\$ 130,531,843</u>	<u>\$ 577,587</u>	0.44%

Total general fund resources are projected to increase \$577,587 or 0.44 percent. Property taxes available for operations are projected to increase \$3 million which is almost entirely offset by a reduction in the amount of general fund surplus used to balance the FY13 budget. A majority of the surplus used in FY12 included a one-time transfer of \$2 million to the Capital Trust Fund that is not repeated in FY13 and a \$925,000 snow and ice removal deficit from FY11 and paid for in FY12.

FY13 General Fund Revenue Sources

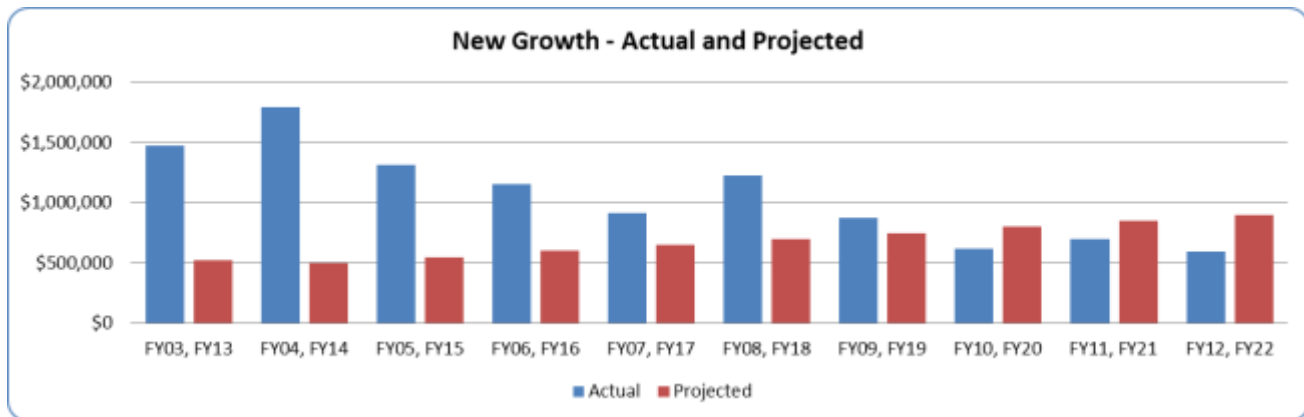


Property taxes comprise 76 percent of all general fund resources. State aid is the second largest category at 10 percent.

DESCRIPTION OF GENERAL FUND REVENUE SOURCES

PROPERTY TAXES

Property taxes are the most stable revenue source available to all Massachusetts municipalities. Proposition 2½ allows for municipalities to increase the prior year levy by no more than 2½ percent plus an amount reflecting new building growth. This makes the revenue source predictable. A lien can be placed on property for unpaid taxes resulting in high collection rates. The maximum allowable tax levy of the Town is determined by adding the base tax levy from the previous year that is subject to Proposition 2½; increasing it by 2.5 percent; adding the additional tax for new property growth in town; and then adding the additional tax authorized by the voters for debt exclusions and the Cape Cod Commission assessment. Tax levies are projected to continue to rise to the maximum amounts allowable under Proposition 2½ in the years beyond FY13. Property taxes are increasing \$2.9 million in FY13. The amount of property taxes set aside for abatements and exemptions is decreasing \$95,000 resulting in approximately \$3 million more available for operating budgets.



Property taxes are projected to increase \$3 million to \$4 million per year. This includes new growth allowed under Proposition 2½. The blue bars in the above graph illustrate the history of new growth over the past 10 years. The town has experienced significant declines in new property tax growth. This is expected to recover as illustrated by the red bars but not to the levels the town was experiencing in FY03 through FY06. New property tax growth is projected to be \$521,000 in FY13.

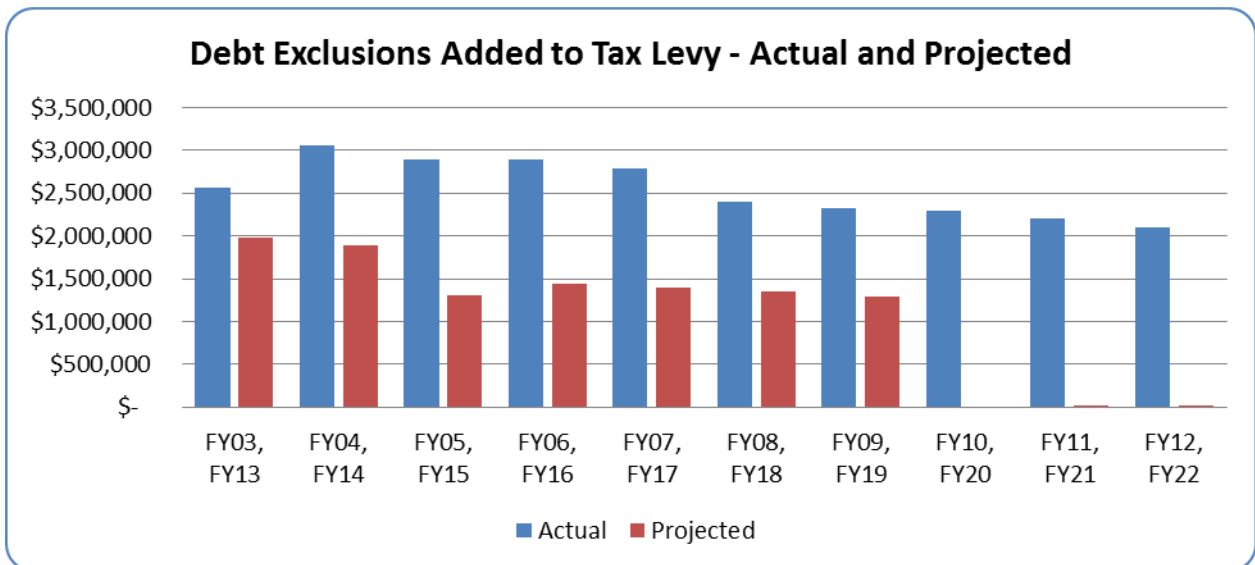
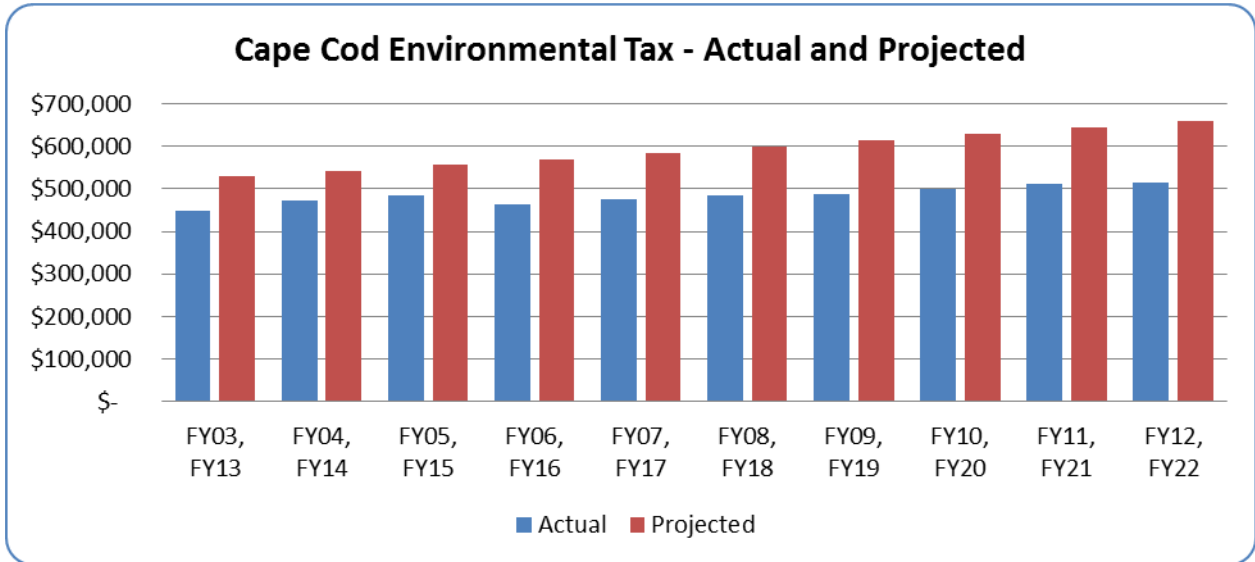
An additional taxing limitation under Proposition 2½ is what's known as the "levy ceiling". This is an amount that is equal to 2½ percent of the town's equalized valuation as calculated by the state on a biannual basis.

	Town's Equalized Value Per State Calculation	Levy Ceiling	Less Tax Levy Subject To Ceiling	Potential Excess Taxing Capacity	Percentage Of Levy Ceiling Levied
FY96	\$4,825,386,900	\$120,634,673	\$50,745,744	\$69,888,929	42%
FY98	\$5,168,638,100	\$129,215,953	\$55,312,488	\$73,903,465	43%
FY00	\$6,118,949,700	\$152,973,743	\$61,844,972	\$91,128,771	40%
FY02	\$9,187,485,800	\$229,687,145	\$67,628,790	\$162,058,355	29%
FY04	\$11,747,239,700	\$293,680,993	\$76,964,666	\$216,716,327	26%
FY06	\$14,974,792,700	\$374,369,818	\$86,118,389	\$288,251,429	23%
FY08	\$16,142,285,200	\$403,557,130	\$89,064,458	\$314,492,672	22%
FY10	\$14,945,861,000	\$373,646,525	\$91,769,862	\$281,876,663	25%
FY12	\$14,945,861,000	\$373,646,525	\$97,338,885	\$276,307,640	26%
FY13	\$14,945,861,000	\$373,646,525	\$100,257,498	\$273,389,027	27%

With an equalized valuation of almost \$15 billion, the Town's levy ceiling is \$374 million. The Town's levy limit subject to the levy ceiling for FY13 is estimated to be \$100.3 million, which is \$273 million under the levy ceiling

limitation. In other words, the Town is taxing at 27 percent of its levy ceiling capacity. The Town can only use the excess taxing capacity upon approval of an “override” by a majority vote on a ballot question.

The Town has the authority to add an additional \$2.6 million in tax levy exclusions to the FY13 tax levy limit for school debt exclusions and Cape Cod Commission assessments (also known as the Cape Cod Environmental Tax), approved by the voters. The following charts illustrate the Town’s authorized tax levy exclusions over the past 10 years and projected for the next 10 years. The debt exclusions expire completely at the end of FY19.



Additionally, the Town is authorized to charge 3% surtax on the Town’s real estate tax bill amount in accordance with the Community Preservation Act approved by the voters in FY05 (formerly known as the Cape Cod Open Space Acquisition Fund approved in 1998). This surtax is currently equivalent to about 20 cents per \$1,000 of property valuation. The money collected from this surtax is restricted for open space and recreation land acquisitions, affordable housing and historical preservation. A minimum of 10% of the revenue collected must be spent in each of these categories and is kept separate from other general fund tax revenue. The Massachusetts Department of Revenue regulations require this revenue be credited to the Town’s special revenue funds.

	FY09	FY10	FY11	FY12	FY13*
Community Preservation Tax Added to Real Estate Tax Bills	\$2,613,601	\$2,682,280	\$2,755,639	\$2,876,641	\$2,948,557

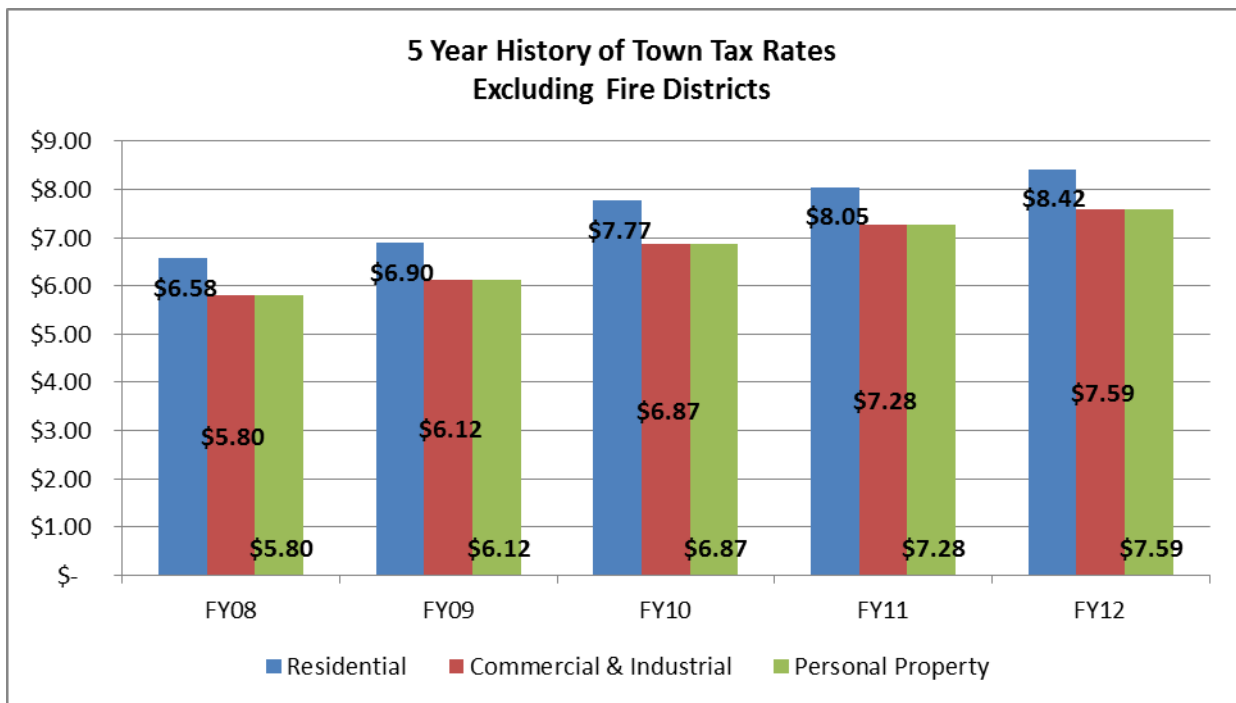
* Projected

TAX RATES

The Town Council has three options to shift the tax levy between property classes which affect tax rates; 1. A classified tax rate which will shift a portion of the tax levy from the residential class to the CIP class (commercial, industrial and personal); 2. A residential exemption which exempts a portion of primary residents assessed value from taxation; and 3. A small business exemption.

The adoption of these options can affect the tax rates for each class of property. In FY12, the Town Council voted not to adopt a split tax rate between residential properties and the CIP class, not to adopt the small business exemption and to adopt a 20 percent residential exemption. The adoption of just the residential exemption results in a higher tax rate for residential properties as \$1.3 billion of value is removed from the calculation of the tax rate for this class of property. The adoption of any or all of these measures does not change the amount of the tax levy that will be raised. It only determines the share each class will pay.

The chart below reflects the changes in the tax rate for the past five years for each class of property in town. As this chart illustrates, the Town’s tax rate has increased from the FY08 rates for all categories as tax levies continue to increase and property values decline. The rate is dependent upon three components: (a) the amount of the tax levy; (b) the valuation of the town and (c) Town Council shifting decisions. A change in town-wide property valuation does not change the Town’s revenue stream from property taxes, which is controlled by Proposition 2½. It correlates into a change in the tax rate only. Since the tax rate is the result of the tax levy divided by total property value, the tax rate will decline if the denominator within the equation (property value) grows at a faster percentage rate than the numerator (tax levy).



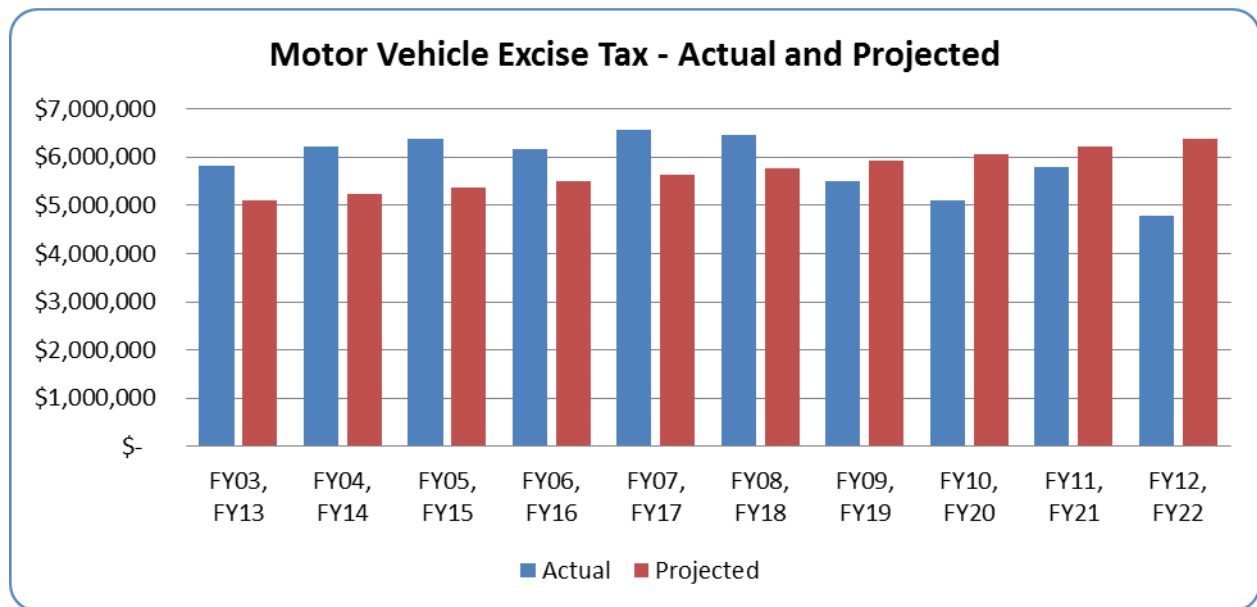
TAX LEVIES

If the town maintains a single tax rate and one class of property value grows faster than another, the tax levy can gradually shift from one class to another. The table on the next page illustrates this “tax levy shift”. Residential property throughout the Commonwealth has seen a much more significant growth in value over the past several years, shifting more of the tax burden to it from the commercial, industrial and personal property (CIP) classes. In Barnstable, this shift has resulted in the residential class’s share of the tax levy burden growing from 86.5 percent in FY03 to 89.9 percent in FY07. The town is starting to see a reversal in this trend as the residential class’s share has fallen to 88.4 percent in FY12.

<u>Fiscal Year</u>	<u>Residential Levy</u>	<u>Residential %</u>	<u>Commercial Levy</u>	<u>Industrial Levy</u>	<u>Personal Levy</u>	<u>CIP %</u>	<u>Total Levy</u>
2003	\$61,071,003	86.5%	\$7,218,829	\$532,780	\$1,768,279	13.5%	\$70,590,891
2004	\$66,253,730	88.9%	\$6,392,738	\$500,285	\$1,419,282	11.1%	\$74,566,035
2005	\$68,856,452	88.8%	\$6,833,576	\$485,517	\$1,379,486	11.2%	\$77,555,031
2006	\$70,402,627	87.5%	\$7,976,300	\$504,130	\$1,592,704	12.5%	\$80,475,761
2007	\$74,852,367	89.9%	\$7,102,019	\$428,952	\$835,396	10.1%	\$83,218,734
2008	\$77,278,051	89.8%	\$7,461,638	\$424,939	\$876,263	10.2%	\$86,040,891
2009	\$79,506,446	89.3%	\$7,979,830	\$481,022	\$1,097,159	10.7%	\$89,064,457
2010	\$81,208,025	88.5%	\$8,788,461	\$561,831	\$1,211,545	11.5%	\$91,769,862
2011	\$83,565,582	88.4%	\$8,995,868	\$598,906	\$1,418,747	11.6%	\$94,579,103
2012	\$86,077,491	88.4%	\$9,149,186	\$603,948	\$1,494,754	11.6%	\$97,325,379

MOTOR VEHICLE EXCISE TAXES

Motor Vehicle Excise collections are authorized by Massachusetts General Law, Chapter 60A, §1. The excise tax is calculated by a formula of \$25 per \$1000 of valuation. This category of revenue is difficult to project because of many variable factors. 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.

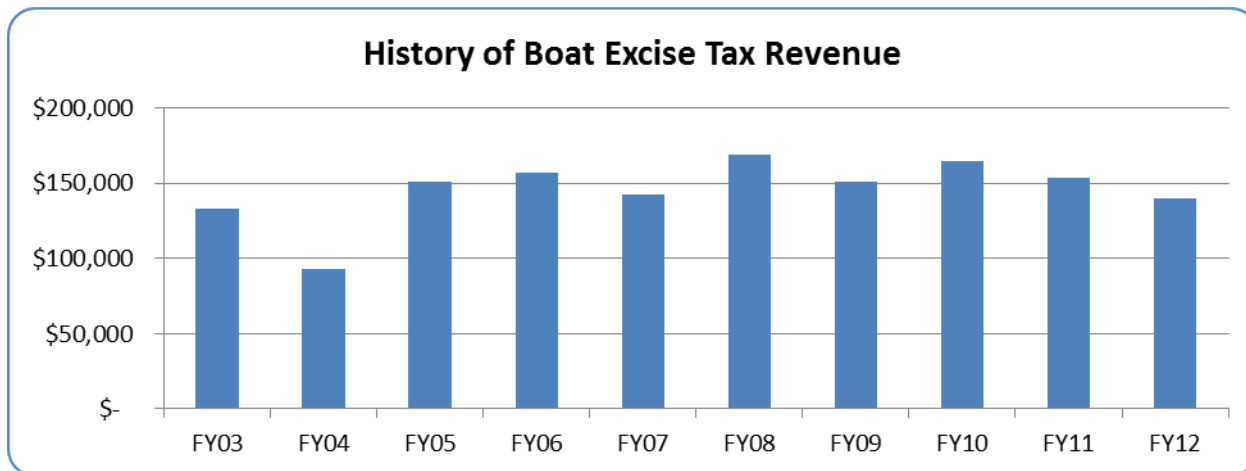


Motor Vehicle Excise Tax has been projected at \$5,117,000 for FY13. This is \$333,000 more than the amount budgeted in FY12. The past seven years have seen an average increase of 6.6 percent per year in the commitment level. A precipitous drop occurred in FY10 due to the economy. Tax bill commitments in FY12 indicate that this revenue source is beginning to grow again. A modest recovery is expected but it will take an estimated 10 years to get back to the highest level of tax receipts the Town realized back in FY08 of \$6.5 million.

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. The following table is used to calculate the tax:

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

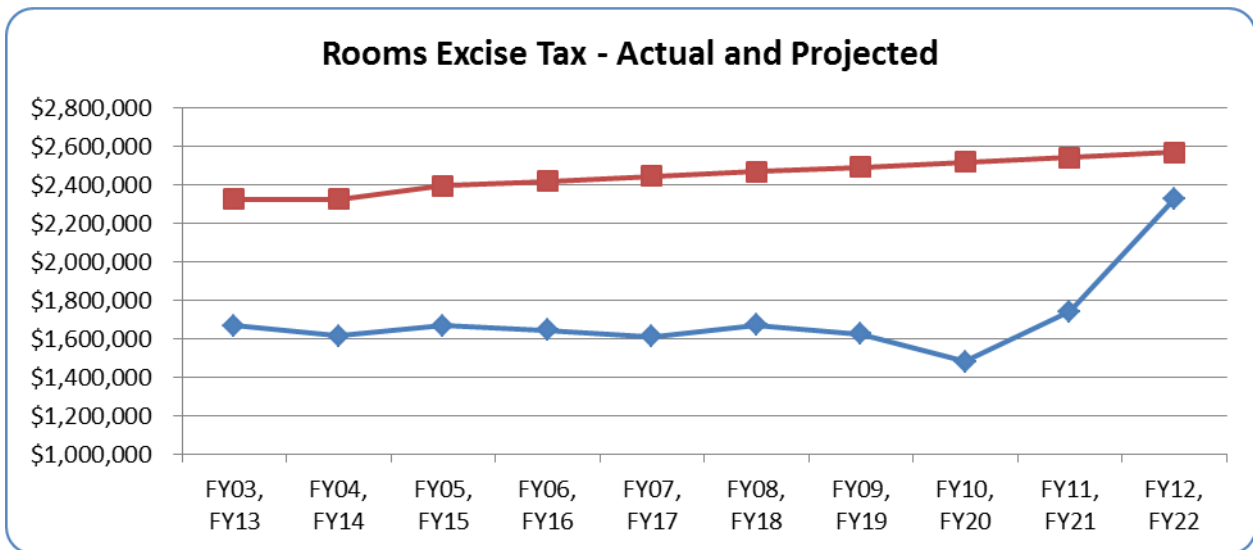


Boat excise has been projected at \$150,000 for FY13. This category of tax is expected to stay level at \$150,000 for the next several years unless there is a change in the state law as to how it is calculated.

HOTEL/MOTEL 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”). This is also referred to as the “Rooms Tax”. The Commonwealth administers the tax by collecting the local option portion from business establishments and sending them back to the cities and towns on a quarterly basis. The local option tax was capped at 4 percent until recently. Cities and towns now have the option of increasing the local portion to 6 percent. The Town of Barnstable recently adopted this increase in July 2010. The revenue collected from the additional 2 percent is intended to be dedicated for sewer expansion projects.

Motel/Hotel tax revenues depend largely on room occupancy from year-to-year, the total number of room stock, as well as the base rates charged to consumers by hotels and motels. In better economic times, more rooms may be occupied during the Town’s tourist season, leading to potentially higher returns on the tax. The closure or conversion of rooms to condominiums reduces the number of room stock susceptible to the tax, leading to potentially lower returns on the tax. There are no new hotel/motel developments in the horizon nor are there any significant closures included in the FY13 budget projection.

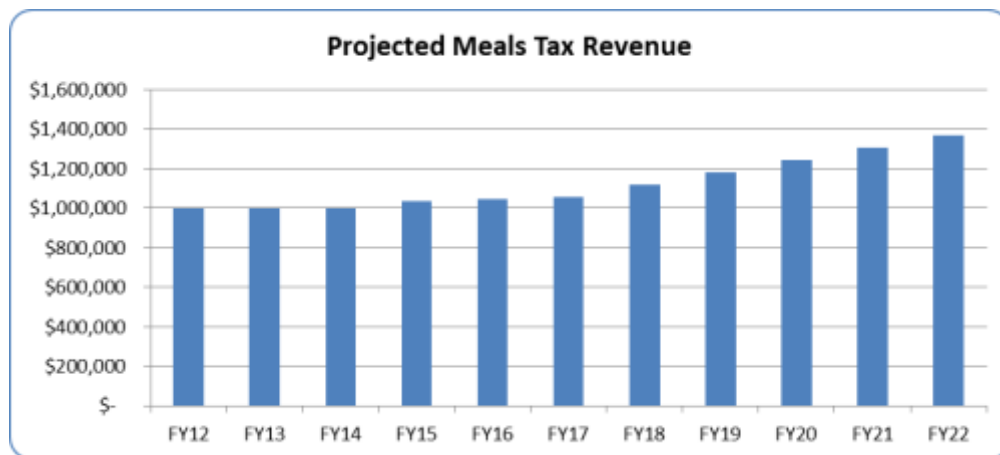


The blue line represents the actual collections from FY03 through FY11 and the FY12 budget. The significant increase in FY12 is due to a 2% rate increase. History has illustrated this category of revenue’s resiliency. There have been no significant changes due to the economy. FY10 realized a slight dip but quickly recovered. Visitors continue to come to Cape Cod. They may be drawn from national, international and regional areas. The FY13 budget for room’s tax is \$2,325,000.

MEALS TAX

The State Legislature authorized a local meals tax of 0.75 percent as part of its FY11 budget. The Town adopted this local option tax in FY11 effective October 1, 2010. The Town collected 7 months of taxes (October 2010 – April 2011) in FY11 totaling \$490,193. After the year of adoption, communities will receive a full year of revenue. The taxes are collected by each affected establishment and remitted to the State. The State then distributes each community’s taxes on a quarterly basis. The following calendar is used for the tax collections and payments.

FY Quarter	Quarter Start Date	Months Tax Assessed by Establishment	Months Tax Revenue Collected by Dept. of Revenue	Distribution Date
1	July 1 st	May, Jun, Jul	Jun, Jul, Aug	Sep 30 th
2	October 1 st	Aug, Sep, Oct	Sep, Oct, Nov	Dec 31 st
3	January 1 st	Nov, Dec, Jan	Dec, Jan, Feb	Mar 31 st
4	April 1 st	Feb, Mar, Apr	Mar, Apr, May	Jun 30 th



Meals tax is projected to be \$1 million in FY13, the same as the FY12 budget. FY12 is the Town’s first year in which it will receive 12 months of revenue.

STATE AID

Chapter 70 Aid. The Education Reform Act of 1993, as amended by recent budget language, continues to have a substantial impact on municipal finance and, in particular, on the level of local aid received by municipalities and regional school districts. Education Reform was undertaken in an effort to ensure both adequate funding of the Commonwealth's public schools and to bring equity to local taxation effort based on a community's ability to pay.

Since its original enactment, the Chapter 70 formula has required a minimum local contribution from each city and town in the Commonwealth. The intent was that wealthier communities would be asked to contribute more from local revenues and would receive less state aid. Conversely, poorer communities would contribute less from local sources and receive a greater share of state aid. In the early years of the formula, an effort was made to measure community wealth and to adjust local contributions accordingly. But these factors did not work well in practice, and most of them were dropped over the years. There were many examples of towns of comparable wealth with widely differing contribution requirements. The state budget enacted for FY07 included some significant changes to the Chapter 70 formula in order to address these issues. State budgets since FY07 continue to incorporate those changes.

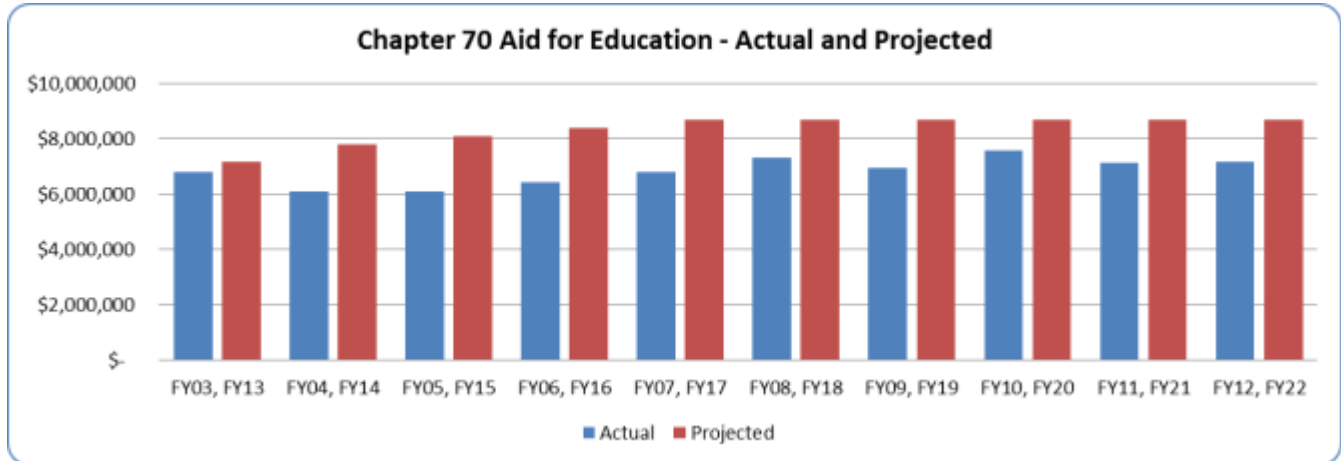
The formula starts with the calculation of a foundation budget for each district that reflects district enrollment, pupil characteristics, inflation, and geographical differences in wages. The foundation budget represents the minimum spending level necessary to provide an adequate education, with a policy goal that all districts will meet or exceed their foundation budget through the combination of state and local resources. The formula then looks at ability to pay to determine how much of this targeted spending amount should come from local sources and how much should be funded by the state.

A new measure of ability to pay, called the aggregate wealth model, was instituted in the FY07 state budget and has been followed each year since then. This new method uses updated property values and personal income data to address issues of inter-municipal equity so that communities with similar ability to pay eventually receive similar levels of state aid and pay similar local contributions. The formula relies equally on two indicators of community wealth, the DOR equalized property valuations and personal income data from state tax returns, to calculate a level of effort for each community. The level of effort is then compared to the foundation budget. If it exceeds the foundation budget, as in Barnstable's case, then the foundation budget becomes the measure to which a target local contribution is calculated. The target local contribution for all communities is 82.5% of the foundation budget meaning that every community should receive at least 17.5% of their foundation budget in the form of CH70 aid. For communities like Barnstable, that are contributing more than the 82.5% requirement, the formula is to reduce this excess effort over a five year period subject to the availability of state funds.

The next step is to determine how much new state aid districts will receive. The state aid target is simply 100 percent minus each district's local contribution target, expressed as a percentage of the district's foundation budget. The minimum aid target is 17.5 percent. Barnstable currently receives about 13.7 percent for FY13. If the state fully funded its commitment of 17.5 percent, the Town would receive an additional \$2 million in CH70 aid.

Chapter 70 aid is comprised of four aid categories: foundation aid, down payment aid, growth aid, and minimum aid. To determine how much Chapter 70 a district receives, the prior year's required local contribution is increased by the Municipal Revenue Growth Factor (MRGF) to yield a preliminary local contribution. This figure is then compared to the target local contribution and, increased or decreased, depending on whether it exceeds the target local share or is below the target. If this new local contribution plus the prior year's Chapter 70 aid is not sufficient to meet the current foundation budget, then additional foundation aid is then awarded to reach the foundation budget. Down payment aid may be awarded to those districts that receive less aid than indicated by their target aid share multiplied by their foundation budget. Movement toward this target aid amount is phased-in over several years and the amount awarded is reduced by any increase in foundation aid. Growth aid is intended to provide aid to districts with growing foundation budgets. To determine if a district qualifies for this aid, the foundation budget for the current year is compared to the prior year, with the positive difference multiplied by the target aid share. If the result exceeds the amount of the foundation aid and down-payment aid together, the difference is awarded as growth aid. Finally, minimum aid guarantees each district an increase of \$50 per pupil from all four aid types. These four components of new aid are then added to the prior year Chapter 70 amount to yield the total new Chapter 70 award.

The Department of Elementary and Secondary Education (ESE) 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 many cases, this amount exceeds the foundation budget. A district's failure to spend at least 95 percent of its net school-spending requirement will result in a reduction of Chapter 70 Aid in the following fiscal year.



The Town has not seen much growth in its CH70 aid over the past 10 years. In fact, the FY12 amount is slightly more than where it was in FY03 as illustrated by the blue bars in the above chart. The FY13 budget estimate is level with FY12. Under the current formula, the Town's FY13 CH70 Aid would be approximately \$2 million more if the State were in the financial position to fully fund its commitment. Projections for CH70 Aid include the assumption that the State will fulfill its commitment to provide at least 17.5 percent of the Town's foundation budget in the form of aid. This will be phased in over the next 5 year period after which this category will remain constant as projected enrollment declines will be offset by increases in minimum spending requirements. The growth is also predicated on the State's fiscal situation improving which should allow it to honor the commitment to funding the Town's target contribution under the current formula.

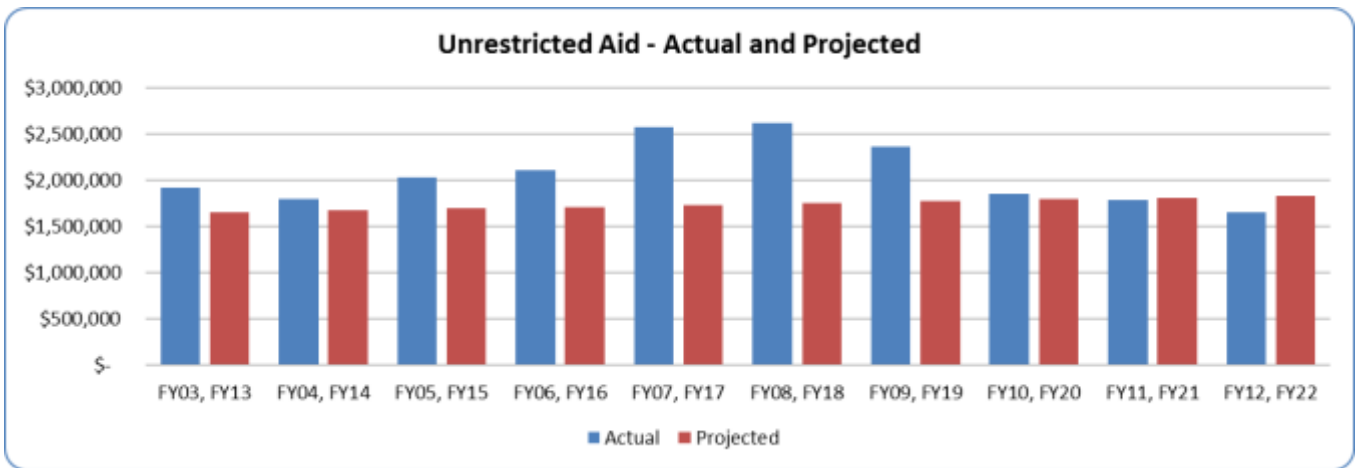
Unrestricted General Government Aid. The purpose of this aid category is to provide general-purpose financial assistance to municipalities on an equalizing basis. This is formerly known as "Lottery Aid". The formula is equalizing, with municipalities with lower property values receiving proportionately more aid than those with greater property values. The formula is based on population and Equalized Property Valuation. The formula is as follows:

$$\text{Municipality's Aid} = (E_s \div E_m) * \$10 * P_m * K$$

- Es = Equalized Valuation per capita of the state
- Em = Equalized Valuation per capita of the municipality
- Pm = Population of the municipality
- K = Pro-ration factor

The pro-ration factor adjusts the formula according to the net Lottery receipts available. The formula is normally applied only to the new aid that is the amount above or below what was estimated the previous year.

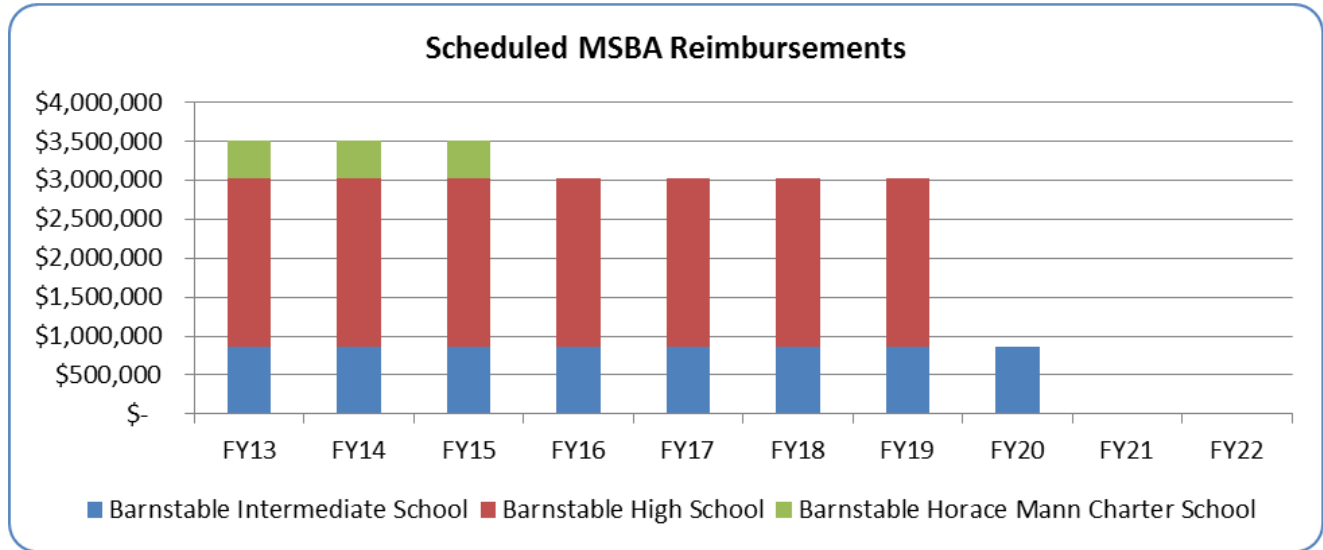
This aid distribution is funded through a transfer of funds and not by appropriation, although the total amount of the annual distribution is stipulated in Section 3 of the annual state budget. The Division of Local Services certifies to the Comptroller the amounts to be distributed to municipalities.



The Town has realized a steady decline in this revenue category over the past several years. The FY12 aid level was restored to the FY11 level after the first quarter of FY12. Future aid levels are projected to remain constant for the next couple of years and then increase slightly thereafter. By FY22 this aid category approximates the Town’s FY03 aid. Additionally, casino gambling has been approved by the Governor and the State Legislature. It is projected that lottery sales will be negatively impacted but they could be offset by a new revenue sharing formula from casino gambling taxes imposed by the State. This aid category is not projected to reach the FY07 and FY08 peak levels of approximately \$2.5 million.

School Building Assistance. In 2004, the State Legislature created the Massachusetts School Building Authority (MSBA) as an independent public authority, charged with reforming the former school building program that had amassed \$11 billion in outstanding obligations with no clear funding source and that had built up a list of 428 projects that were waiting for state reimbursement. The MSBA assists school districts with planning and financing school construction and renovation projects. Funding to assist communities is provided from a dedicated sales tax revenue amount. The receipts are kept in a separate fund known as the School Modernization and Reconstruction Trust Fund.

Prior to the creation of the MSBA the Town of Barnstable had several school construction projects for which it was receiving annual assistance from the State to help pay off the bonds associated with the construction. The MSBA continued with funding this annual obligation and it is expected that the Town will receive this assistance until the bonds expire on the last project in FY 2020. Assistance received under this program is credited to the tax levy raised for debt exclusions every year as described.



The aid received under this category totals \$3.5 million for FY13 to FY15. School building assistance for the Barnstable Horace Mann Charter School will end in FY15 as will the corresponding debt. In FY19, the

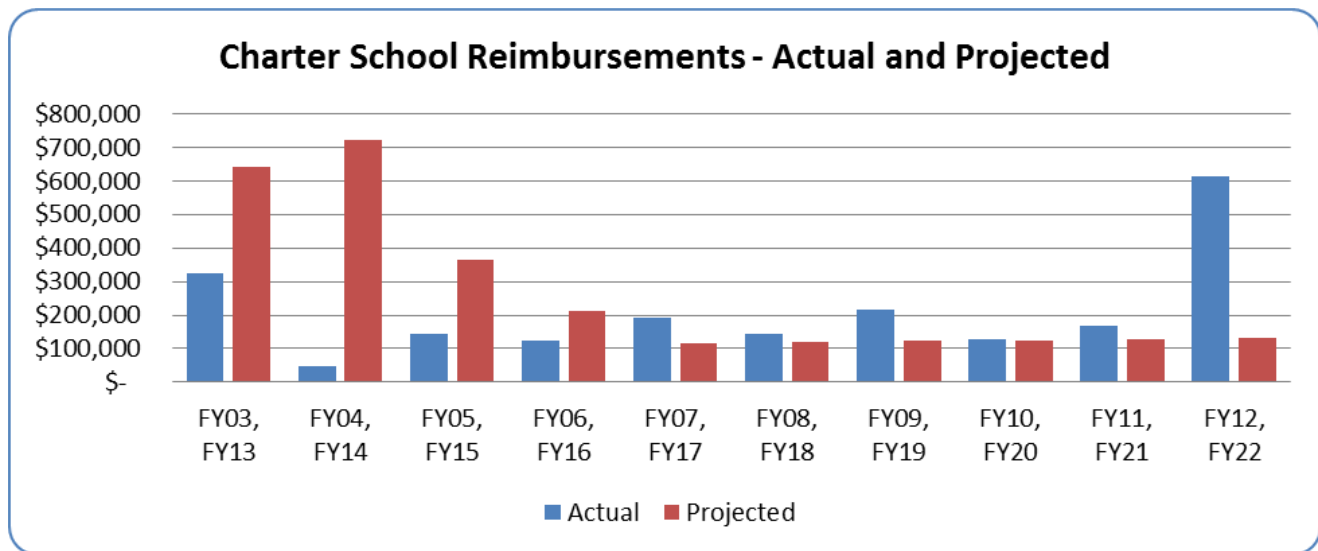
assistance for the High School will end and the Intermediate School assistance will end the following year. The bonds associated with these projects will expire in the corresponding years.

Charter Tuition Assessment Reimbursement. The purpose of this aid category is to reimburse sending districts for the student tuition and the capital facilities tuition component they pay to Commonwealth charter schools. The capital facilities tuition component includes interest and principal payments, for the construction, renovation, purchase, acquisition, or improvement of school buildings and land. Sending districts receive assistance through the charter tuition reimbursement formula in December, March and June for those students that elect to attend a charter school. Sending districts are reimbursed a portion of the costs associated with pupils attending charter schools beginning with the second quarterly distribution. Cherry Sheet estimates are derived from projecting upcoming school year enrollment and tuition rates from data collected in March of the current fiscal year. Charter schools are required to finish their enrollment report by March 15th of the current fiscal year. By April 1st, the State Department of elementary and Secondary Education (DESE) must report to each district the number of students who are anticipated to attend charter schools during the upcoming school year. When providing the Division of Local Services' with cherry sheet estimates, DESE uses the most current information available.

NEW AID FORMULA							
Fiscal Year	Reimbursement Tiers						Total Aid
	1	2	3	4	5	6	
FY11	100	60	40				200
FY12	100	25	40				165
FY13	100	25	25				150
FY14	100	25	25	25			175
FY15	100	25	25	25	25		200
FY16	100	25	25	25	25	25	225

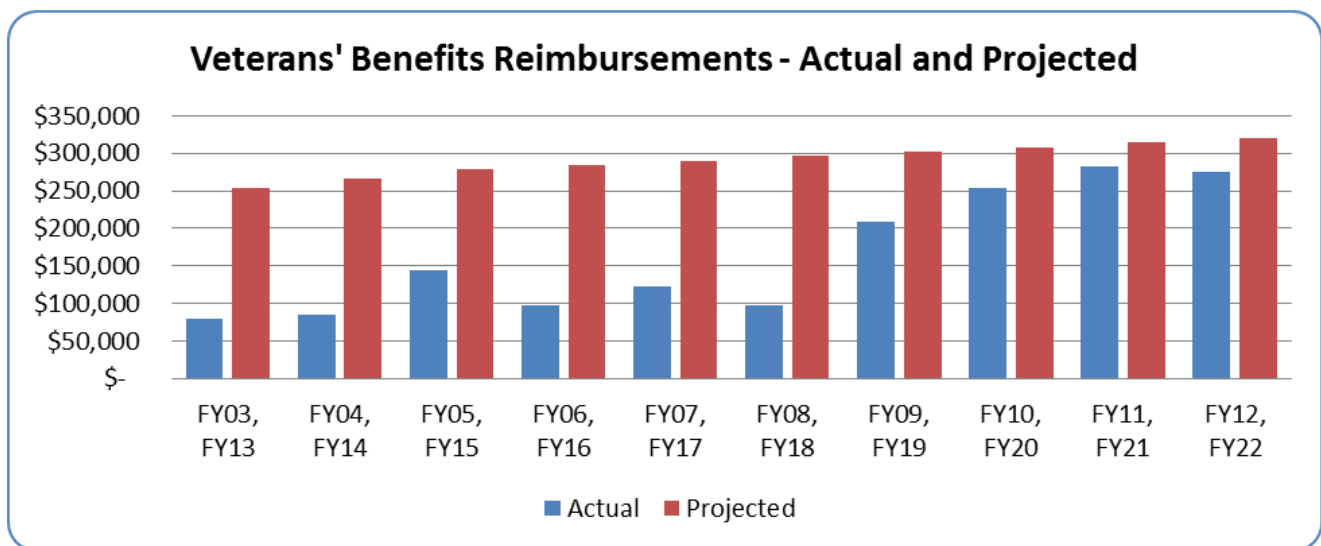
A new aid formula was recently developed. During the phase-out of the old formula, which provided reimbursement for 100 percent of the tuition increase in the first year, 25 percent of the tuition increase in the second year and 25 percent of the tuition increase in the third year, overall aid will decrease. What districts will see is that the legislation reduces the cost of the program in the short run while committing to provide more aid in the long run. In addition, the reimbursement covers 100 percent of the first-year cost of pupils at charter schools who attended private or independent schools in the previous year. The reimbursement also covers 100 percent of the cost of any sibling students whose tuition brings a district above its statutory assessment cap of 9

percent of net school spending. The reimbursement is subject to appropriation in the final budget for the Commonwealth. Second quarter reimbursements to sending districts are based on increases in tuition costs for the current school year. Spending and enrollment data are subject to change after the initial figures become available in December. The remaining two quarterly payments are based on updated tuition costs using any revisions to tuition rates and enrollments as data are finalized during the year. Payments are intended to equal approximately one third of the projected annual amount, however; payments in the final two quarters include adjustments to correct any over or under payments in prior quarters. For the Capital Facility portion of the reimbursement, sending districts receive assistance in December, March and June. When DESE calculates a charter school's average cost per pupil, a capital facilities component is added because foundation budgets and net school spending do not contain this part of a school district's budget. The statewide average of what districts paid in the prior year for both principal and interest on land and buildings is added to each pupil's tuition rate.



The Town initially received charter school aid in FY00 when the school opened. Reimbursements were much higher in the initial years as grade levels were added each year and the way the reimbursement formula works. A significant increase for FY12 was received as the school expanded by adding a second campus comprised of 9th and 10th grade. Two more grade levels will be added in FY13 and FY14 which will result in more aid due to the formula covering 100% of the increase in costs in the initial year. Afterwards, aid will significantly decline in accordance with the formula as it is phased out over a 6 year period.

Veterans' Benefits. The purpose of this aid category is to reimburse municipalities for a portion of authorized amounts spent for veterans' financial, medical, and burial benefits. The program reimburses 75 percent of a municipality's costs for veterans' and their dependents' benefits. In an effort to make this program's estimates closer to the actual costs, the Department of Veterans' Services devised a new method of calculating the estimated reimbursements. Reimbursements are now paid in the year after the costs are incurred. For example, the upcoming fiscal year (FY12) Cherry Sheet estimates are based on 6 months of actual authorized expenditures (July 1 through December 31 of FY11) plus a prorated amount for the remaining 6 months of the prior fiscal year. The Veterans' Agent and the Treasurer of each municipality shall certify the names and other information that the Commissioner of Veterans' Services may require within 30 days after the end of the month in which the expenditures were made. The Commissioner then approves and certifies to the Comptroller the amounts to be reimbursed.



This category of aid has increased significantly; corresponding with the dramatic increase in expenses. Increased caseloads as well as increases in medical, burial and other financial costs have driven the increases. The projected amounts of aid are based on 75 percent of the projected expenses incurred in the previous fiscal year consistent with the formula. Expenses are projected to increase resulting in a corresponding increase in revenue.

Exemption Aid. The purpose of this aid category is to reimburse municipalities for property tax exemptions granted to qualifying veterans, blind persons, surviving spouses and elderly persons. The reimbursement for each type of exemption is specified by statute. Each municipality is reimbursed for each exemption documented in a given fiscal year. The amounts of exemption granted to individuals and the amounts reimbursed to municipalities by statute are as follows:

Surviving spouses, minor children, and elderly persons:

Clause 17 - \$175, full reimbursement

Clauses 17C, 17C½, 17D - \$175, reimbursement cannot exceed the amount reimbursed under Clause 17

Veterans:

Clause 22(a-f) - \$400 exempted, \$225 reimbursed

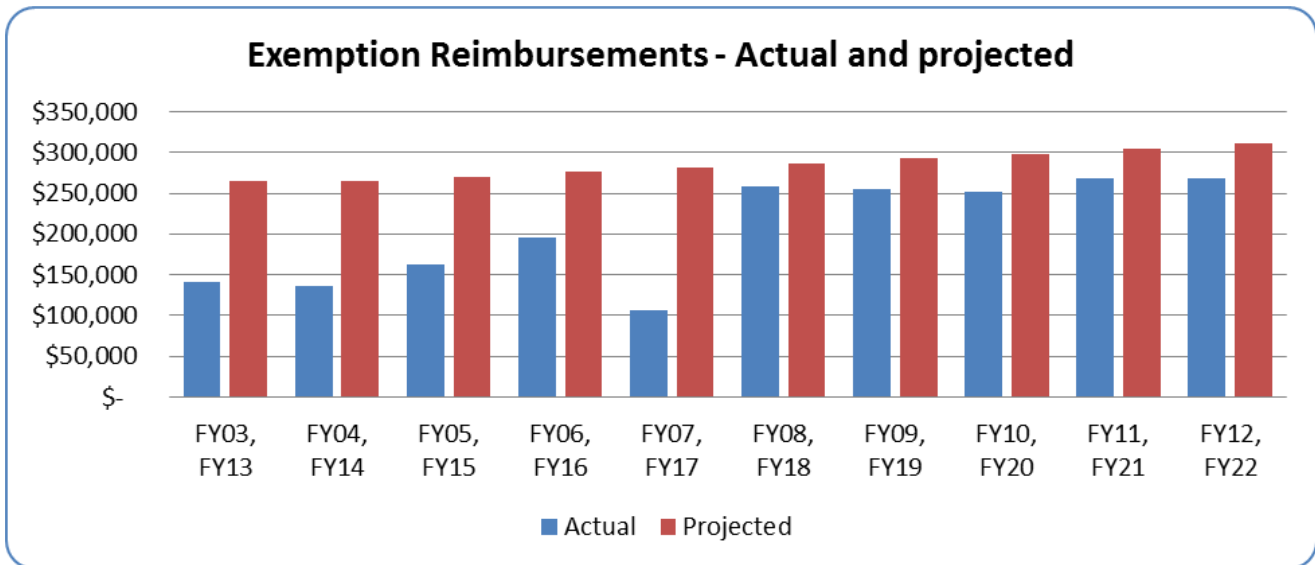
Paraplegic veterans, surviving spouses:

Full amount, 100 percent minus \$400 reimbursed (§8A)

Veterans, loss of one arm, foot, or eye:

Clause 22A - \$750 exempted, \$575 reimbursed
 Veterans, loss of two arms, two feet, one arm and one leg, or loss of sight:
 Clause 22B - \$1,250 exempted, \$1,075 reimbursed
 Veterans, special adapted housing:
 Clause 22C - \$1,500 exempted, \$1,325 reimbursed
 Veterans, surviving spouses of soldiers, sailors & National Guard:
 Clause 22D – 100 percent first 5 years, up to \$2,500 each year thereafter
 Veterans and Surviving Spouses, 100 percent disability:
 Clause 22E - \$1,000 exempted, \$825 reimbursed
 Blind persons:
 Clause 37 - \$437.50 exempted, \$87.50 reimbursed
 Clause 37A - \$500 exempted, \$87.50 reimbursed
 Elderly persons:
 The state’s reimbursement remains at \$500 per individual, subject to appropriation

Claims for reimbursement are processed by the Division of Local Services on a rolling basis. Delays in setting a tax rate due to revaluation problems can result in reimbursement claims being submitted late in the current fiscal year or early in the upcoming fiscal year. Since appropriations to reimburse property tax exemptions revert to the state's general fund at the end of August each year, the Division of Local Services cannot process any requests after August 20th. The Division of Local Services certifies to the Comptroller the amounts to be reimbursed.



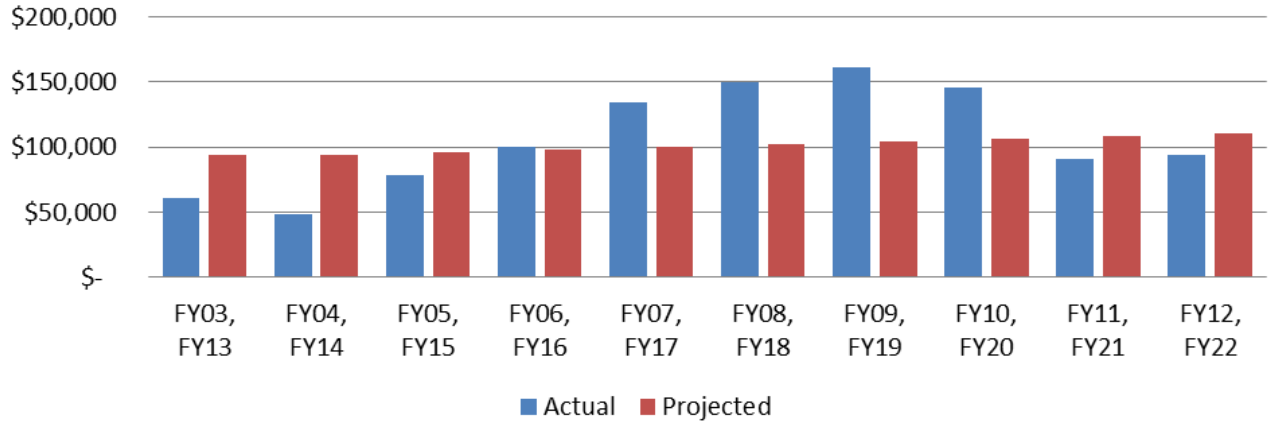
This category of aid has been fairly consistent over the past five years resulting in approximately \$250,000 of aid per year. Projections for this category of aid include a 2 percent increase per year as more property owners are expected to become eligible; particularly elderly and veterans.

Payments in Lieu of Taxes (PILOT). The purpose of this aid is to reimburse communities for forgone tax revenues due to certain types of tax-exempt state-owned land. Eligibility for reimbursement depends on land use and the state agency with jurisdiction over the property as specified in the legislation. Payment is for land only, not for buildings or any other improvements erected on or affixed to the land. Parcels of land that were exempt from property taxation before acquisition by the state are ineligible for reimbursement through this program.

The formula is based on property value and the latest 3 year statewide average tax rate. The formula is as follows:

Municipality's Aid = PV * ET * K
 PV = Estimated property value of eligible State-Owned Land; ET = 3 year statewide average tax rate; K = Proration factor

Reimbursements for State Owned Land - Actual and Projected



In recent years, the state has decreased the appropriation for this aid category. Funding is subject to state appropriation which is unpredictable. There was a slight increase in the state appropriation for FY12. This category of aid is projected to increase slightly over the next several years. By FY22, it remains well below the Town's peak year of FY09 when it received \$160,000.

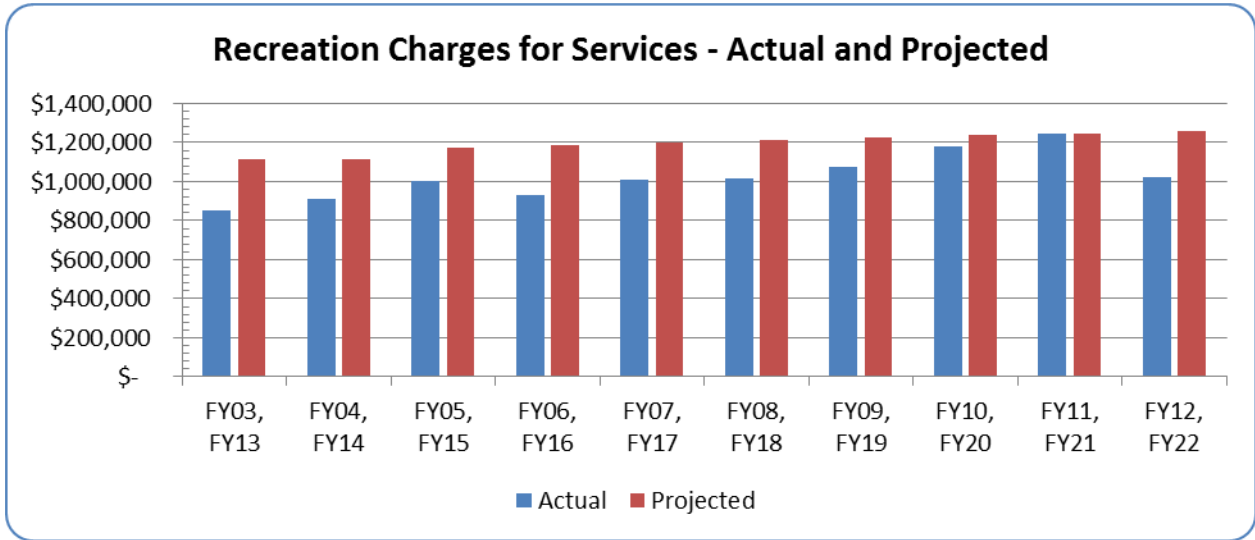
School Transportation and Highway Aid. Several years ago the state was providing funds for school transportation and public road improvements. These aid categories have been eliminated and this projection does not include any restoration of the aid. The Town was receiving as much as \$1 million per year.

Police Career Incentive. The purpose of this aid is to encourage police officers in participating communities to earn degrees in law enforcement or criminal justice and to provide educational incentives through salary increases. The State ceased to appropriate any more funds for this category of aid in FY12 and it is anticipated that it will not be restored.

OTHER LOCALLY GENERATED RECEIPTS

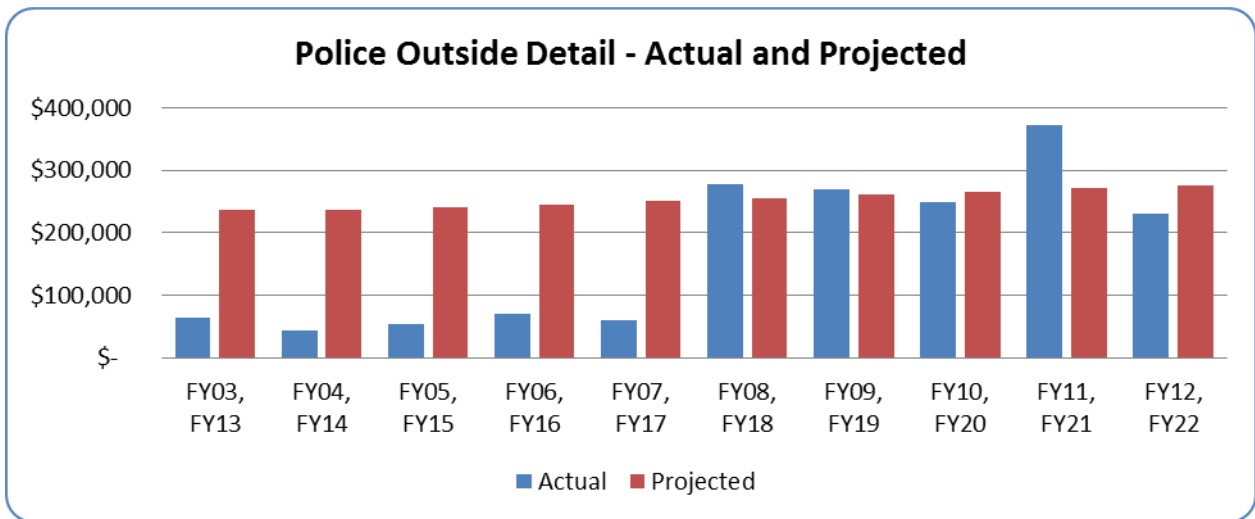
Charges for Services. This category is mainly comprised of recreational revenues, police outside detail services and chargebacks to enterprise funds.

Recreation revenue is comprised of beach stickers, parking receipts at the beaches, and for program participation.



The blue bars represent the actual revenue collected from FY03 through FY11 and the budget for FY12. This category of revenue has seen strong growth over the past 3 years. Beach sticker sales and parking revenue are up as people appear to be opting for more inexpensive recreation opportunities. Projected revenue in FY13 through FY22 is slightly less than the FY11 actual for conservative budgeting. The last time beach stickers were increased was in FY 2009 by \$5 to \$30. Daily parking rates were also increased by \$2.

Police outside detail revenue is mainly derived from security services provided to the airport in accordance with TSA regulations. The Police Department bills the airport enterprise fund on a monthly basis for this service. Revenue is also derived from a 10% administrative charge for all other outside detail services provided to vendors for projects like road construction.

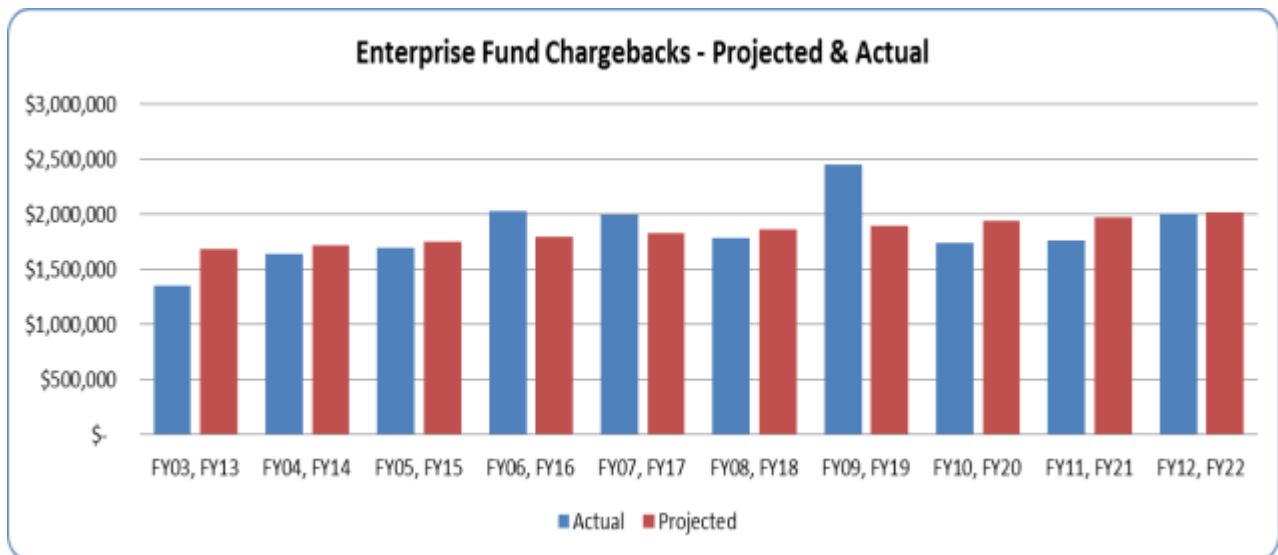


The blue bars represent the actual revenue collected from FY03 through FY11 and the budget for FY12. A significant increase occurred in FY08 as a result in the method used to account for the security services

provided to the airport by the Barnstable Police Department. Payments for these services were previously included in the enterprise fund chargebacks. The increase in FY11 is mainly due to an increase in construction activity throughout the town which required police detail support. The projection for FY13 through FY22 is less than the FY11 actual as the construction activity levels are expected to decline. The service levels provided to the airport are expected to continue at the same level.

Enterprise fund chargebacks are assessed in accordance with the Town’s administrative code that includes a provision under Section 241-56 (6) (j) that the rates set for enterprise fund operations be designed to generate sufficient revenue to support the full cost, direct and indirect, of operations. For cost efficiency reasons, administrative orderliness, and the inability to be invoiced separately, several items are budgeted and managed within the Town’s general fund operations which subsequently must be allocated to the enterprise fund operations. The costs allocated to the enterprise fund operations include the following items:

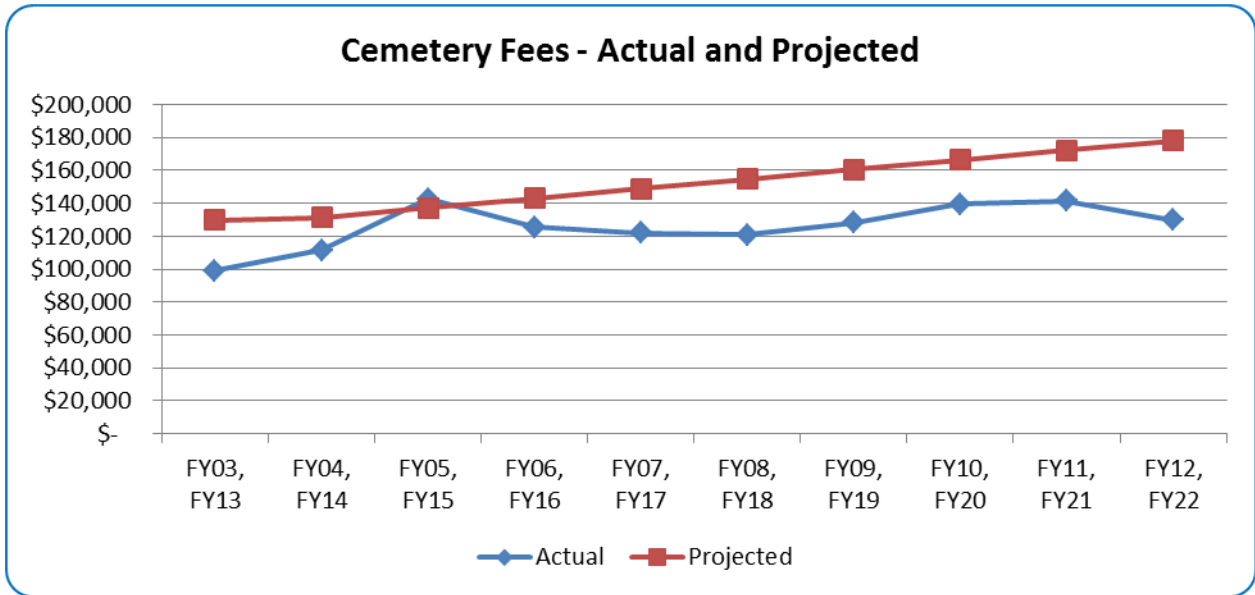
1. Shared personnel - included in this category are the personnel located in the Town Council, Town Manager, Human Resource, Information Technology and Finance operations. Personnel costs include salaries, health insurance, life insurance, Medicare tax and county retirement.
2. Barnstable County Retirement assessments for employees that work within each enterprise fund operation.
3. Building, contents and casualty insurance, public officials’ liability insurance, and vehicle insurance.
4. Retiree’s health insurance.
5. MUNIS financial management system annual support and licensing costs.
6. Annual financial auditing fees.



The blue bars represent the actual revenue collected from FY03 through FY11 and the budget for FY12. This area of revenue has increased over the past several due to the size and the number of enterprise fund operations. In FY05, a second golf course was added and a water supply operation. In FY06, the Town created a Marina and a Sandy Neck Recreation Park enterprise funds and in FY10 the new Hyannis Youth & Community Center was created. The decline in FY08 was for the change in accounting method describe previously under the police outside detail section on the previous page. The increase in FY09 was the result of an accelerated payback from the golf course operations for land provided for the construction of the Olde Barnstable Fairgrounds. The FY13 budget amount is \$1,686,775 or \$318,515 less than FY12 due to another accounting change. Administrative personnel in the Department of Public Works now have a percentage of their salaries directly budgeted under the enterprise funds and there will no longer be a chargeback for this.

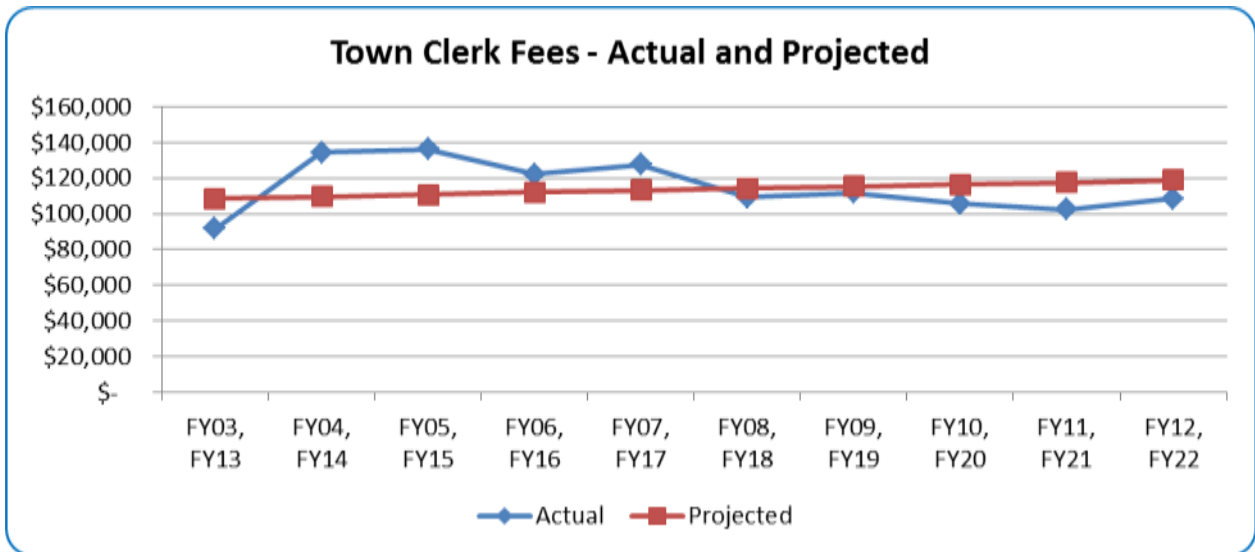
Fees, Fines, Forfeitures & Penalties. This category is comprised of various fees charged by the cemetery operations, Town Clerk, Police Department, Regulatory Services, Treasurer and Town Collector.

Cemetery fees include burial and administration fees, marker and monument fees and cremation interments.



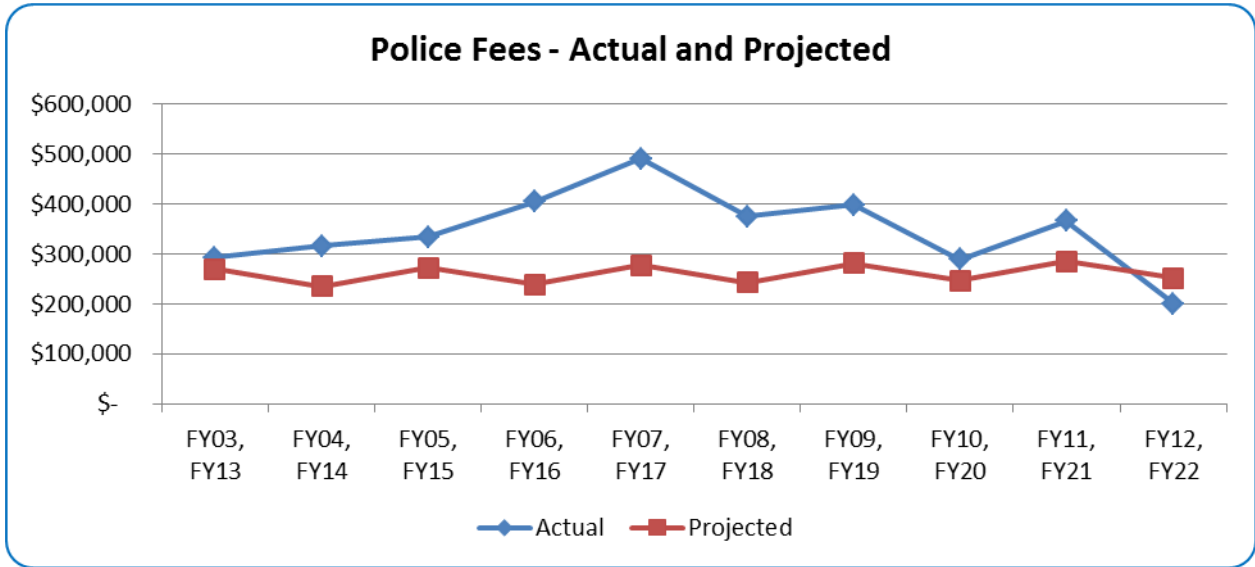
Collections represented by the blue line have trended upwards over the past several years. The FY12 budget estimate is conservatively lower and approximates the FY09 actual. The projection for FY13 through FY22 represented by the red line begins to trend upwards and are projected to increase slightly due to rate adjustments and activity levels.

Town Clerk fees are mainly comprised of fees charged for copies of vital statistics.



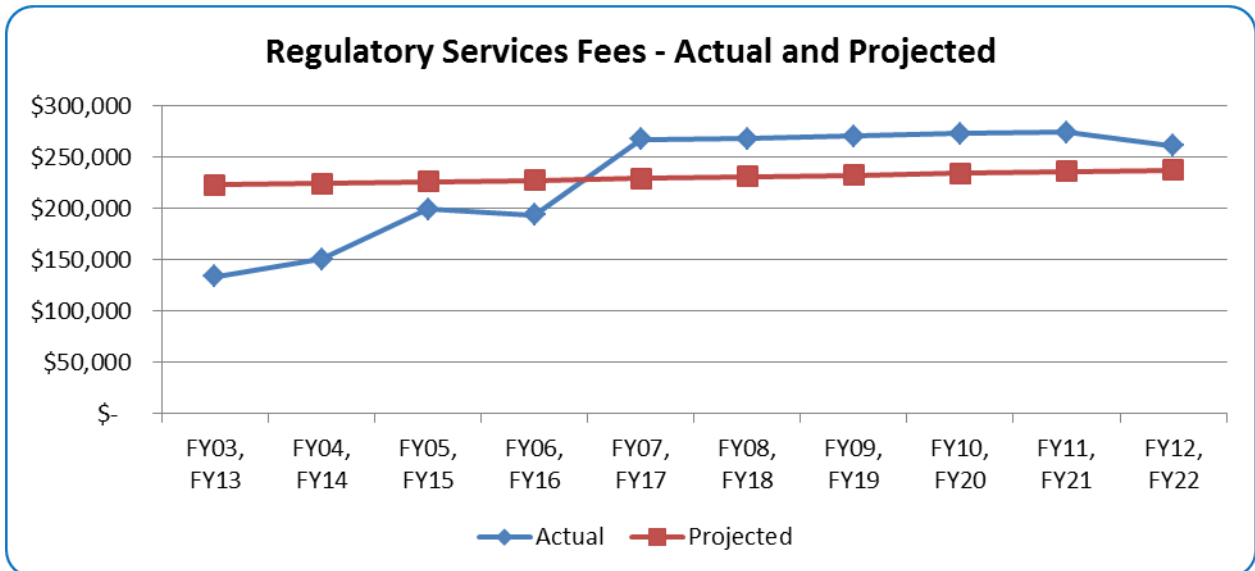
Actual fees collected for FY03 through FY11 are represented by the blue line as well as the FY12 budget. The projected amounts for FY13 through FY22 are not expected to be significantly different.

Police revenue in this category consists of alarm registration and false alarm fees as well as criminal and non-criminal violations.



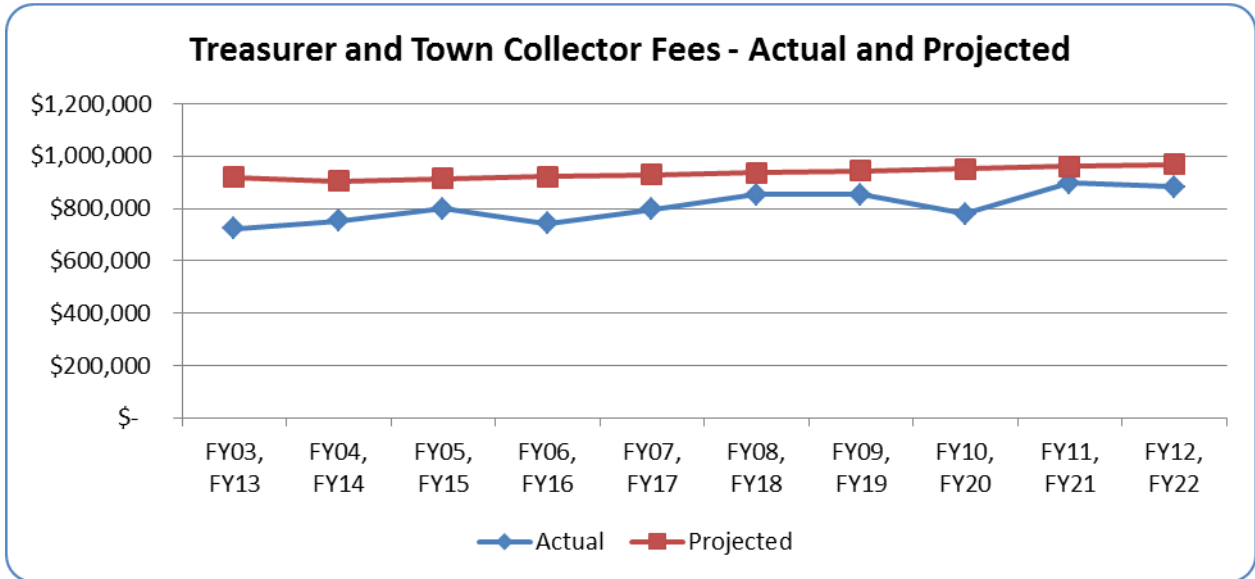
Actual revenues for FY03 through FY11 are represented by the blue line as well as the budget for FY12. The FY07 increase is attributable to a new fee that was implemented for alarm registrations. Property owners with alarm systems must register biennial with the Police Department. Since the fee is biennial the revenue in this category will fluctuate from year to year. FY11 was a renewal year so the budget for FY12 is less and the projection for FY13 is higher. Projections for the odd numbered years are higher throughout the rest of the forecast. There are no significant changes projected for citation revenue.

Regulatory Services fees included in this category include rental car surcharges, building inspections and rental property registrations.



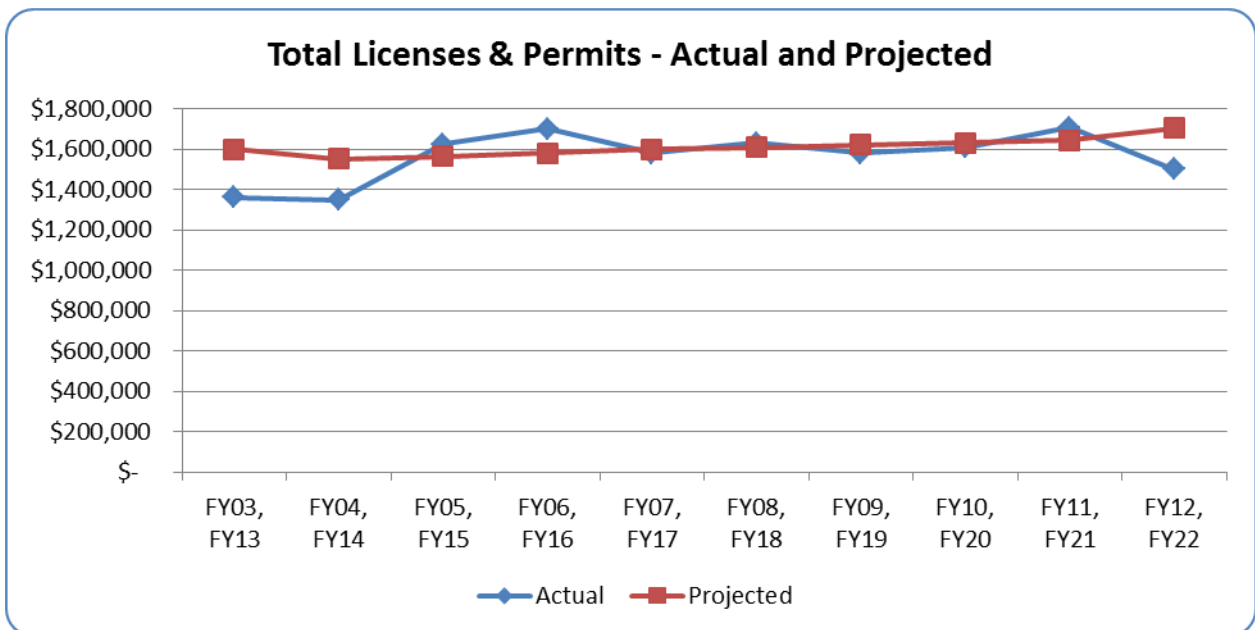
The actual revenue collected for FY03 through FY11 is represented by the blue line as well as the FY12 budget. The increase in FY07 was due to a new rental property registration fee instituted by the Health Division. This category of revenue is projected to increase slightly over the life of the forecast as represented by the red line. The estimates for FY13 through FY22 are slightly less than what has actually been received for the past few years.

The Treasurer and Town Collector fees included in this category of revenue includes interest on the late payment of taxes, fees for municipal lien certificates and other fees associated with late tax payments.



Actual revenue collections in this area have risen due to a growing number of late payments on taxes. Additionally, the Town Collector raised the demand fee from \$5 to \$15 and the municipal lien certificate fee from \$25 to \$40 in FY11. Revenue in this area is projected to continue to grow slightly over the forecast period mainly due to the fee increases. Interest on late tax payments should decline when the economy recovers.

Licenses and Permits. Fees for licenses and permits issued by the Town are annually reviewed for potential increases. Most of the revenue from this category is generated by the regulatory services and community services departments. Changes in this area will be as a result of fee increases established through the annual user fee rate study process and activity levels. Major revenue includes alcohol beverage licenses and building, wiring and plumbing permits.



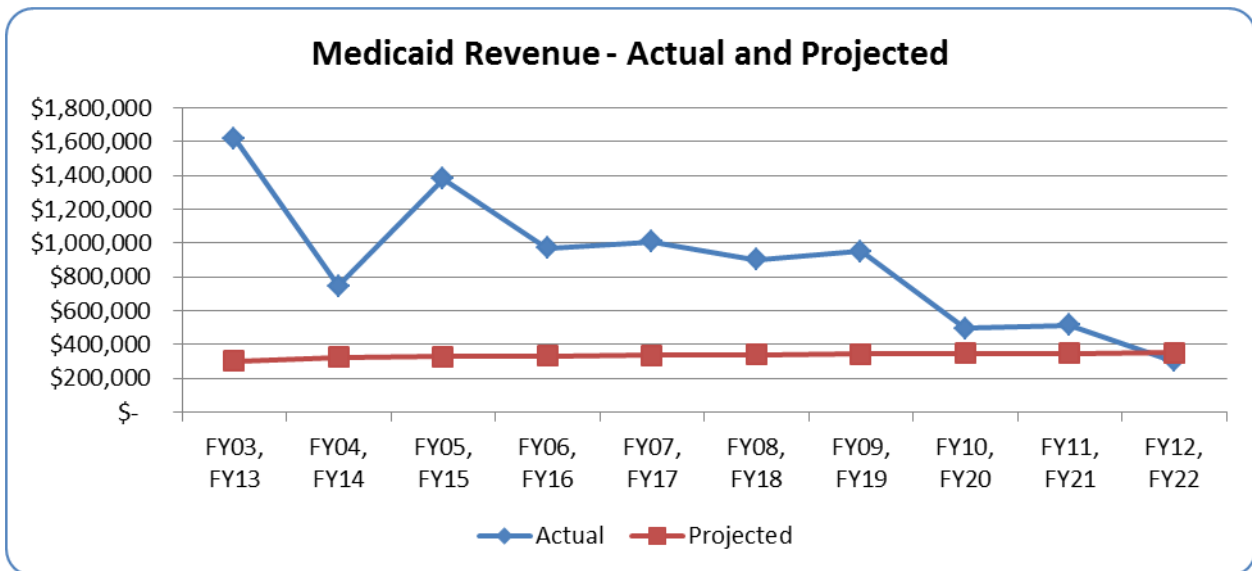
Revenue in this category has been projected to increase by \$125,000 in FY13. Fees for licenses and permits issued by the town are annually reviewed in the cost of service study. Fee increases are projected to help offset

the cost increases, (both direct and indirect) mainly in the Regulatory Service Department. Increases of 2 percent per year are projected beyond FY14. The increase is projected for FY13 mainly due to an increase in building permit activity.

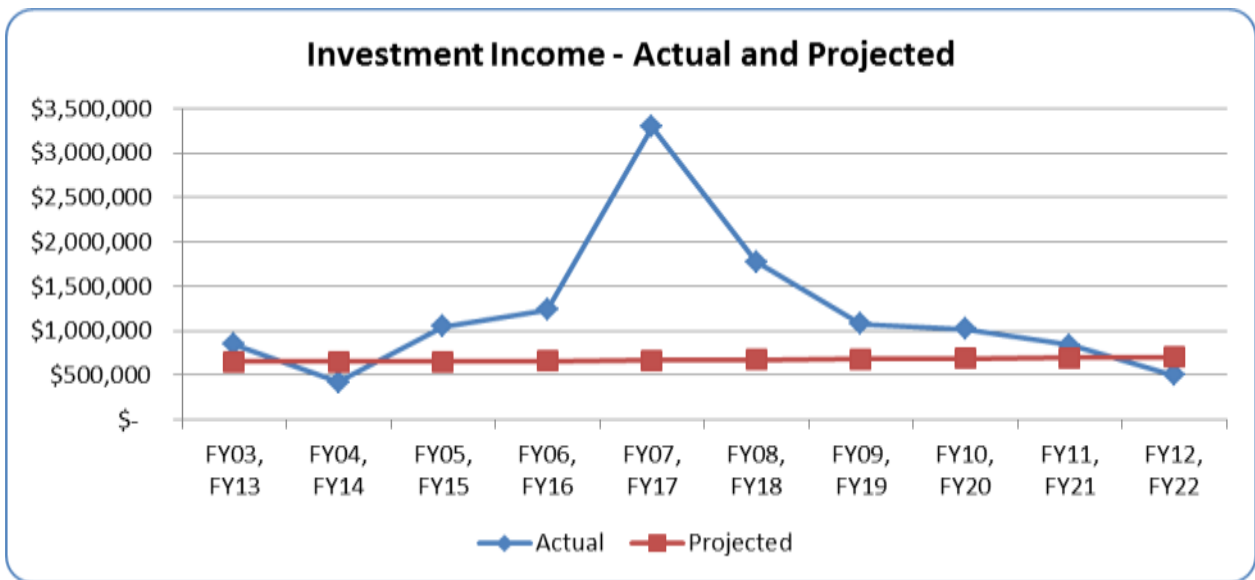
Other General Fund Revenue Sources. This area includes Medicaid reimbursements, investment income, special assessments and property lease revenue.

In accordance with laws and regulations governing the Medicaid program, school systems mandated by the Individuals with Disabilities Education Act (IDEA) to provide health-related services to their special education student populations are permitted to file claims for partial federal reimbursement of both their health service and administrative support expenditures incurred in providing those services. Qualifying administrative support expenditures falls into two categories: (1) support activities associated with the delivery of health-related services; and, (2) support activities that benefit a state’s Medicaid program administration generally.

As a broad overview, there are two functions that must be performed by a school district that desires to participate in administrative activity claiming. First, designated school personnel must complete a time study. In the Commonwealth, such a time study, which tracks how school employees spend their work day, needs to be completed during each of three quarters during the school year for a period of five consecutive days during each quarter. Once the time study has been completed and the expenditure information collected, a district then (1) tabulates and summarizes the time study data to identify claimable activities performed by their staff and the amount of time spent on those activities; (2) applies certain formulas to the expenditure information; and (3) calculates the Medicaid Eligibility Factor for the district and applies it to the results of the time study and expenditure information. This process will result in the calculation of a district’s gross expenditures; the federal Medicaid agency will award partial reimbursement based on a district’s gross expenditures.

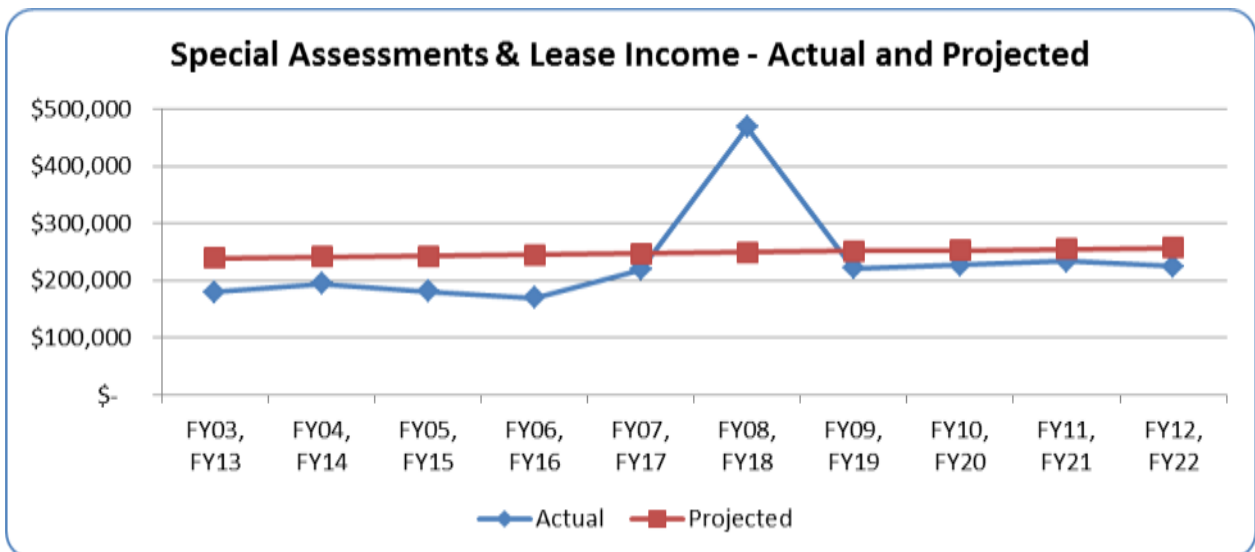


The significant increase in FY03 was the result of the School District’s participation in the Phase II; the administrative portion of the program. School districts were allowed to go back and recapture administrative support costs in prior years. The decline in FY04 and subsequent increase in FY05 were a result of the timing of receipts. Some FY04 reimbursements were not received until FY05. The revenue has been fairly consistent until FY10 when the reimbursement formulas were changed as a result of new Federal rules and the eligible costs declined. This revenue source is projected to decline from the FY11 actual level over the next 10 years as student populations are trending downward and eligible costs are declining based on the new formula.



The large increase in FY07 was a result of improving interest rates and higher levels of invested cash as the Town's reserve levels peaked at this point in time. More recently in FY08 and FY09, the Town has used reserves to balance operating budgets and borrowed funds for the capital program were being expended on projects. Additionally, interest rates have significantly declined and it is projected that they will continue to remain low for an extended period of time. Due to the volatility of this revenue source, it is best to plan a budget based on a conservative number. For FY13, an estimate of \$650,000 is being used. This is \$150,000 more than the FY12 budget.

Special Assessments and Lease Income. The Town leases several town owned properties including; but not limited to the Race Lane Farm, parking lots, Maritime Museum, Old Town Hall, Sheriff's Youth Ranch, YMCA and the Marstons Mills Airfield. Special assessments include assessments billed to the five fire districts for tax collection and billing services and assessments added to commercial property tax bills for owners who fail to submit an annual income and expense report to the Town Assessor.



The increase in FY08 was due to a one-time land lease payment for a residential housing development in West Barnstable built on town owned land. Future projections for this category of revenue which are represented by the red line are slightly higher over the projection period of FY13 through FY22. This is due to an increase in special assessments on commercial property for those property owners who fail to file an income and expense report with the Town Assessor. The assessment was increased from \$50 to \$250 in FY12. A greater level of compliance is anticipated which should curtail a significant revenue increase.

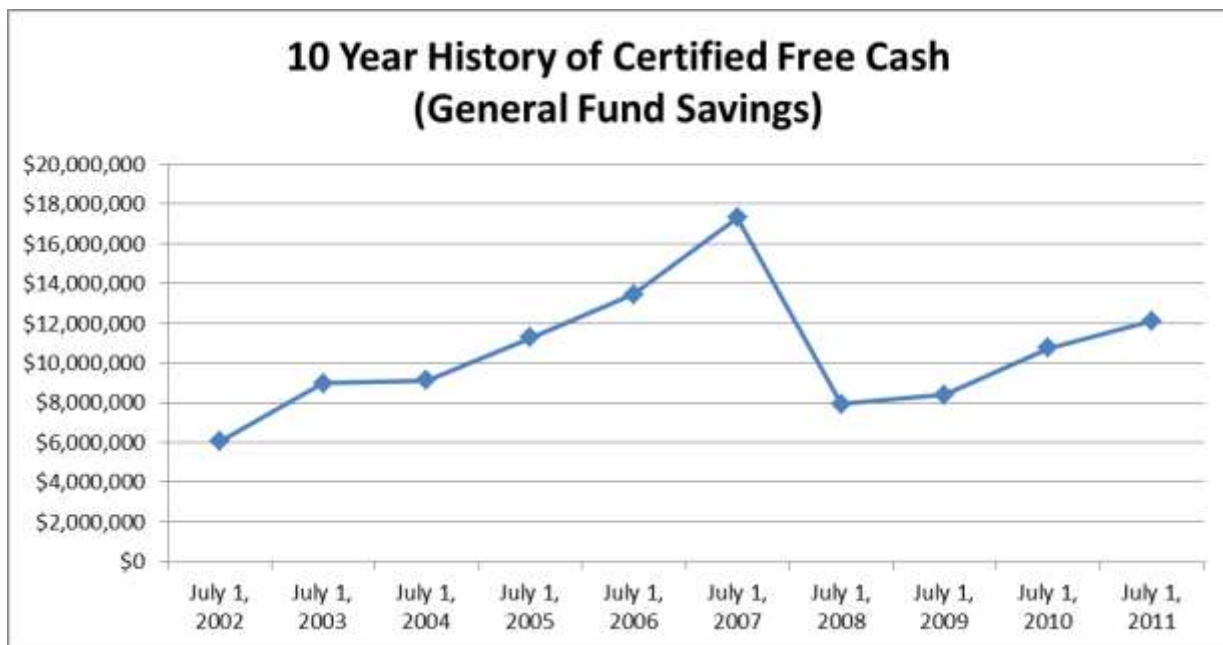
Reserves

The Town has several reserves that could potentially be used for operating and capital budget purposes. A total of \$750,000 of reserves are being used to balance the general fund operating budget; \$435,000 from general fund savings and \$315,000 from the Pension Reserve. The transfer from the pension reserve will offset the pension assessment of \$6.956 million in FY13. The general fund savings account will fund a projected overlay deficit of \$20,000 in the FY10 overlay account, unemployment costs of \$380,000 and overtime in the Police Department. Additionally, the Town will use \$3.2 million of the Capital Trust Fund reserves to fund the FY13 capital program for public road maintenance.

	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>	<u>FY11</u>	<u>FY12 Projected</u>
General Fund Savings	\$7,932,730	\$8,411,317	\$10,746,572	\$12,320,185	\$13,500,000
Pension Reserve	\$3,557,803	\$2,851,534	\$2,783,603	\$2,863,023	\$2,800,000
Capital Trust Fund	\$12,379,306	\$13,530,478	\$11,540,644	\$7,250,334	\$6,966,000
Sale of Real Estate	\$3,150,000	\$3,150,000	\$1,780,000	\$960,008	\$960,008
Reserve for Abatements & Exemptions	\$557,976	\$3,165,538	\$1,072,391	\$1,524,540	\$2,247,047
Total	\$27,577,815	\$31,108,867	\$27,923,210	\$24,918,090	\$26,473,055

General Fund Savings

The Town's General Fund savings account was last certified at \$12,320,185 as of July 1, 2011 by the Department of Revenue's Division of Local Services. The Town Council has a policy to reserve a portion of the savings account for extraordinary and unforeseen events. The reserve is equal to 4 percent of the total general fund budget; excluding transfers, which amounts to approximately \$5 million leaving an additional amount of \$8.5 million available for appropriation. The following chart provides a history of this account over the last 10 years. The significant reduction on July 1, 2008 is a result of \$4.5 million being transferred to the Capital Trust Fund, (another town reserve), and \$6 million being used to balance the FY09 operating budget. It is projected that this reserve will increase to 13.5 million on July 1, 2012 as the FY12 general fund revenues are tracking higher than budget estimates in many categories and some operations will return appropriations at the end of the current fiscal year.



Pension Reserve

Massachusetts General Law allows communities to create pension reserve funds in order to offset the anticipated costs of funding the contributory retirement systems. The fund shall be appropriated and used only for the purpose of offsetting the anticipated future cost of funding the contributory retirement system of the town. The balance of the fund may not exceed ten percent of the equalized valuation of the Town and any interest earned must be added and become part of the fund. Ten percent of the Town's equalized valuation is currently in excess of \$1.3 billion. The balance in this fund is \$2.8 million.

This fund was established to help the Town offset its unfunded pension liability of over \$54 million that was last calculated as of January 1, 2010. Subsequent to the establishment of this fund, the County retirement system adopted Section 22D of Chapter 32 in December 1990. This provided for amortizing the unfunded pension liability over a 37-year schedule. Recently, state law allowed the amortization to be extended another 10 years to FY38. The period for paying the unfunded liability could be shortened with actual returns on investments that exceed the assumptions used in the actuarial calculations.

The Town's assessment is principally comprised of two factors, an amount for payments to current retirees and an amount for the unfunded pension liability. For FY13, this assessment is \$6,956,781. This assessment is based on many factors such as the mortality tables used, rate of return on investments and employee contribution rates. It is anticipated that annual assessments from the County will exceed investment earnings in the Town's pension reserve fund causing a reduction in principal.

Capital Trust Fund (Stabilization Fund)

Massachusetts General Law allows communities to establish Stabilization Funds to save money for future needs. The Town uses the Stabilization Fund mechanism for what is better known in Town as the Capital Trust Fund (CTF). The Town Council may appropriate funds to the Stabilization Fund, subject to a limit of ten percent of the amount raised in the preceding fiscal year by taxation, currently \$9.5 million. The Town proposes to add \$3,110,690 to this fund in FY13. The aggregate amount of the fund may not exceed 10 percent of the equalized value of the Town, currently in excess of \$1.3 billion. The balance in this fund is currently \$7 million. Any interest earned must be added and become part of the fund. Since the inception of the CTF in 1996, the Town has authorized \$121 million in capital projects out of the fund within Proposition 2½ taxing limitations. This includes the \$5 million being proposed for FY13. More information on this fund is presented under the capital program on pages 98.

Sale of Real Estate

The Town has a balance \$960,000 in this account. The funds were generated from the sale of Town owned property and they are restricted under Massachusetts State Laws for certain purposes. These funds can only be used on expenditures for which the Town could borrow funds; in other words, they can't be spent to cover operating costs. Most of the funds are associated with the sale of the former Grade 5 school property located in the Village of Hyannis. The Town has committed these funds to the School Committee so that they can use them as part of their comprehensive plan to renovate their remaining facilities.

Reserve for Abatements and Exemptions

Tax abatements and exemptions are allowed for a variety of reasons specified in the Massachusetts General Laws. At the time the levy is assessed, the amount of qualifying abatements that will be granted and exemptions for those who qualify is not determinable; therefore, an amount of money must be set aside to provide for these abatements and exemptions.

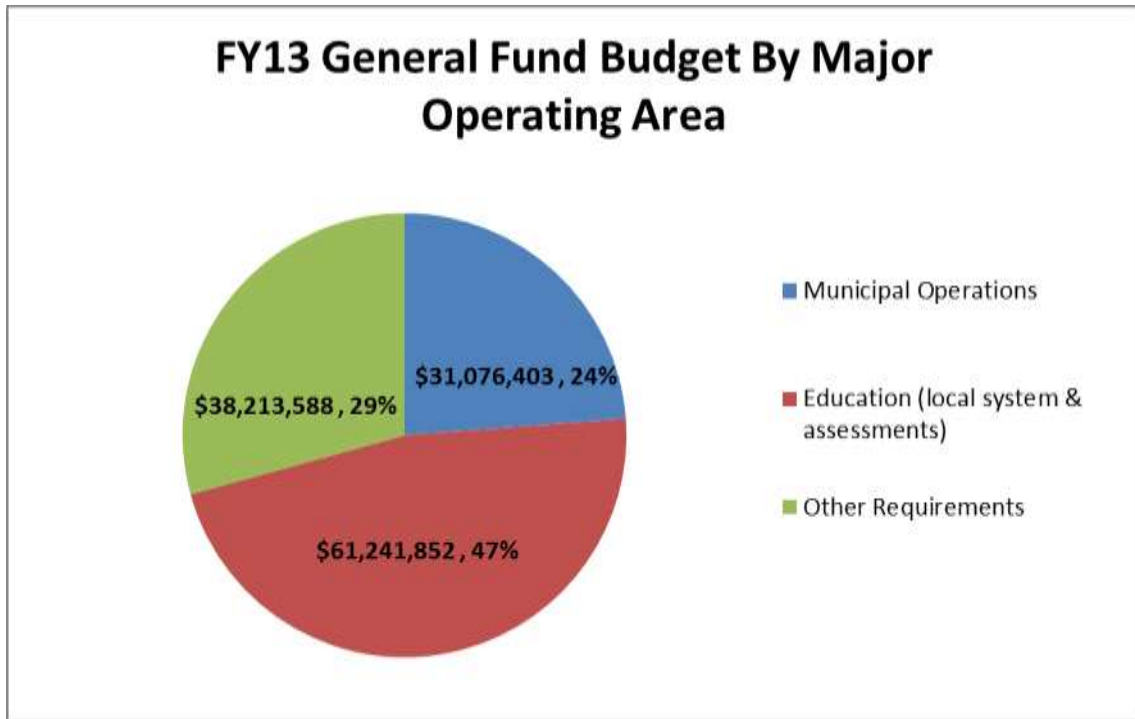
The Town periodically reviews the outstanding balances in this reserve account to determine the excess amount, if any, which can be released and appropriated for other purposes or closed to the general fund savings account. The authority to release any excess resides with the Board of Assessors. If the Town Assessor determines that an excess exist, he will notify the Board of his determination as well as the Town Manager. The Board of Assessors can then release any excess funds. The most recent release of funds from the Town's overlay accounts was for \$2 million in FY10. This was transferred to the Capital Trust Fund in the FY12 budget. This amount was comprised of excess overlay for a three-year period, from FY06 through FY09. It should be noted that it takes several years to accumulate these surpluses as some Appellate Tax Board cases can last a few years. The current balance remaining in these accounts is \$2.247 million. The balances will be reviewed again in FY13 to determine if any can be released.

GENERAL FUND OPERATING EXPENDITURE SUMMARY

GENERAL FUND BUDGET BY MAJOR OPERATING AREA

	ACTUAL FY10	ACTUAL FY11	BUDGET FY 12	PROJECTED FY 12	PROPOSED FY 13	CHANGE FY12 TO FY13 \$	%
Legislative & Executive							
Town Council	\$ 281,773	\$ 256,308	\$ 276,477	\$ 236,758	\$ 276,543	\$ 66	0.02%
Town Manager	573,179	511,034	615,443	612,600	652,806	37,363	6.07%
Total Legislative & Executive	854,952	767,342	891,920	849,358	929,349	37,429	4.20%
Administrative Services Department							
Finance Division	2,515,398	2,440,384	2,587,784	2,554,300	2,688,399	100,615	3.89%
Legal Division	396,028	419,733	426,867	422,000	443,374	16,507	3.87%
Human Resource Division	732,506	725,787	710,245	701,000	730,188	19,943	2.81%
Information Technology Division	1,199,885	1,118,016	1,256,711	1,239,000	1,295,819	39,108	3.11%
Total Administrative Services Department	4,843,818	4,703,920	4,981,607	4,916,300	5,157,780	176,173	3.54%
Growth Management							
Administration	-	178,776	263,100	262,330	273,838	10,738	4.08%
Regulatory Review	409,950	264,705	160,226	157,000	198,910	38,684	24.14%
Comprehensive Planning	185,627	135,728	116,594	114,000	88,137	(28,457)	-24.41%
Economic Development	34,356	34,328	98,165	98,000	137,498	39,333	40.07%
Community Development	62,877	113,565	68,248	68,000	72,086	3,838	5.62%
Property Management	50,004	48,709	49,847	49,500	42,443	(7,404)	-14.85%
Traffic Management	84,350	85,037	84,667	84,000	88,525	3,858	4.56%
Total Growth Management Department	827,164	860,848	840,847	832,830	901,437	60,590	7.21%
Community Services Department							
Recreation, Leisure & Aquatics Division	1,234,302	1,284,065	1,290,100	1,279,050	1,264,070	(26,030)	-2.02%
Senior Services Division	362,078	370,205	349,121	340,000	363,921	14,800	4.24%
Marine & Environmental Services Division	722,813	708,625	839,119	824,000	901,998	62,879	7.49%
Total Community Services Department	2,319,193	2,362,895	2,478,340	2,443,050	2,529,989	51,649	2.08%
Police Department							
Administration & Investigative Services Division	3,290,470	3,583,498	3,681,471	3,672,000	3,692,151	10,680	0.29%
Field Services Division	7,332,285	7,019,970	7,319,666	7,305,000	7,486,498	166,832	2.28%
Total Police Department	10,622,755	10,603,468	11,001,137	10,977,000	11,178,649	177,512	1.61%
Public Works Department							
Administration & Technical Support	1,639,006	1,446,637	1,672,227	1,539,000	1,484,557	(187,670)	-11.22%
Highway Division	3,657,002	3,983,549	3,305,599	3,220,000	3,390,457	84,858	2.57%
Structures and Grounds Division	2,507,162	2,818,594	2,900,455	2,794,000	2,988,938	88,483	3.05%
Total Public Works Department	7,803,170	8,248,780	7,878,281	7,553,000	7,863,952	(14,329)	-0.18%
Regulatory Services Department							
Building Services Division	672,519	721,125	807,524	788,700	851,595	44,071	5.46%
Conservation Division	280,526	288,868	354,461	351,000	368,336	13,875	3.91%
Consumer Affairs Division	473,266	352,838	402,627	397,800	507,895	105,268	26.15%
Health Division	643,327	684,133	721,225	707,500	787,421	66,196	9.18%
Total Regulatory Services Department	2,069,638	2,046,964	2,285,837	2,245,000	2,515,247	229,410	10.04%
TOTAL MUNICIPAL OPERATIONS	29,340,690	29,594,217	30,357,969	29,816,538	31,076,403	718,434	2.37%
Education							
Local School System	52,293,710	53,067,351	54,537,416	54,473,767	55,900,835	1,363,419	2.50%
Regional School District	2,823,678	2,822,920	2,707,304	2,707,304	2,657,683	(49,621)	-1.83%
Commonwealth Charter Schools	1,004,574	1,058,352	1,623,486	1,850,236	2,191,908	568,422	35.01%
School Choice	373,621	477,596	487,596	491,426	491,426	3,830	0.79%
TOTAL EDUCATION	56,495,583	57,426,219	59,355,802	59,522,733	61,241,852	1,886,050	3.18%
OTHER REQUIREMENTS							
Debt Service	9,685,913	9,876,504	10,390,994	10,298,533	9,456,306	(934,688)	-9.00%
Property, Casualty & Liability Insurance	1,205,171	1,281,890	1,300,000	1,299,000	1,386,000	86,000	6.62%
Employee Benefits	15,669,235	16,321,690	17,743,163	17,563,747	18,203,846	460,683	2.60%
Grants	1,570,937	1,618,159	1,655,727	1,654,896	1,692,352	36,625	2.21%
State & County Assessments	2,327,109	2,277,656	2,357,092	2,342,975	2,409,394	52,302	2.22%
Celebrations	118,816	55,786	100,000	100,000	100,000	-	0.00%
Deficits	-	-	1,036,641	20,000	20,000	(1,016,641)	-98.07%
Transfers to Other Funds	2,601,565	2,452,521	5,656,868	5,656,868	4,945,690	(711,178)	-12.57%
TOTAL OTHER REQUIREMENTS	33,178,746	33,884,206	40,240,485	38,936,019	38,213,588	(2,026,897)	-5.04%
GRAND TOTAL GENERAL FUND	\$ 119,015,019	\$ 120,904,642	\$ 129,954,256	\$ 128,275,290	\$ 130,531,843	\$ 577,587	0.44%

The FY13 municipal operations budget is increasing \$718,434 or 2.37% over the FY12 budget. Within this area of the general fund budget, the largest dollar increase and percentage increase is in the Regulatory Services Department which is increasing \$229,410 or 10%. The local system budget is increasing \$1,363,419 or 2.5% in FY13. The increase in total education expenditures including charter and regional school districts is \$1,886,050 or 3.18%. The other requirements category of expenditures is decreasing \$2,026,897 or 5 percent.



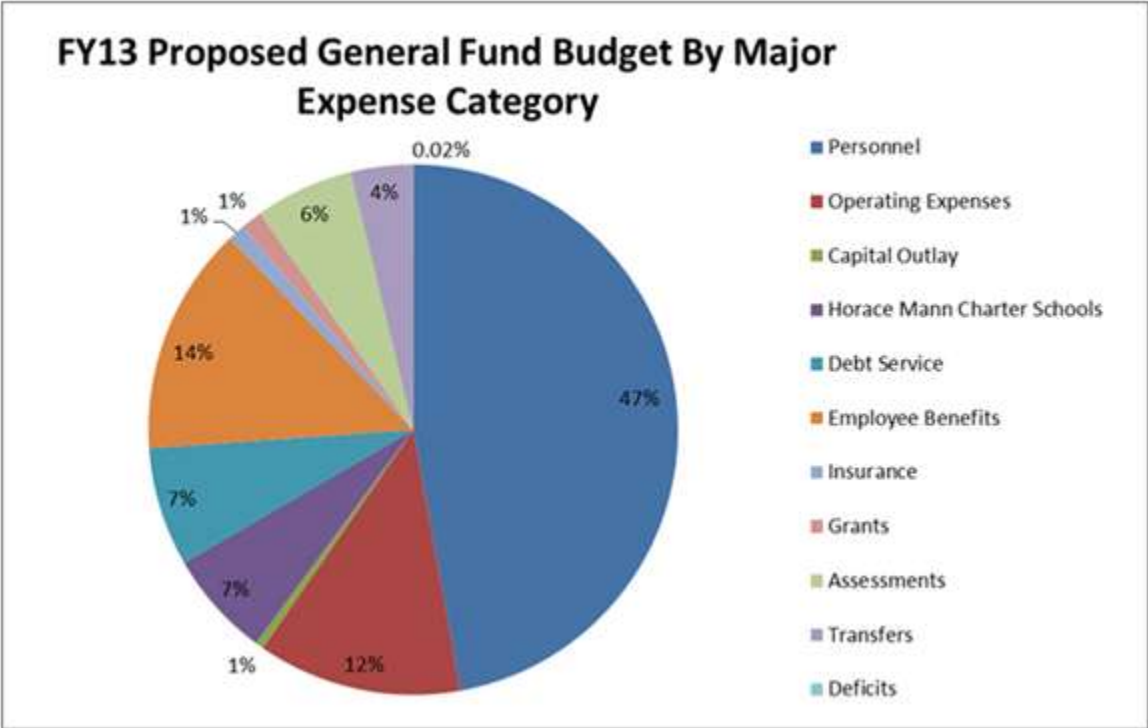
As with most municipalities in Massachusetts, direct expenditures on education comprise 47% of the total general fund budget. Municipal operations are 24% and other requirements represent 29%.

GENERAL FUND BUDGET BY MAJOR EXPENDITURE CATEGORY

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - FY13	Percent Change
Personnel	\$ 56,327,265	\$ 57,734,246	\$ 59,656,030	\$ 59,158,204	\$ 61,530,414	\$ 1,874,384	3.14%
Operating Expenses	16,504,210	16,215,723	15,998,534	15,898,158	16,284,572	286,038	1.79%
Capital Outlay	844,345	488,709	890,878	884,000	664,800	(226,078)	-25.38%
Horace Mann Charter Schools	7,958,579	8,222,890	8,349,943	8,349,943	8,497,452	147,509	1.77%
Debt Service	9,685,913	9,876,504	10,390,994	10,298,533	9,456,306	(934,688)	-9.00%
Employee Benefits	15,669,235	16,321,690	17,743,163	17,563,747	18,203,846	460,683	2.60%
Insurance	1,205,171	1,281,890	1,300,000	1,299,000	1,386,000	86,000	6.62%
Grants	1,570,937	1,618,159	1,655,727	1,654,896	1,692,352	36,625	2.21%
Assessments	6,647,798	6,692,310	7,275,478	7,491,941	7,850,411	574,933	7.90%
Transfers	2,601,565	2,452,521	5,656,868	5,656,868	4,945,690	(711,178)	-12.57%
Deficits	-	-	1,036,641	20,000	20,000	(1,016,641)	-98.07%
Total Expenditures	\$ 119,015,019	\$ 120,904,642	\$ 129,954,256	\$ 128,275,290	\$ 130,531,843	\$ 577,587	0.44%

The FY13 proposed General Fund budget is \$130,531,843 or \$577,587 more than the FY12 approved budget. Salary and wages are increasing \$1.874 million, or 3.1 percent. This covers all contractual pay increases and a 7.15 increase in the full-time equivalents budgeted within the general fund. Operating expenses are increasing \$286,000 and capital outlay is decreasing \$226,000. Other significant changes include a 9% decrease in debt service; a reduction of \$935,000. Employee benefits will increase \$461,000 principally due to the county retirement assessment and unemployment insurance. Property and casualty insurance will increase 6.6% (\$86,000) due to the new facilities at the airport, and assessments are increasing \$575,000 due to the

expansion of the Sturgis Charter School. Transfers to other funds will decline \$711,000 as the FY12 budget included a one-time transfer of \$2 million to the Capital Trust Fund and deficits are \$1 million less in FY13 due to the absence of an FY12 snow and ice budget shortage.



Personnel costs account for 47% of all general fund expenses. Employee benefits are the second largest category of expenditures representing 14% of the total general fund budget. The Horace Mann Charter School allocations are mainly personnel expenses as well. Collectively, these areas represent 68% of all general fund expenditures.

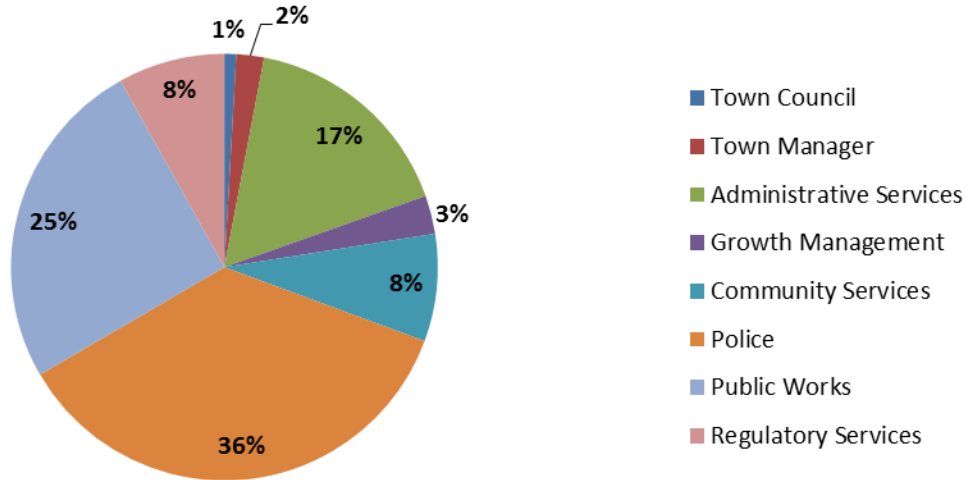
MUNICIPAL OPERATIONS DEPARTMENT EXPENDITURES AND RESOURCE SUMMARY

Municipal Department	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Town Council	\$ 281,773	\$ 256,308	\$ 276,477	\$ 236,758	\$ 276,543	\$ 66	0.02%
Town Manager	573,179	511,034	615,443	612,600	652,806	37,363	6.07%
Administrative Services	4,843,818	4,703,920	4,981,607	4,916,300	5,157,780	176,173	3.54%
Growth Management	827,164	860,848	840,847	832,830	901,437	60,590	7.21%
Community Services	2,319,193	2,362,895	2,478,340	2,443,050	2,529,989	51,649	2.08%
Police	10,622,755	10,603,468	11,001,137	10,977,000	11,178,649	177,512	1.61%
Public Works	7,803,170	8,248,780	7,878,281	7,553,000	7,863,952	(14,329)	-0.18%
Regulatory Services	2,069,638	2,046,964	2,285,837	2,245,000	2,515,247	229,410	10.04%
Total Expenditures	\$ 29,340,690	\$ 29,594,217	\$ 30,357,969	\$ 29,816,538	\$ 31,076,403	\$ 718,434	2.37%
Sources of Funding							
Taxes	\$ 21,486,565	\$ 20,998,929	\$ 23,030,258	\$ 21,857,917	\$ 23,654,870	\$ 624,612	2.71%
Intergovernmental Aid	372,101	335,625	267,726	289,036	283,636	15,910	5.94%
Fines & Penalties	1,070,306	1,199,933	1,113,650	1,205,000	1,214,100	100,450	9.02%
Fees, Licenses, Permits	2,405,782	2,549,555	2,300,000	2,342,150	2,437,000	137,000	5.96%
Charges for Services	1,528,725	1,808,936	1,400,000	1,553,210	1,500,000	100,000	7.14%
Interest and Other	1,215,547	1,398,496	625,000	947,170	780,880	155,880	24.94%
Special Revenue Funds	318,680	386,075	393,231	393,951	405,794	12,563	3.19%
Enterprise Funds	942,984	916,668	1,000,775	1,000,775	765,123	(235,652)	-23.55%
General Fund Surplus	-	-	227,329	227,329	35,000	(192,329)	0.00%
Total Sources	\$ 29,340,690	\$ 29,594,217	\$ 30,357,969	\$ 29,816,538	\$ 31,076,403	\$ 718,434	2.37%

The FY13 proposed municipal operating departments' budget is \$31,076,403; an increase of \$718,434 or 2.37%. Factors driving the increase are detailed within each operating department's narrative contained in the budget documents. Total municipal department operating expenditures have increased from \$29.3 million in FY10 to a proposed \$31.1 million in FY13 or 5.6 percent over the 4 year period; an average of 1.4 percent per year.

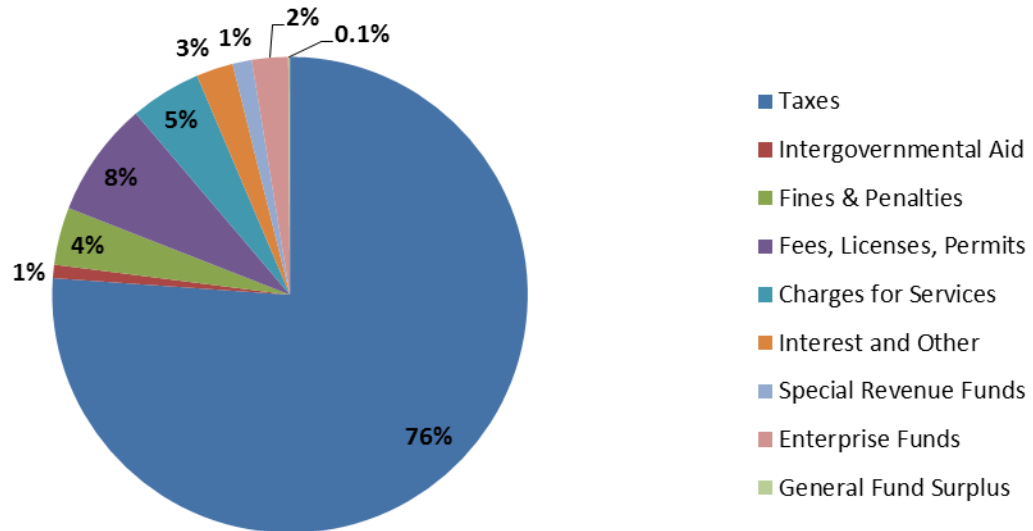
76% of the funding for the FY13 municipal department's budget will come from taxes or \$23,654,870. This is an increase of \$624,612 over the FY12 budget amount. Other notable funding increases for this budget include \$100,450 in fines and penalties, \$137,000 increase in fees, licenses and permits, \$100,000 increase in charges for services and \$155,880 in investment and other income. These offset funding decrease of \$235,652 in enterprise fund reimbursements and \$192,329 in surplus being used. The reduction in the enterprise fund reimbursements are mainly a result of a budget change. Public Works staff who provide support to the enterprise funds now have a portion of their salary directly budgeted in the enterprise fund. The reduction in surplus is principally due to an FY12 supplemental budget appropriation from surplus to purchase police vehicles which will not be repeated in FY13.

FY13 Municipal Operating Budget By Department



The Police Department is the largest municipal operation representing 36%. Public Works is the second largest at 25% and Administrative Services is third at 17%.

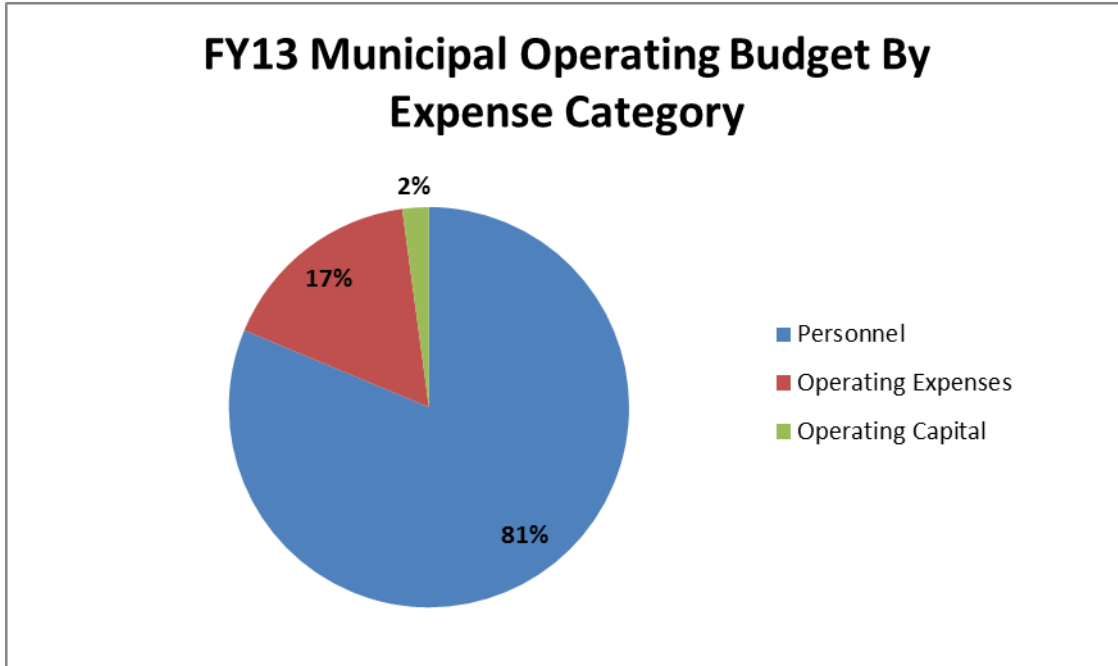
FY13 Funding Sources for Municipal Operations



Taxes are the largest funding source for these operations providing 76% of the funding for the proposed FY13 budget. Fees, licenses and permits are the second largest category representing 8%.

MUNICIPAL OPERATIONS EXPENDITURES BY CATEGORY

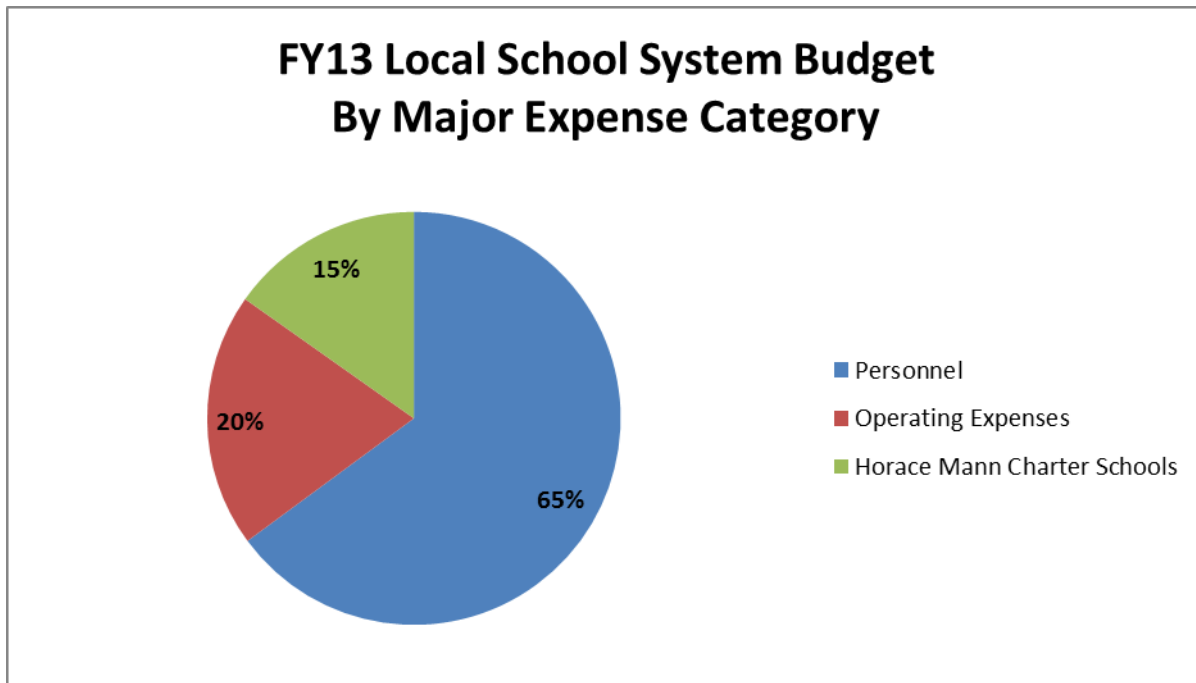
Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 23,315,857	\$ 23,645,384	\$ 24,436,974	\$ 23,984,380	\$ 25,258,417	\$ 821,443	3.36%
Operating Expenses	5,180,487	5,460,124	5,030,117	4,948,158	5,153,186	123,069	2.45%
Operating Capital	844,345	488,709	890,878	884,000	664,800	(226,078)	-25.38%
Total Expenditures	\$ 29,340,690	\$ 29,594,217	\$ 30,357,969	\$ 29,816,538	\$ 31,076,403	\$ 718,434	2.37%



81% of the municipal operating budget is comprised of personnel expenses. These are increasing \$821,443 in the proposed FY13 budget. Operating expenses are increasing \$123,069 and represent 17% of municipal operating expenses. Operating capital is decreasing \$226,078 to \$664,800 for FY13. This represents 2% of the total municipal expenses.

SCHOOL OPERATION EXPENDITURES BY CATEGORY (LOCAL SCHOOLS ONLY)

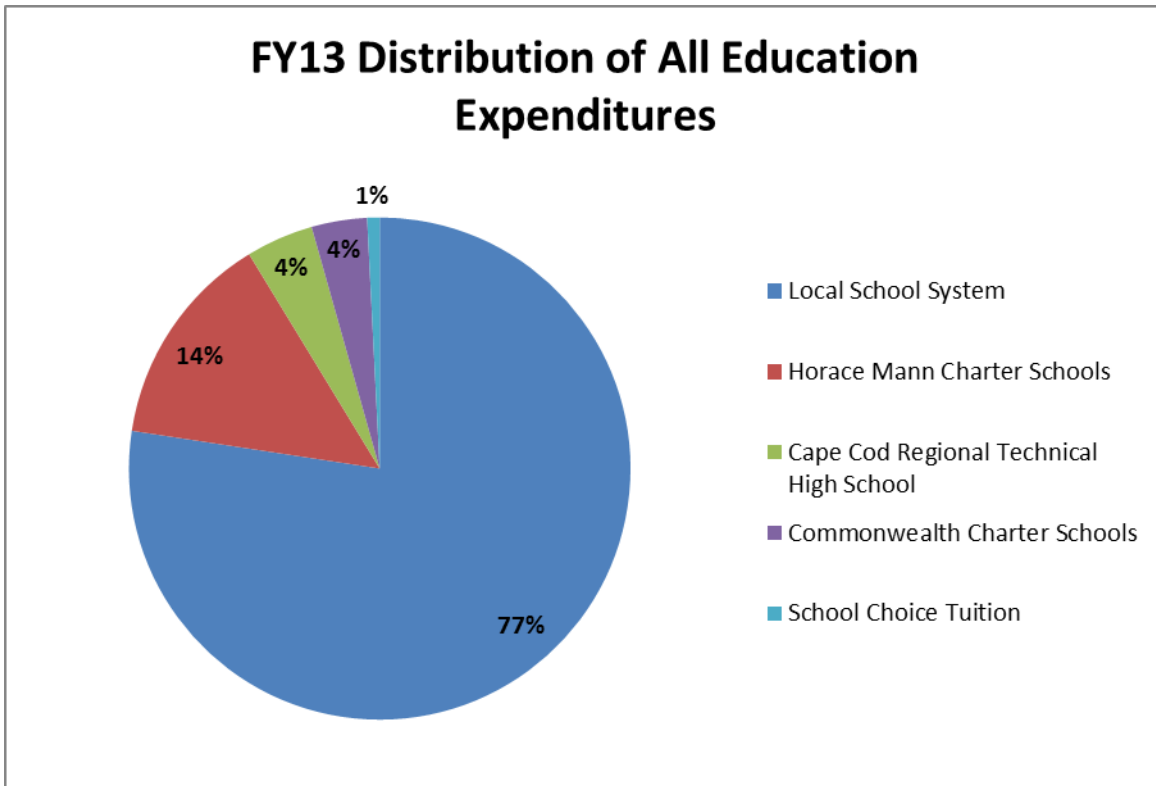
Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - FY13	Percent Change
Personnel	\$ 33,011,408	\$ 34,088,862	\$ 35,219,056	\$ 35,173,824	\$ 36,271,997	\$ 1,052,941	2.99%
Operating Expenses	11,323,723	10,755,599	10,968,417	10,950,000	11,131,386	162,969	1.49%
Horace Mann Charter Schools	7,958,579	8,222,890	8,349,943	8,349,943	8,497,452	147,509	1.77%
Total Expenditures	\$ 52,293,710	\$ 53,067,351	\$ 54,537,416	\$ 54,473,767	\$ 55,900,835	\$ 1,363,419	2.50%
Sources of Funds							
Taxes	\$ 44,207,612	\$ 45,407,038	\$ 47,052,688	\$ 46,989,039	\$ 48,416,107	\$ 1,363,419	2.90%
Intergovernmental Aid	7,589,756	7,146,363	7,184,728	7,184,728	7,184,728	-	0.00%
Interest and Other	496,342	513,950	300,000	300,000	300,000	-	0.00%
Total Sources	\$ 52,293,710	\$ 53,067,351	\$ 54,537,416	\$ 54,473,767	\$ 55,900,835	\$ 1,363,419	2.50%



65% percent of the school operating budget is in the form of personnel expenses. This amount is increasing \$1,052,941 or 2.99% for FY13. 20% of the School's operating budget is allocated for the two Horace Mann Charter Schools (HMCS). The allocation for the two HMCS is \$147,509 more in FY13 or a 1.77% increase. A majority of the HMCS budget is for personnel as well. Operating expenses represent 15% of the budget. The entire FY13 budget increase of \$1,363,419 will be provided from taxes as other funding sources are not changing.

ALL EDUCATION EXPENDITURES (LOCAL SYSTEM, REGIONAL SCHOOL DISTRICT, COMMONWEALTH CHARTER SCHOOLS AND SCHOOL CHOICE)

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Local School System	\$44,335,131	\$44,844,461	\$46,187,473	\$46,123,824	\$47,403,383	\$1,215,910	2.63%
Horace Mann Charter Schools	7,958,579	8,222,890	8,349,943	8,349,943	8,497,452	147,509	1.77%
Cape Cod Regional Technical High School	2,823,678	2,822,920	2,707,304	2,707,304	2,657,683	(49,621)	-1.83%
Commonwealth Charter Schools	1,004,574	1,058,352	1,623,486	1,850,236	2,191,908	568,422	35.01%
School Choice Tuition	373,621	477,596	487,596	491,426	491,426	3,830	0.79%
All Education Expenditures	\$56,495,583	\$57,426,219	\$59,355,802	\$59,522,733	\$61,241,852	\$1,886,050	3.18%



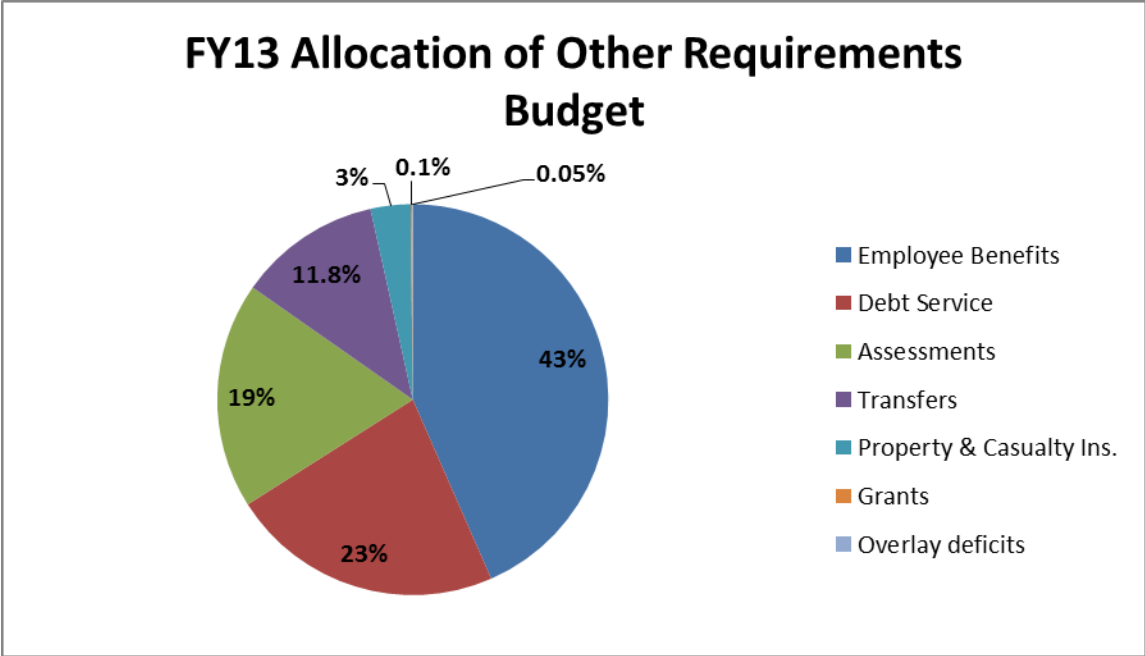
Total expenditures for the direct education of students who live or go to school in Barnstable are budgeted at \$61,241,852 for FY13. The local school system comprises a majority of the expenditures on education. Combined with the amount for the two Horace Mann Charter Schools; which receive their allocations out of the local district's budget, they represent 91% of all direct expenditures on education. Assessments received for Barnstable children that attend the Cape Cod Regional Technical High School and Commonwealth Charter Schools represent 4% each, while the assessments for students attending other school districts through the School Choice program represent about 1% of all education expenditures. The significant increase to the Commonwealth Charter School assessment is a result of the expansion to a second campus at the school. This assessment has more than doubled since FY10 as the campus has grown. The school will be adding a third grade level in FY13 to the second campus and a fourth grade level in FY14.

OTHER REQUIREMENTS EXPENDITURE SUMMARY

<u>Expenditure Category</u>	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY 12 - 13	Percent Change
<u>Debt Service</u>							
Principal	7,033,192	7,461,400	7,933,533	\$ 7,933,533	\$ 7,350,743	\$ (582,790)	-7.35%
Interest	2,640,924	2,384,897	2,432,461	2,350,000	2,080,563	(351,898)	-14.47%
Interest on tax refunds	11,797	30,207	25,000	15,000	25,000	-	0.00%
Total Debt Service	9,685,913	9,876,504	10,390,994	10,298,533	9,456,306	(934,688)	-9.00%
<u>Employee Benefits</u>							
Retirees Health Insurance	982,973	1,036,179	1,155,000	1,110,000	1,150,000	(5,000)	-0.43%
Retired Teachers Health Insurance	2,457,661	2,474,696	2,319,247	2,319,247	1,999,215	(320,032)	-13.80%
Health Insurance - Active Employees	4,889,912	5,162,374	5,659,302	5,600,000	5,617,417	(41,885)	-0.74%
OPEB Trust Fund Contribution	-	-	50,000	50,000	200,000	150,000	300.00%
Medicare Tax	761,723	808,058	847,291	825,000	879,405	32,114	3.79%
Life Insurance - Active Employees	5,957	6,155	8,332	6,000	6,028	(2,304)	-27.65%
Unemployment Insurance	172,205	145,216	200,000	150,000	380,000	180,000	90.00%
County Pension Assessment	5,730,624	5,990,911	6,553,491	6,553,000	6,971,781	418,290	6.38%
Worker's Compensation	668,180	698,101	950,500	950,500	1,000,000	49,500	5.21%
Total Employee Benefits	15,669,235	16,321,690	17,743,163	17,563,747	18,203,846	460,683	2.60%
<u>Insurance</u>							
Fire/Casualty/Liability	961,424	1,046,802	1,055,000	1,060,000	1,139,000	84,000	7.96%
Boats/Equipment/Inland Marine	37,096	38,056	40,000	33,000	35,000	(5,000)	-12.50%
Boiler and Machinery	25,745	29,400	30,000	31,000	32,000	2,000	6.67%
Motor Vehicles	180,906	167,632	175,000	175,000	180,000	5,000	2.86%
Total Insurance	1,205,171	1,281,890	1,300,000	1,299,000	1,386,000	86,000	6.62%
<u>Grants</u>							
Libraries	1,473,565	1,473,565	1,488,238	1,488,238	1,525,444	37,206	2.50%
Tourism Grant	50,072	96,348	116,831	116,000	116,250	(581)	-0.50%
Lombard Trust	47,300	48,246	50,658	50,658	50,658	-	0.00%
Total Grants	1,570,937	1,618,159	1,655,727	1,654,896	1,692,352	36,625	2.21%
<u>Assessments and Other</u>							
Regional School District	2,823,678	2,822,920	2,707,304	2,707,304	2,657,683	(49,621)	-1.83%
Commonwealth Charter School Assessments	1,004,574	1,058,352	1,623,486	1,850,236	2,191,908	568,422	35.01%
School Choice Assessments	373,621	477,596	487,596	491,426	491,426	3,830	0.79%
Special Education	20,401	10,277	10,380	10,380	24,815	14,435	139.07%
Veteran's District Assessment & Benefit Payments	480,282	411,016	464,187	450,000	462,317	(1,870)	-0.40%
County Tax & Cape Cod Commission	975,627	1,000,019	1,008,933	1,008,933	1,034,156	25,223	2.50%
Mosquito Control	290,012	294,390	299,782	299,782	311,291	11,509	3.84%
Air Pollution Control Districts	20,884	21,271	21,409	21,409	21,824	415	1.94%
RMV Non-Renewal Surcharge	77,300	66,340	66,340	66,340	68,680	2,340	3.53%
Cape Cod Regional Transit Authority	450,033	461,523	473,061	473,061	473,061	-	0.00%
Old Kings Highway	7,750	8,000	8,000	8,250	8,250	250	3.13%
Greenhead Fly Control District	4,820	4,820	5,000	4,820	5,000	-	0.00%
Celebrations	118,816	55,786	100,000	100,000	100,000	-	0.00%
Total Assessments and Other	6,647,798	6,692,310	7,275,478	7,491,941	7,850,411	574,933	7.90%
<u>Transfers</u>							
Capital Trust Fund	2,601,565	2,452,521	3,859,618	3,859,618	3,110,690	(748,928)	-19.40%
Sewer Construction Fund	-	-	1,767,250	1,767,250	1,775,000	7,750	0.44%
HYCC Enterprise Fund	-	-	30,000	30,000	60,000	30,000	100.00%
Total Transfers	2,601,565	2,452,521	5,656,868	5,656,868	4,945,690	(711,178)	-12.57%
<u>Appropriation Deficits</u>							
Snow & Ice Removal	-	-	927,677	-	-	(927,677)	-100.00%
Abatements & Exemptions	-	-	108,964	20,000	20,000	(88,964)	-81.65%
Total Deficits	-	-	1,036,641	20,000	20,000	(1,016,641)	-98.07%
Total Expenditures	\$ 37,380,619	\$ 38,243,074	\$ 45,058,871	\$ 43,984,985	\$ 43,554,605	\$ (1,504,266)	-3.34%

Other Requirements include general fund operating costs that are not part of the municipal or school department operations. While the expenses can be identified with a particular department, they are budgeted and appropriated separately for budgetary control purposes. See pages 333 to 344 for a more detailed explanation of these costs. This area of the budget is decreasing \$1,504,266 from the approved FY12 budget. Notable decreases include \$934,688 in debt service as some bonds have matured, \$320,032 in retired teachers' health insurance as a reconciliation of over assessments in prior years from the State, \$49,621 in the Cape Cod Regional Technical High School assessment, \$748,928 in the transfer to the Capital Trust Fund as the FY12

budget included a one-time additional allocation and \$927,677 in snow and ice removal costs as there is no FY12 deficit to include in the FY13 budget.



GENERAL FUND CAPITAL EXPENDITURE SUMMARY

1. FY 2013 GENERAL FUND OPERATING BUDGET CAPITAL IMPROVEMENT PROGRAM

The General Fund Capital Improvement Program for FY13 includes two pieces. Within the General Fund operating budgets, a total of \$664,800 is proposed for the on-going replacement of machinery, equipment and vehicles. These included the following:

- \$385,000 for Public Works equipment and vehicle replacement
- \$116,000 for facility improvements
- \$25,000 for Community Services vehicle replacement
- \$33,800 for Community Services equipment replacement
- \$105,000 for Information Technology systems software and hardware upgrades and replacement

2. FY 2013 CAPITAL TRUST FUND CAPITAL IMPROVEMENT PROGRAM

In addition to the operational budget capital, the Town annually produces a capital improvement plan that includes appropriations apart from the operating budgets which are funded from resources contained in the Town's Capital Trust Fund. The Capital Trust Fund receives an annual transfer from the General Fund.

FY 2013 PROJECT REQUESTS SUBMITTED

The capital projects identified by town departments for FY13 total \$16.8 million for General Fund and \$4.8 million for Enterprise Funds. The combined five-year total is \$207 million. Cash flow projections for the Capital Trust Fund indicate that over next five years approximately \$25 million will be available to finance General Fund projects. This is well below the identified need. This is also true of Enterprise Funded programs where there is insufficient revenue to support exceptionally large capital expenditures. A majority of the large capital items include sewer expansions. The following is a summary of the total projects by fiscal year:

	General Fund	Enterprise Funds	Total
FY 2013	\$16.8 million	\$4.8 million	\$21.6 million
FY 2014	\$28.3 million	\$61.3 million	\$89.6 million
FY 2015	\$27.3 million	\$6.3 million	\$33.6 million
FY 2016	\$11.6 million	\$36.4 million	\$48.0 million
FY 2017	\$6.7 million	\$7.4 million	\$14.1 million
Five year total	\$90.7 million	\$116.2 million	\$206.9 million

FY 2013 GENERAL FUND CAPITAL PROGRAM

There are no new borrowing authorizations requested to fund the FY13 General Fund capital program. A total of \$1,844,000 will be transferred from balances that remain in existing capital appropriations on projects that have been completed and can be closed out.

Description	Cost	Funding	Impact on Operating Budget
Pavement Management	\$3,250,000	Capital Trust Fund Reserves	The Town's pavement management system indicates that \$3.2 million is needed annually to maintain roads at their current levels. This level of funding will allow the Town to avoid additional cost associated with deferred maintenance.
Emergency Center Generators for Public Works	\$363,000	\$35,000 in Capital Trust Fund Reserves and \$328,000 From Expiring Capital Appropriations	Unknown. This will depend upon the amount of usage of the emergency generators since they are only used in emergency situations.
Hathaway's Pond, WB Community Center, MEA Building & Structures & Grounds Septic System Replacements	\$265,000	Expiring Capital Appropriations	\$4,000 in annual pumping costs as well as the avoidance of shutting down the facility in the event of a complete failure.
Town Hall interior Improvements	\$153,000	Expiring Capital Appropriations	Immaterial. Mostly cosmetic work on peeling and cracked walls.
Long Pond/Mystic Lake Water quality Improvements	\$80,000	Expiring Capital Appropriations	No impact on operating budget. These projects are designed to restore water quality.
Sidewalk overlays	\$70,000	Expiring Capital Appropriations	\$5,000 - \$10,000 annually to repair cracks and broken pavement.
Centerville Community Building Painting and Fire Escape Replacement	\$80,000	Expiring Capital Appropriations	None. Cosmetic and safety improvements.
Highway Building Roof Replacement	\$60,000	Expiring Capital Appropriations	\$2,000 - \$5,000 per year in maintenance cost avoidance.
Project Design & Permitting	\$345,000	Expiring Capital Appropriations	None. Funds are for designing and permitting several projects to be subsequently followed by construction appropriations in later years.
Ocean St. Parking Lot Improvements	\$115,000	Expiring Capital Appropriations	\$5,000 - \$10,000 per year in maintenance costs to repair cracked and broken pavement.
School Facility Repairs	\$348,000	Expiring Capital Appropriations	\$10,000 - \$20,000 per year in maintenance cost avoidance.
Total	\$5,129,000		

DETAILED DESCRIPTION OF RECOMMENDED PROJECTS

\$3,250,000 FOR PUBLIC ROADS MAINTENANCE

This is a continuing essential program aimed at combating the progressive deterioration of the Town's roads and provision of new storm water handling capacity. Depending on physical conditions and analysis using the Pavement Management software, the repairs may include one of several methods of repair including: full depth reconstruction, asphalt overlay, milling and paving or applying a chip seal surface layer. In addition to surface repair, improvement projects usually include installation of upgraded or new drainage systems as well as sidewalk rehabilitation wherever practicable. Through the use of the Pavement Management System, we have identified a backlog of over \$30,000,000 of needed road repairs. This equates to over 100 miles of Town roads that need more than routine maintenance or repair. In addition, the Town has a backlog of approximately 250 locations where drainage improvements are required to protect public safety or prevent property damage. Repair projects for FY13 are as follows:

- Resurfacing of Merion Way from Country Club Drive to Midpine Road, and sections of Midpine Road in Barnstable
- Resurfacing of Pleasant Street in Hyannis
- Preventive maintenance chip seal: Wequaquet Lane in Centerville, Tea Lane, Parsley Lane, Ginger Lane, Thyme Lane, Cinnamon Lane, Curry Lane, Spice Lane and Nutmeg Lane in Osterville, Cammet Road and Old Falmouth Road in Marstons Mills
- Preventive maintenance crack seal of various town roads to maintain service life of roads
- Engineering Design and Permitting Services for road rehabilitation of South Main Street/Rushy Marsh Area of Cotuit
- Design services for various construction quality control measures such as soil tests, pavement corings, concrete cylinder samples and roadwork inspection. Multiple road drainage sites town wide in known problem areas

\$363,000 FOR EMERGENCY GENERATORS AT HIGHWAY AND SOLID WASTE

This proposal consists of the following two projects:

- **New Standby Generator at Highway Complex.** This involves the replacement of the existing standby generator and wiring systems which is coming to the end of its useful life with a larger unit (100kw). It was refurbished in FY2006 but now needs to be replaced with a larger unit as much of the facility is not on the current generator in the event of a major power supply failure. The systems cannot be run on battery back-ups or UPS's, and the essential replacement of the emergency power generation is needed to adequately service all public safety, communications and facility systems during emergency conditions. The Highway Department with the Emergency Center and DPW Administration is one of the most heavily used buildings we have. The building is utilized 24/7 during emergencies. The new upgraded standby generator is essential if the facility is to continue providing full service during major power outages and during emergency situations. **Total cost is \$287,000**
- **New Standby Generator at Solid Waste.** The Solid Waste Support Building houses the emergency response group stationed in the westerly portion of the Town. This request involves the design and installation of a 45kw emergency generator to provide electrical power for communications for the facility and staff during emergencies. DPW operations during storm conditions depend on its ability to respond to community needs from this facility. The building is utilized 24/7 during such emergencies. The new generator is essential if the facility is to continue providing emergency service during major power outages and other emergency situations. After storm events, this facility must remain operational as the residents will want to dispose of debris immediately after such events. **Total cost is \$76,000**

\$85,000 FOR HATHAWAYS POND BEACH HOUSE SEPTIC SYSTEM

This project will fund the replacement of the Hathaway's Pond septic system. The existing system is failing.

\$153,000 FOR TOWN HALL INTERIOR IMPROVEMENTS

This project continues the interior work needed to maintain the existing building. Work planned for FY13 will include the following: Phase IA - stairwell restoration and renovation work, including architectural, mechanical, electrical, sprinkler, fire safety, space enclosure with new rated doors and hold open devices, related finishes and improvements which will bring the public stairs into code compliance and repair the water damage. Floor and railing finishes are not included in this scope due to limited funding.

\$80,000 FOR POND PROTECTION AND IMPROVEMENT

This proposal consists of the following two projects:

- **Hydrilla Control, Long Pond, Centerville and Mystic Lake, Marstons Mills.** This is the 11th year of controlling invasive hydrilla at Long Pond. Hydrilla is capable of causing devastating impact to freshwater ponds, due to its rapid growth rate. It can spread from pond to pond. The Town and MA DCR are partnering on this control project to help Long Pond and to reduce the chance of hydrilla spreading to other ponds in Barnstable. As a result, hydrilla has been drastically reduced in Long Pond. A small-scale hydrilla infestation was discovered in Mystic Lake in 2010. With MA DCR and Indian Ponds Assoc. assistance, the plants have been hand-pulled and the areas covered in opaque plastic screens. More extensive hand pulling by divers will be required again in FY2013. **Total Cost is \$30,000**

- **Diagnostic Feasibility Study Lovell's Pond, Cotuit. Analysis of pond nutrient balance post-aeration.** The aeration system installed in 2010 has provided superb oxygen levels and mixing within the pond. However, severe blue-green algae blooms have persisted, resulting in closures of the swimming beach. This project will provide a better understanding of the water quality issues at Lovell's, and methods that can be implemented in concert with, or instead of aeration (for example, alum injection) to prevent severe algae blooms. **Total Cost is \$50,000**

\$50,000 FOR WEST BARNSTABLE COMMUNITY BUILDING IMPROVEMENTS

In the past four years, the West Barnstable Community Center building has seen an increase in its utilization and public interest. The residents have been attracted to this facility and continued repairs & improvements are required. The septic system is in poor condition and continues to back-up during peak hours of operations. Failure to replace the system may lead to closure of the facility.

\$70,000 FOR SIDEWALK CONSTRUCTION/OVERLAY PROGRAM

This is a continuation of the ongoing program to expand and solidify the Town's sidewalk network in order to provide a safe way for people to walk along our streets. Priority for new sidewalks is given to locations near our schools and public recreation facilities. This program was also designed to make repairs to existing sidewalks. As a result of a comprehensive field survey conducted this year, sections of existing sidewalks that have been identified as being in poor condition will be repaired and rehabilitated. Locations are the following: Hyannis: 1) Old Colony Rd. from South St to Main St., 1004 Lin Ft., 2) Walton Ave From Rte 28 to Bearses Way, 1577 lf., 3) Ocean St. from Main St. to South St.(both sides), 1274 lf.; Marstons Mills: River Rd from Cash market to Lovell's Lane, 2325 lf.; Osterville: Main St from Parker Rd. to Bay View Circle, 1977 lf.; and Centerville: 1) Phinneys Lane from Main St. to Rte. 28, 1406 lf., and 2) Main St. from Phinneys Lane to Pine Street, 3383 lf.

\$80,000 FOR CENTERVILLE COMMUNITY BUILDING IMPROVEMENTS

This project will assist in funding the on-going historic adaptive reuse improvements to the Centerville Community Building. For the past several years, we have been making improvements to the interior and exterior of the building and adjoining program areas. These funds will continue repair tasks including painting of the exterior and repair/replacement of the wood fire escape.

\$60,000 FOR HIGHWAY BUILDING ROOF REPLACEMENT

The roof on the main building at the Highway Facility is in very poor condition and needs replacement. Various storms have damaged roof shingles, and combined with age, the roof shingles and underlying plywood sheathing need to be replaced to avoid interior damage to the new offices/equipment/ERC Center. This request is for the labor to purchase underlying sheathing and install the roof shingles. Roof shingles have already been purchased.

\$345,000 FOR PROJECT DESIGN

This request is for design and permitting (as required) for the following projects:

- **School Street Hyannis Bulkhead.** The steel bulkhead is showing signs of distress with flaking of the steel sheets and actual penetration of the steel where old drainage ways have eroded the backfill behind the steel. Surface collapse has occurred requiring repair work immediately above the bulkhead. Lack of corrective action will result in a continued deterioration of the bulkhead, potentially resulting in a future collapse with extreme costs. **Total cost for design and permitting is \$50,000.**
- **Snows Creek Culvert.** This involves the design and permitting for replacement of the culvert and mouth-of-creek dredging to enhance tidal flow to Snow's Creek estuary. Water quality in the creek continues to worsen. Correcting the restrictions to flow at the culvert and at the mouth hold the best chance of improving the estuary's health for the long run. **Total cost of design and permitting is \$75,000.**
- **Bumps River Bridge.** The Massachusetts Department of Transportation in their field report dated July 9, 2010 identified a number of deficiencies. Items to be addressed include cracks across the bridge deck, open joints in the sidewalks, delamination of the concrete railings, deficient or non-existent guardrail systems and broken brace supports in the sub structure. **Total cost of design and permitting is \$29,000.**

- **Bay Street Ramp.** The Bay Street Boat Ramp is one of the Town's important marine assets, providing direct access to North Bay, marinas, prime shellfish habitat, and some of our designated mooring fields. The ramp is in need of repair, as the hot top has deteriorated extensively throughout. If repairs to the ramp are not made, it will continue to deteriorate, and will eventually become unusable. A ramp that is in poor condition poses a safety hazard and could prove to be a liability should an accident occur because of the condition of the ramp. **Total cost of design and permitting is \$25,000.**
- **Trayser Museum/Old Customs House.** Erected in 1856, the building has been patched, repaired and painted but heavier renovations are now necessary. Masonry and exterior metal deterioration continues to allow moisture penetration into the structure. Windows need restoration work immediately. These funds would provide for design services for selective masonry repairs and window restoration. Additional improvements listed in the historic building study will follow as funding becomes available. **Total cost of design and permitting is \$40,000.**
- **West Bay Breakwaters.** The stone breakwaters that protect either side of the channel entering West Bay from Nantucket Sound have been damaged by numerous storms, heavy seas, and constant turbulence over the years. The integrity of the structure is now compromised. The breakwaters have lost stones from their sides and have settled. The breakwaters provide for safe navigation in the area and prevent shoaling of the entrance channel. If not remedied, the shoaling will worsen and the channel will be blocked. Further, water quality in West Bay and all of the Three Bays area will be compromised. **Total cost of design and permitting is \$75,000.**
- **Old Town Hall.** The Old Town Hall (OTH) has been the center for many badly needed renovations, repairs and improvements in the past 5 years. Today it is on the verge of becoming a completely updated facility - particularly with the addition of the Cape Cod Baseball League Hall of Fame as a tenant in the basement. Since the Chamber of Commerce has leased the building, the day to day maintenance has been taken over by that organization; however, the more costly responsibility of the building itself and its equipment remains with the Town. The renovations of paint, repairs, and bathroom renovations would help the Town keep the OTH as functional as it is aesthetically pleasing. The mold problem in portions of the basement of the OTH is a condensate type mold found in most basements of Cape Cod which needs to be addressed through remediation and de-humidification, and is considered a potential public health safety hazard. **Total cost of design and permitting is \$51,000.**

\$55,000 FOR MEA FACILITY – SEPTIC SYSTEM IMPROVEMENTS

The present onsite septic system has reached its life expectancy and needs replacement. The system has required pumping-out five times recently.

\$75,000 FOR STRUCTURES AND GROUNDS BUILDING CONNECTION TO TOWN SEWER

The existing Structures & Grounds building was constructed over 25 years ago and is in need of renovations and upgrades to extend its useful life. Although it has a number of needs, the first is replacement of the onsite septic system which, like the MEA facility, has reached its life expectancy and requires replacement.

\$115,000 FOR OCEAN STREET HYANNIS PARKING LOT

Parking areas, whether associated with a Municipal facility or Beach area, are often the first contact that residents and visitors have with the Town. Most of our parking areas consist of the original pavement surface which, in addition to being worn out on the surface, is often of inadequate thickness and has little gravel base support. Attempts to maintain the parking lot surfaces by means of crack sealing and pavement overlays are not recommended as these areas are too far deteriorated and money would be wasted on short term fixes. Reclamation (grinding up) of existing surfaces, to alleviate pot holes and uneven areas, and paving with an adequate thickness of asphalt will ensure useable, safe and aesthetically pleasing "gateways" to our Town facilities. This year's project will include only the Ocean Street parking area. Other priority sites will be addressed in subsequent years.

\$348,000 FOR SCHOOL FACILITY IMPROVEMENTS

This proposal consists of the following five projects:

- **Bathroom Stall Replacements at BIS, Centerville, Hyannis West, BWB, BCHMCPS.** This project will allow us to replace rusted, skewed, and non-conforming bathroom stall partitions at the above schools. The bathrooms in all of our schools, especially the elementary schools are original to the building. BIS was installed during the renovation 20 years ago. These stalls have served us well, but the time is now to replace them. In the elementary schools, the stall partitions have been repaired many

times, and in some cases, have gaping holes in them, not allowing our young students the dignity and security they deserve and require when using the bathroom facilities. The doors do not latch properly and the cracks between the partitions allow youngsters to peer in on their friends while they are in what should be a private moment. The district has gone through MANY toilet tissue suppliers, and there are numerous mounting holes left exposed from the myriad of different tissue dispensers. We now have standardized a supplier, so this will not likely occur again. Since these schools were built before the Americans with Disabilities Act, there were no handicap stalls designed. When this was required, the Maintenance Dept just removed a partition, removed a toilet, and added a couple of hand rails and it was deemed ADA Compliant. This also will be rectified with this project. As for BIS, the materials used for these partitions were inferior and have rusted away. In some cases, the rust has left holes and is a danger to students cutting themselves. If approved, this project will replace all of the stall partitions with a recycled high density plastic material. This material will not rust or corrode and will be easily cleaned. **Total cost is \$132,000.**

- **Tennis Court Renewal at Barnstable High School and West Villages.** This project will fund renewal and maintenance on the tennis courts at these two schools. If they go any longer, a full rebuild will be needed at costs of up to \$500,000. The tennis courts at BHS serve an entire community, not just school needs. Starting in early spring and running until early December, these courts are used by sports, tennis instruction by Coach Smith, senior tennis matches on most mornings. If one drives by, they will see the courts in action from 7 AM until dark on most days. This valuable asset must be maintained. Right now, we have minor cracks showing up. As these cracks widen, (anything over 1/8") they allow water to permeate the surface and wash out the base. As this happens year round, the water infiltrates and in the winter freezes the surface cracks and becomes a safety hazard for tripping and falling. At this point, the courts can be resurfaced and sealed for a modest sum of money versus a rebuild. Maintaining what we have is far less expensive than having to design and rebuild. **Total cost is \$55,000.**
- **Electrical Upgrades To School Facilities.** This project will upgrade electrical panels, service and maintain safety in our school buildings. Technology has grown many-fold since our schools were built. Once a 200 amp panel was sufficient. Now with computers, audio-visual equipment, food preparation equipment and building systems, electrical service is not adequate. Several schools have electrical panels that no longer carry the UL listing since they are deemed unsafe and have been suspect in causing fires. Numerous classrooms have only one or two receptacles for power. Circuit breakers have been "piggy backed" for lack of space in panels. The Maintenance Department cannot operate a saw and vacuum at the same time as we will trip circuit breakers. Our yearly fire inspections note continuously that we have power strips and extension cords unsafely running across the floors. To maintain the safety of the occupants of the buildings, we need to provide adequate service that will not overload and trip out, and rid our schools of dangerous power strips and trip hazard cords. **Total cost is \$55,000.**
- **Interior Painting of BHS and BIS.** In the past years, interior painting has been done sporadically, usually when renovations have made it necessary. We are now working on having the interior of BHS painted. It has not been done since the 1999 remodel, and some areas in over 20 years! The fresh look has done wonders. Most of our buildings have not seen fresh paint in years! This project will address sprucing up the buildings over a five year period starting with BHS and BIS. **Total cost is \$50,000.**
- **BCHMCPS Upgrades and Repairs.** This project will address the rotted trim and fascia boards, gutters, new down spouts and masonry repairs of BCHMCPS located on Barse's Way Hyannis. The school, aka Hyannis East Elementary, was built in 1950 and has been a fine building for us. The original roof was replaced about 20 years ago and little else has been done until two years ago. At that time, we made a commitment to the building and replaced the entire heating system and last year, we had all of the asbestos abated. Now we need to tend to the structural needs. The building has most of the fascia and trim boards rotted beyond repair. The gutters have fallen askew and the down spouts have also fallen off. This allows the water to drain off the roof in all areas and splash to the ground at the foundation line, infiltrating into the crawl space area under the building. This is not only a nuisance, but unhealthy inasmuch as we can attribute it to mold and mildew growth. We also will address the failing masonry joints at the lintels, corners and façade where the mortar has disintegrated and crumbled, leaving large gaps in the bricks. Any excess funds will be used for similar type exterior repairs at our other elementary schools.

CAPITAL TRUST FUND CASH FLOW 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. In essence, this capital is financed through general taxation and user fees. All projects approved as part of this program have been financed with debt issues whose annual debt service payments are **not** excluded from the Proposition 2½ taxing limitations, or they are financed on a "pay-as-you-go" basis. Additionally, this fund in most cases is not the funding source for enterprise fund capital improvements. Enterprise funds traditionally pay 100% of their capital cost which is recovered through user fees. Enterprise fund capital improvements may be funded from general taxation, which is a policy decision. The two exceptions are the borrowing authorizations for the construction of the Hyannis Youth & Community Center (HYCC) and a portion of the borrowing authorizations for the Barnstable Harbor Marina bulkhead replacement.

The FY13 general fund Capital Improvement Program includes a combination of "pay-as-you-go" or cash financing and the transfer of unexpended project balances from previous capital appropriations which remain after project completion. The cash financing portion of the program pays mainly for road improvements with direct cash outflows from the unreserved portion of the CTF balance, after annual debt service requirements are met. This "pay-as-you-go" financing approach saves the Town thousands of dollars in the form of interest cost, provides the opportunity to have some capital program on an annual basis, and provides flexibility in its budgeting. With just a debt service program, the fund 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 resource allocation as future cash flows are committed to fixed annual loan payments.

The cash portion of the program could be converted to a debt program to allow for a larger capital program up front. For example, the Town could allocate \$1 million in cash per year for capital improvements or allocate \$1 million per year towards new debt service. This would pay for a bond issue of approximately \$7.7 million over 10 years.

Furthermore, the annual contribution from the general fund to the CTF could be decreased by the cash program portion, if the need for funding general fund operations is determined to be greater than the need for capital. There are an infinite number of scenarios that can be created to allocate the annual cash flow of the CTF between a cash and borrowing program.

The annual contribution to the CTF has grown from \$1.9 million per year to \$6.725 million. This amount is projected to increase by 2.5 percent per year in order to allocate more funds to the capital program. Even as more funds are allocated to the capital program, the Town's capital needs require a higher contribution level. Opportunities to increase this annual contribution are examined every year, however, to ensure its sustainability will most likely require fewer resources allocated to operating activities.

Previously Authorized Projects And FY13 Proposed Projects

This table on the following page illustrates the Capital Trust Fund's (CTF) previously authorized projects as well as the recommended projects for FY13. The total projects previously authorized through the trust amount to \$116 million. Of this total, \$80 million (69%) has been financed through borrowing authorizations and \$36 million (31%) has been financed under the "pay-as-you-go" method. The administrative code requires that over a 5 year period, at least 10% of all capital appropriations be "pay-as-you-go" financing so that at the end of five years, annual contributions from current revenues amount to 10% of new debt issued. The Town is currently well within this provision.

The total recommended projects for the Capital Trust Fund in FY13 equal \$5,129,000. No new borrowing authorizations are proposed. These projects will be financed with CTF reserves and unexpended project balances from previously authorized projects which have been completed. Assumptions included in the schedule include the following:

- An annual contribution from the General Fund of \$6,725,000; increasing 2.5 percent each year
- A borrowing rate of 3.50% on the one remaining **unissued** borrowing authorizations
- Road betterments collected on private road repairs are added to the Capital Trust Fund to cover the payback of loans issued for the repairs

- Interest rate of 2% to 4% earned on Capital Trust Fund investments
- \$1 million of excess overlay reserves are added to the Capital Trust fund in FY16
- \$1,844,000 of unexpended funds from previously authorized projects that have been completed are used to fund the FY13 program
- \$3.25 million will be allocated to a public road improvement program every year

Under this scenario, the total recommended FY13 capital improvement program can be funded within the 80% limitation of the policy governing the CTF.

Project Name		Project Cost	FY 13	FY 14	FY 15	FY 16	FY 17
<u>PREVIOUSLY AUTHORIZED PROJECTS</u>							
<u>ISSUED DEBT</u>							
TOTAL GENERAL FUND PROJECTS		\$61,737,689	\$3,772,934	\$3,319,374	\$2,854,243	\$2,741,236	\$2,272,934
TOTAL ENTERPRISE FUND PROJECTS		\$18,090,000	\$1,490,419	\$1,455,154	\$1,421,324	\$1,387,094	\$1,349,484
GRAND TOTAL ALL ISSUED DEBT (130 + 138)		\$79,827,689	\$5,263,352	\$4,774,528	\$4,275,567	\$4,128,330	\$3,622,417
<u>AUTHORIZED AND UNISSUED DEBT REMAINING</u>							
02-080	Stuart's Creek Dredging	\$329,000	\$48,071	\$46,791	\$45,512	\$44,232	\$42,953
	Temporary Interest on Bond Anticipation Notes		\$0	\$0	\$0	\$0	\$0
TOTAL AUTHORIZED - UNISSUED DEBT		\$329,000	\$48,071	\$46,791	\$45,512	\$44,232	\$42,953
TOTAL AUTHORIZED DEBT SERVICE REQUIREMENTS (140 + 147)		\$80,156,689	\$5,311,423	\$4,821,319	\$4,321,079	\$4,172,562	\$3,665,370
<u>CASH PROGRAM - NO BORROWING</u>							
TOTAL PREVIOUSLY AUTHORIZED CASH PROGRAM		\$35,771,522	\$0	\$0	\$0	\$0	\$0
GRAND TOTAL - PREVIOUSLY AUTHORIZED PROJECTS		\$115,928,211	\$5,311,423	\$4,821,319	\$4,321,079	\$4,172,562	\$3,665,370
<u>FY13 PROPOSED PROGRAM</u>							
<u>CASH PROGRAM</u>							
FY13	Public roads program	\$3,250,000	\$3,250,000	\$3,250,000	\$3,250,000	\$3,250,000	\$3,250,000
FY13	Emergency generators	\$363,000	\$363,000				
FY13	Municipal and school facility improvements	\$957,000	\$957,000				
FY13	Water quality improvements to ponds	\$80,000	\$80,000				
FY13	Sidewalk overlays	\$70,000	\$70,000				
FY13	Bulkheads, breakwater, culvert, bridge, ramp & museum design	\$294,000	\$294,000				
FY13	Parking lot improvements	\$115,000	\$115,000				
TOTAL CASH PROGRAM		\$5,129,000	\$5,129,000	\$3,250,000	\$3,250,000	\$3,250,000	\$3,250,000
GRAND TOTAL PROPOSED FOR FY12 (row 250)		\$5,129,000	\$5,129,000	\$3,250,000	\$3,250,000	\$3,250,000	\$3,250,000
TOTAL CAPITAL TRUST FUND COMMITMENT (237 + 256)		\$121,057,211	\$10,440,423	\$8,071,319	\$7,571,079	\$7,422,562	\$6,915,370
TRUST FUND BALANCE, BEGINNING OF YEAR			\$6,965,721	\$5,491,151	\$4,691,565	\$4,557,593	\$5,757,901
INVESTMENT EARNINGS (2-4%)			\$156,729	\$137,279	\$129,018	\$136,728	\$187,132
ESTIMATED PRIVATE ROAD BETTERMENTS COLLECTED			\$72,000	\$69,000	\$66,000	\$63,000	\$60,000
PRIOR YEARS UNEXPENDED APPROPRIATIONS			\$1,844,000				
ESTIMATED OVERLAY RESERVE CONTRIBUTION						\$1,000,000	
GENERAL FUND BASE APPROPRIATION			\$6,893,125	\$7,065,453	\$7,242,089	\$7,423,142	\$7,608,720
TOTAL CURRENT YEAR RESOURCES			\$8,965,854	\$7,271,732	\$7,437,107	\$8,622,869	\$7,855,852
TOTAL AVAILABLE CAPITAL TRUST FUND (260 + 275)			\$15,931,574	\$12,762,883	\$12,128,672	\$13,180,463	\$13,613,753
TRUST FUND BALANCE, END OF YEAR (277 - 258)			\$5,491,151	\$4,691,565	\$4,557,593	\$5,757,901	\$6,698,382
PERCENT OF TRUST FUND COMMITTED (MAX 80%) (258 ÷ 277)			66%	63%	62%	56%	51%

As illustrated in the table above, the capital trust fund balance is projected to grow from \$5.5 million at the end of FY12 to \$6.7 million at the end of FY17 indicating that additional borrowing authorizations can be added to the trust fund in the next couple of years.

DEBT POSITION ANALYSIS

A. TYPE AND PURPOSE OF DEBT

The Town sells bonds to finance capital improvements and other projects that require large cash outlays. General Obligation Bonds have been sold to fund general capital improvements for various municipal operations such as schools, public works, recreation, and conservation. General Obligation Debt, (G.O.D.), is supported by the full faith and credit of the Town and is repaid from property taxes collected from both current and future property owners throughout the term of the debt. 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 3% to 5% range. Rates are currently lower in FY12 as the economy is making municipal bonds more attractive for highly rated communities. When netted out against inflation, municipal borrowing costs – especially for strong credit worthy Towns such as Barnstable – are enviable.

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

B. CURRENT DEBT POSITION

As of June 30, 2011, the Town of Barnstable had \$137.4 million of outstanding long-term debt. New debt issued in FY11 was \$19 million and existing debt retired was \$21.6 million, representing a \$2.6 million net decrease in the outstanding long-term debt level from June 30, 2010. These debt figures include all debt incurred on behalf of the enterprise funds (\$54 million) and Community Preservation Fund (\$20.5 million).

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, the amount of debt sold by overlapping jurisdictions (the County, Cape Cod Regional Transit Authority and Cape Cod Regional Technical High School), and future capital needs. These factors influence the Town's bond rating - an evaluation of the Town's ability to repay debt as determined by the rating agencies. Rating agencies examine the local economy as well as the Town's financial position, administrative capabilities, and level of planning. System improvements such as programmatic budgeting, an administrative code, policy planning based on a ten-year forecast, and financial fund management have helped the Town's position. In their most recent bond rating analysis dated June 6, 2011, Standard & Poor's affirmed the 'AAA' rating on the Town's outstanding debt. This included a stable outlook. The rating reflects S&P's assessment of the Town's demonstrated market access and strong financial position and fiscal management, good income levels and high per capita market value and a primarily residential property tax base that is among the largest in Massachusetts.

Projected Debt Payments by Project and Fund

The following four tables set forth the projected General Obligation Debt (G.O.D.) payments by project for both the Town's governmental funds and the enterprise funds. It is significant to note that the State reimburses for school construction projects at the rate of 64% including interest costs incurred, as well as several MWPAT loans for sewer construction, water system improvements and landfill capping loans. The State will contribute \$30.5 million in school building assistance grants and MWPAT subsidies over the remaining life of the outstanding bonds.

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

Project	Coupon Rate (%)	Outstanding at June 30, 2010	Issued	Redeemed	Outstanding at June 30, 2011
Land Acquisitions	3.51 – 5.00	\$2,787,000	\$1,102,000	(\$1,339,000)	\$2,550,000
Community Preservation Fund Land Acquisitions	3.25 – 5.00	\$22,295,000	\$7,065,000	(\$8,850,000)	\$20,510,000
Schools	2.50 – 5.00	\$43,904,505	\$2,630,000	(\$4,927,402)	\$41,607,103
Roads	2.74 – 5.00	\$3,626,730	\$1,000,000	(\$826,730)	\$3,800,000
Title V Loan Program	0.00	\$734,151		(\$50,420)	\$683,731
Public Buildings	3.39 – 5.00	\$6,397,820	\$965,000	(\$988,020)	\$6,374,800
Improvements	3.50 – 4.75	\$1,813,000	\$1,575,000	(\$182,000)	\$3,206,000
Dredging	4.20	\$1,121,250	\$1,839,000	(\$411,250)	\$2,549,000
Drainage	3.39 – 6.00	\$465,000		(\$145,000)	\$320,000
Sewer Planning	4.07	\$1,288,998		(\$229,517)	\$1,059,481
Arial Mapping	3.61	\$175,000		(\$65,000)	\$110,000
Lake Treatment	3.00	\$275,000		(\$20,000)	\$255,000
Total Bonds Payable		\$84,883,454	\$16,536,689	(\$18,034,339)	\$83,025,115

Debt service requirements for principal and interest for Governmental bonds payable in future fiscal years are as follows:

Fiscal Year	Principal	Interest	Total
2012	\$9,931,989	\$3,211,910	\$13,143,899
2013	\$9,304,750	\$2,882,139	\$12,186,889
2014	\$9,000,922	\$2,542,467	\$11,543,389
2015	\$8,176,270	\$2,238,926	\$10,415,196
2016	\$7,918,450	\$1,939,054	\$9,857,504
Thereafter	\$38,692,734	\$6,053,779	\$44,746,513
Total	\$83,025,115	\$18,868,275	\$101,893,390

The Commonwealth of Massachusetts has approved school construction assistance to the Town. The assistance program, which is administered by the Massachusetts School Building Authority, provides resources for construction costs and debt service interest of general obligation bonds outstanding. The Town is currently receiving annual payments for 64% of eligible costs in relation to the construction of the Grade 4/5 Horace Mann Charter School and the renovation and expansion of the Barnstable Intermediate School and Barnstable High School. During fiscal year 2011, \$3,509,000 of such assistance was received. Approximately \$26,971,000 will be received in future years. Of this amount, \$3,329,000 represents reimbursement of future long-term interest

costs and \$23,642,000 represents reimbursement of approved construction cost. These amounts are included in the school bonds payable presented on the previous page.

Bonds and Notes Payable Schedule – Enterprise Fund

Project	Coupon Rate (%)	Outstanding at June 30, 2010	Issued	Redeemed	Outstanding at June 30, 2011
Golf Course	5.00	\$3,840,000		(\$220,000)	\$3,620,000
Wastewater Treatment	0.00 – 4.75	\$18,474,811	\$300,000	(\$1,573,266)	\$17,201,545
Solid Waste Transfer Station	0.00 – 4.50	\$4,338,727		(\$430,827)	\$3,907,900
Marinas	3.00 – 5.00	\$1,250,000	\$525,000	(\$100,000)	\$1,675,000
Water	4.00 – 5.00	\$11,753,911		(\$375,000)	\$11,378,911
Sandy Neck	4.00	\$30,000	\$1,265,000	(\$15,000)	\$1,280,000
Hyannis Youth & Community Center	3.375 – 5.00	\$15,092,000		(\$869,000)	\$14,223,000
Airport	2.00 – 4.12		\$730,000		\$730,000
Total Enterprise Fund Bonds Payable		\$54,779,449	\$2,820,000	(\$3,583,093)	\$54,016,356

Debt service requirements for principal and interest for enterprise bonds payable in future fiscal years are as follows:

Fiscal Year	Principal	Interest	Total
2012	\$3,891,430	\$1,878,201	\$5,769,631
2013	\$3,416,029	\$1,950,459	\$5,366,488
2014	\$3,625,021	\$1,628,662	\$5,253,683
2015	\$3,641,534	\$1,499,248	\$5,140,782
2016	\$3,526,973	\$1,365,091	\$4,892,064
Thereafter	\$35,915,369	\$7,290,675	\$43,206,044
Total	\$54,016,356	\$15,612,336	\$69,628,692

The Town is scheduled to be subsidized by the Massachusetts Water Pollution Abatement Trust (MWPAT) on a periodic basis for principal in the amount of \$2,057,253 and interest costs for \$1,495,632. Thus, net MWPAT loan repayments, including interest, are scheduled to be \$6,294,645. Since the Town is legally obligated for the total amount of the debt, such amounts are included in the tables above. The fiscal year 2011 principal and interest subsidies totaled \$336,467 and \$302,755, respectively.

The Town is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. On June 30, 2011, the Town had the following authorized and un-issued debt:

Wastewater Treatment & Expansion	\$14,049,813
Water Supply	\$7,408,863
Dredging Projects	\$329,000
Road Projects	\$6,827
Airport Projects	\$32,203,989
Security Fencing at Landfill	\$160,000
Effluent mitigation	\$1,393,950
Refunding bonds	\$13,258,000
Land Acquisitions	\$655,000
Energy Improvements	\$3,704,000
Facility Improvements	\$428,275
Total	\$73,597,717

C. GENERAL OBLIGATION DEBT – CREDIT RATINGS

In April 2012, the Treasurer conducted a \$11.7 million bond refunding. This sale required a rating agency analysis of the Town’s financial condition and resulted in the Town maintaining its **AAA** credit from Standard and Poor’s on all of its outstanding debt obligations. The descriptor used by S&P for this rating is “Prime Investment Grade”. Only twenty-one other communities in Massachusetts have an AAA rating from S&P. 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. To achieve this rating upgrade, the Town has been following a prudent course of conservative financial management. Reserves are deemed so important by S&P (listed first of the ten most important factors that they examine) that a quote from their public finance literature is provided. “A formalized financial reserve policy is a consistent feature of most of S&P’s highly rated credits. As economic trends have weakened over the past year, the importance of reserves from a credit standpoint is again highlighted. It clearly provides a measure of financial flexibility to react to budget shortfalls in a timely fashion”. This AAA rating reflects sound credit quality with associated very low risk and should result in low borrowing costs for the Town. In August 2007, Moody’s Rating Services upgraded its bond rating for the Town from Aa3 to Aa1, a two-step increase.

It is important to understand that no single ratio or factor determines a General Obligation Bond rating or fully encompasses the fiscal health of a municipality. The factors must be taken as a group. Other debt ratios, as well as economic and administrative factors account for the differences in ratings. A growing community can afford more debt than a non-growth area and a community with more income wealth can afford more debt than a poor community. The following is a list of additional factors that the financial community uses in evaluating an issuer’s credit rating:

- Economic health and diversification
- Fund balances (free cash and other reserves)
- Evidence of regular planning for capital improvements by the issuer
- Review of the issuer’s Capital Improvements Program for its effect on future debt needs
- The willingness of the community, from time to time, to approve Proposition 2½ overrides and/or debt exclusions
- Consideration of projected debt requirements

- The issuer’s financial controls related to budgetary matters
- The issuer’s long-range planning, particularly zoning and land-use planning
- The range and level of services provided by the issuer in relation to its capacity to provide services
- Flexibility in the ability to raise revenue.

Generally, bond ratings do not change suddenly but respond more to long-range trends. However, dramatic changes are key indicators of fiscal health and can result in a more immediate rating change. In projecting bond ratios, it is important to review the sensitivity of the ratios to changes in the economy.

D. GENERAL OBLIGATION DEBT - LIMITATIONS

There are several legal limitations that govern the issuance of municipal debt. Under Massachusetts statutes, the General Debt Limit of the Town of Barnstable consists of a Normal Debt Limit and a Double Debt Limit. The Normal Debt Limit for the Town is 2½ 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. It can authorize debt up to twice this amount (Double Debt Limit) with the approval of the State’s Municipal Oversight Board. The current debt limitation for the Town of Barnstable is in excess of \$700 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 many categories of general obligation debt that are exempt from, and do not count against, the General Debt Limit. To name a few among many; certain school bonds, water bonds, solid waste disposal facility bonds, and water pollution abatement revenue bonds are not subject to these debt limits.

Proposition 2 ½ (Chapter 580 of the Acts of 1980) also impacts the amount of municipal debt that can be issued. These limiting factors are the Primary Levy Limit and the Maximum Levy Limit and restrict the permitted amount of tax levy increase from year to year. In order to exceed these legal limits, an override initiative would need to be voted to exclude a particular debt issue or a portion of a debt issue from the effects of these limitations. The Town’s primary levy limit for FY2012 was calculated as follows:

FISCAL YEAR 2011 PRIMARY LEVY			\$91,966,048
Add:			
2.5% of FY11 primary levy		\$2,299,151	
FY 2012 New Building Growth		588,694	
FY 2012 Debt Payments Excluded		2,099,658	
FY 2012 Cape Cod Commission		515,806	
Total Additions		\$5,503,309	
FISCAL YEAR 2012 TAX LEVY LIMIT			\$97,469,357

E. GENERAL OBLIGATION DEBT - AFFORDABILITY

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

Overlapping Debt. Overlapping debt is the G.O. debt that is issued by other government entities whose jurisdictions include the citizens of Barnstable. The Town also has to be aware of the debt management practices of overlapping jurisdictions. The primary entities that have an impact on the Town are Barnstable County, Cape Cod Regional Vocational Technical School District and the regional transportation authority. Overlapping debt combined with the Town’s own direct debt is a true measure of the G.O. debt burden placed on the citizens. To determine an issuer’s overall G.O. debt burden, overlapping debt is added to the issuer’s

own outstanding G.O. debt. If other overlapping jurisdictions pursue aggressive capital improvement 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.

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

<u>Current Status</u>	<u>Criteria</u>
0.56%	Ratio of Debt to E.V. (%). FY10 state equalized valuation. Definition - Overall Debt ÷ Equalized Valuation Standard & Poor's rates this as low (favorable)
8.3%	Municipal Debt Burden – Current Year Definition - Town's Debt Service ÷ Total Expenditures Standard & Poor's rates this as low (favorable)
\$1,313	Net Direct Debt Per Capita Definition – Governmental Fund Net Debt ÷ Town Population Standard & Poor's rates this as low (favorable)
\$330,711	Per Capita Market Value Definition – Equalized Valuation ÷ Population Standard & Poor's rates this as very high (favorable)

Extract from Standard & Poor's Credit Profile of Barnstable Printed June 10, 2011

"We do not expect the rating to change within the two-year outlook period given the town's very large and diverse tax base; very strong financial position; and strong, deeply embedded financial management policies and practices."

F. ADMINISTRATIVE POLICES IN RELATION TO DEBT

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

Debt Refinancing

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

General Obligation Debt

1. All debt shall be financed within the limitations of Proposition 2 1/2 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 current ratio for the Town of Barnstable is 0.75%.

4. The ratio of Debt Service to Total Expenditures (operating expenditures and debt service combined) shall not exceed 15%.

The Town's current ratio is 8.3%.

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 current ratio is 8%.

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 \$16 million in the next five years as "pay-as-you-go" financing and anticipates financing about \$10 million in capital with new debt issues resulting in a 60/40 ratio.

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

The Town currently has no balance in this fund.

Capital Trust Fund

A capital trust fund has been established for the purpose of financing debt service for recommended Capital Improvement Program projects, as contained within the Town's five-year capital improvement plan.

1. The Capital Trust Fund will be funded through a general operation set aside of at least \$1.9 million annually. The annual commitment for FY 2011 was \$6.725 million. This is expected to be repeated for the next 5 years.
2. The Capital Trust Fund shall not be utilized for any purpose other than that stated herein.
3. The criteria for reviewing capital project eligibility for Capital Trust Fund borrowing include the following:
 - a. The capital project shall have a financing term of 20 years or less,
 - b. The capital project shall have a minimum project cost of \$250,000,
 - c. The capital project is approved by the Town Council for funding through an appropriation and loan order submitted by the Town Manager.
4. The Capital Trust Fund will have a debt service restriction on the fund, such that debt service estimates from authorized loan orders shall not exceed, at any one time, more than 80% of the amount in the fund as of the close of the fiscal year prior to the next debt service authorization, unless recommended by the Town Manager.
5. The Capital Trust Fund shall otherwise function in accordance with related financial policies of the Town.

G. 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.

ENTERPRISE FUND SUMMARIES

BARNSTABLE MUNICIPAL AIRPORT

The Airport Fund supports the operation and development of the Barnstable Municipal Airport. Activities financed by this fund include administration, operations, maintenance and facilities.

Factors Affecting Revenues

Airport activities are financed primarily through jet fuel sales and user fees collected from airlines and concessionaires. Significant factors in the projection of airport revenues are passenger traffic, enplanements and fuel sales. These three items represent actual measures of airport and aviation services. Fuel sales are also a measure of the Airport's competitiveness in the marketplace.

Passenger traffic is expected to increase slightly each year. Fuel sales are more difficult to project due to the volatility in wholesale prices and the cyclic trends in the aviation industry. Fuel sales, however, are expected to increase annually as past trends will substantiate. New fees including a passenger facility charge and customer facility charge are included in this projection which will be used to repay a bond issue to construct the new terminal.

Factors Affecting Expenses

Expenses for functions associated with operations and maintenance will rise in response to projected increases in inflationary costs and union contracts. Additionally, the construction of a new terminal will impact this area of the budget. The new terminal will be similar in size to the existing terminal. It should be more energy efficient; require less reactionary maintenance but more preventative maintenance. No additional personnel are anticipated in order to operate the new terminal. The annual loan payment for a bond issue to construct the new terminal is included in the projection. The volume of fuel sales and the cost of fuel are two other factors affecting this budget.

Capital Program

The Airport makes annual expenditures for required airfield rehabilitation projects. Grants to fund airport capital projects consist of costs being shared in a threefold process: the Federal Aviation Administration (FAA) at 95 percent, the Massachusetts Aeronautics Commission (MAC) at 2.5 percent, and a local (Airport) share of 2.5 percent.

The new terminal was principally funded through the MAC and the new air traffic control tower was 100% financed with federal funds. The airport contributed \$3.2 million of its surplus to finance this project and issued a \$730,000 long-term bond. Airport revenues will be used to pay the annual debt service requirements on the bond.

In addition to the terminal and air traffic control tower projects, the airport is nearing the completion of constructing a new access road. The road is financed principally through the FAA's Airport Improvement Program.

SUMMARY OF AIRPORT OPERATIONS

Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,754,794	\$ 1,824,625	\$ 1,911,369	\$ 1,900,000	\$ 2,009,740	\$ 98,371	5.15%
Operating Expenses	3,245,313	3,917,007	5,299,062	5,200,000	4,862,765	(436,297)	-8.23%
Capital Outlay	-	70,883	66,000	65,000	112,500	46,500	70.45%
Debt Service	16,680	-	200,479	51,000	50,850	(149,629)	-74.64%
Transfers Out	255,269	250,336	267,490	267,490	313,603	46,113	17.24%
Subtotal Operating Budget	5,272,056	6,062,851	7,744,400	7,483,490	7,349,458	(394,942)	-5.10%
Capital Program	2,245,343	14,342,113	1,312,000	1,000,000	1,866,000	554,000	42.23%
Total Expenses	7,517,399	20,404,964	9,056,400	8,483,490	9,215,458	159,058	1.76%
Permanent full-time equivalent employees	26.40	25.00	24.60		25.30	0.70	
Funding Sources							
Taxes	-	-	-	-	-	-	0.00%
Intergovernmental Aid	4,349,634	14,596,208	87,709	87,000	77,000	(10,709)	-12.21%
Fees, Licenses, Permits	469,918	473,490	728,622	650,000	624,500	(104,122)	-14.29%
Charges for Services	4,995,713	6,035,520	6,824,069	6,800,000	6,596,958	(227,111)	-3.33%
Interest and Other	80,993	152,823	104,000	50,000	51,000	(53,000)	-50.96%
Borrowing Authorizations	-	730,000	-	-	-	-	0.00%
Total Sources	9,896,258	21,988,041	7,744,400	7,587,000	7,349,458	(394,942)	-5.10%
Excess (Deficiency) cash basis	2,378,859	1,583,077	(1,312,000)	(896,490)	(1,866,000)	\$ (554,000)	
Adjustment to accrual basis	(2,164,865)	12,323,787	-	2,000,000	-		
Beginning Net Assets	45,266,629	45,480,623	59,387,487	59,387,487	60,490,997		
Ending Net Assets	\$ 45,480,623	\$ 59,387,487	\$ 58,075,487	\$ 60,490,997	\$ 58,624,997		

AIRPORT CAPITAL PROGRAM

Operating capital includes \$112,500 for equipment replacement. This will be funded from FY13 operational revenues. A separately appropriated capital program for the airport in FY13 includes the following projects:

Description	Cost	Funding	Impact on Operating Budget
Test, Design & Construct Runway 6 Engineered Material Arresting System	\$800,000	Federal grant and airport surplus	Estimated \$5,000 to \$10,000 in annual maintenance costs.
Runway 15 Visual Zone Clearing	\$400,000	Federal grant and airport surplus	None. This is a safety improvement that will enhance sightlines.
Replace Snow Removal Equipment	\$400,000	Federal grant and airport surplus	Estimated \$5,000 to \$10,000 in annual operating and maintenance savings.
Design East Ramp Extension	\$66,000	Federal grant and airport surplus	None. Design project only. Construction appropriation to be made in a subsequent year.
Airport Terminal Enhancements	\$200,000	Federal grant and airport surplus	\$2,000 in annual maintenance costs.
Total	\$1,866,000		

GOLF COURSE OPERATIONS

The purchase of the Hyannis Golf Course in FY05 provides the Town with two municipal courses that should increase the recreational opportunities for our citizens. The golf course management is committed to operating and maintaining attractive, self-supporting public golf facilities. The following strategies have been established as a way of achieving these commitments: maximize revenue centers; develop a comprehensive junior golf program; provide members with competitive and recreational golf tournaments; cultivate a continuous volunteer assistance program; establish a sound turf management plan, and work closely with other Town divisions to cross-utilize department resources.

During the past several years, management has committed revenue resources to improving golf course conditions. Without healthy turf conditions, it is difficult to charge competitive prices. The visitor is likely to pay more for a top quality conditioned golf course. Therefore, the playing surfaces must be well maintained.

It is projected that the combined revenue for the two golf courses will be less than what was budgeted for the fiscal year 2012. The FY12 budgeted revenue was \$3.1 million and FY13 is \$2.87 million. The Town anticipates that the public's participation in recreational activities will continue to undergo sluggish growth; if any at all. Going forward, fee increases in the neighborhood of two to three percent per year are necessary if activity levels remain constant with current levels. The golf course needs to work on building reserves and increasing revenue before it implements a more comprehensive capital improvement program.

Factors Affecting Revenues

Each year, golf course fees are set through the town-wide user fee rate analysis. These fees are set in accordance with the necessary revenue required to run course operations with a small profit if play shows an upward trend. As growth in play is difficult to predict, fees are set assuming level utilization. If the amount of rounds played or memberships increase, then the need to raise rates can be mitigated.

Factors Affecting Expenses

Reductions in current staff levels are necessary in order to make up for the reduction in anticipated revenue. Furloughs have been implemented the past couple of years and a current reorganization of the staff is in progress.

SUMMARY OF GOLF COURSE OPERATIONS

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 1,157,657	\$ 1,139,687	\$ 1,283,580	\$ 1,175,000	\$ 1,208,614	\$ (74,966)	-5.84%
Operating Expenses	867,256	920,550	1,025,692	920,000	1,006,975	(18,717)	-1.82%
Operating Capital	28,000	105,309	110,000	51,100	22,000	(88,000)	-80.00%
Debt Service	599,967	380,411	381,611	381,611	382,411	800	0.21%
Transfers Out	225,000	225,000	300,000	300,000	250,000	(50,000)	-16.67%
Total Expenditures	2,877,880	2,770,957	3,100,883	2,827,711	2,870,000	(230,883)	-7.45%
Permanent full-time equivalent employees	18.35	15.85	15.85		15.75	(0.10)	
Sources of Funds							
Charges for Services	2,890,681	2,812,616	3,098,883	2,840,000	2,864,000	(234,883)	-7.58%
Interest and Other	2,618	6,774	2,000	6,000	6,000	4,000	200.00%
Total Sources	2,893,299	2,819,390	3,100,883	2,846,000	2,870,000	(230,883)	-7.45%
Excess (Deficiency) cash basis	15,419	48,433	-	18,289	-	\$ -	
Adjustment to accrual basis	220,000	158,498	-	100,000	-		
Beginning Net Assets	10,182,701	10,418,120	10,625,051	10,625,051	10,743,340		
Ending Net Assets	\$ 10,418,120	\$ 10,625,051	\$ 10,625,051	\$ 10,743,340	\$ 10,743,340		

GOLF COURSE CAPITAL PROGRAM

Operating capital includes \$22,000 for the replacement of two greens mowers. This is the first year lease payment.

SOLID WASTE OPERATIONS

The solid waste fund is used to account for all revenues and expenses associated with operating the Town of Barnstable's facility located on Flint Street in Marstons Mills. The facility operates a transfer station, recycling facility, and bulky item disposal service.

Factors Affecting Revenues

The solid waste fund revenues are affected by rates set at the residential transfer station and recycling facility. Rates are set annually for services provided by this facility. The two major sources of revenue for the fund are the residential sticker and the tonnage fees charged for disposal of construction and demolition materials by homeowners and local small businesses. Residential stickers increased \$10 annually to \$140 on January 1, 2012. Rates are projected to increase significantly in FY15 as the Town's disposal contract with SEMASS expires. The Town's Renewable Energy Committee and Comprehensive Finance Advisory Committee are currently reviewing alternative disposal program options and financial implications of those options, respectfully.

Factors Affecting Expenses

Expenses have been forecast to provide staffing levels for a 7 day operation. Projected wage and benefit increases range from 2 to 7.5 percent. Operating expenses are projected to increase 1 to 3 percent per year. Tipping fees are projected to increase significantly in FY15 resulting in an 81% increase in operating expenses. Debt service is included for all solid waste related borrowings.

The recycling operation does not generate enough revenue to offset the cost of operations requiring this operation to be funded partially with surplus funds. A significant amount of the fund's surplus is expected to be consumed by funding recycling program costs and debt repayment over the next 10 years. Surplus used for debt repayment has been planned as surplus was accumulated in prior years for this specific purpose in order to eliminate any need for rate increases to repay the loans.

SUMMARY OF SOLID WASTE OPERATIONS

Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 906,220	\$ 891,966	\$ 1,022,713	\$ 1,003,761	\$ 1,090,475	\$ 67,762	6.63%
Operating Expenses	673,830	692,539	844,886	805,000	854,886	10,000	1.18%
Capital Outlay	98,892	1,944	-	-	35,600	35,600	0.00%
Debt Service	411,664	415,465	403,713	403,713	405,598	1,885	0.47%
Transfers Out	343,165	345,199	344,094	344,094	270,195	(73,899)	-21.48%
Total Expenses	2,433,771	2,347,113	2,615,406	2,556,568	2,656,754	41,348	1.58%
Permanent full-time equivalent employees	15.10	15.10	15.10		15.75	0.65	
Sources of Funds							
Charges for Services	2,061,516	2,086,778	1,950,000	2,099,000	2,138,500	188,500	9.67%
Interest and Other	50,822	118,946	116,000	81,500	82,000	(34,000)	-29.31%
Total Sources	2,112,338	2,205,724	2,066,000	2,180,500	2,220,500	154,500	7.48%
Excess (Deficiency) cash basis	(321,433)	(141,389)	(549,406)	(376,068)	(436,254)	\$ 113,152	-20.60%
Adjustment to accrual basis	261,633	809,212	-	250,000			
Beginning Net Assets	4,323,303	4,263,503	4,931,326	4,931,326	4,805,258		
Ending Net Assets	\$ 4,263,503	\$ 4,931,326	\$ 4,381,920	\$ 4,805,258	\$ 4,369,004		

SOLID WASTE CAPITAL PROGRAM

There is no separate Capital Budget as part of the capital program for this operation in FY13.

SEWER OPERATIONS

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 septage. The facility in Marstons Mills services the two school buildings and the new residential housing development located adjacent to the school property. The Red Lilly Pond system services residential properties located in the vicinity of the pond.

Factors Affecting Revenues

Sewer rates charged to users of the system account for a majority of the revenue in this fund. The number of customers tied into the facility can have a significant impact on revenue. The rates are set in accordance with the necessary revenue required to run the sewer operations and pay back the borrowings issued for the sewer plant improvements. Rate increases of approximately 4 to 5 percent annually will be needed to meet these requirements until more users are on the system.

In July of 2010, the Town Council voted to increase the local rooms tax by 2 percent and to levy a local meals tax of 0.75 percent. The Council also voted to dedicate these new revenues to a sewer expansion program by filing special legislation for the creation of a sewer trust fund. Without the legislation, the Town Council will have to annually vote to transfer these receipts from the general fund to the sewer enterprise fund. A future Town Council could decide to change the use of these revenues.

Factors Affecting Expenses

Expenses have been forecast to maintain current staffing levels, at a projected wage and benefit increase of 2.5 and 7.5 percent respectively. Operating expenses are projected to increase 3 percent per year. Debt service is included for all sewer related borrowings.

This enterprise fund will see some significant changes in the future. 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 percent 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 sewer expansion, nitrogen management and effluent mitigation. Cost allocations will include betterments, sewer rates and tax rates, net of any federal and state funding that may be available. The Town Council recently voted to assess 50% betterments to homeowners tying into the Stewart's Creek sewer expansion.

Sewer Expansion Program

The Town is working on implementing a comprehensive wastewater management program. A Citizens Advisory Committee (CAC) has been working on reviewing information in regards to the science and technologies available for analyzing and addressing this program. The Town's Comprehensive Finance Advisory Committee has suggested a funding mechanism to address the program. Their report was issued in February 2010. They concluded that no betterments should be assessed and the cost of the program should be shared by as many entities as feasible, including all local property tax payers if necessary. Absent the CAC's final analysis, the Town Council has currently dedicated meals and rooms taxes along with 50% betterment assessments as the funding sources for the program. No property taxes are currently provided for the program.

SUMMARY OF SEWER OPERATIONS

Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 897,916	\$ 958,916	\$ 1,038,453	\$ 1,010,000	\$ 1,123,130	\$ 84,677	8.15%
Operating Expenses	1,377,316	1,471,051	1,530,084	1,350,000	1,455,194	(74,890)	-4.89%
Capital Outlay	51,982	41,171	90,000	90,000	90,000	-	0.00%
Debt Service	1,660,530	1,584,133	1,907,778	1,505,000	1,625,000	(282,778)	-14.82%
Transfers Out	492,815	493,800	506,131	506,131	390,865	(115,266)	-22.77%
Subtotal Operating Budget	4,480,559	4,549,071	5,072,446	4,461,131	4,684,189	(388,257)	-7.65%
Capital Program	1,664,566	3,971,043	350,000	3,100,000	77,000	(273,000)	-78.00%
Total Expenses	6,145,125	8,520,114	5,422,446	7,561,131	4,761,189	(661,257)	-12.19%
Permanent full-time equivalent employees	14.10	14.10	14.10		15.15	1.05	
Sources of Funds							
Intergovernmental Aid	1,029,836	8,153,034	-	500,000	-	-	0.00%
Fines & Penalties	89,067	95,537	100,000	95,000	80,000	(20,000)	-20.00%
Fees, Licenses, Permits	14,385	18,685	15,000	20,000	15,000	-	0.00%
Charges for Services	3,495,801	3,617,705	3,675,000	3,650,000	3,695,000	20,000	0.54%
Interest and Other	271,033	261,324	275,000	225,000	200,000	(75,000)	-27.27%
Borrowing Authorizations	-	300,000	300,000	-	-	(300,000)	-100.00%
Total Sources	4,900,122	12,446,285	4,365,000	4,490,000	3,990,000	(375,000)	-8.59%
Excess (Deficiency) cash basis	(1,245,003)	3,926,171	(1,057,446)	(3,071,131)	(771,189)	\$ 286,257	-27.07%
Adjustment to accrual basis	883,862	(4,454,200)	-	2,000,000			
Beginning Net Assets	24,322,085	23,960,944	23,432,915	23,432,915	22,361,784		
Ending Net Assets	\$ 23,960,944	\$ 23,432,915	\$ 22,375,469	\$ 22,361,784	\$ 21,590,595		

SEWER CAPITAL PROGRAM

Operating capital includes \$90,000 for the replacement of equipment and various improvements to the facilities. A separately appropriated capital program for the sewer fund for FY12 includes the following projects:

Description	Cost	Funding	Impact on Operating Budget
Design Locker Room, Vacuum Station Pump, Portable Generator	\$77,000	Sewer surplus	No operating budget impact. Project design only. Construction appropriation to follow in subsequent year.
Total	\$77,000		

WATER SUPPLY OPERATIONS

The Water Supply Fund was created through the acquisition of the Barnstable Water Company. This operation provides service to residential and commercial properties within the village of Hyannis. The daily management of the water service is provided for by an outside contractor.

Factors Affecting Revenues

The rates are set in accordance with the necessary revenue required to run the water operations and pay back borrowings issued for water related capital improvements. Current rates are projected to be adequate to cover the loan payments on the acquisition cost and on-going management contract. Annual rate increases of 4 percent are projected to help fund operational budget increases and 3 percent fund for an infrastructure improvement program.

Factors Affecting Expenses

Management of this service is provided for by an outside contractor and it is expected to continue operating in this manner. The capital improvement portion of this service could have a significant impact on expenses. Depending upon how aggressive the Town wants to address these improvements over the next 10 years will determine the amount of rate increase necessary to cover this cost.

SUMMARY OF WATER SUPPLY OPERATIONS

Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 88,693	\$ 128,800	\$ 144,361	\$ 144,000	\$ 249,181	\$ 104,820	72.61%
Operating Expenses	1,374,200	1,696,321	1,634,868	1,630,000	1,970,457	335,589	20.53%
Capital Outlay	120,052	198,597	160,000	160,000	160,000	-	0.00%
Debt Service	751,446	752,046	1,097,639	922,000	982,000	(115,639)	-10.54%
Transfers Out	128,441	129,399	166,416	166,416	92,933	(73,483)	-44.16%
Subtotal Operating Budget	2,462,832	2,905,163	3,203,284	3,022,416	3,454,571	251,287	7.84%
Capital Program	1,100,839	463,612	1,220,000	1,200,000	2,418,102	1,198,102	98.21%
Total Expenses	3,563,671	3,368,775	4,423,284	4,222,416	5,872,673	1,449,389	32.77%
Permanent full-time equivalent employees	1.00	1.00	1.50		2.90	1.40	
Sources of Funds							
Intergovernmental Aid		705,226				-	0.00%
Fines & Penalties	49,643	95,914	75,000	55,000	55,000	(20,000)	-26.67%
Fees, Licenses, Permits	42,207	65,722	37,000	80,000	67,500	30,500	82.43%
Charges for Services	2,983,250	3,257,562	2,945,284	3,050,000	3,142,100	196,816	6.68%
Interest and Other	631,119	186,153	146,000	190,000	189,971	43,971	30.12%
Trust Funds	-	2,695,000	-	-	-	-	0.00%
Borrowing Authorizations	-	-	1,050,000	1,050,000	2,120,000	1,070,000	101.90%
Total Sources	3,706,219	7,005,577	4,253,284	4,425,000	5,574,571	1,321,287	31.07%
Excess (Deficiency) cash basis	142,548	3,636,802	(170,000)	202,584	(298,102)	\$ (128,102)	0.00%
Adjustment to accrual basis	938,241	842,387	-	-	-		
Beginning Net Assets	4,580,067	5,660,856	10,140,045	10,140,045	10,342,629		
Ending Net Assets	\$ 5,660,856	\$ 10,140,045	\$ 9,970,045	\$ 10,342,629	\$ 10,044,527		

WATER SUPPLY CAPITAL PROGRAM

The FY12 operating budget includes \$160,000 for operating capital to provide equipment replacements and upgrades as well as to cover emergency repairs. A separately appropriated capital program for the water fund for FY12 includes the following project:

Description	Cost	Funding	Impact on Operating Budget
Water Pipe Replacement Program	\$2,120,000	Borrowing Authorization	Annual debt service of \$150000 and potential savings from avoiding breakage in old pipes.
Water Main Design	\$54,000	Water fund reserves	None. Design plan only. Will lead to construction of new main.
Hyannisport Well Repairs	\$80,000	Water fund reserves	\$5,000 - \$10,000 savings in maintenance costs.
Design Ocean St. Water Main Upgrade	\$67,600	Water fund reserves	None. Design plan only. Will lead to construction of new main.
Payoff Emergency Generator Lease	\$96,502	Water fund reserves & expiring capital appropriations	None.
Total	\$5,274,000		

MARINA ENTERPRISE FUND

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

Factors Affecting Revenues

The rates are set in accordance with the necessary revenue required to run the marina operations including all capital improvements. Available space for expanding slips is being evaluated which may allow for additional revenue sources in this area. The marinas have a waiting list for slip space so vacancy rates are not a significant factor in calculating revenues. Revenues are projected to increase slightly more than 2 percent per year through a combination of activity levels and rate adjustments.

Factors Affecting Expenses

The purchase of the Prince Cove Marina in FY03 was financed with the issuance of a new loan. The annual loan payments for the acquisition are covered by the new revenue sources derived from taking over the operations of the marina. Additionally, a loan of \$1,250,000 was issued to replace the Barnstable Harbor Bulkhead. The general fund will repay \$725,000 of the loan and the marina enterprise fund will repay the remaining \$525,000. Salaries and benefits are projected to increase 2.5 percent and 7.5 percent per year respectively. Operating expenses are projected to increase on average 3 percent per year.

SUMMARY OF MARINA OPERATIONS

Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 192,032	\$ 193,360	\$ 207,727	\$ 205,000	\$ 213,476	\$ 5,749	2.77%
Operating Expenses	87,115	89,097	110,150	107,000	139,457	29,307	26.61%
Operating Capital	-	37,150	50,000	48,000	20,000	(30,000)	-60.00%
Debt Service	161,933	157,933	229,933	172,000	188,393	(41,540)	-18.07%
Transfers Out	43,857	47,413	54,702	54,702	55,674	972	1.78%
Subtotal Operating Budget	484,937	524,953	652,512	586,702	617,000	(35,512)	-5.44%
Capital Program	48,503	2,464,671	110,000	340,000	80,000	(30,000)	-27.27%
Total Expenses	533,440	2,989,624	762,512	926,702	697,000	(65,512)	-8.59%
Permanent full-time equivalent employees	1.40	1.45	1.45		1.45	-	
Sources of Funds							
Intergovernmental Aid	-	1,965,196	-	190,000	-	-	0.00%
Fees, Licenses, Permits	505,014	577,743	563,000	570,000	563,500	500	0.09%
Charges for Services	11,516	8,847	10,500	12,000	7,500	(3,000)	-28.57%
Interest and Other	44,378	70,891	33,000	40,000	22,000	(11,000)	-33.33%
Special Revenue Funds	-	24,000	24,000	24,000	24,000	-	0.00%
Borrowing Authorizations	-	525,000	-	-	-	-	0.00%
Total Sources	560,908	3,171,677	630,500	836,000	617,000	(13,500)	-2.14%
Excess (Deficiency) cash basis	27,468	182,053	(132,012)	(90,702)	(80,000)	\$ 52,012	
Adjustment to accrual basis	(14,275)	1,851,441	-	300,000	-		
Beginning Net Assets	2,176,541	2,189,734	4,223,228	4,223,228	4,432,526		
Ending Net Assets	\$ 2,189,734	\$ 4,223,228	\$ 4,091,216	\$ 4,432,526	\$ 4,352,526		

MARINA CAPITAL PROGRAM

The FY13 capital program for the marinas includes \$20,000 in operating capital for dock replacements and \$80,000 for the design and permitting of dredging work at the Gateway Marina. There is no operating budget impact from this appropriation. The work will be funded using the marina enterprise fund reserves. A future construction appropriation will be requested at the completion of the design.

SANDY NECK PARK ENTERPRISE FUND

Sandy Neck, a coastal barrier beach, is approximately six miles long, varying in width from 200 yards to one half mile. This unique conservation and recreation area is owned by the Town of Barnstable. The Sandy Neck Park Enterprise Fund was created in FY06. The activities included in this operation include visitors to Bodfish Park (recreational beach area) and off-road vehicle access to the outer portions of the beach. Daily management of the park is provided by Town staff.

Factors Affecting Revenues

Major sources of revenues for this operation include beach sticker sales, parking revenue and off-road vehicle sticker sales. Weather can play a major role in the revenue generated at this park as approximately 20 to 25 percent of revenue is derived from daily parking fees. Another factor that can affect revenue is the presence of the Piping Plover, a threatened species of bird that nest every year on the front of the barrier beach. This can limit the number of vehicles that access the outer beach in the early to mid-summer time frame.

Factors Affecting Expenses

Salaries and benefits are projected to increase 2.5 percent and 10 percent per year respectively. Operating expenses are projected to increase on average 2.5 to 3 percent per year. Operating expense include a new loan payment of approximately \$106,000 per year for the construction of the new bathhouse which opened in May 2011. Rates are set accordingly so that sufficient revenue can be generated to cover this loan payment.

SUMMARY OF SANDY NECK OPERATIONS

Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 351,614	\$ 358,548	\$ 367,324	\$ 365,000	\$ 401,948	\$ 34,624	9.43%
Operating Expenses	74,961	105,054	95,250	90,000	97,750	2,500	2.62%
Operating Capital	22,967	26,115	21,500	21,000	21,500	-	0.00%
Debt Service	22,000	-	106,200	111,700	94,500	(11,700)	-11.02%
Transfers Out	45,426	57,052	68,418	68,418	68,744	326	0.48%
Subtotal Operating Budget	516,968	546,769	658,692	656,118	684,442	25,750	3.91%
Capital Program	38,074	1,348,146	-	-	-	-	0.00%
Total Expenses	555,042	1,894,915	658,692	656,118	684,442	25,750	3.91%
Permanent full-time equivalent employees	2.75	2.70	2.70		2.75	0.05	
Sources of Funds							
Fees, Licenses, Permits	386,512	379,827	375,000	390,000	410,000	35,000	9.33%
Charges for Services	174,768	194,835	187,500	190,000	203,400	15,900	8.48%
Interest and Other	54,824	119,210	63,500	63,000	63,500	-	0.00%
Borrowing Authorizations	-	1,265,000	-	-	-	-	0.00%
Total Sources	616,104	1,958,872	626,000	643,000	676,900	50,900	8.13%
Excess (Deficiency) cash basis	61,062	63,957	(32,692)	(13,118)	(7,542)	\$ 25,150	
Adjustment to accrual basis	38,724	56,900	-	60,000	-		
Beginning Net Assets	461,424	561,210	682,067	682,067	728,949		
Ending Net Assets	\$ 561,210	\$ 682,067	\$ 649,375	\$ 728,949	\$ 721,407		

CAPITAL PROGRAM

The FY13 capital program includes \$21,500 in operating capital for equipment and vehicle replacement.

HYANNIS YOUTH AND COMMUNITY CENTER ENTERPRISE FUND

FY 2012 was the second full year of operations for this new enterprise fund. The facility consists of a youth center complete with multi-purpose rooms, a full size gymnasium with a 4 lane walking track above it, a cafeteria, pro shop, lockers, common areas and two ice skating rinks. The main rink has a seating capacity of 1,700. Ice rink areas can also be used for non-ice activities such as concerts, indoor lacrosse and soccer, and other events. The facility is operated as an enterprise fund in order to determine its level of self-sufficiency. Revenue generated from the facility was expected to cover its operating expenses.

The facility was constructed at a cost of approximately \$24.7 million dollars. \$4.5 million was received in the form of grants, \$1.3 million was received from private contributions, \$1.5 million was transferred in unspent balances from other town projects that had been completed and \$17.4 million in new bonds were issued to complete the financing. The loan repayments on the bond issue are included in the enterprise fund's operating expenses but are being made by the general fund. A transfer of cash is made annually from the general fund to cover this cost.

Factors Affecting Revenues

The major source of revenue for this operation is from facility rentals. Major rental activity includes ice rental activities such as public skating, youth hockey associations, camps, clinics, private ice rentals, tournaments and leagues. Other significant sources of revenue consist of concessions, gymnasium rental and advertising activities. A business plan was developed by the Recreation Division, working with a consultant who was brought in to conduct a marketing study, to determine the needs for the facility. Revenues will be impacted by the level of activity at the facility as well as pricing. Ice activities are projected to generate 85 percent of the total gross revenue. As the activities conducted in this facility are recreational in nature, downturns in the economy will impact this operation more significantly. Customers tend to cut back on recreational activities that cost money when under economic stress. This operation is currently experiencing this event.

Factors Affecting Expenses

Salaries and operating expenses are projected to increase on average 2 percent per year.

SUMMARY OF HYCC OPERATIONS

Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 614,175	\$ 489,565	\$ 751,789	\$ 564,000	\$ 721,912	\$ (29,877)	-3.97%
Operating Expenses	654,363	569,567	687,286	589,000	618,744	(68,542)	-9.97%
Debt Service	1,526,030	1,491,270	1,458,629	1,408,629	1,425,988	(32,641)	-2.24%
Total Expenses	2,794,568	2,550,402	2,897,704	2,561,629	2,766,644	(131,060)	-4.52%
Permanent full-time equivalent employees	8.27	9.50	8.90		9.50	0.60	
Source of Funding							
Taxes	-	-	30,000	30,000	60,000	30,000	100.00%
Intergovernmental Aid	200,436	-	-	-	-	-	0.00%
Fees, Licenses, Permits	376,560	395,525	594,400	356,000	379,568	(214,832)	-36.14%
Charges for Services	668,528	758,119	862,275	685,000	650,081	(212,194)	-24.61%
Interest and Other	163,570	174,664	202,500	285,281	179,360	(23,140)	-11.43%
Trust Funds	1,526,030	1,241,270	1,208,529	1,208,529	1,425,988	217,459	17.99%
Total Sources	2,935,124	2,569,578	2,897,704	2,564,810	2,694,997	(202,707)	-7.00%
Excess (Deficiency) cash basis	140,556	19,176	-	3,181	(71,647)	\$ (71,647)	
Adjustment to accrual basis	9,125,742	287,416	-	250,000	-		
Beginning Net Assets	-	9,266,298	9,572,890	9,572,890	9,826,071		
Ending Net Assets	\$ 9,266,298	\$ 9,572,890	\$ 9,572,890	\$ 9,826,071	\$ 9,754,424		

HYCC CAPITAL PROGRAM

There is no separate capital budget for this operation in FY13.

ENTERPRISE FUND RESERVES

Enterprise Funds Savings Account

These are similar to the general fund savings account and accumulate from revenues collected in excess of budget estimates and from unexpended appropriation balances. Every year the enterprise funds go through a similar process as the general fund when certifying the savings account balances. Enterprise fund savings account balances can only be used towards capital expenditures in the enterprise fund operations or to mitigate fees. The following table illustrates the Town's certified enterprise fund savings account balances for the past ten years.

	Airport	Solid Waste	Sewer	Water	Marinas	Sandy Neck	Golf	HYCC
On July 1, 2002	\$3,193,984	\$2,693,441	\$7,403,666					
On July 1, 2003	\$3,971,916	\$2,724,237	\$4,886,075					
On July 1, 2004	\$3,216,939	\$2,914,059	\$4,835,212					
On July 1, 2005	\$3,596,375	\$3,474,160	\$4,318,773	\$140,445				
On July 1, 2006	\$5,013,270	\$3,266,889	\$4,516,796	\$103,791	\$115,913	\$85,491		
On July 1, 2007	\$6,302,050	\$1,736,226	\$4,852,632	\$296,086	\$111,141	\$119,338		
On July 1, 2008	\$4,202,370	\$5,257,705	\$2,606,901	\$535,194	\$131,049	\$200,398		
On July 1, 2009	\$8,693,064	\$2,243,244	\$5,662,245	\$684,261	\$202,553	\$280,890	\$4,812	\$0
On July 1, 2010	\$5,321,792	\$2,390,996	\$4,442,790	\$598,879	\$297,445	\$377,556	\$23,355	\$125,728
On July 1, 2011	\$6,520,729	\$3,460,970	\$2,749,077	\$312,442	\$327,309	\$500,177	\$70,879	\$130,526

The decrease in the sewer and water reserves is a result of a timing issue. Expenses on capital projects occurred for which reimbursements from the Mass Water Pollution Abatement Trust had not yet been received. The increase in the other enterprise fund reserves is due to positive operating results in FY11. The FY13 budgets will use the following amount of reserves to fund their operating and capital budgets:

Airport - \$1,866,000 for capital program. The airport is expecting 90 to 95 percent of the amount used for the capital program will be reimbursed by state and federal agencies.

Solid Waste - \$436,254 for the operating budget.

Sewer - \$604,189 for the operating budget and \$167,000 for the capital program.

Marinas - \$80,000 for the capital program.

Sandy Neck - \$7,542 for the operating budget.

HYCC - \$71,647 for the operating budget.

Water - \$213,826 for the capital program.

CAPITAL PROJECT FUND SUMMARY

The general fund capital improvement plan proposed for FY13 totals \$5,129,000. Funding for the general fund capital will come from reserves within the Town's Capital Trust Fund and unexpended capital appropriations from completed projects. 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 pro forma Statement below, (presented on a cash basis), includes not only the FY13 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.

CAPITAL PROJECTS PRO FORMA SUMMARY

	Actual FY 2010	Actual FY 2011	Projected FY 2012	Estimated FY 2013
Revenues				
Federal/State Grants	\$ 1,343,062	\$ 3,150,834	\$ 1,500,000	\$ 2,000,000
Other	328,490	4,911	125,000	100,000
Gifts, Donation, Contributions	-	-	10,000	10,000
Bond Proceeds	3,626,480	7,535,000	329,000	-
Transfers	7,613,632	3,345,000	3,275,000	3,285,000
Total Revenues	12,911,664	14,035,745	5,239,000	5,395,000
Expenditures				
Administrative Services	14,000	211,488	50,000	10,000
Public Safety	281,076	-	-	-
Education	1,408,775	3,548,890	1,800,000	400,000
Public Works	12,275,252	6,764,607	7,500,000	6,000,000
Regulatory Services	29,810	284,688	200,000	150,000
Community Services	33,643	900	10,000	25,000
Transfers	1,016,236	-	-	-
Total Expenditures	15,058,792	10,810,573	9,560,000	6,585,000
Excess (Deficiency) of Revenues Over Expenditures	(2,147,128)	3,225,172	(4,321,000)	(1,190,000)
Beginning Fund Balance	16,991,152	14,844,024	18,069,196	13,748,196
Ending Fund Balance	\$ 14,844,024	\$ 18,069,196	\$ 13,748,196	\$ 12,558,196

The capital project fund balance is projected to decrease at the end of FY12 and FY13 as revenues from bond sales will be expended in those years. The Town has several on-going capital improvements that will take two to three years to complete.

SPECIAL REVENUE FUND SUMMARY

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 – 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.

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.

Grants – Non-enterprise fund grants must be accounted for separately from the general fund and enterprise fund grants are included within the enterprise funds. Grants can be accepted by any department but grants received by the municipal operations must be brought forward to the Town Council for their authorization to expend. Grants received by the School Department must receive School Committee approval. Town Council action is not required.

Gifts – Similar to grants, gifts must be kept separate from general fund operations and accounted for within the special revenue fund structure unless it’s 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.

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.

ESTIMATED REVOLVING FUND ACTIVITY FOR FY12 AND FY13

	Balance July 1, 2011	Projected FY12 Revenue	Projected FY12 Expenditures	Projected Balance June 30, 2012	Estimated FY13 Revenue	Estimated FY13 Expenditures	Estimated Balance June 30, 2013
<u>MUNICIPAL</u>							
GIS	\$ 1,298	\$ 3,100	\$ (1,500)	\$ 2,898	\$ 2,500	\$ (5,000)	\$ 398
SENIOR SERVICES	161,439	190,000	(185,000)	166,439	175,000	(185,000)	156,439
WEIGHTS & MEASURES	424,912	250,000	(350,000)	324,912	225,000	(250,000)	299,912
BUILDING PERMITS	554,647	95,000	(100,000)	549,647	50,000	(150,000)	449,647
SHELLFISH	144,692	110,000	(120,000)	134,692	110,000	(130,000)	114,692
RECREATION	164,315	325,000	(350,000)	139,315	325,000	(350,000)	114,315
ARTS	4,015	10,000	(10,000)	4,015	10,000	(10,000)	4,015
							\$ -
							\$ -
<u>SCHOOL</u>							
SCHOOL CHOICE TUITION FUND	1,324,519	450,000	(300,000)	1,474,519	450,000	(440,000)	1,484,519
ELEM. AFTER SCHOOL PROGRAM	249,205	300,000	(325,000)	224,205	310,000	(335,000)	199,205
EMPLOYEE CHILDCARE REVOLVING FUND	86,933	90,000	(130,000)	46,933	90,000	(100,000)	36,933
SCHOOL ATHLETIC REVOLVING	111,043	150,000	(150,000)	111,043	150,000	(150,000)	111,043
SCHOOL BUILDING RENTAL	344,669	120,000	(200,000)	264,669	125,000	(150,000)	239,669
EYL	3,464	15,000	(15,000)	3,464	10,000	(10,000)	3,464
SCHOOL LUNCH PROGRAM	4,501	1,700,000	(1,700,000)	4,501	1,725,000	(1,725,000)	4,501
EARLY CHILDHOOD PROGRAM	67,953	100,000	(120,000)	47,953	110,000	(125,000)	32,953
ACE	1,319	8,000	(8,000)	1,319	10,000	(10,000)	1,319
TRANSPORTATION FEES	836,595	225,000	(250,000)	811,595	220,000	(225,000)	806,595
TOTAL REVOLVING FUNDS	\$4,485,519	\$4,141,100	\$ (4,314,500)	\$ 4,312,119	\$4,097,500	\$ (4,350,000)	\$ 4,059,619

There are no significant changes projected to the Town's revolving fund activity. The largest municipal revolving fund is the Recreation Revolving Fund which generates approximately \$350,000 of program activity per year. The largest school revolving fund is the School Lunch Revolving Fund. The total fund balance is projected to decrease slightly as a portion is used to offset increased operating costs.

ESTIMATED RECEIPTS RESERVED FOR APPROPRIATION ACTIVITY FOR FY12 AND FY13

	Balance July 1, 2011	Projected FY12 Revenue	Projected FY12 Expenditures	Projected Balance June 30, 2012	Estimated FY13 Revenue	Estimated FY13 Expenditures	Estimated Balance June 30, 2013
BDC HANDICAP	\$ 48,144	\$ 5,000	\$ (3,000)	\$ 50,144	\$ 6,000	\$ (5,000)	\$ 51,144
SALE OF GRADE 5 BUILDING	741,508	-	-	741,508	-	-	741,508
SALE OF 75 IYANOUGH ROAD	193,500	-	-	193,500	-	-	193,500
SALE OF CAPN CROSBY ROAD	25,000	-	-	25,000	-	-	25,000
PARKING METER RECEIPTS	159,829	195,000	(143,491)	211,338	200,000	(164,491)	246,847
SALE OF CEMETERY LOTS	131,733	15,000	(57,000)	89,733	15,000	-	104,733
WETLAND PROTECTION FUND	169,764	35,000	(41,000)	163,764	35,000	(42,000)	156,764
EMBARKATION FEE REVENUE	212,224	150,000	(156,568)	205,656	155,000	(154,948)	205,708
WATERWAYS IMPROVEMENT FUND	553,242	210,000	(203,138)	560,104	210,000	(213,981)	556,123
OTHER	4,910	-	(4,910)	-	-	-	-
TOTAL	\$ 2,239,853	\$ 610,000	\$ (609,107)	\$ 2,240,746	\$ 621,000	\$ (580,420)	\$ 2,281,326

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

Receipts from the sale of town-owned property can only be expended on purposes for which the Town can borrow funds. In other words, these receipts cannot be used to pay for operating costs. They can only be used for capital related expenditures. There are no anticipated receipts or expenditures from these accounts in FY13.

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 FY12 and FY13 expenditures include debt service on the visitor center in Bismore Park as well as the maintenance costs of the 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.

Mooring fees are credited to the Waterways Improvement Fund (WWIF) in accordance with state law. The WWIF can be used for 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.

ESTIMATED GRANT ACTIVITY FOR FY12 AND FY13

	Balance July 1, 2011	Projected FY12 Revenue	Projected FY12 Expenditures	Projected Balance June 30, 2012	Estimated FY13 Revenue	Estimated FY13 Expenditures	Estimated Balance June 30, 2013
MUNICIPAL GRANTS	\$ 723,889	\$ 850,000	\$ (1,000,000)	\$ 573,889	\$ 900,000	\$ (1,200,000)	\$ 273,889
SCHOOL GRANTS	120,289	4,000,000	(4,100,000)	20,289	4,250,000	(4,200,000)	70,289
TOTAL	\$ 844,177	\$ 4,850,000	\$ (5,100,000)	\$ 594,177	\$ 5,150,000	\$ (5,400,000)	\$ 344,177

Grant activity for FY12 and FY13 is expected to be below the FY11 actual amount of around \$6 million due to the expiration of Federal ARRA money. There are no other significant changes projected.

ESTIMATED GIFT ACTIVITY FOR FY12 AND FY13

	Balance July 1, 2011	Projected FY12 Revenue	Projected FY12 Expenditures	Projected Balance June 30, 2012	Estimated FY13 Revenue	Estimated FY13 Expenditures	Estimated Balance June 30, 2013
GIFTS	\$ 149,457	\$ 200,000	\$ (220,000)	\$ 129,457	\$ 210,000	\$ (225,000)	\$ 114,457

The Town will periodically receive gifts from individuals or corporations. Most are designated for certain purposes. The Town records these within the special revenue funds. There are no significant changes projected from gift activity in FY12 or FY13.

ESTIMATED OTHER DESIGNATED SPECIAL REVENUE ACTIVITY FOR FY12 AND FY13

	Balance July 1, 2011	Projected FY12 Revenue	Projected FY12 Expenditures	Projected Balance June 30, 2012	Estimated FY13 Revenue	Estimated FY13 Expenditures	Estimated Balance June 30, 2013
COMCAST CABLE LICENSE	\$ 2,775,464	\$ 657,000	\$ (2,000,000)	\$ 1,432,464	\$ 663,000	\$ (600,000)	\$ 1,495,464
COMMUNITY PRESERVATION FUND	8,261,250	3,800,000	(3,000,000)	9,061,250	4,000,000	(4,500,000)	8,561,250
CDBG	9,123	250,000	(255,000)	4,123	300,000	(300,000)	4,123
OTHER	1,609,703	250,000	(1,000,000)	859,703	300,000	(500,000)	659,703
TOTAL OTHER RESTRICTED REVENUE	\$ 12,655,540	\$ 4,957,000	\$ (6,255,000)	\$ 11,357,540	\$ 5,263,000	\$ (5,900,000)	\$ 10,720,540

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 and recreation land acquisitions, historical preservation and community housing. Expenditure activity levels will be determined by the level of project requests brought forward to the committee throughout the year. Revenue will track with the real estate levy change every year.

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 1.5 FTE’s out of this program for administering the program as well as conducting program activities such as creating affordable accessory housing units.

The other category consists of mainly county grant funds and mitigation funds that are to be used for specific purposes.

The town receives approximately \$650,000 per year from its cable license with Comcast. In accordance with the licensing agreement, the funds are restricted for use as they relate to public, educational and governmental programming activity. The Town currently uses these funds to operate Channels 18 and 22. They are also being used to finance the construction of a fiber optic network that will connect 48 municipal facilities. This accounts for the higher expenditure level in FY12. The following page presents a five year projected spending plan as well as projected revenue for the license.

COMCAST LICENSE FEE 5 YEAR SPENDING PLAN

	FY 2013	FY 2014	FY 2015	FY 2016	FY 2016
Estimated License Revenue	\$ 663,449	\$ 670,083	\$ 676,784	\$ 683,552	\$ 690,387
Personnel	261,430	272,065	283,135	294,657	306,649
Full-time Equivalent Employees	4.00	4.00	4.00	4.00	4.00
Operating Expenses					
Internet access charge	46,125	47,278	48,460	49,672	50,913
Legal expenses	5,000	5,000	5,000	5,000	5,000
Equipment replacement	51,000	52,000	53,000	54,000	55,000
Equipment rental	10,000	10,000	10,000	10,000	10,000
INET maintenance	10,000	10,000	10,000	10,000	10,000
Pole rental fee	15,400	16,940	18,634	20,497	22,547
Supplies	5,000	5,000	5,000	5,000	5,000
License and permits	1,000	1,000	1,000	1,000	1,000
Training	1,000	1,000	1,000	1,000	1,000
C3TV funding	46,920	47,858	48,816	49,792	50,788
Total operating expenses	191,445	196,077	200,910	205,961	211,248
Other Expenses					
Self insurance fund contribution for BFON	200,000	200,000	200,000	200,000	-
School Dept. funding - Channel 22	83,200	86,528	89,989	93,589	97,332
Total other expenses	283,200	286,528	289,989	293,589	97,332
Grand total expenses	736,075	754,670	774,034	794,206	615,230
Net license revenue after expenses	(72,626)	(84,586)	(97,249)	(110,654)	75,158
Beginning fund balance	1,226,106	1,153,480	1,068,893	971,644	860,990
Ending fund balance	\$ 1,153,480	\$ 1,068,893	\$ 971,644	\$ 860,990	\$ 936,148
Self insurance fund balance	\$ 400,000	\$ 600,000	\$ 800,000	\$ 1,000,000	\$ 1,000,000

TRUST AND AGENCY FUND SUMMARY

PURPOSE AND FY13 SPENDING PLAN

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 \$1.9 million in realized and unrealized gains in FY11. Future earnings will depend upon interest rates and investment appreciation that is projected to continue to be a positive for FY12 and FY13.

ESTIMATED EXPENDITURES FOR FY13 AND FUNDING

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

The Pension Reserve Fund is used to offset tax support for the county retirement assessment. As of June 30, 2011, the fund had a market value of \$2.9 million. The Pension Reserve Fund will transfer \$315,000 in FY13 to the General Fund to offset the cost of funding the county retirement assessment.

The Kirkman Fund, with a market value of \$4.7 million as of June 30, 2011, 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 town departments, the general public and the seven village libraries for project funding. No operating expenses of the public works department, which maintains the cemetery, are paid for out of this fund.

The Capital Trust Fund (CTF) is used as a mechanism to finance the town's capital improvement program within the limitations of Proposition 2½. In essence, this capital is financed through general taxation. The fund operates similar to a debt service fund. Most projects approved as part of this program have been financed with debt issues whose annual debt service payments are not excluded from the Proposition 2½ taxing limitations. The market value of this fund as of June 30, 2011 was \$7.3 million.

Beginning with the FY01 capital improvement program, the Town incorporated a cash program into the CTF. This portion of the program pays for capital improvements with direct cash outflows from the unreserved portion of the CTF balance after annual debt service requirements are met. This saves the Town thousands of dollars in debt service cost, provides the opportunity to have some capital program on an annual basis, and provides flexibility in its budgeting. With just a debt service policy, the fund can quickly become saturated and prohibit the approval of any new projects until the debt service from another project expires. The cash program could be converted to a debt program to stretch out the cash flow and keep the capital improvement program going if necessary. Alternatively, the cash program portion 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 improvements.

The annual contribution to the CTF was originally established at \$1.9 million per year. This has increased to a recommended amount of \$6.725 million for FY13. The total net appropriation out of this fund in FY13 is proposed to be the following:

Appropriation from the General Fund	\$6,725,000
Transfer to General Fund to cover CTF debt service requirements	(\$3,885,435)
Transfer to the Hyannis Youth and Community Center Enterprise fund	(\$1,425,988)
Transfer to Capital Projects Fund to finance FY11 capital program	(\$3,285,000)
Net transfer <u>out of</u> the Capital Trust Fund	(\$1,871,423)

The Lombard Trust Fund will be used to assist the needy of the town. Money received from confiscated assets of drug raids are used to purchase equipment within the Police Department. The John F. Kennedy Memorial receipts are used for sailing programs and scholarship programs under the Recreation Department. The Enoch Cobb Trust is dedicated to educational projects primarily through the School Department for expenditures that are unique and not normally budgeted as part of the School operations. The Cobb Trust had a balance of over \$4.5 million as of June 30, 2011.

TRUST FUND PRO FORMA SUMMARY

	<u>Actual FY 2010</u>	<u>Actual FY 2011</u>	<u>Projected FY 2012</u>	<u>Estimated FY 2013</u>
Revenues				
Investment Income	\$ 1,900,645	\$ 1,920,453	\$ 2,100,000	\$ 2,100,000
Rents, Fees, Commissions	198,694	366,728	350,000	350,000
Gifts, Donation, Contributions	48,888	68,285	50,000	50,000
Transfers	6,871,485	6,922,299	8,775,000	3,110,690
Total Revenues	<u>9,019,711</u>	<u>9,277,766</u>	<u>11,275,000</u>	<u>5,610,690</u>
Expenditures				
Administrative Services	101,833	106,539	100,000	50,000
Public Safety	62,449	154,094	75,000	125,000
Education	30,434	64,443	100,000	125,000
Public Works	90,034	107,018	125,000	150,000
Community Services	135,556	38,105	50,000	50,000
Community & Economic Development	-	110,750	250,000	200,000
Libraries	-	-	100,000	100,000
Transfers	9,728,465	11,971,249	9,679,911	5,025,987
Total Expenditures	<u>10,148,771</u>	<u>12,552,198</u>	<u>10,479,911</u>	<u>5,825,987</u>
Excess (Deficiency) of Revenues Over Expenditures	(1,129,060)	(3,274,432)	795,089	(215,297)
Beginning Fund Balance	<u>28,773,497</u>	<u>27,644,437</u>	<u>24,370,004</u>	<u>25,165,093</u>
Ending Fund Balance	<u>\$ 27,644,437</u>	<u>\$ 24,370,004</u>	<u>\$ 25,165,093</u>	<u>\$ 24,949,796</u>

Trust fund balance is projected to decrease in FY13 mainly as a result of transfers to the general fund and HYCC enterprise fund for paying the debt service in those funds.

SUMMARY OF ALL TOWN FUNDS

	Beginning Fund Balance	FY13 Resources	FY13 Expenditures	Ending Fund Balance	Change Dollar	Percentage Change
General fund	\$20,133,741	\$130,096,843	\$130,531,843	\$19,698,741	(\$435,000)	-2.2%
Airport enterprise fund	\$60,490,997	\$7,349,458	\$9,215,458	\$58,624,997	(\$1,866,000)	-3.1%
Golf enterprise fund	\$10,743,340	\$2,870,000	\$2,870,000	\$10,743,340	\$0	0.0%
Solid waste enterprise fund	\$4,805,258	\$2,220,500	\$2,656,754	\$4,369,004	(\$436,254)	-9.1%
Sewer enterprise fund	\$22,361,784	\$5,765,000	\$4,761,189	\$23,365,595	\$1,003,811	4.5%
Water supply enterprise fund	\$10,342,629	\$5,574,571	\$5,872,673	\$10,044,527	(\$298,102)	-2.9%
Marina enterprise fund	\$4,432,526	\$617,000	\$697,000	\$4,352,526	(\$80,000)	-1.8%
Sandy neck enterprise fund	\$728,949	\$676,900	\$684,442	\$721,407	(\$7,542)	-1.0%
HYCC enterprise fund	9,826,071	2,694,997	2,766,644	\$9,754,424	(\$71,647)	-0.7%
Capital projects funds	\$13,748,196	\$5,395,000	\$6,585,000	\$12,558,196	(\$1,190,000)	-8.7%
Special revenue funds	\$20,374,546	\$15,341,500	\$17,263,840	\$18,452,206	(\$1,922,340)	-9.4%
Trust funds	\$25,165,093	\$5,610,690	\$5,825,987	\$24,949,796	(\$215,297)	-0.9%
Totals	\$203,153,131	\$184,212,459	\$189,730,830	\$197,634,759	(\$5,518,371)	-2.7%

The summary of all town funds located on the following pages presents information on the financial position of all major operating funds in a consolidated form. The Capital Projects, Special Revenue and Trust Funds do not require annual appropriation as the General Fund and Enterprise Funds do require. The General Fund capital program is accounted for within the Capital Projects Fund. The capital improvements program for the Enterprise Funds is illustrated within the Enterprise Fund columns. The Special Revenue and Trust Fund amounts are estimates only and do not represent any approved budget for fiscal year 2013.

Total revenues for all funds for fiscal year 2013 have been budgeted and estimated at \$184.2 million. Total expenditures across all funds for fiscal year 2013 have been budgeted and estimated at \$189.7 million. Total fund balance, on a cash basis, is estimated to decrease by just over \$5.5 million, or 2.7 percent, mainly as a result of the capital projects and grants within the special revenue funds being expended in FY13. In addition, the airport enterprise fund is using \$1.866 million of fund balance for its capital improvement program but most of this is expected to be reimbursed by federal and state agencies. \$435,000 of general fund reserves will be used to balance the general fund budget.

**TOWN OF BARNSTABLE
CONSOLIDATED RESOURCES/APPROPRIATION SUMMARY FOR FISCAL 2013**

	GENERAL FUND FY 13 BUDGET	AIRPORT FUND FY 13 BUDGET	GOLF FUND FY 13 BUDGET	SOLID WASTE FUND FY 13 BUDGET	SEWER FUND FY 13 BUDGET	WATER SUPPLY FUND FY 13 BUDGET	MARINA FUND FY 13 BUDGET
RESOURCES:							
Property Taxes	\$ 98,857,498						
Other Taxes	8,617,000						
Intergovernmental	13,605,169	\$ 77,000					
Fines & Penalties	1,214,100				\$ 80,000	\$ 55,000	
Fees, Licenses, Permits, Inspections	2,565,000	624,500			15,000	67,500	\$ 563,500
Charges for Services	1,500,000	6,596,958	\$ 2,864,000	\$ 2,138,500	3,695,000	3,142,100	7,500
Interest and Other	1,180,881	51,000	6,000	82,000	200,000	189,971	22,000
Interfund Transfers	2,557,195				1,775,000		24,000
Bond Proceeds	-				-	2,120,000	
TOTAL RESOURCES	130,096,843	7,349,458	2,870,000	2,220,500	5,765,000	5,574,571	617,000
OPERATING EXPENDITURES:							
Town Council	276,543						
Town Manager	652,806						
Administrative Services	5,157,780						
Growth Management	901,437						
Police	11,178,649						
Regulatory Services	2,515,247						
Public Works	7,863,952			1,980,961	2,668,324	2,379,638	
Community Services	2,529,989		2,237,589				372,933
Education (local schools only)	55,900,835						
Airport Operations	-	6,740,243					
Subtotal Operations	86,977,238	6,740,243	2,237,589	1,980,961	2,668,324	2,379,638	372,933
OTHER REQUIREMENTS:							
Debt Service	9,456,306	50,850	382,411	405,598	1,625,000	982,000	188,393
Employee Benefits	18,203,846						
Property, Casualty & Liability Ins.	1,386,000						
Celebrations	100,000						
Tourism Grant	116,250						
Lombard Trust	50,658						
Libraries	1,525,444						
Regional School District	2,657,683						
Commonwealth Charter Schools	2,191,908						
School Choice Assessments	491,426						
Veteran's District	462,317						
Old Kings Highway	8,250						
Greenhead Fly Control District	5,000						
State and County Assessments	1,933,827						
Appropriation Deficits	20,000						
Enterprise Fund Capital Program	-	1,866,000	-	-	77,000	2,418,102	80,000
Subtotal Other Requirements	38,608,915	1,916,850	382,411	405,598	1,702,000	3,400,102	268,393
Interfund Transfers	4,945,690	558,365	250,000	270,195	390,865	92,933	55,674
Grand Total Expenditures	130,531,843	9,215,458	2,870,000	2,656,754	4,761,189	5,872,673	697,000
Excess (Deficiency) Cash Basis	(435,000)	(1,866,000)	-	(436,254)	1,003,811	(298,102)	(80,000)
Adjustment to accrual basis	-	-	-	-	-	-	-
Beginning Fund Balance	20,133,741	60,490,997	10,743,340	4,805,258	22,361,784	10,342,629	4,432,526
Ending Fund Balance	\$ 19,698,741	\$ 58,624,997	\$ 10,743,340	\$ 4,369,004	\$ 23,365,595	\$ 10,044,527	\$ 4,352,526

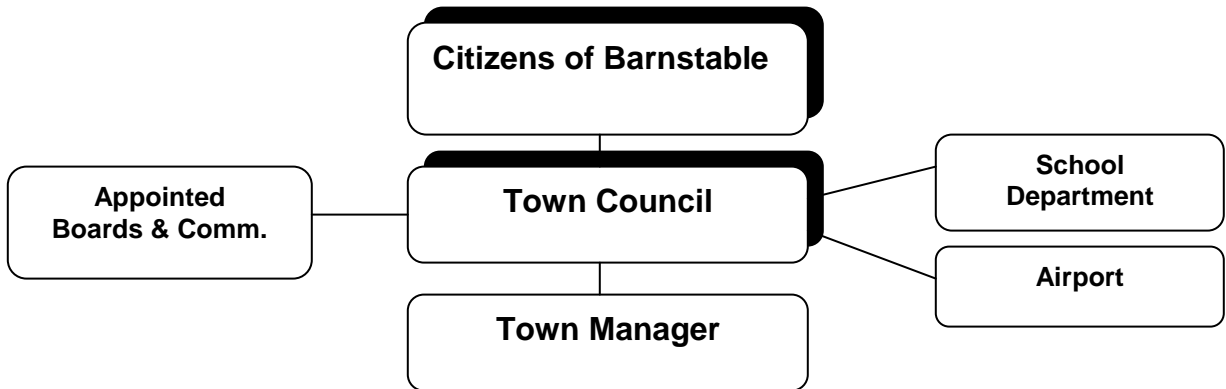
**TOWN OF BARNSTABLE
CONSOLIDATED RESOURCES/APPROPRIATION SUMMARY FOR FISCAL 2013**

	SANDY NECK FUND FY 13 BUDGET	HYCC FUND FY 13 BUDGET	CAPITAL PROJECTS FUND FY 13 BUDGET	SPECIAL REVENUE FUND FY 13 BUDGET	TRUST FUND FY 13 BUDGET	TOTAL FY 13 BUDGET	TOTAL FY 12 BUDGET	CHANGE FY 12 - 13
RESOURCES:								
Property Taxes				\$ 2,800,000		\$ 101,657,498	\$ 98,764,692	\$ 2,892,806
Other Taxes						8,617,000	8,541,878	75,122
Intergovernmental			\$ 2,000,000	6,950,000		22,632,169	23,865,466	(1,233,297)
Fines & Penalties						1,349,100	1,280,000	69,100
Fees, Licenses, Permits, Inspections	\$ 410,000	379,568		5,381,500	\$ 350,000	10,356,568	10,201,022	155,546
Charges for Services	203,400	650,081				20,797,539	21,061,511	(263,972)
Interest and Other	63,500	179,360	110,000	210,000	2,150,000	4,444,712	5,096,000	(651,288)
Interfund Transfers		1,485,988	3,285,000	-	3,110,690	12,237,873	22,805,648	(10,567,775)
Bond Proceeds	-		-			2,120,000	1,350,000	770,000
TOTAL RESOURCES	676,900	2,694,997	5,395,000	15,341,500	5,610,690	184,212,459	192,966,217	(8,753,758)
OPERATING EXPENDITURES:								
Town Council						276,543	276,477	66
Town Manager						652,806	615,443	37,363
Administrative Services			10,000	835,000	50,000	6,052,780	5,506,607	546,173
Growth Management				2,092,789	200,000	3,194,226	2,090,847	1,103,379
Police				50,000	125,000	11,851,137	11,851,137	(497,488)
Regulatory Services			150,000	507,000	-	3,172,247	3,035,837	136,410
Public Works			6,000,000	2,133,439	150,000	23,176,314	21,593,646	1,582,668
Community Services	521,198	1,340,656	25,000	878,981	50,000	7,956,346	8,928,638	(972,292)
Education (local schools only)			400,000	7,470,000	125,000	63,895,835	66,637,416	(2,741,581)
Airport Operations						6,740,243	7,038,392	(298,149)
Subtotal Operations	521,198	1,340,656	6,585,000	13,967,209	700,000	126,470,989	127,574,440	(1,103,451)
OTHER REQUIREMENTS:								
Debt Service	94,500	1,425,988		2,717,211		17,328,257	18,943,872	(1,615,615)
Employee Benefits						18,203,846	17,743,163	460,683
Property, Casualty & Liability Ins.						1,386,000	1,300,000	86,000
Celebrations						100,000	100,000	-
Tourism Grant						116,250	116,831	(581)
Lombard Trust						50,658	50,658	-
Libraries				-	100,000	1,625,444	1,649,184	(23,740)
Regional School District						2,657,683	2,707,304	(49,621)
Commonwealth Charter Schools						2,191,908	1,623,486	568,422
School Choice Assessments						491,426	487,596	3,830
Veteran's District						462,317	464,572	(2,255)
Old Kings Highway						8,250	8,000	250
Greenhead Fly Control District						5,000	5,000	-
State and County Assessments						1,933,827	1,879,905	53,922
Appropriation Deficits						20,000	1,036,641	(1,016,641)
Enterprise Fund Capital Program	-	-				4,441,102	2,992,000	1,449,102
Subtotal Other Requirements	94,500	1,425,988	-	2,717,211	100,000	51,021,968	51,108,212	(86,244)
Interfund Transfers	68,744	-	-	579,420	5,025,987	12,237,873	22,805,648	(10,567,775)
Grand Total Expenditures	684,442	2,766,644	6,585,000	17,263,840	5,825,987	189,730,830	201,488,300	(11,757,470)
Excess (Deficiency) Cash Basis	(7,542)	(71,647)	(1,190,000)	(1,922,340)	(215,297)	(5,518,371)	(8,522,083)	3,003,712
Adjustment to accrual basis	-	-	-	-	-	-	-	-
Beginning Fund Balance	728,949	9,826,071	13,748,196	20,374,546	25,165,093	203,153,131	193,096,118	10,057,013
Ending Fund Balance	\$ 721,407	\$ 9,754,424	\$ 12,558,196	\$ 18,452,206	\$ 24,949,796	\$ 197,634,759	\$ 184,574,035	\$ 13,060,724

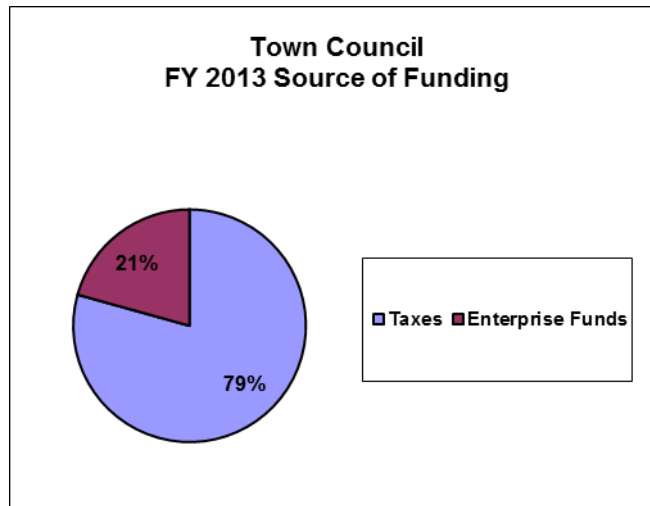
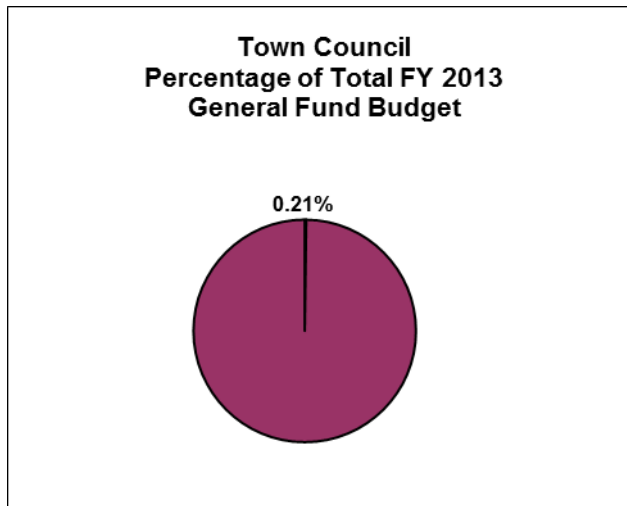
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TOWN COUNCIL

The Council's mission is to provide the best possible services consistent with our budget policy, to respond to the needs of our community and to openly involve all in protecting our unique character and quality of life.



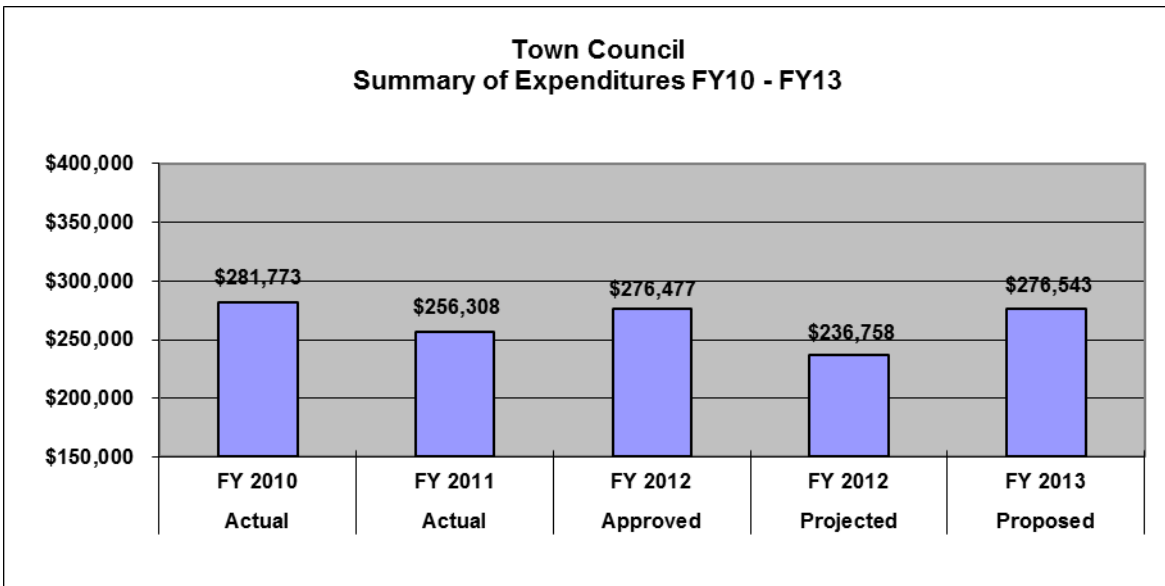
FY 2013 TOWN COUNCIL FINANCIAL DATA



The Town Council budget represents less than one quarter of one percent of the overall general fund budget. Seventy nine percent of the budget is funded with tax support. The other 21 percent is financed by enterprise funds.

SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	247,624	240,524	247,777	\$ 211,000	\$ 247,843	\$ 66	0.03%
Operating Expenses	34,149	15,784	28,700	25,758	28,700	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 281,773	\$ 256,308	\$ 276,477	\$ 236,758	\$ 276,543	\$ 66	0.02%
Full-time Equivalent Employees	2.00	2.00	2.00		2.00	0.00	
Sources of Funds							
Taxes	\$ 239,023	\$ 213,444	\$ 226,015	\$ 186,296	\$ 219,341	\$ (6,674)	-2.95%
Charges for Services	-	29	-	-	-	-	0.00%
Enterprise Funds	42,750	42,835	50,462	50,462	57,202	6,740	13.36%
Total Sources	\$ 281,773	\$ 256,308	\$ 276,477	\$ 236,758	\$ 276,543	\$ 66	0.02%



Total expenditures for the Town Council's operation have decreased from \$281,773 in FY10 to \$276,543 in FY13. Projected expenditures for FY12 are \$39,000 less than the FY12 budget as one of the staff positions in the office has been vacant for several months.

SUMMARY OF SIGNIFICANT BUDGET CHANGES

The proposed budget for FY13 is \$276,543 or \$66 more than the FY12 approved budget. The budget includes funding for two full-time staff positions; the same as the FY12 budget. Operating expenses are level funded with the FY12 amount of \$28,700. Funding for this operation is comprised of taxes and enterprise fund charges. Tax support is declining \$6,674 as enterprise fund support is increasing \$6,740.

FY 2013 GOALS

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

Goal: To protect the health and safety of all town residents and visitors by providing a safe and desirable community in which to live, work, and visit.

Goal: To facilitate the maintenance, improvement and best use of the town's infrastructure and capital assets.

Goal: To maintain a vibrant economy and strong labor force by promoting our businesses with diverse, clean industry and smart growth.

Goal: To provide quality education using balanced resources in partnership with the school committee, the state and federal government.

Goal: To support various housing initiatives to effectively meet the needs of Barnstable residents.

Goal: To strive for comprehensive, responsive, consistent, fair, and easily understood communication within town government and between the town and its residents, commissions, volunteers, and visitors to foster participation and positive results geared towards meeting community needs.

Goal: To conserve and protect areas in the town, that are environmentally sensitive and historical resources for public health, safety, outdoor recreation, cultural history and visual quality.

Goal: To provide a variety of opportunities for residents and visitors to achieve their potential.

PROGRAMS

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 and that, which is consistent with its mission and goals.

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

2011/2012 MAJOR ACCOMPLISHMENTS

1. The council passed a \$9,502,502 capital improvement plan of this amount \$1,844,000 will be funded from expiring capital appropriations. The general fund portion of the plan is \$5,061,400 and the enterprise funds totaled \$4,441,102. A solely dedicated trust fund is devoted to funding the general fund plan with the purpose of maintaining the town's current infrastructure while addressing additional capital needs. User fees support the enterprise fund; no general fund tax support is provided.
2. The Council approved funding a total of 8 projects for the town and schools: \$3.25 million for pavement management; \$363,000 for emergency generators; \$348,000 for school facility improvements; \$609,000 for municipal facility improvements; \$80,000 for water quality improvements to ponds; \$70,000 for sidewalk construction/overlay program; \$294,000 for bulkheads, breakwater, culvert, bridge, ramp and museum design and permitting; \$115,000 parking lot improvements.
3. Through sound fiscal policy, the town has maintained a balanced budget and AAA Bond Rating.
4. After many months of study and analysis Citizen's Advisory Committee in conjunction with staff expertise, on February 16, 2012 presented its review and analysis of alternative plans addressing a comprehensive wastewater management planning (CWMP). The CAC also made the recommendation that some or all, alternate (non-traditional) methods be included into whichever plan is ultimately adopted.

As the town's contract with SEMASS for solid waste disposal ends in 2015, the Town Council requested the Renewable Energy Commission (REC) to identify options in addressing solid waste disposal and recycling in comparison to contracting with SEMASS (based on assumptions of a contract with similar terms and conditions). The Comprehensive Financial Advisory Committee (CFAC) was requested to analyze and evaluate the feasibility of the options. The REC is expected to present its findings to the Town Council in early July 2012.

4. In addition, to the forty-three (43) citizen boards, committees, and commissions appointed by the Town Council, recently it formed the Solar Energy Sub-committee to explore areas of opportunity to reduce energy costs to the town.
5. The Appointments Committee through the Town Council Office accepts applications as it continues to seek citizens of the town to serve in one of the 278 seats on the Town's 43 appointed volunteer committees. The Appointments Committee meets regularly, nominating registered voters of the town to the Town Council to serve on Town advisory and regulatory boards, committees and commissions.

The Town Council is grateful to all the committee members, having chosen to engage themselves in the community by volunteering voluminous hours of personal time and energy, serving in these critical roles benefiting the entire community and in the functioning of the town.



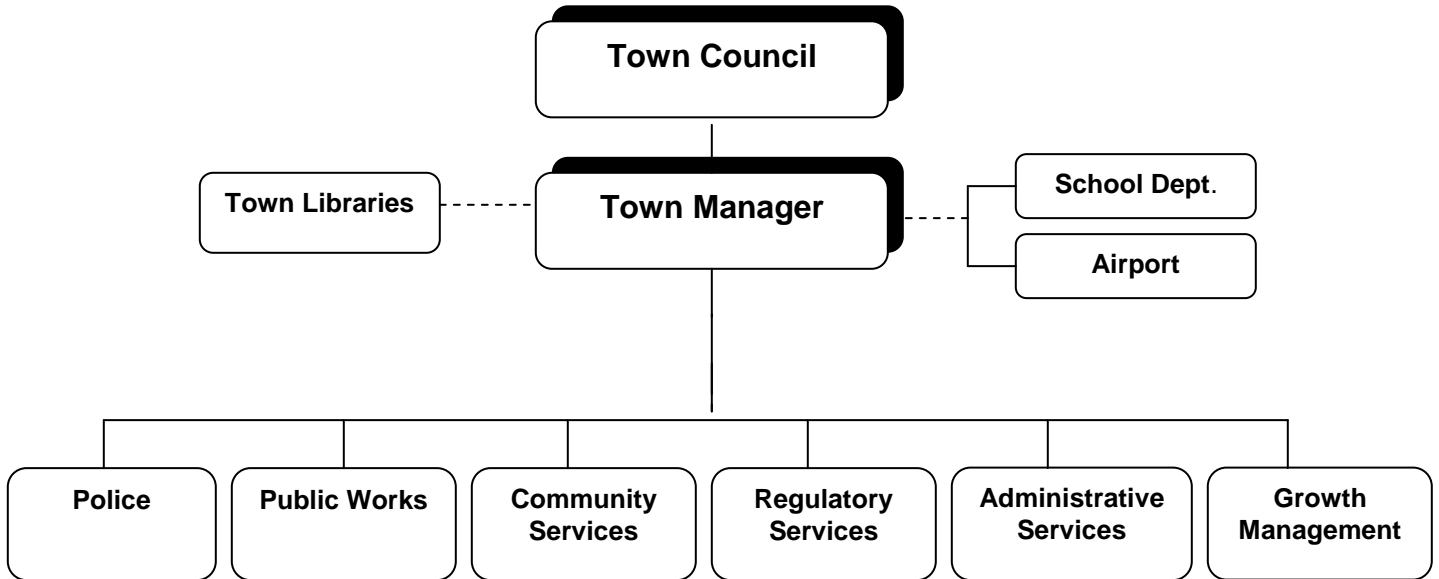
BARNSTABLE TOWN COUNCIL
JANUARY 2012

Front Row: Dr. Debra S. Dagwan, Precinct 8; Jennifer L. Cullum, Precinct 13; President Frederick Chirigotis, Precinct 4; Vice President Janice L. Barton, Precinct 10; Janet S. Joakim, Precinct 6; James H. Cote, Precinct 5

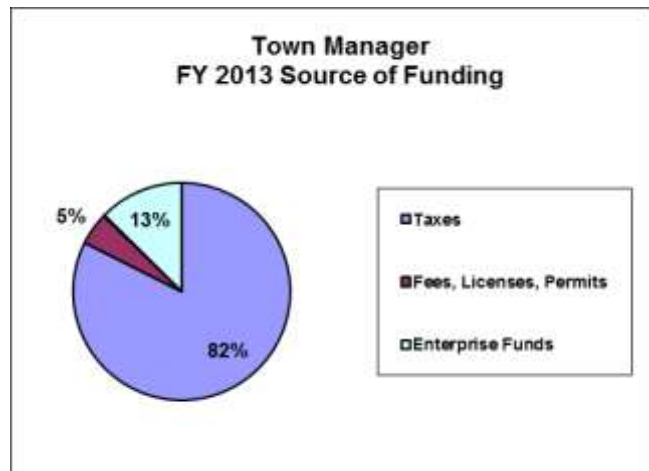
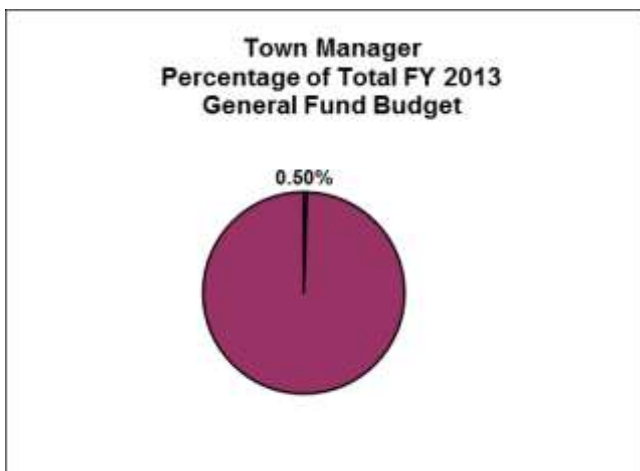
Rear Row: June M. Daley, Precinct 11; Tom Rugo, Precinct 2; Ann Canedy, Precinct 1; Michael P. Hersey, Precinct 3; John T. Norman, Precinct 12; James M. Tinsley, Precinct 9; Jessica Rapp Grassetti, Precinct 7

TOWN MANAGER

The Town Manager's Office is responsible for the administration of the policies and programs approved by the Barnstable Town Council, and implementation of the various sections of the Town Charter concerning management of the Town of Barnstable.



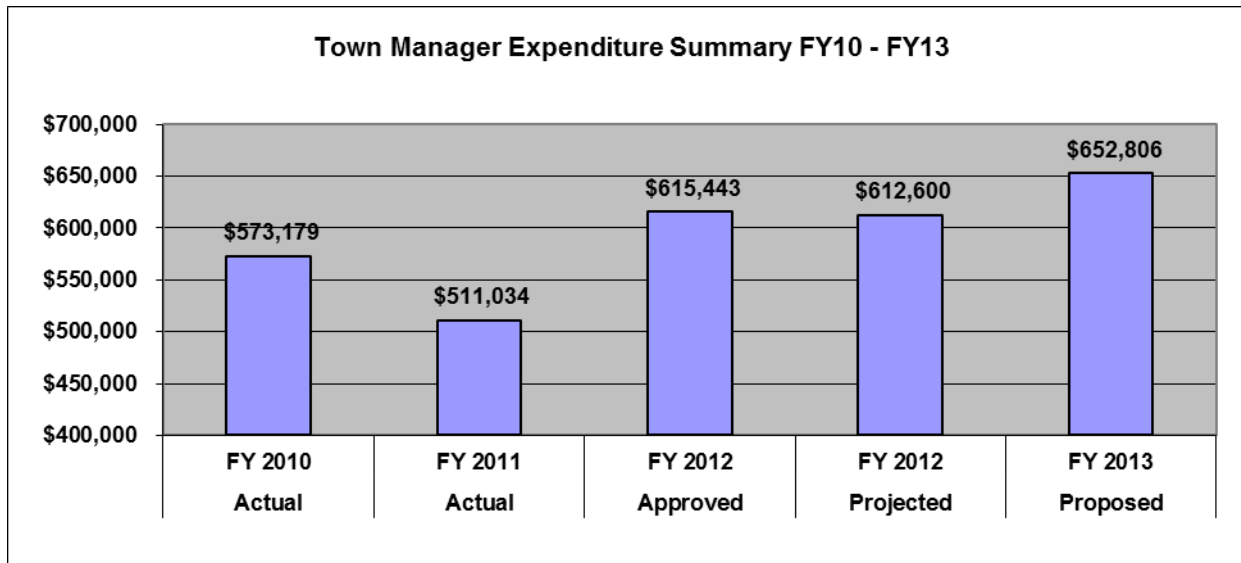
FY 2013 TOWN MANAGER FINANCIAL DATA



The Town Manager budget represents one-half on one percent of the overall General Fund budget. Eighty two percent of the budget is financed with taxes with the remaining 18 percent financed by enterprise funds, fees and permits issued by this operation.

SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	382,962	396,784	\$ 483,111	\$ 481,000	\$ 520,474	\$ 37,363	7.73%
Operating Expenses	190,217	114,250	132,332	131,600	132,332	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 573,179	\$ 511,034	\$ 615,443	\$ 612,600	\$ 652,806	\$ 37,363	6.07%
Full-time Equivalent Employees	4.50	4.50	4.50		4.50	0.00	
Sources of Funds							
Taxes	\$ 474,098	\$ 403,679	\$ 429,944	\$ 427,101	\$ 538,065	\$108,121	25.15%
Fees, Licenses, Permits	35,023	24,677	31,500	32,000	31,500	-	0.00%
Charges for Services	-	5	-	-	-	-	0.00%
Interest and Other	116	17,426	1,000	500	1,000	-	0.00%
Enterprise Funds	63,942	65,247	80,548	80,548	82,241	1,693	2.10%
General Fund Surplus	-	-	72,451	72,451	-	(72,451)	-100.00%
Total Sources	\$ 573,179	\$ 511,034	\$ 615,443	\$ 612,600	\$ 652,806	\$ 37,363	6.07%



Total expenditures for the Town Manager's operations have increased from \$573,000 in FY10 to \$653,000 in FY13; or 14%. The large increase in the FY12 approved budget and FY12 projected expenditures over the FY10 and FY11 actual expenditures include the additional funds necessary for the former Town Manager's severance package. In addition, the FY13 proposed budget includes 9 months of salary for the former Town Manager as well. The FY14 budget should realize a significant decrease as the cost of the severance package will be completed in the FY13.

SUMMARY OF SIGNIFICANT BUDGET CHANGES

The FY13 proposed budget is \$37,363 more than the FY12 approved budget representing a 6% increase. This budget includes funding for 4.5 full-time employees as well as 9 months of salary for the former Town Manager. Operating expenses are level funded at \$132,332. Funding sources are comprised of taxes, enterprise funds and permits. Tax support is increasing \$108,121 for FY13. This covers the FY13 budget increase and replaces the general fund surplus used to balance the FY12 budget.

FY 2013 GOALS

1. Introduce performance measurement into the budget process
2. Complete Kennedy Legacy Trail
3. Create Cultural District in Hyannis
4. Approve new long term municipal solid waste contract
5. Continue green initiatives including increasing recycling
6. Implement Barnstable Fiber Optics Network at all municipal facilities
7. Participate in regional e-permitting project with Cape Cod Commission
8. Initiate new Department –based public TV Programming
9. Continue sound financial municipal budget preparation which again does non rely on any ont-time funding sources or reserves
10. Renovate the School Administration Building
11. Implement Solar farm at Transfer Station

PROGRAMS

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

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

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

The Assistant Town Manager assists the Town Manager in executing the day-to-day responsibilities associated with operating the municipality. The Assistant Town Manager also serves as the department head for the Administrative Services Department, which includes Finance, Human Resources, Information Technology and Legal.

The Town Manager and Assistant Town Manager negotiate land purchases, collective bargaining agreements, and lawsuit settlements as needed. Both represent the Town at various meetings, conferences and other functions regularly.

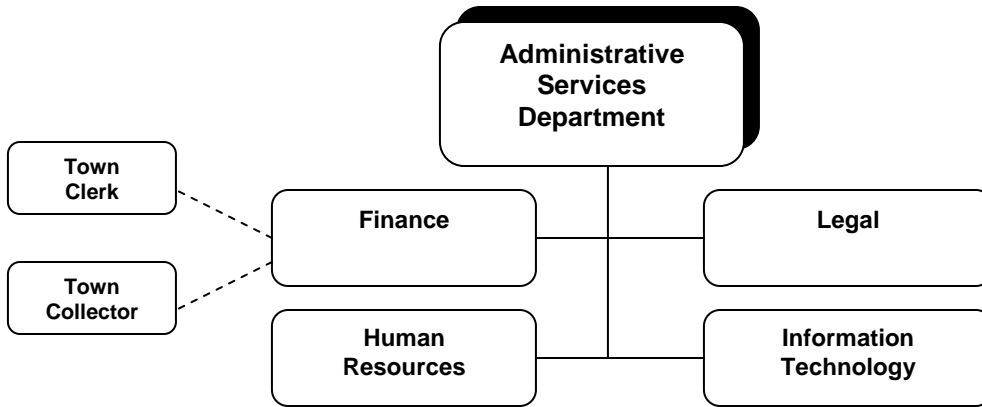
FY 2011-2012 MAJOR ACCOMPLISHMENTS

1. Opened new Bathhouse at Sandy Neck Beach Park
2. Opened new Barnstable municipal Airport Terminal an Control Tower
3. Created Citizen Resource Line
4. Increased community participation

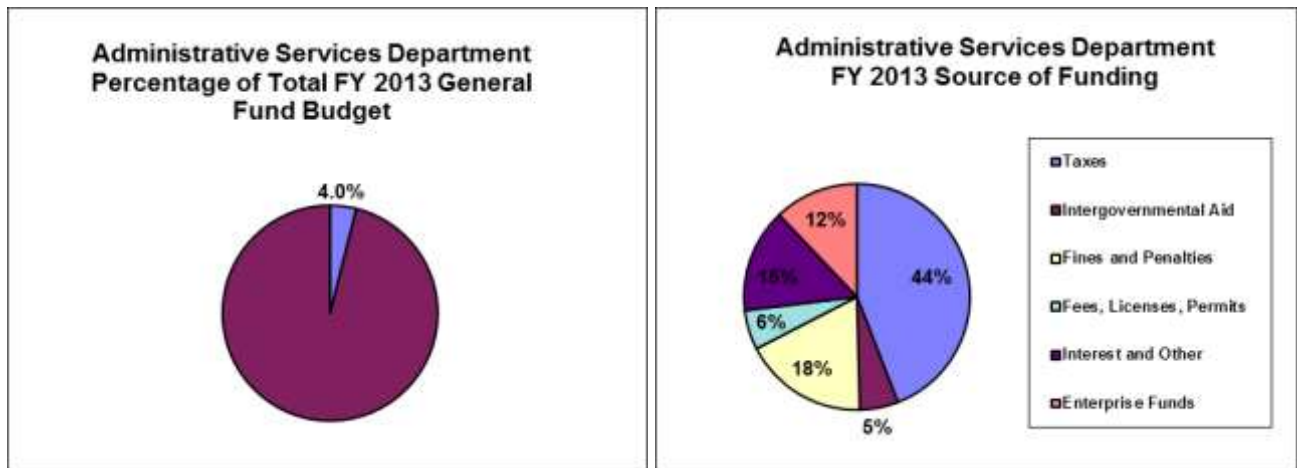
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ADMINISTRATIVE SERVICES DEPARTMENT

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



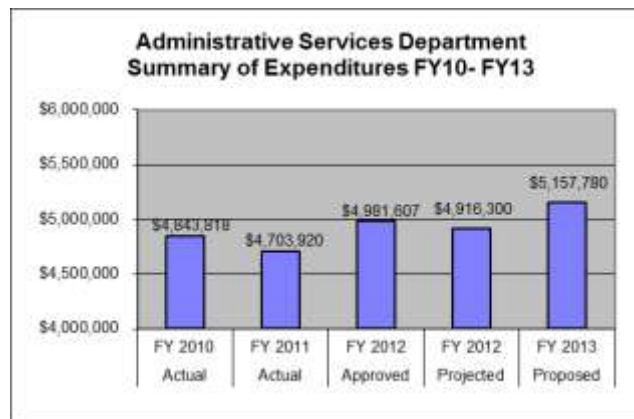
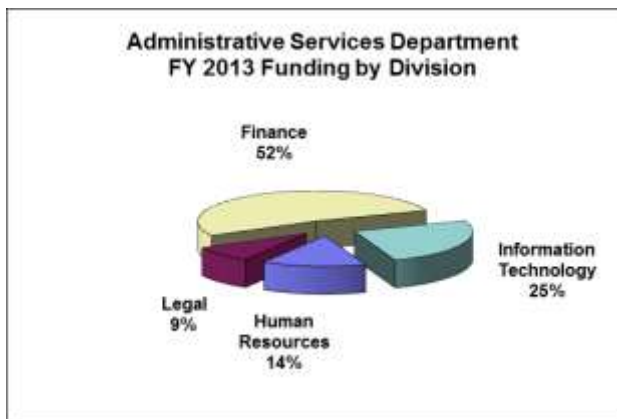
FY 2013 DEPARTMENT FINANCIAL DATA



The Administrative Services Department represents four percent of the overall general fund budget. Taxes provide 44 percent of the funding for this operation followed by 18 percent from fines and penalties, 15 percent from intergovernmental aid, 12 percent from enterprise funds and the remaining 11 percent from fees and interest on investments.

SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 3,777,250	\$ 3,775,496	\$ 3,915,032	\$ 3,843,200	\$ 4,075,411	\$ 160,379	4.10%
Operating Expenses	1,036,458	901,559	961,575	973,100	977,369	15,794	1.64%
Capital Outlay	30,109	26,865	105,000	100,000	105,000	-	0.00%
Total Expenditures	\$ 4,843,818	\$ 4,703,920	\$ 4,981,607	\$ 4,916,300	\$ 5,157,780	\$ 176,173	3.54%
Permanent full-time equivalent employees	61.30	61.30	61.30		61.30	-	
Sources of Funds							
Taxes	\$ 1,823,220	\$ 1,470,050	\$ 2,387,630	\$ 2,034,528	\$ 2,274,334	\$ (113,296)	-4.75%
Intergovernmental Aid	302,972	276,886	267,726	289,036	283,636	15,910	5.94%
Fines and Penalties	778,659	897,235	883,650	910,000	919,100	35,450	4.01%
Fees, Licenses, Permits	281,923	239,194	290,800	251,025	290,800	-	0.00%
Charges for Services	1,868	2,134	1,000	1,610	1,000	-	0.00%
Interest and Other	1,181,177	1,348,431	610,850	890,150	766,730	155,880	25.52%
Enterprise Funds	473,999	469,990	539,951	539,951	622,180	82,229	15.23%
Total Sources	\$ 4,843,818	\$ 4,703,920	\$ 4,981,607	\$ 4,916,300	\$ 5,157,780	\$ 176,173	3.54%



The Finance Division is the largest operation in this department representing 52% of the total budget. This includes the two elective offices of the Town Clerk and Town Collector. The Information Technology operation represents 25% of the department budget with Human Resources and the Legal Division comprising the remaining 23%. Expenses have increased from \$4.844 million in FY10 to \$5.158 million in FY13, or 6.5% over a three year period.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DEPARTMENT

There are no significant changes to the Administrative Services Department for FY13. The FY13 budget is increasing \$176,173 or 3.5% over the approved FY12 budget. Personnel costs are increasing \$160,379 or 4%. This includes funds to cover all contractual pay increases covering 61.3 full-time equivalents. Operating expenses are \$15,794 more than the FY12 budget. Additional funds are provided for increases in software support and licensing fees (\$10,244) and \$5,550 for office furniture replacement in the Town Clerk operations. Operating capital is level funded at \$105,000. This funds the replacement of computers and laser printers throughout the municipal operations as well as the cost of creating additional capacity and redundancy for our Information Technology systems.

Tax support for this operation is decreasing \$113,296 as other funding sources are increasing. The largest increase is \$150,000 in investment income as investment returns have improved. Funding from enterprise funds are increasing \$82,000 and an increase in fine and penalty revenue of \$35,000 is also projected. The intergovernmental aid category includes aid received for exemptions provided to the elderly, blind, surviving spouses and veterans. These exemptions are processed by the Assessing operations.

FY 2013 DEPARTMENT GOALS

Finance

Short Term

1. Successfully complete the Department of Revenue's (DOR) triennial recertification review in time to issue timely FY 2013 tax bills. (Strategic Plan: Finance)
2. Conduct and complete personal property valuation study, required every 6 years by the DOR, to satisfy recertification requirements for FY13. (Strategic Plan: Finance)
3. Explore alternative options to the Cape Cod Municipal Health Group for providing health insurance coverage for the Town of Barnstable's workforce in time for the development of the FY14 budget. (Strategic Plan: Finance)
4. Provide monthly financial reporting information on the town's website. (Strategic Plan: Finance)
5. Working in conjunction with the Green Team and other departments, explore the options for expanding the development of green energy generation on town owned land. (Strategic Plan: Finance)
6. Continue to practice and promote sound financial policies and procedures in order to assist in maintaining Town's AAA bond rating for FY13. (Strategic Plan: Finance)
7. To scan additional historical documents into the Laser Fiche program; and continue the indexing of scanned ancient records in order to preserve town records through volunteer and in office staff efforts. Work on expansion of the physical storage of town records. (Strategic Plan: Environment and Natural Resources)

Long Term

1. Implement an historical record archive conversion project, to meet the Secretary of State's requirements and preserve property record data in a permanent format that is more user-friendly for staff handling taxpayer and legal requests for data. (Strategic Plan: Finance)
2. Continue efforts to minimize the Town's loss exposure from an insurance and risk management standpoint through proactive training and procedural improvements to town functions. Specific attention to updating Statement of Values where all Town buildings are listed. (Strategic Plan: Finance)
3. To continue to support the Town Manager and DPW in the development of energy efficiency measures for town buildings and vehicles in order to reduce energy consumption and greenhouse gas emissions. (Strategic Plan: Finance)
4. Establish an insurance reserve through good risk management practices for self-insured worker's compensation program. (Strategic Plan: Finance)
5. Conduct a property auction of town owned land. (Strategic Plan: Finance)
6. Facilitate the implementation of MUNIS Self-serve between Finance, Human Resources and Information Technology. (Strategic Plan: Finance)
7. To continue the historical program of preserving over 370 years of records and putting them in a computer format in order to be able to create a searchable cd and terminal based program for researchers. (Strategic Plan: Environment and Natural Resources)

Legal

Short Term

1. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources, Quality of Life).
2. Continue to devote attention to decreasing defensive litigation by education and training. (Strategic Plan: Finance, Regulatory Access and Accountability, Communications).
3. Continue to provide advice and assistance on the implementation of recent legislation designed to promote energy efficiency to effectuate cost savings. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources, Quality of Life).
4. Continue to work with the Town Council to determine whether there are desired charter amendments to be promulgated. (Strategic Plan: Regulatory Access and Accountability).
5. Promote cost-effective dispute resolution through mediation. (Strategic Plan: Finance).
6. Work with the town and regional entities to develop a comprehensive approach for the Town-wide management of wastewater disposal. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources, Quality of Life).

7. Work with town entities to implement legislative and regulatory initiatives to enhance the quality of life for town residents and visitors consistent with the Town Council's Strategic Plan and Local Comprehensive Plan. (Strategic Plan: Public Health and Safety, Infrastructure, Economic Development, Education, Housing, Regulatory Access and Accountability, Environment and Natural Resources, Quality of Life)
8. Work with Town entities to explore creative strategies to promote economic development. (Strategic Plan: Finance, Economic Development and Quality of Life).

Human Resources

Short Term

1. Work to develop updated job descriptions for school department positions.
2. Implement the Self-Service Module of MUNIS to better allow employees to access information. (Strategic Plan: Communication)
3. Continue to develop joint school/municipal personnel policies for consistency and uniformity. (Strategic Plan: Communication)

Long Term

1. Implement an on-line application process. (Strategic Plan: Communication)
2. Develop a first-time supervisor training program. (Strategic Plan: Regulatory Access and Accountability)
3. Implement an internal Alternative Dispute Resolution program. (Strategic Plan: Regulatory Access and Accountability)

Information Technology

Short Term

1. Continued growth on the web site. (Strategic Plan: Regulatory Access and Accountability, Communications).
2. Continued integration between CH18 and the web site. (Strategic Plan: Regulatory Access and Accountability, Communications).
3. Continue to expand CH18 programming and video production. (Strategic Plan: Regulatory Access and Accountability, Communications).
4. Continue to enhance the communication networking capabilities of the Town including the office automation system to improve the overall efficiency and effectiveness of Town employees.
5. Broadcast/Record virtually all the Boards and Commissions from Town Hall Hearing Room or Selectman's Conference Room for improved quality. (Strategic Plan: Regulatory Access and Accountability, Communications).
6. Continue migrating servers into the new virtual server platform saving costs on electricity, environmental and hardware.
7. Implement additional GIS server applications to streamline and enhance GIS functions within Town departments.

Long Term

1. Continue building on the "corporate database" that enables all departments to track history back to a Parcel Number or Address.
2. Continued work in establishing a Town-wide Institutional Network (INET) with actual build out of the fiber optic cabling. All pole licensing has finally been obtained.
3. Develop and implement a training plan to train staff from other departments to perform more GIS tasks for their departments.

DESCRIPTION OF SERVICE PRIORITY PACKAGES

1. Office Desks & File Cabinets Revitalization (Town Clerk)

\$5,550 Requested

\$5,550 Recommended

The Town Clerk's office staff is being moved together into one large space – windows will be enlarged and quicker service will be provided for customers without their having to go from one end of Town Hall to the other. The staff will be better cross-trained. Desks and cabinets are old and falling apart – therefore we are requesting new desks and additional file cabinets. These will look better to the public and will also provide a

safer environment. One desk is being held up by a 2 X 4, the drawers of others are falling out or no longer open, and are missing screws that hold them together. They are just old and do not work well. We would like to get them replaced as soon as possible before someone gets hurt. One staff person has already had a drawer fall on her. The file cabinets out front date back to the 1960's and scream so loud when you open them that people cringe. They also look horrible and do not open well.

2. Software Maintenance (Information Technology)

\$10,244 Requested

\$10,244 Recommended

An increase to cover software and hardware maintenance fees is necessary to keep the town from falling behind the technological curve. Technology allows the town to provide seamless and transparent services throughout the town. The fees cover the following software: Munis, General Code, Satori (postal certification software), Visions (assessing software), Retrac (recreation and COA software), Vipre (PC and server anti-virus software), GFI Languard (network security software), Forefront (Email server protection), BackUp Ex (server back-up software), Maine Tech (GIS, GPS analyst software) and Neopost (folder stuffer machine).

3. Operating Capital (Information Technology)

\$105,000 Requested

\$105,000 Recommended

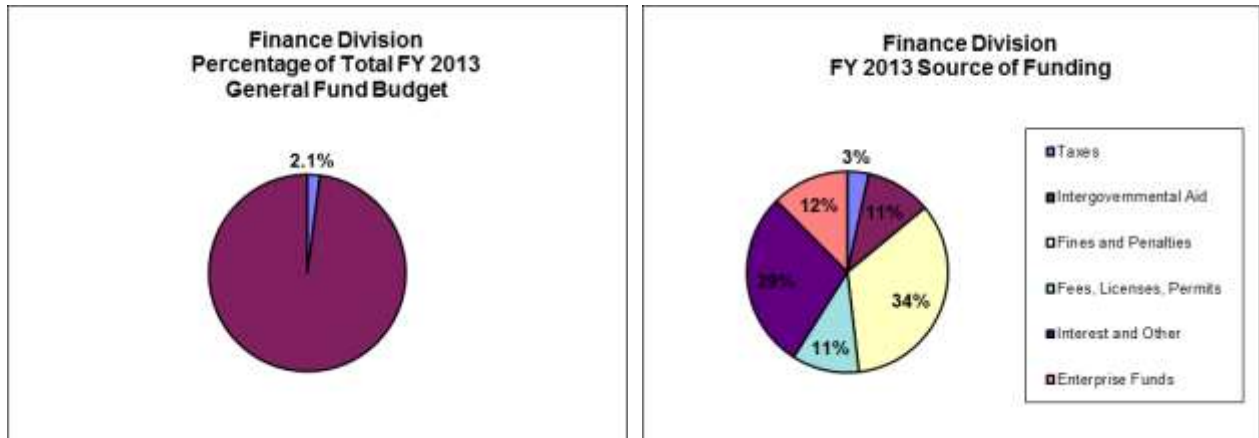
Operating Capital allows the town to remain current in technology. These funds are used for PC's, printers, scanners, servers, software and networking equipment. Over 400 PC's are supported throughout the municipal departments. This funding level allows for approximately a 5 year turnover rate for PC's and printers.

FINANCE DIVISION

MISSION STATEMENT

The mission of the Finance Division is to safeguard the financial assets, vital records and elections process of the Town through the use of 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.

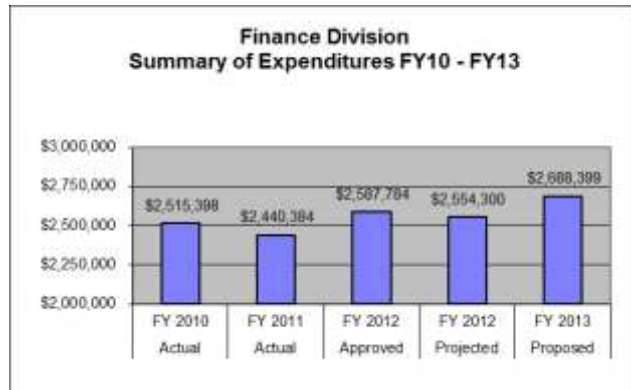
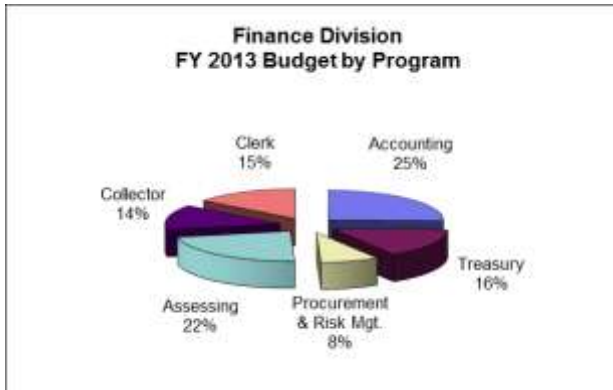
FY 2013 DIVISION FINANCIAL DATA



The Finance Division represents about 2% of the overall general fund operating budget. 97% of this budget is provided from revenue sources other than taxes. Fines and penalties on the late payment of taxes as well as investment income provide more than 60% of the funding for this division.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 2,116,492	\$ 2,079,420	\$ 2,202,359	\$ 2,149,200	\$ 2,297,424	\$ 95,065	4.32%
Operating Expenses	398,906	360,964	385,425	405,100	390,975	5,550	1.44%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 2,515,398	\$ 2,440,384	\$ 2,587,784	\$ 2,554,300	\$ 2,688,399	\$ 100,615	3.89%
Permanent full-time equivalent employees	37.75	37.75	37.75		37.75	-	
Sources of Funds							
Taxes	\$ -	\$ -	\$ 245,713	\$ -	\$ 91,831	\$ (153,882)	-62.63%
Intergovernmental Aid	302,972	276,886	267,726	289,036	283,636	15,910	5.94%
Fines and Penalties	778,659	897,235	883,650	910,000	919,100	35,450	4.01%
Fees, Licenses, Permits	281,923	239,194	290,800	251,025	290,800	-	0.00%
Charges for Services	1,868	2,134	1,000	1,610	1,000	-	0.00%
Interest and Other	1,167,568	1,345,287	610,850	889,500	766,730	155,880	25.52%
Enterprise Funds	247,625	245,004	288,045	288,045	335,302	47,257	16.41%
Total Sources	\$ 2,780,615	\$ 3,005,740	\$ 2,587,784	\$ 2,629,216	\$ 2,688,399	\$ 100,615	3.89%



The Accounting operation is the largest operation comprising 25% of the division's budget followed by the Assessing operations at 22%. Expenditures in this operation have risen from \$2.515 million in FY10 to \$2.688 million in FY13, or 6.9% over the four year period.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The Finance Division budget is increasing \$100,615 over the FY12 approved amount. This represents a 3.9% increase. There are no changes to staffing levels in FY13. Personnel cost increases include all contractual requirements. Operating expenses are increasing \$5,550. The additional funding is for the replacement of desks and file cabinets for the Town Clerk's operation. This is a one-time funding request that will not be repeated in FY14.

Tax support is decreasing \$154,000 for FY13 as all other funding sources are increasing including \$16,000 in intergovernmental aid, \$35,000 from fines and penalties on the late payment of taxes, \$156,000 in investment and other income and \$47,000 from enterprise funds.

PROGRAMS

FINANCE PROGRAM

Program Description. This program exists as a necessity in accordance with Massachusetts General Laws, principally Chapters 40, 41 and 44. This program includes oversight for all financial transactions of the Town including the School Department and enterprise fund operations. The program consists of three activities: accounting, treasury and procurement/risk management operations. The program 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, financial institutions, insurance agencies, investment managers, civic associations, the citizenry and independent auditors. The program also offers staff liaison support to the Barnstable Trust Fund Advisory Committee, The Barnstable Elderly and Disabled Taxation Committee, The Comprehensive Finance Advisory Committee, the Town's Green Team and represents the Town on the steering committee and the Board of Directors of the Cape Cod Municipal Health Group; a municipal joint purchase medical insurance consortium.

Accounting Operations Activity - Accounting operations provide oversight and expertise in the following areas:

- general ledger maintenance
- MUNIS system training
- accounts payable processing
- encumbrance processing

- audit coordination
- fixed asset inventory and reporting
- monthly and annual financial reporting
- grant monitoring and reporting
- budget preparation
- budget monitoring
- cost of service analysis
- capital improvement program development
- short and long range financial forecasting
- cost/benefit analysis
- special projects

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
ACCOUNTING OPERATIONS ACTIVITY**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 536,892	\$ 536,267	\$ 558,398	\$ 553,200	\$ 586,062	\$ 27,664	4.95%
Operating Expenses	91,554	88,746	88,650	91,100	93,150	4,500	5.08%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 628,446	\$ 625,013	\$ 647,048	\$ 644,300	\$ 679,212	\$ 32,164	4.97%
Permanent full-time equivalent employees	7.50	7.25	7.25		7.25	-	
Sources of Funds							
Taxes	\$ 504,247	\$ 501,756	\$ 502,267	\$ 499,519	\$ 504,513	\$ 2,246	0.45%
Interest and Other	6,681	8,274	-	-	-	-	0.00%
Enterprise Funds	117,518	114,983	144,781	144,781	174,699	29,918	20.66%
Total Sources	\$ 628,446	\$ 625,013	\$ 647,048	\$ 644,300	\$ 679,212	\$ 32,164	4.97%

Treasury Operations Activity - Treasury operations provide oversight and expertise in the following areas:

- debt management
- banking services
- delinquent tax billing and collection
- revenue collection and forecasting
- cashiering
- payroll processing
- Federal and State wage reporting and timely payroll tax deposits
- remitting authorized payroll deductions to appropriate vendors
- the issuance and disbursement of all vendor checks

Payroll Processing Activity - Producing the weekly town payroll and biweekly payroll for approximately 2,500 full and part-time and seasonal employees. This involves the coordination and direction of data entry of over fifty town and school units. Production must be in compliance with Massachusetts General Laws and with state and federal regulations pertaining to labor and industry standards and to retirement and insurance benefits. Monitoring conformity with the Town of Barnstable's personnel bylaws and numerous collective bargaining agreements is essential. This program is responsible for receiving, accounting for, and disbursing and maintenance of all personnel deduction amounts including taxes, retirement, insurances, annuities and all other withholdings. Finally, this activity continues to provide assistance to all employees, departments, boards and officials on issues relating to payroll.

Cash and Debt Management Activity - Overall, the Treasurer serves as a municipality's cash manager. In this role, the treasurer receives and maintains custody of all municipal funds and possesses responsibility

for the deposit and disbursement of these monies. The Treasurer must administer the municipality's resources to ensure the availability of adequate liquid assets to pay obligations as they become due. The Treasurer's duties also include prudent investment of the Town's funds and arranging for capital projects through the issuance of bonds and other various financing mechanisms.

Tax Title Activity - Charged with collecting and maintaining delinquent real estate taxes that have been lienied by the Tax Collector. Custodian of all tax deeds and instruments of taking and maintaining records on all properties in tax title. Proper maintenance of tax title records for accurate determination of the amounts necessary for redemption or for a petition for foreclosure.

Affiliated Activity - The Treasury division supports the following groups and committees:

- Barnstable Trust Fund Advisory Committee
- Barnstable Elderly and Disabled Taxation Aid Committee
- Cape Cod Municipal Health Group – Steering Committee & Board of Directors
- Barnstable County Retirement Board
- JFK Memorial Trust Fund Committee
- JFK Memorial Scholarship Committee

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
TREASURY OPERATIONS ACTIVITY**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 315,614	\$ 317,457	\$ 336,523	\$ 331,000	\$ 354,297	\$ 17,774	5.28%
Operating Expenses	67,786	74,081	69,500	85,500	67,800	(1,700)	-2.45%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 383,400	\$ 391,538	\$ 406,023	\$ 416,500	\$ 422,097	\$ 16,074	3.96%
Permanent full-time equivalent employees	6.00	6.00	6.00		6.00	-	
Sources of Funds							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fines & Penalties	49,777	26,331	47,500	35,000	47,500	-	0.00%
Fees, Licenses, Permits	2,634	1,644	2,000	1,025	2,000	-	0.00%
Interest and Other	1,122,136	1,237,051	533,500	718,000	692,380	158,880	29.78%
Enterprise Funds	59,476	58,256	68,370	68,370	78,146	9,776	14.30%
Total Sources	\$ 1,234,023	\$ 1,323,282	\$ 651,370	\$ 822,395	\$ 820,026	\$ 168,656	25.89%

Procurement and Risk Management Activity - The Procurement and Risk Management activity provides expertise in the areas of acquisition, management, insurance, inventory, and disposal of assets held by the town. In addition, the oversight of policies, procedures and enforcement of procurement laws on a Town wide basis (including schools and enterprise accounts), falls directly under this program's management. Included in this program's responsibilities, is the function of risk management for the Town's property and casualty insurance as well as the specialty insurance policies including public official's liability insurance and the processing of claims and loss control activities.

Purchasing Activity - Under this activity, responsibilities center on providing procurement expertise and assistance in vendor management to all Town Departments including the schools, and the enterprise accounts. Responsibilities also include the disposal of surplus assets, and the development of cooperative purchasing bids and contracts between departments. This activity is defined through a number of specific general laws of the Commonwealth of Massachusetts when acquiring goods and services as well as construction projects.

Risk Management Activity - The primary task is to list, insure and protect Town assets. This includes hard assets like equipment and buildings as well as real property or land. In addition, we are tasked with the identification of liability and risk for elected officials, employees, volunteers, students and visitors. The

Careful selection of insurance coverages to minimize the chance of catastrophic losses to people and assets continues to be more complex each year as the value of the assets and the exposure to risk grows annually. The responsibilities under this heading also include specialty insurance policies for Airport and Police, student athlete insurance for the schools and a full coverage Workers Compensation policy. Additionally, the implementation of loss control measures, as well as the monitoring of claims against the Town through the legal division, adds to the complexities of this work.

Due to the continued threats of law suits, a greater involvement in contract development and review in regards to insurance provisions has become a priority for this function. Careful tracking of insurance certificates provided by outside vendors as well as providing proof of insurance to other groups has proven to be a necessary, but tedious effort, all with the interest of protecting the Towns assets and resources.

Energy Activity - Extensive involvement in the negotiation of energy contracts for all segments of the Town, the promotion of energy efficiency measures, the researching of alternative energy projects and the active participation and leadership of the Town's Green team round out responsibilities associated with this program.

Property Management Activity - This program continues to provide assistance to all town boards and officials on issues relating to property management. The insurance and disposal of property, buildings, and the other assets falls within this program, and PRM continues to be actively involved in leasing and selling property, maintaining an accurate inventory, and making sure that Town owned assets are properly insured

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES PROCUREMENT AND RISK MANAGEMENT PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 190,721	\$ 196,675	\$ 201,968	\$ 201,000	\$ 213,397	\$ 11,429	5.66%
Operating Expenses	7,459	6,980	7,150	7,000	7,150	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 198,180	\$ 203,655	\$ 209,118	\$ 208,000	\$ 220,547	\$ 11,429	5.47%
Permanent full-time equivalent employees	3.00	3.00	3.00		3.00	-	
Sources of Funds							
Taxes	\$ 159,328	\$ 163,669	\$ 166,188	\$ 165,070	\$ 171,189	\$ 5,001	3.01%
Fees, Licenses, Permits	1	12	-	-	-	-	0.00%
Interest and Other	25	-	-	-	-	-	0.00%
Enterprise Funds	38,826	39,974	42,930	42,930	49,358	6,428	14.97%
Total Sources	\$ 198,180	\$ 203,655	\$ 209,118	\$ 208,000	\$ 220,547	\$ 11,429	5.47%

ASSESSING PROGRAM

Program Description - The Assessing program includes three sub-program activities: Valuation Services, Listing Services and Customer Services, as follows:

Valuation Services Activity: Valuation Services deal with functions that are required of us to perform under 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. Massachusetts General Laws that govern taxation are: Chapters 58, 59, 60A, 60B, 61, 61A, 61B, and 80.

**SUMMARY OF ACTIVITY EXPENDITURES AND FUNDING SOURCES
VALUATION SERVICES ACTIVITY**

Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 182,124	\$ 209,991	\$ 234,940	\$ 230,000	\$ 258,229	\$ 23,289	9.91%
Operating Expenses	61,159	46,458	55,400	55,000	55,400	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
TOTAL APPROPRIATION	\$ 243,283	\$ 256,449	\$ 290,340	\$ 285,000	\$ 313,629	\$ 23,289	8.02%
SOURCES OF FUNDS							
Taxes	\$ 236,183	\$ 248,331	\$ 281,340	\$ 275,500	\$ 304,629	\$ 23,289	8.28%
Interest and Other	100	118	1,000	1,500	1,000	-	0.00%
Enterprise Fund Reimbursements	7,000	8,000	8,000	8,000	8,000	-	0.00%
TOTAL SOURCES	\$ 243,283	\$ 256,449	\$ 290,340	\$ 285,000	\$ 313,629	\$ 23,289	8.02%

Listing Services Activity: Part of this program is the result of a State mandate, which requires each Taxing District to inspect all residential properties (M.G.L., Sec. 59) 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.

**SUMMARY OF ACTIVITY EXPENDITURES AND FUNDING SOURCES
LISTING SERVICES ACTIVITY**

Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 66,600	\$ 41,394	\$ 66,317	\$ 40,000	\$ 62,508	\$ (3,809)	-5.74%
Operating Expenses	6,918	3,698	4,150	4,000	7,150	3,000	72.29%
Capital Outlay	-	-	-	-	-	-	0.00%
TOTAL APPROPRIATION	\$ 73,518	\$ 45,092	\$ 70,467	\$ 44,000	\$ 69,658	\$ (809)	-1.15%
SOURCES OF FUNDS							
Taxes	\$ 73,518	\$ 45,092	\$ 70,467	\$ 44,000	\$ 69,658	\$ (809)	-1.15%
TOTAL SOURCES	\$ 73,518	\$ 45,092	\$ 70,467	\$ 44,000	\$ 69,658	\$ (809)	-1.15%

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

**SUMMARY OF ACTIVITY EXPENDITURES AND FUNDING SOURCES
CUSTOMER SERVICE ACTIVITY**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 212,419	\$ 212,961	\$ 212,676	\$ 210,000	\$ 212,545	\$ (131)	-0.06%
Operating Expenses	7,973	10,670	10,000	12,500	10,000	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 220,392	\$ 223,631	\$ 222,676	\$ 222,500	\$ 222,545	\$ (131)	-0.06%
Sources of Funds							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Federal and State Aid	251,315	267,726	267,726	283,636	283,636	15,910	5.94%
Charges for Services	729	992	-	510	-	-	0.00%
Total Sources	\$ 252,044	\$ 268,718	\$ 267,726	\$ 284,146	\$ 283,636	\$ 15,910	5.94%

TOWN CLERK

Program Description. The Town Clerk includes two programs: Elections, Registration & Census; and Administration and Licensing Services as follows:

Elections, Registration and Census Activity: The Town Clerk's office registers all citizens in the community to vote through in-person, mail-in and computer registration through the 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.

SUMMARY OF ACTIVITY EXPENDITURES AND FUNDING SOURCES ELECTIONS, REGISTRATION AND CENSUS ACTIVITY

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 174,338	\$ 114,927	\$ 125,855	\$ 125,000	\$ 128,733	\$ 2,878	2.29%
Operating Expenses	42,735	20,694	31,295	31,000	29,345	(1,950)	-6.23%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 217,073	\$ 135,621	\$ 157,150	\$ 156,000	\$ 158,078	\$ 928	0.59%
Sources of Funds							
Taxes	\$ 165,416	\$ 126,461	\$ 152,300	\$ 150,600	\$ 156,228	\$ 3,928	2.58%
Federal and State Aid	51,657	9,160	-	5,400	-	-	0.00%
Interest and Other	-	-	4,850	-	1,850	(3,000)	-61.86%
Total Sources	\$ 217,073	\$ 135,621	\$ 157,150	\$ 156,000	\$ 158,078	\$ 928	0.59%

Administration and Licensing Activity: The Clerk is the Clerk of the Town Council; maintains 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, hunting, fishing and business licenses; performs an annual registration of all underground storage tanks, issues raffle permits and is certified by the U.S. Department of State as a passport acceptance agency. 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.

SUMMARY OF ACTIVITY EXPENDITURES AND FUNDING SOURCES ADMINISTRATION AND LICENSING ACTIVITY

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 206,303	\$ 209,545	\$ 210,369	\$ 207,000	\$ 215,301	\$ 4,932	2.34%
Operating Expenses	18,710	22,704	21,030	21,000	22,730	1,700	8.08%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 225,013	\$ 232,249	\$ 231,399	\$ 228,000	\$ 238,031	\$ 6,632	2.87%
Sources of Funds							
Taxes	\$ 66,817	\$ 72,633	\$ 61,599	\$ 76,900	\$ 68,231	\$ 6,632	10.77%
Fees, Licenses, Permits	157,057	158,224	168,800	150,000	168,800	-	0.00%
Charges for Services	1,139	1,142	1,000	1,100	1,000	-	0.00%
Interest and Other	-	250	-	-	-	-	0.00%
Total Sources	\$ 225,013	\$ 232,249	\$ 231,399	\$ 228,000	\$ 238,031	\$ 6,632	2.87%

TOWN COLLECTOR

Program Description. The Town Collector is an elected official who is responsible for the collection of accounts due and payable to the Town of Barnstable. Receipts collected are paid over to the Town Treasurer,

the five Fire District Treasurers, and the Hyannis Main Street BID weekly with appropriate accounting reports. Each year there is a tax-taking for unpaid real estate taxes. Legal documents are prepared for betterment discharges and municipal lien certificates. The Town Collector's Office has two primary functions:

Customer Service Activity. This activity involves proving information to taxpayers, mortgage companies, attorneys, and the general public by telephone and in the Collector's Office regarding all tax accounts and providing general information relating to the Town of Barnstable. Another facet is the preparation of municipal lien certificates showing the status of real estate taxes for banks, attorneys, and taxpayers when property is sold or refinanced. In FY 2006, 3,009 municipal lien certificates were produced; 704 less than FY 2005. Certificates of discharge are prepared when road, sewer, water, and Title V Septic betterments are paid in full so the betterment lien can be removed from the deed at the Registry of Deeds. In FY 2006, 145 certificates of discharge were processed.

**SUMMARY OF ACTIVITY EXPENDITURES AND FUNDING SOURCES
CUSTOMER SERVICE ACTIVITY**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 41,783	\$ 48,040	\$ 49,484	\$ 49,000	\$ 51,933	\$ 2,449	4.95%
Operating Expenses	-	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 41,783	\$ 48,040	\$ 49,484	\$ 49,000	\$ 51,933	\$ 2,449	4.95%
Sources of Funds							
Taxes	\$ 41,783	\$ 48,040	\$ 49,484	\$ 49,000	\$ 51,933	\$ 2,449	4.95%
Total Sources	\$ 41,783	\$ 48,040	\$ 49,484	\$ 49,000	\$ 51,933	\$ 2,449	4.95%

Billing and Collection Activity: This activity centers on the timely collection of 28,000 real estate bills and 7,200 personal property tax bills. After many years of semi-annual tax billing, the Town of Barnstable adopted quarterly tax billing commencing in FY 2006. Quarterly tax billing should provide a more even cash flow and increased earnings for the Town.

Motor vehicle excise are mailed at various times based on information supplied by the Registry of Motor Vehicles. The first commitments of excise in 2009 (over 44,000) were mailed February 9, 2009. Demand bills for unpaid taxes are issued as needed throughout the fiscal year. Many other bills are processed such as quarterly sewer usage bills, sewer, road, water and septic betterments, boat excise, and BID assessments. Deposits are made on a daily basis and pay-overs to the Town and Fire District Treasurers are weekly. Pay-overs are processed for the Hyannis Business Improvement District. Accounts receivables are reconciled with the Finance Department monthly.

**SUMMARY OF ACTIVITY EXPENDITURES AND FUNDING SOURCES
BILLING AND COLLECTION ACTIVITY**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 189,698	\$ 192,163	\$ 205,829	\$ 203,000	\$ 214,419	\$ 8,590	4.17%
Operating Expenses	94,612	86,933	98,250	98,000	98,250	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 284,310	\$ 279,096	\$ 304,079	\$ 301,000	\$ 312,669	\$ 8,590	2.82%
Sources of Funds							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fines, Forfeitures, Penalties	728,882	870,904	836,150	875,000	871,600	35,450	4.24%
Fees, Licenses, Permits	122,231	79,314	120,000	100,000	120,000	-	0.00%
Interest and Other	38,626	99,594	71,500	170,000	71,500	-	0.00%
Enterprise Funds	24,805	23,791	23,964	23,964	25,099	1,135	4.74%
Total Sources	\$ 914,544	\$ 1,073,603	\$ 1,051,614	\$ 1,168,964	\$ 1,088,199	\$ 36,585	3.48%

FY 2011/2012 MAJOR ACCOMPLISHMENTS

1. Conducted an \$11.7 million bond refinancing that resulted in a budgetary savings of over \$1.3 million over the next 10 year period.
2. Received affirmation of the Town's AAA bond rating with Standard & Poor's.
3. Received the Government Finance Officers Association Distinguished Budget Presentation Award for the Fiscal Year 2012 budget document – the 12th consecutive year.
4. Received the Government Finance Officers Association Excellence in Financial Reporting Award for the fiscal year ending June 30th, 2010 financial statements – the 9th consecutive year.
5. Created a monthly financial report for all budgeted funds.
6. Three more ancient books were indexed due to the help of volunteers. Six more ancient books were deacidified and rebound and one was scanned and added to the Laser Fiche program. All current vitals and council minutes were bound. Council minutes were also added to the laser fiche program.
7. Successfully managed insurance transition after bidding out insurance coverages for all property, casualty and specialty insurance.
8. Successfully managed transition to self-insured workers compensation program for town employees in 2012.
9. Conducted in house procurement training for town staff in coordination with the State Inspector General's office and Attorney General's office.
10. Played critical role on team that successfully awarded Solar Panel project for capped landfill with operation expected December 2012.
11. Successfully managed financial audit by the Commonwealth of Massachusetts of ARRA funds used on town hall windows project.
12. Diversified and rebalanced investment portfolios to mitigate losses and preserve capital during economic downturn and maximize future returns.
13. Facilitated the formation and circulation of Town's tax possession properties to determine potential future sales as a revenue source.
14. Facilitated credit card accounts for departments and Hyannis Youth and Community Center.
15. Worked with the Cape Cod Municipal Health Group (CCMHG) to make plan design changes for adoption of new Municipal Health Insurance Reform legislation.
16. Worked with CCMHG Steering Committee to continue to promote Wellness programs to reduce future health insurance costs.
17. Revised Investment Policy.
18. Successfully reviewed and issued Board of Assessor decisions on all 307 FY2011 abatement applications in a timely manner.
19. Defended, successfully settled, or had withdrawn 203 appellate tax board (ATB) cases, leaving a total of 28 unresolved ATB cases for the Town through FY2011.
20. Completed an interim revaluation of all town property and submitted all documentation to DOR by October 26, 2011.

PERFORMANCE MEASURES

Accuracy in Property Valuations – One goal of the assessing program is to accurately value all town property through the property assessment procedures so that the allocation of the tax levy is fairly distributed. The abatement process allows taxpayers to submit evidence and recommend valuation adjustments to the Board of Assessors for the equalization of such assessments so that the burden of taxation rests equally upon all taxpayers. The effectiveness of this program can be measured by the number of abatements filed and the dollar value of abatements granted.

	FY 2011 Actual	FY 2012 Estimated	FY2013 Projected*
Expenditures	\$64,800	\$66,500	\$68,500
FTE's	1.0	1.0	1.0
Total properties assessed	28,858	29,000	29,100
# of appeals filed	307	350	500
% of properties filing abatements	.011%	.012%	.017%
# of appeals granted	171	175	200
Average cost per appeal filed	\$211.08	\$190.00	\$137.00
Total in tax dollar value for appeals granted	\$356,619	\$400,000	\$375,000
% of fiscal year tax levy for appeals granted	0.0038%	0.0041%	0.0037%

*Recertification year – appeals generally increase in a recertification year as base costs are reset.

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

	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2013 Budget
Central financial operating costs as a percentage of the overall general fund budget	1.02%	1.01%	0.97%	1.01%

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.

	FY 2008 Levy	FY 2009 Levy	FY 2010 Levy	FY 2011 Levy
Percentage of the net property tax levy collected in the fiscal year levied	96.3%	97.9%	97.1%	96.9%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied – (includes amounts collected through March 2012)	100.1%	99.5%	99.1%	99.0%

WORKLOAD INDICATORS

Assessing Program

Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013* Projected
Appellate Tax Board Appeals Settled	203	28	20
Exemptions Processed(w/residential exemptions)	858	800	800
Real Estate/Personal Property Abatements Processed	307	350	500
Motor Vehicle/Boat Excise Abatements Processed	1,943	1,900	1,900
Building Permits Inspected	1,643	1,700	1,800
Re-listing Inspections	1,200**	1,800**	3,600
Property Transfers (Deeds)	2,415	2,500	2,500

*Recertification year; **Position Vacant as of 10/15/2010

Procurement Activity

Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Request for proposals issued	24	22	25
Sealed Bids Issued	38	29	30
Other Procurement related	31	26	35
Contracts	32	21	35
Quotes conducted or reviewed	143	145	150
Requisitions reviewed for compliance	724	675	700
Avoided Bids	31	25	25
Collaborative contracts (state or county)	27	24	25
Surplus Designations	27	15	20

Town Clerk

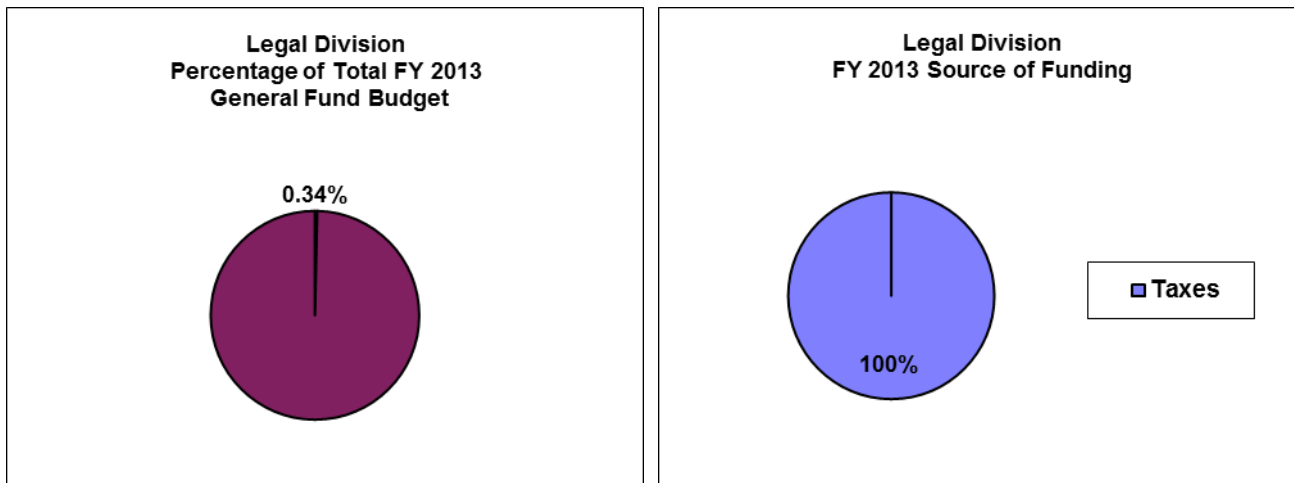
Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Passports Issued	197	110	0
Births Recorded	860	925	950
Marriages Recorded	810	475	480
Deaths Recorded	471	825	850
Dogs Licensed	3,199	2,500	3,500
Total New Voters Registered	1,486	1,700	1,900
Business Licenses Issued	514	350	350

LEGAL DIVISION

MISSION STATEMENT

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

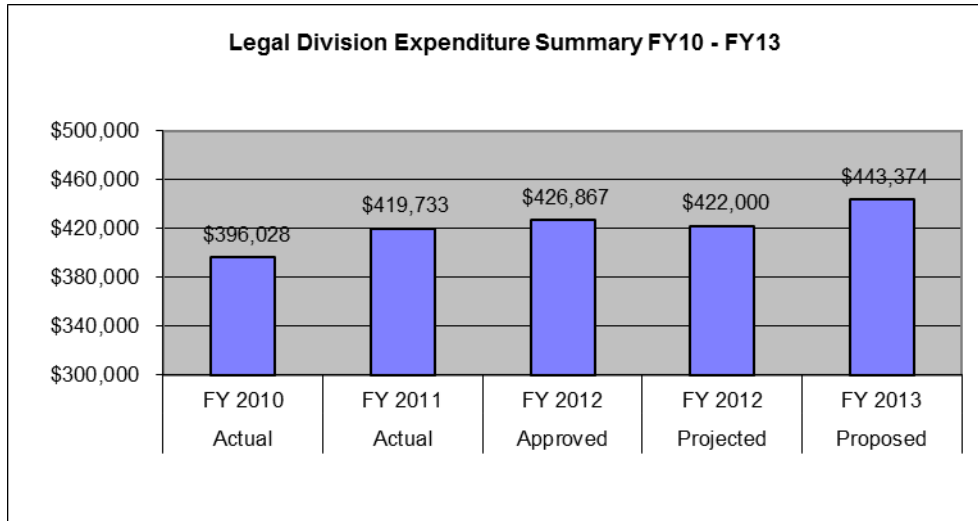
FY 2013 DIVISION FINANCIAL DATA



The Legal Division represents 0.34 percent of the overall General Fund budget. One hundred percent of this operation is financed with taxes.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 355,128	\$ 366,076	\$ 386,567	\$ 382,000	\$ 403,074	\$ 16,507	4.27%
Operating Expenses	40,900	53,657	40,300	40,000	40,300	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 396,028	\$ 419,733	\$ 426,867	\$ 422,000	\$ 443,374	\$ 16,507	3.87%
Permanent full-time equivalent employees	4.55	4.55	4.55		4.55	-	
Sources of Funds							
Taxes	\$ 396,028	\$ 419,733	\$ 426,867	\$ 422,000	\$ 443,374	\$ 16,507	3.87%
Total Sources	\$ 396,028	\$ 419,733	\$ 426,867	\$ 422,000	\$ 443,374	\$ 16,507	3.87%



Expenditures for this operation have increased \$47,000 over the past 4 years or 11.9 percent.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The Legal Division’s operating budget is increasing \$16,507 in FY13 or 3.9%. Personnel cost increases account for the change in the budget as operating expenses remain level funded at \$40,300. Taxes provide 100% of the funding for this operation.

FY 2013 GOALS

1. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources, Quality of Life)
2. Continue to devote attention to decreasing defensive litigation by education and training. (Strategic Plan: Finance, Regulatory Access and Accountability, Communications)
3. Continue to provide advice and assistance on the implementation of recent legislation designed to promote energy efficiency to effectuate cost savings. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources, Quality of Life)
4. Continue to work with the Town Council to determine whether there are desired charter amendments to be promulgated. (Strategic Plan: Regulatory Access and Accountability)
5. Promote cost-effective dispute resolution through mediation. (Strategic Plan: Finance)
6. Work with the town and regional entities to develop a comprehensive approach for the Town-wide management of wastewater disposal.(Strategic Plan: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources, Quality of Life)
7. Work with town entities to implement legislative and regulatory initiatives to enhance the quality of life for town residents and visitors consistent with the Town Council’s Strategic Plan and Local Comprehensive Plan. (Strategic Plan: Public Health and Safety, Infrastructure, Economic Development, Education, Housing, Regulatory Access and Accountability, Environment and Natural Resources, Quality of Life)
8. Work with Town entities to explore creative strategies to promote economic development. (Strategic Plan: Finance, Economic Development and Quality of Life)

PROGRAMS

It is the goal of the Legal Division to prevent and/or minimize legal problems for the Town. The Division functions as an in-house corporate law office in providing and/or supervising the provision of legal services to

the elements of the governmental structure and to the citizens, depending on their relationship to the Town. The availability of in-house legal staff to offer advice and counsel on an as-needed basis, has created an ability to address concerns and issues in a timely and efficacious fashion, In this regard, the Division continues to implement a system similar to that used in the private sector for accounting for time spent on each issue associated with each client agency. Together with the relatively-easily-derived hourly cost of legal service, which is quite susceptible of comparison with the private sector, such a system can provide an accurate management tool leading toward greater accountability, as well as better management understanding of problem areas.

GENERAL LEGAL SERVICES PROGRAM

Program Description. The General Legal Services program provides all town entities with panoply of legal support ranging from advice, training and counseling to litigation services. Litigation represents the end stage in the resolution of disputes in which the Town is a party. At that point, issues are brought before other tribunals, judicial and quasi-judicial, at the county, state and federal level, for resolution. Occasionally, the Town brings the matter as plaintiff; more often, we are a party defendant, or an appellant or appellee. Litigation is thus the end of a continuum if the program is seen as merely one of bringing disputes to an end. Every effort is made to avoid it by providing legal counseling in advance of decision-making or otherwise committing to a course of action that will lead to litigation. Of course, not every matter is most advantageously settled for the Town by avoiding litigation at all costs, but it is always desirable to have the legal options and alternatives spelled out. That is the function of legal counseling. In this regard, some of the most effective counseling occurs when the lawyers are reporting to the client agencies the developments and results in litigation. Lessons are rarely more vivid than when the earlier decisions of a Town Board are dissected by a judge or a hearing officer. Therefore, the most realistic view of the proper delivery of legal services is that the function is one integrated whole, best measured by the time spent as required by the client, consistent with professional quality and responsibility.

FY 2011-2012 MAJOR ACCOMPLISHMENTS

1. Working collaboratively with the Barnstable Municipal Airport Commission, the Cape Cod Commission and their respective counsel, the division successfully defended several lawsuits filed against the Airport, the Cape Cod Commission and the Town which challenged the approved road improvements for the Airport Terminal Expansion project.
2. The Division has worked diligently with outside counsel to achieve a favorable, highly publicized decision issued by the U.S. Court of Appeals for the D.C. Circuit in the Cape Wind litigation. The Circuit Court overturned the FAA approval of the Cape Wind towers while holding that, in determining that the towers presented no hazard to pilots operating under Visual Flight Rules, the FAA had ignored very substantial evidence to the contrary presented by the Town and had utterly ignored its own rules in arriving at that flawed determination. The Court remanded the matter to the FAA with directions to begin the hazard analysis from scratch.
3. The legal division has been intimately involved in the procurement process for a renewable solar energy facility atop the Town Landfill in Marstons Mills. During the very detailed public bidding and selection process, this office and members of the specially created Solar Subcommittee of the Town Council attended every bidder interview and actively participated in the final selection process and ensuing contract negotiations. Numerous suggestions for improvements and clarifications in contract terms were incorporated into the final contract which has been described by state officials as a model for the Commonwealth. This project is scheduled for completion in late 2012; it will have a capacity of almost four megawatts of electrical production per hour. State financial incentives known as "net metering credits" is conservatively projected to save the Town more than \$275,000 per year for the twenty-year term of the contract that was awarded.
4. In a matter involving an appeal filed by an establishment whose liquor license was revoked, the legal division facilitated the negotiation of a settlement which resulted in an appropriate sanction, while at the same time solving a Hyannis problem, avoiding lengthy litigation and allowing a business to continue to operate.

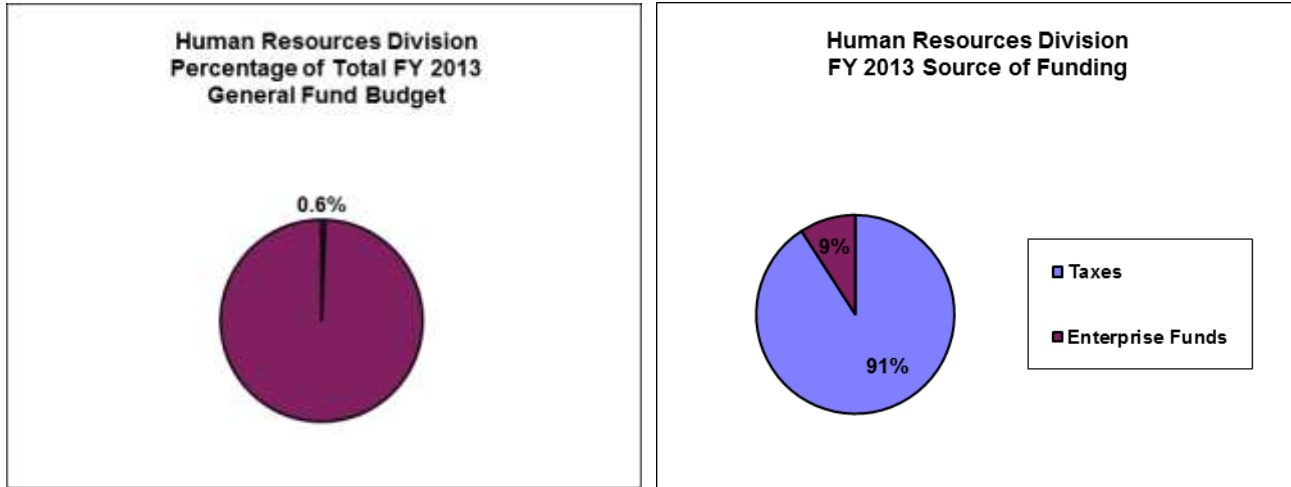
5. The legal division continued to work with the Growth Management Department on legal issues relating to growth and the quality of life including downtown revitalization, coastal access, affordable housing and economic development.
6. The Division continued to assist the Community Preservation Committee in reviewing the eligibility of projects for funding and in reviewing restrictions and other legal documents.

HUMAN RESOURCES DIVISION

MISSION STATEMENT

The mission of Human Resources is to deliver reliable and innovative services that attract and retain a knowledgeable labor pool, foster professional development, promote a harmonious work environment and help our multicultural workforce attain its goals through education, training and awareness.

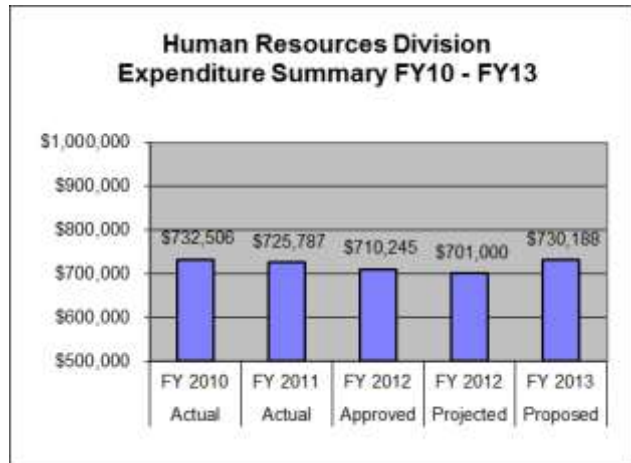
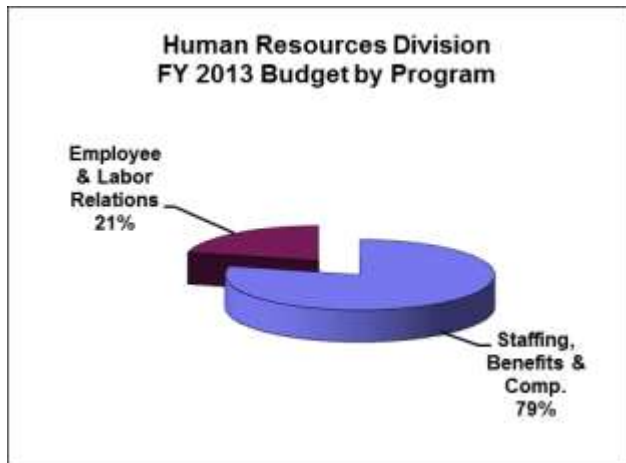
FY 2013 DIVISION FINANCIAL DATA



The Human Resources Division represents 0.6% of the overall general fund operating budget. Taxes provide 91% of the funding for this operation.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 600,117	\$ 617,606	\$ 573,045	\$ 567,000	\$ 592,988	\$ 19,943	3.48%
Operating Expenses	132,389	108,181	137,200	134,000	137,200	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 732,506	\$ 725,787	\$ 710,245	\$ 701,000	\$ 730,188	\$ 19,943	2.81%
Permanent full-time equivalent employees	8.00	8.00	8.00		8.00	-	
Sources of Funds							
Taxes	\$ 676,565	\$ 677,717	\$ 648,523	\$ 638,628	\$ 663,445	\$ 14,922	2.30%
Interest and Other	13,589	3,144	-	650	-	-	0.00%
Enterprise Funds	42,352	44,926	61,722	61,722	66,743	5,021	8.13%
Total Sources	\$ 732,506	\$ 725,787	\$ 710,245	\$ 701,000	\$ 730,188	\$ 19,943	2.81%



The staffing, benefits and compensation program comprises a majority of this division’s budget at 79%. Expenditures for the division have decreased slightly over the past four years from \$733,000 in Fy10 to \$730,000 in FY13 mainly due to a decline in benefits paid for sick leave buybacks.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The Division’s operating budget is increasing \$19,943 in FY13 or 2.8%. Personnel cost increases account for the change in the budget as operating expenses remain level funded at \$137,200. Taxes support is increasing \$14,922 and enterprise fund charges are increasing \$5,021 to cover the operating budget increase.

FY 2013 GOALS

Short Term

1. Work to develop updated job descriptions for school department positions.
2. Implement the Self-Service Module of MUNIS to better allow employees to access information. (Strategic Plan: Communication)
3. Continue to develop joint school/municipal personnel policies for consistency and uniformity. (Strategic Plan: Communication)

Long Term

1. Implement an on-line application process. (Strategic Plan: Communication)
2. Develop a first-time supervisor training program. (Strategic Plan: Regulatory Access and Accountability)
3. Implement an internal Alternative Dispute Resolution program. (Strategic Plan: Regulatory Access and Accountability)

PROGRAMS

STAFFING, BENEFITS, AND COMPENSATION PROGRAM

Program Description. 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. Responsibilities of the Human Resources Department include:

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

Benefits:

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

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

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.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 479,348	\$ 494,646	\$ 445,282	\$ 440,000	\$ 459,230	\$ 13,948	3.13%
Operating Expenses	101,583	89,574	117,200	115,000	117,200	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 580,931	\$ 584,220	\$ 562,482	\$ 555,000	\$ 576,430	\$ 13,948	2.48%
Sources of Funds							
Taxes	\$ 546,166	\$ 558,613	\$ 531,621	\$ 523,489	\$ 543,058	\$ 11,437	2.15%
Interest and Other	13,589	3,144	-	650	-	-	0.00%
Enterprise Funds	21,176	22,463	30,861	30,861	33,372	2,511	8.14%
Total Sources	\$ 580,931	\$ 584,220	\$ 562,482	\$ 555,000	\$ 576,430	\$ 13,948	2.48%

EMPLOYEE/LABOR RELATIONS PROGRAM

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

Collective Bargaining:

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

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

Employee Relations/Training:

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

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

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

Workplace Diversity/Compliance:

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

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 120,769	\$ 122,960	\$ 127,763	\$ 127,000	\$ 133,758	\$ 5,995	4.69%
Operating Expenses	30,806	18,607	20,000	19,000	20,000	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 151,575	\$ 141,567	\$ 147,763	\$ 146,000	\$ 153,758	\$ 5,995	4.06%
Sources of Funds							
Taxes	\$ 130,399	\$ 119,104	\$ 116,902	\$ 115,139	\$ 120,387	\$ 3,485	2.98%
Enterprise Funds	21,176	22,463	30,861	30,861	33,371	2,510	8.13%
Total Sources	\$ 151,575	\$ 141,567	\$ 147,763	\$ 146,000	\$ 153,758	\$ 5,995	4.06%

FY 2011-2012 MAJOR ACCOMPLISHMENTS

1. Assisted in the hiring of several high-level positions including the HYCC General Manager and Director of Golf Operations.
2. Worked with Town Manager and Finance offices to implement the Municipal Health Insurance Reform Law.
3. Successfully negotiated 4 municipal union contracts.
4. Assisted the School Department in union contract negotiations.
5. Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.

PERFORMANCE MEASURES

Human Resources is measuring the time to hire an employee. This is the time from when a requisition to fill a position is received by Human Resources to the time that the employee starts work.

Performance Measure	FY 2010 Actual	FY 2011 Actual	FY 2012 Target
Time to Hire (Calendar Days)	65.2	71.5	60

WORKLOAD INDICATORS

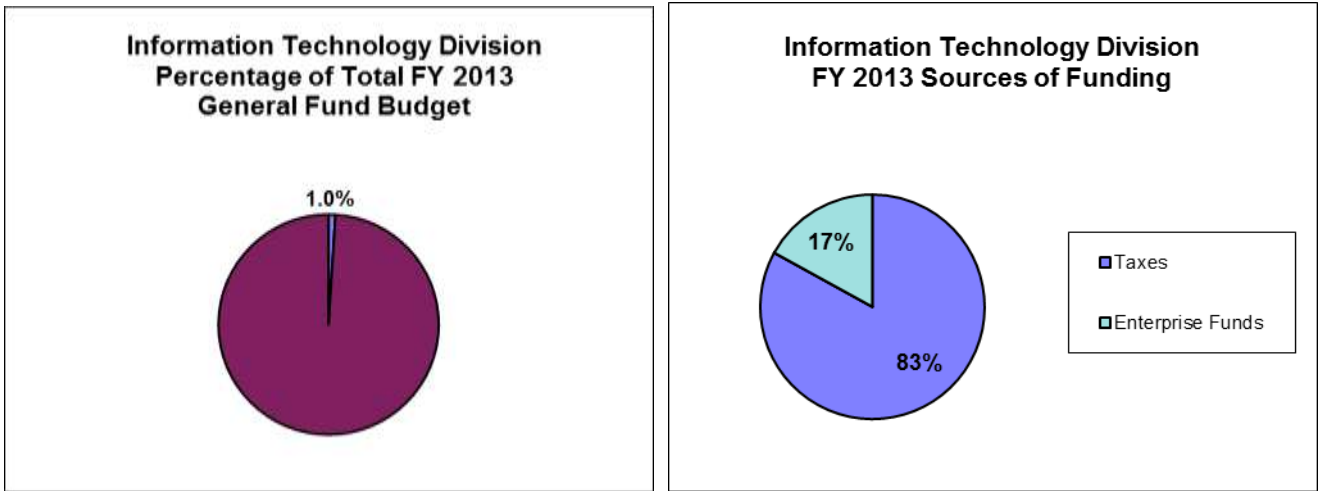
Workload Indicators - Fiscal Year	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Personnel Forms Processed	1,598	1,674	1,698	1,625	1,630
Employment Applications Processed	1,541	1,575	2,060	1,825	1,800
Permanent Position Vacancies	153	215	279	225	218
Avg. # of Applications per vacancy	10	7.5	7.4	8	8.25

INFORMATION TECHNOLOGY DIVISION

MISSION STATEMENT

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

FY 2013 DIVISION FINANCIAL DATA



This division represents 1% of the overall general fund operating budget. Funding for the division is mainly provided from tax support at 83%. 17% of the operation is funded from enterprise fund charges.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 705,513	\$ 712,394	\$ 753,061	\$ 745,000	\$ 781,925	\$ 28,864	3.83%
Operating Expenses	464,263	378,757	398,650	394,000	408,894	10,244	2.57%
Capital Outlay	30,109	26,865	105,000	100,000	105,000	-	0.00%
Total Expenditures	\$ 1,199,885	\$ 1,118,016	\$ 1,256,711	\$ 1,239,000	\$ 1,295,819	\$ 39,108	3.11%
Permanent full-time equivalent employees	11.00	11.00	11.00		11.00	-	
Sources of Funds							
Taxes	\$ 1,015,843	\$ 937,956	\$ 1,066,527	\$ 1,048,816	\$ 1,075,684	\$ 9,157	0.86%
Interest and Other	20	-	-	-	-	-	0.00%
Enterprise Funds	184,022	180,060	190,184	190,184	220,135	29,951	15.75%
Total Sources	\$ 1,199,885	\$ 1,118,016	\$ 1,256,711	\$ 1,239,000	\$ 1,295,819	\$ 39,108	3.11%

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The division's FY13 budget is increasing \$39,108. There are no changes to the staffing levels. The increase is comprised of \$28,864 in personnel costs and \$10,244 in operating expenses to cover the cost increase for various software support and licensing fees.

Enterprise fund charges will cover a majority of the cost increases as they will rise by \$29,951. An increase in tax support of \$9,157 will provide the balance needed to cover the division's FY13 proposed budget.

FY 2013 GOALS

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

Short Term

1. Continued growth on the web site. (Strategic Plan: Regulatory Access and Accountability, Communications)
2. Continued integration between CH18 and the web site. (Strategic Plan: Regulatory Access and Accountability, Communications)
3. Continue to expand CH18 programming and video production. (Strategic Plan: Regulatory Access and Accountability, Communications)
4. Continue to enhance the communication networking capabilities of the Town including the office automation system to improve the overall efficiency and effectiveness of Town employees.
5. Broadcast/Record virtually all the Boards and Commissions from Town Hall Hearing Room or Selectman's Conference Room for improved quality. (Strategic Plan: Regulatory Access and Accountability, Communications)
6. Continue migrating servers into the new virtual server platform saving costs on electricity, environmental and hardware.
7. Implement additional GIS server applications to streamline and enhance GIS functions within Town departments.

Long Term

1. Continue building on the "corporate database" that enables all departments to track history back to a Parcel Number or Address.
2. Continued work in establishing a Town-wide Institutional Network (INET) with actual build out of the fiber optic cabling. All pole licensing has finally been obtained.
3. Develop and implement a training plan to train staff from other departments to perform more GIS tasks for their departments.

PROGRAMS

SUPPORT TO APPLICATION PRODUCTION AND DEVELOPMENT PROGRAM

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

- Town/School-Payroll/HR support

- Application Support - in-house applications
- Application Support - third party applications
- Tax Billing support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Motor Vehicle Excise Billing support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Boat Excise support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Tax Title support
- Accounts Payables and Payroll support
- Web site development and growth

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

- Data creation
- Data updates
- Data cleaning / reformatting
- Data verification
- Map production

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 292,647	\$ 302,932	\$ 320,471	\$ 314,000	\$ 332,391	\$ 11,920	3.72%
Operating Expenses	249,640	232,695	263,425	260,000	273,669	10,244	3.89%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 542,287	\$ 535,627	\$ 583,896	\$ 574,000	\$ 606,060	\$ 22,164	3.80%
Sources of Funds							
Taxes	\$ 542,267	\$ 535,627	\$ 583,896	\$ 574,000	\$ 606,060	\$ 22,164	3.80%
Interest and Other	20	-	-	-	-	-	0.00%
Total Sources	\$ 542,287	\$ 535,627	\$ 583,896	\$ 574,000	\$ 606,060	\$ 22,164	3.80%

SUPPORT TO SYSTEMS ADMINISTRATION PROGRAM

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

- Monitor network traffic for performance related problems
- Implement new network topologies to avoid performance problems
- Maintain and monitor all networking hardware to ensure reliability and minimize down-time
- Maintain and monitor all servers for performance, errors and capacities ensuring all are within thresholds
- Design and build new servers when older servers are outgrown

- Monitor and maintain Wide Area Networking Environment
- Database administration
- Operating systems administration (1 Linux, 29 Windows Servers)
- Maintain users on all the systems
- Maintain Data Integrity (Backups, off-site vault storage etc.)
- Software license & maintenance contract management
- Maintain CH-18 broadcasting and video equipment
- Security Cameras
- Blackberry Administration

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 67,784	\$ 69,146	\$ 70,378	\$ 70,000	\$ 72,877	\$ 2,499	3.55%
Operating Expenses	108,635	66,912	12,635	12,000	12,635	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 176,419	\$ 136,058	\$ 83,013	\$ 82,000	\$ 85,512	\$ 2,499	3.01%
Sources of Funds							
Taxes	\$ 176,419	\$ 136,058	\$ 83,013	\$ 82,000	\$ 85,512	\$ 2,499	3.01%
Total Sources	\$ 176,419	\$ 136,058	\$ 83,013	\$ 82,000	\$ 85,512	\$ 2,499	3.01%

SUPPORT TO HARDWARE PROGRAM

Program Description. This program area is responsible for the installation and on-going maintenance of PC's, printers and all the associated peripherals/software (Microsoft Office upgrades, scanners, modems, faxes etc.) The computer is an essential tool for virtually all town employees and to be without one due to any type of failure cripples their ability to perform their job functions efficiently and effectively.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 81,936	\$ 84,729	\$ 86,560	\$ 86,000	\$ 89,632	\$ 3,072	3.55%
Operating Expenses	44,606	34,522	52,580	52,000	52,580	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 126,542	\$ 119,251	\$ 139,140	\$ 138,000	\$ 142,212	\$ 3,072	2.21%
Sources of Funds							
Taxes	\$ 126,542	\$ 119,251	\$ 139,140	\$ 138,000	\$ 142,212	\$ 3,072	2.21%
Total Sources	\$ 126,542	\$ 119,251	\$ 139,140	\$ 138,000	\$ 142,212	\$ 3,072	2.21%

SUPPORT TO TRAINING PROGRAM

Program Description. This program area is responsible for the training and support of the entire Town's software. This includes the Town's standardized Microsoft Office Suite, in-house written application and third party software. Training is either in a structured classroom environment or given on a one-to-one basis. It is this program area that initially receives virtually any problem a user might have. All problems are funneled through the help desk where it is then determined if it is a software or hardware issue and passed on to the appropriate "program area". Support and training for G.I.S. users is also grouped into this program. As the G.I.S. expands into different departments, the number of users that require training and support is increasing. Some of the G.I.S. software can be very complex and requires a significant amount of training for users to become

proficient. The G.I.S. staff provides much of this training to users in-house. Additionally, users require day-to-day technical support, troubleshooting, and guidance with their various projects. The G.I.S. staff provides these support services to a growing user base. Tasks within this program include the following:

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

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 75,540	\$ 89,154	\$ 101,535	\$ 101,000	\$ 105,771	\$ 4,236	4.17%
Operating Expenses	(25)	(54)	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 75,515	\$ 89,100	\$ 101,535	\$ 101,000	\$ 105,771	\$ 4,236	4.17%
Sources of Funds							
Taxes	\$ 75,515	\$ 89,100	\$ 101,535	\$ 101,000	\$ 105,771	\$ 4,236	4.17%
Total Sources	\$ 75,515	\$ 89,100	\$ 101,535	\$ 101,000	\$ 105,771	\$ 4,236	4.17%

SUPPORT TO OFFICE ADMINISTRATION PROGRAM

Program Description. This program area, as its name implies, is Office Administration. The technical part of CH-18 broadcasting and video production happens to fall under this program as well. Major items that fall under this program:

- General office administration
- Procurements
- Bids
- Budgeting
- Personnel
- Ensuring set goals for the department are met
- Development of standards, policies, & procedures
- Project management
- Software license & maintenance contract management
- GIS project management
- Policies and Procedures
- Video and CH18 technical hardware

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 187,606	\$ 166,433	\$ 174,117	\$ 174,000	\$ 181,254	\$ 7,137	4.10%
Operating Expenses	61,407	44,682	70,010	70,000	70,010	-	0.00%
Capital Outlay	30,109	26,865	105,000	100,000	105,000	-	0.00%
Total Expenditures	\$ 279,122	\$ 237,980	\$ 349,127	\$ 344,000	\$ 356,264	\$ 7,137	2.04%
Sources of Funds							
Taxes	\$ 95,100	\$ 57,920	\$ 158,943	\$ 153,816	\$ 136,129	\$ (22,814)	-14.35%
Enterprise Funds	184,022	180,060	190,184	190,184	220,135	29,951	15.75%
Total Sources	\$ 279,122	\$ 237,980	\$ 349,127	\$ 344,000	\$ 356,264	\$ 7,137	2.04%

FY 2011-2012 MAJOR ACCOMPLISHMENTS

1. Installation of virtualization hardware and software.
2. Migrated all GIS servers to the new virtualized server environment for more efficient use of hardware resources.
3. Completed major upgrade of GIS server to new database platform.
4. Completed Town Property Management System.
5. Completed Financial Aid System.
6. Installed additional security cameras covering various town assets.
7. Redesign of entire website.
8. Hardened Security for the town's network and introduced SSL (Secure Socket Layer) connectivity from the outside.
9. Improved reports, invoices and email notification system for Weights and Measures.
10. Installation and training on HYCC hand held device for membership check in.
11. Added Crystal reports for a variety of departments for Munis inquiries in report form.
12. Migrated to a new client Anti-Virus platform on all PC's and servers (Vipre).
13. Added new Virtual Private Networking platform allowing easy secure access to Town network from remote locations.
14. Upgraded Code Accuracy Support System (CASS) to Intelligent Mail as required by the U.S. Postal office.
15. Integration with the Town's website and the new Barnstable iFORUM by MindMixer.
16. Introduced coding to the Town Website to allow conversion to 53 different languages.

PERFORMANCE MEASURES

Systems Availability – As a majority of the town's workforce must have access to systems and applications to perform their key functions the availability of those systems and applications are a key components that contribute to an effective and efficient workforce.

	YTD Results	YTD Target
Percent of availability of database environments	99%	95%
Availability of critical core applications	99%	98%
Uptime of Town's web site including property database	99%	98%

Systems Utilization

	YTD Results	YTD Target
Visits to the Town web site	144,378	250,000
Number of Cable programs produced for CH-18	923	800

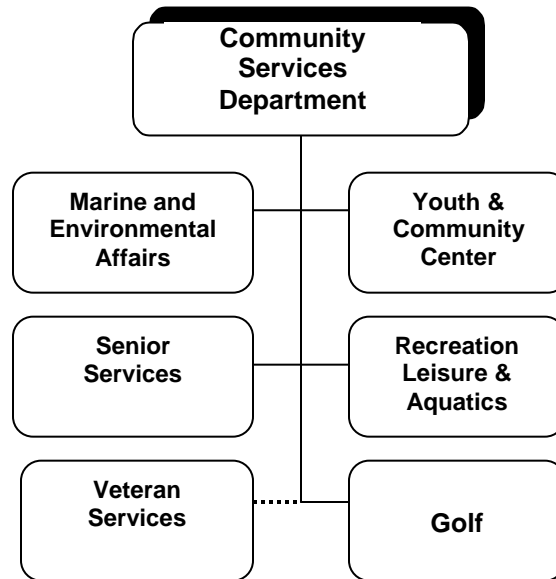
WORKLOAD INDICATORS

Workload Indicator	FY2011 Actual	FY2012 Estimated	FY2013 Projected
New PC's Installed	32	40	50
Work orders completed	1,632	1,500	1,600
Major New/Converted Applications	4	4	4
CH-18 Meetings/Shows Taped/Produced		923	950
Completed requests for maps and geographic analysis	1,686	1,600	1,600
Web Requests for website changes or additions	N/A	3,600	4,000
Website Visits	N/A	250,000	260,000

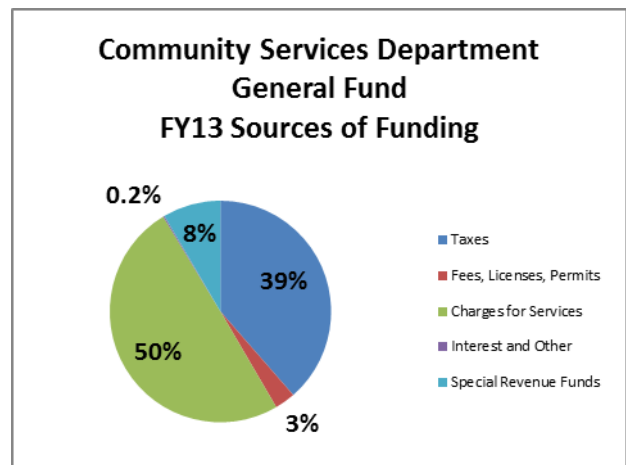
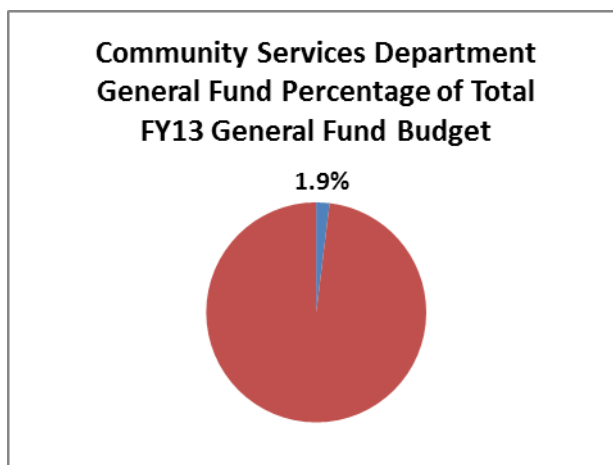
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COMMUNITY SERVICES DEPARTMENT

The mission of the Community Services Department is to maintain programmatic oversight of our Town marinas, beaches, Sandy Neck Park, trail system, playing fields and community buildings and to provide an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment.



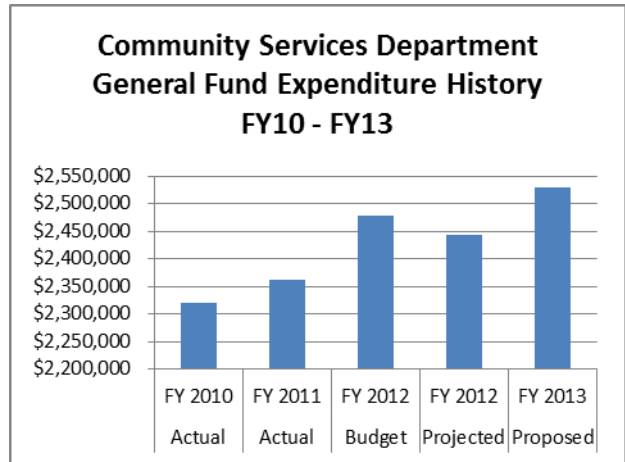
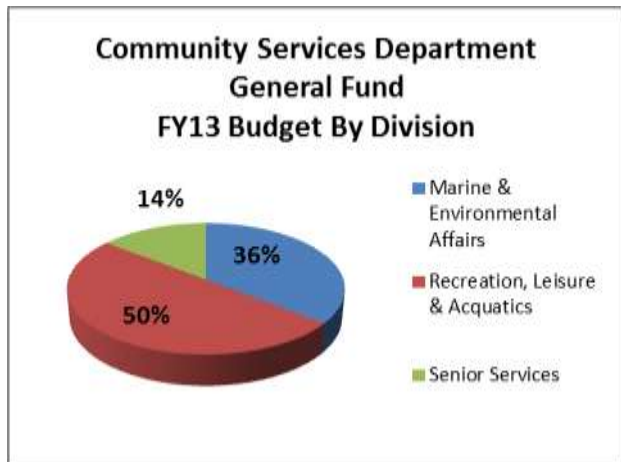
FY 2013 DEPARTMENT FINANCIAL DATA



The Community Services Department represents 1.9% of the overall general fund operating budget. Thirty-nine percent of the budget is funded through taxes with 61% coming from various fees that are charged by the operations. The 8% of funding through the special revenue funds is from the Waterways Improvement Fund which is where all mooring fees collected are credited.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES Community Services Department (General Fund Only)

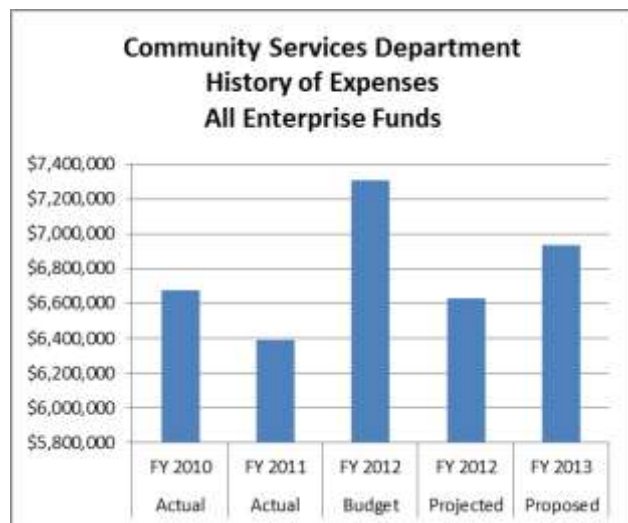
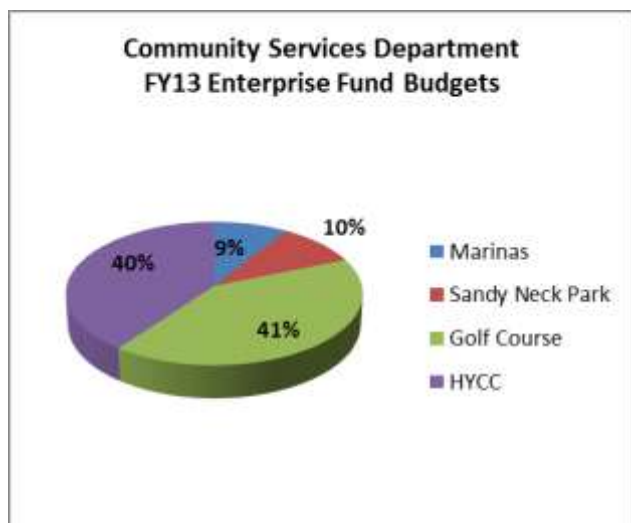
Expenditure Category	Actual	Actual	Budget	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY12-13	Change
Salaries and Wages	\$ 2,030,045	\$ 2,058,902	\$ 2,114,900	\$ 2,086,350	\$ 2,129,824	\$ 14,924	0.71%
Operating Expenses	263,298	300,060	338,440	331,700	341,365	2,925	0.86%
Operating Capital	25,850	3,933	25,000	25,000	58,800	33,800	135.20%
Total Expenditures	\$ 2,319,193	\$ 2,362,895	\$ 2,478,340	\$ 2,443,050	\$ 2,529,989	\$ 51,649	2.08%
Permanent full-time equivalent employees	25.76	24.61	24.20		23.70	(0.50)	
Sources of Funds							
Taxes	\$ 772,772	\$ 659,202	\$ 1,035,102	\$ 913,912	\$ 975,908	\$(59,194)	-5.72%
Fees, Licenses, Permits	76,696	85,152	76,100	71,000	76,100	-	0.00%
Charges for Services	1,264,083	1,416,268	1,159,000	1,250,000	1,259,000	100,000	8.63%
Interest and Other	5,910	4,135	5,000	5,000	5,000	-	0.00%
Special Revenue Funds	190,000	198,138	203,138	203,138	213,981	10,843	5.34%
Enterprise Fund Reimbursements	9,732	-	-	-	-	-	0.00%
Total Sources	\$ 2,319,193	\$ 2,362,895	\$ 2,478,340	\$ 2,443,050	\$ 2,529,989	\$ 51,649	2.08%



The Recreation, Leisure & Aquatics division is the largest area of the Community Services Department general fund operations. Total expenditures for this department have increased from \$2,319,000 in FY10 to \$2,530,000 in FY13 or 9% over the 4 year period.

SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES
(Enterprise Funds Only – Golf Courses, Marinas, Sandy Neck Park and HYCC Combined)

Expense Category	Actual	Actual	Budget	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY12-13	Change
Personnel	\$ 2,315,478	\$ 2,181,160	\$ 2,610,420	\$ 2,309,000	\$ 2,545,950	\$ (64,470)	-2.47%
Operating Expenses	1,683,695	1,684,268	1,918,378	1,706,000	1,862,926	(55,452)	-2.89%
Operating Capital	50,967	168,574	181,500	120,100	63,500	(118,000)	-65.01%
Debt Service	2,309,930	2,029,614	2,176,373	2,073,940	2,091,292	(85,081)	-3.91%
Transfers Out	314,283	329,465	423,120	423,120	374,418	(48,702)	-11.51%
Subtotal Operating Budget	6,674,353	6,393,081	7,309,791	6,632,160	6,938,086	(371,705)	-5.09%
Capital Program	86,577	3,812,817	110,000	340,000	80,000	(237,922)	-216.29%
Total Expenses	6,760,930	10,205,898	7,419,791	6,972,160	7,018,086	(609,627)	-8.22%
Permanent full-time equivalent employees	30.77	29.50	28.90		29.45	0.55	
Sources of Funds							
Taxes	\$ -	\$ -	\$ 30,000	\$ 30,000	\$ 60,000	\$ 30,000	100.00%
Intergovernmental Aid	200,436	1,965,196	-	190,000	-	-	0.00%
Fees, Licenses, Permits	1,268,086	1,353,095	1,532,400	1,316,000	1,353,068	(179,332)	-11.70%
Charges for Services	3,745,493	3,774,417	4,159,158	3,727,000	3,724,981	(434,177)	-10.44%
Interest and Other	265,390	371,539	301,000	394,281	270,860	(30,140)	-10.01%
Special Revenue Funds	-	24,000	24,000	24,000	24,000	-	0.00%
Trust Funds	1,526,030	1,241,270	1,208,529	1,208,529	1,425,988	217,459	17.99%
Borrowing Authorizations	-	1,790,000	-	-	-	-	0.00%
Total Sources	\$ 7,005,435	\$ 10,519,517	\$ 7,255,087	\$ 6,889,810	\$ 6,858,897	\$ (396,190)	-5.46%
Excess (Deficiency) cash basis	244,505	313,619	(164,704)	(82,350)	(159,189)		
Adjustment to accrual basis	9,370,191	2,354,255	-	710,000	-		
Beginning Net Assets	12,820,666	22,435,362	25,103,236	25,103,236	25,730,886		
Ending Net Assets	\$ 22,435,362	\$ 25,103,236	\$ 24,938,532	\$ 25,730,886	\$ 25,571,697		



The golf course and HYCC operations encompass a majority of the total enterprise operations of the Community Services Department representing 81% of the total FY13 budget. Expenditures have increased from \$6.674 million in FY10 to \$6.938 in FY11; a 4% increase over this 4 year period.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DEPARTMENT

General Fund Operations:

The Community Services Department general fund budget is increasing \$51,649 in FY13, or 2.1%. Personnel costs are increasing \$14,924 and there is a reduction of one-half of a full-time equivalent position. The Recreation Director's position was eliminated and pieces of administrative positions are transferred from the HYCC enterprise fund to more accurately reflect where the employees have been allocating their time. This results in a reduction of 0.5 full-time equivalents. Operating expenses are increasing \$2,925 and operating capital is increasing \$33,800 to \$58,500. This will be used for the replacement of one vehicle, new boards for lifeguards and picnic area improvements at the Veteran's Beach space. Tax support is decreasing \$59,194 for this operation as the estimate for charges for services is increasing due to increased usage as well as funding from special revenue funds.

Golf Course Enterprise Fund:

The golf course operations are decreasing \$230,883 for FY13 or 7.5%. A decrease in play which correlates into declining revenue of this amount results in the budget reduction. Reductions have been made to full-time equivalents (0.1), seasonal wages and overtime resulting in a personnel cost decrease for FY13 of \$74,966. Operating expenses have been reduced by \$18,717, operating capital by \$88,000 and the transfer to the general fund is reduced \$50,000. No reserves will be used in FY13 to balance the operating budget as current year estimated receipts are sufficient to cover the proposed operating budget.

Marina Enterprise Fund:

The FY13 Marina Enterprise Fund operating budget is decreasing \$35,512 or 5.4%. The reduction is a result of a decrease in debt service and operating capital. \$20,000 has been provided in the FY13 budget to continue a dock replacement program. The operating expense increase of \$29,307 includes \$27,907 in depreciation. A capital program of \$80,000 in FY13 for the permitting of a dredging project has already been approved by the Town Council. This will be funded from the enterprise fund's reserves. No reserves will be used in FY13 to balance the operating budget as current year estimated receipts are sufficient to cover the proposed operating budget.

Sandy Neck Enterprise Fund:

The FY13 Sandy Neck Enterprise Fund operating budget is increasing \$25,750 or 3.9%. Personnel costs are increasing \$34,624 as additional funds are provided for new seasonal positions and an increase in pay for other seasonal positions. This is offset by a reduction of \$11,700 in debt service. Estimated revenue for FY13 is increasing to \$676,900. A small amount of enterprise fund reserves are used to balance the budget (\$7,542). This is \$25,150 less than the amount used to balance the FY12 budget.

Hyannis Youth & Community Center Enterprise Fund:

The FY13 operating budget for the HYCC is decreasing \$131,060 or 4.5%. Declining revenue estimates result in the lower proposed budget. To offset the decline in revenue personnel costs are budgeted \$29,877 less in FY13 and operating expenses have been reduced by \$68,542. Also contributing to the reduced budget is a decrease in the debt service of \$32,641. The estimated revenue for FY13 includes an increase in the amount of meals and rooms tax of \$30,000, a reduction of \$450,166 in estimated user charges and an increase of \$217,459 in the amount of the transfer from the Capital Trust Fund to pay the construction loans. A total of \$71,647 of enterprise fund reserves is being used to balance the operating budget.

FY2013 DEPARTMENTAL GOALS

Short Term Goals

1. Continue to fill vacancies from the established wait lists of all Town-owned marinas. (Strategic Plan Priority: Infrastructure)
2. Continue with the float replacement program at The Marina at Prince Cove. (Strategic Plan Priority: Infrastructure)
3. Continue to assist and implement the Barnstable Harbor parking and landscape plans. (Strategic Plan Priority: Environment and Natural Resources)
4. Continue to implement bulkhead repairs and upgrades to the Bismore Park Bulkhead as indicated in survey conducted in 2008. (Strategic Plan Priority: Infrastructure)
5. Contract to have The Marina at Prince Cove bulkhead repair conducted. (Strategic Plan Priority: Infrastructure)
6. Continue to research the need for added security at all marina facilities. (Strategic Plan Priority: Infrastructure)
7. Begin process to allow for dredging at Gateway Marina and Barnstable Harbor Marina Basin. (Strategic Plan Priority: Infrastructure)
8. Construct a new walkway and dune overlook adjacent to the Sandy Neck upper parking lot. (Strategic Plan Priority: Recreation, Infrastructure)
9. Install a Sandy Neck map kiosk adjacent to the paved walkway. (Strategic Plan Priority: Quality of Life, Recreation).
10. Repair the Marsh Trail (just west of Trail 5 where water pooling is significant) in order to provide improved access to cottage owners. (Strategic Plan Priority: Environment and Natural Resources)
11. Develop a maintenance strategy for the Recreation Vehicles with the Department of Public Works. (Strategic Plan Priority: Infrastructure)
12. Continue to develop and implement Recreation Programs that are requested by residents and visitors of the Town of Barnstable that are affordable and able to be provided through our revolving fund. (i.e. fencing, knitting, progressive swim). (Strategic Plan Priority: Quality of Life)
13. Re-certify 95% of the Recreation Staff including lifeguards, gate staff, supervisors, and leisure program counselors, recreation assistants in Professional Rescuer CPR, Community CPR and AED Certifications as well as First Aid as required for initial hire. (Strategic Plan Priority: Quality of Life)
14. Actively pursue available grant-funding to help sustain our services and offset program costs. (Strategic Plan Priority: Finance)
15. Continue to enhance our volunteer recruitment to attract new volunteers to support the Beach Sticker sales and youth programs. (Strategic Plan Priority: Quality of Life)
16. Maximize the marketing program of the facility's ice and youth center components to ensure the revenue stream will meet all operational costs along with a sum of money to be dedicated toward the debt schedule. (Strategic Plan Priorities: Finance, Infrastructure, Communication, Quality of Life)
17. Identify specific areas of potential growth within the gym and ice, and work towards filling those areas with new programs and events to attract more users to the facility. (Strategic Plan Priorities: Finance, Quality of Life)
18. Implement the following activities by December 31, 2012: develop a summer college hockey league, develop an annual College Hockey Tournament. (Strategic Plan Priorities: Finance, Quality of Life)
19. Implement additional community service programs to include annual blood, food and clothing drives. (Strategic Plan Priorities: Education, Quality of Life).
20. Review and update the marketing plan for Olde Barnstable Fairgrounds and Hyannis Golf Courses to make Barnstable Golf a true golf destination. By using e-mail, social media, radio, promotional guides, magazine and newspaper advertising to increase exposure will be distributed locally and regionally. Generate sufficient revenue to cover all direct and indirect costs with respect to the overall golf program. (Strategic Plan Priorities: Finance, Communications, Quality of Life)
21. Hire a PGA Golf Professional for Hyannis golf course. We will once again have a pro at each course. It will be the responsibility of the golf pro to oversee the pro shop and golf operations at Hyannis. The pro will bring much needed professionalism to the Hyannis operation which will improve customer service, merchandise offerings, employee training, productivity, and morale. (Strategic Plan Priorities: Finance, Quality of Life)

22. Aggressively pursue group outings and tournaments at both courses through our marketing plan which includes working closely together with the concessionaires at each course. Outings benefit all aspects of the facility. All inclusive packages to entice groups to play at our facilities will be offered. (Strategic Plan Priorities: Finance, Quality of Life)
23. Continue to implement teaching programs that are tailored to the needs and desires of our annual pass holders and guests of the facilities. These programs will help maximize the use of the facilities and will provide benefits that offer the highest level of customer service for our residents and guests. These are important to receive repeat business from our customers. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
24. Continue outreach efforts throughout the community to increase awareness of the important programs and services of the Barnstable Senior Center. (Strategic Plan Priority: Communications)
25. Continue to offer more diverse evening programming to attract boomers, working seniors and other members of our community. (Strategic Plan Priority: Quality of Life)
26. Actively pursue available grant-funding to help sustain our services and offset program costs, including our caregiver and transportation programs. (Strategic Plan Priority: Economic Development)
27. Continue to enhance our volunteer recruitment and retention program to attract new volunteers to the Center. (Strategic Plan Priority: Quality of Life, Economic Development)
28. Support the Supporting Our Youth Task Force through the Voices of the Village and the Greater Hyannis Civic Association. (Strategic Plan Priorities: Education, Quality of Life)
29. Support the Barnstable Youth Commission and its activities including "Youth at Mall Nights" (YAM'N) activities. (Strategic Plan Priority: Quality of Life)

Long Term Goals

1. Continue with the float plan upgrades to The Marina at Prince Cove. (Strategic Plan Priority: Infrastructure)
2. Upgrades to the Barnstable Harbor and Gateway Float plans and utilities as needed. (Strategic Plan Priority: Infrastructure)
3. Surveys to the West side of Barnstable Harbor Marina rip-rap stone for repair. (Strategic Plan Priority: Infrastructure).
4. Construct a Coastal Interpretive Center that will provide the public, as well as school groups, with interactive educational materials about Sandy Neck; its cultural history, ecology and geology. (Strategic Plan Priority: Infrastructure, Education, Quality of Life).
5. Cross train Natural Resources Officers in all aspects of Town environmental duties. (Strategic Plan Priority Environment and Natural Resources).
6. Work cooperatively with the Department of Public Works, Osterville Civic Association, and Town to develop a comprehensive strategic plan for the Osterville Bay Fields and Grounds. (Strategic Plan Priorities: Infrastructure)
7. Through Town of Barnstable resources, provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. (Strategic Plan Priorities: Communication, Education, Quality of Life)
8. Continue working closely and cooperatively with the DPW in upgrading and maintaining the following Town of Barnstable recreation facilities: beach buildings, community buildings, and Town athletic facilities. (Strategic Plan Priorities: Infrastructure, Quality of Life)
9. Work on a Request for determination of Applicability with the Department of Environmental Protection to replenish the sand of Hathaway's Pond with the Conservation Division and DPW. (Strategic Plan Priorities: Infrastructure, Quality of Life)
10. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
11. Develop and identify the sport organizations that will assist both with the process and the funding program. (Strategic Plan Priorities: Finance, Infrastructure, Environment and Natural Resources, Quality of Life)
12. Through Town of Barnstable resources, provide an educational outreach to our residents and taxpayers regarding all recreational opportunities. (Strategic Plan Priorities: Finance, Quality of Life)

13. Continue to work closely with the Barnstable Schools and Village Libraries for the purpose of serving our youth within the Hyannis Youth and Community Center. (Strategic Plan Priorities: Finance, Education, Quality of Life)
14. Continue to develop golf related services to maximize the use of Olde Barnstable Fairgrounds and Hyannis Golf Courses for residents and guests. Strive to provide the best customer service possible to all customers. Train staff and emphasize putting the customer first in every aspect of the operation, including the pro shop, starters, rangers, and the maintenance staff. This helps maximize repeat business and strong word-of-mouth marketing creating more desirable facilities for our customers. (Strategic Plan Priorities: Finance, Education, Quality of Life)
15. Continue implementing improvement projects at Olde Barnstable Fairgrounds and Hyannis Golf Courses to ensure complying with the mission of providing facilities that are self-supporting, attractive and affordable to our residents and non-residents. Maintain a focus on the bottom line to maintain and improve assets for the future. Future capital improvements and enhancements include: replacing outdated and worn maintenance equipment, bunker improvements, and facility improvements to the clubhouse, maintenance and cart barn. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
16. Maintain an active marketing program to constantly look for ways to increase revenue at the courses in order to meet our 5-year plan. This includes increased membership, attracting outside players with tournaments, outings, etc., promoting the use of the driving ranges, and sales of merchandise. Constantly monitor our competitors in relation to pricing and course conditions to help improve our competitive position. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
17. Develop a comprehensive long range capital improvement plan for Olde Barnstable Fairgrounds to include buildings, equipment, course infrastructure (bunkers, etc.), course construction/ renovation improvements and new tees and greens. After nearly 20 years of wear and tear, Olde Barnstable Fairgrounds is in need of modernization to be able to compete with surrounding public and municipal courses. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
18. Continue to develop strategies to improve the lives of Barnstable's senior population through enhanced case management, respite services, mental health counseling, informational forums and advocacy to ensure that programs that help seniors age in place are maintained. (Strategic Plan Priority: Quality of Life)
19. Continue to reach out to a more diverse population that more accurately reflects the changing demographics of the Town of Barnstable. (Strategic Plan Priority: Quality of Life)
20. Maintain commitment to monthly cable TV shows and newsletter and continue to develop innovative marketing strategies. (Strategic Plan Priority: Communications)
21. Work with the Friends of the Barnstable Council on Aging to advocate and develop plans and for a green building to be situated next to the Barnstable Senior Center to expand and enhance the Adult Supportive Day program. (Strategic Plan Priority: Quality of Life)
22. Prevention includes the Peace Committee (violence prevention), nutrition and diet education, discrimination and diversity training, domestic and substance abuse prevention, suicide, anti-bullying education, and related activities. (Strategic Plan Priority: Education, Quality of Life)
23. Skills Education includes job and professional training, and promoting interaction with the public and local businesses. (Strategic Plan Priority: Education, Quality of Life)
24. Hyannis Youth and Community Center development includes planning services and programs that the Center offers and establishing a link between the Youth Center and Barnstable's Youth Commission. (Strategic Plan Priority: Quality of Life)
25. Caring Adults includes identifying and promoting initiatives for family, adult and mature citizen involvement with youth. (Strategic Plan Priority: Education, Quality of Life)

DESCRIPTION OF SERVICE PRIORITY PACKAGES

ENTERPRISE FUNDS

SANDY NECK ENTERPRISE FUND

1. New seasonal field positions at Sandy Neck Beach

\$9,000 Requested

\$9,000 Recommended

Three new Sandy Neck positions: Senior Seasonal Shorebird Specialist, Senior Seasonal Natural Resource Officer and Senior Turtle Monitor. The seasonal field staff positions fill a complex and diverse role at Sandy

Neck Beach. They are called upon to deal with situations that range from natural resource and endangered species protection to responding to medical and enforcement emergencies. The current pay rate is not sufficient to draw qualified staff or to attract staff to return after the first year of service. In addition, the Sandy Neck Program has taken on shorebird monitoring responsibilities for Dowses, Kalmus and Long Beaches. These extra duties have intensified the need for a full compliment of well qualified staff. We are requesting three new job descriptions that provide senior positions. These positions would have a requirement of a full season of field experience and they would correspondingly have a pay rate of \$12.50 per/hour. We feel that this would improve our ability to attract qualified staff as well as improve seasonal staff return rates. The Seasonal Natural Resource Officers have not had a pay raise since 2004 and we are presently having trouble keeping these positions filled. In 2008, we were only fully staffed for four weeks (July 14th to August 14th). In 2009, we were never fully staffed. In 2011, we had two staff members resign in July as they had found higher paying positions elsewhere. Legal ramifications and possible beach closures could occur if we continue with this trend because:

- Natural Resource Officers work under Order of Conditions along with requirements from MA Fish & Wildlife, and U.S. Fish & Wildlife with regard to endangered species protection along Sandy Neck Beach.
- Under a Memorandum of Understanding with Sandy Neck cottage owners, Natural Resource Officers are required to provide escorts for beach access and egress.
- The Sandy Neck program is now charged with plover and tern monitoring on three additional Barnstable beaches. These shorebirds are protected under the State and Federal Endangered Species Acts.
- There has been a 40% increase in off-road vehicle use in the last 8 years. This has resulted in a rise in the number (and complexity) of enforcement and medical incidents on the beach.

2. New seasonal maintenance position at Sandy Neck Beach **\$12,000 Requested**
\$12,000 Recommended

One new Sandy Neck position: Sandy Neck Facilities Maintenance Laborer. This proposed new position would be responsible for facilities maintenance of the Bathhouse, Gatehouse, Garage, Halfway House and Air Compressor Shack. In addition, the staff member would be addressing our portable toilet pump-out needs, thus eliminating an existing seasonal part-time position. There is a phrase “build it and they will come” and they have. People are flocking to our new bathhouse and improved park amenities. We have also increased the concession stand hours to include dinner and Sandy Neck is now a popular evening destination. We need staff to offset this increased use in order to maintain our facilities at the improved standard that is expected. We are requesting that this new position be for 25 weeks of the year at a pay rate of \$16.00 per/hour. We feel that this would improve our ability to provide the public with safe and clean facilities at Sandy Neck Beach Park.

3. Sandy Neck Equipment Capital Improvement **\$8,000 Requested**
\$8,000 Recommended

Continuation of the Sandy Neck equipment improvement program. Equipment improvement is imperative in order to continue safe and effective management of Sandy Neck Beach Park. During FY13, we propose to utilize equipment improvement appropriations to purchase a truck from the Natural Resources Program which will be utilized for beach patrol. In addition, we would like funding to purchase video and surveillance equipment. Sandy Neck is considered an Area of Critical and Environmental Concern. As such, multiple local, state and federal agencies have regulatory requirements for the management of the Park. Natural Resource Officers are charged with patrolling six miles of beach and 4,500 acres of dune and marsh lands. In addition, staff must monitor the breeding populations of four endangered species. These many duties are handled by three seasonal Natural Resource Officer, three biologists and a full time Park Manager. We maintain four vehicles and four ATVs and we need to continue to replace the oldest vehicles in order to have working fleet for our staff. The Sandy Neck Program is seeking to continue this annual capital appropriation.

MARINA ENTERPRISE FUND

1. Dock Replacement

\$20,000 Requested

\$20,000 Recommended

Continuation of Capital funds for the replacement/maintenance of marina floats. Due to age, outdoor elements and use, the docks/floats have become a safety hazard for public use. On-going replacement and maintenance is mandatory for use of the marina facilities. Public safety could be jeopardized, loss of property, damage to Town and private property.

GOLF ENTERPRISE FUND

1. Replace Greens Mowers at Olde Barnstable Fairgrounds Course \$22,000 Requested

\$22,000 Recommended

Replace two 2002 Toro triplex greens mowers at Olde Barnstable Fairgrounds with two new mowers under a three year lease/purchase contract. The mowers are used to maintain 3.25 acres of putting green turf (OBF). The units are used seven days a week throughout the golfing season. It takes each mower 2-3 hours each day to groom the greens prior to the commencement of play each day. It is an industry standard that two mowers are needed to properly maintain the greens at the average 18-hole golf course. The greens are the single most important aspect at any golf course and thus they need to be given the highest priority in terms of maintenance. The quality of our greens is our reputation and probably the single most important criteria used to determine when deciding to play a particular golf course. As they say "drive for show, putt for dough." Simply put, the game of golf is played out on the putting greens. The two greens mowers at OBF are entering their 11th year of service and each unit has over 2,500 hours of use on them. We are experiencing quality of cut issues in terms of consistency, power output decline on the engines due to high usage, and an increase in repair and maintenance costs associated with keeping the mowers in top working condition for use on putting greens. Our greens are our bread and butter, and we must take every step possible to ensure we exceed the expectations of our members and guests when it comes to the quality and consistency of these vitally important turf areas.

GENERAL FUND

1. Beach Equipment Capital Improvement

\$28,000 Requested

\$28,000 Recommended

Replacement of worn equipment at Town beaches including surfboards, grills and picnic tables. Equipment improvement is imperative in order to continue safe and effective management of Town beaches. During FY13, we propose to replace ten (10) surfboards utilized by lifeguard staff in their daily duties of protecting users of the Town beaches. Equipment improvement is needed to address the run down condition of grills and picnic tables at Veterans Beach and other areas. The Town's beaches are one of its largest natural assets. Tens of thousands of people use the facilities on an annual basis. The current condition of the grills and picnic tables at Veterans Beach is poor due to a lack of an annual replacement policy.

2. Overtime

\$9,000 Requested

\$4,500 Recommended

Request for funding overtime activities. Funds that had previously been allocated for overtime have shrunk over the years due to cost of living and contractual raises, thereby reducing the hours available to respond to emergency/non-scheduled events and consumer complaints. Many of our functions/response activities are also at the request of other agencies (i.e. Police Department) and are necessary to ensure public safety. With reduced police presence, an increase in near-shore boating activities/emergencies calls for MEA assistance have increased. We also have been asked to assist outside (Town) agencies with emergencies as we have specialized equipment that can be useful. Other activities that involve MEA participation include storm events, shellfish enforcement, response to complaints, Fourth of July events, as well as numerous requests to attend outside meetings.

3. Increase in Shellfish Technician's staff time

\$3,750 Requested

\$3,750 Recommended

Increase the Shellfish Technician position from 9 to 10 months a year. (March through December). To properly address the shellfish propagation enhancement program more staff time is needed and is paramount to the program's success. With the increase of \$100,000 in funding for shellfish stock from the Town Manager, the Shellfish Technician workload has increased substantially and requires more time to plant shell stock in late fall/early winter. The Shellfish Committee has reviewed and supports the proposal. The funding would come out of the shellfish special revenue revolving fund which is a dedicated shellfish account derived from the various shellfish permit fees.

4. Increase Nurse's Hourly Salary - Revolving Fund

\$600 Requested

\$600 Recommended

Within the Barnstable Recreation revolving fund program, the leisure activity requires a nurse to be on-site for the purpose of issuing medications to certain participants. The nurse must be certified and licensed. In comparing this position with other nurse positions in Town, the Recreation Division determines the present compensation of \$ 13.00 per hour is considerably on the low side. The Barnstable Recreation has a difficult time in hiring a qualified nurse. The proposal will increase the hourly compensation from \$ 13.00 to \$ 15.00 per hour. There will be no impact to the Town as the Leisure Activity is budgeted through the Recreation special revenue revolving fund. The user's registration dollars pays the nurse's salary. The Recreation Division's leisure program serves approximately 350 boys and girls during the summer months. Many of these children must take medications during the day. The Recreation Division must hire a nurse to distribute the medications to the respective children. Currently, the nurse position receives \$ 13.00 per hour. The nurse not only distributes medication but oversees all of the physical accidents which occur during the program and assists the special needs administrator in delivering services to our SPED individuals.

5. Increase Seasonal Shellfish Assistant's Hourly Rate

\$7,000 Requested

\$7,000 Recommended

Increase Seasonal Shellfish Assistants' hourly rate from \$10.00 to \$12.50 an hour. The Seasonal Shellfish Assistant position plays an important roll in the overall success of our shellfish propagation efforts. The Shellfish Assistants operates trailers and launch our shellfish program boats in many areas of town. The assistants work on the water in very adverse weather conditions daily - very hot, windy, snow and ice. The seasonal staff is appointed Deputy Shellfish Constables to assist with enforcement, monitoring and regulation compliance. The funding would come out of the shellfish special revenue revolving fund which is a dedicated shellfish account derived from the various shellfish permit fees. The Shellfish Committee has reviewed the proposal and supports our request.

6. Extend length of service for Seasonal Mooring Officer position

\$5,000 Requested

\$5,000 Recommended

Extend the existing seasonal mooring officer position from three months to five months. This will allow the seasonal position to assist in the processing of new and renewal mooring permits, as well as waiting lists. In 2011, we moved ahead the time frame of when we filled open spaces. Though advantageous to boaters, it also comes at one of our busiest times. This creates delays in customer service and reduces time for the mooring officer to tend to other duties (i.e. managing moorings and public safety activities). The demand for moorings continues to increase. In 2011, we were able to add 142 new moorings from the waiting lists. This increase in processing and oversight overwhelmed the mooring office. This request will assist the mooring officer to continue efficiently issuing permits and getting more people on the water. This request would be funded entirely with additional revenues received from the new mooring permits. This will free up some of the additional recordkeeping activities from the mooring officer to allow for better management of the mooring program.

7. Harbor/Ramp Attendants.

\$13,000 Requested

\$13,000 Recommended

Request funding to provide for additional harbor/ramp attendants in the Barnstable Harbor area. Current (FY12) funding supports one seasonal position at the Blish Point boat ramp, providing a service level equivalent of 5 days/week, 8 hours/day - for approximately 11 weeks. The request is for \$13,000 for 12-13

weeks during the boating season. Two summers ago, because of the anticipated problems related to the Barnstable Bulkhead reconstruction project, the Division hired additional staff. This was made possible because of the grant funding associated with the project. The main objective for additional staffing was to address issues related to parking, traffic, ramp congestion, and confusion – as well as to support overall ramp and harbor operations. MEA believes that the additional staff around the Harbor helped ease the difficult conditions harbor users faced, and allayed the anxiety attributed to the construction activity. MEA believes the same level of support would be beneficial to the harbor users and stakeholders in the area. Whether or not a construction project exists, Barnstable Harbor is extremely busy with many uses and many users. The additional staffing level could continue to help mitigate attendant harbor issues and problems.

8. Vehicle Replacement

\$25,000 Requested
\$25,000 Recommended

Continuation of the capital replacement program. MEA/Natural Resources plans to sell a 2008 Chevrolet pickup truck to the Sandy Neck Enterprise Account, and replace it with a new vehicle. The general fund request is for \$25,000. An additional \$12,000 from the Sandy Neck account would make \$37,000 available for the purchase and equipping of a new truck. MEA vehicles are used for many purposes including patrol and enforcement activities in conservation lands, on Sandy Neck, and along the shoreline; to launch and retrieve boats, answering animal control complaints, and assisting other divisions/agencies in emergency response. Our continued plan is to rotate the vehicles through a program after three years and make a vehicle available to the Sandy Neck Program for fair market value.

9. Dinghy removal

\$7,000 Requested
\$7,000 Recommended

The Town Manager approved a regulation prohibiting off-season storage of vessels at the Ropes Beach Area in December of 2008, and implementation of the regulation was put into effect in 2009. The Division expected to see an immediate visual improvement to the area, as well as environmental and safety improvements, and this expectation materialized. As a result of this action, the Division has received numerous requests to expand the program to other areas of Town. Funding for this initiative was made available through CAP funds and was a one-time funding source. To continue with this initiative, funding will be needed for signage, postage/printing of regulation including legal ads, handling of boats, labor, disposal of boats, etc. This initial funding of \$7,000 will allow us to expand upon the Ropes Beach regulation to a few other areas in Town, based upon a priority need.

10. Purchase and Maintenance of Automated External Defibrillators \$8,725 Requested

\$8,725 Recommended

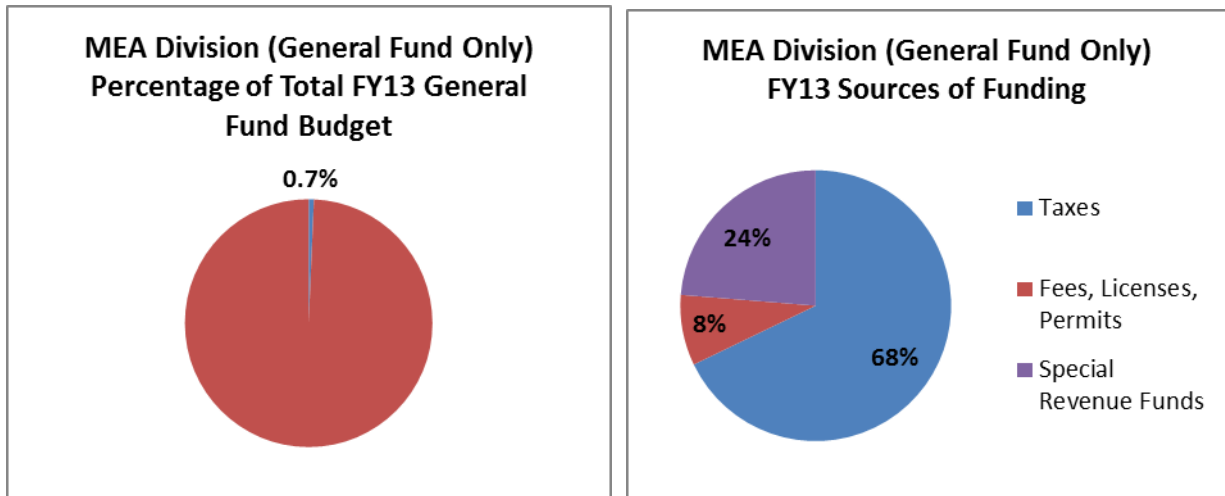
Purchase and maintenance of three AEDs and related medical equipment for our two patrol boats, as well as one to be placed at our main office at Phinney's Lane. Maintenance costs include replacement batteries and consumable pads. This will provide a necessary life saving tool. While on the water, we often operate away from where traditional medical assistance is readily available and includes locations such as Egg Island, Sampson's Island or Sandy Neck. Harbormaster personnel are currently required to maintain CPR/First Aid certifications - so training will be minimal. The request also is to include funding for an AED to be placed at our main office where the public is invited. This provides access to basic life saving equipment.

MARINE AND ENVIRONMENTAL AFFAIRS DIVISION

MISSION STATEMENT

The mission of the Marine and Environmental Affairs Division is to provide services intended to protect the safety of people and vessels who 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.

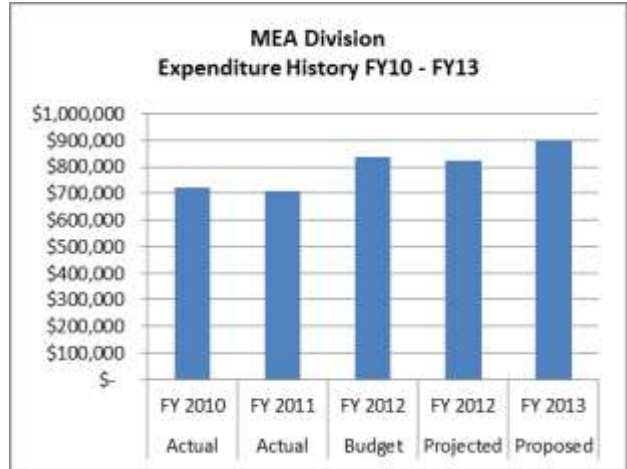
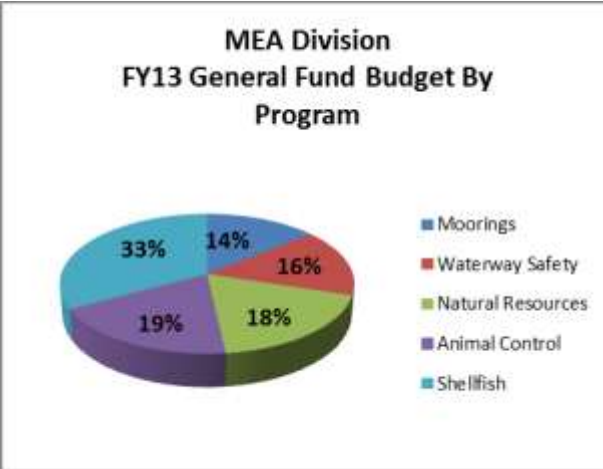
FY 2013 DIVISION FINANCIAL DATA



This division represents 0.7% of the total general fund budget. 68% of the operations budget for FY13 is provided from tax support. The remaining 32% is derived from fees. The funding from the special revenue funds is from the mooring fees charged which must be credited to the special revenue fund.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES (General Fund Only)

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Salaries and Wages	\$ 559,121	\$ 557,128	\$ 609,779	\$ 599,000	\$ 663,933	\$ 54,154	8.88%
Operating Expenses	137,842	147,564	204,340	200,000	207,265	2,925	1.43%
Operating Capital	25,850	3,933	25,000	25,000	30,800	5,800	23.20%
Total Expenditures	\$ 722,813	\$ 708,625	\$ 839,119	\$ 824,000	\$ 901,998	\$ 62,879	7.49%
Permanent full-time equivalent employees	10.20	9.65	9.65		9.65	-	
Sources of Funds							
Taxes	\$ 455,987	\$ 425,335	\$ 559,881	\$ 549,862	\$ 611,917	\$ 52,036	9.29%
Fees, Licenses, Permits	76,696	85,152	76,100	71,000	76,100	-	0.00%
Interest and Other	130	-	-	-	-	-	0.00%
Special Revenue Funds	190,000	198,138	203,138	203,138	213,981	10,843	5.34%
Total Sources	\$ 722,813	\$ 708,625	\$ 839,119	\$ 824,000	\$ 901,998	\$ 62,879	7.49%



The Shellfish Program is the largest program within this division representing 33% of all expenditures. Total expenditures for the division have increased from \$723,000 in FY10 to \$902,000 in FY13 or 25%. A significant factor in the increase has been a larger commitment to funding a shellfish propagation program.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

Additional funding is provided in the FY13 budget for overtime (\$4,500) and seasonal wages for attendants at the Blish Point boat ramp (\$13,000). Additional funds are also provided for a dinghy removal program (\$7,000) and the purchase of 3 AED's for the Harbormaster vessels and main office which is visited by many residents throughout the year.

FY 2013 DEPARTMENT GOALS

Short Term Goals:

1. Continue to fill vacancies from the established wait lists of all Town-owned marinas. (Strategic Plan Priority: Infrastructure)
2. Continue with the float replacement program at The Marina at Prince Cove. (Strategic Plan Priority: Infrastructure)
3. Continue to assist and implement the Barnstable Harbor parking and landscape plans. (Strategic Plan Priority: Environment and Natural Resources)
4. Continue to implement bulkhead repairs and upgrades to the Bismore Park Bulkhead as indicated in survey conducted in 2008. (Strategic Plan Priority: Infrastructure)
5. Contract to have The Marina at Prince Cove bulkhead repair conducted. (Strategic Plan Priority: Infrastructure)
6. Continue to research the need for added security at all marina facilities. (Strategic Plan Priority: Infrastructure)
7. Begin process to allow for dredging at Gateway Marina and Barnstable Harbor Marina Basin. (Strategic Plan Priority: Infrastructure)
8. Construct a new walkway and dune overlook adjacent to the Sandy Neck upper parking lot. (Strategic Plan Priority: Recreation, Infrastructure)
9. Install a Sandy Neck map kiosk adjacent to the paved walkway. (Strategic Plan Priority: Quality of Life, Recreation)
10. Repair the Marsh Trail, just west of Trail 5 where water pooling is significant, in order to provide improved access to cottage owners. (Strategic Plan Priority: Environment and Natural Resources)
11. Continue to provide educational outreach to school groups with regard to the Sandy Neck diamondback terrapin headstart program. (Strategic Plan Priority: Environment and Natural Resources, Recreation, Education)

12. Continue to remove invasive species from Sandy Neck wetlands. (Strategic Plan Priority: Environment and Natural Resources)
13. Begin repair/reconstruction of Marstons Mills herring run (Strategic Plan Priority: Environment and Natural Resources)
14. Continue GIS pinpointing of all moorings in Town to determine mooring regulation compliance. (Strategic Plan: Regulatory Access & Accountability)
15. Pursue grant opportunities to support the division's needs. (Strategic Plan: Public Health and Safety/Finance)

Long Term Goals

1. Continue with the float plan upgrades to The Marina at Prince Cove. (Strategic Plan Priority: Infrastructure)
2. Upgrades to the Barnstable Harbor and Gateway Float plans and utilities as needed. (Strategic Plan Priority: Infrastructure)
3. Surveys to the west-side of Barnstable Harbor Marina rip-rap stone for repair. (Strategic Plan Priority: Infrastructure)
4. Construct a Coastal Interpretive Center that will provide the public, as well as school groups, with interactive educational materials about Sandy Neck; its cultural history, ecology and geology. (Strategic Plan Priority: Infrastructure, Education, Quality of Life)
5. Cross train Natural Resources Officers in all aspects of Town environmental duties. (Strategic Plan Priority Environment and Natural Resources)
6. Expand educational turtle outreach program to include more schools. (Strategic Plan Priority: Environment and Natural Resources, Recreation, Education)
7. Work on and establish a relationship with Mashpee Wampanoag Tribe i.e. shellfish issues. (Strategic Plan Priority: Economic Development)
8. Eel grass restoration project. (Strategic Plan Priority: Environment and Natural Resources).
9. Continue to use internet/web for mooring information. (Strategic Plan: Regulatory Access & Accountability)
10. Better mooring enforcement through public information. (Strategic Plan: Communication)
11. Improve communication and oversight of the licensed mooring services. (Strategic Plan: Regulatory Access & Accountability)
12. Pursue capability to enforcement mooring regulations via in-house illegal mooring removal. (Strategic Plan: Infrastructure)
13. Continue remote setting of oysters and cultchless oysters on the Northside. (Strategic Plan Priority: Environment and Natural Resources, Quality of Life)
14. Propagate cultchless oysters in the Three Bays Area. (Strategic Plan Priority: Environment and Natural Resources, Quality of Life)
15. Continue quahog seed propagation in the Three Bays Area and resume quahog seed propagation at the Scudder Lane Recreational Shellfishing Area. (Strategic Plan Priority: Environment and Natural Resources, Quality of Life)
16. Continue enhancement of quahog populations throughout the Town of Barnstable via In-Town and Out-of-Town contaminated quahog relays. (Strategic Plan Priority: Environment and Natural Resources, Quality of Life)

PROGRAMS

NATURAL RESOURCES PROGRAMS AND SERVICES

Program Description. The Natural Resource Program is responsible for the protection and enhancement of the Town's natural resources, enforcement of various laws relating to fish and game, marine and recreational use, land management and the environment. Natural Resources provides support for over-sand operations at Sandy Neck, including environmental functions associated with endangered species and overall resource management. Natural Resources provides enforcement, control and maintenance of all herring runs, also protection and enhancement of the Town's shellfish resources and all private aquaculture

grants. It further assists with nuisance animal control and the enforcement of laws relative to control of dogs within the Town of Barnstable. The maintenance and enforcement of the Town shooting range is the responsibility of Natural Resources.

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

Land Management

- Enforce regulations, maintenance, and repair of all herring runs.
- Enforce all Land Use Regulations in Town Conservation Areas and maintenance of all roads and trails in 6,000+ acres of Town conservation lands, and assist staff at Sandy Neck Barrier Beach.
- Maintenance of erosion control projects at Sandy Neck upper lot for recreational purposes.
- Overseeing all contracted maintenance in Town conservation properties.
- Enforcement of all regulations and maintenance of the shooting range.

Fish and Game

- Monitoring fin fishing activities in-season, overseeing hunting programs Town-wide.
- Pheasant stocking and monitoring of all hunting areas.
- Responding to rabid, sick, injured and nuisance wild animal calls.
- Regulation compliance of all migratory bird hunting in Barnstable.

Patrol

- Assisting Federal, State and Town agencies as needed during Town-wide emergencies.
- Patrolling conservation lands, Town landings, Sandy Neck Barrier Beach and waterways regarding shellfishing enforcement, resource violations, compliance with various rules and regulations, boating safety violations, and fish and game compliance.
- Assisting Animal Control officer with calls/patrols as needed.
- Monitoring herring runs for regulation compliance.
- Boat and landings patrols to oversee all aquaculture grant operations and commercial & recreational public shellfishery throughout the Town.

Education

- Providing interpretive programs to the public related to natural resource issues.
- Coordinating volunteers and school groups with resource related projects.
- Maintaining educational links with local school systems.
- Instituted a very popular educational outreach headstart turtle program for many school systems and community groups (i.e. Barnstable Senior Center).

Shellfishery Management

- Managing and performing shellfish propagation projects for select species of economically and recreationally important shellfish.
- Assisting the Massachusetts Division of Marine Fisheries with constant water quality monitoring of local classified areas and instituting management protocols for the areas.
- Assessing coastal zone projects and performing surveys and reports for such projects.
- Performing shellfish surveys for resource management purposes.
- Water quality testing and shellfishery management, for areas used for the public consumption of shellfish, as mandated by the Federal Food and Drug Administration's National Shellfish Sanitation Program.
- Formulating, integrating, disseminating and maintaining shellfishery management information for the general public.
- Interacting with federal, state and local authorities, agencies and groups regarding shellfish management, regulatory, enforcement, educational and private shellfish aquaculture issues.
- Report, grant and contract writing.
- Comprehensive review studies including GIS/GPS mapping.

The Labor Components consists of:

- Program supervisor
- One full-time shellfish biologist
- Two full-time natural resource officers
- One shellfish technician, (for 9 months)
- Two seasonal shellfish assistants, depending on funding
- Various educational interns and public volunteers

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
NATURAL RESOURCE AND SHELLFISH PROGRAMS**

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 285,019	\$ 264,097	\$ 285,623	\$ 280,000	\$ 295,756	\$ 10,133	3.55%
Operating Expenses	93,208	103,439	142,150	140,000	142,150	-	0.00%
Operating Capital	25,850	3,933	25,000	25,000	25,000	-	0.00%
Total Expenditures	\$ 404,077	\$ 371,469	\$ 452,773	\$ 445,000	\$ 462,906	\$ 10,133	2.24%
Sources of Funds							
Taxes	\$ 369,115	\$ 329,991	\$ 422,673	\$ 415,000	\$ 432,806	\$ 10,133	2.40%
Fees, Licenses, Permits	34,832	41,478	30,100	30,000	30,100	-	0.00%
Interest and Other	130	-	-	-	-	-	0.00%
Total Sources	\$ 404,077	\$ 371,469	\$ 452,773	\$ 445,000	\$ 462,906	\$ 10,133	2.24%

ANIMAL CONTROL PROGRAM

Program Description. Animal control calls for specialized investigative work in enforcing laws and regulations. When pet owners do not fulfill their responsibilities for their pets, neighbors and the community-at-large complain, the government must establish and enforce laws to regulate pets. Pets owned by individuals who do not accept their responsibilities can have a very detrimental effect on any community. When allowed to roam at will, domestic pets can, and do, pose a threat to the health, welfare and quality of life of neighbors and citizens as a group. Animal Control at its best is very emotional, often volatile, and requires that those involved be professional, well-trained, and have the ability to effectively deal with people of all social and ethnic backgrounds. Animal control officers are responsible for operating an animal control van, capturing animals not kept in compliance with established laws and ordinances, properly housing them, quarantining domestic animals that bite or scratch and often submit suspect animals for testing at State Laboratory for rabies control.

The program includes, but is not limited to:

- Impoundment of dogs found running unleashed and at-large.
- Investigation of animal bites to both humans and animals.
- Emergency service for sick and/or injured animals including both domestic and wildlife.
- Enforcement and education of the Town of Barnstable's Dog Control Regulations in conjunction with related Commonwealth of Massachusetts State Statutes and Federal Statutes.
- Identification and return of lost pets.
- Quarantine of animals that bite or scratch for observation of zoonotic diseases including rabies.
- Aid in the control of animal diseases including rabies control.
- Answer animal-related questions, both domestic and wild as posed by citizens or supervisors.
- Investigation of animal cruelty and neglect complaints.
- Provide humane education and domestic pet care information.
- Provide group presentations on various subjects pertaining to animals.

- Return of wild indigenous animals to their natural environment as regulated by state statutes.
- Euthanasia for sick and/or injured animals through assigned and authorized persons.
- Assist Police and Fire with animal related issues.
- Maintain accurate records and forms for all animal-related issues.

Animal Control responded to 4,261 calls for assistance from January 1 through December 12, 2011 which includes both domestic and wildlife.

As of December 12, 2011, the Town Clerk's Office issued 2,654 dog licenses for the 2010/2011 license period with six additional months left in this period.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES ANIMAL CONTROL PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 117,014	\$ 130,864	\$ 136,663	\$ 135,000	\$ 143,154	\$ 6,491	4.75%
Operating Expenses	17,980	16,354	27,100	27,000	27,100	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 134,994	\$ 147,218	\$ 163,763	\$ 162,000	\$ 170,254	\$ 6,491	3.96%
Sources of Funds							
Taxes	\$ 128,180	\$ 140,893	\$ 157,763	\$ 156,000	\$ 164,254	\$ 6,491	4.11%
Fees, Licenses, Permits	6,814	6,325	6,000	6,000	6,000	-	0.00%
Total Sources	\$ 134,994	\$ 147,218	\$ 163,763	\$ 162,000	\$ 170,254	\$ 6,491	3.96%

WATERWAYS SAFETY PROGRAM



Program Description. The Waterways Program is divided into several areas of service being provided to the boating public and others using our waterside facilities including:

- Conducting land patrol activities with an eye towards the improper use of Town ways to water, boat ramps and other marine facilities and for violations of town ordinances.

- Conducting marine on the water patrols to ensure compliance with all pertinent state boating laws and local ordinances concerning the use of the waterways. Also to ensure proper stationing of buoys, mooring placement as it effects navigation, and to provide assistance to area boaters.
- Providing emergency response for vessels in trouble, overdue vessels, vessels adrift, reported oil spills, and rescue response with other agencies.
- Providing emergency response during severe weather conditions including hurricanes and heavy snow storms.
- Maintaining Town-owned equipment including boats, trailers, vehicles, winches, booms and other similar items.
- 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 pumpout service in the Three Bays Area by boat, in Barnstable Harbor by use of a dockside facility, and in Hyannis Harbor by boat and by a shoreside facility. Since the start of this service, water quality has improved.
- Overseeing daily operation of the Blish Point boat ramp in Barnstable, including the collection and payover of fees.
- Assisting DPW with maintenance projects for various marine facilities and dredging projects.
- Complaint resolution.
- Providing educational/informative services, civic groups, schools, etc..
- Providing staff assistance to the Waterways Committee.

Fees collected at the Blish Point boat ramp during the summer of 2011 totaled \$12,106.

Harbormasters are mandated to enforce various Mass General Laws, including MGL Ch 90B (Motorboat Laws), Ch 91 Sec 10A with respect to moorings, Ch 91 Sec 10C concerning docking of commercial vessels, MGL Sec. 17 - 28 which deals with the stationing of vessels, powers of the harbormaster, and obstructing access. The Division is also responsible for enforcing Town Ordinances - Ch 3 Articles 14 and 33 (Use of waterways and houseboats).

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES WATERWAYS SAFETY PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 65,612	\$ 65,259	\$ 84,386	\$ 82,000	\$ 112,073	\$ 27,687	32.81%
Operating Expenses	14,226	16,114	21,300	20,000	24,225	2,925	13.73%
Operating Capital	-	-	-	-	5,800	5,800	0.00%
Total Expenditures	\$ 79,838	\$ 81,373	\$ 105,686	\$ 102,000	\$ 142,098	\$ 36,412	34.45%
Sources of Funds							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ 14,857	\$ 14,857	0.00%
Fees, Licenses, Permits	35,050	37,349	40,000	35,000	40,000	-	0.00%
Special Revenue Funds	86,096	89,573	86,241	86,241	87,241	1,000	1.16%
Total Sources	\$ 121,146	\$ 126,922	\$ 126,241	\$ 121,241	\$ 142,098	\$ 15,857	12.56%

MARINA PROGRAM (Enterprise Fund)

Program Description. 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 a total of 188 boat slips available, the program generates an annual income of more than \$652,500. The Marina Enterprise Fund was established as part of the FY06 budget. With extensive study by 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 from the users of the marinas and that no funds are required from the General Fund. As the Marina Fund grows, future upgrades to all the marinas will be possible.

The Marina Enterprise Fund was established to:

- Maintain order on the Marina grounds.
- Monitors slip and marina use.
- Oversee, review, and promulgation of regulations (subject to approval of the Town Manager).
- Enforcement of marina regulations.
- Review of applications received for contract compliance.
- Mailing of renewal applications.
- Award slip agreements (renewal and new).
- Collect seasonal, transient, and winter dockage fees.
- Records and maintains all pertinent data.
- Provides payovers to the Treasurer's office of all fees collected.
- Maintain lengthy waiting lists, collects associated fees, and awards slips from the lists.
- Mailing of reminder notices to wait list applicants of deadlines to renew.
- Prepare for and responsible for payment of supplies and utilities- including trash removal, lighting, electrical service, restroom supplies, vending, etc.
- Work with DPW on maintenance projects at the Marinas.
- Contract with vessel owners for dry winter storage at The Marina at Prince Cove.
- Collect fees for use of offloading area (Bismore Park) and transient use.
- Collect fees for parking at The Marina at Prince Cove.
- Oversee the lease of the marina building at The Marina at Prince Cove.
- Cleanup of Marina grounds.
- Provide pumpout service at Barnstable Harbor Marina, Bismore Park Marina, and the Marina at Prince Cove.
- Cover all expenses with revenues generated by the fees assessed to the users of the marina facilities.

Harbormaster staff at the marinas are also called upon, at times, to board vessels, provide an enforcement presence and/or to respond to emergency situations.

Additional revenue for the Town is generated through the boat excise tax information which is gathered through slip agreements.

The intent of the services provided are to operate the marinas in a manner that is fair and uniform to all slip holders. Services and utilities provided at the marinas include electrical power, restroom facilities, water, pumpout availability, and trash removal. Each marina is different in configuration and the services that are available.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
MARINA PROGRAM (Enterprise Fund)**

Expense Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 192,032	\$ 193,360	\$ 207,727	\$ 205,000	\$ 213,476	\$ 5,749	2.77%
Operating Expenses	87,115	89,097	110,150	107,000	139,457	29,307	26.61%
Operating Capital	-	37,150	50,000	48,000	20,000	(30,000)	-60.00%
Debt Service	161,933	157,933	229,933	172,000	188,393	(41,540)	-18.07%
Transfers Out	43,857	47,413	54,702	54,702	55,674	972	1.78%
Subtotal Operating Budget	484,937	524,953	652,512	586,702	617,000	(35,512)	-5.44%
Capital Program	48,503	2,464,671	110,000	340,000	80,000	(30,000)	-27.27%
Total Expenses	533,440	2,989,624	762,512	926,702	697,000	(65,512)	-8.59%
Permanent full-time equivalent employees	1.40	1.45	1.45		1.45	-	
Sources of Funds							
Intergovernmental Aid	-	1,965,196	-	190,000	-	-	0.00%
Fees, Licenses, Permits	505,014	577,743	563,000	570,000	563,500	500	0.09%
Charges for Services	11,516	8,847	10,500	12,000	7,500	(3,000)	-28.57%
Interest and Other	44,378	70,891	33,000	40,000	22,000	(11,000)	-33.33%
Special Revenue Funds	-	24,000	24,000	24,000	24,000	-	0.00%
Borrowing Authorizations	-	525,000	-	-	-	-	0.00%
Total Sources	560,908	3,171,677	630,500	836,000	617,000	(13,500)	-2.14%
Excess (Deficiency) cash basis	27,468	182,053	(132,012)	(90,702)	(80,000)	\$ 52,012	
Adjustment to accrual basis	(14,275)	1,851,441	-	300,000	-		
Beginning Net Assets	2,176,541	2,189,734	4,223,228	4,223,228	4,432,526		
Ending Net Assets	\$ 2,189,734	\$ 4,223,228	\$ 4,091,216	\$ 4,432,526	\$ 4,352,526		

MOORING PROGRAM

Program Description. Under MGL Ch 91, Sec. 10A, a Harbormaster is empowered to authorize by permit, on a temporary basis, the mooring of floats or rafts held by anchors or bottom moorings - upon such terms and conditions the Harbormaster deems necessary. In keeping with the spirit and intent of this law, a mooring program has been established. The program's intent is to provide efficient utilization of harbor areas, to improve the safety of moored vessels, and to provide adequate space for the enjoyment of all users of the harbors. This is done by controlling the placement of moorings, establishing standards for mooring tackle, and by establishing regular, systematic mooring inspections.

The mooring process is a complex process involving:

- Regulation review and promulgation.
- Fee collection and making payments to Town Treasurer.
- Annual issuance of permits, stickers and tags.
- Oversight of mooring inspections and placement.
- Renewal by mail program.
- Working with Assessor's and Tax Collector's offices for compliance of boat excise laws.
- Data entry and update.
- Mooring enforcement.
- Mooring wait list fee collection and administration.
- Oversight and monitoring of licensed mooring servicers.
- Removal of illegal and abandoned moorings.

The program oversees the placement and permitting of over 2,500 moorings throughout the Town. Because the demand far exceeds the supply, waiting lists for most of our 22 mooring areas have been established, and we now have over 1,300 entries on 22 waiting lists.

Revenue generated from this program for calendar year 2011 was approximately \$210,000.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES MOORING PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Salaries and Wages	\$ 91,476	\$ 96,908	\$ 103,107	\$ 102,000	\$ 112,950	\$ 9,843	9.55%
Operating Expenses	12,428	11,657	13,790	13,000	13,790	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 103,904	\$ 108,565	\$ 116,897	\$ 115,000	\$ 126,740	\$ 9,843	8.42%
Sources of Funds							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Special Revenue Funds	103,904	108,565	116,897	116,897	126,740	9,843	8.42%
Total Sources	\$ 103,904	\$ 108,565	\$ 116,897	\$ 116,897	\$ 126,740	\$ 9,843	8.42%

SANDY NECK PROGRAM (Enterprise Fund)

Program Description. The mission of the Sandy Neck Program is to provide recreational opportunities and access to our Town's citizens and visitors while protecting the natural, cultural, and historic resources on Sandy Neck so that a long-term, sustainable balance between use and conservation of these resources is achieved. The Sandy Neck program is responsible for the protection and enhancement of Sandy Neck Beach Park. Some of the specific services include:

Gatehouse and lifeguard functions:

- public safety and emergency response
- collection of fees
- traffic control
- providing information to the public

Patrolling the beach checking for:

- beach user safety and emergency response
- off road vehicle (ORV) speeding
- driving off of marked trails
- driving to endanger the public safety
- driving without a valid ORV sticker
- unsafe fires
- curfew violations
- parking violations

Endangered species protection

- installation of six miles of symbolic fencing
- erecting exclosures and fencing around plover, least tern and diamondback terrapin nests
- monitoring/recording/global positioning of piping plover, least tern and diamond back terrapin nests
- daily patrols to keep beach users and their dogs from interfering with endangered species

Educational program

- professionally lead informative nature hikes
- Junior Ranger Program
- diamondback terrapin headstart and outreach program
- coordination with local schools for Sandy Neck educational activities

- nature trails with educational kiosks
- bi-monthly newsletter

Management duties

- coordinating with Town, State and Federal agencies
- applying for grants/permitting for special projects
- attending monthly Sandy Neck Board Meetings
- training/scheduling/supervising Gate Attendants, Natural Resource Officers and Lifeguards

Labor Components:

- Sandy Neck Park Manager
- one full-time Natural Resource Officer
- four seasonal Natural Resource Officers
- two seasonal Shorebird Specialists
- one seasonal Turtle Monitor
- seasonal Gate Attendants
- seasonal Lifeguards

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
SANDY NECK PROGRAM (Enterprise Fund)**

Expense Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change	
Personnel	\$ 351,614	\$ 358,548	\$ 367,324	\$ 365,000	\$ 401,948	\$ 34,624	9.43%	
Operating Expenses	74,961	105,054	95,250	90,000	97,750	2,500	2.62%	
Operating Capital	22,967	26,115	21,500	21,000	21,500	-	0.00%	
Debt Service	22,000	-	106,200	111,700	94,500	(11,700)	-11.02%	
Transfers Out	45,426	57,052	68,418	68,418	68,744	326	0.48%	
Subtotal Operating Budget	516,968	546,769	658,692	656,118	684,442	25,750	3.91%	
Capital Program	38,074	1,348,146	-	-	-	-	0.00%	
Total Expenses	555,042	1,894,915	658,692	656,118	684,442	25,750	3.91%	
Permanent full-time equivalent employees	2.75		2.70		2.70		0.05	
Sources of Funds								
Fees, Licenses, Permits	386,512	379,827	375,000	390,000	410,000	35,000	9.33%	
Charges for Services	174,768	194,835	187,500	190,000	203,400	15,900	8.48%	
Interest and Other	54,824	119,210	63,500	63,000	63,500	-	0.00%	
Borrowing Authorizations	-	1,265,000	-	-	-	-	0.00%	
Total Sources	616,104	1,958,872	626,000	643,000	676,900	50,900	8.13%	
Excess (Deficiency) cash basis	61,062	63,957	(32,692)	(13,118)	(7,542)	\$ 25,150		
Adjustment to accrual basis	38,724	56,900	-	60,000	-			
Beginning Net Assets	461,424	561,210	682,067	682,067	728,949			
Ending Net Assets	\$ 561,210	\$ 682,067	\$ 649,375	\$ 728,949	\$ 721,407			

FY 2011- 2012 MAJOR ACCOMPLISHMENTS:

1. Replaced five finger floats at Barnstable Harbor Marina to complete the upgrades to the float plan.
2. Continued with the implementation of the parking plan for the Barnstable Harbor Marina area.
3. Completed the Barnstable Harbor Marina Bulkhead re-building project.
4. Replaced the west-side gangway at the Barnstable Harbor Marina.
5. Replaced eleven finger floats at The Marina at Prince Cove.
6. Continued with the "Fluspy" program at The Marina at Prince Cove.
7. Installed web/security cameras at the Marina at Prince Cove and in the Barnstable Harbor area.
8. Added twenty-five names to each Marina wait list through a lottery.

9. Worked with Growth Management and the Greater Hyannis Civic Association on the Winter Harbor Lighting in Hyannis.
10. Purchased and installed a dockmaster shed at Barnstable Harbor Marina – made available through a donation.
11. Worked with Conservation and DPW to improve safety at the shooting range.
12. Held two kids clamming classes which were very well attended.
13. Secured funding for Middle Pond Herring Run restoration.
14. Assisted Town Council in the water sheet zoning issue (i.e. docks and piers).
15. Worked with GIS to detail and colorize shellfish maps for public use.
16. Doubled the remote set oyster propagation efforts on the south side.
17. Brushed and cleared debris from all Town herring runs.
18. Conducted Centerville River shellfish relays with volunteers.
19. Constructed a new Sandy Neck bathhouse and garage.
20. Installed a new paved walkway from the Sandy Neck Gatehouse to the public beach.
21. Provided educational outreach to school groups with regard to the Sandy Neck diamondback terrapin headstart program.
22. Repaired the Sandy Neck Marsh Trail in order to provide improved access to cottage owners.
23. Oral Rabies Bait received and distributed throughout the Town. Vaccine provided by USDA.
24. Streamlined the mooring waiting list placement process that allowed for 142 applicants, from several of the waiting lists, to get new mooring permits.
25. Conducted the first ever mooring waiting list lottery to add names to the Centerville River, Cotuit Bay Shores, East Bay and North Bay waiting lists.
26. Through grant funding upgraded departmental communications system.
27. Applied for and received a FEMA Port Security Grant for \$61,200.
28. Acquired 400,000 quahog seed and approx. 200,000 oyster seed from public and private agencies and cultured and/or free-planted them in the Town's estuaries for planting in select shellfish habitats for enhancement purposes.
29. Performed Out-of-Town Contaminated Quahog Relays (2,842 eighty pound bushels) to designated sites in Cotuit Bay, North Bay, West Bay, Barnstable Harbor and Outer Hyannis Harbor.
30. Performed In-Town Contaminated Quahog Relays (336 tote baskets) to the Bay Street Relay Area.

PERFORMANCE MEASURES

Department Name		Department Mission		
Community Services		To maintain programmatic oversight of our Town marinas, beaches, Sandy Neck Park, trail system, playing fields and community buildings and to provide an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment.		
Division Name		Division Goal		
Marine & Environmental Affairs (MEA)		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.		
Program Name		Program Goal		Program Outcome Measures
Sandy Neck Program		Protect and preserve Sandy Neck natural resources and provide recreational opportunities to the public.		Maximizing beach revenue while still protecting endangered shorebird nesting activities.
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Use of the Off Road Vehicle (ORV) beach	\$379,827 (revenue FY11)	Calendar year 2011 3,538 permits sold 20,590 vehicular visits to the beach	\$18.45/visit	87% efficient: in 2011 we achieved a 1.30% plover productivity rate*.
Use of the Parking Lot	\$180,335 (revenue FY11)	Calendar year 2011 16,370 vehicles parked during business hours**	\$11.02/visit	87% efficient: in 2011 we achieved a 1.30% plover productivity rate*.

Explanatory Data:

*State and federal agencies has targeted 1.5 chicks fledged per pair as the goal for piping plover reproductive success.

** Business hours: Memorial Day through Labor Day 8:00AM until 3:30PM (everyday of the week with the exception of the first three weeks in June when business hours only occur on the weekends and holiday)

Department Name		Department Mission		
Community Services Department		To maintain programmatic oversight of our Town marinas, beaches, Sandy Neck Park, trail system, playing fields and community buildings and to provide an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment.		
Division Name		Division Goal		
Marine & Environmental Affairs (MEA)		To provide services intended to protect the safety of people and vessels who use our waterways and waterside facilities.		
Program Name		Program Goal		Program Outcome Measures
Marina Enterprise Program		To operate the Marina Program without General Fund input		To exceed revenue projections and assist the slip offering program.
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Wait List	\$ 1,095	219 Applicants	\$ 5.00	100%

Explanatory Data:

The four Town marina waiting lists are renewed annually by March 15th. However new applications are added through a lottery system for fairness. The wait lists support the slip assignment process, it keeps the fairness applicants on the wait list in a chronological order, thus when offering a slip we ask the applicants at the top of the list first and work our way down the list as vacancies fill.

Department Name		Department Mission		
Community Services Department		To maintain programmatic oversight of our Town marinas, beaches, Sandy Neck Park, trail system, playing fields and community buildings and to provide an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment.		
Division Name		Division Goal		
Marine & Environmental Affairs (MEA)		To enhance local shellfish populations for public consumption, commercial livelihood and water quality improvements		
Program Name		Program Goal		Program Outcome Measures
Natural Resources Program		To plant shell stock		Number of shellfish planted
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
<u>Shellfish Propagation:</u> Oyster Seed 1-2mm bags Oyster Seed 6mm singles Oyster Seed 1-2mm singles Oyster Seed 1-2mm bags Quahog Seed 1.5mm Quahog Seed 15+mm Quahog Seed 1.5mm	\$3,450 \$4,320 \$2,000 \$0 (county funded) \$1,640 \$6,000 \$0 (county funded)	300 shellfish bags 180,000 singles 200,000 singles 200 shellfish bags 205,000 seed 150,000 seed 195,000 seed	\$11.50/shellfish bag \$24.00/1,000 singles \$10.00/1,000 singles \$11.50/shellfish bag \$8.00/1,000 seed \$40.00/1,000 seed \$8.00/1,000 seed	<u>Total # Oysters Planted:</u> 500 shellfish bags 380,000 singles <u>Total # Quahogs Planted:</u> 550,000 quahog seed
Out of Town Relays	\$62,450	3,600 bushels of quahogs	\$17.00/bushel - \$18.25/bushel	3,600 bushels of quahogs
In Town Relays	\$13,400	335 bushels of quahogs	\$40.00/bushel	335 bushels of quahogs
	\$93,260	Detailed in #'s Above	Detailed in #'s Above	Detailed in #'s Above

Department Name		Department Mission		
Community Services		To maintain programmatic oversight of our Town marinas, beaches, Sandy Neck Park, trail system, playing fields and community buildings and to provide an array of educational, recreation, wellness and leisure services to the citizens of Barnstable that appeal to a wide range of ages and interests, as well as those that will preserve and protect our natural environment.		
Division Name		Division Goal		
Marine & Environmental Affairs		To provide services intended to protect the safety of people and vessels who use our waterways and waterside facilities.		
Program Name		Program Goal		Program Outcome Measures
Mooring Program		Increase Harbor Patrol/Staff ability		Percent permits issued by May 1 st
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Mooring Permitting	\$ 195,000 (Revenue)	2550/permits	\$ 76.47/permit	95%
Waiting Lists	\$ 13,000	1300/permits	\$10.00/permit	95%

Explanatory Data:

Increase Harbor Patrol and Staff ability during active boating season from Memorial Day through Columbus Day. This is achieved by increasing efficiency in processing permit renewals. The goal is to process 95% of the mooring permits received by March 31st by May 1st. This will allow for three harbor patrols/week.

Waiting Lists are renewed annually by March 15th. However new applications are accepted throughout the year.

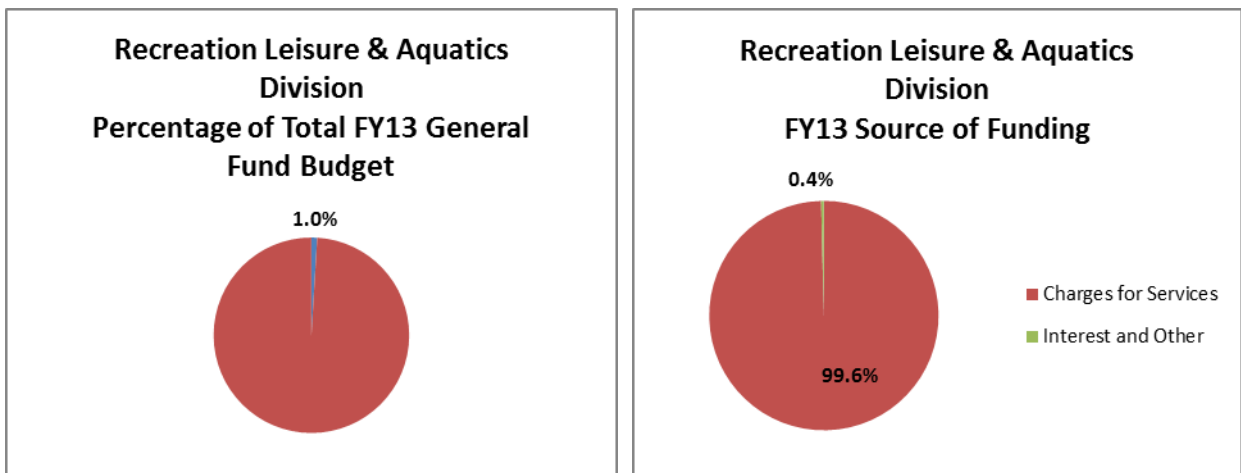
RECREATION, LEISURE & AQUATICS DIVISION



MISSION STATEMENT

The Recreation-Leisure, Aquatics and Youth Services Division is committed to providing leisure opportunities to improve the quality of life in our community through exceptional and affordable programs and services.

FY 2013 DIVISION FINANCIAL DATA



This division represents 1% of the overall general fund budget and is funded almost entirely by charges for services. A majority of the revenue comes from beach sticker sales and beach parking charges.

**SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES (General Fund Only)
RECREATION, LEISURE & AQUATICS DIVISION**

Expenditure Category	Actual	Actual	Budget	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013		
Personnel	\$ 1,134,421	\$ 1,166,725	\$ 1,188,400	\$ 1,178,350	\$ 1,134,370	\$ (54,030)	-4.55%
Operating Expenses	99,881	117,340	101,700	100,700	101,700	-	0.00%
Operating Capital	-	-	-	-	28,000	28,000	0.00%
Total Expenditures	\$ 1,234,302	\$ 1,284,065	\$ 1,290,100	\$ 1,279,050	\$ 1,264,070	\$ (26,030)	-2.02%
Permanent full-time equivalent employees	7.35	7.35	8.20		7.70	(0.50)	
Sources of Funds							
Taxes	\$ -	\$ -	\$ 126,100	\$ 24,050	\$ 70	\$(126,030)	-99.94%
Charges for Services	1,264,083	1,416,268	1,159,000	1,250,000	1,259,000	100,000	8.63%
Interest and Other	5,780	4,135	5,000	5,000	5,000	-	0.00%
Enterprise Fund Reimbursements	9,732	-	-	-	-	-	0.00%
Total Sources	\$ 1,279,595	\$ 1,420,403	\$ 1,290,100	\$ 1,279,050	\$ 1,264,070	\$ (26,030)	-2.02%

SUMMARY OF SIGNIFICANT CHANGES FOR DIVISION

The Recreation Director position has been eliminated and has been replaced by the General Manager position for the Hyannis Youth & Community Center (HYCC). The General Manager position is budgeted entirely within the HYCC enterprise fund. This results in a reduction of one FTE in this area which is offset by the transfer of 0.5 equivalent FTE's transferred from the HYCC for other positions which results in a net decrease of 0.5 FTE's for this division in FY13. Additional funding is being provided for operating capital to replace lifeguard boards as well as picnic tables and grills for the Veteran's Park area. The FY13 charges for services are projected to increase by \$100,000 due to an increase in activity which essentially eliminates any tax support needed to fund this operation.

FY 2013 GOALS

Short Term Goals (Activity, Aquatic, Youth Services and Revolving)

1. Develop a maintenance strategy for the Recreation Vehicles with the Department of Public Works.
2. Continue to develop and implement Recreation Programs that are requested by residents and visitors of the Town of Barnstable that are affordable and able to be provided through our revolving fund. (i.e. fencing, knitting, progressive swim).
3. Re-certify 95% of the Recreation Staff including lifeguards, gate staff, supervisors, and leisure program counselors, recreation assistants in Professional Rescuer CPR, Community CPR and AED Certifications as well as First Aid as required for initial hire.
4. Actively pursue available grant-funding to help sustain our services and offset program costs.
5. Continue to enhance our volunteer recruitment to attract new volunteers to support Beach Sticker sales and youth programs.
6. Support the Supporting Our Youth Task Force through the Voices of the Village and the Greater Hyannis Civic Association.
7. Support the Barnstable Youth Commission and its activities including "Youth at Mall Nights" (YAM'N) activities. (Strategic Plan Priority: Quality of Life)
8. Encourage youth to become leaders through participation in the Barnstable Immediate School Enrichment Clusters.
9. Continue to bring new programming for youth, like the Youth Education and Support (YES) Group to the Hyannis Youth and Community Center. (Strategic Plan Priority: Quality of Life)
10. Continue to participate with the Cape & Islands Suicide Prevention Coalition. (Strategic Plan Priority: Education, Quality of Life)
11. Continue to encourage and support Barnstable's designation as a "No Place for Hate" Town. (Strategic Plan Priority: Quality of Life)

Long Term Goals (Activity, Aquatic, Youth Services and Revolving)

1. Work cooperatively with the Department of Public Works, Osterville Civic Association, and Town to develop a comprehensive strategic plan for the Osterville Bay Fields and Grounds.
2. Through Town of Barnstable Resources, provide educational outreach to our residents and taxpayers regarding all recreational opportunities.
3. Continue working closely and cooperatively with the DPW in upgrading and maintaining the following Town of Barnstable recreation facilities: beach buildings, community buildings, and Town athletic facilities.
4. Work on a Request for Determination of Applicability with the Department of Environmental Protection to replenish the sand of Hathaway's Pond with the Conservation Division and DPW
5. Prevention includes the Peace Committee (violence prevention), nutrition and diet education, discrimination and diversity training, domestic and substance abuse prevention, suicide, anti-bullying education, and related activities. (Strategic Plan Priority: Education, Quality of Life)
6. Skills Education includes job and professional training, and promoting interaction with the public and local businesses. (Strategic Plan Priority: Education, Quality of Life)
7. Hyannis Youth and Community Center development includes planning services and programs that the Center offers and establishing a link between the Youth Center and Barnstable's Youth Commission. (Strategic Plan Priority: Quality of Life)
8. Caring Adults includes identifying and promoting initiatives for family, adult and mature citizen involvement with youth. (Strategic Plan Priority: Education, Quality of Life).

PROGRAMS

The Recreation Leisure, Aquatic & Youth Services Division is comprised of two general fund programs and one revolving fund program. The general fund programs are: Activities and Aquatics. Also, within these programs, expansion and additional innovative activities take place through the Division's Revolving Programs.

ACTIVITIES PROGRAM

Program Description. The purpose of the Activities Program is to provide an array of social, intellectual, and physical opportunities to our citizens so they can enhance their lifestyles through positive leisure experiences. The Town recognizes the division as a significant revenue producer. However, the Town is sensitive to the respective fees charged for services to our residents/taxpayers. Under the Town Manager's directive, the programs must recover 30% of the total costs. In FY 2011, the percentage recovered within the Activity Program was 30%. The division is able to offer additional activities through the Revolving Fund Program. The Revolving Fund does not cover indirect costs of existing staff, facility uses and overhead. The division annually develops and implements a needs assessment program to determine the accuracy of the comprehensive program through the customer satisfaction rating done for all activities.

The **General Fund Programs** along with a brief description are listed below:

- **Summer Leisure Program Site 1** – is a general fund budgeted summer program for boys and girls who are entering first grade through fourth grade. The leisure activity services approximately 65 children. The leisure activity is generally held at an elementary school that is available.
- **Friday Night Social** – is a special needs adult activity. There are approximately 45 Barnstable Residents who meet every Friday Night for the entire year. The activities vary depending on the requests of the participants. This program is focused on socializing appropriately in public settings and provides respite care for many families on Friday Night. Transportation is provided to and from home at an additional fee.
- **Saturday Sunshine Program** – is a special needs adult activity similar to the Friday Night Social Program and includes the Special Olympic Bowling Competition each year. Programs vary

depending on the participants requests. Transportation to and from home is provided for an additional fee.

- **Grades 4-7 Basketball** – Both boys and girls meet after dismissal to learn the basic skills and play the game in an in-house program. This provides not only a physical activity, but a social educational activity. With no transportation needed, the program meets demands of working parents.
- **Summer 10 & Under Tennis Program** – This is a six-week program that meets twice a week. The goal of this program is to get children playing the game as quickly as possible so they can enjoy the experience of hitting balls back and forth over the net. Each session incorporates tactics, skills, and rules.
- **Grades 4-7 Volleyball Program** – This is an 8-week program that meets directly after school providing a healthy physical activity and provides a positive environment where they can socialize as well as be educated in a lifelong activity.
- **Grades 4-7 Field Hockey** – This is no longer just a girls program. It is an 8-week program which meets directly after school providing physical activity as well as social and educational opportunities. The Barnstable High School girls' team adds to this program by providing free weekend clinics which enhance the program and give the participants an opportunity to meet and get to know the leaders in the sport.
- **Grades 4-7 Bowling** – Boys and girls are transported to Ryan Family Amusement Center and participate in two strings of bowling at a reduced rate. They are given instruction and have an in-house competition weekly with the High Scorer of the league being awarded at the end of 8-week session.
- **Summer Gymnastics** – With no facilities available here in the Town of Barnstable, this is a 6-week summer program offered at Gym Port in Yarmouth. This is an introductory program, which gives our kids between Grades 1 and 8 and opportunity to try these skills before entering a year-round program. The program features tumbling, parallel bars, horse, trampoline and the balance beam.
- **Summer Dance Program** – This is an introductory dance program that is 6-weeks long, once a week, and instructed and operated out of the Beth Walsh Dance Centre. We offer three levels with tots, jazz, and intro to a number of types of dance.
- **Outdoor Adventure** – This is a fall program that gives the participants an opportunity to experience numerous activities including fishing, kayaking, hiking, as well as visits to the Cape Cod Museum of Natural History and the Wampanoag Museum and Duck Boat tour. The program is educational, social, and can be physical.
- **Creative Arts and Clay Summer Program** – This program uses a variety of artistic mediums. Children are encouraged to explore their creativity and expand their imagination. This program meets once a week at the West Barnstable Community Building. For ages 3-8.
- **Grades 4-7 Lacrosse Program** – This program meets at the school after dismissal and provides kids with an opportunity to learn the skills and basic strategies. This program provides physical activity as well as social and educational aspects gained by being part of a team.
- **Holiday Decorations and Creative Arts** – This is a four-week winter program that gives children an opportunity to explore their creative side with products that will be part of their holiday traditions forever. These activities encourage socializing and creative exploration.
- **Building Leases** - The West Barnstable Community Building, Centerville Recreation Building and the Osterville Community Building are all permitted to a variety of groups and residents. Property is leased for a nominal fee to both for-profit and not-for-profit groups.
- **Special Events** – There are a variety of Special Activities that are one day events to celebrate special days or activities. They are available for large groups and encourage us all to celebrate as a community, providing memories that are positive and make living in the Town of Barnstable special.

Revolving Fund Activities with a brief description are listed below:

- **Jr. League Baseball** – is an activity offered to boys and girls Grade K-2 as an opportunity to learn the basic fundamentals of baseball with the sport being modified to provide positive reinforcement of skills. Everyone bats, everyone plays in the field. This program has volunteer coaches who

pitch and run a practice and game each week from April School Vacation to the end of school. Participants get a uniform that is provided by a sponsor.

- **Leisure Scholarships** – Money is raised through different venues to help needy families to afford the \$700 fee for the Summer Leisure Program.
- **Leisure Programs 2-6** - This is a 7-week program offered for \$700 Monday through Friday 8:30 a.m. to 4:30 p.m. for those entering grades 1 to 7. Each week they go to our local beaches and a field trip once a week as part of this program. The kids do arts and crafts, sports, board games, summer reading and a variety of programs that make for a fun, social, and exciting summer.
- **Red Cross Babysitting** – This is offered at the Barnstable Intermediate School each season. The program gives participants the safety skills and confidence needed to become a great babysitter. This is an American Red Cross Certified program and our instructor is trained by the Red Cross.
- **Summer Volleyball and Summer Skills and Drills** – Both of these programs are offered for one week during the summer and have the Barnstable High School Coaches and players overseeing them. They learn specific skills needed to continue to excel in these sports.
- **Fencing** – This is an after-school program at the Horace Mann 4-5 Building, introducing the basic techniques of fencing. This is instructed by Jim Rose of the Buzzards Bay Fencing Club. This is a very popular program that became in demand after the Olympics. The Club provides all the gear for participants.
- **Half Day Play** – The schools have half days of school and parents struggle with providing supervision for those that are in-between ages, so we take the kids out to lunch and do an activity such as laser tag, bowling, a movie, and mini-golf. We are always open to activity suggestions.
- **Vacation Program** – During school vacation, we offer to grades 1-5 a short one week program from 8:30 a.m. - 4:30 p.m. that is similar to our Summer Leisure program. The participants do daily arts and crafts, cooking, games, as well as local field trips that have included, depending on the time of year, skating, bowling, movies, mini-golf, and sledding.
- **Program Scholarships** – The Adam Prentice Swim-a-thon, held every other year, raises funds for program scholarships. Swim lesson participants are encouraged to participate. Participants swim laps and raise money for needy families to be able to receive scholarships to revolving fund programs. Prizes and awards are given for different levels of money raised.
- **Archery**- This program is held after school in the Spring and Saturdays in the Fall for grades 4-7. The certified instructors use proven techniques that give a positive result in this sport. This has become increasingly popular and made possible due to a grant purchasing the initial equipment.
- **Knitting** – This is an after school winter program. This activity used to be taught in home economics which is no longer in schools or in the home. Participants learn to make a scarf by the end of the program, and the more advanced participant may make hats and learn more advanced techniques.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES ACTIVITIES PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 334,052	\$ 388,397	\$ 388,446	\$ 385,000	\$ 378,801	\$ (9,645)	-2.48%
Operating Expenses	46,630	67,380	53,715	53,000	53,215	(500)	-0.93%
Operating Capital	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 380,682	\$ 455,777	\$ 442,161	\$ 438,000	\$ 432,016	\$ (10,145)	-2.29%
Sources of Funds							
Taxes	\$ 309,996	\$ 365,699	\$ 380,161	\$ 383,000	\$ 370,016	\$ (10,145)	-2.67%
Charges for Services	55,174	85,943	57,000	50,000	57,000	-	0.00%
Interest and Other	5,780	4,135	5,000	5,000	5,000	-	0.00%
Enterprise Fund Reimbursements	9,732	-	-	-	-	-	0.00%
Total Sources	\$ 380,682	\$ 455,777	\$ 442,161	\$ 438,000	\$ 432,016	\$ (10,145)	-2.29%

AQUATICS PROGRAM

Program Description. The purpose of the Aquatic 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 16 Town beach sites. In working closely with the DPW, the various beach areas are receiving much of the attention they require resulting in more beach patrons frequenting the Town sites. It should be noted that the Recreation Leisure & Aquatic Division continues to assist the Marine & Environmental Affairs Division with the water safety component of Sandy Neck. The Recreation Division has a directive from the Town Manager to recover 100% of the total costs within the Aquatic Program. The various activities within this program begin on Memorial Weekend and conclude on Labor Day.

General Fund Activities with a brief description are listed below:

- **Swim Lessons and Lifeguard Training** – The Town of Barnstable offers swim lessons from the age of 6 months to adult. The lessons are in partnership with the American Red Cross Basics 1-6 and Waterfront Lifeguard Training. The Town of Barnstable has added its own programs to supplement this program where there are gaps with the Progressive Swim Program and Jr. Lifesaving Class. These are all 6-week programs meeting two days a week with varying number of hours depending on the program. Included outside of the swim instruction are two special events: an inter-beach swim meet where we are able to physically observe and evaluate our entire program and a water carnival that is held for each beach one full day to celebrate conclusion of the program and summer.
- **JFK Memorial Sailing Program** – This is a six-week program that gives kids 10-13 an opportunity to learn how to sail in a safe and controlled atmosphere. This program would not be possible without the consistent financial support of the John F. Kennedy Memorial Trust Fund defraying the cost of boats and maintenance. Participants must be able to pass a Level 5 Red Cross swim class to be eligible.
- **Waterfront Supervision** – is an activity that includes many of the lifeguards watching the water and providing first aid to those who require treatment. The lifeguard staff is responsible for the water from 9 a.m. – 5 p.m. The lifeguard staff performs first aid on approximately 350 individuals annually. The Recreation Leisure & Aquatic Division prides itself in having its entire Aquatic staff always currently certified.
- **Beach Operations / Parking Lots** – is the activity involving the gate staff and beach supervisor managing daily parking fees at beach gates. The gates are staffed from 9 a.m. – 3:45 p.m. daily. Gate staff must be certified in standard first aid.
- **Recreation Parking Permits** – is the activity where two full-time paid seasonal workers and 36 volunteer paid positions are selling recreation parking permits/beach stickers. Approximately 22,000 parking permits are sold annually.
- **Kennedy Memorial** – is the activity involving paid seasonal staff monitoring the Kennedy Memorial Pool. The Memorial is extremely popular and approximately \$6,500 is recorded from the donations taken from the pool. The pool donation dollars are directed toward sponsorship of the Kennedy Sailing Activity.
- **Beach Concession** – is an activity of monitoring the various beach concessions. The concession contracts are awarded for a three-year term. There are seven concessions within the Town.

Revolving Activities with a brief description are listed below:

- **Extended Youth John F. Kennedy Sailing** – This is a six-week program that meets once a week and provides those between the ages of 14 to 18 an opportunity to learn to sail. This is a novice program, developed because of demand for this age group. The program is offered in the evening after the program for ages 10-13 is completed.
- **Special Events** – is an activity that includes various special events held at Town beach sites. Some of the events include: windsurfing, beach volleyball, triathlons and road races.
- **Beach Outings** – is an activity involving the Barnstable Public Schools. Many of the Barnstable Schools permit use of a beach site and require a lifeguard to watch the children. The schools are

charged only for the lifeguard to be on-site. Restrooms are available for the children during these outings that are held in late spring.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
AQUATICS PROGRAM**

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 755,915	\$ 731,639	\$ 750,873	\$ 745,000	\$ 704,243	\$ (46,630)	-6.21%
Operating Expenses	52,498	48,824	45,235	45,000	45,735	500	1.11%
Operating Capital	-	-	-	-	28,000	28,000	0.00%
Total Expenditures	\$ 808,413	\$ 780,463	\$ 796,108	\$ 790,000	\$ 777,978	\$ (18,130)	-2.28%
Sources of Funds							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Charges for Services	1,208,909	1,330,325	1,102,000	1,200,000	1,202,000	100,000	9.07%
Total Sources	\$ 1,208,909	\$ 1,330,325	\$ 1,102,000	\$ 1,200,000	\$ 1,202,000	\$ 100,000	9.07%

YOUTH SERVICES PROGRAM

Program Description. The purpose of the Youth Services Program is dedicated to creating successful youth and family services programs through the Hyannis Youth and Community Center and other municipal and school buildings. These programs include the Youth Commission and its Youth Advisory Group, and five committees: Prevention, Skills Education, Youth Center, Caring Adults, and Service Learning.

- Prevention includes the Peace Committee (violence prevention), nutrition and diet education, discrimination and diversity training, domestic and substance abuse prevention, anti-bullying education, and related activities.
- Skills Education includes job and professional training, and promoting interaction with the public and local businesses.
- Hyannis Youth and Community Center development includes planning services and programs that the Center offers and establishing a link between the Youth Center and Barnstable's Youth Commission.
- Caring Adults includes identifying and promoting initiatives for family, adult and mature citizen involvement with youth.
- Service Learning includes working with the Barnstable schools and Cape Cod Community College to establish programs whereby young people can contribute to the welfare of the community through civic, historic and other educational projects.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
YOUTH SERVICES PROGRAM**

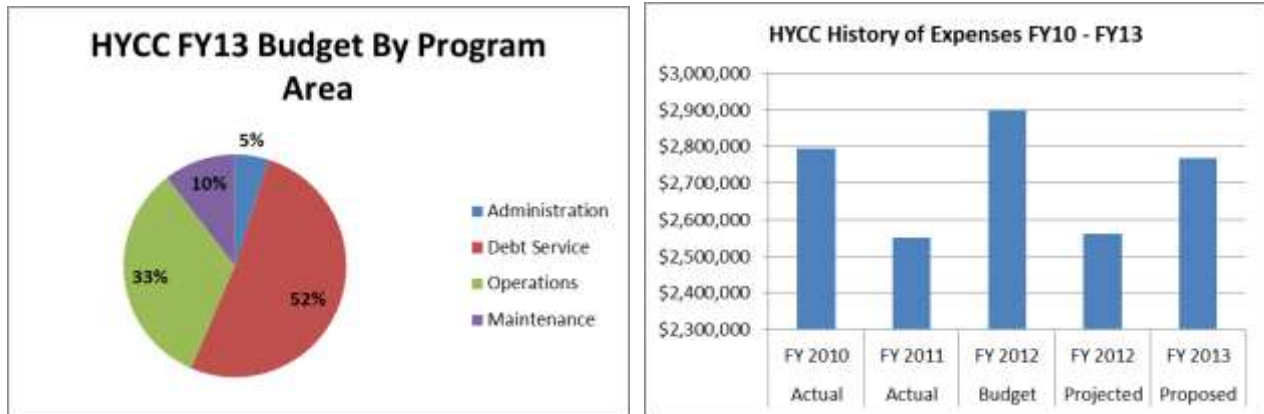
Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 44,454	\$ 46,689	\$ 49,081	\$ 48,350	\$ 51,326	\$ 2,245	4.57%
Operating Expenses	753	1,136	2,750	2,700	2,750	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 45,207	\$ 47,825	\$ 51,831	\$ 51,050	\$ 54,076	\$ 2,245	4.33%
Permanent full-time equivalent employees	0.80	0.80	0.80		0.90	0.10	
Sources of Funds							
Taxes	\$ 45,207	\$ 47,825	\$ 51,831	\$ 51,050	\$ 54,076	\$ 2,245	4.33%
Total Sources	\$ 45,207	\$ 47,825	\$ 51,831	\$ 51,050	\$ 54,076	\$ 2,245	4.33%

HYANNIS YOUTH AND COMMUNITY CENTER DIVISION (Enterprise Fund)

MISSION STATEMENT

The Hyannis Youth and Community Center is committed to providing a safe, healthy recreational facility to every segment of the community. Providing quality, well-rounded programs of a general and specialized nature that contribute to the maximum use of the community is essential to the overall success of the facility. We strive to constantly improve our service to the community, our patrons, through creative innovation and teamwork; built-upon a solid foundation of values and beliefs in order to achieve our mission.

FY 2013 DIVISION FINANCIAL DATA



Debt Service encompasses more than one-half of the entire HYCC budget at 52% of total expenses. Total expenses have decreased from almost \$2.8 million in FY10 to \$2.76 million in FY13.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expense Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 614,175	\$ 489,565	\$ 751,789	\$ 564,000	\$ 721,912	\$ (29,877)	-3.97%
Operating Expenses	654,363	569,567	687,286	589,000	618,744	(68,542)	-9.97%
Debt Service	1,526,030	1,491,270	1,458,629	1,408,629	1,425,988	(32,641)	-2.24%
Total Expenses	2,794,568	2,550,402	2,897,704	2,561,629	2,766,644	(131,060)	-4.52%
Permanent full-time equivalent employees	8.27	9.50	8.90		9.50	0.60	
Source of Funding							
Taxes	-	-	30,000	30,000	60,000	30,000	100.00%
Intergovernmental Aid	200,436	-	-	-	-	-	0.00%
Fees, Licenses, Permits	376,560	395,525	594,400	356,000	379,568	(214,832)	-36.14%
Charges for Services	668,528	758,119	862,275	685,000	650,081	(212,194)	-24.61%
Interest and Other	163,570	174,664	202,500	285,281	179,360	(23,140)	-11.43%
Trust Funds	1,526,030	1,241,270	1,208,529	1,208,529	1,425,988	217,459	17.99%
Total Sources	2,935,124	2,569,578	2,897,704	2,564,810	2,694,997	(202,707)	-7.00%
Excess (Deficiency) cash basis	140,556	19,176	-	3,181	(71,647)	\$ (71,647)	
Adjustment to accrual basis	9,125,742	287,416	-	250,000	-		
Beginning Net Assets	-	9,266,298	9,572,890	9,572,890	9,826,071		
Ending Net Assets	\$ 9,266,298	\$ 9,572,890	\$ 9,572,890	\$ 9,826,071	\$ 9,754,424		

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

The FY13 operating budget for the HYCC is decreasing \$131,060 or 4.5%. Declining revenue estimates result in the lower proposed budget. To offset the decline in revenue personnel costs are budgeted \$29,877 less in FY13 and operating expenses have been reduced by \$68,542. Also contributing to the reduced budget is a decrease in the debt service of \$32,641. The estimated revenue for FY13 includes an increase in the amount of meals and rooms tax of \$30,000, a reduction of \$450,166 in estimated user charges and an increase of \$217,459 in the amount of the transfer from the Capital Trust Fund to pay the construction loans. A total of \$71,647 of enterprise fund reserves is being used to balance the operating budget.

FY 2013 GOALS

Short Term (HYCC)

1. Maximize the marketing program of the facility's ice and youth center components to ensure the revenue stream will meet all operational costs along with a sum of money to be dedicated toward the debt schedule. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
2. Identify specific areas of potential growth within the gym and ice and work towards filling those areas with new programs and events to attract more users to the facility. (Strategic Plan Priorities: Finance, Quality of Life)
3. Implement the following activities by December 31, 2012: develop a summer college hockey league, develop an annual College Hockey Tournament. (Strategic Plan Priorities: Finance, Quality of Life)
4. Implement additional community service programs to include annual blood, food and clothing drives. (Strategic Plan Priorities: Education, Quality of Life)
5. Re-certify the Hyannis Youth and Community Center staff in First Aid and CPR by April 1, 2013. (Strategic Plan Priorities: Education, Quality of Life)
6. Expand the advertisement program to reach \$200,000 by June 30, 2013. (Strategic Plan Priorities: Finance, Infrastructure)
7. Implement an annual dry floor program on the Butler Rink for the summer months to expand program offerings. (Strategic Plan Priorities: Finance, Quality of Life)

Long Term

1. Continue to develop, coordinate, and market the Hyannis Youth & Community Center Facility so as to generate sufficient revenue to meet all operational and debt schedule commitments. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
2. Develop and identify the sport organizations that will assist both with the process and the funding program. (Strategic Plan Priorities: Finance, Infrastructure, Environment and Natural Resources, Quality of Life)
3. Through Town of Barnstable resources, provide educational outreach to our residents and taxpayers regarding all recreational opportunities. (Strategic Plan Priorities: Finance, Quality of Life)
4. Continue to work closely with the Barnstable Public Schools and the Village Libraries for the purpose of serving our youth within the Hyannis Youth and Community Center. (Strategic Plan Priorities: Finance, Education, Quality of Life)
5. Strategize and continue to develop green initiatives at the Hyannis Youth and Community Center so as to minimize costs to our customers. (Strategic Plan Priorities: Finance, Education, Quality of Life)

PROGRAM

HYANNIS YOUTH AND COMMUNITY CENTER

Program Description. The Hyannis Youth and Community Center is now in its third year of operation. The HYCC continued to showcase its attractive facilities and provide some variations in alternative uses

throughout 2011. From December through March, traditional hockey games were presented in the rinks while the Barnstable Youth Hockey Association (BYHA) enjoyed the ability to showcase their new home. The HYCC partnered with the Cape Cod Chamber of Commerce to bring several high profile events to the facility including: Men's Division I Hockey, a Division III Holiday Tournament and the Women's Hockey East Championship. The gymnasium allowed two high school teams practice and play time while several AAU tournaments called the space their premier court. Public skating and recreational programming were offered with expansive programs for both residents and non-residents. Some of the ongoing programs to note include US Figure Skating Instructional Badge Programs, Free Community Yoga, Toddler Programs, Adult Day Programs and the Walking Program. Hundreds of club, Town and organizational meetings, private birthday parties and other functions took place in the Shepley Community Room.

The Center consists of:

- Two NHL regulation ice rinks with seating capacity of 2,100 combined
- 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
- 650 sq. ft. United Cultures Resource Room
- 500 sq. ft. Computer room
- 825 sq. ft. Multi-purpose room

The rink level has eight locker rooms, skate rental room, video games, referee locker rooms, home team locker rooms, first aid room, figure skating locker room, rink supervisor's office and a sitting area with a fireplace.

The program consists of the following Activities:

Administration Activity – Ice Facility

Activity Description. The Administration activity oversees the activities of the facility to make sure service and rink conditions are at the highest level. A quality tournament schedule is being developed that includes something for all levels of competition. Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. Administration provides preparation of annual budgets, projection of revenues and long-range planning. The Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met. The Program Coordinators, under the umbrella of the Administration, offer and teach a variety of ice-related programs to include figure skating, learn-to-skate, hockey, etc. All activities are run on an instructional basis, emphasizing teamwork, self-esteem and respect.

Operations Activity – Ice Facility

Activity Description. The Operations Activity provides a wide variety of programs for our Residents. USFSA trained professionals provide individual and/or group instruction. We strive to provide developmental programs for all participants. Our goal is to provide affordable, quality ice rinks that attract residents, hockey players and figure skaters. By providing outstanding customer service in every aspect of the ice facility, we hope to achieve our goal. The staff is responsible for greeting the participants/teams when they enter the facility directing them to the correct location, effectively and efficiently collecting fees and providing necessary information. Customer relations and education are a major objective for Operations. The operations staff is responsible for scheduling available ice time to interested groups. The operations staff is responsible for keeping rental skates sharpened, cleaned and sanitized on a daily basis. Our staff answers hundreds of phone calls daily providing a wide variety of information to customers.

Operations offers the following:

- **Tournaments** – are played on both the Lt. Joseph P. Kennedy Jr., and Patrick M. Butler Rinks. These two rinks are NHL Regulation size with a combined seating capacity of 2,100. The HYCC has hosted a number of tournaments for both men and women of all abilities. From youth tournaments through Division I college tournaments.
- **Public Skating** - is the activity involving all ages during open skating on the Butler Rink. The hours available for public skating are: Monday - Friday - 9:30 a.m. - 2:00 p.m., Saturday and Sunday from 2:00 p.m. - 4:00 p.m. Skate rentals are available for those who do not own their own skates.
- **Figure Skate Clinic** - is the Learn-to-Skate Program offered three times a year that services approximately 400 children. Skating professionals teach basic to advanced skills to individuals ranging from the kindergarten level up to the adult. There are two 10-week sessions and some inter-sessions when scheduling allows.
- **Camps/Clinics** - ice time is offered during the spring and summer months to outside agencies that want to run hockey programs for private leagues. The clinics and hockey schools offered in the facility provide a range of services for various ages, skill levels and positions.
- **Barnstable Youth Hockey** – is 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 team work and good sportsmanship. BYHA fields teams at the A, B and C travel levels for Mites – Bantam age players as well as House Level Farm and Mini Mite programs.
- **Barnstable High School Hockey** - The Hyannis Youth and Community Center is home to The Barnstable High School Hockey Program. The program consists of Boys Varsity/JV and Girls Varsity/JV. The HYCC receives the fee for the ice rental as well as the gate receipt for home games.
- **Rink Concession** – is operated under a bid process for a three-year term. The current vendor is Ardeo's. There is a full concession on the main floor and an additional mini-concession on the lower rink level so skating patrons have access to snacks and drinks. There is monitoring of this operation by the full-time staff.

Maintenance Activity – Ice Facility

Activity Description. The maintenance staff oversees the daily operations of the ice. Its primary goal is to provide a highly efficient, top-quality ice arena at the Hyannis Youth and Community Center. This includes cleaning the offices, locker rooms and cafe, overseeing Zamboni operations, and monitoring the water treatment system. With the ice facility being a year-round operation, the maintenance staff plays a key role in maintaining a smooth, efficient operation in the ice facility. Additionally, the staff is responsible for the general upkeep of the grounds in and around the ice facility.

Administration Activity – Youth Center

Activity Description. The Administration Activity at the Youth Center oversees the activities of the facility to make sure services and programs are instructed at the highest level. Our program coordinators work hard to plan programs that will benefit the youth in the Town of Barnstable. The Youth Center programs include an array of intellectual, social, and physical opportunities to enhance the lifestyles of the youth through positive experiences. One of the goals of the Youth Center is to improve youth's quality of life issues through exceptional programs and services. A comprehensive marketing plan has been developed to attract more activities from a resident and non-resident level. This Activity oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. The staff oversees the registration process for each program to ensure that each participant is placed properly within a desired program and is responsible for inventory control to ensure that equipment and uniforms for each program are in stock and readily available. The staff will continue to further their knowledge by attending workshops and conferences, which keeps them up-to-date on program ideas. Further, Administration oversees the hiring of seasonal employees. The hiring process includes CORI and SORI background checks, and determining that all requirements for employment are met.

Operations Activity – Youth Center

Activity Description. The Operations Activity provides a wide variety of programs for our 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, a computer center and teen center, we offer a multitude of programs that benefit the youth and citizens in the Town of Barnstable. For a nominal fee, the basketball and volleyball courts are made available for use to various public and private schools within the Town of Barnstable. The staff is always available to greet the public, relay information and answer questions covering a wide variety of information to our customers and oversees activities that are run on an instructional basis, emphasizing teamwork, self-esteem and respect. The Youth Center offers an array of intellectual, social and physical opportunities to the youth and adults in the Town of Barnstable that enhance their lifestyles through positive experiences.

Operations offer the following programs:

- **Private Gym Rentals** – is a program that allows Pope John Paul II and Sturgis Public Charter to rent the gym for basketball. The basketball program for each school includes both girls and boys teams. In addition to practicing at the facility, both schools are proud to call the HYCC their home court.
- **Special Events** – The gym space is rented to various user groups for trade shows and other events throughout the course of the year. These events cover a wide spectrum of interests and appeal to a wide range of residents and visitors to Barnstable.
- **Basketball** – is a ten-week program for girls and boys in grades K–3 that teaches the proper fundamentals of basketball. The first six weeks consist of one hour of instruction on the skills of passing, dribbling, defense and teamwork. The last four weeks will consist of team practices and scrimmages.
- **Youth Programs** – we offer a variety of programs for kids of all ages, from tots through school age kids. The gym is utilized for a wide variety of activities including balls of all sizes, tumbling, tennis, soccer and read & move.
- **Adult Programs** – are year round fitness programs that include Zumba, Walking Group, Tai Chi, Personal Training, High-Low Fitness, Boot Camp and Yoga. Each activity is unique and offers a variety of fitness bliss.
- **Barnstable Skate Park** - located adjacent to the HYCC. The facility is extremely unique as skateboards, in-line skates, and bicycles are allowed in the park. There is no charge for admission and required safety equipment is available to rent for a nominal fee. There is supervision present during all open times. This facility is recognized as a leader in the business.
- **Membership** - Membership to the HYCC provides Barnstable residents and non-residents the opportunity to take advantage of a multitude of programs within the facility. The computer lab is open to adults Monday through Friday from 9 a.m. until noon when school is in session. The game room offers air hockey, pool, ping pong and other games. Membership allows participants access to the walking track, Open Gym activities, the Teen Center, the computer lab, and the Wii room. A monthly schedule is laid out for each specific program. Yearly membership for residents cost \$20 per person and \$40 per person for non-residents.

Maintenance Activity – Youth Center

Activity Description. The Youth Center’s Maintenance Activity’s mission is to provide and maintain a high quality, top-notch Youth Center. The focus is to uphold a high standard of excellence so that the Youth Center is always a welcoming facility to residents and non-residents. Their day-to-day operations in the Youth Center include the cleaning and upkeep of all Administration Offices, Reception area, Teen Center and surrounding offices. The staff is responsible for restocking and cleaning restrooms in public areas and administrative areas. During the winter months, all walkways and entrances are shoveled and treated so that the public can safely enter and exit the building. The staff also will be responsible for the general upkeep of the grounds in and around the Youth Center.

PERFORMANCE MEASURES

Division Name		Division Goal		
RECREATION – HYCC - Ice Facility		Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
		Program Outcome Measures		
ACTIVITY – Enterprise		To allow the Recreation Division the ability to cover 100% of the direct costs of the instructors and related expenses for each program. A needs assessment program is developed annually to determine the accuracy of the comprehensive program.		Continue to operate enterprise programs at 100% direct cost recovery rate by maintaining maximum participation, use, and monitoring fees. Recreation obtained a 9.6% Customer Satisfaction Rating, exceeding the annual goal of 9.2. (CSR program is based on 10.0)
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality Cost of Recovery (Effectiveness)& Customer Satisfaction Rating
TOURNAMENTS/ SPECIAL EVENTS	\$65,200	5,000 participants	\$35 per participant	Cost of Recovery - 38% CSR – 9.6
PUBLIC SKATING	\$148,124	27,000 participants	\$8 per participant	Cost of Recovery - 67% CSR – 9.7
FIGURE SKATING	\$43,320	800 participants	\$173 per participant	Cost of Recovery - 31% CSR – 9.6
CAMPS, CLINICS AND SCHOOL RENTALS	\$106,917	1,000 participants	\$165 per participant	Cost of Recovery - 65% CSR - 9.9
BARNSTABLE YOUTH HOCKEY PROGRAM	\$293,815	500 players	\$380 per player	Cost of Recovery - 155% CSR – 9.2
BARNSTABLE HIGH SCHOOL HOCKEY	\$46,769	80 players	\$1,960 per player	Cost of Recovery - 30% CSR – 10

Division Name		Division Goal		
RECREATION – HYCC – Youth Center Activity		Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
		Program Outcome Measures		
ACTIVITY – Enterprise		To allow the Recreation Division the ability to cover 100% of the direct costs of the instructors and related expenses for each program. A needs assessment program is developed annually to determine the accuracy of the comprehensive program.		Continue to operate enterprise programs at 100% direct cost recovery rate by maintaining maximum participation, use, and monitoring fees. Recreation obtained a 9.4% Customer Satisfaction Rating, exceeding the annual goal of 9.2. (CSR program is based on 10.0)
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality Cost of Recovery (Effectiveness)& Customer Satisfaction Rating
MEMBERSHIP FEES	\$58,697	7,800 participants	\$14 per participant	Cost of Recovery - 53% CSR – 9.7
PRIVATE SCHOOL GYM RENTALS	\$28,720	20 teams	\$5,993 per team	Cost of Recovery - 24% CSR – 9.9
SPECIAL EVENTS/TRADE SHOWS	\$9,880	10 events	\$14,694 per event	Cost of Recovery - 7% CSR – 9.4
SKATE PARK DAILY	\$1,479	3,000 participants	\$38 per participant	Cost of Recovery - 1% CSR - 9.9
ADULT LEAGUE BASKETBALL	\$7,530	100 participants	\$1,166 per participant	Cost of Recovery - 6% CSR - 9.9
YOUTH PROGRAMS	\$25,428	4,000 participants	\$40 per participant	Cost of Recovery - 16% CSR – 10
ADULT PROGRAMS	\$14,348	3,500 participants	\$38 per participant	Cost of Recovery – 11% CSR – 9



HYCC Activities

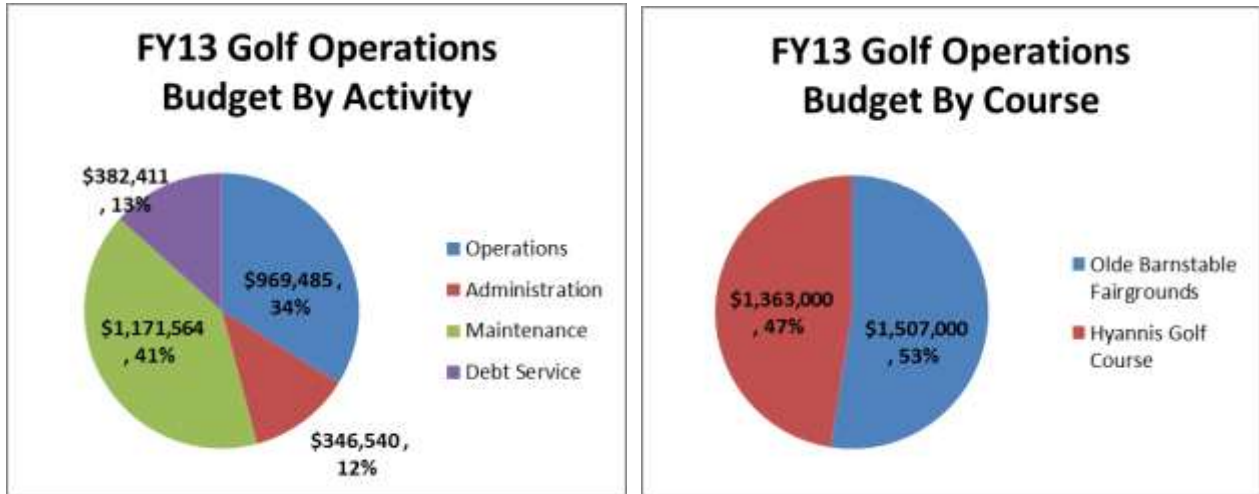
GOLF DIVISION (Enterprise Fund)



MISSION STATEMENT

Barnstable Golf is dedicated to provide, operate and maintain affordable, self-supporting public golf facilities, while protecting them for the future, by maintaining and improving the courses, the buildings, and the equipment. Golf Course Management strives to provide programs that enrich recreational opportunities, while being fiscally responsible to the Residents and Taxpayers of the Town of Barnstable.

FY 2013 DIVISION FINANCIAL DATA



SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 1,157,657	\$ 1,139,687	\$ 1,283,580	\$ 1,175,000	\$ 1,208,614	\$ (74,966)	-5.84%
Operating Expenses	867,256	920,550	1,025,692	920,000	1,006,975	(18,717)	-1.82%
Operating Capital	28,000	105,309	110,000	51,100	22,000	(88,000)	-80.00%
Debt Service	599,967	380,411	381,611	381,611	382,411	800	0.21%
Transfers Out	225,000	225,000	300,000	300,000	250,000	(50,000)	-16.67%
Total Expenditures	2,877,880	2,770,957	3,100,883	2,827,711	2,870,000	(230,883)	-7.45%
Permanent full-time equivalent employees	18.35	15.85	15.85		15.75	(0.10)	
Sources of Funds							
Charges for Services	2,890,681	2,812,616	3,098,883	2,840,000	2,864,000	(234,883)	-7.58%
Interest and Other	2,618	6,774	2,000	6,000	6,000	4,000	200.00%
Total Sources	2,893,299	2,819,390	3,100,883	2,846,000	2,870,000	(230,883)	-7.45%
Excess (Deficiency) cash basis	15,419	48,433	-	18,289	-	\$ -	
Adjustment to accrual basis	220,000	158,498	-	100,000	-		
Beginning Net Assets	10,182,701	10,418,120	10,625,051	10,625,051	10,743,340		
Ending Net Assets	\$ 10,418,120	\$ 10,625,051	\$ 10,625,051	\$ 10,743,340	\$ 10,743,340		

SUMMARY OF SIGNIFICANT CHANGES FOR THE DIVISION

The golf course operations are decreasing \$230,883 for FY13 or 7.5%. A decrease in play which correlates into declining revenue of this amount results in the budget reduction. Reductions have been made to full-time equivalents (0.1), seasonal wages and overtime resulting in a personnel cost decrease for FY13 of \$74,966. Operating expenses have been reduced by \$18,717, operating capital by \$88,000 and the transfer to the general fund is reduced \$50,000. No reserves will be used in FY13 to balance the operating budget as current year estimated receipts are sufficient to cover the proposed operating budget.

FY 2013 GOALS

Short Term Goals

1. Review and update the marketing plan for Olde Barnstable Fairgrounds and Hyannis Golf Courses to make Barnstable Golf a true golf destination. By using e-mail, social media, radio, promotional guides, magazine and newspaper advertising to increase exposure will be distributed locally and regionally. Generate sufficient revenue to cover all direct and indirect costs with respect to the overall golf program. (Strategic Plan Priorities: Finance, Communication, Quality of Life)
2. Hire a PGA Golf Professional for Hyannis Golf Course. We will once again have a pro at each course. It will be the responsibility of the golf pro to oversee the pro shop and golf operations at Hyannis. The pro will bring much needed professionalism to the Hyannis operation which will improve customer service, merchandise offerings, employee training, productivity, and morale. (Strategic Plan Priorities: Finance, Quality of Life)
3. Aggressively pursue group outings and tournaments at both courses through our marketing plan which includes working closely together with the concessionaires at each course. Outings benefit all aspects of the facility. All inclusive packages to entice groups to play at our facilities will be offered. (Strategic Plan Priorities: Finance, Communication, Quality of Life)
4. Continue to implement teaching programs that are tailored to the needs and desires of our annual pass holders and guests of the facilities. These programs will help maximize the use of the facilities and will provide benefits that offer the highest level of customer service for our residents and guests. These are important to receive repeat business from our customers. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
5. Maintain the First Tee Program of Massachusetts at Hyannis Golf Course to teach the life skills and lessons of the program and to create a schedule that incorporates higher levels of learning into the

program. Continue to utilize The First Tee National School Program as a feeder system to select local youth participants for the golf course's program. The First Tee Program involves area youth in a program that incorporates golf with life skills at no charge to the participant. (Strategic Plan Priorities: Finance, Education, Quality of Life)

6. Continue to edge, reshape and replenish sand in bunkers at both courses. Over 500 tons of material, between both courses on greenside and fairway bunkers will be added by spring of 2013. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
7. Improve course conditions at both courses with the continuation of sound horticultural practices such as aeration, topdressing, weed, insect, and disease control, as well as a fertility program based on soil report data as the budget allows. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)

Long Term Goals

1. Continue to develop golf related services to maximize the use of Olde Barnstable Fairgrounds and Hyannis Golf Courses for residents and guests. Strive to provide the best customer service possible to all customers. Train staff and emphasize putting the customer first in every aspect of the operation, including the pro shop, starters, rangers, and the maintenance staff. This helps maximize repeat business and strong word-of-mouth marketing, creating more desirable facilities for our customers. (Strategic Plan Priorities: Finance, Education, Quality of Life)
2. Continue implementing improvement projects at Olde Barnstable Fairgrounds and Hyannis Golf Courses to ensure complying with the mission of providing facilities that are self-supporting, attractive and affordable to our residents and non-residents. Maintain a focus on the bottom line to maintain and improve assets for the future. Future capital improvements and enhancements include: replacing outdated and worn maintenance equipment, bunker improvements, and facility improvements to the clubhouse, maintenance and cart barn. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
3. Maintain an active marketing program to constantly look for ways to increase revenue at the courses in order to meet our 5-year plan. This includes increased membership, attracting outside players with tournaments, outings, etc., promoting the use of the driving ranges, and sales of merchandise. Constantly monitor our competitors in relation to pricing and course conditions to help improve our competitive position. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)
4. Develop a comprehensive long range capital improvement plan for Olde Barnstable Fairgrounds to include buildings, equipment, course infrastructure (bunkers, etc.), course construction/ renovation improvements and new tees and greens. After nearly 20 years of wear and tear, Olde Barnstable Fairgrounds is in need of modernization to be able to compete with surrounding public and municipal courses. (Strategic Plan Priorities: Finance, Infrastructure, Quality of Life)

PROGRAM

Program Description. The Olde Barnstable Fairground and Hyannis Golf Courses, is an enterprise account-funded program, under the Community Services Department. Barnstable Golf has been operating two full service 18-hole championship golf courses since 2007 and, as such, offers more playing opportunities for residents and guests of the Town on two distinctly different courses. The management and staff have put together a comprehensive plan for the successful operation of both Golf Courses. The courses continues to host such events as the Cape Cod Open, Cape Cod Senior Open, NEPGA events, and the Gary Philbrick Memorial Scholarship Golf Tournament, which will award scholarships to area youth in pursuit of a career in the golfing industry. The tournament schedule reflects a balance of member and guest play, allowing the most from the facility.

Administration Activity Description. The Administration activity of the golf course oversees the activities of the facilities to make sure service and conditions are at the highest level. A quality tournament schedule is developed that includes something for all levels of competition. We have Club Championships, Member-Guests, Member-Members, weekly Men's and Ladies' Clubs and a summer series for juniors. A comprehensive marketing plan has been developed to attract more non-resident play and will make Barnstable a true golf destination. The Administration oversees the collection of cash receipts and the payovers to the Town, monitoring revenue vs. expenses. The rules and regulations of the golf course are enforced by the Administration and are published yearly at the golf course and are available on the golf course websites: www.obfgolf.com , www.hyannisgc.com, and www.barnstablegolf.com. The Administration will oversee the following capital purchases this year, which are: two greens mowers for Olde Barnstable to replace the existing 2002 models. This Maintenance equipment is responsible for grooming the putting greens seven days a week. The putting greens are the single most important areas on the golf course. High quality putting greens are essential to the success of our golf operations. Projects to be undertaken at the facility include replacing the second phase of exterior railings of the deck on the restaurant side of the clubhouse, and power-washing and painting the exterior of the clubhouse. Projects and purchases like these keep the course in excellent condition and protect the future of the facility.

Operations Activity Description. The Operations activity provides a wide variety of programs for our Annual pass holders and non-residents. PGA trained professionals provide individual and/or group instruction. We strive to provide player development programs that target seniors, women, juniors and the physically challenged. Our goal is to provide an affordable, quality golf course that will attract players from near and far. By providing outstanding customer service in every aspect of the golf experience, we hope to achieve our goal. The staff is responsible for answering phone calls, greeting the customer at the bag drop/golf cart staging area, organizing games if necessary, effectively and efficiently collecting fees and providing player information. Customer relations and education is a major objective for Operations. The operations staff is responsible for keeping the fleet of 66 golf carts clean, gassed weekly and stored daily. With over 14,000 cart rounds annually, all carts must be brought to the staging area daily during peak months. The Pro Shop is the central point of all activity. Greens fees, cart fees, annual pass cards, and range fees are collected at the front desk. Our staff answers hundreds of phone calls daily providing a wide variety of information to customers. The Pro Shop has the latest styles of clothing and equipment available for sale and provides club rentals, club repair, lessons and golf handicaps.

Maintenance Activity Description. Providing a highly conditioned, top-quality golf course at Olde Barnstable Fairgrounds (OBF) and Hyannis Golf Course (HGC) is the mission of the Maintenance Activity. With over fourteen employees in peak season at OBF, the daily grooming of the golf course includes course set-up, cutting greens, collars, approaches, fairways, tees, roughs, and raking bunkers. Daily inspection of all turf areas to ensure disease, insect, and weed infestations are identified and addressed before major turf loss occurs. Operation, maintenance, and repairs to the irrigation system and pump station are ongoing daily throughout the season. All maintenance equipment is serviced and maintained daily to ensure consistent conditioning standards are met. Other yearly maintenance includes: spring and fall aerification of greens, tees and fairways which provide healthy growth. Fairways and greens are over seeded to fill in divots and keep the golf course in top condition. Ongoing projects include bunker edging and renovations,

cart paths, and tree planting and pruning. Identification of equipment, material, and infrastructure needs for both short and long range planning are ongoing activities of the maintenance program. Basic building maintenance and repair work, monitoring of fuel storage tanks, and hazardous material storage and disposal are also functions of the maintenance activity. We will be replacing the chemical room doors and two windows on the exterior of the building this year for a more efficient operation. Continued work on the irrigation pump station will ensure proper water coverage for the golf facility.

The focus of the Maintenance program at HGC is to improve golf course conditions, enhance playability, and elevate standards to equal that of OBF. Each course has different characteristics that require individual maintenance and cultural practice activities. The maintenance staff is carefully assessing areas of need and will work within the budget to improve these areas. The golf course is over 40 years old with mature turf and soil. It also has an aging infrastructure (cart paths, irrigation, bunkers, buildings, and equipment) that will need to be addressed in the future. With over twelve employees in peak season, the daily grooming of the golf course includes course set-up, cutting greens, collars, approaches, fairways, tees, roughs and raking bunkers. Irrigation system operation and upkeep is ongoing daily in season. Daily equipment maintenance and adjusting is necessary to ensure proper operation and provide consistent playing conditions. Other yearly maintenance includes: spring and fall aerification of greens, tees and fairways which provide healthy growth. Fairways and greens are over-seeded to fill in divots and keep the golf course in top condition. Additional ongoing projects include bunker edging and renovations, cart paths, and tree planting and pruning.



18th Hole Olde Barnstable Fairgrounds



9th Hole Hyannis Golf Course

FY 2011-2012 MAJOR ACCOMPLISHMENTS

1. Replaced two 2002 fairway mowers at OBF. This will allow the maintenance staff to continue to produce high quality fairway turf and keep the course in top condition. Golfers will notice and appreciate the fairway improvements.
2. Replaced one 1999 out front rotary small area rough mower at OBF. This mower is responsible for maintaining all "outside the lines" areas fringes, and in between the golf holes.
3. Replaced one 1999 leaf and debris blower at OBF. This machine is responsible for removing leaves, pine needles, debris and litter from the entire course property. It plays a huge role in spring and fall course cleanup as well as the green, tee, and fairway aerification process.
4. Continued new membership incentive program that allows people to sign up for the following year beginning in October and receiving the months of October through March at no charge. This program resulted in over 40 new members for the golf courses and allowed us to compete with other area courses in the pursuit of new members.
5. Implemented a new non-resident youth/student membership category. Barnstable Golf is home to several high school golf teams including some private schools with non-resident students who wish to play our courses all year long but have to pay a much higher rate to do so. The non-resident youth/student membership allows them the opportunity to play at a reasonable rate. These members are the members of the future for Barnstable Golf.
6. Had OBF Golf Course re-rated by the Mass Golf Association which will help to keep handicaps/abilities equitable from all sets of tees.
7. Rebuilt the blue tee box on the 11th hole at OBF. This tee has suffered from shade and size issues. The new tee box is larger and was sodded with a shade tolerant turf. Also constructed a new forward tee box on the 18th hole at OBF.
8. Edged, reshaped, and replenish sand in 25 bunkers at OBF and 8 bunkers at Hyannis. Utilized over 300 tons of bunker sand. The bunkers at both courses are in need of complete renovation but until that time, we will continue with this annual process to keep the bunkers playable for our golfers.
9. Successfully completed yearly task of drainage and soil improvements on the greens at both courses with the core aeration process. Adding more sand to the green soil profile and improving drainage will allow the greens to dry faster and will help reduce disease incidence.
10. Continued to improve playing conditions with enhancements to the irrigation system (repaired and upgraded heads), bunkers (200 tons of sand), and re-seeded fairways and greens.
11. Applied 30 tons of dolomitic limestone to tees, fairways, and roughs at both courses to address calcium deficiencies identified by soil tests.
12. Continued with tree work at both golf courses. Over 150 trees were pruned and removed adjacent to and surrounding some of the green complexes for the purpose of enhancing turf and allowing for better circulation of air in those areas. This will be an ongoing project for several years during the winter months.
13. Groundup over 200 tree stumps at Hyannis and 75 tree stumps at OBF. Filled holes with loam and overseeded.
14. Continued with winter schedule that includes closing one golf course for a period of three months and the restructuring of employees to maximize the efficiency of operations while reducing expenses.

PERFORMANCE MEASURES

Division Name		Division Goal		
RECREATION		Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
Program Name		Program Goal		Program Outcome Measures
GOLF – Administration		To continually maintain and improve the Town's golf facilities.		To ensure outstanding service, superior conditions and innovative programs which will promote customer loyalty. Must strive to be 100% self supporting to include all expenses – direct and indirect.
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality Cost of Recovery (Effectiveness)
ADULT/FAMILY ANNUAL PASS	\$218,159	136 pass holders	\$1,604 per pass	Cost of Recovery – 42%
JUNIOR ANNUAL PASS	\$77,625	117 pass holders	\$663 per pass	Cost of Recovery - 35%
DAILY FEE PLAY-RESIDENT	\$278,956	3,946 rounds	\$71 per round	Cost of Recovery - 57%
DAILY FEE PLAY – NON-RESIDENT	\$662,148	23,706 rounds	\$28 per round	Cost of Recovery – 153%
RANGE	\$121,851	17,259 buckets sold	\$7 per bucket	Cost of Recovery – 113%
GOLF CARTS	\$231,835	17,853 carts	\$13 per cart	Cost of Recovery – 232%
RENTALS	\$2,512	1,004 pull carts/ club rental	\$3 per cart/ club rental	Cost of Recovery – 319%
CLUB SERVICES	\$24,482	739 M.G.A handicaps	\$33 per person	Cost of Recovery – 109%
PRO SHOP	\$171,119	-	\$1	Cost of Recovery – 120%
RESTAURANT	\$18,594	2	\$9,297	Cost of Recovery – 193%

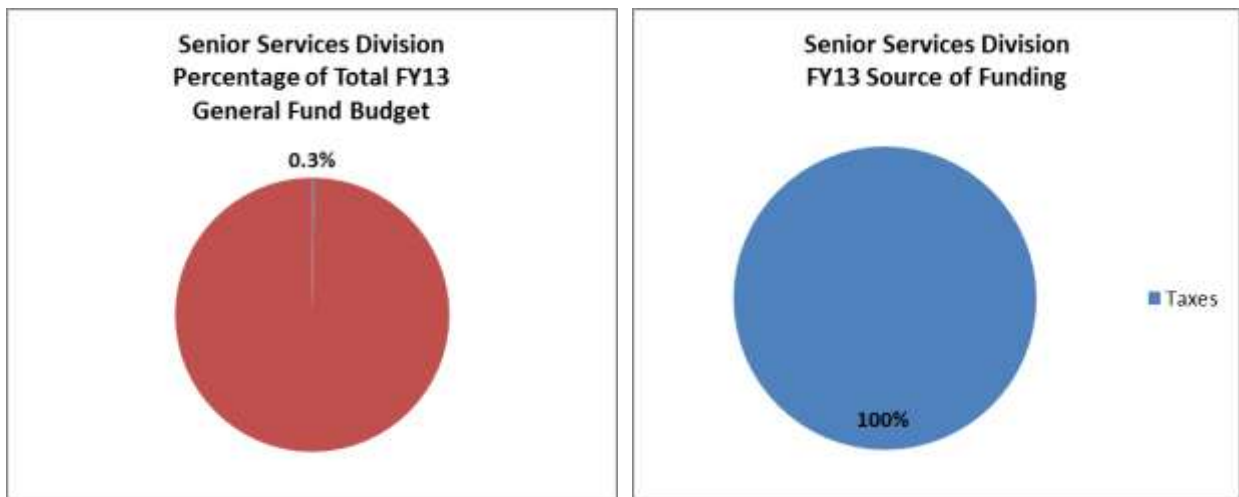
Division Name		Division Goal		
RECREATION		Committed to providing leisure opportunities to improve the quality of life in our community through exceptional programs and services.		
Program Name		Program Goal		Program Outcome Measures
GOLF – Maintenance		To provide residents and guests with a well conditioned golf course facility.		To ensure the user's visit is highly memorable and enjoyable to promote return visits. (CSR Program is based on 10.0)
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
MAINTENANCE (Acres aerated, bunker sand spread, acres maintained daily, irrigation, sprinklers & piping, pruning and trimming) Equipment repair and maintenance. Apply fertilizer, plant protectants. Improvement projects.	\$1,347,185	305 acres aerated 200 tons sand spread annually 160 acres maintained daily 1,300 valve in-head sprinklers and approx 12 miles of various size PVC pipe 6,500 trees (holly, oak, pine, birch, beech and small evergreens) Keep fleet of over 100 pieces of equipment in good working order. Apply over 65 tons of granular fertilizer, lime, and organics soil amendments to 160 acres. Maintain operation building and grounds including Memorial and plantings.	\$ Total budget spread throughout maintenance programs	9.79 CSR

SENIOR SERVICES DIVISION

MISSION STATEMENT

The Barnstable Senior Services Division seeks to improve the quality of life for elders in our community through the design and implementation of needed activities, programs and services. From advocacy and education to transportation and the Adult Supportive Day Program, and continued learning and wellness activities, the Barnstable Senior Services Division provides a wide array of opportunities for interaction and assistance.

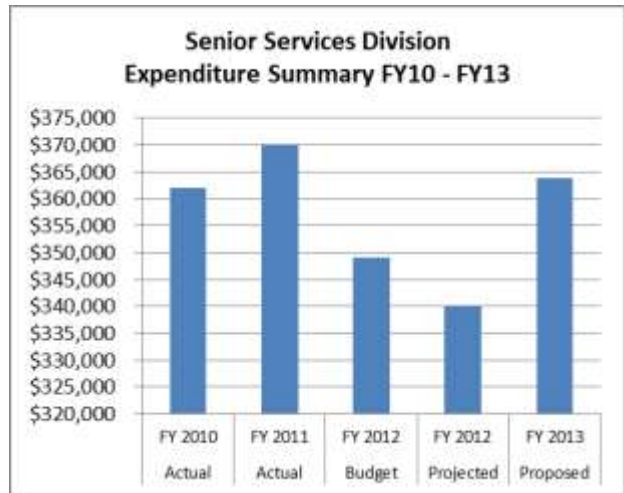
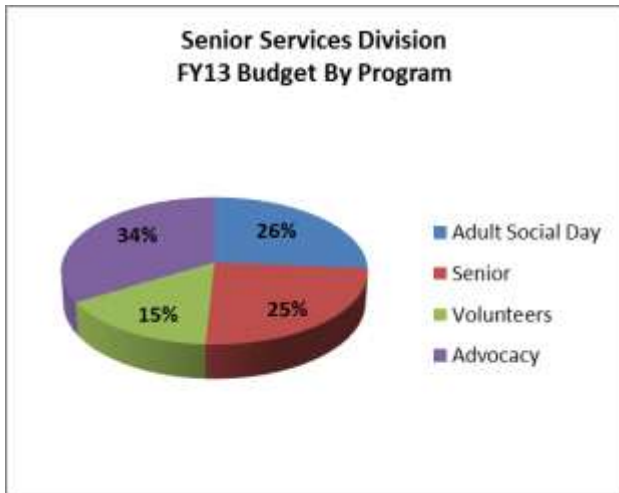
FY 2013 DIVISION FINANCIAL DATA



The Senior Services division represents 0.3% of the overall general fund budget. The general fund portion of the operation is funded entirely from taxes.

SUMMARY OF DIVISION EXPENDITURES FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 336,503	\$ 335,049	\$ 316,721	\$ 309,000	\$ 331,521	\$ 14,800	4.67%
Operating Expenses	25,575	35,156	32,400	31,000	32,400	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 362,078	\$ 370,205	\$ 349,121	\$ 340,000	\$ 363,921	\$ 14,800	4.24%
Permanent full-time equivalent employees	8.21	7.61	6.35		6.35	-	
Sources of Funds							
Taxes	\$ 362,078	\$ 370,205	\$ 349,121	\$ 340,000	\$ 363,921	\$ 14,800	4.24%
Total Sources	\$ 362,078	\$ 370,205	\$ 349,121	\$ 340,000	\$ 363,921	\$ 14,800	4.24%



Advocacy is the largest program activity for this division. This division also operates a revolving fund activity for the Adult Social Day (ASD) program and other fee based activities. These are recorded in the special revenue funds and are not part of the general fund operating budget. The administration of ASD program is included in the general fund portion of the budget which represents about 26% of the division's expenditures. Total expenditures from FY10 to FY13 are relatively the same.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

There are no significant changes to this budget for FY13. The personnel cost increase for FY13 includes all contractual salary increases for employees. There is no change to operating expenses.

FY 2013 GOALS

Short Term

1. Collaborate with the Council on Aging and Friends of the Barnstable Council on Aging to advocate and raise funds for the expansion of the Barnstable Senior Center parking lot. (Strategic Plan Priority: Finance, Economic Development)
2. Continue outreach efforts throughout the community to increase awareness of the important programs and services of the Barnstable Senior Center. (Strategic Plan Priority: Communications)
3. Continue to offer more diverse evening programming to attract boomers, working seniors and other members of our community. (Strategic Plan Priority: Quality of Life)
4. Actively pursue available grant-funding to help sustain our services and offset program costs, including our caregiver and transportation programs. (Strategic Plan Priority: Economic Development)
5. Continue to enhance our volunteer recruitment and retention program to attract new volunteers to the Center. (Strategic Plan Priority: Quality of Life, Economic Development)
6. Continue improvements to marketing tools including the website, monthly newsletter and social networking to encourage more widespread knowledge and community use of the center. (Strategic Plan Priority: Communications)
7. Continue to participate in regional aging and human service networks to assess and address the changing needs of the aging community and determine if any of our programs and services can be regionalized. (Strategic Plan Priority: Quality of Life)
8. Assist the Friends of the Barnstable Council on Aging in the development of fundraising strategies to help locate potential revenue streams.

Long Term

1. Continue to develop strategies to improve the lives of Barnstable's senior population through enhanced case management, respite services, mental health counseling, informational forums and advocacy to ensure that programs that help seniors age in place are maintained. (Strategic Plan Priority: Quality of Life)
2. Continue to reach out to a more diverse population that more accurately reflects the changing demographics of the Town of Barnstable. (Strategic Plan Priority: Quality of Life)
3. Maintain commitment to monthly cable TV shows and newsletter and continue to develop innovative marketing strategies. (Strategic Plan Priority: Communications)
4. Work with the Friends of the Barnstable Council on Aging to advocate and develop plans and for a green building to be situated next to the Barnstable Senior Center to expand and enhance the Adult Supportive Day program. (Strategic Plan Priority: Quality of Life)

PROGRAMS

SENIOR PROGRAMS

Program Description. "Senior Programs" refers to the numerous classes and activities offered on a daily basis at the Barnstable Senior Center. Remaining physically and mentally active and engaged in the community has been identified by experts in the field of aging as the keys to aging successfully. We are proud of the wide variety of opportunities for learning and socialization we provide at the Center. Each week we offer a multitude of activities including exercise classes, computer classes, health seminars, caregiver support groups, movies, art workshops, musical entertainment, intergenerational activities and blood pressure clinics. Our current calendar of activities is packed with about 200 activities each month.



**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
SENIOR PROGRAMS**

Expenditure Category	Actual	Actual	Budget	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013		
Personnel	\$ 47,636	\$ 72,134	\$ 77,523	\$ 75,000	\$ 64,127	\$ (13,396)	-17.28%
Operating Expenses	17,638	33,730	25,400	25,000	25,400	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 65,274	\$ 105,864	\$ 102,923	\$ 100,000	\$ 89,527	\$ (13,396)	-13.02%
Sources of Funds							
Taxes	\$ 65,274	\$ 105,864	\$ 102,923	\$ 100,000	\$ 89,527	\$ (13,396)	-13.02%
Total Sources	\$ 65,274	\$ 105,864	\$ 102,923	\$ 100,000	\$ 89,527	\$ (13,396)	-13.02%

ADULT SUPPORTIVE DAY PROGRAM

Program Description. The Adult Supportive Day Program fills a clear need in our community for caregiver respite and participant support. Staffed by a full-time Program Coordinator and part-time Program Aides, this program seeks to meet the needs of elders who cannot or do not wish to stay alone at home during the day. The Adult Supportive Day Program reduces the stress associated with care-giving, helps elders improve from illness or injury, teaches families new skills in care-giving, and helps to keep families together, aging-in-place in our community. Our Adult Supportive Day Program offers a full day of structured, therapeutic activities five days per week Monday – Friday 9:00am-3:00pm. Program participants pay a daily rate for service, on a sliding scale basis, and in some cases are eligible for reimbursement for part of the costs from other organizations in the community, such as Elder Services of Cape Cod and the Islands through a Non-Homemaker Provider Agreement.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
ADULT SUPPORTIVE DAY PROGRAM**

Expenditure Category	Actual	Actual	Budget	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013		
Personnel	\$ 134,625	\$ 151,017	\$ 84,437	\$ 83,000	\$ 91,713	\$ 7,276	8.62%
Operating Expenses	3,217	373	3,700	3,000	3,700	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 137,842	\$ 151,390	\$ 88,137	\$ 86,000	\$ 95,413	\$ 7,276	8.26%
Sources of Funds							
Taxes	\$ 137,842	\$ 151,390	\$ 88,137	\$ 86,000	\$ 95,413	\$ 7,276	8.26%
Total Sources	\$ 137,842	\$ 151,390	\$ 88,137	\$ 86,000	\$ 95,413	\$ 7,276	8.26%

VOLUNTEER PROGRAM

Program Description. Research has shown that volunteering is good for your mental and physical health. The Senior Services Division relies heavily on the services provided by those who volunteer their time at the Center. Elders, likewise, find great meaning and value in the time spent volunteering. This mutually beneficial activity enables the Senior Services Division to conduct many of its programs and services. Volunteer positions include: Adult Supportive Day Program Aides, Silver Express Van Drivers, Receptionists, Course Instructors, Special Events Volunteers, Advocates, and much more. Without the support of the dedicated volunteers that we have, we would not be able to provide the range and depth of services elders receive in the community. We offer a sincere thank you to all our Senior Center Volunteers.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
VOLUNTEER PROGRAM**

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 22,721	\$ 40,422	\$ 44,261	\$ 43,000	\$ 55,316	\$ 11,055	24.98%
Operating Expenses	2,068	342	1,100	1,000	1,100	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 24,789	\$ 40,764	\$ 45,361	\$ 44,000	\$ 56,416	\$ 11,055	24.37%
Sources of Funds							
Taxes	\$ 24,789	\$ 40,764	\$ 45,361	\$ 44,000	\$ 56,416	\$ 11,055	24.37%
Total Sources	\$ 24,789	\$ 40,764	\$ 45,361	\$ 44,000	\$ 56,416	\$ 11,055	24.37%

ADVOCACY PROGRAM

Program Description. For many seniors, maneuvering through the complex maze of benefit-related problems, family and health issues, and retirement plans facing them is overwhelming, especially in a technology-driven, ever-changing world such as ours is today. Our Outreach Program provides ongoing free professional services to any elder in need over the telephone, face-to-face in the office, or in-home. Frequently, our staff is able to create an individualized program for each elder they work with, often saving them precious dollars for their day-to-day living. This past year, our staff was able to save elders in excess of \$1,171,495 by accessing a variety of benefit and discount programs. In an attempt to reach as many seniors as possible in the most cost-effective manner, our outreach department held seminars and filmed cable shows in order to help seniors make the most educated decisions possible.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
ADVOCACY PROGRAM**

Expenditure Category	Actual FY 2010	Actual FY 2011	Budget FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12-13	Percent Change
Personnel	\$ 131,521	\$ 71,476	\$ 110,500	\$ 108,000	\$ 120,365	\$ 9,865	8.93%
Operating Expenses	2,652	711	2,200	2,000	2,200	-	0.00%
Operating Capital	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 134,173	\$ 72,187	\$ 112,700	\$ 110,000	\$ 122,565	\$ 9,865	8.75%
Sources of Funds							
Taxes	\$ 134,173	\$ 72,187	\$ 112,700	\$ 110,000	\$ 122,565	\$ 9,865	8.75%
Total Sources	\$ 134,173	\$ 72,187	\$ 112,700	\$ 110,000	\$ 122,565	\$ 9,865	8.75%

FY 2011-2012 MAJOR ACCOMPLISHMENTS

The Senior Services Division continues to enhance our programs and services to seniors to reflect their needs and interests. Our goal is to keep elders healthy, engaged in life, learning new skills, offering opportunities for community service, and ensuring they have access to our supportive day care, transportation, outreach and respite services.

1. With the release of data from the 2010 Census, we saw an increase of 892 seniors, which represents an increase of 7.5% over the 2000 Census figures. There are currently 12,845 seniors residing in the Town of Barnstable.
2. Through the professional assistance of our Outreach staff, 803 seniors saved \$1,171,495 through assistance with Medicare/Medicaid, fuel assistance, real estate tax abatements, food stamps and other programs.

3. Our Adult Supportive Day program, now in its 13th year, provided supportive day services to 70 seniors and averaged 16 clients per day and provided much-needed respite for their caregivers. The program continues to thrive in its location in the Garden Level of the Senior Center.
4. Our Silver Express transportation program provided 5,484 one-way trips to transport seniors to medical and other important appointments. Thank you to Elder Services of Cape Cod and the Islands for awarding us a \$6,000 grant to help fund our Transportation Coordinator.
5. We were awarded an \$83,671 formula grant by the Executive Office of Elder Affairs which helped fund our Activity Coordinator, Volunteer/Marketing Coordinator and Outreach Coordinator positions and also provided funding for our newsletter mailings and van maintenance.
6. Almost 200 volunteers provided over 6,000 hours of service through our Volunteer program. A luncheon was held during National Volunteer Week in April to honor the contributions of our dedicated volunteers.
7. Through the generosity of the Greater Boston Food Bank's Brown Bag program, we provided 300 local seniors with a supplemental bag of nutritious food on the first Friday of each month.
8. Thanks to the efforts of staff, volunteers and local businesses, our annual Turkey Trot provided 125 homebound seniors with a home-cooked Thanksgiving meal.
9. 46,551 meals on wheels and congregate meals were served to 450 Barnstable seniors through Elder Services Nutrition program.
10. We continue our community outreach efforts through our bimonthly Senior Compass which is mailed out to almost 5,000 households, a weekly e-newsletter, monthly programming on Channel 18 and our website.



PERFORMANCE MEASURES

Division Name		Division Goal		
Senior Services		To improve the quality of life for elders in the Town through the design and implementation of needed activities, programs and services		
Program Name		Program Goal		Program Outcome Measures
Adult Supportive Day Program		Provide day care services to elders in need of supportive care in an active and engaging environment to maintain health and well being and provide respite for caregivers		Information and Referral Caregiver Support Caregiver Respite Participant placement/attendance Client Satisfaction
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Participant placement/attendance	\$153,316	70 clients served; 3,973 units of service 6 (6 hours per day)	\$ 38.59 per client service hour.	100% response to Information & Referral 100% participant fees collected; high level of customer satisfaction reported on Client Satisfaction Survey

Division Name		Division Goal		
Senior Services		To improve the quality of life for elders in the Town through the design and implementation of needed activities, programs and services.		
Program Name		Program Goal		Program Outcome Measures
Advocacy		To address and assist elders with critical needs related to public benefits, financial, health and human services issues and transportation		# Of Clients served through case management (face to face, on the phone, home visits) and cost savings to seniors.
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Case Management: face to face, phone, home visits, information and education	\$127,588	803 clients served; 1,315 units of service	\$97 per client service.	100% client response and satisfaction. \$1,171,495 in savings to clients through enrollment in public benefits.

Division Name		Division Goal		
Senior Services		To improve the quality of life for elders in the Town through the design and implementation of needed activities, programs and services		
Program Name		Program Goal		Program Outcome Measures
Volunteer Program		To provide opportunity for elders to engage in valuable community service remaining active in their community		Recruitment and Placement of Volunteers Dollar value of volunteer service hours
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Volunteers	\$52,744	178 volunteers 6,000 hours valued at \$20.85 per hour	\$125,100	

Division Name		Division Goal		
Senior Services		To improve the quality of life for elders in the Town through the design and implementation of needed activities, programs and services		
Program Name		Program Goal		Program Outcome Measures
Senior Programs		To encourage and promote healthy aging among Barnstable's senior citizens by offering a wide array of opportunities for seniors to remain mentally and physically active		# of participants in activities and classes
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Classes & Activities (including health & wellness, arts & culture, continuing education, computer, movies, clubs)	\$86,970	25,662 visits	\$3.38	High level of customer satisfaction through class evaluation and continuing participation

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GROWTH MANAGEMENT DEPARTMENT

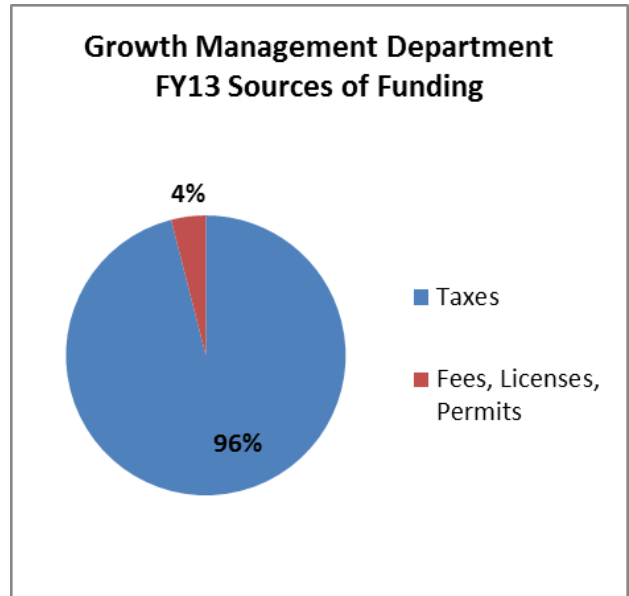
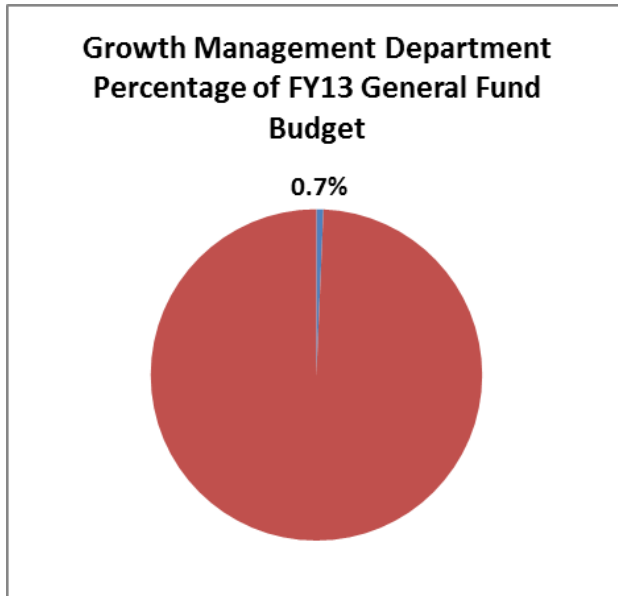
Mission: Preserve the character of Barnstable's seven villages and improve residents' quality of life by developing and implementing land use, community development, regulatory, traffic and property management strategies to support and promote sustainable economic development.



**Growth Management
Administration**

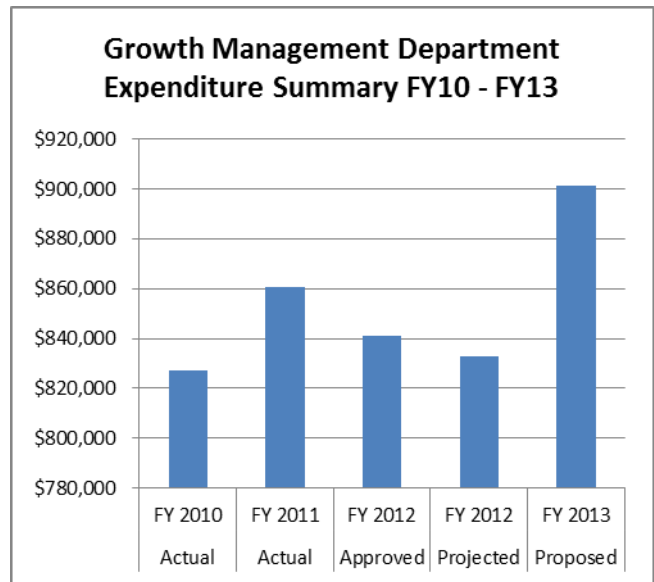
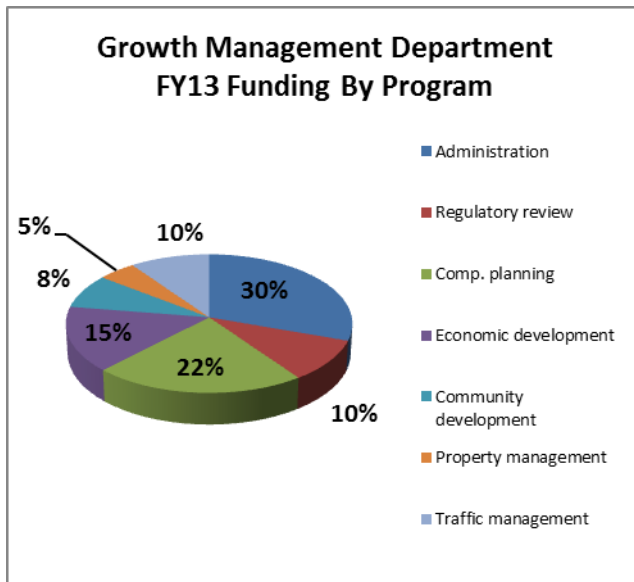
- Community Development**
- Comprehensive Planning**
- Economic Development**
- Property Management**
- Regulatory Review**
- Traffic & Parking Management**

FY 2013 DEPARTMENT FINANCIAL DATA



SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING RESOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 769,298	\$ 772,637	\$ 741,147	\$ 733,830	\$ 801,737	\$ 60,590	8.18%
Operating Expenses	57,866	88,211	99,700	99,000	99,700	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 827,164	\$ 860,848	\$ 840,847	\$ 832,830	\$ 901,437	\$ 60,590	7.21%
Full-time Equivalent Employees	13.15	12.35	11.50		12.00	0.50	
Sources of Funds							
Taxes	\$ 808,209	\$ 830,826	\$ 767,847	\$ 797,705	\$ 865,437	\$ 97,590	12.71%
Fees, Licenses, Permits	18,955	30,002	73,000	35,125	36,000	(37,000)	-50.68%
Interest and Other	-	20	-	-	-	-	0.00%
Total Sources	\$ 827,164	\$ 860,848	\$ 840,847	\$ 832,830	\$ 901,437	\$ 60,590	7.21%



Administration, which includes all department expenses, is the largest budget area for this operation at 30% of the budget. Comprehensive planning is the next largest program area at 21%. Total expenditures have increased from \$827,164 in FY10 to \$901,437 in FY13 or 9% over this four year period.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DEPARTMENT

The proposed FY13 budget for the Growth Management Department is \$901,437. This is an increase of \$60,590 over the FY 12 approved budget. The growth in personnel costs includes an increase of 0.50 full-time equivalents as a position that was formerly funded through the State's Adams Grant Program is being added to this budget in order to continue the Town's investment in its downtown Arts Programs. There are no changes to the department's operating expenses. Tax support will increase \$97,590 in FY13 in order to fund this department's operations.

FY 2013 DEPARTMENT GOALS

The goals for both Short and Long Term support the following Town Council Strategic Plan Goals: Finance, Public Health and Safety, Infrastructure, Economic Development, Housing, Regulatory Access, and Accountability, Environment and Natural Resources, Quality of Life, and Communications.

Short Term

1. Economic development strategies - Complete fundraising for and conduct analysis of Barnstable's economic sectors. Complete and submit the State Cultural District Designation application. Complete Downtown Plan and implement next steps for Downtown Hyannis Revitalization.
2. Continue Sewer Connection Program using CDBG funds to assist eligible households with sewer connection fees.
3. Begin study of the four retail centers in the Regional Commercial Center to determine best practice for supporting these key revenue generating properties; begin implementation of best practice strategies.

Long Term

1. Continue to promote sustainable development in Downtown Hyannis Growth Incentive Zone, Regional Commercial Center and Village Centers, in coordination with the Comprehensive Plan and Village Plans, to provide new employment opportunities, to retain existing jobs and businesses and provide new revenue.
2. Implement strategies to support diverse housing types to better address local need. Research funding opportunities, including Gateway Cities, to assist with development.

3. Provide professional expertise and technical assistance across Growth Management disciplines to assist the public, town staff, boards, committees, commissions and applicants, and facilitate Comprehensive Plan and Village Plan implementation.
4. Continue communication and collaboration with Town departments, businesses, organizations, state and county agencies to ensure best possible outcomes for project implementation.

DESCRIPTION OF SERVICE PRIORITY PACKAGES

1. Arts & Culture Coordinator Part Time Position Salary **\$35,000 Requested** **\$35,000 Recommended**

Change funding for this position from part time grant funded to part time general funded. This Economic Development position provides programming and management of properties at 46 and 50 Pearl Street, the Guyer Barn, the Artist Shanty Program and the Aselton Park Summer Performance Series; secures grant funds; conducts an extensive marketing program both independently and cooperatively that brings Downtown Hyannis to the attention of a broad range of residents and visitors.

PROGRAMS/FUNCTIONS

ADMINISTRATION FUNCTION

Function Description. The Administrative function supports Growth Management Staff (GMD), Boards, Commissions, and other Town entities as needed. Activities include payroll, billing, grant administration, CPA fund administrative assistance, personnel functions and assistance with property management. GMD administrative staff provides direct support to Barnstable Economic Development Commission, Housing Committee, and the Hyannis Main Street Historic District Commission.

SUMMARY OF FUNCTION EXPENDITURES AND FUNDING SOURCES ADMINISTRATION

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ -	\$ 145,060	\$ 163,400	\$ 163,330	\$ 174,138	\$ 10,738	6.57%
Operating Expenses	-	33,716	99,700	99,000	99,700	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ -	\$ 178,776	\$ 263,100	\$ 262,330	\$ 273,838	\$ 10,738	4.08%
Full-time Equivalent Employees	0.00	2.50	2.50		2.50	0.00	
Sources of Funds							
Taxes	\$ -	\$ 178,756	\$ 263,100	\$ 262,330	\$ 273,838	\$ 10,738	4.08%
Interest and Other	-	20	-	-	-	-	0.00%
Total Sources	\$ -	\$ 178,776	\$ 263,100	\$ 262,330	\$ 273,838	\$ 10,738	4.08%

COMMUNITY DEVELOPMENT FUNCTION

Function Description. Community Development Function's mission is to strengthen and renew neighborhoods in Barnstable and enhance and enrich the quality of life for the Town's residents through housing and community development planning, funding and implementation.

Community Development Block Grant Program: (CDBG) is directed by the Five Year Consolidated Plan and the Annual Action Plans. CDBG grant funds from the U.S. Department of Housing and Urban Development are allocated to activities that assist the Town's low and moderate income residents. During FY 2011, the Town provided CDBG funding for the rehabilitation of affordable housing units through the Accessory Affordable Apartment Program; acquisition of affordable units for rent and homeownership through

the BHA Buydown Program; ADA/Handicap Access and other improvements to public facilities; and increased job opportunities through the Micro-Enterprise Loan Program, Lyndon Greenhouse and public service activities.

Community Housing: The Community Housing component of the Community Development program implements the housing plan, monitors the Town's affordable housing stock for compliance with permits and deed restrictions relative to affordability, works with the Department of Housing and Community Development to update the Subsidized Housing Inventory, provides some assistance to the ZBA and Planning Board with affordable housing project review, works with the Community Preservation Committee on affordable housing projects and provides support to the Housing Committee.

Accessory Affordable Apartment Program: The Accessory Affordable Apartment Program creates affordable housing while meeting the needs of the Town of Barnstable and its residents through the adaptive reuse of existing housing stock. The Accessory Affordable Apartment Program allows residential property improvements which also increase our affordable housing stock and also provides the resident property owners with rental income.

SUMMARY OF FUNCTION EXPENDITURES FUNDING SOURCES COMMUNITY DEVELOPMENT

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 62,877	\$ 113,565	\$ 68,248	\$ 68,000	\$ 72,086	\$ 3,838	5.62%
Operating Expenses	-	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 62,877	\$ 113,565	\$ 68,248	\$ 68,000	\$ 72,086	\$ 3,838	5.62%
Full-time Equivalent Employees	1.00	1.00	1.00		1.00	0.00	
Sources of Funds							
Taxes	\$ 62,877	\$ 113,565	\$ 68,248	\$ 68,000	\$ 72,086	\$ 3,838	5.62%
Total Sources	\$ 62,877	\$ 113,565	\$ 68,248	\$ 68,000	\$ 72,086	\$ 3,838	5.62%

COMPREHENSIVE PLANNING FUNCTION

Function Description. Comprehensive Planning analyzes and plans for the Town's long-term needs as they relate to economic development, preservation and enhancement of natural and historic resources and provision of adequate public facilities and infrastructure. Recommendations are developed and implementation organized for Town strategies, plans and legislation to promote sustainable development. Comprehensive planning advice, research results and a broad range of information is shared with Town Council, the Town Manager, regulatory boards and town agencies and committees and the Cape Cod Commission. The Town's long-term planning efforts include strategically planned land use, infrastructure, transportation, capital improvement and environmental, economic development and downtown revitalization.

SUMMARY OF FUNCTION EXPENDITURES AND FUNDING RESOURCES COMPREHENSIVE PLANNING

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 153,514	\$ 89,642	\$ 116,594	\$ 114,000	\$ 88,137	\$(28,457)	-24.41%
Operating Expenses	32,113	46,086	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 185,627	\$ 135,728	\$ 116,594	\$ 114,000	\$ 88,137	\$(28,457)	-24.41%
Full-time Equivalent Employees	2.50	2.00	1.50		1.00	-0.50	
Sources of Funds							
Taxes	\$ 185,627	\$ 135,728	\$ 116,594	\$ 114,000	\$ 88,137	\$(28,457)	-24.41%
Total Sources	\$ 185,627	\$ 135,728	\$ 116,594	\$ 114,000	\$ 88,137	\$(28,457)	-24.41%

ECONOMIC DEVELOPMENT FUNCTION

Function Description. The Economic Development program provides professional staff support to implement the Town’s economic development plan. Specific activities include promoting Hyannis’ revitalization, collaborating with the Hyannis Area and Cape Cod Chambers of Commerce and the Downtown Hyannis Business Improvement District; and conducting planning and study initiatives for the Route 132 Regional Commercial area corridor, Hyannis Harbor and Route 28 corridor.

Business Outreach: This year GMD continued the business outreach program. The Director and GMD’s Economic Development staff have visited dozens of businesses to date. With the addition of the Economic Development Specialist last year, this important component of our Local Economic Development program is now well supported. Through this program, we learn about the Barnstable business climate and share the Town’s goals and planning initiatives. Most importantly, we engage in open and honest discussion about how Barnstable fares at being “Open for Business”. We are pleased to report that the results are quite positive. This cornerstone communication strategy remains a top priority for this program.

Economic Development staff has developed an implementation strategy, based on business outreach, peer review and consultations with field professionals. This strategy focuses designated growth areas with active support for village centers.

Arts and Culture: The Arts and Culture Coordinator administers the Harbor Your Arts (HyA) program, a key component of the Downtown Hyannis revitalization initiative. The Arts & Culture Coordinator fundraises for and implements the HyA marketing plan; coordinates and facilitates all arts and culture activities within the Town, including the Artist Shanties at Bismore Park, the performing arts program at Aselton Park and the year-round Pearl Street arts district initiatives. The Harbor Your Arts program has stimulated collateral development on Pearl Street and attracts and retains Main Street and Downtown Hyannis visitors.

**SUMMARY OF FUNCTION EXPENDITURES AND FUNDING RESOURCES
ECONOMIC DEVELOPMENT**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 30,155	\$ 26,296	\$ 98,165	\$ 98,000	\$ 137,498	\$ 39,333	40.07%
Operating Expenses	4,201	8,032	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 34,356	\$ 34,328	\$ 98,165	\$ 98,000	\$ 137,498	\$ 39,333	40.07%
Full-time Equivalent Employees	0.65	1.65	1.65		2.15	0.50	
Sources of Funds							
Taxes	\$ 19,021	\$ 10,146	\$ 72,165	\$ 71,000	\$ 111,498	\$ 39,333	54.50%
Fees, Licenses, Permits	15,335	24,182	26,000	27,000	26,000	-	0.00%
Total Sources	\$ 34,356	\$ 34,328	\$ 98,165	\$ 98,000	\$ 137,498	\$ 39,333	40.07%

PROPERTY MANAGEMENT FUNCTION

Function Description. The Property Management Coordinator inventories, evaluates and manages recent Town property acquisitions, Land Bank and CPA properties, oversees special projects, assists in the development and redevelopment of Town properties and the ways to water program. Each year, the Coordinator secures the services of and supervises an Americorps Cape Cod member; and provides assistance to town staff, boards and officials through research and analysis of property and programs. The Property Management Coordinator also provides support, technical assistance and project coordination for the Community Preservation Committee.

**SUMMARY OF FUNCTION EXPENDITURES AND FUNDING RESOURCES
PROPERTY MANAGEMENT**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 46,516	\$ 48,709	\$ 49,847	\$ 49,500	\$ 42,443	\$ (7,404)	-14.85%
Operating Expenses	3,488	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 50,004	\$ 48,709	\$ 49,847	\$ 49,500	\$ 42,443	\$ (7,404)	-14.85%
Full-time Equivalent Employees	1.00	0.85	0.85		0.85	0.00	
Sources of Funds							
Taxes	\$ 50,004	\$ 48,709	\$ 49,847	\$ 49,500	\$ 42,443	\$ (7,404)	-14.85%
Interest and Other	-	-	-	-	-	-	0.00%
Total Sources	\$ 50,004	\$ 48,709	\$ 49,847	\$ 49,500	\$ 42,443	\$ (7,404)	-14.85%

REGULATORY REVIEW FUNCTION

Function Description. Regulatory Review provides assistance to town residents, Town Boards, Commissions, Committees and Departments and assists in implementation of the town's land use ordinances. The Regulatory Review program provides staff support, technical assistance and administrative services to the Planning Board, Zoning Board of Appeals, Old King's Highway Historic District Committee, Barnstable Historical Commission and Hyannis Main Street Waterfront Historic District Commission and Appeals Committee and provides general advice and assistance on day-to-day zoning, planning and historic issues.

**SUMMARY OF FUNCTION EXPENDITURES AND FUNDING RESOURCES
REGULATORY REVIEW**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 393,351	\$ 264,328	\$ 160,226	\$ 157,000	\$ 198,910	\$ 38,684	24.14%
Operating Expenses	16,599	377	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 409,950	\$ 264,705	\$ 160,226	\$ 157,000	\$ 198,910	\$ 38,684	24.14%
Full-time Equivalent Employees	7.00	3.35	3.00		3.50	0.50	
Sources of Funds							
Taxes	\$ 406,330	\$ 258,885	\$ 113,226	\$ 148,875	\$ 188,910	\$ 75,684	66.84%
Fees, Licenses, Permits	3,620	5,820	47,000	8,125	10,000	(37,000)	-78.72%
Total Sources	\$ 409,950	\$ 264,705	\$ 160,226	\$ 157,000	\$ 198,910	\$ 38,684	24.14%

TRAFFIC AND PARKING MANAGEMENT FUNCTION

Function Description. The Traffic and Parking Senior Engineer provides review and analysis of roadway improvement plans to ensure efficient traffic flow, analyzes parking needs, recommends strategies to address parking issues, and works closely with the Cape Cod Regional Transportation Authority. The Engineer provides extensive subdivision review assistance, storm water and parking management analysis for the Planning Board, Zoning Board of Appeals and Site Plan Review in both pre-development and post permit phases. The Engineer also assists other GMD programs with site design, traffic management, storm water assessment and parking advice. This position implements the Downtown Hyannis Lighting Strategy and provides technical support to the Regulatory Services parking program.

**SUMMARY OF FUNCTION EXPENDITURES AND FUNDING RESOURCES
TRAFFIC AND PARKING MANAGEMENT**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 82,885	\$ 85,037	\$ 84,667	\$ 84,000	\$ 88,525	\$ 3,858	4.56%
Operating Expenses	1,465	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 84,350	\$ 85,037	\$ 84,667	\$ 84,000	\$ 88,525	\$ 3,858	4.56%
Full-time Equivalent Employees	1.00	1.00	1.00		1.00	0.00	
Sources of Funds							
Taxes	\$ 84,350	\$ 85,037	\$ 84,667	\$ 84,000	\$ 88,525	\$ 3,858	4.56%
Total Sources	\$ 84,350	\$ 85,037	\$ 84,667	\$ 84,000	\$ 88,525	\$ 3,858	4.56%

FY 2011/2012 MAJOR ACCOMPLISHMENTS:

1. Secured Grant Funding:

The Department continues to aggressively pursue grant funding with awards as follows:

- \$318,609 Community Development Block Grant (CDBG) – Housing, business assistance, accessibility improvements.
- \$36,000 Massachusetts Cultural Council John & Abigail Adams Grant – Funds are used for marketing and activities for the Harbor Your Arts program.
- \$18,000 Massachusetts Cultural Council Facilities Fund – feasibility study for Hyannis Armory building.
- \$2,000 Barnstable County Land Management Grant – Funds will be used for the purchase of native plant materials for the Coastal Mitigation Nursery, 946 Craigville Beach Road, Centerville.
- \$1,500 Cape Cod Chamber Mini Grant – Funds are used for marketing of the Harbor Your Arts program.

\$375,569 = TOTAL FY 2012 GRANTS AWARDED

Grants Pending

- \$ 204,000 PARC Grant Ridgewood Park.
- \$ 233,795 PARC Grant Pleasant Street Pier Park.

2. Program Implementation Highlights

Administration

- Conducted meetings of board and committee chairs.
- Provided administrative and professional support to the Economic Development Commission and the Housing Committee

Comprehensive Planning

- Visioning, outreach and village plan implementation in Barnstable, Centerville, West Barnstable and Marstons Mills.
- The Director worked with Cotuit to ensure coastal access parking lot development met with the residents' vision, and with Osterville as the businesses determined their needs for sign ordinance amendments.
- The Director worked closely with the West Barnstable Civic Association to adopt revised zoning for the village business district to promote business development compatible with the area.
- Began conversations with the Centerville Business Association and Civic Association to prepare a revision to commercial zoning districts along Falmouth Road to streamline regulatory approvals and encourage coordinated development patterns.
- Supported efforts by the Hyannis Main Street Waterfront Historic District Commission to revise and update District design guidelines to promote a predictable and streamlined review process.

- Coordinated MEMA and FEMA approval of the Barnstable Multi-Hazard Mitigation Plan, establishing the Town as eligible for FEMA Hazard Mitigation Grant funding.
- Initiated the development of a specific area plan for downtown Hyannis by analyzing development, infrastructure, and regulatory frameworks, along with potential federal, state, and private investment sources.
- Initiated Cultural District application to Massachusetts Cultural Council for Hyannis and Hyannis Harbor.
- Collaborated with organizations and local historians in Hyannis to develop linear parks to showcase and promote historic and maritime character of the area.
- Developed additional concepts for an extension to the Walkway to the Sea, including the "Nautical Mile", connecting public spaces and attractions around Hyannis Harbor.

Community Development

- CDBG funds assisted in the creation of affordable rentals and home ownership units; improved handicapped access to public facilities; increased job opportunities for small businesses and persons with disabilities; and created a suitable living environment and jobs for at risk populations.
- Reviewed 3 comprehensive permit modification requests and one new affordable housing development proposal. Provided support to Housing Committee who met monthly. Completed neighborhood stabilization program grant. Implemented the regional ready renters list program. Provided buydown funding and monitored re-sale of 3 affordable home ownership units. Reviewed one subordination request. Secured funding and began work to determine building capacity of 5 municipal lots. Prepared RFP for developer for artist live work housing. Updated and received approval of the Community Housing section of the Local Comprehensive Plan. Monitored affordability compliance of existing homeownership and rental units. Hosted regional affordable housing visioning meeting.
- Funded by CDBG, staff continued to support and implement the Accessory Affordable Housing Program leading to the permitting of 9 new units.

Economic Development

- The Director and the Economic Development staff conducted a vigorous and broad ranging business outreach program including local business owners, state and regional agencies, lenders, realtors and business organizations. Staff links businesses to community based lending sources and business development services and provides technical assistance for land use and other permitting on an as needed basis.
- The Director and the Economic Development Coordinator developed an Economic Development Strategy for implementation; secured grant funding for Downtown Hyannis Economic Development Initiatives; and engaged in business recruitment activities.
- Expanded the Harbor Your Arts to a year round program through the Pearl Street Arts District project.

Property Management

- Staff provided support to the Community Preservation Committee. For FY12 the CPC recommended the acquisition of 1.17 acres of open space and the preservation of one historic resource. The CPC met 12 times.

Traffic and Parking

- Managed design and installation of new lighting, in accordance with the town's lighting plan, on Bearse's Way and on the Walkway to the Sea Village Green. Managed the design of new lighting on High School Road Extension, Stevens Street, and of an expanded lighting program at Aselton Park.
- Developed concepts for traffic improvements for cars, pedestrians and bicyclists on High School Road Extension and Stevens Street that are being incorporated in the reconstruction of these streets.

Regulatory Review

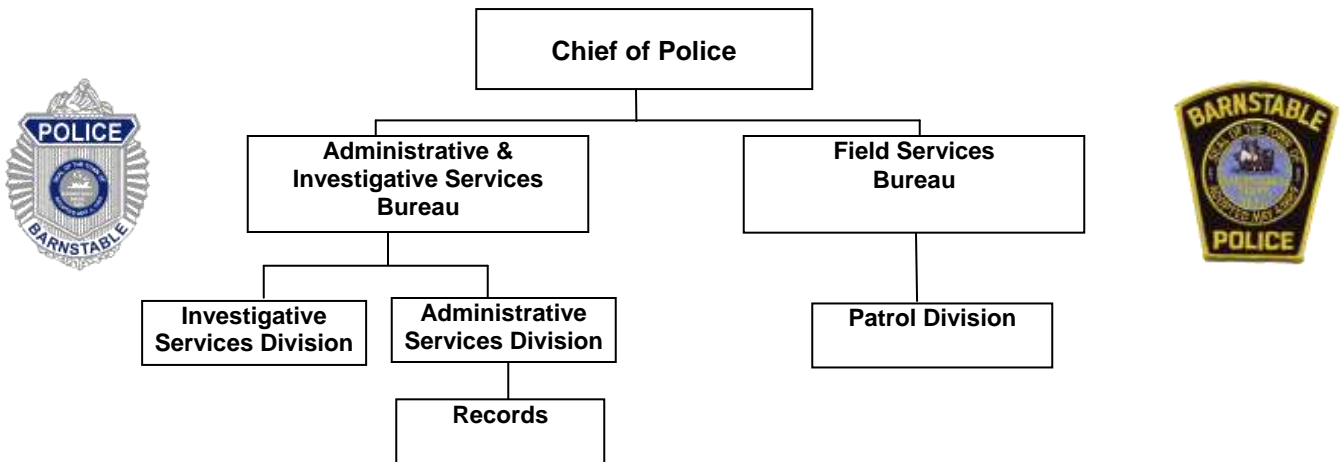
- Support for Planning Board includes Subdivision applications; which included 5 Approval Not Required (ANR) Plans, 1 Preliminary Subdivision Plan, 1 subdivision modification and 1 Rescission of a Subdivision. Action was taken in 4 cases involving security actions and covenant modifications for subdivisions were processed, reviewed and decisions rendered. Applications for 4 Regulatory Agreements were received and acted upon, and 2 modifications of existing agreements were processed. The Board acted upon 4 Special Permits for the Downtown Hyannis Zoning Districts, and 3 other permits that included 1 for a Senior Continuing Care Retirement Community, 1 for a Multi-family Affordable Housing development and 1 modification of an existing Private Initiated Affordable Housing Development. All these matters received staff reports and information supplements. The Planning Board held 4 public hearings on proposed zoning amendments and 1 Joint Hearing with the Tree Warden. The Board held a total of 21 meetings during the year.
- Provided assistance to the Zoning Board of Appeals in the review of 37 cases. Applications for Variances totaled 20. Petitions for special permits totaled 15. There were two appeals of administrative officials. 3 Comprehensive Permits, permit modifications and extensions were reviewed and issued. Staff facilitated 22 Board meetings and drafted decisions for all Board actions.
- Provided support to the Hyannis Main Street Waterfront Historic District Commission. HMSWHDC processed 56 requests for Certificates of Appropriateness, 1 request for Certificates of Demolition and 8 Minor Modifications to Previously Approved Plans. The Commission met 23 times. The Old King's Highway Historic District Committee received 144 submittals, 117 Certificates of Appropriateness; 4 certificates of demolition and 23 Minor Modifications were approved. The Barnstable Historical Commission held 15 public meetings and acted on 16 demolitions; 15 were approved and one application for substantial alterations was referred to the Cape Cod Commission.

PERFORMANCE INDICATOR RESULTS FY 2012

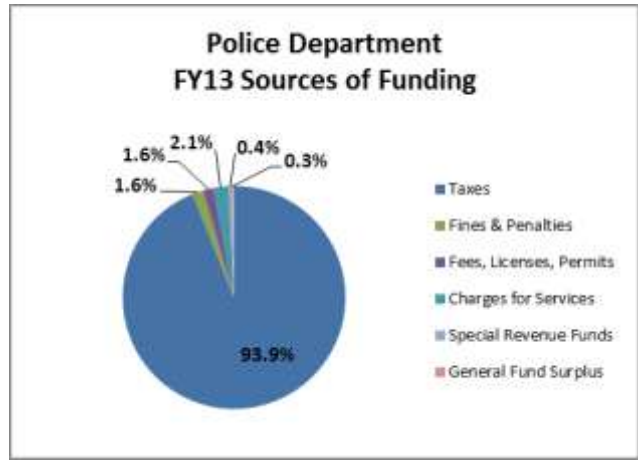
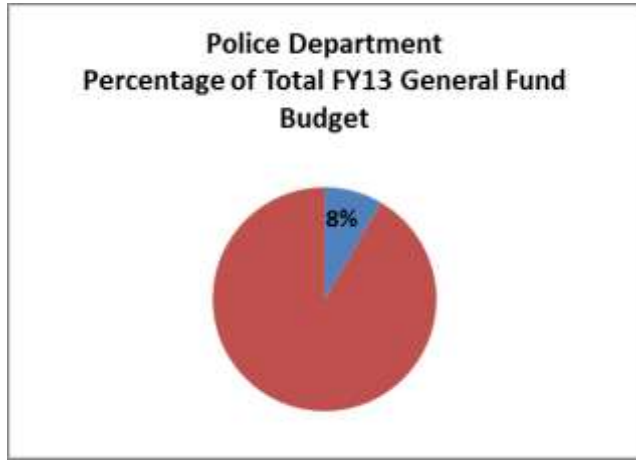
1. Increase by 2 % the gross square footage in the Downtown Hyannis Growth Incentive Zone and Regional Commercial Center used for commercial and industrial enterprises over current use level.
A total of 164,467 SF of new construction or an additional 3% SF of commercial SF added to these areas. We believe this is due to the Town's permit streamlining and attraction as the Regional Commercial Center.
2. Provide three (3) business enterprises with direct financial assistance through the Micro-Enterprise Loan Program.
Four businesses have been assisted to date.
3. Provide eight (8) eligible households with direct financial assistance through the Sewer Connection Program.
While the Sewer Connection Program is available to any property connecting to Town sewer the program will kick off with orders to connect for the newly sewerer Stewart's Creek Area. As of this writing, program announcements and connection orders are scheduled to issue in January 2012. We anticipate that this goal will be met or exceeded.

POLICE DEPARTMENT

The members of the Barnstable Police Department 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.



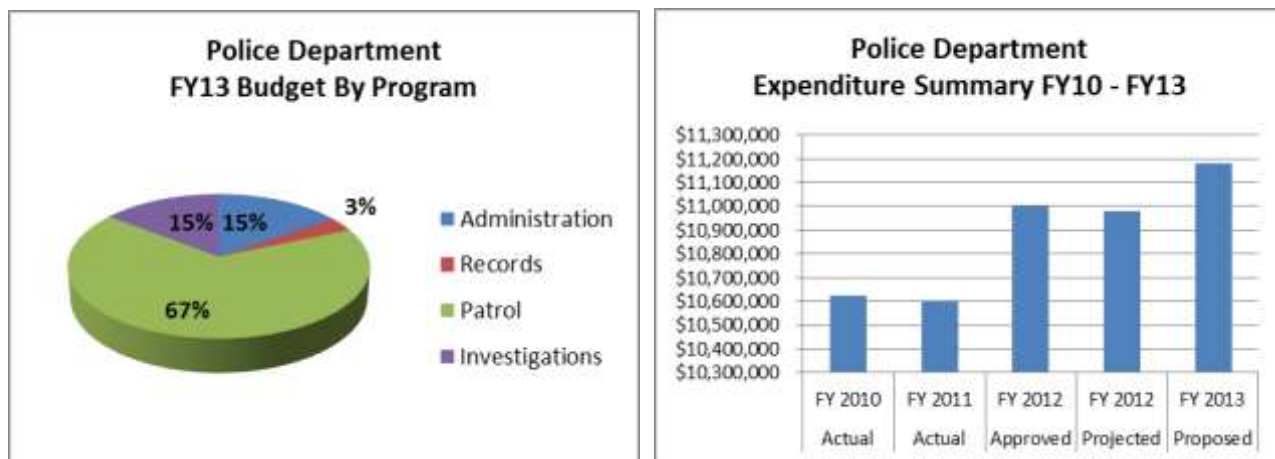
FY 2013 DEPARTMENT FINANCIAL DATA



The Police Department Budget represents 8% of the overall General Fund budget. This is the second largest operating budget after the School Department. 94% of the operation is financed with taxes with the other six percent raised through fines, fees, licenses, and administrative charges for outside detail work. \$35,000 of general fund savings will be used to balance the FY13 proposed budget.

**SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES
POLICE DEPARTMENT**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 9,800,692	\$ 9,834,742	\$ 9,989,259	\$ 9,968,000	\$ 10,434,449	\$ 445,190	4.46%
Operating Expenses	650,132	639,236	727,000	725,000	744,200	17,200	2.37%
Capital Outlay	171,931	129,490	284,878	284,000	-	(284,878)	-100.00%
Total Expenditures	\$ 10,622,755	\$ 10,603,468	\$ 11,001,137	\$ 10,977,000	\$ 11,178,649	\$ 177,512	1.61%
Full-time Equivalent Employees	126.26	126.26	124.26		125.76	1.50	
Sources of Funds							
Taxes	\$ 9,980,346	\$ 9,763,478	\$ 10,307,109	\$ 10,158,122	\$ 10,499,499	\$ 192,390	1.87%
Intergovernmental Aid	69,129	58,739	-	-	-	-	0.00%
Fines & Penalties	190,728	191,297	150,000	175,000	175,000	25,000	16.67%
Fees, Licenses, Permits	98,797	178,902	95,000	90,000	175,000	80,000	84.21%
Charges for Services	261,127	388,894	240,000	300,000	240,000	-	0.00%
Interest and Other	22,628	22,158	4,150	49,000	4,150	-	0.00%
Special Revenue Funds	-	-	50,000	50,000	50,000	-	0.00%
General Fund Surplus	-	-	154,878	154,878	35,000	(119,878)	-77.40%
Total Sources	\$ 10,622,755	\$ 10,603,468	\$ 11,001,137	\$ 10,977,000	\$ 11,178,649	\$ 177,512	1.61%



Patrol Services is the largest program area of the department representing 67% of the total budget. The department's expenditures have increased from \$10,622,755 in FY10 to \$11,178,649 proposed for FY13; an increase of \$555,894 or 5.2% over this four year period.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DEPARTMENT

The FY13 Police Department budget is increasing \$177,512 or 1.6%. Personnel costs are increasing \$445,190. This covers all contractual pay increases as well as an increase of 1.5 full-time equivalents. One sworn police officer position is being restored from an FY11 early retirement that was not filled in FY12 and the current part-time Domestic Violence Specialist position is being increased to full-time. Also included in the increase is \$35,000 of additional overtime for the Street Crimes Unit operations. Operating expenses are increased to cover the rising cost of gasoline (\$10,000) and \$7,200 is provided in additional funding for uniforms as 5 new officers were hired under a Federal Grant program which does not cover the annual uniform allowance. These cost increases are offset by a reduction in operating capital of \$284,878. The Police Department was provided advanced funding in FY12 for their FY13 vehicle replacements eliminating the need to budget for operating capital in FY13. A majority of this operation is funded through taxes and tax support will increase \$192,390 in FY13. Estimated revenue from fines, licenses, fees and permits are also increasing by \$105,000. General fund surplus used to fund the operation will decline by \$119,878.

FY 2013 DEPARTMENT GOALS (All Goals relate to Strategic Plan: Public Health and Safety)

In order to strengthen the goals and objectives framework of the Department, enhance potential for accountability and introduce job enrichment and empowerment opportunity, the Department has developed the following goals all of which are related to Strategic Plan: Public Health and Safety:

Short Term

Goal 1: Review Department practices with a focus on reducing unnecessary costs wherever possible.

- Objective: Examine vehicle assignments and usage to determine ways to reduce fuel consumption by five percent.
- Objective: Continue to replace appropriate vehicles with more fuel-efficient models.
- Objective: Complete an analysis of overtime usage per shift and unit, and develop a long-term plan to address diminishing overtime availability.
- Objective: Determine training needs and create alternative training programs that reduce costs.
- Objective: Examine communications systems and equipment, and seek more cost-effective services and equipment.
- Objective: Explore regional dispatching in collaboration with Cape Cod Regional Law Enforcement Council.

Goal 2: Review Department's organizational structure and make recommendations for improvement.

Objective: Examine existing command and divisional structures, with priority on Traffic Unit.

Objective: Change from a Geographic Random Preventative Patrol to analysis-based directed patrols called *Directed Activities Through Analysis* (DATA).

Goal 3: Establish procedures to efficiently and expediently replace staff members departing through retirement, resignation, etc.

Objective: Examine continued participation in the Civil Service system.

Objective: Review recruitment activities and recommend improved practices.

Objective: Hire 5 new officers as part of a grant award through the U.S. Department of Justice, Community Oriented Policing Office.

Goal 4: Maintain personnel levels within Departmental divisions commensurate with their workload levels.

Objective: Increase personnel levels by .5 positions to include the enhancement of the part-time Domestic Violence/Victims Specialist position to a full-time position.

Goal 5: Forge partnerships within the community to enhance public safety and quality of life.

Objective: Develop or enhance partnerships with groups that focus on targeted problems, such as violence, drug activity, ordinance violations, Main Street, Hyannis improvements, and homelessness.

Objective: Increase participation with existing civic groups as part of shift/unit community-relations activities.

Long Term

Goal 1: Maintain personnel levels within Department divisions commensurate with their workload levels:

Objective: Seek restoration of eliminated police officer positions (4), telecommunicators (3) and administrative positions (6.5) within the salary budget.

Objective: Perform thorough workload analysis of Department units and determine appropriate staffing levels; seek hiring of additional staff where needed.

Objective: Determine grant availability for applicable staff positions.

Objective: Review use of volunteers and determine areas in which specialized volunteers may be used.

Goal 2: Determine long-term equipment needs and establish replacement cycles for priority items:

Objective: Develop a list of critical equipment needs.

Objective: Prioritize needs and establish replacement schedules.

Objective: Create a regular replacement cycle for information technology equipment.

Goal 3: Forge partnerships within the community to enhance public safety and quality of life:

Objective: Review activities that may be performed in cost-effective and efficient manner at regional level or through collaborative agreements.

Objective: Establish mechanism to determine allocation and reimbursement of costs for regional activities, e.g. SWAT, accident reconstruction, crime analysis, and computer forensics.

Objective: Examine establishment of regional police officer candidate testing program.

Objective: Explore the potential for a regional dispatch center.

We continue to reevaluate our whole approach to how we currently conduct patrols, which has been a geographic-based random preventative patrol. This tactic consists of a cruiser randomly patrolling, looking for unusual activity, while also being accessible to answer calls for service within a given geographical area. It has been our conclusion that this form of patrol is not effective and that it bears heavily on vehicle and gas expenses. Additionally, this random type of patrol does not afford the manpower that may be required to focus on the goal of eradication of a specific type of crime from a specific neighborhood. For these reasons, we will be shifting over to an analysis-based directed activity patrol program that is known as, and will be referred to as, Directed Activity Through Analysis (DATA). The goals of DATA are to collect, analyze, map and review crime data and other performance measures in "real time." From that data collection, "best practice" strategies will be implemented to address crime events that seem to be meaningfully related and ultimately the causality of the

events will be identified and will lead to solving the crime. Managers and employees will be held accountable for their performance as measured by these data and they will be required to prepare and present status reports on shift, division and unit activities. On a minimum of a monthly basis, the processes will be reviewed, so as to fine-tune approaches to problem solving. The other key component to DATA is the fact that community policing and problem-oriented policing philosophies will guide the interventions utilized as a result of the DATA process. In this regard, shift/unit commanders will partner with community groups, organizations, and businesses to address public safety and other maintenance issues of mutual concern, and apply varied community resources toward identified problems.

DESCRIPTION OF SERVICE PRIORITY PACKAGES REQUESTED

1. Additional Overtime For the Street Crimes Unit (SCU)

\$35,000 Requested

\$35,000 Recommended

The SCU was formed in the spring of 2011 and commenced operation on May 5th, 2011. The SCU is a regionally collaborative unit and is comprised of 4 Barnstable Police Department officers, 1 Yarmouth Police Department Officer, 2 Barnstable county Deputy Sheriffs, and 1 Massachusetts State Trooper. The SCU is under the direction of Detective Lieutenant Sean Balcom. The day to day supervision of the unit is done by Detective Sgt. John Murphy. SCU members dress in plain clothes and use unmarked police vehicles. The primary function of the SCU is to deter crimes of violence, "open air" (in public) narcotics distribution, disorderly conduct, and other public nuisance offenses such as prostitution, vandalism and fights. The unit is active in all the villages of the Town of Barnstable. Due to a series of violent crimes in the Main Street area of Hyannis during the summer of 2010, the unit focuses extra attention to the Main Street area, which has been met with significant success in that the calls for service on Main Street have decreased by 9% from the summer of 2010. Conversely, the number of arrests have increased by 32%. Additionally, drug and narcotics-related arrests have increased by 85%, while the level of violence has decreased significantly. The perception of crime has improved and residents, businesses and visitors feel that their safety and quality of life has been restored to an improved level from the previous year. Since the inception of the SCU in May, 2011, approximately 7,000 hours of work have been dedicated to the unit and 354 arrests have been made as of December 1, 2011 by the SCU of which 101 of these arrests were for narcotics offenses and 35 arrests were for possession of a dangerous weapon.

2. Increase Funding – Domestic Violence/Victim Services Specialist

\$24,050 Requested

\$24,050 Recommended

Up until September 1, 2011 50% of this position was funded through the Executive Office of Public Safety and Security/Violence Against Women Office (VAWA) and the other 50% was funded through the department's general fund budget and a Recovery Act Grant. The VAWA grant ended on August 31, 2011. Since the grant ended, the department is supporting this position through current vacancies through the remainder of FY12. However, it will not be feasible for the department to fully fund the position in this manner in FY13, as we anticipate that we will not have available funding. For FY 2013, we request to increase the hours of the position to 40-hours per week and restore it once again to fulltime status within the general fund budget. For sixteen years, the Town of Barnstable and the Barnstable Police Department have been committed to, and proactive in working against domestic violence. With this position, the department has been able to reach the community in many ways, through partnerships with women's shelters such as Independence House and Children's Cove, the District Attorney's Office, as well as outreaches to the community, such as meetings at churches and youth nights at the Cape Cod Mall. The department dedicates an entire evening to the subject of Domestic Violence during the Citizens Police Academy. The department is active in a regional high-risk task force that consists of agencies and organizations across Cape Cod working together to achieve the goal of increased safety for high risk Domestic Violence and Sexual Assault victims. The following displays the actual volume of referrals handled by the Domestic Violence/Victim Specialist during FY11:

Number of victims of domestic violence outreach cases per year: 534

Number of victims of other crimes outreach per year: 472

Number of restraining orders (including harassment orders) processed per year: 606

Additionally, this position routinely attends court for dangerousness hearings and restraining order hearings as well as meetings in the community for the Sexual Assault Response Team, the Cape and Islands Regional

Domestic Violence Council and the Cape and Islands High Risk Task Force. Prior to FY10, this position was funded through the police department budget as a fulltime position and then was reduced to part-time (20 hours) as part of FY2010 budgetary reductions. This position enables the department to effectively provide customer service to the victims of domestic violence and victims of other serious crime (e.g., motor vehicle homicides). When a person is a victim, it is extremely meaningful to have an individual dedicated to their concerns and needs to help find the services they need and to explain how the laws work, as this can be very overwhelming. Furthermore, having this position in place frees up police officers dealing with the initial service delivery and investigation of a crime from also having to deal with advocacy/social service concerns relative to the victim(s) of the crime. The volume of referrals displayed previously is based on the advocate currently working 40 hours per week. Once the grant funding ends, the job will be scaled back to 20 hours per week and the advocate will no longer be able to provide the level of service for this volume of referrals and the department's ability to adequately serve victims will be substantially compromised.

3. Increase Funding for Uniforms.

\$15,700 Requested
\$7,200 Recommended

The uniform budget line is currently funded at \$136,875. Each sworn officer by contract is allotted \$1,000 for uniforms annually and \$200 for dry-cleaning. With our current sworn strength of 110 officers, plus an additional 5 officers through the 2010 COPS Hiring Program grant, we have a strength of 115 officers, which equates to an annual cost of \$138,000 for uniform and dry cleaning. Therefore, we have a minimum shortfall in our operating budget of \$1,125. Additionally, out of our current allocation of \$136,875, we also pay for uniform allowances for school crossing guards of \$1000/year; mechanics uniform rentals and footwear of \$3,725/ year and telecommunications specialists of \$1,350/year, which equates to an additional \$6,075. Furthermore, new recruit academy uniforms are also paid from this line item at \$1,700 for each recruit, at an estimated yearly cost of \$8,500 (5 recruits). These contractual obligations are underfunded and consequently we run at a significant deficit in this budget line each year. We can no longer absorb the cost of uniforms, to which we are contractually obligated. Failure to fund this item will result in having to take allocations from another budget area to compensate for paying these obligations, which results in the effect of continually being underfunded in another budget area.

4. Increase Funding for Gasoline/Fuel

\$10,000 Requested
\$10,000 Recommended

In light of an increase in projected fuel prices, the department seeks additional funds in their operating budget gasoline line to adequately fund operational requirements. In FY11 the fixed gas price was \$2.60/gallon as compared to the FY10 fixed gas price of \$2.06/gallon. Our FY11 budget for the gasoline line is \$183,500 and based on an average annual use of 73,928 gallons in FY10, we expect to fall short by \$8,700 in FY11. In anticipation that fuel prices will continue to increase and our fixed price may be the same or slightly higher we will fall short in this line item by \$10,000.



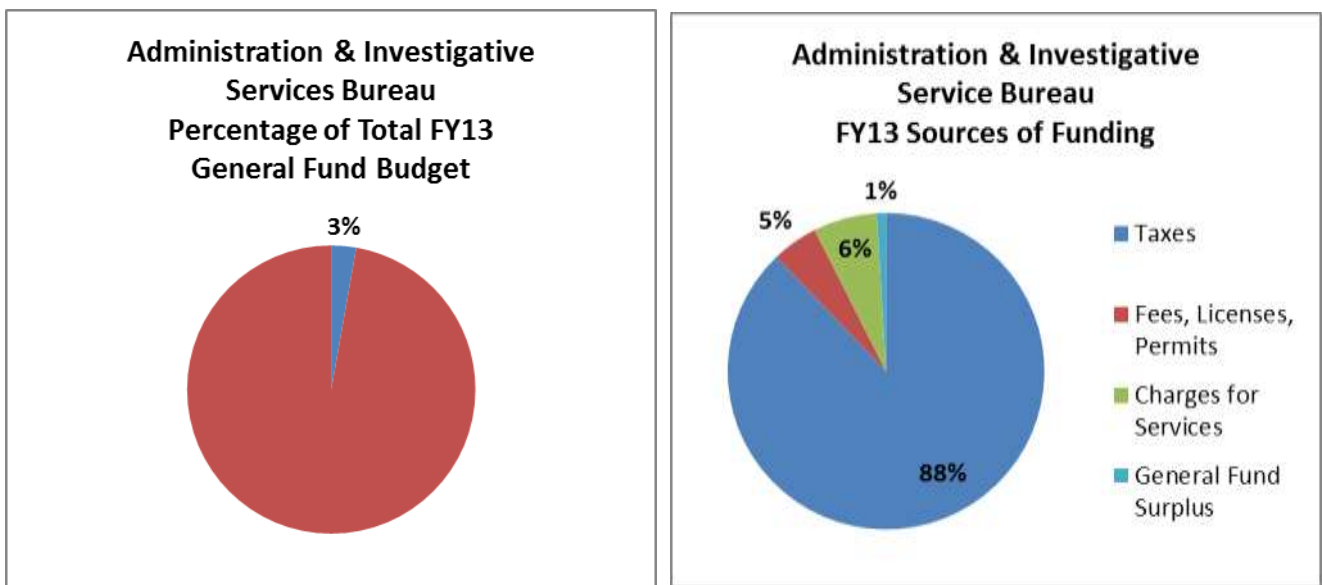
Formation of Barnstable Street Crime Unit

ADMINISTRATIVE & INVESTIGATIVE SERVICES BUREAU

MISSION STATEMENT

The Administrative & Investigative Services Division is committed to providing the department with leadership via the senior command staff. The Investigative Services is responsible for criminal investigations, victim services, youth services, prosecution, drug-related crime and the Street Crimes Unit. The Administrative Services Division includes training, information systems, crime analysis, finance and support services, personnel selection, volunteer services, records, evidence, licensing, alarms, vehicle maintenance, and facility maintenance.

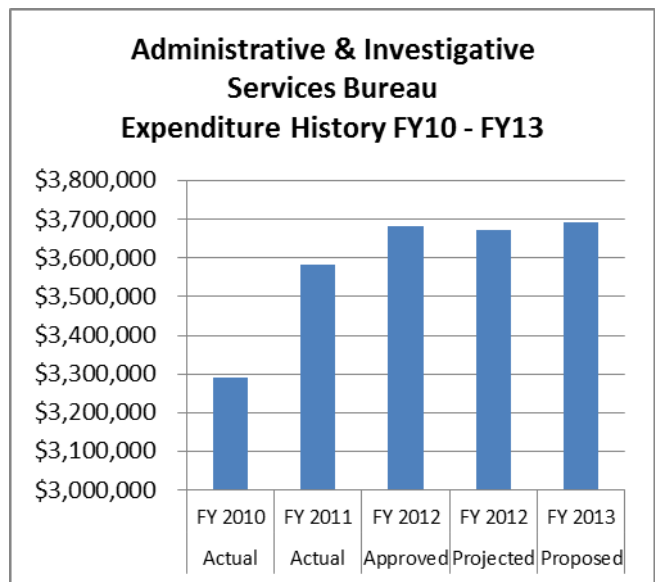
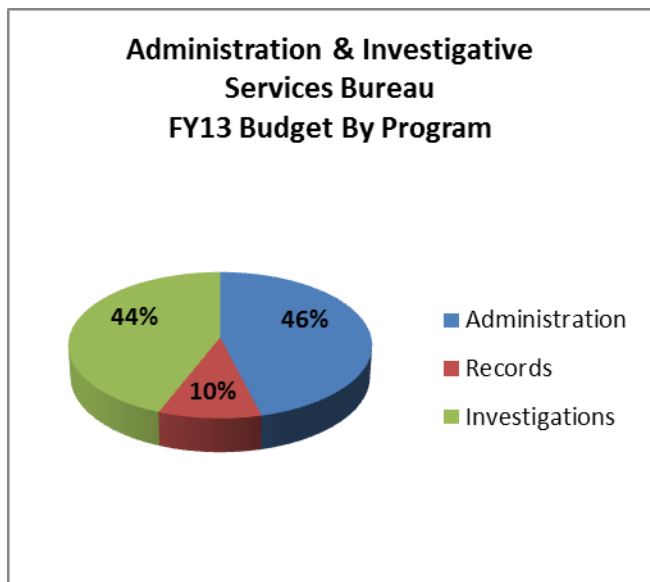
FY 2013 DIVISION FINANCIAL DATA



This division represents 3% percent of the overall general fund operating budget. 88% of the budget is funded with taxes with the remaining 12% coming from fees and charges for services. \$35,000 of general fund surplus will be used to balance the FY13 budget which represents 1% of the division budget.

**SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES
POLICE ADMINISTRATIVE & INVESTIGATIVE SERVICES BUREAU**

Expenditure Category	Actual	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013		
Personnel	\$ 2,570,730	\$ 2,945,157	\$ 2,785,343	\$ 2,778,000	\$ 3,063,251	\$ 277,908	9.98%
Operating Expenses	547,809	508,851	611,250	610,000	628,900	17,650	2.89%
Capital Outlay	171,931	129,490	284,878	284,000	-	(284,878)	-100.00%
Total Expenditures	\$ 3,290,470	\$ 3,583,498	\$ 3,681,471	\$ 3,672,000	\$ 3,692,151	\$ 10,680	0.29%
Full-time Equivalent Employees	35.50	34.50	33.50		35.00	1.50	
Sources of Funds							
Taxes	\$ 2,927,718	\$ 2,989,504	\$ 3,191,593	\$ 3,123,122	\$ 3,242,151	\$ 50,558	1.58%
Fees, Licenses, Permits	98,797	178,902	95,000	90,000	175,000	80,000	84.21%
Charges for Services	261,127	388,894	240,000	300,000	240,000	-	0.00%
Interest and Other	2,828	4,718	-	4,000	-	-	0.00%
General Fund Surplus	-	-	154,878	154,878	35,000	(119,878)	-77.40%
Total Sources	\$ 3,290,470	\$ 3,583,498	\$ 3,681,471	\$ 3,672,000	\$ 3,692,151	\$ 10,680	0.29%



The administration and investigations programs comprise 90% of the budget for this division/bureau. Expenditures for these operations have increased from \$3,290,470 in FY10 to \$3,692,151 in FY13; a \$401,681 increase or 12.2% over this four year period.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR BUREAU

A total of 1.5 FTE's are being added to this operation for FY13. One FTE is shifted from the Patrol Services Program and the 0.5 FTE is an increase in the Domestic Violence Specialist's position to full-time. Additional operating expense money is provided for gasoline (\$10,000) and uniforms (\$7,200). Operating capital has been eliminated for FY13 as the department received additional funding in FY12 for vehicle replacements.

FY 2013 GOALS (All Goals relate to Strategic Plan: Public Health and Safety) – Administrative and Investigative Services

1. To reduce crime and improve the overall quality of life within the Town, the Detective Division and the Street Crimes Unit will continue to focus on identifying and dismantling organized groups of individuals involved in the distribution of narcotics.
2. Due to the amount of crime associated with the sale and use of prescription medication, a special emphasis will be placed on investigations involving diverted prescription narcotics.
3. To prevent crime and provide a more efficient investigative response, the Detective Division will expand upon its current use of crime analysis and mapping in order to more rapidly identify crime spikes and surges in geographical areas within the Town.

PROGRAMS

ADMINISTRATIVE SERVICES PROGRAM

Program Description. The Administrative Services provides the Department with leadership and support via the senior staff through a variety of functional areas as follows:

- Under the direction of a Lieutenant, the Executive Services includes the Personnel Selection Unit, the Professional Standards Unit, the Information Systems Office, the Research and Analysis Unit and the Accreditation Office.
 - Personnel Selection is responsible for the recruitment, investigation and selection of new police officers. Coordinates and monitors medical, psychological and physical aptitude testing for police officer candidates. Conducts background investigations on all civilian employees of the Department.
 - Professional Standards is responsible for the investigation of allegations of misconduct by members of the Police Department.
 - The Research and Analysis unit is responsible for the compilation of data-driven information that identifies trends in activity and crime that then enables the department to direct specific action to an area and target the negative activity for remediation.
 - The Accreditation Office is responsible for writing and keeping current on department policies and for meeting the requirements of State and National Accreditation.
 - Computer Support Operations is responsible for programming, maintenance and user support of all computer systems in the police building and in the police vehicles. Additionally, computer support is responsible for the maintenance and support of all electronic equipment. This area of the department also handles evidence pertaining to computer-based crimes.
- Training provides for the development of in-service training programs covering firearms, use of force, criminal and case law updates and other related training.
- Motor Vehicle Maintenance is responsible for the repair and upkeep of the Department's motor vehicles, motorcycles and boats.
- Administrative Services also includes areas relating to Communications Maintenance; Budgeting and Finance; Grant Writing and Administration; and Facility Supervision and Maintenance.
- Volunteer Services incorporates approximately 30 Volunteers in Police Service (VIPS) serving at the Main Station.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
ADMINISTRATIVE SERVICES PROGRAM**

Expenditure Category	Actual	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013		
Personnel	\$ 962,528	\$ 1,180,073	\$ 1,092,928	\$ 1,090,000	\$ 1,151,250	\$ 58,322	5.34%
Operating Expenses	452,998	436,517	531,250	530,000	548,900	17,650	3.32%
Capital Outlay	171,931	129,490	284,878	284,000	-	(284,878)	-100.00%
Total Expenditures	\$ 1,587,457	\$ 1,746,080	\$ 1,909,056	\$ 1,904,000	\$ 1,700,150	\$ (208,906)	-10.94%
Full-time Equivalent Employees	13.00	13.00	12.00		13.00	1.00	
Sources of Funds							
Taxes	\$ 1,224,705	\$ 1,152,086	\$ 1,419,178	\$ 1,355,122	\$ 1,285,150	\$ (134,028)	-9.44%
Fees, Licenses, Permits	98,797	178,902	95,000	90,000	175,000	80,000	84.21%
Charges for Services	261,127	388,894	240,000	300,000	240,000	-	0.00%
Interest and Other	2,828	4,718	-	4,000	-	-	0.00%
General Fund Surplus	-	-	154,878	154,878	-	(154,878)	-100.00%
Total Sources	\$ 1,587,457	\$ 1,746,080	\$ 1,909,056	\$ 1,904,000	\$ 1,700,150	\$ (208,906)	-10.94%

RECORDS PROGRAM

Program Description.

- 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 & Accountability is responsible for the processing, submitting for analysis and safekeeping of all evidence, drugs and property that come into possession of the Department.
- Licensing and Permits investigates the suitability of issuing licenses to persons applying for firearms, taxi and other licenses.
- The Division maintains an active database of all sex offenders living and working in the Town of Barnstable. The Department disseminates all information regarding level 3 sex offenders, including posting on our website. www.barnstablepolice.com
- 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.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
POLICE RECORDS PROGRAM**

Expenditure Category	Actual	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013		
Personnel	\$ 248,648	\$ 261,986	\$ 293,303	\$ 293,000	\$ 307,097	\$ 13,794	4.70%
Operating Expenses	82,345	53,967	60,000	60,000	60,000	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 330,993	\$ 315,953	\$ 353,303	\$ 353,000	\$ 367,097	\$ 13,794	3.90%
Full-time Equivalent Employees	5.00	5.00	5.00		5.00	0.00	
Sources of Funds							
Taxes	\$ 330,993	\$ 315,953	\$ 353,303	\$ 353,000	\$ 367,097	\$ 13,794	3.90%
Total Sources	\$ 330,993	\$ 315,953	\$ 353,303	\$ 353,000	\$ 367,097	\$ 13,794	3.90%

INVESTIGATIVE SERVICES PROGRAM

Program Description. The Investigative Services Program falls under the supervision of a Detective Lieutenant. Those functions include a Narcotics Unit, a General Investigations Unit, a Youth Services officer (1 juvenile Detective and 1 School Resource Officer), an Arson Investigator, a Sexual Assault Investigator, and a Domestic Violence Detective and the Street Crimes Unit. The focus of the Investigative Services Division 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 Division 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 Lieutenant supervises the day-to-day operations of this unit.
- Juvenile Services investigates crimes and status offenses involving juveniles and the investigation of sexual assaults.
- Criminal Identification assists in the collection and preservation of evidence, photographing crime and accident scenes and the fingerprinting and photographing of arrested persons.
- Domestic Violence coordinates the department's response to incidents of domestic violence and assists victims in obtaining support services.
- The Prosecution Unit of the Police Department is responsible for the preparation and presentation of all cases on the District Court level. This not only includes over two thousand arrests per year but also motor vehicle hearings, show cause hearings, warrant applications, summons and alcohol commitments. The Prosecution Unit, which includes a Sergeant, a Detective and a civilian acts 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 School Resource Officer Program is responsible for community policing efforts at Barnstable High School.
- The Citizen's Police Academy provides training to the citizen's of the Town on the duties and functions of the Police Department.
- The primary function of the Street Crimes Unit is to deter crimes of violence, "open air" (in public) narcotics distribution, disorderly conduct, and other public nuisance offenses such as prostitution, vandalism and fights. The unit is active in all the villages of the Town of Barnstable.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
INVESTIGATIVE SERVICES**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,359,554	\$ 1,503,098	\$ 1,399,112	\$ 1,395,000	\$ 1,604,904	\$ 205,792	14.71%
Operating Expenses	12,466	18,367	20,000	20,000	20,000	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 1,372,020	\$ 1,521,465	\$ 1,419,112	\$ 1,415,000	\$ 1,624,904	\$ 205,792	14.50%
Full-time Equivalent Employees	17.50	16.50	16.50		17.00	0.50	
Sources of Funds							
Taxes	\$ 1,372,020	\$ 1,521,465	\$ 1,419,112	\$ 1,415,000	\$ 1,589,904	\$ 170,792	12.04%
General Fund Surplus	-	-	-	-	35,000	35,000	0.00%
Total Sources	\$ 1,372,020	\$ 1,521,465	\$ 1,419,112	\$ 1,415,000	\$ 1,624,904	\$ 205,792	14.50%

FY 2011/2012 MAJOR ACCOMPLISHMENTS (Administrative Services, Records and Investigative Services)

1. Secured the following grants:
 - \$6,000: FY11 Governors Highway Safety Bureau (GHSB) – to fund various safe driving mobilizations and equipment.
 - \$111,722: 2012 State Emergency Telecommunications Board - training on 911 systems.
 - \$36,835: Department of Justice Edward Byrne Memorial Justice Assistance Grant – to fund the replacement and upgrade of technology and software.
 - \$177,282: 2012 Commonwealth of Massachusetts, Executive Office of Public Safety, State 911 Department, Support and Incentive Grant.
 - \$17,285: Commonwealth of Massachusetts, Executive Office Public Safety, application for funding to purchase an Automatic License Plate Reader.
 - \$10,000: Commonwealth of Massachusetts, Executive Officer of Public Safety, Underage Alcohol Enforcement Grant.
 - \$17,000: Massachusetts Emergency Management Agency, Emergency Management Performance Grant

Applied for the following grants – in process:

 - \$39,524: Supplemental Massachusetts Emergency Management Agency Competitive Grant
2. The Street Crimes Unit made significant strides since its inception on May 5, 2011. Approximately 7,000 man-hours of police work have resulted in 354 arrests as of December 1, 2011.
3. Officially opened the Hyannis Station on April 1, 2011.
4. Seized cash totaling \$130,042 (12/1/10-12/1/11).
5. Seized drugs with a street value of \$300,000 (12/1/10-12/1/11).
6. Seized 4 firearms (12/1/10-12/1/11).
7. Seized 9 motor vehicles (12/1/10-12/1/11).
8. Accomplished 156 undercover drug purchases (12/1/10-12/1/11).
9. Prepared and executed 40 search warrants (12/1/10-12/1/11).
10. The SWAT Team received 60 hours of Hostage Rescue Training.
11. The SWAT Team received 40 hours of Multiple Assault/Counter Terrorism/Action Capabilities Training.
12. 85 officers attended annual in-service training.
13. 110 officers attended CPR/AES recertification.
14. Trained and deployed 9 additional officers with Tasers.
15. Recertified 4 Taser Instructors.
16. 5 officers attended specialized training in Street Crime operations and several detectives attended various specialized trainings in their areas of investigation.

17. Conducted Sex Offender verifications of address no less than two times over the year for all level 0, 2 and 3 and newly registered sex offenders.
18. Provided one School Resource Officer at Barnstable High School.
19. 25 Professional Standards Complaints were investigated
20. 26 On-line complaints were received and processed.
21. 54 Background requests from other agencies were conducted.
22. 15 Volunteer backgrounds were completed.
23. 7 Civilian Contractor backgrounds were completed.
24. 30 Police applications were investigated.
25. 10 New recruits were prepared for the police academy by arranging for medical screenings, psychological interviews and oral board interviews.
26. 8 Recruits were sent to the police academy and two deferred to a later date.
27. Recruitment efforts resulted in a total of 54 individuals being reviewed for potential hire as police officers.
28. 7 Search warrants on computers were completed for full forensic examination.
29. Over 40 cell phone forensic examinations were completed.
30. The Mid Cape Crime Analysis and Intelligence Program (Mid CAIP) with the Towns of Dennis and Yarmouth. Produced a weekly crime bulletin for use by law enforcement in these participating towns.
31. Distributed over 13 cell phones on loan to traveling seniors enabled for emergency 911 calls only.
32. 10 New volunteers were trained and are regularly scheduled.
33. Issued 4 citations (\$300.00 per) to sex offenders not in compliance with the Town's BASIC ordinance.
34. Hosted 2 post secondary interns and 2 high school interns in our intern program.
35. Conducted two sessions of the Citizen's Police Academy.
36. Conducted one school-year long session of the Student Police Academy at Barnstable High School.
37. The Barnstable Police Department hosted the 14th Annual Kids Day. 15 Sworn Officers and 20 civilian employees volunteered their time for this successful event that drew in excess of 1,000 children.

FY 2013 DIVISION WORKLOAD INDICATORS

Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Cased Referred to Investigative Services	1,960	2,077	2,202
Firearms Licenses Issued	574	631	694
Taxi/Limousine Licenses Issued	109	119	130
Processed Arrest/Incident/Accident Reports	7,808	8,588	9,446
Processed Item Evidence/Property	3,349	3,382	3,415
Processed sex offenders for annual registrations, etc.	198	217	238
Home verification checks for all reg. Level 2&3 sex offenders	125	137	150
Domestic Violence – Cases Referred for Investigation	497	606	739

Police Training:

Below is a listing of the minimum amount of training required for officers to maintain current practice and licensing:

Police Officer and Telecommunications Baseline Training Hours

Training Topic	# of Officers	Hrs Per Officer	Frequency	Yearly Avg Hrs
Armorer	4	8	Bi-Annual	16
Breath Test Operator	80	8	Tri-Annual	213
Chemical Munitions Instructor Re-cert	4	40	Bi-Annual	80
CJIS	110	4	Bi-Annual	220
Computer Forensics	2	40	Annual	80
Crisis Negotiator	5	60	Annual	300
In-Service Training	110	40	Annual	4400
K-9	3	196	Annual	588
SWAT In-Service	12	112	Annual	1344
Crime Analysis	1	80	Annual	80
			TOTAL	7321

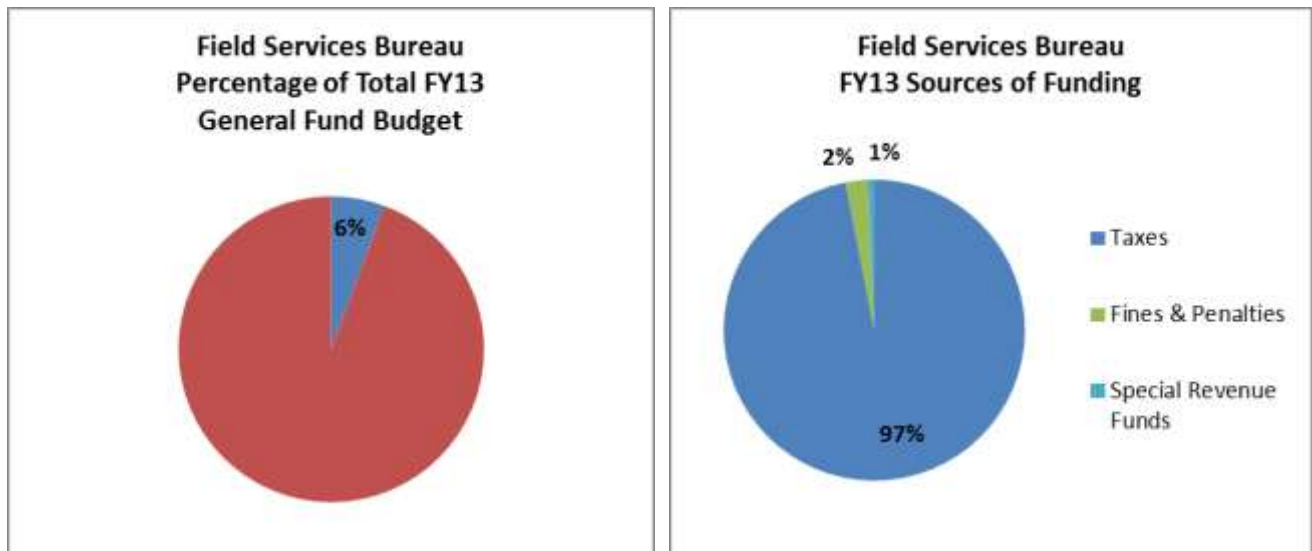
FIELD SERVICES BUREAU

MISSION STATEMENT

The Field Services Division is committed to the deterrence of criminal activity, promotion of community-police relations, the 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. The patrol force consists of four patrol shifts, lock-up oversight, the marine unit, mountain bike unit, traffic unit, firearms licensing, and the canine unit. Field Services also includes the SWAT Team, the Public Information Office, Accreditation Office, Emergency Preparedness and Telecommunications.

- The SWAT is responsible for high-risk warrant service and the apprehension of armed felons.
- Emergency Preparedness is responsible for coordinating with all Town, State and Federal Agencies, Public Utilities and the American Red Cross for disaster preparedness, response and mitigation.
- The Public Information Office is responsible for relaying accurate and timely information and news updates to the media.

FY 2013 DIVISION FINANCIAL DATA

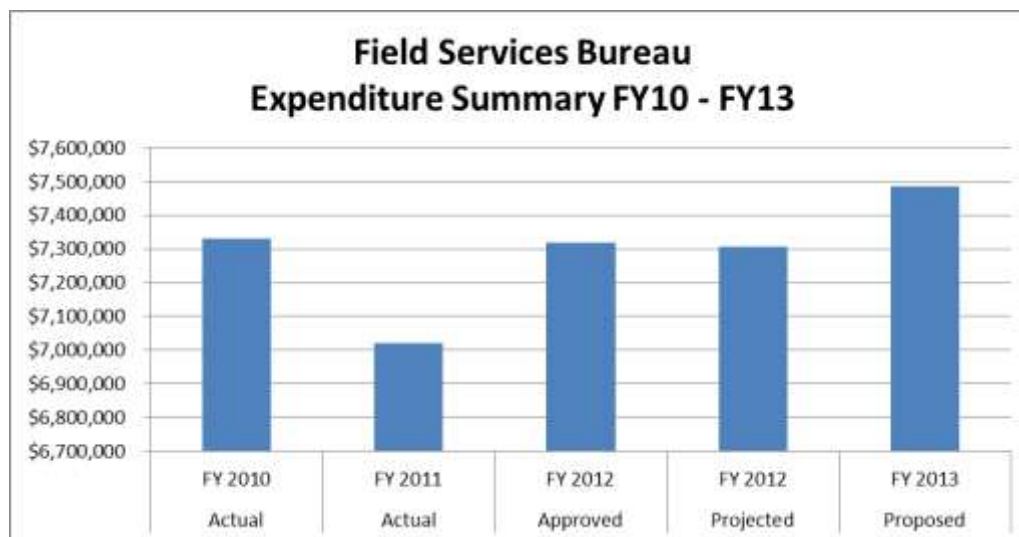


This operation represents 6% of the total general fund budget. 97% of the operations funding is provided from taxes. \$50,000 of funding is provided from the embarkation fee special revenue fund. This provides about 1% of the operations total funding.



**SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES
POLICE FIELD SERVICES BUREAU**

Expenditure Category	Actual	Actual	Approved	Projected	Proposed	Change FY12 - 13	Percent Change
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013		
Personnel	\$ 7,229,962	\$ 6,889,585	\$ 7,203,916	\$ 7,190,000	\$ 7,371,198	\$ 167,282	2.32%
Operating Expenses	102,323	130,385	115,750	115,000	115,300	(450)	-0.39%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 7,332,285	\$ 7,019,970	\$ 7,319,666	\$ 7,305,000	\$ 7,486,498	\$ 166,832	2.28%
Full-time Equivalent Employees	90.76	91.76	90.76		90.76	0.00	
Sources of Funds							
Taxes	\$ 7,052,628	\$ 6,773,974	\$ 7,115,516	\$ 7,035,000	\$ 7,257,348	\$ 141,832	1.99%
Intergovernmental Aid	69,129	37,259	-	-	-	-	0.00%
Fines & Penalties	190,728	191,297	150,000	175,000	175,000	25,000	16.67%
Interest and Other	19,800	17,440	4,150	45,000	4,150	-	0.00%
Special Revenue Funds	-	-	50,000	50,000	50,000	-	0.00%
Total Sources	\$ 7,332,285	\$ 7,019,970	\$ 7,319,666	\$ 7,305,000	\$ 7,486,498	\$ 166,832	2.28%



SUMMARY OF SIGNIFICANT CHANGES FOR BUREAU

There are no significant changes to this operation for FY13. Staffing levels remain the same and the personnel costs increase of \$167,282 covers all contractual obligations. Tax support will increase \$141,832 and revenue from fines is projected to increase \$25,000 based on prior years and current year actual activity levels.

FY 2013 GOALS – Field Services Bureau (All Goals relate to Strategic Plan: Public Health and Safety)

1. To provide directed patrols to areas identified through analysis to be trending in crime that directly affects the quality of life in a neighborhood.
2. To maintain adequate patrol force coverage within each village.
3. To repress and provide for the public safety and to harden known targets of opportunity by deploying uniform and undercover officers in those areas that are prone to attracting persons who have historically committed criminal offenses, particularly those displaced persons and offenses that involve excessive social behaviors.

PROGRAMS

PATROL PROGRAM

Program Description. The Patrol Force, under the command of the Deputy Chief of Field Services, is divided into four watches. Each watch is under the command of a Lieutenant. The major function of patrol is crime prevention and crime suppression. The Town of Barnstable has been geographically divided into patrol sectors, and staffing levels are assigned to a sector on the basis of activity. There are currently six sectors to which one or more officers may be assigned.

- Three K-9 officers provide overlapping shift coverage.
- The Traffic Unit implements community enforcement programs and public education.
- The Marine Unit is responsible for patrolling and safeguarding the waterways of the Town of Barnstable.
- The Mountain Bike Unit is responsible for patrol coverage throughout the downtown Hyannis Area.
- The All Terrain Vehicle Unit is responsible for patrolling limited access areas.
- The Field Training Officer Unit is responsible for training all new recruits upon their graduation from the police academy.
- The Patrol Division is responsible for licensed establishment compliance checks.
- The Warrant Apprehension Team is responsible for the service of arrest warrants.
- Crime Prevention provides citizens of the Town with the information necessary to assist them in decreasing the chances they will be the victims of a crime through such things as the Operation Identification and Neighborhood Watch Programs.

FY 2011/2012 MAJOR ACCOMPLISHMENTS

1. Over 25 community outreach independent initiatives were completed in the community.
2. The traffic section arranged its monthly work calendar to address the traffic problems in each village. Officers from the traffic division attended Village Civic Association meetings and thereafter, used acquired information to focus their efforts on reducing traffic-related difficulties in targeted areas.
3. Three Traffic and Safe-Driving mobilizations, such as "Click-It-Or-Ticket" and Operating Under the Influence (OUI) enforcement were conducted with funding from the Governor's Highway Safety Bureau.
4. An automatic license plate reader was installed on one cruiser and officers attended initial training on its use.
5. The department provided 1,246 hours of police service for 70 community service special events requiring a total of 177 police officers. Some of these events include: Pops by the Sea; 4 separate village-based Christmas strolls; Town Council meetings; No Place For Hate; 9/11 Anniversary Events; Charitable Roadraces; Youth Night At Mall Night; etc.
6. The department continued to work on issues associated with homeless persons in the community. The patrol force participated in The Main Street Homeless Initiative, whose purpose is to provide wrap-around social services for homeless persons and to place them into appropriate shelters.
7. The shifts increased the use of roll call time to complete important updates and training, recognizing exemplary work and increasing vigilance for potential problems and this was met with some degree of success.
8. In coordination with the Records Division, participated in the Sex Offender verification program whereby an officer from the patrol shift has visited the home of every level 2 and 3 sex offender twice during FY2010 to verify address and update files.
9. Two police officers were assigned as liaisons to the licensing board.
10. 135 hours were expended on patrols dedicated to prevention of underage drinking.
11. As staffing allowed, the community benefited from active and ongoing community-oriented policing efforts, such as targeting known problem areas by increasing enforcement pressure via amplified visibility; acquisition of knowledge through dialogue with the public; "park and walk" patrols; undercover activities;

and directed mountain bike patrols. These efforts help the department to develop crime prevention strategies.

12. During the summer season, patrols were provided on Lake Wequaquet, which helped to minimize reckless behavior of personal watercraft usage.
13. The K-9 Unit was involved in 382 different types of activities.

FY 2013 DIVISION WORKLOAD INDICATORS

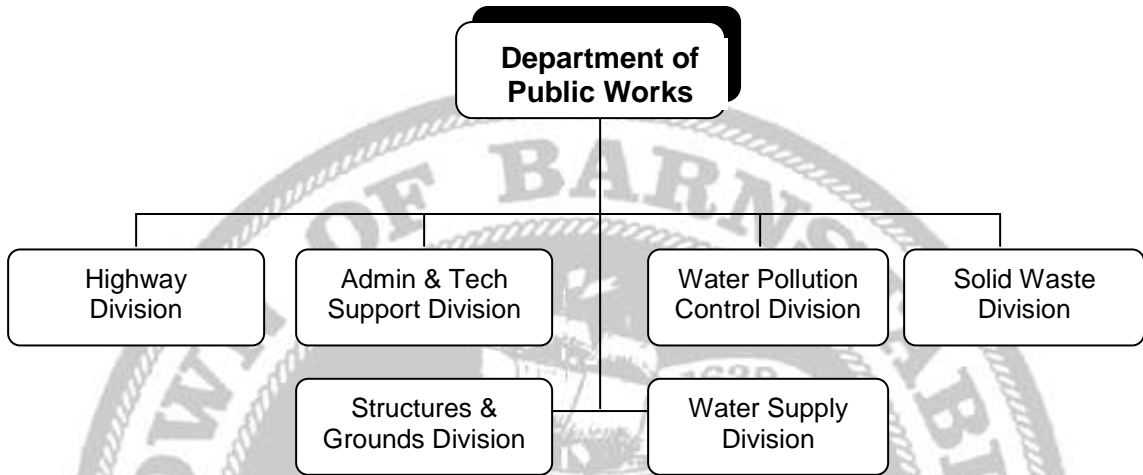
Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Calls for Service	47,183	50,983	51,998
Number of Motor Vehicle Stops	4,616	4,360	4,696
Number of Part I Crimes	1,663	1,546	1,438
Number of Part II Crimes	1,163	1,082	1,005
Number of Arrests	1,655	2,092	2,047
Number of Criminal Summons	961	1,020	1,038
Number of Protective Custody Cases	398	525	475



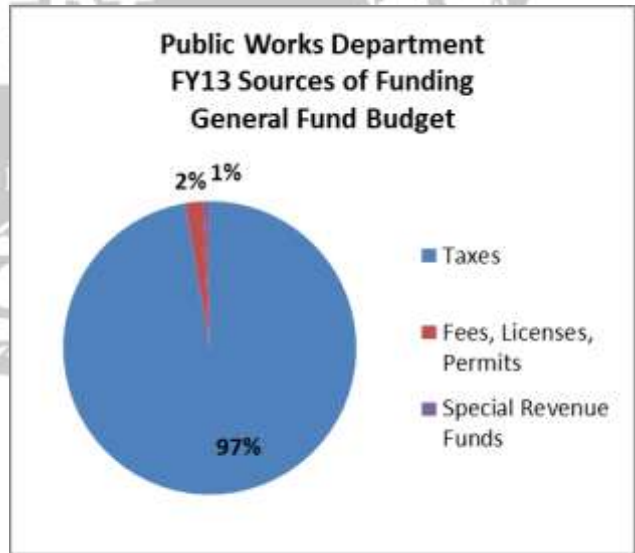
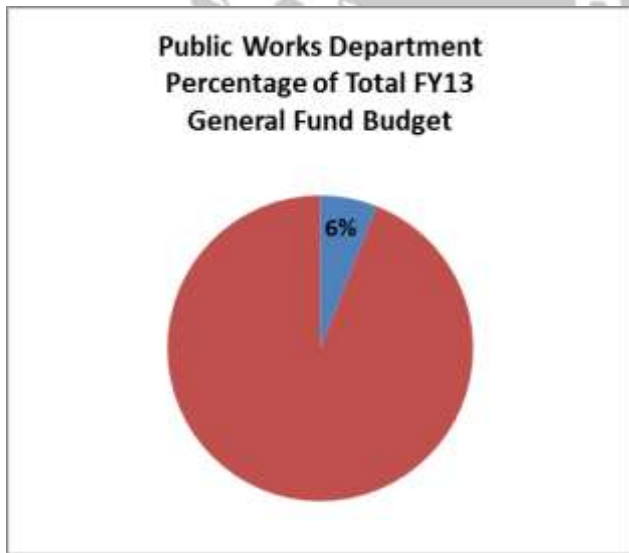
BARNSTABLE POLICE HEADQUARTERS ON PHINNEYS LANE IN HYANNIS

PUBLIC WORKS DEPARTMENT

The mission of the Department of Public Works is protect, preserve and improve the Town's infrastructure and related assets in a manner which meets and enhances the current and future social and economic needs of the community, contribute to a healthy, safe and quality environment for the Town's citizens and its visitors, to provide water service to the Hyannis area, and a cost effective and environmentally sound means of disposing of solid waste and waste water.



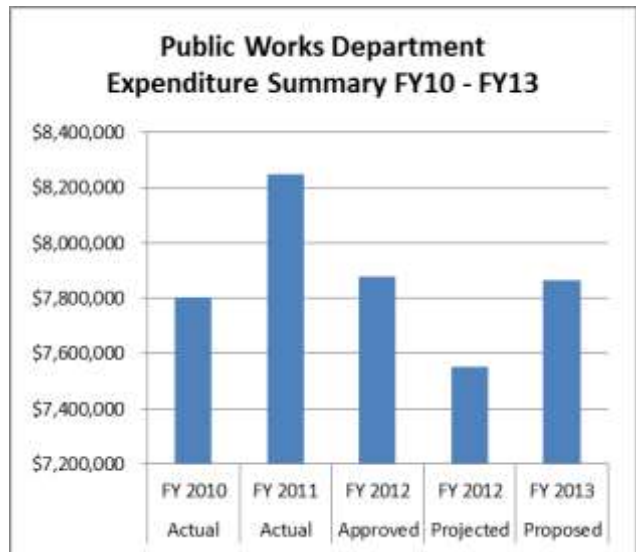
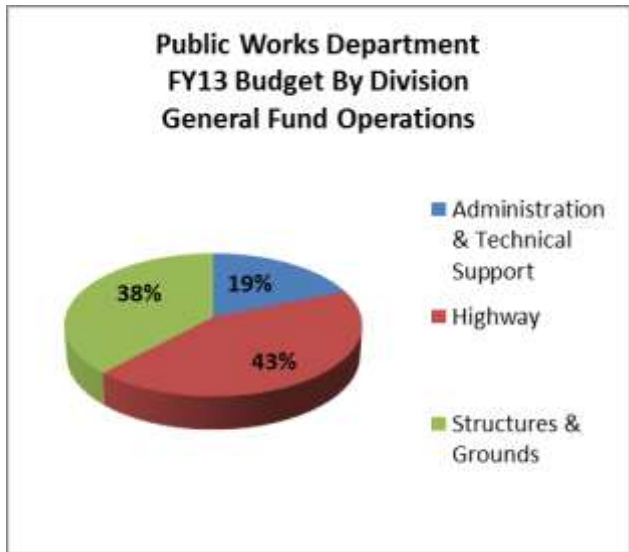
FY 2013 DEPARTMENT FINANCIAL DATA



The Public Works Department represents 6% of the total general fund budget. 97% of the funding for this department is provided from taxes. \$56,000 of special revenue funds provides 1% of the total operating budget. These funds come from the Bismore Park parking receipts and embarkation fees.

**SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES (GENERAL FUND)
DEPARTMENT OF PUBLIC WORKS**

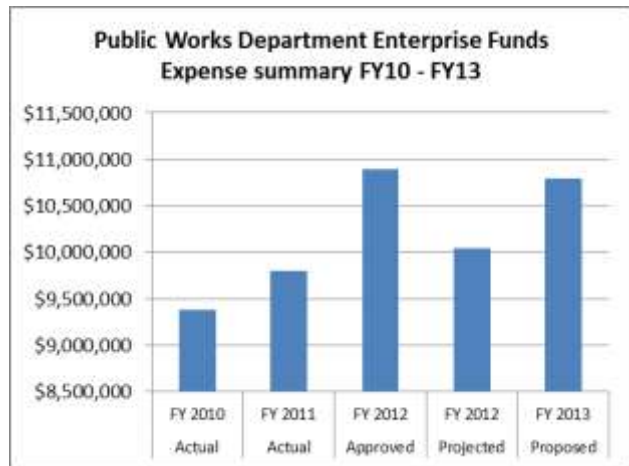
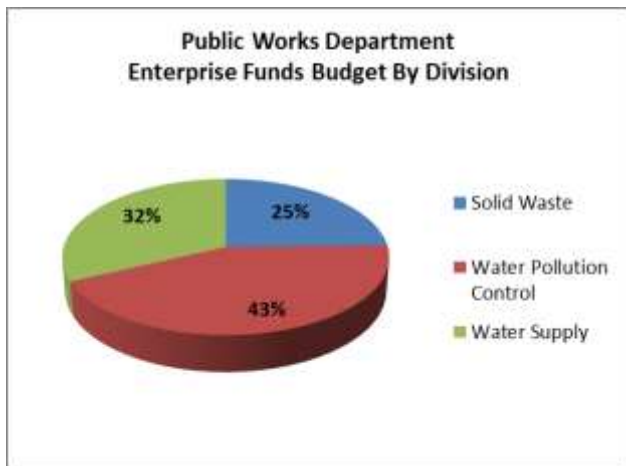
Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 4,476,356	\$ 4,739,432	\$ 4,942,731	\$ 4,689,000	\$ 4,844,402	\$ (98,329)	-1.99%
Operating Expenses	2,710,359	3,180,927	2,459,550	2,389,000	2,518,550	59,000	2.40%
Capital Outlay	616,455	328,421	476,000	475,000	501,000	25,000	5.25%
Total Expenditures	\$ 7,803,170	\$ 8,248,780	\$ 7,878,281	\$ 7,553,000	\$ 7,863,952	\$ (14,329)	-0.18%
Permanent full-time equivalent employees	90.30	85.30	84.80		82.55	(2.25)	
Sources of Funds							
Taxes	\$ 7,199,716	\$ 7,621,435	\$ 7,340,960	\$ 7,005,659	\$ 7,652,945	\$ 311,985	4.25%
Fees, Licenses, Permits	182,132	179,927	155,000	165,000	155,000	-	0.00%
Interest and Other	3,581	2,191	-	20	-	-	0.00%
Special Revenue Funds	68,680	110,131	56,007	56,007	56,007	-	0.00%
Enterprise Funds	349,061	335,096	326,314	326,314	-	(326,314)	-100.00%
Total Sources	\$ 7,803,170	\$ 8,248,780	\$ 7,878,281	\$ 7,553,000	\$ 7,863,952	\$ (14,329)	-0.18%



The Highway Division is the largest division in this department consuming 43% of the total budget. The proposed budget for FY13 is approximately \$60,000 more than the actual expenditures in FY10. The FY11 expenditures included nearly \$1 million more in snow and ice removal costs that did not occur in the FY12 budget year which accounts for the significant decrease in spending.

**SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES
DEPARTMENT OF PUBLIC WORKS ENTERPRISE FUND OPERATIONS
SOLID WASTE, SEWER AND WATER COMBINED**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,892,829	\$ 1,979,682	\$ 2,205,527	\$ 2,157,761	\$ 2,462,786	\$ 257,259	11.66%
Operating Expenses	3,425,346	3,859,911	4,009,838	3,785,000	4,280,537	270,699	6.75%
Capital Outlay	270,926	241,712	250,000	250,000	285,600	35,600	14.24%
Debt Service	2,823,640	2,751,644	3,409,130	2,830,713	3,012,598	(396,532)	-11.63%
Transfers Out	964,421	968,398	1,016,641	1,016,641	753,993	(262,648)	-25.83%
Subtotal Operating Budget	9,377,162	9,801,347	10,891,136	10,040,115	10,795,514	(95,622)	-0.88%
Capital Program	2,765,405	4,434,655	1,570,000	4,300,000	2,495,102	925,102	58.92%
Total Budget	12,142,567	14,236,002	12,461,136	14,340,115	13,290,616	829,480	6.66%
Permanent full-time equivalent employees	30.20	30.20	30.70		33.80	3.10	
Source of Funds							
Intergovernmental Aid	1,029,836	8,858,260	-	500,000	-	-	0.00%
Fines & Penalties	138,710	191,451	175,000	150,000	135,000	(40,000)	-22.86%
Fees, Licenses, Permits	56,592	84,407	52,000	100,000	82,500	30,500	58.65%
Charges for Services	8,540,567	8,962,045	8,570,284	8,799,000	8,975,600	405,316	4.73%
Interest and Other	952,974	566,423	537,000	496,500	471,971	(65,029)	-12.11%
Trust Funds	-	2,695,000	-	-	-	-	0.00%
Borrowing Authorizations	-	300,000	1,350,000	1,050,000	2,120,000	770,000	57.04%
Total Sources	10,718,679	21,657,586	10,684,284	11,095,500	11,785,071	1,100,787	10.30%
Excess (Deficiency) cash basis	(1,423,888)	7,421,584	(1,776,852)	(3,244,615)	(1,505,545)	\$ 271,307	-15.27%
Adjustment to accrual basis	2,083,736	(2,802,601)	-	2,250,000	-		
Beginning Net Assets	33,225,455	33,885,303	38,504,286	38,504,286	37,509,671		
Ending Net Assets	\$ 33,885,303	\$ 38,504,286	\$ 36,727,434	\$ 37,509,671	\$ 36,004,126		



The Water Pollution control Division is the largest enterprise fund operation within the Public Works Department representing 43% of the combined budgets. Operating expenses have increased from \$9.4 million in FY10 to \$10.8 million in FY13 or 15% over this four year period.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DEPARTMENT – GENERAL FUND

General Fund:

The FY13 general fund operating budget for the Public Works Department is decreasing \$14,329. Personnel costs are decreasing \$98,329 as a total of \$258,916 representing 3.05 FTE's are budgeted under the enterprise funds for FY13. In addition, 0.48 FTE's are added for a part-time Energy Coordinator position. It is anticipated that this position will eventually be funded from the solar array project to be installed at the Marstons Mills Transfer Station which should be operating by the end of FY13. Other additions include .20 FTE's a position in Structure's & Grounds (S&G) that was partially funded in the enterprise funds in FY12 and .10 FTE for an administrative assistant in S&G. These personnel changes net to a decrease of 2.27 FTE are for FY13 in the general fund portion of the budget. Operating expenses are increasing \$59,000 to cover fuel and utility increases (\$40,000) and \$19,000 is provided for road striping costs. Operating capital is increasing \$25,000 to provide funds for necessary improvements on various town-owned properties that are leased. Tax support for this operation is increasing \$311,985 and enterprise fund charges are decreasing \$326,314. The budget change of placing 3.05 FTE's under the enterprise funds eliminates the chargeback made to the enterprise funds for portions of these individuals as performed in previous years.

Solid Waste Enterprise Fund:

The FY13 Solid Waste Enterprise Fund operating budget is increasing \$41,348 or 1.6%. Personnel costs are increasing \$67,762 and include an increase in 0.65 FTE's as portions of positions previously funded in the general fund are partially budgeted here in FY13. Operating expenses are increasing \$10,000 to cover diesel fuel increases and \$35,600 in operating capital is provided for equipment and vehicle replacements. Offsetting these increases is a reduction of \$73,899 in transfers to the general fund as this charge no longer includes the positions which are included in the personnel category. Estimated revenues are increasing \$154,000 due to an increase in usage and an anticipated increase of \$5 in the landfill sticker fee. This results in \$436,254 of fund surplus being used to balance the budget. The surplus covers the cost of the landfill capping loan (\$315,540) with the balance of \$120,714 covering the cost of operations.

Water Pollution Control Enterprise Fund:

The FY13 Sewer Fund operating budget is decreasing \$388,257 or 7.7%. Personnel costs are increasing \$84,677. This covers contractual pay increases as well as an increase of 1.05 FTE's as a portion of some positions previously funded in the general fund are partially budgeted here in FY13. Operating expenses are declining \$74,890 principally due to decline in utility costs. Debt service is declining \$288,778 and transfers to the general fund are declining \$115,266 due to portions of general fund positions previously budgeted in the general fund being included in the personnel costs line of this budget in FY13. The FY13 proposed budget of \$4,684,189 is funded from estimated revenues of \$3,990,000 for FY13 and \$694,189 of sewer fund surplus. The amount of surplus used to balance the operating budget is \$313,257 less than the amount used to balance the FY12 budget.

Water Enterprise Fund:

The Water Fund operating budget for FY13 is increasing \$251,287 or 7.8%. Personnel costs are increasing \$104,820 and include an increase in 1.4 FTE's as portions of positions previously funded in the general fund are partially budgeted here in FY13. In addition, the Administrative Assistant position has been increased by .25 FTE's. Operating expenses are increasing \$335,589 to cover the cost of the management company's contract increase which includes managing two new water storage tanks and two new pump stations. Offsetting these cost increases is a decrease in debt service of \$115,639 and a decrease in transfers to the general fund of \$73,483. Estimated operating revenue for the water enterprise fund for FY13 is sufficient to cover the operating budget and no surplus is being used to balance the budget.

2013 DEPARTMENT GOALS

Short Term

1. Prepare recommended budget documents for Department of Public Works submission to Town Manager for FY 2013, which includes expense and revenue budgets, mission, goals and accomplishments, and capital improvement projects. (Strategic Plan Priorities: Infrastructure, Finance)
2. Complete all capital improvement projects within three (3) years of their approval and funding. (Strategic Plan Priorities: Infrastructure, Finance)
3. Develop funding program for coastal mitigation improvement projects in accordance with the NPDES Discharge Permit. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and Safety, Infrastructure)
4. Open all main roads to traffic within 8 hours following a snow storm. (Strategic Plan Priorities: Infrastructure, Public Health and Safety)
5. Implement rate studies for all service areas operated by Enterprise Funds. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and Safety, Infrastructure, Finance)

Long Term

1. Provide strategic planning for the department, oversight of divisional activities to support the division's effort to achieve annual goals and support operating divisions and other departments of the Town in their efforts to accomplish Town Council's Strategic Plan Priorities.
2. Continue to implement energy conservation measures and to pursue energy efficient equipment and "green" technologies in all our present and future building projects. (Strategic Plan Priorities: Environment and Natural Resources, Finance, Economic Development)
3. Continue to implement cost effective improvements to minimize cost of programs to customer. (Strategic Plan Priorities: Public Health and Safety)
4. Complete the Comprehensive Water Management Plan for the Town of Barnstable. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and Safety, Infrastructure)

DESCRIPTION OF SERVICE PRIORITY PACKAGES

GENERAL FUND

PUBLIC WORKS – ADMINISTRATION

1. Operating Capital for Vehicles/Heavy Equipment **\$629,000 Requested**
\$385,000 Recommended

The DPW has approximately 150 pieces of equipment which are replaced with the operating capital budget. This equipment consists of items ranging from front end loaders to trucks to mowing equipment. The existing DPW operating capital budget has remained level funded for the last decade. As needs exceed available funds, replacement of equipment is deferred, resulting in a growing backlog of needs. The current FY2012 request and documented backlog is over \$700,000. This request for an increase will not meet all needs but it will stabilize conditions. Unreliable/Older equipment impacts productivity and results in greater costs in manpower vehicle part expenses.

2. Operating Capital for Mechanical Equipment Repair/Replacement **\$116,000 Requested**
\$116,000 Recommended

The Structures & Grounds Division is responsible for the ongoing maintenance of (19) municipal facilities that require HVAC systems year round. The HVAC systems that support these facilities are in desperate need of upgrading and in some cases complete replacement with new more energy efficient units. Subject funds will allow the division to implement a multi-year maintenance and replacement program to ensure reliability of our systems and control annual maintenance and operating costs. Our current operating budget allows for maintenance of heating and cooling systems but provides no funding for replacement of equipment that has passed its use full life and is outdated from an energy efficiency standpoint. Inefficient systems increase annual operating costs by requiring excessive manpower attention and parts, utilizes more energy and causes interruption to workforce production.

PUBLIC WORKS – HIGHWAY

1. Increase Funding for Gasoline and Diesel Fuel

\$25,000 Requested
\$25,000 Recommended

Due to market conditions, the fuel line items are far below what is needed to meet operational requirements. This request is based upon on past year’s average consumption and the significant increase in cost of gasoline and diesel. These fuels are used for the operation of municipal vehicles and equipment for the DPW, Marine and Environmental affairs, Recreation, and Weights and Measures and other town departments. The existing budget falls well short of projected fuel prices. While the Highway Department receives reimbursement from some of the above noted departments, not all departments do so, contributing to the budget shortfall.

2. Long Line Road Striping

\$42,415 Requested
\$19,000 Recommended

Due to the rising cost in the industry the current budget line item amount will only cover the striping of one color either yellow centerline or white edge line. The Town of Barnstable has over 1,000,000 feet of 4” painted road lines. The current line item can only support the painting of one color. It is necessary to paint both yellow and white within the same year from a public safety stand point. We are also required to paint any road that has more than 500 a cars a day traveling on them per the MUTCD Manual a federal guideline. It is necessary to have freshly painted roads due to the increased amount of traffic within the town borders and also the high amount of senior citizens who depend on the illuminated lines at night to safely navigate our roads especially during inclement weather conditions.

PUBLIC WORKS – STRUCTURES & GROUNDS

1. Utility Costs for Bearse’s Way and Main Street Hyannis Lighting

\$15,000 Requested
\$15,000 Recommended

The Structures & Grounds Division has realized an increase in electrical utilities in support of the new Hyannis Main Street and Bearse’s Way lighting projects. The installation of (56) ornamental light poles, (21) Cobra Heads on Main Street and (61) ornamental poles on Bearse’s Way has impacted our utility usage. The new lighting will consume an estimated 100,000 KwH per fiscal year. Illumination hours are estimated at 4,380 annually culminating in a projected operating utility cost of \$15,000.

ENTERPRISE FUND

PUBLIC WORKS – WATER POLLUTION CONTROL

1. Operating Capital for Equipment and Vehicles

\$90,000 Requested
\$90,000 Recommended

The Water Pollution Control Division is responsible for the ongoing maintenance of wastewater treatment facilities. The wastewater treatment systems that support these facilities are in continuous need of upgrading and in some cases complete replacement with new more energy efficient systems. Subject funds will allow the division to continue a multi-year maintenance and replacement program to ensure reliability of our systems and control annual maintenance and operating costs. Vehicle replacement is also part of the ongoing maintenance program.

PUBLIC WORKS – SOLID WASTE

1. Gasoline & Diesel

\$10,000 Requested
\$10,000 Recommended

With the increased cost of diesel fuel, this request is needed to keep pace. In last year’s budget, this line item was over spent.

2. Equipment Replacement

\$14,600 Requested
\$14,600 Recommended

Replacement of two 50 yard compactor containers that over time have rusted, holes have developed allowing liquid to escape in the public disposal area. The 2 additional compactor containers will allow for better rotation of existing containers so as to keep 10 containers in service at all times. Also if not replaced, the bottoms of the containers will continue to rust and break through allowing material to escape.

3. Equipment Replacement

\$21,000 Requested

\$21,000 Recommended

The supervisor's vehicle at this Division is a large non-efficient vehicle. Maintenance costs have become very high and no longer justifies its usefulness. In support of the Town's Green Initiatives, we seek to purchase a more fuel and environmentally friendly vehicle while the current vehicle still has some trade-in value.

PUBLIC WORKS – WATER SUPPLY

1. Increase in Cost of Operations Contract with United Water

\$96,439 Requested

\$96,439 Recommended

The DPW Water Supply Division manages the Hyannis Water System. The DPW Water Supply Division has a Town Council approved five (5) year contract with United Water to operate the Hyannis Water System. This request is for the fourth year cost increase as per the operations contract.

2. Amendment 4 to Operations Contract with United Water

\$187,790 Requested

\$187,790 Recommended

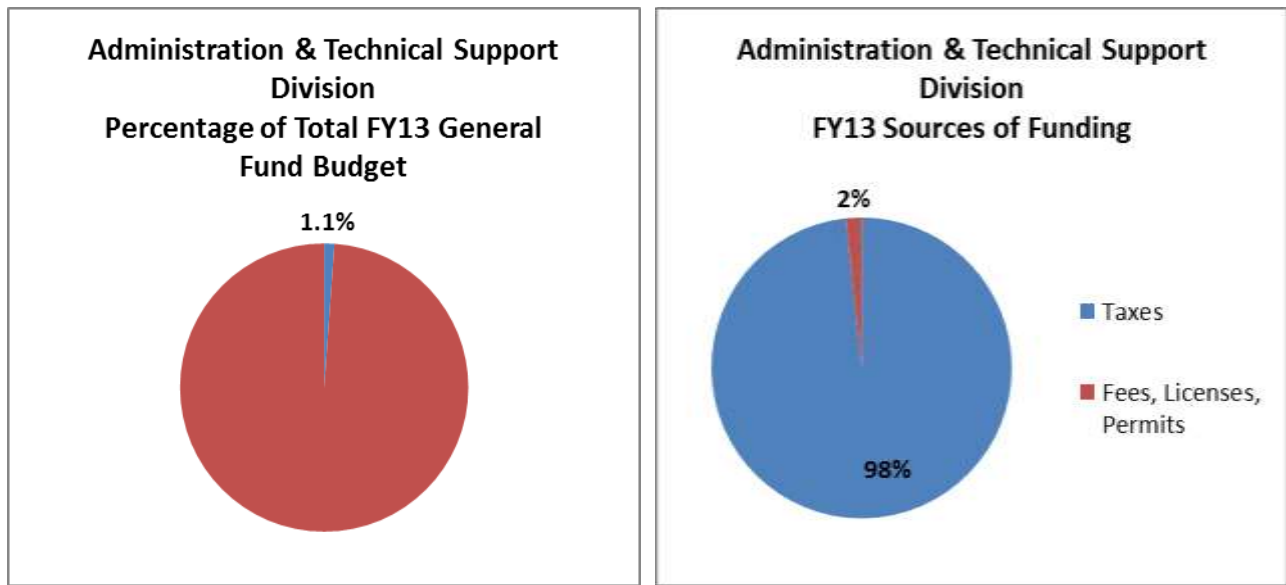
The DPW Water Supply Division manages the Hyannis Water System. The DPW Water Supply Division has a Town council approved five (5) year contract with United Water to operate the Hyannis Water System. This request refers to the increase in the annual cost of the operations contract due to the completion of the two (2) new water storage tanks and the two (2) new pump stations. This amendment 4 will be negotiated in the Spring of 2012 with the participation and involvement of the Hyannis Water Board.

ADMINISTRATION AND TECHNICAL SUPPORT DIVISION

MISSION STATEMENT

The Administration and Technical Support Division 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, close continuous oversight of division operations and the development and execution of work plans, procurement and budgetary management, community relations and close liaison with the Town Manager. In addition, the Division provides efficient, cost-effective and professional quality engineering services in support of capital improvement and other special projects, and advice and assistance to Town departments, commissions, committees and boards and to citizens and business interests in the Town.

FY 2013 DIVISION FINANCIAL DATA



This division represents 1.1% of the overall general fund budget. 98% of this operation is funded from taxes while fees provide 2% of the funding.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES ADMINISTRATION AND TECHNICAL SUPPORT DIVISION

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 972,378	\$ 1,030,533	\$ 1,142,891	\$ 1,015,000	\$ 930,221	\$ (212,670)	-18.61%
Operating Expenses	50,173	87,683	53,336	49,000	53,336	-	0.00%
Capital Outlay	616,455	328,421	476,000	475,000	501,000	25,000	5.25%
Total Expenditures	\$ 1,639,006	\$ 1,446,637	\$ 1,672,227	\$ 1,539,000	\$ 1,484,557	\$ (187,670)	-11.22%
Permanent full-time equivalent employees	16.00	16.00	15.50		12.95	(2.55)	
Sources of Funds							
Taxes	\$ 1,329,491	\$ 1,158,247	\$ 1,380,347	\$ 1,237,120	\$ 1,459,557	\$ 79,210	5.74%
Fees, Licenses, Permits	42,562	38,632	25,000	35,000	25,000	-	0.00%
Interest and Other	2,900	314	-	-	-	-	0.00%
Enterprise Funds	264,053	249,444	266,880	266,880	-	(266,880)	-100.00%
Total Sources	\$ 1,639,006	\$ 1,446,637	\$ 1,672,227	\$ 1,539,000	\$ 1,484,557	\$ (187,670)	-11.22%

SUMMARY OF SIGNIFICANT DIVISION CHANGES

The FY13 budget is decreasing \$187,670 or 11.2%. This is attributable to a reduction of 2.55 FTE's. A portion of the salaries for 6 staff within this operation are budgeted within the public work's enterprise fund operation. This reflects an accounting change only and there are no changes to staffing levels overall. Operating capital is increased by \$25,000 in order to provide funds necessary for maintaining various town-owned properties that are leased. The Town collects approximately \$125,000 annually from the leases. The lease revenue is considered general fund revenue and will be used to offset this increase. The remaining \$100,000 will be added to the transfer to the Capital Trust Fund so that the Town can accumulate resources to make capital improvements to these properties when necessary.

FY 2013 GOALS

Short term

1. Prepare recommended budget documents for Department of Public Works submission to Town Manager for FY 2013, which includes expense and revenue budgets, mission, goals and accomplishments, and capital improvement projects. (Strategic Plan Priorities: Infrastructure, Finance)
2. Coordinate departmental functions in an effort to adhere to organizational policy and procedures. (Strategic Plan Priorities: Infrastructure, Finance, Public Health and Safety, Environment and Natural Resources)
3. Work with divisions to expand project scheduling and budget management to monitor progress toward organizational goals. (Strategic Plan Priorities: Infrastructure, Finance)

Long term

1. Provide strategic planning for the department and oversight of divisional activities to support the division's effort to achieve annual goals. (Strategic Plan Priorities: Infrastructure, Finance)
2. Support operating divisions and other departments of the Town in their efforts to accomplish Town Council's Strategic Plan. (Strategic Plan Priorities: Infrastructure, Finance)
3. Assure Department of Public Works compliance with all aspects of Massachusetts construction and procurement law. (Strategic Plan Priorities: Infrastructure, Finance)
4. Proceed with recommendation of the approved Comprehensive Wastewater Management Plan. (Strategic Plan Priorities: Environmental and Natural Resources, Infrastructure & Public Health)

PROGRAMS

ADMINISTRATION

Program Description. The Administration program provides centralized administrative, management and technical direction and support to the department's five operating divisions, including policy and procedural guidance, program and capital planning, close continuous oversight of division operations and the development and execution of work plans, project planning, cost estimating, design, permitting, construction administration and quality control, procurement and budgetary management, community relations, assistance to other departments, assignment of street addresses, and close liaison with the Town Manager.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW ADMINISTRATION PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 287,782	\$ 364,593	\$ 366,717	\$ 360,000	\$ 262,858	\$ (103,859)	-28.32%
Operating Expenses	23,549	68,730	22,500	20,000	22,500	-	0.00%
Capital Outlay	616,455	328,421	476,000	475,000	501,000	25,000	5.25%
Total Expenditures	\$ 927,786	\$ 761,744	\$ 865,217	\$ 855,000	\$ 786,358	\$ (78,859)	-9.11%
Permanent full-time equivalent employees	5.50	5.50	5.00		3.70	(1.30)	
Sources of Funds							
Taxes	\$ 761,295	\$ 611,914	\$ 713,795	\$ 703,578	\$ 786,358	\$ 72,563	10.17%
Enterprise Funds	166,491	149,830	151,422	151,422	-	(151,422)	-100.00%
Total Sources	\$ 927,786	\$ 761,744	\$ 865,217	\$ 855,000	\$ 786,358	\$ (78,859)	-9.11%

TECHNICAL SUPPORT PROGRAM

Program Description. The information support program supplies services and records to other DPW divisions, various Town boards, committees and agencies as well as the general 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 Assessors maps to reflect changes in property delineations.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW TECHNICAL SUPPORT PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 467,448	\$ 461,624	\$ 502,459	\$ 495,000	\$ 551,712	\$ 49,253	9.80%
Operating Expenses	22,067	15,817	23,305	22,000	23,305	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 489,515	\$ 477,441	\$ 525,764	\$ 517,000	\$ 575,017	\$ 49,253	9.37%
Permanent full-time equivalent employees	7.05	7.05	7.05		7.65	0.60	
Sources of Funds							
Taxes	\$ 346,491	\$ 338,881	\$ 385,306	\$ 366,542	\$ 550,017	\$164,711	42.75%
Fees, Licenses, Permits	42,562	38,632	25,000	35,000	25,000	-	0.00%
Interest and Other	2,900	314	-	-	-	-	0.00%
Enterprise Funds	97,562	99,614	115,458	115,458	-	(115,458)	-100.00%
Total Sources	\$ 489,515	\$ 477,441	\$ 525,764	\$ 517,000	\$ 575,017	\$ 49,253	9.37%

CAPITAL PROJECTS PROGRAM

Program Description. The capital projects program provides project and engineering management services for the capital projects. Project management of capital projects involves preliminary planning of a project through to the successful completion of the project. This entails planning, design or review of design by a consultant, permitting, bidding, construction, inspection, grant management, contract management, and all other management functions to assure the timely and cost effective completion of the capital project.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW CAPITAL PROJECTS PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 217,148	\$ 204,316	\$ 273,715	\$ 160,000	\$ 115,651	\$(158,064)	-57.75%
Operating Expenses	4,557	3,136	7,531	7,000	7,531	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 221,705	\$ 207,452	\$ 281,246	\$ 167,000	\$ 123,182	\$(158,064)	-56.20%
Permanent full-time equivalent employees	3.45	3.45	3.45		1.60	(1.85)	
Sources of Funds							
Taxes	\$ 221,705	\$ 207,452	\$ 281,246	\$ 167,000	\$ 123,182	\$(158,064)	-56.20%
Total Sources	\$ 221,705	\$ 207,452	\$ 281,246	\$ 167,000	\$ 123,182	\$(158,064)	-56.20%

FY 2011-12 MAJOR ACCOMPLISHMENTS

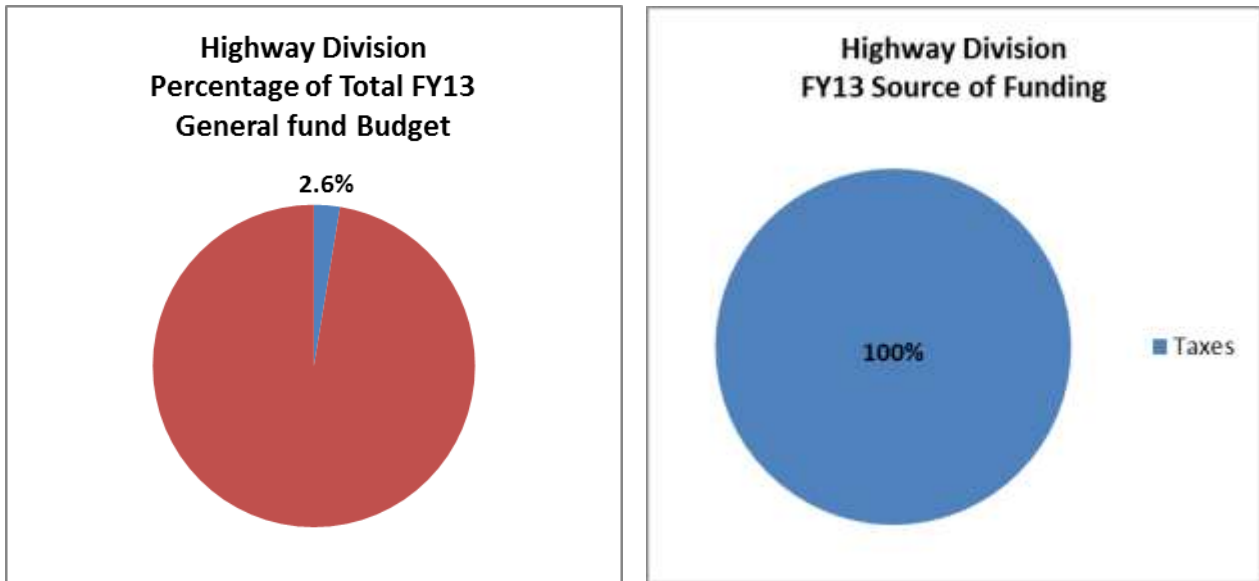
1. Completed construction on multiple water, wastewater and energy efficiency projects funded with State Revolving Funds and ARRA funding, including:
 - a. Installation of two (2) wind turbines
 - b. Installation of a ground mounted solar array panels
 - c. Installation of new sewer service lines and replacement water service lines for 250 residents in Stewart's Cr.
2. Completed the resurfacing North Street and Lewis Bay Road.
3. Completed historic renovations to the exterior of town Hall.
4. Commenced the reconstruction of Bearses Way Phase III which includes a section of High School Road and Stevens Street.
5. Commenced the construction for multiple storm water mitigation projects funded with federal Natural Resources Conservation Services Grant awards.
6. Commenced reconstruction of Great Marsh Road.

HIGHWAY DIVISION

MISSION STATEMENT

The mission of the Highway Division 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 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.

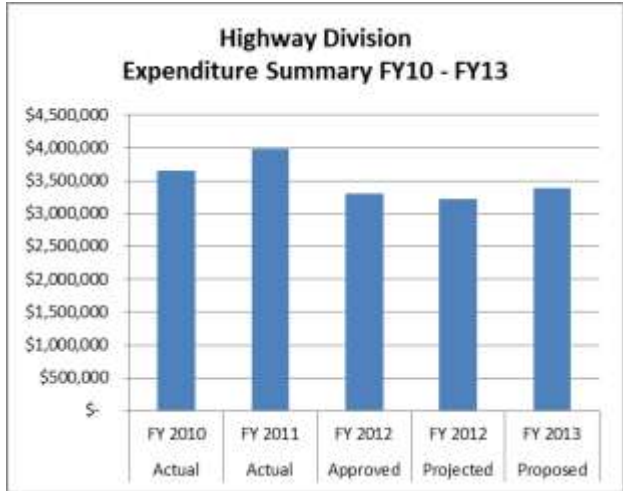
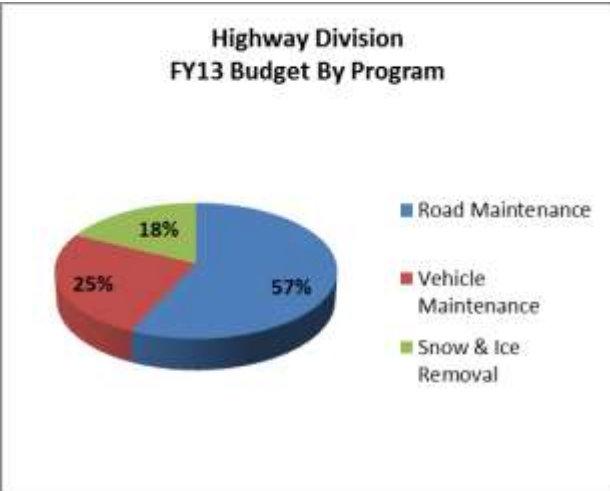
FY 2013 DIVISION FINANCIAL DATA



The Highway Division represents 2.6 percent of the overall general fund operating budget. 100% of the budget is supported by taxes.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES HIGHWAY DIVISION

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,867,515	\$ 1,940,745	\$ 1,943,932	\$ 1,887,000	\$ 1,984,790	\$ 40,858	2.10%
Operating Expenses	1,789,487	2,042,804	1,361,667	1,333,000	1,405,667	44,000	3.23%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 3,657,002	\$ 3,983,549	\$ 3,305,599	\$ 3,220,000	\$ 3,390,457	\$ 84,858	2.57%
Permanent full-time equivalent employees	39.50	35.50	35.50		35.50	-	
Sources of Funds							
Taxes	\$ 3,590,927	\$ 3,916,926	\$ 3,264,992	\$ 3,179,393	\$ 3,390,457	\$ 125,465	3.84%
Interest and Other	-	-	-	-	-	-	0.00%
Enterprise Funds	66,075	66,623	40,607	40,607	-	(40,607)	-100.00%
Total Sources	\$ 3,657,002	\$ 3,983,549	\$ 3,305,599	\$ 3,220,000	\$ 3,390,457	\$ 84,858	2.57%



Road maintenance is the largest program area within the highway division representing 57% of the total budget. Actual expenditures in FY10 and FY11 are higher than FY12 and FY13 as those years included significant expenditures on snow and ice removal that did not occur in FY12. The budget for FY13 snow and ice removal is \$600,000; the same as FY12.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

The FY13 budget is increasing \$84,858 or 2.57%. Personnel costs are increasing \$40,858. This covers all contractual obligations. There are no changes to staffing levels. An additional \$44,000 is provided for operating expenses for fuel (\$25,000) and road marking supplies (\$19,000). Enterprise fund charges are no longer reflected in the funding sources of the budget. They will be assessed as services are performed instead. These principally cover vehicle and equipment maintenance charges. Tax support will increase \$125,465 in FY13.

FY 2013 GOALS

Short Term

1. Prepare four miles of roads for resurfacing/chip sealing and 15 miles for crack-sealing. (Strategic Plan: Infrastructure)
2. Open all primary roads to traffic within 8 hours following a snowstorm. (Strategic Plan: Infrastructure, Public Health and Safety)
3. Implement traffic signal study town wide (27 signals). (Strategic Plan: Infrastructure)
4. Continue with sidewalk repair program town wide, contingent on funding. (Strategic Plan; Infrastructure)

Long Term

1. Develop staff training programs to insure that staff is knowledgeable in current technologies and efficient and safe methods related to their work environment. (Strategic Plan: Infrastructure, Public Health and Safety)
2. Initiate results from traffic light study. (Strategic Plan; Infrastructure, Public Health and Safety)
3. Initiate Guardrail replacement program, contingent on funding. (Strategic Plan: Infrastructure)
4. Initiate the Phase 3 of the new Highway division building including new locker and rest room areas. (Strategic Plan infrastructure, Public Health and Safety)

PROGRAMS

ROADWAY MAINTENANCE PROGRAM

Program Description. The roadway maintenance program is responsible for 250 miles of town roads, 70 miles of town sidewalks, 4 miles of bike paths, 74 town parking lots, 6 bridges and over 4,000 drainage systems on town roads. It also performs emergency repairs to 200 miles of private roads, sweeps town roads and private roads on an emergency basis, grades 91 gravel roads, removes brush and mows 144 lane miles of town road shoulders, and removes litter from 250 miles of town roads. In addition, the division maintains over 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, maintains and repairs 6,332 feet of guardrails on town roads and provides pavement marking on town primary roads and parking lots. The Forestry section plants approximately 25 new trees per year and maintains and waters 100 trees per week during the summer months. The bridge crew operates the drawbridge and the courier moves interdepartmental mail, as well as picking up dead animals. The 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.



SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES ROADWAY MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,315,346	\$ 1,340,881	\$ 1,455,719	\$ 1,415,000	\$ 1,437,859	\$ (17,860)	-1.23%
Operating Expenses	463,537	404,523	471,164	468,000	490,164	19,000	4.03%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 1,778,883	\$ 1,745,404	\$ 1,926,883	\$ 1,883,000	\$ 1,928,023	\$ 1,140	0.06%
Permanent full-time equivalent employees	32.20	28.20	28.20		27.20	(1.00)	
Sources of Funds							
Taxes	\$ 1,778,883	\$ 1,745,404	\$ 1,926,883	\$ 1,883,000	\$ 1,928,023	\$ 1,140	0.06%
Total Sources	\$ 1,778,883	\$ 1,745,404	\$ 1,926,883	\$ 1,883,000	\$ 1,928,023	\$ 1,140	0.06%

EQUIPMENT SUPPORT PROGRAM

Program Description. The Equipment support program maintains a 150 unit fleet of vehicles which includes trucks, automobiles, street sweepers, backhoes and everything in between. We do this for all divisions of the DPW, as well as 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.



SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES EQUIPMENT SUPPORT PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 385,127	\$ 399,163	\$ 408,213	\$ 400,000	\$ 466,931	\$ 58,718	14.38%
Operating Expenses	292,182	320,449	370,503	365,000	395,503	25,000	6.75%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 677,309	\$ 719,612	\$ 778,716	\$ 765,000	\$ 862,434	\$ 83,718	10.75%
Permanent full-time equivalent employees	7.30	7.30	7.30		8.30	1.00	
Sources of Funds							
Taxes	\$ 611,234	\$ 652,989	\$ 738,109	\$ 724,393	\$ 862,434	\$ 124,325	16.84%
Enterprise Funds	66,075	66,623	40,607	40,607	-	(40,607)	-100.00%
Total Sources	\$ 677,309	\$ 719,612	\$ 778,716	\$ 765,000	\$ 862,434	\$ 83,718	10.75%

SNOW & ICE REMOVAL PROGRAM

Program Description. 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.

**SUMMARY OF PROGRAM AND FUNDING SOURCES
SNOW & ICE REMOVAL PROGRAM**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 167,042	\$ 200,701	\$ 80,000	\$ 72,000	\$ 80,000	\$ -	0.00%
Operating Expenses	1,033,768	1,317,832	520,000	500,000	520,000	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 1,200,810	\$ 1,518,533	\$ 600,000	\$ 572,000	\$ 600,000	\$ -	0.00%
Sources of Funds							
Taxes	\$ 1,200,810	\$ 1,518,533	\$ 600,000	\$ 572,000	\$ 600,000	\$ -	0.00%
Total Sources	\$ 1,200,810	\$ 1,518,533	\$ 600,000	\$ 572,000	\$ 600,000	\$ -	0.00%

FY 2011/2012 MAJOR ACCOMPLISHMENTS

1. The Division received and responded to over 1,973 unscheduled work requests from citizens.
2. Cleaned over 2,084 catch basins.
3. Conducted crack sealing operations on 7 miles of town roads throughout town to help preserve roadways.
4. Swept over 547 miles of roads and 46 parking lots.
5. Mowed 312 miles of road shoulders and picked up litter on 372 miles.
6. Maintained 131 traffic/school lights.
7. Installed 19 new drainage systems.
8. Repainted 118 stop bars, 19 crosswalks.
9. Repainted 24 miles of fog lines Town-wide.
10. Repainted 190 miles of center lines Town-wide.
11. Opened the West Bay Draw Bridge 2,070 times for boat traffic.
12. Maintained pieces of equipment over 708 times.
13. Maintained 101 pieces of snow and ice equipment.
14. With the help of staff from many other divisions and departments, roadways were cleared of snow and ice. (Last winter, the Highway Division responded to 24 snow and ice events and removed over 37.25 inches of snow accumulation.)
15. Provided traffic control, fencing, sweeping, signs and decorations for many parades and festivities including Fourth of July, Village Festivals, Fathers Day car show and the Pops by the Sea concert.
16. Chip sealed 4.45 miles of town roadways.
17. Paved 3 miles of town roadways.
18. Continued with rebuilding of Marsh Trail on Sandy Neck.
19. Continued monitoring reconstruction of Mill way Bulkhead and parking area.
20. Assisted with the Planning and Development also planting 61 new trees for the new Bearses Way Redesign project.
21. Removed 31 hazardous trees town wide.
22. Assisted in the planning and development and hand selecting over 300 trees for the new Mass Highway Route 132 project.



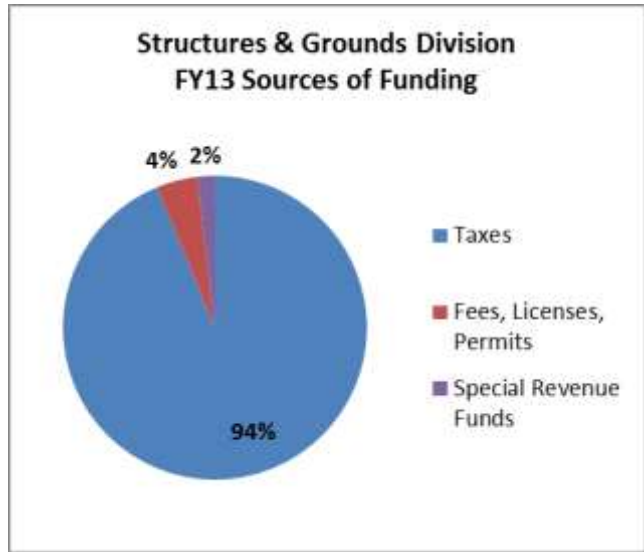
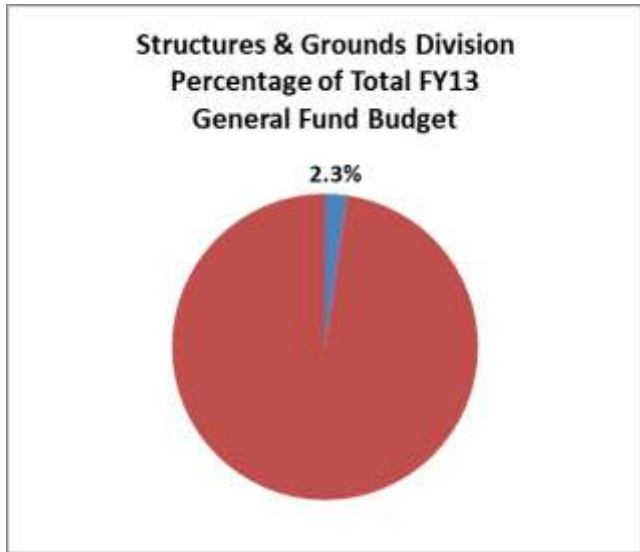
STRUCTURES AND GROUNDS DIVISION



MISSION STATEMENT

The mission of the Structures & Grounds Division is to protect, enhance and maintain the Town's buildings, parks, cemeteries, marinas, recreational and community facilities and resources. We strive to accomplish this in a manner that maximizes safety, life, utility and enhances the Town's unique environmental and aesthetic qualities. Our goal is to construct, renovate and maintain our facilities in the most responsive, and cost effective manner without diminishing the quality we seek to implement. We place high priority on energy efficiency and conservation, the possibility of energy generation and the use of renewable energy in all projects if possible.

FY 2013 DIVISION FINANCIAL DATA



This division represents 2.3% of the total general budget for FY13. 94% of the operations funding comes from taxes. The 2% of funding provided from special revenue funds come from the Embarkation Fee and Bismore Park parking receipts special revenue funds.

**SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES
STRUCTURES AND GROUNDS DIVISION**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,636,463	\$ 1,768,154	\$ 1,855,908	\$ 1,787,000	\$ 1,929,391	\$ 73,483	3.96%
Operating Expenses	870,699	1,050,440	1,044,547	1,007,000	1,059,547	15,000	1.44%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 2,507,162	\$ 2,818,594	\$ 2,900,455	\$ 2,794,000	\$ 2,988,938	\$ 88,483	3.05%
Permanent full-time equivalent employees	34.80	33.80	33.80		34.10	0.30	
Sources of Funds							
Taxes	\$ 2,279,298	\$ 2,546,262	\$ 2,695,621	\$ 2,589,146	\$ 2,802,931	\$107,310	3.98%
Fees, Licenses, Permits	139,570	141,295	130,000	130,000	130,000	-	0.00%
Interest and Other	681	1,877	-	20	-	-	0.00%
Special Revenue Funds	68,680	110,131	56,007	56,007	56,007	-	0.00%
Enterprise Funds	18,933	19,029	18,827	18,827	-	(18,827)	-100.00%
Total Sources	\$ 2,507,162	\$ 2,818,594	\$ 2,900,455	\$ 2,794,000	\$ 2,988,938	\$ 88,483	3.05%

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

The FY13 budget is increasing \$88,483 or 3%. The total FTE's are increasing 0.30. An electrician position is increasing 0.20 as this was formerly budgeted within the enterprise funds. This is a shift in funding only and not in staff levels. The remaining FTE increase of 0.10 is for a part-time division assistant shared with the DPW administration operations. Operating expenses are increasing \$15,000 to cover projected utility increases.

FY 2013 GOALS

Short Term

1. Continued interior and exterior restoration projects at various village Community Buildings. (Strategic Plan: Environment and Natural Resources, Infrastructure)
2. Implement facilities preservation and rehabilitation program through Community Preservation Act funding. (Strategic Plan: Environment and Natural Resources, Infrastructure, Public Health and Safety, Finance)
3. Complete 10% of identified maintenance improvements to Town Ways to Water inventory. (Strategic Plan: Environment and Natural Resources, Infrastructure)

Long Term

1. Develop and promote a facilities energy use policy for all Town Departments. Continue to bring forward energy conservation and generation measures throughout our municipal facilities. (Strategic Plan: Environmental & Natural Resources, Economic Development, Infrastructure)
2. Continue working with statement based reporting to assist departments with cost of services analysis. This program will include identifying cost centers including electricity, HVAC, energy, water and sewage charges. Provide monthly maintenance cost and repair work order data at the various departments' facilities. (Strategic Plan: Infrastructure)
3. Continue to establish a preventive maintenance program for all municipal facilities under management. This program will place an emphasis on reducing mechanical failures by providing scheduled preventive maintenance procedures. This effort will allow the division to stock common replacement parts, identify major repairs, insure reliability of our systems and reduce maintenance and operating costs. (Strategic Plan: Public Health and Safety, Environment, Infrastructure)

PROGRAMS

ADMINISTRATION PROGRAM

Program Description: 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.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES STRUCTURES & GROUNDS ADMINISTRATION PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 275,681	\$ 290,614	\$ 303,638	\$ 295,000	\$ 322,472	\$ 18,834	6.20%
Operating Expenses	600,260	732,764	727,538	700,000	742,538	15,000	2.06%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 875,941	\$ 1,023,378	\$ 1,031,176	\$ 995,000	\$ 1,065,010	\$ 33,834	3.28%
Permanent full-time equivalent employees	5.00	5.00	5.00		5.10	0.10	
Sources of Funds							
Taxes	\$ 875,941	\$ 1,023,378	\$ 1,031,176	\$ 995,000	\$ 1,065,010	\$ 33,834	3.28%
Total Sources	\$ 875,941	\$ 1,023,378	\$ 1,031,176	\$ 995,000	\$ 1,065,010	\$ 33,834	3.28%

GROUNDS MAINTENANCE PROGRAM

Program Description. The grounds maintenance program provides maintenance, beautification, and improvements for 52 acres of municipal grounds. This includes 12 parks, 49 traffic islands, 29 memorial islands, 21 facilities grounds, 3 playgrounds, 6 ball fields, 4 tennis courts, 43 ways to water, and 17 beaches. It includes administration of the Town's Adopt-A-Spot program for 47 locations, support to the Conservation Department with conservation land maintenance, support to the Recreation Department with beach raking and building maintenance and support to the Engineering Division with landscaping tasks on specific projects. It also provides support for the division's marina and building maintenance programs and assists the Highway Division with snow and ice control. This program also includes tree care, planting, flowerbeds maintenance, and management of a 20'x 48' greenhouse.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES STRUCTURES & GROUNDS GROUNDS MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 277,164	\$ 299,280	\$ 327,825	\$ 310,000	\$ 327,503	\$ (322)	-0.10%
Operating Expenses	31,627	51,767	53,303	50,000	50,803	(2,500)	-4.69%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 308,791	\$ 351,047	\$ 381,128	\$ 360,000	\$ 378,306	\$ (2,822)	-0.74%
Permanent full-time equivalent employees	6.00	5.00	5.00		5.00	-	
Sources of Funds							
Taxes	\$ 240,111	\$ 240,916	\$ 325,121	\$ 303,993	\$ 322,299	\$ (2,822)	-0.87%
Special Revenue Funds	68,680	110,131	56,007	56,007	56,007	-	0.00%
Total Sources	\$ 308,791	\$ 351,047	\$ 381,128	\$ 360,000	\$ 378,306	\$ (2,822)	-0.74%

BUILDING MAINTENANCE PROGRAM

Program Description: 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, comfort stations, beach houses, and all Department/Division facilities. This team is comprised of carpenters, plumbers, painters and laborers who work together on repair, renovations and even new construction at municipal facilities. This program assists the Recreation Department with the set-up and removal of beach ramps, ticket booths and lifeguard stations at all our beaches. It is responsible for monitoring/maintenance/repairs and construction/renovation projects for 3 marinas, 6 docks and 17 boat ramps. This section maintains, replaces and constructs new pilings, 12,000 sq. ft. of floats and 14 ramps. They perform the seasonal installation and removal of these floats. Additionally, this team provides support to the Highway Division for snow & ice control and the Town Clerk for all elections.



West Barnstable Community Building Floor Refinishing

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES STRUCTURES & GROUNDS BUILDING MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 219,465	\$ 264,701	\$ 271,162	\$ 250,000	\$ 278,262	\$ 7,100	2.62%
Operating Expenses	97,669	89,390	79,400	79,000	79,400	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 317,134	\$ 354,091	\$ 350,562	\$ 329,000	\$ 357,662	\$ 7,100	2.03%
Permanent full-time equivalent employees	5.00	5.00	5.00		5.00	-	
Sources of Funds							
Taxes	\$ 297,520	\$ 333,185	\$ 331,735	\$ 310,153	\$ 357,662	\$ 25,927	7.82%
Interest and Other	681	1,877	-	20	-	-	0.00%
Enterprise Funds	18,933	19,029	18,827	18,827	-	(18,827)	#####
Total Sources	\$ 317,134	\$ 354,091	\$ 350,562	\$ 329,000	\$ 357,662	\$ 7,100	2.03%

CUSTODIAL PROGRAM

Program Description: The custodial program provides janitorial services for 6 municipal office buildings, 4 comfort stations, 3 community buildings, 1 cemetery office and the Barnstable Police Station facility. Cleaning schedules provide daily routine maintenance including floor care, dusting, restroom cleaning/ sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is also responsible for purchasing, inventorying and distribution of all cleaning supplies in support of municipal facilities and recreational programs at 14 beach buildings. Additional services include building security, safety inspections, meeting set up, special events support, interior painting, walkway de-icing and preventive maintenance tasks.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES STRUCTURES & GROUNDS CUSTODIAL PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 310,880	\$ 378,400	\$ 323,104	\$ 320,000	\$ 339,915	\$ 16,811	5.20%
Operating Expenses	79,424	101,144	103,150	100,000	103,150	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 390,304	\$ 479,544	\$ 426,254	\$ 420,000	\$ 443,065	\$ 16,811	3.94%
Permanent full-time equivalent employees	7.00	7.00	7.00		7.00	-	
Sources of Funds							
Taxes	\$ 390,304	\$ 479,544	\$ 426,254	\$ 420,000	\$ 443,065	\$ 16,811	3.94%
Total Sources	\$ 390,304	\$ 479,544	\$ 426,254	\$ 420,000	\$ 443,065	\$ 16,811	3.94%

TECHNICAL PROGRAM

Program Description: The Technical Program team consists of a licensed electrician and HVAC technician who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They respond to problem calls, troubleshoot, repair, maintain and install equipment throughout our facilities. This team is very concerned with safety, energy efficiency and comfort levels. This program gives support to the Information Technology Division through their data network wiring capabilities. They also provide support to the Highway Division to help light up the Village Green, Bismore Park and the Airport Rotary with a colorful Christmas display of lights.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES STRUCTURES & GROUNDS TECHNICAL PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 196,715	\$ 170,365	\$ 206,285	\$ 202,000	\$ 226,168	\$ 19,883	9.64%
Operating Expenses	46,569	47,515	51,945	50,000	51,945	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 243,284	\$ 217,880	\$ 258,230	\$ 252,000	\$ 278,113	\$ 19,883	7.70%
Permanent full-time equivalent employees	3.80	3.80	3.80		4.00	0.20	
Sources of Funds							
Taxes	\$ 243,284	\$ 217,880	\$ 258,230	\$ 252,000	\$ 278,113	\$ 19,883	7.70%
Total Sources	\$ 243,284	\$ 217,880	\$ 258,230	\$ 252,000	\$ 278,113	\$ 19,883	7.70%

CEMETERIES PROGRAM

Program Description. The cemetery maintenance program provides maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance and care of 14 town cemeteries, office building and maintenance garage. The section provides preventive maintenance and repair of all grounds and interment services equipment. It provides

scheduling, coordination and supervision of funeral services and interment excavation services for approximately 225 burials annually; installation of burial vaults, monument foundations, and marker setting. Maintains accurate records systems data base, cemetery lot mapping, and lot sales support; restores ancient headstones as time and resources permit, and expansion of raw land for future lot development. Additionally, it provides support to the Highway Division with snow/ice control.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
STRUCTURES & GROUNDS CEMETERIES PROGRAM**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 356,558	\$ 364,794	\$ 423,894	\$ 410,000	\$ 435,071	\$ 11,177	2.64%
Operating Expenses	15,150	27,860	29,211	28,000	31,711	2,500	8.56%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 371,708	\$ 392,654	\$ 453,105	\$ 438,000	\$ 466,782	\$ 13,677	3.02%
Permanent full-time equivalent employees	8.00	8.00	8.00		8.00	-	
Sources of Funds							
Taxes	\$ 232,138	\$ 251,359	\$ 323,105	\$ 308,000	\$ 336,782	\$ 13,677	4.23%
Fees, Licenses, Permits	139,570	141,295	130,000	130,000	130,000	-	0.00%
Total Sources	\$ 371,708	\$ 392,654	\$ 453,105	\$ 438,000	\$ 466,782	\$ 13,677	3.02%



Mosswood Cemetery Office Building

FY 2011-12 MAJOR ACCOMPLISHMENTS

1. Completed 80 phone service and hardware relocation work orders.
2. Completed 157 HVAC related service calls and equipment upgrade work orders.
3. Completed 204 building maintenance and repair work orders.
4. Completed 252 electrical related service and repair work orders.
5. Completed 149 plumbing related service work orders.
6. Completed 155 custodial related service work orders.
7. Completed 188 locksmith related service work orders.
8. Completed 361 grounds related landscape improvement projects.
9. Completed Phase 2 of the Highway / DPW Administration and Engineering office space renovation.
10. Completed Structures & Grounds carpentry shop renovations.
11. Installed 21 HVAC unit ventilators at the Barnstable Police facility.
12. Continued exterior lead abatement, siding replacement and painting of the Centerville Community Building.
13. Continued organic land care program for all Town properties.
14. Completed multiple capital improvement roofing projects.
15. Completed landscape restoration and irrigation work at Aselton Park.

PERFORMANCE MEASURES

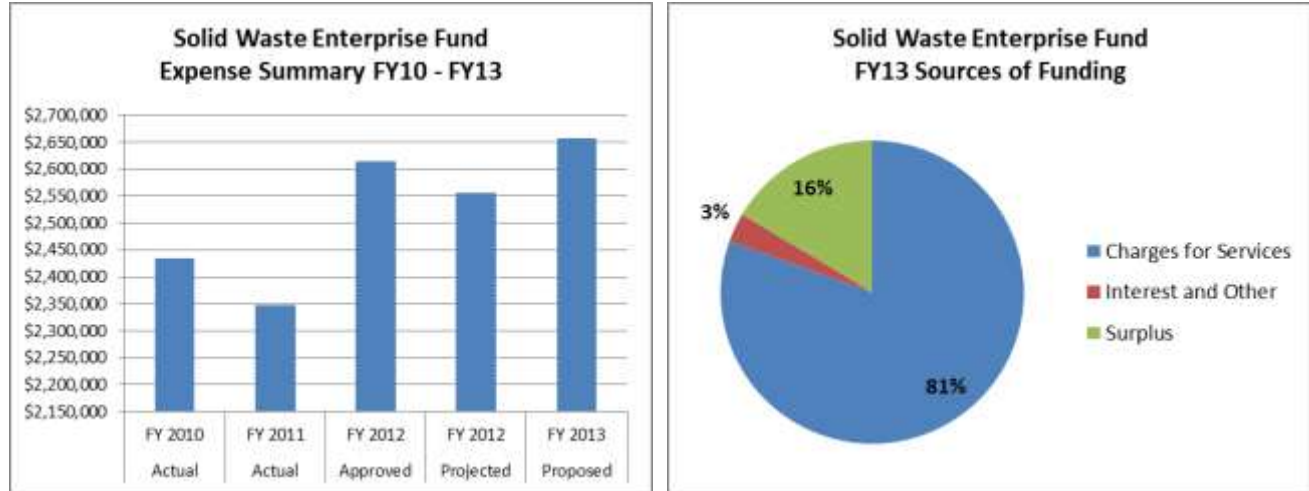
Division Name		Division Goal		
Structures and Grounds		The goal of the Structures and Grounds Division is to manage the Town's Facilities and other community resources in a manner that maximizes safety, useful life and utility and enhances the Town's unique environmental and aesthetic qualities.		
Program Name	Program Goal			Program Outcome Measures
Grounds and Cemeteries	The goal of the grounds and cemetery program is to provide maintenance and improvements for parks, traffic islands, playgrounds, ball fields, tennis courts, ways to water, beaches and cemeteries to ensure their satisfactory access and condition.			90% of days Town's grounds are operable
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Parks/playgrounds/ball fields/ traffic islands	\$407,500	52 acres maintained	\$7,837 per acre maintained	95% of parks, playgrounds, ball fields and traffic islands in satisfactory conditions.
Beaches	\$17,250	17 beaches maintained	\$1,105 per beach	90% of users rate beaches clean and safe
Tennis Courts	\$2,000	4 tennis courts maintained	\$500 per tennis court	100% of tennis courts useable during season
Ways to Water	\$17,644	43 of 94 ways to water maintained	\$802 per way to water	90% of the ways to water are useable during season
Cemeteries	\$504,528	81 acres of cemeteries maintained	\$6,228 per acre maintained	95% of customers rate services as good to excellent

SOLID WASTE DIVISION (Enterprise Fund)

MISSION STATEMENT

The mission of the Solid Waste Division is to provide the citizens of the town with an environmentally sound, efficient and cost - effective means of disposing of or recycling municipal solid waste.

FY 2013 DIVISION FINANCIAL DATA



Solid waste expenses have increased from \$2,433,771 in FY10 to \$2,656,754 in FY13 or 9.2% over this four year period. Much of the cost increase is attributable to a higher level of service since the operation went to 7 days a week. 16% of the FY13 proposed operating budget is financed with surplus. Surplus was accumulated prior to the capping of the landfill in order to pay for loan issued to finance the capping. The FY13 loan payment is \$315,540. About \$120,000 of surplus is used as fee mitigation for FY13.

SUMMARY OF DIVISION EXPENSES AND FUNDING SOURCES SOLID WASTE DIVISION

Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 906,220	\$ 891,966	\$ 1,022,713	\$ 1,003,761	\$ 1,090,475	\$ 67,762	6.63%
Operating Expenses	673,830	692,539	844,886	805,000	854,886	10,000	1.18%
Capital Outlay	98,892	1,944	-	-	35,600	35,600	0.00%
Debt Service	411,664	415,465	403,713	403,713	405,598	1,885	0.47%
Transfers Out	343,165	345,199	344,094	344,094	270,195	(73,899)	-21.48%
Total Expenses	2,433,771	2,347,113	2,615,406	2,556,568	2,656,754	41,348	1.58%
Permanent full-time equivalent employees	15.10	15.10	15.10		15.75	0.65	
Sources of Funds							
Charges for Services	2,061,516	2,086,778	1,950,000	2,099,000	2,138,500	188,500	9.67%
Interest and Other	50,822	118,946	116,000	81,500	82,000	(34,000)	-29.31%
Total Sources	2,112,338	2,205,724	2,066,000	2,180,500	2,220,500	154,500	7.48%
Excess (Deficiency) cash basis	(321,433)	(141,389)	(549,406)	(376,068)	(436,254)	\$ 113,152	-20.60%
Adjustment to accrual basis	261,633	809,212	-	250,000			
Beginning Net Assets	4,323,303	4,263,503	4,931,326	4,931,326	4,805,258		
Ending Net Assets	\$ 4,263,503	\$ 4,931,326	\$ 4,381,920	\$ 4,805,258	\$ 4,369,004		

SUMMARY OF SIGNIFICANT BUDGET CHANGES

The FY13 Solid Waste Enterprise Fund operating budget is increasing \$41,348 or 1.6%. Personnel costs are increasing \$67,762 and include an increase in 0.65 FTE's as portions of positions previously funded in the general fund are partially budgeted here in FY13. Operating expenses are increasing \$10,000 to cover diesel fuel increases and \$35,600 in operating capital is provided for equipment and vehicle replacements. Offsetting these increases is a reduction of \$73,899 in transfers to the general fund as this charge no longer includes the positions which are included in the personnel category. Estimated revenues are increasing \$154,000 due to an increase in usage and an anticipated increase of \$5 in the landfill sticker fee. This results in \$436,254 of fund surplus being used to balance the budget. The surplus covers the cost of the landfill capping loan (\$315,540) with the balance of \$120,714 covering the cost of operations.

FY 2013 GOALS

Short term

1. Continue evaluating contracted services versus in-house labor to perform operations of transfer station. (Strategic Plan: Public Health and Safety)
2. Prepare for installation of 3 arrays of solar panels at the facility. (Strategic Plan: Infrastructure, Finance)
3. Evaluate Single Stream Recycling and Pay As You Throw Disposal as alternative to current procedures. (Strategic Plan: Public Health and Safety, Environment and Natural Resources)

Long term

1. Continue to implement cost effective improvements to minimize cost of programs to customer. (Strategic Plan: Public Health and Safety)
2. Market recycled products to minimize cost of recycling program. (Strategic Plan: Public Health and Safety, Environment and Natural Resources)
3. Pursue all grants available to minimize impact of costs of programs on customers. (Strategic Plan: Public Health and Safety, Environment and Natural Resources)
4. Continue analysis of options on long-term solid waste disposal with regional Solid Waste Advisory Committee. (Strategic Plan: Public Health and Safety, Environment and Natural Resources)

PROGRAMS

SOLID WASTE PROGRAM

Program Description. Solid Waste is an enterprise account-funded program. The program provides for the operation, maintenance and remedial upgrading of the Town's Solid Waste Transfer Facility to meet State regulations and operation of a residential transfer station and a recycling center including composting of grass clippings and leaves. The transfer station involves a compactor type system that allows residents to manually dispose of their bagged waste. A residential sticker is sold annually which entitles purchasers to utilize the Residential Transfer Station. The Solid Waste Division coordinates with the Town of Yarmouth and SEMASS for transfer and disposal of solid waste. Solid Waste operates the Packer Service, this service handles the removal of trash at all Town buildings and beaches. Solid Waste Division annually holds collections of Household Hazardous Waste.

FY 2011/12 MAJOR ACCOMPLISHMENTS

1. Processed and provided between 3,500 and 4,000 yards of screened compost to our residents for no charge.
2. Completed and submitted all DEP, CC Commission, and Town reports.
3. Completed work with State and regional officials to develop RFP for siting of solar energy panels on former landfill.
4. Completed contracted services to rebuild engine on Cat Loader to extend useful life.

PERFORMANCE MEASURES

Division Name Solid Waste	Division Mission The mission of the Solid Waste Division is to provide the citizens of the town with an environmentally sound, efficient and cost-effective means of disposing of or recycling waste.			
Program Name Waste Disposal	Program Goal The goal of the Waste Disposal Program is to provide the citizens of the town with an environmentally sound, efficient and cost-effective means of disposing of or recycling waste.			Program Outcome Measure 100% of loads accepted
Activity Name	Budget	End Product	Unit Cost	Service Quality
MSW Household Waste Collection	\$852,150	9,532 Tons	\$89.40 per ton	100% repeat customers
Recycling	\$515,989	3,381 Tons	\$152.61 per ton	21% of waste diverted
C&D	\$581,861	3,306 Tons	\$176.00 per ton	99% repeat customers
Explanatory Data In FY11 the Solid Waste Program handled 9,532 tons of municipal solid waste (MSW) at the residential transfer station; 3,306 tons of construction and demolition debris and 3,381 tons of recyclables.				



TRANSFER STATION



RECYCLING CENTER

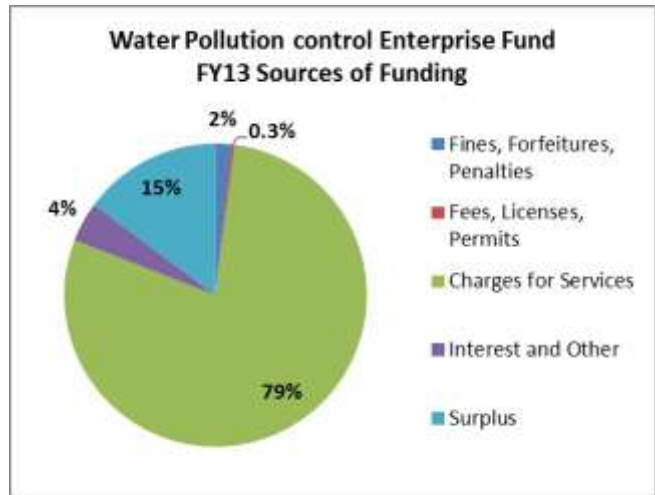
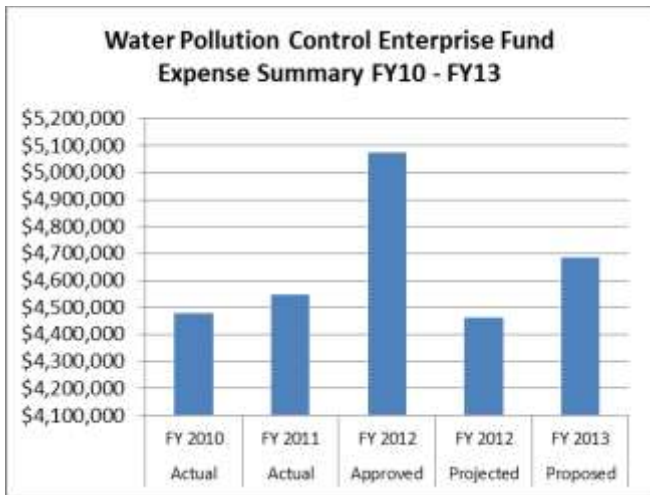
WATER POLLUTION CONTROL DIVISION (Enterprise Fund)



MISSION STATEMENT

The mission of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient and effective means of disposing of sanitary waste.

FY 2013 DIVISION FINANCIAL DATA



Operating expenses have increased from \$4,480,559 in FY10 to \$4,684,189 proposed in FY13 or 4.5% over the four year period. Utility charges provide 79% of the funding for the operating budget. \$771,189 of fund surplus will be used to balance the operating budget and pay for the FY13 capital program of \$77,000. Using surplus to balance the operating budget avoids a significant rate increase. There is no additional revenue included in the FY13 utility charge estimate from new customers.

**SUMMARY OF DIVISION EXPENSES AND FUNDING SOURCES
WATER POLLUTION CONTROL DIVISION**

Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 897,916	\$ 958,916	\$ 1,038,453	\$ 1,010,000	\$ 1,123,130	\$ 84,677	8.15%
Operating Expenses	1,377,316	1,471,051	1,530,084	1,350,000	1,455,194	(74,890)	-4.89%
Capital Outlay	51,982	41,171	90,000	90,000	90,000	-	0.00%
Debt Service	1,660,530	1,584,133	1,907,778	1,505,000	1,625,000	(282,778)	-14.82%
Transfers Out	492,815	493,800	506,131	506,131	390,865	(115,266)	-22.77%
Subtotal Operating Budget	4,480,559	4,549,071	5,072,446	4,461,131	4,684,189	(388,257)	-7.65%
Capital Program	1,664,566	3,971,043	350,000	3,100,000	77,000	(273,000)	-78.00%
Total Expenses	6,145,125	8,520,114	5,422,446	7,561,131	4,761,189	(661,257)	-12.19%
Permanent full-time equivalent employees	14.10	14.10	14.10		15.15	1.05	
Sources of Funds							
Intergovernmental Aid	1,029,836	8,153,034	-	500,000	-	-	0.00%
Fines & Penalties	89,067	95,537	100,000	95,000	80,000	(20,000)	-20.00%
Fees, Licenses, Permits	14,385	18,685	15,000	20,000	15,000	-	0.00%
Charges for Services	3,495,801	3,617,705	3,675,000	3,650,000	3,695,000	20,000	0.54%
Interest and Other	271,033	261,324	275,000	225,000	200,000	(75,000)	-27.27%
Borrowing Authorizations	-	300,000	300,000	-	-	(300,000)	-100.00%
Total Sources	4,900,122	12,446,285	4,365,000	4,490,000	3,990,000	(375,000)	-8.59%
Excess (Deficiency) cash basis	(1,245,003)	3,926,171	(1,057,446)	(3,071,131)	(771,189)	\$ 286,257	-27.07%
Adjustment to accrual basis	883,862	(4,454,200)	-	2,000,000			
Beginning Net Assets	24,322,085	23,960,944	23,432,915	23,432,915	22,361,784		
Ending Net Assets	\$ 23,960,944	\$ 23,432,915	\$ 22,375,469	\$ 22,361,784	\$ 21,590,595		

SUMMARY OF SIGNIFICANT BUDGET CHANGES

The FY13 operating budget is decreasing \$388,257 or 7.7%. Personnel costs are increasing \$84,677. This covers contractual pay increases as well as an increase of 1.05 FTE's as a portion of some positions previously funded in the general fund are partially budgeted here in FY13. Operating expenses are declining \$74,890 principally due to decline in utility costs. Debt service is declining \$288,778 and transfers to the general fund are declining \$115,266 due to portions of general fund positions previously budgeted in the general fund being included in the personnel costs line of this budget in FY13. The FY13 proposed budget of \$4,684,189 is funded from estimated revenues of \$3,990,000 for FY13 and \$694,189 of sewer fund surplus. The amount of surplus used to balance the operating budget is \$313,257 less than the amount used to balance the FY12 budget.

FY2013 GOALS

Short Term

1. Commence operations of solar panel array. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources)
2. Commence operations of H-1 East sewer system. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources, Public Health and Safety)
3. Commence operations of H-1 West sewer system. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources, Public Health and Safety)
4. Commence operations of the Settlers Landing sewer system. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources, Public Health and Safety)
5. Commence operations of the Lincoln Road pump station and sewer system. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources, Public Health and Safety)
6. Commence operations of newly installed chlorine and diesel storage tanks. (Strategic Plan Priority: Infrastructure)

Long Term

1. Implement recommendations of effluent mitigation study. (Strategic Plan Priority: Environmental and Natural Resources)
2. Investigation of sewer district. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety)

3. Completion of the Comprehensive Water Management Plan. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)

PROGRAMS

WATER POLLUTION CONTROL PROGRAM

Program Description. The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of a secondary wastewater treatment plant, 30 sewage pump stations and 55 miles of sewer lines. The Program also includes the operation of a pretreatment program and a laboratory for testing the quality of sewage and septage to prevent the introduction of toxic wastes into the system and to ensure compliance with Federal and State regulations. In addition, the Program manages an accounts receivable and billing system for users of the sewer system. The Program provides owners of properties with on-site septic systems with a means of disposing of septage pumped routinely from their systems to prevent premature failure of the system and contamination of the groundwater. When received at the plant, the septage is pretreated and blended with the sewage of the wastewater treatment plant and disposed of in a manner that meets or exceeds public health and environmental regulations. The Program also operates and maintains the wastewater treatment in Marstons Mills and a community cluster system on Lake Elizabeth Drive.

FY 2011-12 MAJOR ACCOMPLISHMENTS

1. Implemented Water Pollution Control Division Study recommendations of costs and rates by using newly developed rate setting methodology.
2. Tobey Circle and Oak Neck pump stations, installed new pump controllers.
3. Phinney's Lane, Barnstable, replaced failing force main air release manhole, #14.
4. Accepted and put into operation two new portable generators.
5. Installed new cellular alarm system on all pump stations.
6. Completed construction of energy saving project initiatives (wind turbines/solar panels). The combined two Northern Power 100 kilowatt wind turbines and 819 kilowatt ground-mounted Solar Photovoltaic system will provide over 54% of the Water Pollution Control Facility's energy needs, saving over \$150,000 annually, while reducing carbon emissions by 519 tons.



Wind Turbines at the Water Pollution Control Facility



Solar Array at the Water Pollution Control Facility

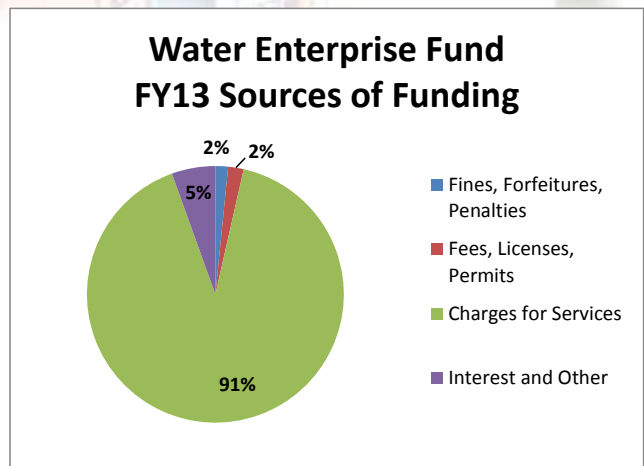
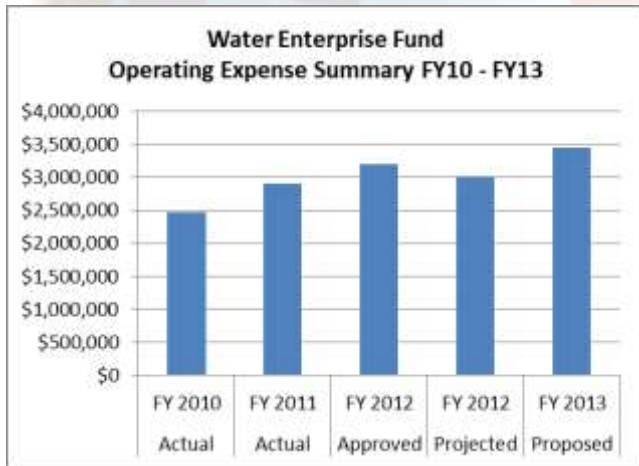
WATER SUPPLY DIVISION (Enterprise Fund)

MISSION STATEMENT

The mission of the Water Supply Division is to provide commercial and residential properties in Hyannis, Hyannisport and West Hyannisport with a safe, efficient and effective means of obtaining drinking water and fire-protection services.



FY 2013 DIVISION FINANCIAL DATA



Water fund expenses have increased from \$2,462,832 in FY10 to \$3,454,571 in FY13 or 40%. Increases in debt service and operating expenses associated with the repair and maintenance of a very old system have been the driving factors in the cost increases.

**SUMMARY OF DIVISION EXPENSES AND FUNDING SOURCES
WATER SUPPLY DIVISION**

Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 88,693	\$ 128,800	\$ 144,361	\$ 144,000	\$ 249,181	\$ 104,820	72.61%
Operating Expenses	1,374,200	1,696,321	1,634,868	1,630,000	1,970,457	335,589	20.53%
Capital Outlay	120,052	198,597	160,000	160,000	160,000	-	0.00%
Debt Service	751,446	752,046	1,097,639	922,000	982,000	(115,639)	-10.54%
Transfers Out	128,441	129,399	166,416	166,416	92,933	(73,483)	-44.16%
Subtotal Operating Budget	2,462,832	2,905,163	3,203,284	3,022,416	3,454,571	251,287	7.84%
Capital Program	1,100,839	463,612	1,220,000	1,200,000	2,418,102	1,198,102	98.21%
Total Expenses	3,563,671	3,368,775	4,423,284	4,222,416	5,872,673	1,449,389	32.77%
Permanent full-time equivalent employees	1.00	1.00	1.50		2.90	1.40	
Sources of Funds							
Intergovernmental Aid		705,226				-	0.00%
Fines & Penalties	49,643	95,914	75,000	55,000	55,000	(20,000)	-26.67%
Fees, Licenses, Permits	42,207	65,722	37,000	80,000	67,500	30,500	82.43%
Charges for Services	2,983,250	3,257,562	2,945,284	3,050,000	3,142,100	196,816	6.68%
Interest and Other	631,119	186,153	146,000	190,000	189,971	43,971	30.12%
Trust Funds	-	2,695,000	-	-	-	-	0.00%
Borrowing Authorizations	-	-	1,050,000	1,050,000	2,120,000	1,070,000	101.90%
Total Sources	3,706,219	7,005,577	4,253,284	4,425,000	5,574,571	1,321,287	31.07%
Excess (Deficiency) cash basis	142,548	3,636,802	(170,000)	202,584	(298,102)	\$ (128,102)	0.00%
Adjustment to accrual basis	938,241	842,387	-	-	-		
Beginning Net Assets	4,580,067	5,660,856	10,140,045	10,140,045	10,342,629		
Ending Net Assets	\$ 5,660,856	\$ 10,140,045	\$ 9,970,045	\$ 10,342,629	\$ 10,044,527		

SUMMARY OF SIGNIFICANT BUDGET CHANGES

The Water Fund operating budget for FY13 is increasing \$251,287 or 7.8%. Personnel costs are increasing \$104,820 and include an increase in 1.4 FTE's as portions of positions previously funded in the general fund are partially budgeted here in FY13. In addition, the Administrative Assistant position has been increased by .25 FTE's. Operating expenses are increasing \$335,589 to cover the cost of the management company's contract increase which includes managing two new water storage tanks and two new pump stations. Offsetting these cost increases is a decrease in debt service of \$115,639 and a decrease in transfers to the general fund of \$73,483. Estimated operating revenue for the water enterprise fund for FY13 are sufficient to cover the operating budget and no surplus is being used to balance the budget.

FY 2013 GOALS

Short Term

1. Complete and start implementing the recommendations of the water quality study of the Hyannis Water System commissioned by the Hyannis Water Board. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
2. Maintain close contractual oversight of the administration, finances and operation of the Water Supply Division. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
3. 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. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
4. Finalize the construction, through commissioning and testing of the two (2) water storage tanks and the two (2) pump stations at the Maher Treatment Plant and the Straightway Treatment Plant. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
5. Continue to develop and integrate the Water Supply Division's technical and administrative requirements within the Town's regulatory system. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)

Long Term

1. Provide cost-effective water supply services to the customers of the Hyannis Water System. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
2. Maintain all assets of the Division to current standards and provide information on needed repairs, and improvements to the water system. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
3. Insure reliable and redundant fire-flows to assist and support demands on the system. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
4. Continue to strive for excellence in customer service, asset-management, and cost-control within the Division. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)

PROGRAMS

WATER SUPPLY PROGRAM

Program Description. The Water Supply program, an enterprise account-funded program under the Department of Public Works, oversees the contract management and operation of a water supply system that provides potable water to the residents and businesses (approximately 7,300 accounts) located in Hyannis, Hyannisport, West Hyannisport and fire-protection services to the Hyannis Fire District. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance.

FY 2011-12 MAJOR ACCOMPLISHMENTS

1. The selection of the water quality study consultant by the Hyannis Water Board and the commencement of the water quality study.
2. Successful operations by the operations contractor for the operation and maintenance of the Hyannis Water System.
3. Commenced construction on multiple water line/system improvement projects funded with State Revolving Funds.
4. Implemented good asset management by insuring preventive maintenance practices to be performed.
5. Finalized the design and bidding process of the two (2) water storage facilities and the two (2) pump stations and start of construction of the facilities in the Fall of 2011.

PERFORMANCE MEASURES

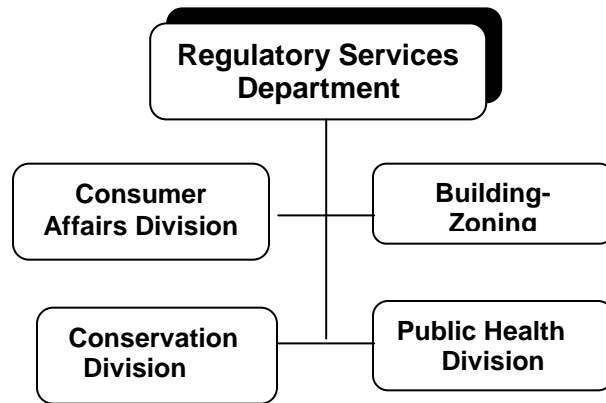
Division Name	Division Goal			
Water Supply	The goal of the Water Supply Division is to provide properties in the Hyannis area with safe, efficient and effective means of obtaining drinking water.			
Program Name Water Supply	Program Goal The goal of the Water Supply Program is to provide properties in the Hyannis area with safe, efficient and effective means of obtaining drinking water.			Program Outcome Measure 100% of customers served
Activity Name (What)	Budget (Input)	End product (Output)	Unit cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Water Supply	\$3,203,284	828,543,000 Gallons	\$ 0.0039 per gallon	In compliance with DEP Water-supply regulations.



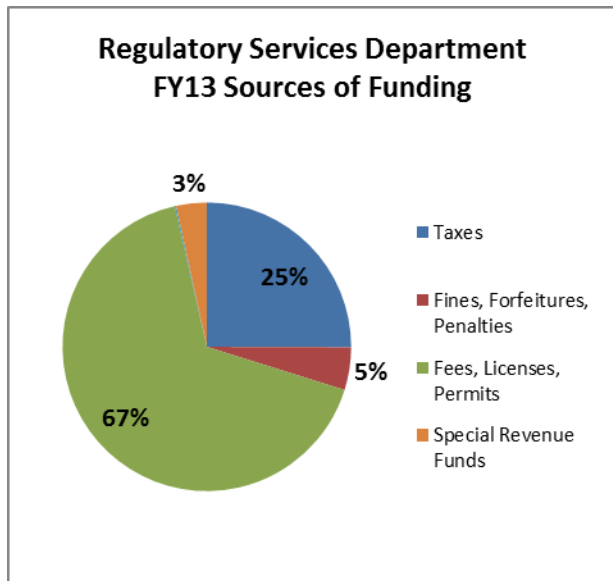
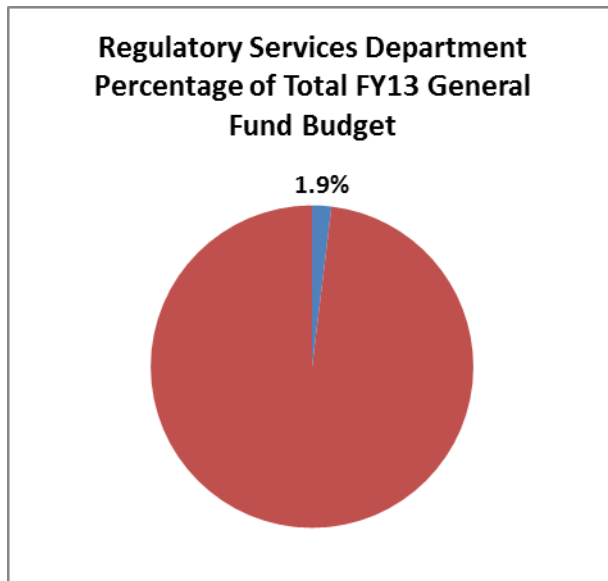
Construction of new Maher Water Tank

REGULATORY SERVICES DEPARTMENT

The mission of the Regulatory Services Department is to provide public health, public safety and environmental services to Town residents and visitors in order that the quality of life enjoyed by the community is sustained or improved.



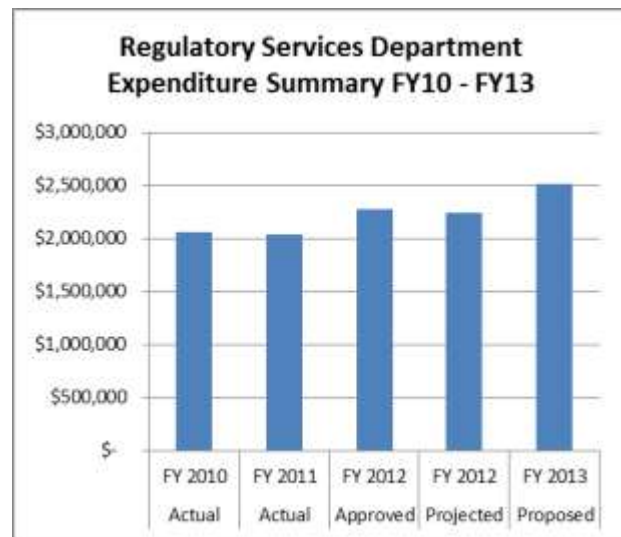
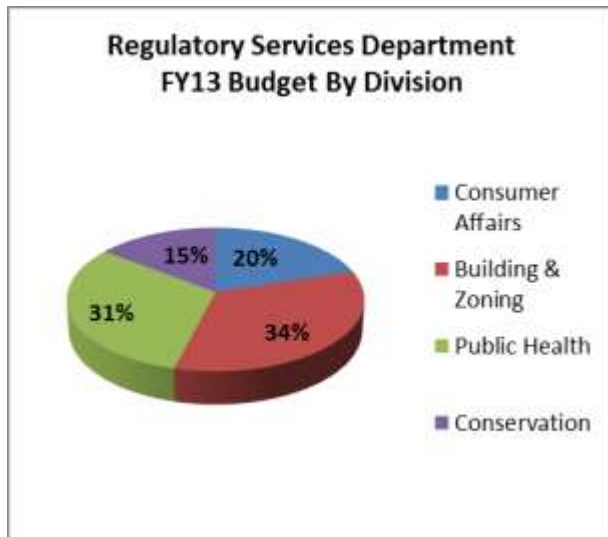
FY 2013 DEPARTMENT FINANCIAL DATA



Regulatory Services Department represents 1.9% of the total general fund budget. 75% of the operation's costs are recovered through fees and 25% is paid for through taxation. The amount provided from special revenue funds (3%) comes from the Bismore Park parking receipts account to help offset the parking enforcement costs included in this general fund operation.

**SUMMARY OF DEPARTMENT EXPENDITURES, ADJUSTMENTS AND FUNDING RESOURCES
REGULATORY SERVICES DEPARTMENT**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,831,630	\$ 1,826,867	\$ 2,003,017	\$ 1,972,000	\$ 2,204,277	\$ 201,260	10.05%
Operating Expenses	238,008	220,097	282,820	273,000	310,970	28,150	9.95%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 2,069,638	\$ 2,046,964	\$ 2,285,837	\$ 2,245,000	\$ 2,515,247	\$ 229,410	10.04%
Permanent full-time equivalent employees	33.15	31.25	32.15		33.35	1.20	
Sources of Funds							
Taxes	\$ 189,181	\$ 36,815	\$ 535,651	\$ 334,594	\$ 629,341	\$ 93,690	17.49%
Fines & Penalties	100,919	111,401	80,000	120,000	120,000	40,000	50.00%
Fees, Licenses, Permits	1,712,256	1,811,701	1,578,600	1,698,000	1,672,600	94,000	5.95%
Charges for Services	1,647	1,606	-	1,600	-	-	0.00%
Interest and Other	2,135	4,135	4,000	2,500	4,000	-	0.00%
Special Revenue Funds	60,000	77,806	84,086	84,806	85,806	1,720	2.05%
Enterprise Fund Reimbursements	3,500	3,500	3,500	3,500	3,500	-	0.00%
Total Sources	\$ 2,069,638	\$ 2,046,964	\$ 2,285,837	\$ 2,245,000	\$ 2,515,247	\$ 229,410	10.04%



The Building Division and Health Division are the two largest operations in this department representing 34% and 31% of the total budget, respectively. Total expenditures have increased from \$2,069,638 in FY10 to \$2,515,247 in FY13 or 43%.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DEPARTMENT

The FY13 Regulatory Services Department budget is increasing \$229,410 or 10%. \$201,260 of this increase is in personnel costs. This covers all contractual pay increase as well as an increase of 1.20 FTE's. The increase in FTE's includes the funding for a part-time (0.50) Hazardous Material Inspector that was previously paid for with mitigation funds received from the Cape Cod Commission that have expired. The continuation of this position will protect our vital water resources. The other 0.70 FTE increase results from transferring a portion of the Consumer Affairs Division Supervisor's position to the general fund from the Weights & Measures revolving fund. This reflects where the position will be focusing its attention in FY13. Operating expenses are increasing \$28,150 as additional funds are provided for a new parking ticket processing vendor that will increase our collection rate. This also includes \$15,000 for flu vaccine as it is expected that the state will no longer provide this for free. An estimated increase in revenue from this operation in FY13 will cover \$135,720 of the budget increase and tax support will increase \$93,690 to \$629,341.



Department Service Counter 200 Main St Hyannis

FY 2013 DEPARTMENT GOALS

Short Term

1. Continue to provide effective parking enforcement activities intended to improve traffic flow and public safety. (Strategic Plan Priority: Public Health and Safety)
2. Continue to provide efficient and effective consumer protection services that support an economic development strategy which provides for employment growth, business retention and business expansion. (Strategic Plan Priority: Economic Development)
3. Provide timely distribution of vaccines for Town residents. Schedule vaccination clinics for residents as early as possible after the vaccines are made available. (Strategic Plan Priority: Public Health and Safety)
4. Continue to pursue efforts to protect our natural resources and continue restoration efforts such as the Stuarts Creek Project, Wequaquet Lake and Long Pond invasive species removal projects and the Hamblin Pond water quality project. (Strategic Plan Priority: Environment and Natural Resources)
5. Continue to partner with the County Health office to provide for weekly testing of water quality at Town beaches. (Strategic Plan Priority: Quality of Life)
6. Continue efforts to expand the Department web-page to provide better service to residents and business entities. Provide increased access to Department records, forms, and applications through the internet. (Strategic Plan Priority: Regulatory Access and Accountability)

Long Term

1. Continue to improve Town permitting functions to provide increased assistance to applicants during the permitting process to sustain and enhance business in activity centers. (Strategic Plan Priority: Economic Development)
2. Continue to provide professional support services to the Conservation Commission, the Board of Health, the Licensing Authority, the Town Council and the Town Manager, while experiencing lessening resources. (Strategic Plan Priority: Public Health and Safety – Natural Resources)
3. Continue the land management initiative, promoting the wide use of conservation lands through publications, Town web page, and free maps and trail guides. (Strategic Plan Priority: Quality of Life)
4. Pursue the development and implementation of a lake and pond monitoring program that would accurately guide the Town in efforts to remediate endangered water bodies. (Strategic Plan Priority: Natural Resources)
5. Continue to improve the quality and effectiveness of the services provided by the department to residents and businesses of Barnstable. (Strategic Plan Priority: Economic Development)
6. Continue to provide educational opportunities to citizens and businesses to foster voluntary compliance with laws and regulations by regular participation in public events, such as local

environmental fairs, by sponsoring seminars and classes including the semi-annual Citizens Academy and by participation in village and trade activities. (Strategic Plan Priority: Regulatory Access and Accountability)

DESCRIPTION OF SERVICE PRIORITY PACKAGES

1. Part-Time Hazardous Material Specialist

\$21,736 Requested

\$21,736 Recommended

This position is currently grant funded; however the funding will end at the conclusion of this fiscal year. This request is to fund the Part-time Hazardous Material Specialist position from Town funds. The position is classified as grade 8 and is funded at 19 hours/week. Protection of our groundwater from contamination is our number one priority. The groundwater is our only source for providing our drinking water, through private and public water supply wells. Documented cases of groundwater contamination from improper handling of toxic and hazardous materials and from leaking underground fuel storage tanks has resulted in groundwater contamination, closure of wells, and many thousands of dollars expended in clean-up and treatment costs. The loss of a full-time Health Inspector position five years ago has resulted in the elimination of several functions. Of most concern, it has resulted in the difficult choice to eliminate unannounced hazardous material site inspections at businesses which store and utilize toxic and hazardous substances. The Hazardous Material Specialist will serve many important functions: 1) Perform unannounced site inspections at businesses which use toxic and hazardous materials for conformance to regulations; 2) conduct inventories regarding types and quantities of hazardous materials at vehicle repair garages and various other work sites; 3) enforce Town Ordinance and State codes in regards to proper storage, handling and disposal of hazardous materials; 4) educate workers and business owners regarding proper methods for storing and handling hazardous materials; 5) enforce underground fuel tank regulations in regards to testing and removal/replacement of tanks; and 6) investigate alleged nuisances and initiates corrective measures to eliminate hazardous conditions relative to improper use, storage, and/or disposal of hazardous materials, and 7) respond to oil and hazardous waste spills on an on-call basis, 24 hours per day.

2. Lovell's Pond

\$5,000 Requested

\$5,000 Recommended

This request is the cost of start-up costs of the aeration system which is operated May thru Oct annually to improve water quality of the nutrient-rich pond. The system's is needed to prevent severe algae blooms, fish kills and closure of the Town beach.

3. New Data Processing Parking Program

\$26,000 Requested

\$19,400 Recommended

Funding is requested to pay monthly fee to new company processing parking payments. This will become an annual cost. The previous company automatically deducted their fee from revenue of tickets. We expect to process approximately 7,000 tickets annually at average revenue of \$32 - \$35 each and collect potentially \$200K. This will provide better accounting of fees paid to the company monthly; better control, quicker collections and raise annual revenue. It also adds new technology, improved appeal process, and pictures of violations.

4. Flu Vaccine – Health Division

\$15,000 Requested

\$15,000 Recommended

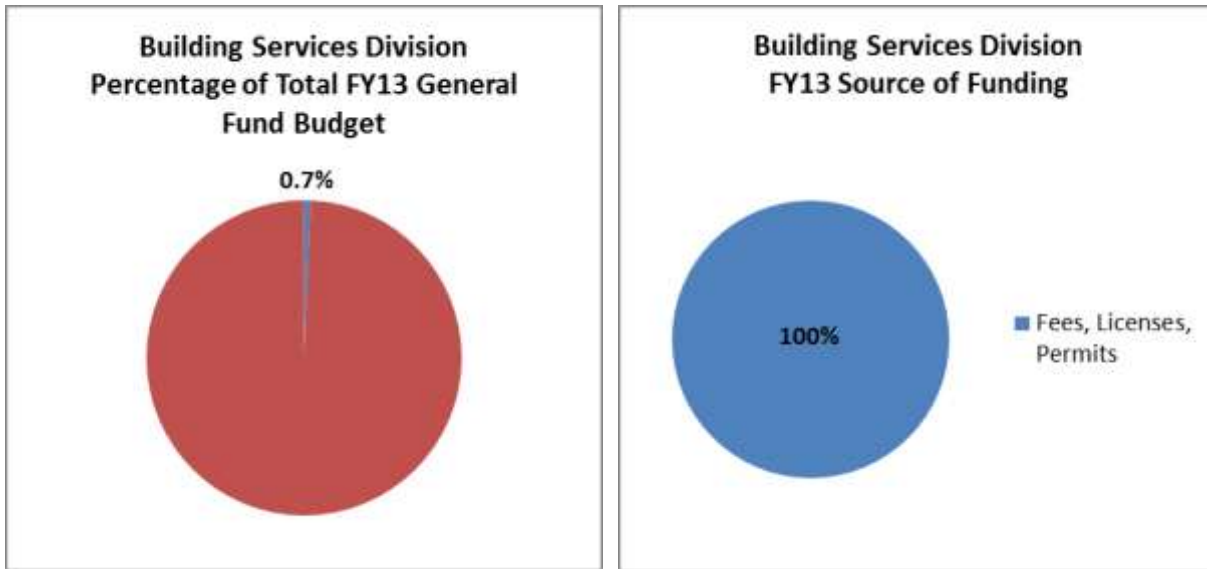
The Massachusetts Department of Public Health has been providing flu vaccine to Barnstable for many years. This year, the department announced they would only be able to supply 50% of our need. The cost for the remaining 50 % of vaccine from a private provider is \$15,000.

BUILDING-ZONING DIVISION

MISSION STATEMENT

The mission of the Building-Zoning Division is to fairly and consistently provide inspectional services throughout the Town of Barnstable, including expert plan review for proposed projects encompassing both residential and commercial properties and zoning and code enforcement, while maintaining and respecting the rights of the individual citizens, visitors and business operators.

FY 2013 DIVISION FINANCIAL DATA



The Building Services Division represents 0.7% of the total general fund budget. 100% of the operating costs are covered by the fees.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING RESOURCES BUILDING DIVISION

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 607,374	\$ 659,796	\$ 752,341	\$ 735,000	\$ 801,412	\$ 49,071	6.52%
Operating Expenses	65,145	61,329	55,183	53,700	50,183	(5,000)	-9.06%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 672,519	\$ 721,125	\$ 807,524	\$ 788,700	\$ 851,595	\$ 44,071	5.46%
Permanent full-time equivalent employees	11.50	12.15	12.50		12.50	-	
Sources of Funds							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees, Licenses, Permits	843,687	920,654	808,600	908,000	854,600	46,000	5.69%
Charges for Services	603	821	-	1,000	-	-	0.00%
Total Sources	\$ 844,290	\$ 921,475	\$ 808,600	\$ 909,000	\$ 854,600	\$ 46,000	5.69%



The inspections program makes up 75% of this division's expenditures. Expenditures have increased from \$672,519 in FY10 to \$851,595 in FY13 or 26%.

SUMMARY OF SIGNIFICANT CHANGES FOR THE DIVISION

The budget for this operation is increasing \$44,071. There are no changes to the staffing levels. The costs increase reflects all contractual obligations for personnel.

FY 2013 DIVISION GOALS

Short Term

1. To ensure consistent and fair inspection of construction projects. (Strategic Plan Priority: Regulatory Access and Accountability)
2. Implement Citizen's Response Line to be able to respond to the Voices of the Village meetings.
3. Track permitting time frame to ensure fair and consistent treatment of permit applicants.

Long Term

1. Continue to investigate quality of life issues in the Town's neighborhoods.
2. Ensure safe, permitted dwelling units for citizens of the Town.

PROGRAMS

Although the Building Division officially has two distinct programs, there are three distinct sections within the Division; Technical, Administrative, and Special Projects. Each is defined by general discipline but there is obviously an overlap and integration of services within all sections. The Administration staff is responsible for communicating, coordinating and supporting the inspectors.

INSPECTION-PERMITTING PROGRAM

Program Description. Under mandate by Massachusetts General Laws, the Building-Zoning Division administers and enforces the Massachusetts State Building Code, Plumbing/Gas Codes, Zoning Ordinance and the Architectural Access Code. Related life safety and construction codes such as the FEMA, Coastal Construction and insurance guidelines are also enforced by the Building Division. These codes regulate all new residential and commercial construction as well as all additions, alterations,

renovations and accessory buildings and structures. The performance of these mandates necessitates the processing of all applications for permits, review of construction plans and specifications, the issuance of all related construction codes, local zoning ordinances and all other local regulations. Once permits have been issued, the inspectors monitor code and safety compliance of all permits issued with regular inspections of both residential and commercial projects. This process can be achieved with as little as one inspection for the simplest project to as many as fifty inspections for the larger, more complex projects, such as the Youth Center or the Cape Cod Hospital.

The Massachusetts State Building Code also mandates periodic inspections of certain public buildings such as hotels, motels, restaurants, churches, day-care centers and schools, among others. The frequency ranges from twice a year to every five years with most inspections being called for yearly. A separate database is maintained to track all the buildings and inspections. Often the inspectors may have to alert other disciplines, divisions and departments of potential hazards, violations or liabilities to the public. This division will also assist during disaster occurrences, such as hurricanes and other types of disasters.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING RESOURCES INSPECTION AND PERMITTING PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 472,690	\$ 489,201	\$ 555,306	\$ 540,000	\$ 592,737	\$ 37,431	6.74%
Operating Expenses	50,145	46,329	53,471	52,000	48,471	(5,000)	-9.35%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 522,835	\$ 535,530	\$ 608,777	\$ 592,000	\$ 641,208	\$ 32,431	5.33%
Permanent full-time equivalent employees	9.20	9.20	9.20		9.20	-	
Sources of Funds							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees, Licenses, Permits	836,687	914,604	803,600	900,000	849,600	46,000	5.72%
Charges for Services	603	821	-	1,000	-	-	0.00%
Total Sources	\$ 837,290	\$ 915,425	\$ 803,600	\$ 901,000	\$ 849,600	\$ 46,000	5.72%

ZONING ENFORCEMENT PROGRAM

Program Description. This program has the responsibility for zoning enforcement as mandated by the Commonwealth of Massachusetts and the Town of Barnstable. Local zoning builds on the basic provisions of the State/Zoning Enabling Act and culminates in the Barnstable Zoning Ordinance that shapes the nature and character of the built environment. The administration and enforcement of the zoning ordinances is time-intensive and must be interpreted and enforced in a uniform and consistent manner. The process often involves intensive, extensive, and repeated fieldwork, issuing citations, occasional legal hearings and court appearances. This section of the program, within the Building-Zoning division, regularly interacts with Conservation, Planning, Legal, Health, Licensing, the Regulatory Coordinator/Hearing Officer, and others in an almost daily part of the routine. Additionally, the zoning aspect of the program enforces ordinances and decisions of the Old Kings Highway Historic District Commission, the Hyannis Main Street Waterfront Historic District Commission, Zoning Board of Appeals decisions and also Cape Cod Commission regulations and decisions.

Examples of initiatives under zoning include overseeing and registration of Town approved family apartments, home occupations, lodging houses, and boarding houses. Signs, investigations, water protection overlay districts, illegal uses of all properties, and uses within all zoning districts are monitored and enforced by this section of the program within the division.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING RESOURCES
ZONING ENFORCEMENT PROGRAM**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 134,684	\$ 170,595	\$ 197,035	\$ 195,000	\$ 208,675	\$ 11,640	5.91%
Operating Expenses	15,000	15,000	1,712	1,700	1,712	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 149,684	\$ 185,595	\$ 198,747	\$ 196,700	\$ 210,387	\$ 11,640	5.86%
Permanent full-time equivalent employees	2.30	2.95	3.30		3.30	-	
Sources of Funds							
Taxes	\$ 142,684	\$ 179,545	\$ 193,747	\$ 188,700	\$ 205,387	\$ 11,640	6.01%
Fees, Licenses, Permits	7,000	6,050	5,000	8,000	5,000	-	0.00%
Total Sources	\$ 149,684	\$ 185,595	\$ 198,747	\$ 196,700	\$ 210,387	\$ 11,640	5.86%

FY 2011- 2012 MAJOR ACCOMPLISHMENTS

1. Inspection of Airport Tower and Terminal.
2. Inspection and opening of the Victory Chapel.
3. Inspection and opening of the Sports Authority.
4. Conducted over 70 team inspections to address quality of life concerns.
5. The Building-Zoning Division issued 2,324 residential permits, 330 commercial permits, 206 occupancy permits, 320 certificates of inspection, 3,362 plumbing and gas permits, 1,895 electrical permits and 139 sign permits.

WORKLOAD INDICATORS

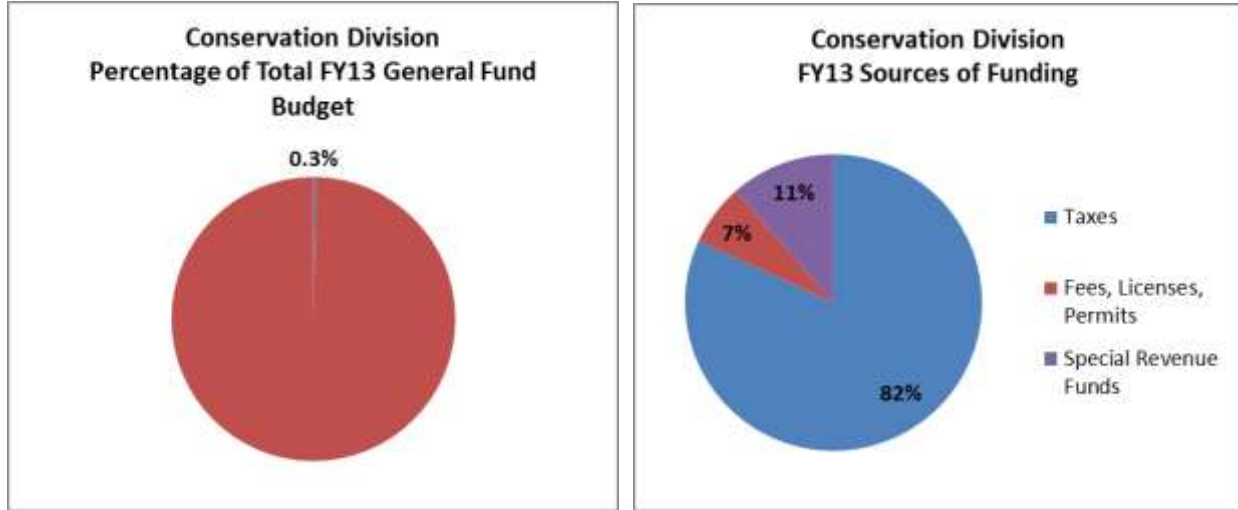
Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Number of Permits	8,576	8,400	8,400
Number of Inspections	32,526	22,000	22,000
Zoning Complaints Investigated	600	700	700
Site Plan Reviews Conducted	44	115	115
Front Counter Inquiries	7,600	14,000	14,000
Telephone Inquiries	7,400	7,500	7,500

CONSERVATION DIVISION

MISSION STATEMENT

The mission of the Conservation Division is to provide professional services to the Town of Barnstable and the Conservation Commission in order that wetland resources may be protected and conservation lands managed.

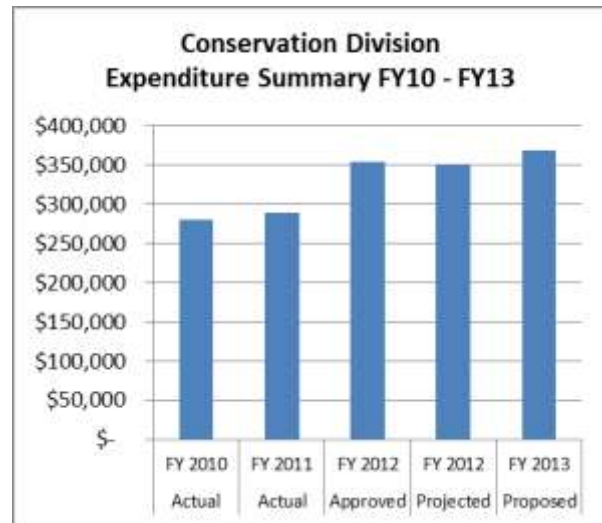
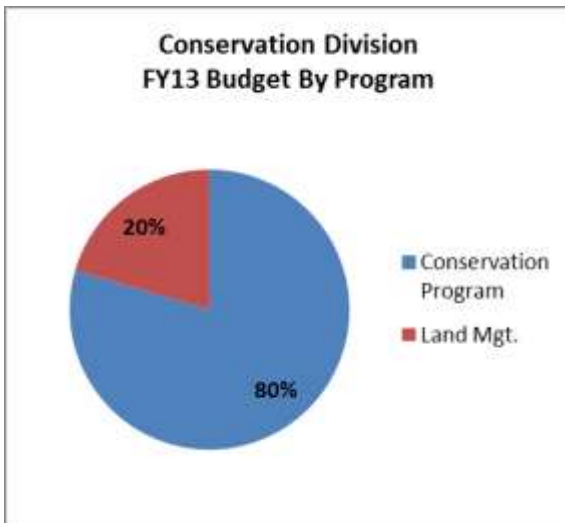
FY 2013 DIVISION FINANCIAL DATA



The Conservation Division represents 0.3% of the overall general fund budget. Taxes fund 82% of this operation and 7% is funded from fees. The funding received from the special revenue funds comes from the Wetlands Protection Act special revenue fund.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES CONSERVATION DIVISION

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 237,104	\$ 246,609	\$ 270,500	\$ 268,000	\$ 295,175	\$ 24,675	9.12%
Operating Expenses	43,422	42,259	83,961	83,000	73,161	(10,800)	-12.86%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 280,526	\$ 288,868	\$ 354,461	\$ 351,000	\$ 368,336	\$ 13,875	3.91%
Permanent full-time equivalent employees	4.00	4.00	4.00		4.00	-	
Sources of Funds							
Taxes	\$ 215,837	\$ 220,730	\$ 298,461	\$ 294,400	\$ 301,336	\$ 2,875	0.96%
Fees, Licenses, Permits	28,645	27,353	15,000	15,000	25,000	10,000	66.67%
Charges for Services	1,044	785	-	600	-	-	0.00%
Special Revenue Funds	35,000	40,000	41,000	41,000	42,000	1,000	2.44%
Total Sources	\$ 280,526	\$ 288,868	\$ 354,461	\$ 351,000	\$ 368,336	\$ 13,875	3.91%



The Conservation Administration Program comprises 80% of this Division's operations. Total expenditures have increased from \$280,526 in FY10 to \$368,336 in FY13 or 31%. Much of the increase is attributable to an additional funding amount of \$50,000 for land management added to the base budget in FY12 and continued in FY13.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

The Conservation Division budget is increasing \$13,875 in FY13. The increase covers all contractual pay increases for staff as well as an additional \$5,000 in operating expenses for the start-up and shutdown costs associated with the Lovell's Pond aeration system. In addition, a total of \$15,800 is transferred out of operating expenses into the personnel cost category to cover overtime expenses associated with the land management program. It is more cost effective for Conservation to pay overtime to Public Works employees than hiring outside contractors to perform the services.

FY 2013 GOALS

Short Term

1. Continue to evaluate and implement strategies for streamlining the regulatory process. (Strategic Plan: Regulatory Access and Accountability)
2. Continue to seek grant funding from a variety of sources for implementing key wetland restoration and land management projects. (Strategic Plan: Environment and Natural Resources)

Long Term

1. Continue to provide core support to Conservation Commission. (Strategic Plan: Environment and Natural Resources)
2. Continue to provide expert parcel-based information to the public. (Strategic Plan: Environment and Natural Resources)
3. Continue the land management initiative, promoting use of conservation lands. (Strategic Plan: Environment and Natural Resources)

PROGRAMS

CONSERVATION PROGRAM

Program Description. The Conservation Division is responsible for providing technical, administrative and clerical assistance to the Conservation Commission in carrying out its responsibilities under M.G.L. Ch. 131, Sec. 40 and Chapter 237 of the Town Code (Wetlands Protection). The Division provides services in the areas of project review, permit issuance and compliance, enforcement, building permit application review, aquatic restoration and public education. The program thus serves to protect, promote and enhance the quality of wetland resources within the Town. These resources range from coastal beaches, banks, marshes and dunes to streams, rivers, ponds and their adjacent wetlands. The public benefits derived from the program include protection of surface and ground water quality, protection from flooding and storm damage, protection of shellfish beds and fisheries, enhanced recreation, and protection of wildlife habitat.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES CONSERVATION PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 235,138	\$ 246,609	\$ 255,250	\$ 253,000	\$ 267,069	\$ 11,819	4.63%
Operating Expenses	18,082	13,817	21,255	21,000	25,811	4,556	21.43%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 253,220	\$ 260,426	\$ 276,505	\$ 274,000	\$ 292,880	\$ 16,375	5.92%
Permanent full-time equivalent employees	4.00	4.00	4.00		4.00	-	
Sources of Funds							
Taxes	\$ 188,531	\$ 192,288	\$ 220,505	\$ 217,400	\$ 225,880	\$ 5,375	2.44%
Fees, Licenses, Permits	28,645	27,353	15,000	15,000	25,000	10,000	66.67%
Charges for Services	1,044	785	-	600	-	-	0.00%
Special Revenue Funds	35,000	40,000	41,000	41,000	42,000	1,000	2.44%
Total Sources	\$ 253,220	\$ 260,426	\$ 276,505	\$ 274,000	\$ 292,880	\$ 16,375	5.92%

LAND MANAGEMENT PROGRAM

Program Description. The Conservation Division prepares management plans for conservation areas and budgets, coordinates and supervises the maintenance work performed thereon. The major focus of the land management program is on large conservation tracts enjoyed by hikers, mountain bikers, hunters, etc. Through the Land Management Program grant funding is sought. Trails, signs, kiosks, parking areas and fences are placed and maintained; fields are mowed, community gardens plowed, litter removed, public shooting range kept up and fire management measures are implemented.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES LAND MANAGEMENT PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,966	\$ -	\$ 15,250	\$ 15,000	\$ 28,106	\$ 12,856	84.30%
Operating Expenses	25,340	28,442	62,706	62,000	47,350	(15,356)	-24.49%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 27,306	\$ 28,442	\$ 77,956	\$ 77,000	\$ 75,456	\$ (2,500)	-3.21%
Sources of Funds							
Taxes	\$ 27,306	\$ 28,442	\$ 77,956	\$ 77,000	\$ 75,456	\$ (2,500)	-3.21%
Total Sources	\$ 27,306	\$ 28,442	\$ 77,956	\$ 77,000	\$ 75,456	\$ (2,500)	-3.21%

FY 2011-2012 MAJOR ACCOMPLISHMENTS

1. Performed over 800 site inspections for the Conservation Commission.
2. Provided expedited wetlands review of over 775 building permit applications; quick sign-offs for 95%.
3. Completed alum treatment of Mystic Lake and hydro-raking of Red Lily Pond & Lake Elizabeth.

WORKLOAD INDICATORS

Program - Conservation	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Total Site Inspections	880	815	815
Number of Certificates of Compliance Issued	142	105	115

Program – Land Management	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Acres of conservation land maintained	2,025	2,025	2,027
Number of land management complaints from Citizens	NA	15	15
Percent resolved within 10 business days	NA	80	80
Number of land management complaints from Town Employees	NA	30	30
Percent resolved within 10 business days	NA	92	80

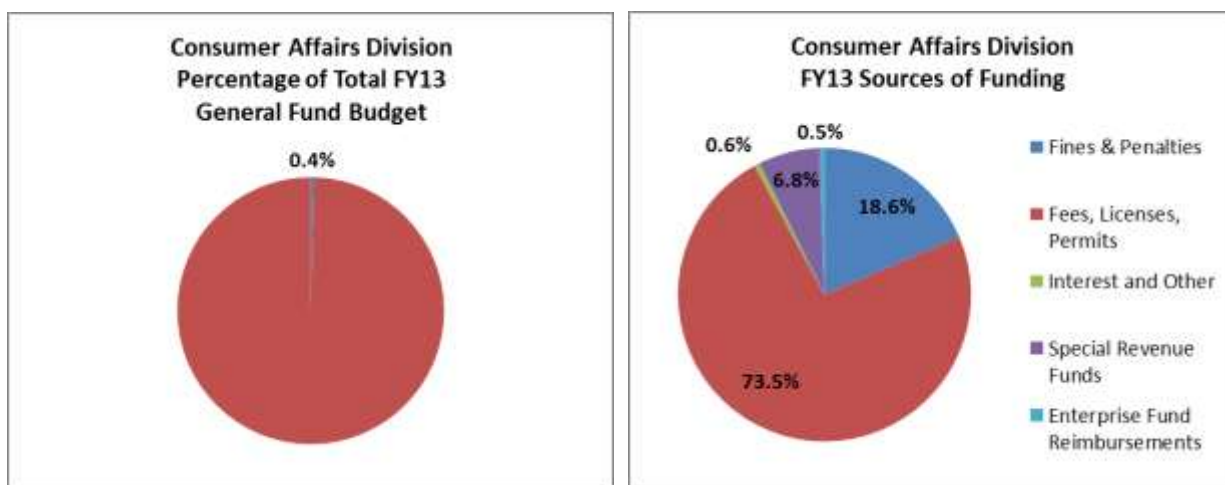


CONSUMER AFFAIRS DIVISION

MISSION STATEMENT

The mission of the Consumer Affairs Division is to provide quality Parking Regulation Services, efficient and effective Licensing and Weights & Measures permitting services and beneficial consumer protection services for residents, visitors, and merchants, in order to enhance public safety and ensure our community standards are upheld.

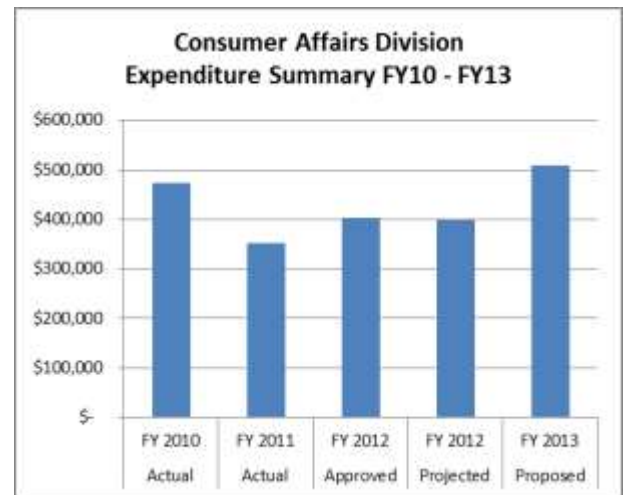
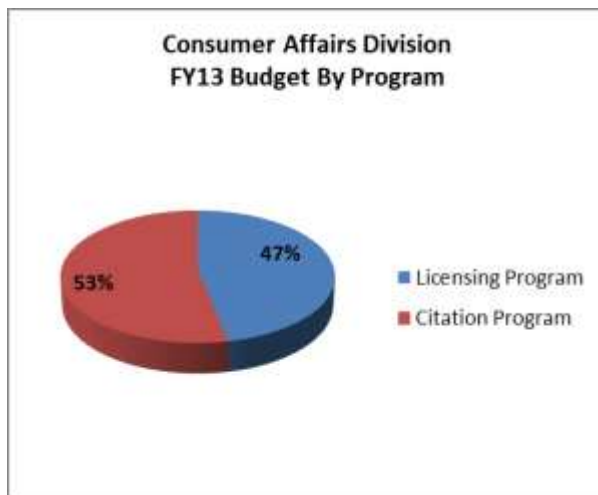
FY 2013 DIVISION FINANCIAL DATA



The Consumer Affairs division represents 0.4% of the total general fund budget. 73% of the operation's costs are covered by fees and 19% comes from fines and penalties. 7% is funded from the Bismore Park parking receipts special revenue fund.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING RESOURCES CONSUMER AFFAIRS DIVISION

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 399,354	\$ 295,954	\$ 339,349	\$ 335,000	\$ 415,217	\$ 75,868	22.36%
Operating Expenses	73,912	56,884	63,278	62,800	92,678	29,400	46.46%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 473,266	\$ 352,838	\$ 402,627	\$ 397,800	\$ 507,895	\$105,268	26.15%
Permanent full-time equivalent employees	6.50	3.95	4.50		5.20	0.70	
Sources of Funds							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fines & Penalties	100,919	111,401	80,000	120,000	120,000	40,000	50.00%
Fees, Licenses, Permits	528,067	494,025	457,000	460,000	475,000	18,000	3.94%
Interest and Other	2,100	4,135	4,000	2,500	4,000	-	0.00%
Special Revenue Funds	25,000	37,806	43,086	43,806	43,806	720	1.67%
Enterprise Fund Reimbursements	3,500	3,500	3,500	3,500	3,500	-	0.00%
Total Sources	\$ 659,586	\$ 650,867	\$ 587,586	\$ 629,806	\$ 646,306	\$ 58,720	9.99%



SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

The FY13 budget is increasing \$105,268 or 26%. Some of the increase is a result of 0.7 FTE's added to the general fund operation. This represents a portion of the Consumer Affairs Division Supervisor's salary that was funded from the Weights & Measures revolving fund in FY12. It is shifted to the general fund for FY13 as this is where a majority of the Supervisor's attention will be focused in the ensuing year. Also contributing to the increase is additional funding for paying a new parking ticket processing contract. The previous contractor netted their fee against the revenue paid over to the town from ticket collections. The new contractor will submit the gross amount of parking citations collected and bill the town for their services.

FY 2013 GOALS

Short Term

1. Continue to provide parking enforcement activities intended to improve our traffic flow and enhance public safety. (Strategic Plan Priority: Public Health and Public Safety)
2. Continue to provide efficient and effective consumer protection services through Licensing and Weights & Measures permitting that support an economic development strategy which provides for employment, growth, business retention and business expansion. (Strategic Plan Priority: Economic Development)
3. Continue efforts to reduce marketplace error and overcharges through our Weights & Measures program of education, warnings and appropriate enforcement action, in order to protect consumers and ensure small business retention and success. (Strategic Plan Priority: Economic Development)

Long Term

1. Continue to pursue and implement parking program changes that improve efficiencies, reduce costs and enhance revenues. (Strategic plan Priority: Finance).
2. Continue to improve Licensing functions to provide increased assistance and streamlined procedures and fees to applicants during the permitting process to sustain and enhance business in activity centers. (Strategic Plan Priority: Economic Development)
3. Continue to pursue the development and enhancement of more on-line information and web based forms to assist the Town and the applicant in reaching their goals in the shortest possible time. (Strategic Plan Priority: Economic Development)

PROGRAMS

LICENSING/WEIGHTS AND MEASURES PROGRAM

Program Description. The Program consists of two activities: Licensing and Weights and Measures (a revolving fund activity). The Licensing activity provides support to both the Licensing Authority and the Town Manager. Staff processes approximately 2,200 licenses, new and renewal applications per year in the areas of alcohol and non-alcohol restaurants, package stores, inns, parking lots, entertainment and Auto Dealers and maintains records of approximately 140 licensing applications and show cause hearings held annually. Field staff provides inspection and enforcement activities in licensed establishments throughout the Town as well as education efforts to licensees. Staff provides assistance to applicants seeking to obtain a license and in understanding their obligations under Massachusetts General Laws with respect to license terms and conditions. (Massachusetts General Laws Chapter 138 & 140.) The Weights and Measures activity is a service of government to protect the interests of both buyer and seller of commodities. This service provides third-party verification of the accuracy of representations and measurements in the retail marketplace; manufacturing plants, and distribution centers. Retail sales of commodities sold annually in Barnstable exceeds \$400,000,000. Inspectors test devices used to determine accuracy such as scales, gasoline dispensers, home heating oil delivery vehicles, taxi meters, pharmacy balances and others. Packaged products are inspected in retail stores to determine accurate measurement and compliance with labeling and advertising regulations. The staff annually inspects approximately 4,000 devices and 3,500 prepackaged commodities in Barnstable. (Massachusetts General Laws Chapter 94-98,101.). The Weights & Measures activity is operated as a revolving fund and is not included in the general fund budget.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES LICENSING PROGRAM

Expenditure Category	Actual	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY12 - 13	Change
Personnel	\$ 254,629	\$ 164,428	\$ 183,248	\$ 180,000	\$ 224,181	\$ 40,933	22.34%
Operating Expenses	34,725	6,322	8,830	8,800	13,216	4,386	49.67%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 289,354	\$ 170,750	\$ 192,078	\$ 188,800	\$ 237,397	\$ 45,319	23.59%
Permanent full-time equivalent employees	4.60	2.20	2.55		2.90	0.35	
Sources of Funds							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fees, Licenses, Permits	464,448	466,972	432,000	430,000	450,000	18,000	4.17%
Interest and Other	1,580	4,117	4,000	2,500	4,000	-	0.00%
Total Sources	\$ 466,028	\$ 471,089	\$ 436,000	\$ 432,500	\$ 454,000	\$ 18,000	4.13%

PARKING CITATION PROCESSING PROGRAM (Non-Criminal)

Program Description. The Parking Citation Processing program involves keeping records for more than 1,400 civil citations annually issued by various enforcement agencies of the Town. Staff receives all citations written and creates a docket for each. Records are maintained for each step in the process and for payments received. We provide a hearing process for disputed citations and coordinate activities to allow for third-party hearings at the District Court. Non-criminal citations offer an alternative to the traditional criminal prosecution process. Considerable time and money is saved by both the Town and the defendant by utilizing this option. The average cost of a criminal prosecution for violations of this type is \$500 - \$1,500. The average cost of a non-criminal citation is \$25.

The Division provides 2.3 FTEs for the parking function for enforcement activities and clerical staff for the administrative, financial and hearing process. The office processes approximately 4,500 parking citations

per year, conducts approximately 1,100 hearings on appeals per year, and provides maintenance and collection services for parking kiosks.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES CITATION PROCESSING PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 144,725	\$ 131,526	\$ 156,101	\$ 155,000	\$ 191,036	\$ 34,935	22.38%
Operating Expenses	39,187	50,562	54,448	54,000	79,462	25,014	45.94%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 183,912	\$ 182,088	\$ 210,549	\$ 209,000	\$ 270,498	\$ 59,949	28.47%
Permanent full-time equivalent employees	1.90	1.75	1.95		2.30	0.35	
Sources of Funds							
Taxes	\$ -	\$ 2,310	\$ 58,963	\$ 11,694	\$ 78,192	\$ 19,229	32.61%
Fines & Penalties	100,919	111,401	80,000	120,000	120,000	40,000	50.00%
Fees, Licenses, Permits	63,619	27,053	25,000	30,000	25,000	-	0.00%
Interest and Other	520	18	-	-	-	-	0.00%
Special Revenue Funds	25,000	37,806	43,086	43,806	43,806	720	1.67%
Enterprise Fund Reimbursements	3,500	3,500	3,500	3,500	3,500	-	0.00%
Total Sources	\$ 193,558	\$ 182,088	\$ 210,549	\$ 209,000	\$ 270,498	\$ 59,949	28.47%

FY 2011-2012 MAJOR ACCOMPLISHMENTS

1. Completed the process of change over from handwritten tickets and basic computer processing to state-of-the-art hand-held parking devices and up-dated data processing system allowing for more efficient and timely processing of calculation of fines and public safety enforcement.
2. We continue to expand our weights and measures program in other Cape and Island towns to improve efficiencies and reduce Barnstable's costs. We have increased revenues to a level where more than 100% of our funding is derived from non-tax revenues.
3. Continued efforts to provide consumer and merchant education opportunities by streamlining procedures and amending fees to maintain better business retention.
4. Expanded the information available on our website to enhance the benefits to consumers and business operators.

PERFORMANCE MEASURES

Program: Consumer Services (Weight & Measures). Barnstable Weights & Measures is responsible for the compliance of over 4,000 devices in 12 towns on Cape Cod. Barnstable Weights & Measures is responsible for the inspection of devices within the town as well as nine contract towns. In addition to this the department handles the sealing duties of vehicle tank meters for two additional towns. The figure for inspected devices may fluctuate year to year, but typically, it is approximately 4,000 devices. The Weights & Measures Department conducts annual inspections on gasoline dispensers and vehicle tank meters, or oil trucks. The same can be said of scale inspections of varying sizes which can relate to net weight inspections conducted during the year. The department conducts Item Price inspections at food stores and stores with food departments. The goal is to have the store meet compliance requirements for ticketing and pricing. Through the Citizen's Academy, 60 residents are educated about the Weights & Measures Program and the responsibilities of the department. Each month, the Weights & Measures Department informs thousands of town residents on ways to being a better consumer in the marketplace. The topics range from the purchase of gasoline, to which types of devices are inspected, to many other helpful tips.

	FY11 Actual		FY12 Estimated		FY13 Projected	
	Number	\$ Savings to Consumer	Number	\$ Savings to Consumer	Number	\$ Savings to Consumer
ANNUAL DEVICE INSPECTIONS						
Retail Scales – Small Medium & Large Capacity	1,373	\$74,365	1,350	\$72,900	1,360	\$75,276
Weights	451	\$2,722	425	\$2,550	400	\$2,460
RMFD/Retail Motor Fuel Dispensers	1,525	\$69,590				
VTM	131	\$13,050	125	\$12,500	125	\$12,812
Taxi Meters	90	\$4,500	85	\$4,250	85	\$4,356
Reverse Vending	152	\$2,655	150	\$2,250	150	\$2,306
Bulk Storage Meters	7	\$1,125	7	\$1,125	7	\$1,153
Linear/Cordage Device	38	\$1,035.00	35	\$945	35	\$968
Vehicle Safety Inspections	85	\$4,250	85	\$4,250	85	\$4,356
Price Verification Scanner Inspections	782	\$23,235	575	\$17,250	775	\$23,575
Price Verification Fines	103	\$10,300	85	\$8,500	100	\$10,250
IP Inspection/Items Checked (Non-fee Based)	38,512	\$0	39,000	\$0	39,500	\$0
IP Inspection Violations	2,287	\$74,350	2,300	\$71,500	2,325	\$74,313
Device Fines	21	\$5,225	15	\$3,750	15	\$3,844
Totals	45,557	\$286,402	44,237	\$268,145	44,962	\$287,164

NUMBER OF VIOLATIONS BY BUSINESS						
Supermarkets	236	\$18,275	230	\$17,250	235	\$35,250
Convenience/Gas Stations	185	\$18,500	180	\$18,000	185	\$18,500
Pharmacy	394	\$39,400	300	\$30,000	275	\$27,500
Totals	815	\$76,175	710	\$62,520	695	\$81,250
ECONOMIC IMPACT						
Savings to Consumer Re: IP Inspections		\$533,455		\$550,000		\$565,000
Savings to Consumer Re: PV Inspections		\$290,639		\$285,000		\$290,000
Totals		\$824,093		\$835,000		\$855,000

WORKLOAD INDICATORS

Consumer Affairs – Licensing. The chart below shows complaints to date during 2012 for which show cause hearings have been held or scheduled for licensees including restaurants, package stores, club junk dealers, auto dealers, etc. The Licensing Authority has the power to cancel, suspend, revoke or further condition licensees for many causes in an effort to preserve public good and protect consumers from an illegal action.

Type of License	Complaint/Show Cause	# Days	Sanction/Business Days Lost
Comm Vic All Alc	Failure to file annual fire alarm rpt	30	withdrawn - resolved
Comm Vic All Alc	Failure to respond to request of L.A.	30	withdrawn - resolved
Comm Vic All Alc	Sale to Minor	30	1 day suspension.
Comm Vic All Alcohol	Closing business without notice	30	cont'd. to 1/9/12
Common Vic All Alc	Failure to complete ABCC application.	30	Allowed withdraw application.
Pkg Store Wine/Malt	Sale to Minor (sting)	30	2 day suspension
Pkg Store Wine/Malt	Sale to Minor (sting)	30	1 day suspension
Pkg Store All Alc	Corp. on alcohol license not operating business	30	12/5 hearing TBD
Gen on Prem All Alcohol	Sale to Minor; Lack of Mgr. supervision	30	dismissed - lack of proof
Club All Alcohol	Failure to file Change of Manager application	30	cancelled; application filed
Junk Dealer	Failure to obtain acceptable ID, failure to file weekly report to BPD; failure to post notice for \$300 fine	30	1 day suspension ea count/warning 3rd count
Junk Dealer	Change of business location without notice	30	12/5 hearing TBD

Parking Program. The Parking Program is responsible for enforcement of parking regulations in all of Barnstable's villages, malls, public roads, beaches and boat ramps. The Parking Program operates year round and has one full time Parking Enforcement Inspector (PEI) and six seasonal PEI's. The majority of tickets are written in the summer months. The top ten violation locations are below.

FY 2012 (July 1, 2011 – Current)

Program: Citation Processing & Meter Program

Work Task	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Citations Processed - Outputs	4,341	7,000	7,000
Citations Receipts	\$101,790	\$125,000	\$125,000
Meter Receipts	\$174,573	\$170,000	\$170,000
Combined Receipts	\$276,363	\$295,000	\$295,000

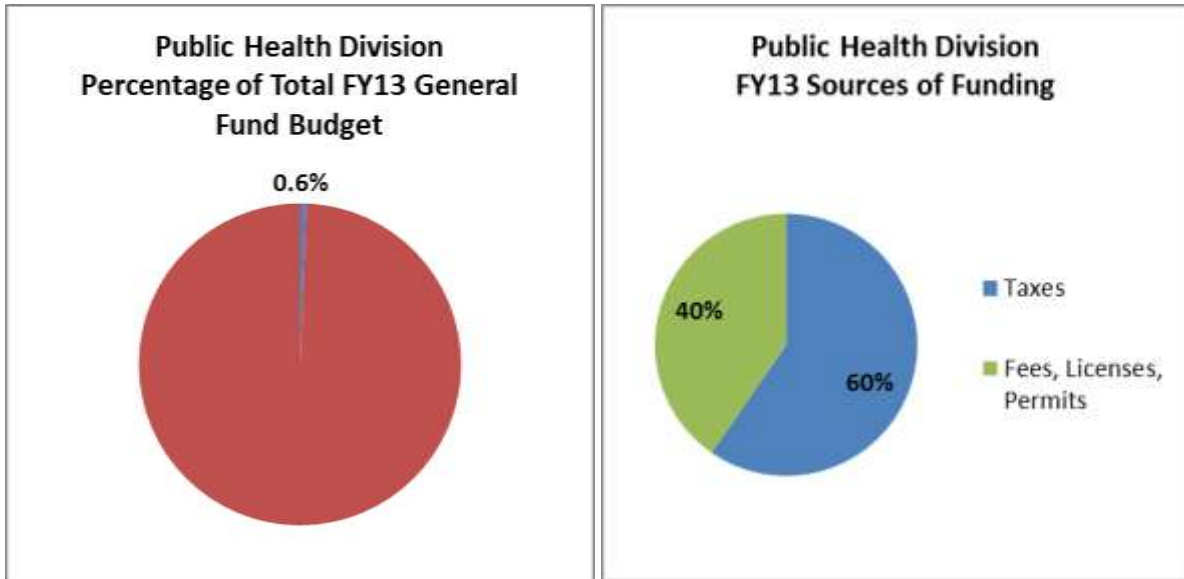
Location of Citations	Citations Written	Percentage of Total	Revenue
CC Hospital	85	2.08%	\$8,500
Old Colony	104	2.54%	\$2,600
Town Malls	152	3.72%	\$15,200
All other locations	228	5.57%	\$5,700
Commuter Lot	285	6.97%	\$7,125
Town Landings/Ramps	358	8.75%	\$8,950
Airport	368	9.00%	\$9,200
Beaches	424	10.36%	\$10,600
Main Street Hyannis	497	12.15%	\$12,425
Bismore Park	1,590	38.87%	\$39,750
Totals:	4,091	100.00%	\$120,500

PUBLIC HEALTH DIVISION

MISSION STATEMENT

The mission of the Public Health Division is to provide efficient and effective environmental and community health protection services so that public citizens and visitors may enjoy a safer and healthier environment while maintaining personal physical health.

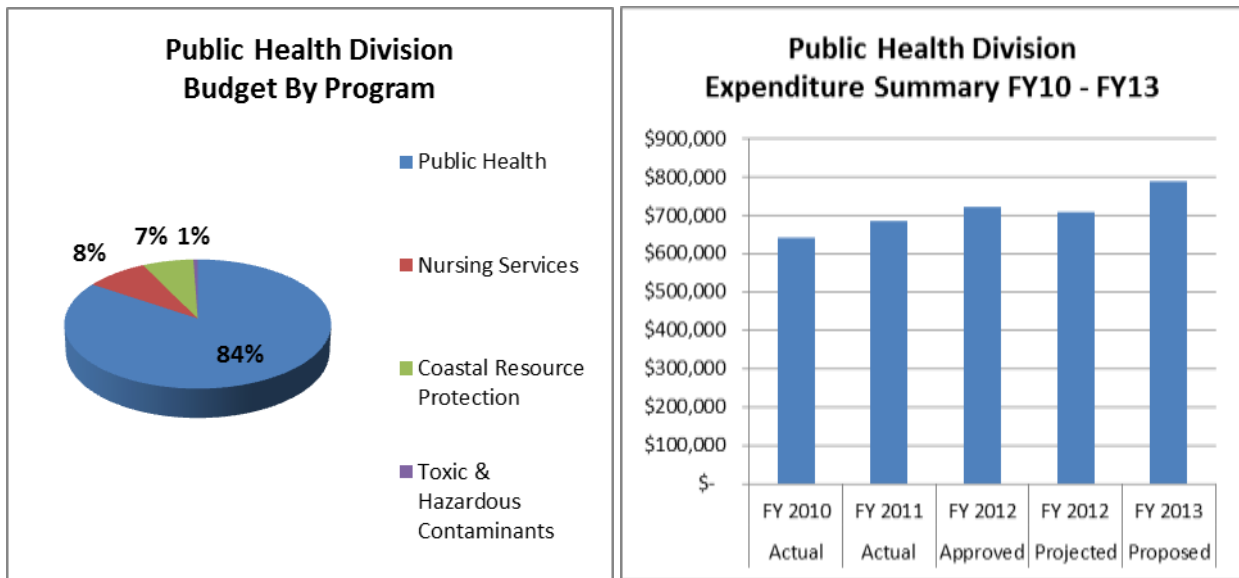
FY 2013 DIVISION FINANCIAL DATA



The Public Health division represents 0.6% of the total general fund budget. Taxes fund 60% of the operating budget and fees fund 40%.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES PUBLIC HEALTH DIVISION

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 587,798	\$ 624,508	\$ 640,827	\$ 634,000	\$ 692,473	\$ 51,646	8.06%
Operating Expenses	55,529	59,625	80,398	73,500	94,948	14,550	18.10%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 643,327	\$ 684,133	\$ 721,225	\$ 707,500	\$ 787,421	\$ 66,196	9.18%
Permanent full-time equivalent employees	11.15	11.15	11.15		11.65	0.50	
Sources of Funds							
Taxes	\$ 331,435	\$ 314,464	\$ 423,225	\$ 392,500	\$ 469,421	\$ 46,196	10.92%
Fees, Licenses, Permits	311,857	369,669	298,000	315,000	318,000	20,000	6.71%
Interest and Other	35	-	-	-	-	-	0.00%
Total Sources	\$ 643,327	\$ 684,133	\$ 721,225	\$ 707,500	\$ 787,421	\$ 66,196	9.18%



The Public Health Program is the largest program area representing 84% of the division's budget. Expenditures have grown from \$643,327 in FY10 to \$787,421 in FY13 or 22.4% over the 4 year period.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The Public Health Division budget is increasing \$66,196 in FY13 or 9.2%. The increase is due to contractual pay increase for all staff, the addition of 0.5 FTE's to the operation to fund a Hazardous Material Inspector and \$15,000 for flu vaccinations.

FY 2013 GOALS

Short Term

1. Provide timely distribution of vaccines for Town residents. Schedule vaccination clinics for residents as early as possible after the vaccines are made available. (Strategic Plan Priority: Public Health and Safety)
2. Continue to partner with the County Health office to provide for weekly testing of water quality at Town beaches. (Strategic Plan Priority: Quality of Life)
3. Continue efforts to expand the Department web-page to provide better service to residents and business entities. Provide increased access to Department records, forms, and applications through the internet. (Strategic Plan Priority: Regulatory Access and Accountability)

Long Term

1. Continue to improve Town permitting functions to provide increased assistance to applicants during the permitting process to sustain and enhance business in activity centers. (Strategic Plan Priority: Economic Development)
2. Continue to provide professional support services to the Conservation Commission, the Board of Health, the Licensing Authority, the Town Council and the Town Manager, while experiencing declining resources. (Strategic Plan Priority: Public Health and Safety – Natural Resources)
3. Continue to improve the quality and effectiveness of the services provided by the department to residents and businesses of Barnstable. (Strategic Plan Priority: Economic Development)
4. Continue to provide educational opportunities to citizens and businesses to foster voluntary compliance with laws and regulations by regular participation in public events, such as local environmental fairs, by sponsoring seminars and classes including the semi-annual Citizens Academy and by participation in village and trade activities. (Strategic Plan Priority: Regulatory Access and Accountability)

PROGRAMS

The Public Health Division provides a variety of health-related services to the citizens of Barnstable. The Division provides support to the Board of Health on an on-going basis, and issues various licenses and permits. The Public Health Division is comprised of four programs: the Environmental and Public Health Services Program, Nursing Services Program, Coastal and Shellfish Resource Area Protection Program, and the Toxic and Hazardous Contaminants Management Program.

ENVIRONMENTAL AND PUBLIC HEALTH SERVICES PROGRAM

Program Description. The mission of the Environmental and Public 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 strict enforcement of Board of Health Regulations, various Town Ordinances, and many State and Federal Codes and Regulations in a variety of areas. These include swimming pool inspections (public and semi-public); food establishment inspections; groundwater protection; septic system inspections; recreational day camp inspections, tanning facility inspections, private well permitting; and other services.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES ENVIRONMENTAL AND PUBLIC HEALTH SERVICES PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 509,218	\$ 536,862	\$ 560,897	\$ 555,000	\$ 609,227	\$ 48,330	8.62%
Operating Expenses	46,339	47,679	52,738	50,000	55,288	2,550	4.84%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 555,557	\$ 584,541	\$ 613,635	\$ 605,000	\$ 664,515	\$ 50,880	8.29%
Permanent full-time equivalent employees	9.88	9.80	9.80		10.30	0.50	
Sources of Funds							
Taxes	\$ 251,382	\$ 227,126	\$ 323,635	\$ 295,000	\$ 354,515	\$ 30,880	9.54%
Fees, Licenses, Permits	304,140	357,415	290,000	310,000	310,000	20,000	6.90%
Interest and Other	35	-	-	-	-	-	0.00%
Total Sources	\$ 555,557	\$ 584,541	\$ 613,635	\$ 605,000	\$ 664,515	\$ 50,880	8.29%

COASTAL AND SHELLFISH RESOURCE AREA PROTECTION PROGRAM

Program Description. The mission of the Coastal and Shellfish Resource Area Protection Program is to protect and preserve shellfish resource areas and bathing beaches so that visitors, citizens, and shell fishermen may maximize potential of the coastal resources, and residents and visitors may enjoy a safer and healthier swimming environment. This primary focus of this program is to identify pollution sources detrimental to these shellfish resource areas and to the surface waters and groundwater resources which contribute to these areas. Staff conducts surveys, sampling, and conducts testing of all the samples within the certified laboratory located at the Town's Wastewater Treatment Facility. The part-time Coastal Health Resource Coordinator is the sole employee in this program who works closely with Conservation Division staff, Environmental Police Officers, Massachusetts Shellfish Officers, Engineering Division employees, and other agencies to maintain and improve existing conditions with the goal of keeping shellfish areas open and to re-open certain shellfish resource areas which are currently closed. For example, highway and road drainage systems are redesigned and reconstructed in such a way to minimize pollution to the shellfish resource areas.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
COASTAL AND SHELLFISH RESOURCE AREA PROJECTION PROGRAM**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 27,937	\$ 32,815	\$ 34,784	\$ 34,000	\$ 35,475	\$ 691	1.99%
Operating Expenses	6,503	6,553	14,705	14,000	29,705	15,000	102.01%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 34,440	\$ 39,368	\$ 49,489	\$ 48,000	\$ 65,180	\$ 15,691	31.71%
Permanent full-time equivalent employees	0.58	0.60	0.60		0.60	-	
Sources of Funds							
Taxes	\$ 26,723	\$ 34,134	\$ 41,489	\$ 43,000	\$ 57,180	\$ 15,691	37.82%
Fees, Licenses, Permits	7,717	5,234	8,000	5,000	8,000	-	0.00%
Total Sources	\$ 34,440	\$ 39,368	\$ 49,489	\$ 48,000	\$ 65,180	\$ 15,691	31.71%

NURSING SERVICES PROGRAM

Program Description. The mission of the Nursing Services Program is to provide nursing services to senior citizens and other at risk residents so that citizens may enjoy and maintain personal physical health. The part-time Public Health Nurse is the sole employee of this program who provides a variety of direct health services to individuals, including: blood pressure clinics; elderly assessments; maternity assessments; influenza and hepatitis vaccinations; and lead (blood-level) screening. In addition, staff receives reports and acts on any involving prematurely-born infants. This program also provides tuberculosis screening and investigates tuberculosis cases to control the spread of this disease, and provides various types of immunizations to pre-school aged children and other residents who request immunizations.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
NURSING SERVICES PROGRAM**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 50,643	\$ 54,831	\$ 45,146	\$ 45,000	\$ 47,771	\$ 2,625	5.81%
Operating Expenses	2,687	5,393	5,425	5,000	5,425	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 53,330	\$ 60,224	\$ 50,571	\$ 50,000	\$ 53,196	\$ 2,625	5.19%
Permanent full-time equivalent employees	0.69	0.75	0.75		0.75	-	
Sources of Funds							
Taxes	\$ 53,330	\$ 53,204	\$ 50,571	\$ 50,000	\$ 53,196	\$ 2,625	5.19%
Fees, Licenses, Permits	-	7,020	-	-	-	-	0.00%
Total Sources	\$ 53,330	\$ 60,224	\$ 50,571	\$ 50,000	\$ 53,196	\$ 2,625	5.19%

TOXIC AND HAZARDOUS CONTAMINANTS PROGRAM

Program Description. The mission of the Toxic and Hazardous Contaminants Program is to provide disposal and recycling education and enforcement so that citizens and visitors may enjoy a safer and healthier environment. This program provides immediate onsite responses to hazardous waste spills, household and small business hazardous waste disposal, clean-up of hazardous releases on town-owned properties, and education and enforcement of existing regulations relating to fuel storage tanks and hazardous materials. The part-time grant-funded field employee is the sole employee of this program who conducts routine inspections at businesses in Town which store or handle toxic and hazardous materials.

**SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES
TOXIC AND HAZARDOUS CONTAMINANTS PROGRAM**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Operating Expenses	-	-	7,530	4,500	4,530	(3,000)	-39.84%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ -	\$ -	\$ 7,530	\$ 4,500	\$ 4,530	\$ (3,000)	-39.84%
Permanent full-time equivalent employees	-	-	-		-	-	
Sources of Funds							
Taxes	\$ -	\$ -	\$ 7,530	\$ 4,500	\$ 4,530	\$ (3,000)	-39.84%
Total Sources	\$ -	\$ -	\$ 7,530	\$ 4,500	\$ 4,530	\$ (3,000)	-39.84%

FY 2011- 2012 MAJOR ACCOMPLISHMENTS

1. Conducted a total of 7,059 inspections at rental houses, restaurants, motels, public swimming pools, retail stores, septic systems, recreational camps, hazardous material sites, horse stables, and other facilities by the Public Health Division staff.
2. Conducted 1,223 high quality food establishment inspections at restaurants, retail food stores, bed and breakfast establishments, supermarkets, and mobile food units. Each food establishment inspection included the completion of a multiple-item inspection report form followed by an informal discussion with the person in charge (P.I.C.) of the food establishment to review each of the violations observed and to provide recommendations to prevent future recurrence of the violations.
3. Provided seasonal influenza vaccinations to 1,438 persons during clinics held at the St. George Greek Orthodox Church Community Center and at the Barnstable High School. Due to pre-planning and the efficiency of nurses, volunteers, and Public Health Division staff, citizens were quickly assisted at the clinics. Handicapped citizens received vaccinations at our drive-through service area at the St. George Greek Orthodox Church Community Center while remaining inside their vehicles. These vaccines provide lifesaving protection to the chronically ill and other vulnerable persons in the community.
4. Issued 4,038 permits and collected fees totaling \$370,039.
5. Reviewed and approved 1,585 building permit applications involving the construction of new homes, commercial buildings, sheds, additions, alterations, remodeling work, and demolitions.
6. Responded to 434 public health related complaints within 24 hours of receipt of each complaint, with an onsite investigation. Public Health Division staff responded to rental housing, hazardous waste, rubbish, sewage, food, and various other types of public health related complaints (most received by telephone, many anonymously).

PERFORMANCE INDICATORS

Division Name	Public Health		Goal: The goal of the health division is to provide cost-effective environmental and community health protection services to the residents and visitors of the town.	
Program Name	Environmental & Public Health Services		Goal: The goal of the environmental and public health services program is to provide education and strict enforcement of federal, state and local regulations and ordinances in order to provide a safe and healthy environment for residents and visitors to enjoy.	
Program Outcome Measure	Greater than 90% of complaint investigations are completed within standards, budget and ahead of schedule.			
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Complaint Response	\$40,986.96	434 Complaints	\$94.44/complaint	94% of complaints responded to within 12 business hours with quick appropriate action taken

Division Name	Public Health		Goal: The goal of the health division is to provide cost-effective environmental and community health protection services to the residents and visitors of the town.	
Program Name	Environmental & Public Health Services		Goal: The goal of the environmental and public health services program is to provide education and strict enforcement of federal, state and local regulations and ordinances in order to provide a safe and healthy environment for residents and visitors to enjoy.	
Program Outcome Measure	Greater than 90% of inspections are completed within standards, budget, and on schedule.			
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Food Establishment inspections	\$49,024	512 Inspections	\$95.75/Inspection	90% of food establishments were inspected on schedule at least once every six months, at the HQFSI*level

HQFSI = High Quality Food Service Inspection – Completion of a 30-Item inspection report, followed by an informal discussion with the operator of the food establishment to review each of the violations observed and to provide recommendations to prevent future recurrence of violations.

Division Name	Public Health	Goal: The goal of the health division is to provide cost-effective environmental and community health protection services to the residents and visitors of the town		
Program Name	Coastal & Shellfish Resource Area Protection	Goal: The goal of the Coastal and Shellfish Resource Area Protection Program is to preserve shellfish resource areas and bathing beaches from contamination in order to provide a safe and healthy environment for residents and visitors to enjoy.		
Program Outcome Measure	Greater than 95% of all contaminated beaches are re-sampled within standards budget and ahead of schedule (within 12 hours).			
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Beach Re-sampling	\$294.77	7 Re-samples	\$42.11/Re-sample	100% of contaminated beaches were re-sampled within two (2) hours with quick appropriate action taken

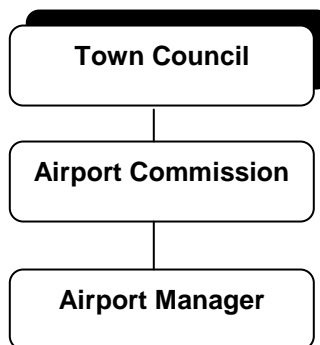
		Goal		
Division Name	Public Health	Goal: The goal of the health division is to provide cost-effective environmental and community health protection services to the residents and visitors of the town		
Program Name	Environmental and Public Health Services	Goal: The goal of the environmental and public health services program is to provide education and strict enforcement of federal, state and local regulations and ordinances in order to provide a safe and healthy environment for residents and visitors to enjoy		
Program Outcome Measure	Greater than 90% of inspections are completed within standards, budget, and on schedule.			
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Preparation /mailing of order letters to repair	\$2,328	69 Failed Reports	33.74/report	92% of failed septic order letters were prepared and mailed out within five(5) business days of notification

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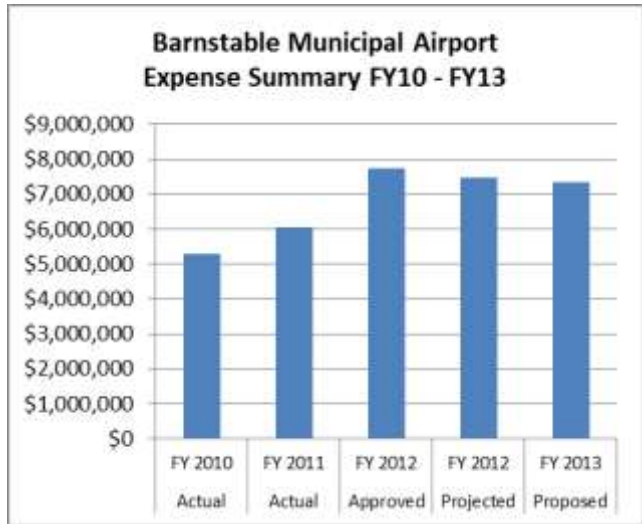
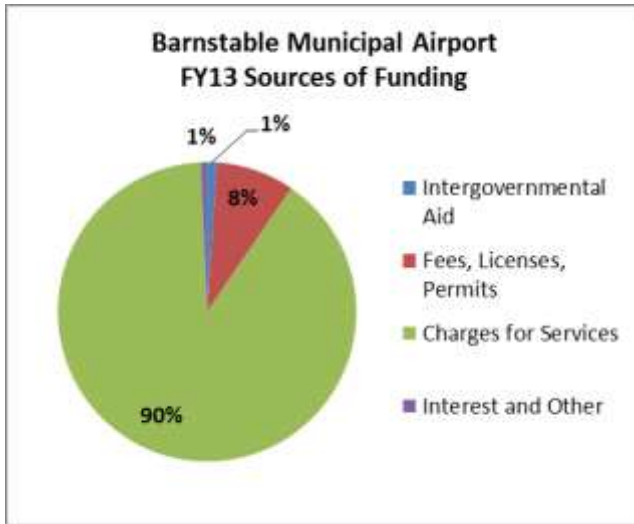
BARNSTABLE MUNICIPAL AIRPORT

(Enterprise Fund)

The mission of the Barnstable Municipal Airport is to provide a superb air travel experience and high quality aviation activities to the citizens of the Town of Barnstable, the Cape Cod region, and the Commonwealth of Massachusetts. As a non-hub primary airport and a major transportation facility, our goal is not only to foster local economic growth, but to ensure that the airport remains as an integral part of the regional transportation plan in an effort to meet the growing demand for present and future air travel.



FY 2013 DEPARTMENT FINANCIAL DATA



Charges for services provide 90% of the funding for this operation. A majority of this revenue comes from the sale of jet fuel. Operating budget expenses have increased from \$5,272,056 in FY10 to \$7,349,458 in FY13 mainly due to the rising cost of jet fuel.

SUMMARY OF DEPARTMENT EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expense Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,754,794	\$ 1,824,625	\$ 1,911,369	\$ 1,900,000	\$ 2,009,740	\$ 98,371	5.15%
Operating Expenses	3,245,313	3,917,007	5,299,062	5,200,000	4,862,765	(436,297)	-8.23%
Capital Outlay	-	70,883	66,000	65,000	112,500	46,500	70.45%
Debt Service	16,680	-	200,479	51,000	50,850	(149,629)	-74.64%
Transfers Out	255,269	250,336	267,490	267,490	313,603	46,113	17.24%
Subtotal Operating Budget	5,272,056	6,062,851	7,744,400	7,483,490	7,349,458	(394,942)	-5.10%
Capital Program	2,245,343	14,342,113	1,312,000	1,000,000	1,866,000	554,000	42.23%
Total Expenses	7,517,399	20,404,964	9,056,400	8,483,490	9,215,458	159,058	1.76%
Permanent full-time equivalent employees	26.40	25.00	24.60		25.30	0.70	
Funding Sources							
Taxes	-	-	-	-	-	-	0.00%
Intergovernmental Aid	4,349,634	14,596,208	87,709	87,000	77,000	(10,709)	-12.21%
Fees, Licenses, Permits	469,918	473,490	728,622	650,000	624,500	(104,122)	-14.29%
Charges for Services	4,995,713	6,035,520	6,824,069	6,800,000	6,596,958	(227,111)	-3.33%
Interest and Other	80,993	152,823	104,000	50,000	51,000	(53,000)	-50.96%
Borrowing Authorizations	-	730,000	-	-	-	-	0.00%
Total Sources	9,896,258	21,988,041	7,744,400	7,587,000	7,349,458	(394,942)	-5.10%
Excess (Deficiency) cash basis	2,378,859	1,583,077	(1,312,000)	(896,490)	(1,866,000)	\$ (554,000)	
Adjustment to accrual basis	(2,164,865)	12,323,787	-	2,000,000	-		
Beginning Net Assets	45,266,629	45,480,623	59,387,487	59,387,487	60,490,997		
Ending Net Assets	\$ 45,480,623	\$ 59,387,487	\$ 58,075,487	\$ 60,490,997	\$ 58,624,997		

SUMMARY OF SIGNIFICANT BUDGET CHANGES

The FY13 proposed Airport operating budget is decreasing \$394,942 or 5.1%. Personnel costs are increasing \$98,371. This includes all contractual pay increases as well as an increase of 0.70 FTE's. A part-time custodian position is increased by 0.20 FTE's and a part-time Noise Abatement Officer position is added for 0.50 FTE's. Operating expenses are decreasing \$436,297 mainly due to an anticipated decrease in the amount of jet fuel purchased due to declining sales. Operating capital is increasing \$46,500 to \$112,500 to cover taxiway lighting, a taxiway pavement crack sealer and electrical system improvements in Hanger II. Other changes to the FY13 budget include a decrease in debt service of \$149,629 and transfers to the general fund are increasing \$46,113. Estimated revenue for FY13 will provide for the FY13 proposed budget and no airport surplus will be used to balance the operating budget.

PROGRAM

AIRPORT PROGRAM

Program Description. The Airport serves as a distinct commercial transportation hub for the residents of the Town of Barnstable and Cape Cod by meeting the regional demand for air transportation. For some, it provides very affordable and economic travel opportunities from Hyannis to other major destinations across the country, and yet for others, the airport provides a much needed mode of travel to and from the Islands of Nantucket and Martha's Vineyard, for travel, tourism, and for a large professional labor force that commute to jobs. The Airport, in conjunction with its tenants and associated businesses, provide employment opportunities for 2,246 people (FY2011 Economic Impact Analysis) – that combined could be considered to be one of the largest employers on Cape Cod. In normal economic times, the airport supports over 120,000 aircraft operations, and over 400,000 passengers embark to and debark from a variety of locales. These figures do not include a vast array of general aviation activities that include private and corporate passenger and freight aviation flight services. From Hyannis, travelers are afforded many flight opportunities, to local and national destinations, including Nantucket and Martha's Vineyard, Boston, and beyond.

The Barnstable Municipal Airport has met the requirements of the Title 49 USC, Subtitle VII – Aviation Program and is authorized to operate as a certificated airport in accordance with and subject to said statute and the rules, regulations, and standards prescribed there under, including but not limited to 14 CFR Part 139 and as approved in its Airport Certification Manual on file with the Federal Aviation Administration; and is approved as a public use airport in accordance with the provisions of Chapter 90, Section 39B of the General Laws of Massachusetts; and as such, is recertified on an annual basis.

The Airport is managed by a seven member Airport Commission appointed by the Town Council. The Airport employs 25 full-time employees who operate and maintain the airport 24 hours a day, 7 days a week, 365 days a year. The duties of airport personnel are both broad and varied, many of which are dictated by the FAA FAR Part 139 Airport Certification. The services are provided by three major and distinct airport departments -Airport Operations, Airport Maintenance, and Airport Administration – that work together as a whole to provide mandated and required services.

Operations department - The ten full-time Operations employees are tasked with servicing tenant and transient aircraft including transportation of passengers from these aircraft and passenger transportation in the busy summer months to and from remote parking areas; performing wildlife management duties to keep flight operations safe; refueling aircraft; inspecting and ensuring a safe airfield; and responding to emergency situations with our Aircraft Rescue and Fire Fighting vehicles. Aircraft rescue response, as mandated by the Federal Aviation Administration, must be able to respond to and reach an accident site within three minutes or less. Airport rescue personnel constantly train and participate in live drill exercises in order to stay proficient and ready to handle any aircraft emergency.

Maintenance department- Upkeep of the airfield and airport facilities by our nine full-time maintenance employees takes precedence over all other maintenance tasks. Since Barnstable Airport is a certified FAA FAR Part 139 commercial service airport, any and all airside discrepancies must be documented and corrected as expeditiously as possible. Their duties include maintaining runways, taxiways, and ramps; painting airfield markings; mowing all grass areas in the 683 acre airport property; maintaining all airfield lighting; conducting all snow removal operations for the airfield and the terminal roadways; and maintaining the fleet of vehicles needed to accomplish our mission.

Administration department - The Administrative staff performs a myriad of administrative functions such as overseeing airport security, noise abatement and environmental response, billing, auditing and bookkeeping, contracting, construction oversight, budgeting, processing airport employee and tenant security identification files, and overseeing leases, and communications with the public.

FY 2013 GOALS (All Goals relate to Strategic Plan Priorities: Infrastructure, Economic Development, Public Health and Safety)

Short Term

1. Complete the inspection and design, and commence replacement of the circa 2003 Runway 6 Engineered Material Arresting System (EMAS) to prevent aircraft overshoots.
2. Complete the design and permitting, and commence obstruction clearance in the Runway Visibility Zone to improve aviation safety.
3. Complete the design and permitting for the installation of a Town sewer line to existing buildings on the East Ramp and to accommodate future growth in the area and improve airport water quality within the Zone of Contribution to the Maher Well Field.
4. Complete the design for the construction of a new 60,000 gallon above ground jet fuel storage tank facility and removal of the old 20,000 gallon underground jet fuel storage tank.
5. Complete the Airport comprehensive property line and leasehold survey.
6. Complete the design and commence the North Ramp groundwater bioremediation and oxidant injection remediation treatment systems to continue drinking water protection efforts.
7. Complete the airport master plan and Cape Cod Commission (CCC) Development Agreement.
8. Continue to improve community relations with consideration to noise and pollution abatement.
9. Evaluate available technologies for improving noise, and storm-water and ground water management.

Long Term

1. Work with tenants and potential developers to build new general aviation facilities and public facilities to meet the needs of general aviation demand, in keeping with the FAA approved Airport Layout Plan and the new CCC Development Agreement.
2. Develop market strategies to attract prospective air carriers and scheduled air charter services to meet the Cape's demand for air travel.
3. Serve as an integral component of the Cape Cod Transportation Plan in order to more effectively promote the use of mass transit transportation.

DESCRIPTION OF SERVICE PRIORITY PACKAGES REQUESTED

1. Personnel Position Change

\$6,795 Requested

\$6,795 Recommended

Increase current part-time Grade 4 Step 2 custodian from 32 hours per week to full-time Grade 4 Step 2 custodian at 40 hours per week. The Airport has added custodial and maintenance responsibility for the new 4,000 square foot Air Traffic Control Tower and for the new 35,000 square foot Passenger Terminal. The addition of these two new buildings represents an increase in maintenance space responsibility of approximately 16,000 square feet. The old Tower was maintained by a separate FAA maintenance contract which has been discontinued and responsibility for the new Tower rests solely with the Airport. The new Terminal is approximately 12,000 square feet larger than the former old Terminal; contains more bathrooms; thousands of square feet of new flooring; and more grounds around the terminal with a dramatic increase in sidewalks and landscaping that must be maintained; and the custodian must manage the new recycling program that has been

instituted for the Terminal area. By making this position full-time, we may be able to delay the added expense of an additional new custodian.

2. Personnel Position Changes

\$21,747 Requested
\$21,747 Recommended

Reclassify the current Grade 7/Step 10 Security/Noise Abatement Coordinator position and add new part-time Grade 7/Step 1 Noise Abatement and Environmental Coordinator position. The current position is classified as a "Security/Noise Abatement Coordinator." That clearly doesn't spell out the wealth of duties assigned to the position. For example, at the direction of the Transportation Security Administration (TSA), the Airport has added numerous security requirements, security directive documentation, clearance checks, initial and recurrent training, security audits, and inspections to the duties performed by the incumbent in the position. The position as currently classified also performs the duties of the Airport Noise Abatement Coordinator and provides services to keep the airport in compliance with FAA directives regarding noise abatement, operates the airport's flight tracking system, performs noise monitoring in adjacent neighborhoods, responds to noise complaints and works with the surrounding communities for community outreach. The individual simply cannot accomplish all assigned duties in a fully compliant manner and provide high quality services expected without the need for overtime and the occasional assignment of a temporary employee to assist. In the post September 11, 2001 era and with the ever increasing threats to aviation safety and security, a more dedicated effort in this regard is mandated. Also, in these times of increased communication and more strident community relations, more effort needs to be assigned to community outreach particularly as it affects the perception of noise and its affect on health and safety, and increasingly the impact of the airport on the local environment due to its location, and our efforts to be a "good neighbor" as our operations may affect the local environment.

3. Operating Capital (Equipment)

\$36,500 Requested
\$36,500 Recommended

The existing circa 1990 Crouse constant current regulators (CCRs) with output metering are in very poor condition with an increasing failure rate, have a lack of replacement parts, are beyond economical repair and must be replaced. There are in excess of 20 CCRs throughout the airfield that are used to regulate taxiway, runway and navigational lighting. This year, we would like to purchase and install four (4) Ferro resonant CCRs ranging in size from 4KW to 10KW in size with digital power output metering. This will be a continuing program of replacement until all CCRs are completed. Runway and taxiway lighting is a continuous program essential to maintaining our airport systems to meet flight safety and FAA FAR Part 139 mandated Airport Certification requirements.

4. Operating Capital (Equipment)

\$36,000 Requested
\$36,000 Recommended

The Airport has approximately 50 pieces of equipment which are replaced with the operating capital budget. Much of this equipment is necessary to meet FAA FAR Part 139 Airport Certification requirements. This equipment consists of items ranging from front end loaders, trucks, sanders, plows, aircraft servicing equipment, and mowing equipment. As replacement cost needs exceed available funds, replacement of equipment has been deferred. The backlog has continued to grow with the FY2013 backlog exceeding \$650,000, a portion of which will be eligible for FAA reimbursement in FY2013 and beyond. This request will not meet all backlog needs, but it will allow the purchase of a new pavement crack sealer to meet FAA pavement maintenance requirements. A new pavement crack sealer was approved but not purchased in FY2012 due to a higher priority need to acquire an ASV Model 30 Sidewalk Plow to plow about one mile of additional sidewalks acquired during the Terminal and Road upgrades during the winter of 2011/2012 (cost was in excess of \$31,000).

5. Operating Capital (Systems)

\$40,000 Requested
\$40,000 Recommended

An existing airport maintained circa 1980 Hangar building of approximately 12,600 square feet, is in need of renovations to extend its useful life, make the spaces habitable for the new lessee and its employees, and to meet current Building Code and ADA requirements. This phase will focus on office space electrical system upgrades. A majority of the building is currently leased to Cape Air, and there are currently 20 employees working out of this facility. These repairs are part of an ongoing program of repairs and renovations to buildings and equipment systems necessary in order to protect the investments the Airport has made in its capital assets. This is Phase 2 of a 3-year phased approach to make required repairs to Hangar II systems that do not meet current Building Code or ADA requirements, as identified by our contract Airport Engineers. The repairs will be made in conjunction with Hyannis Air Service, d/b/a Cape Air, as part of a new long term lease.

FY 2011-2012 MAJOR ACCOMPLISHMENTS

1. Maintained Federal Aviation Administration (FAA) Federal Aviation Regulation (FAR) Part 139 certification; and in compliance with the Massachusetts Department of Transportation (DOT) Aeronautics Division airport safety and certification requirements.
2. New 35,000 square foot Airport Passenger Terminal commenced full operations on December 15, 2011; and the remainder of construction project is scheduled for completion by Spring 2012. Included is the reconstruction of the Airport's 588 space parking lot; storm water drainage system; and planting in excess of 6,300 new plantings as part of the overall landscaping plan. Construction was fully paid for by Grants from the MassDOT Aeronautics Division, Airport Enterprise Fund reserves and a bond funded by the use of user fees on airport passengers and rental car customers; and at no cost to the taxpayers of the Town of Barnstable. The new Terminal will seek an Energy Star rating and has received the Cape Light Compact Advanced Buildings Core Performance Award for energy efficiency.
3. New 4,000 square foot 6-story Air Traffic Control Tower met all FAA certification requirements and commenced full operations on November 2, 2011; and the remainder of the construction project is scheduled for completion by Spring 2012. Construction was completely paid for with Federal Aviation Administration Grants and funding from the American Recovery and Reinvestment Act of 2009. The new Tower will seek Leadership in Energy and Environmental Design (LEED) Silver Certification and has received the Cape Light Compact Advanced Buildings Core Performance Award for energy efficiency.
4. Completed construction of the new, approximately 3,000 foot long, lighted Airport Access Road and sidewalks connecting Barnstable Road and Airport Road to relieve traffic on Route 132, and increase safety for vehicular and pedestrian traffic. Included completion of a new partially lighted 210,000 square foot overflow and tenant parking lot and the installation of a new traffic signal at the intersection of Airport Road and Attucks Way. Construction was fully paid for by the use of FAA grant funds and Airport Enterprise Fund Reserves at no cost to the local taxpayers.
5. Completed new 133,000 square foot new aircraft parking apron as Phase I of a new overall parking apron and deicing pad to be completed at a later date; and included the installation of 4 water quality units in the airport storm water system to improve water quality and reduce sediment in the storm water outfall to Upper Gate Pond. Construction was fully paid for by the use of FAA grant funds, MassDOT Aeronautics grant funds, and Airport Enterprise Fund Reserves at no cost to the local taxpayers.
6. Completed a new Wildlife Management Plan in coordination with the FAA and the U.S. Department of Agriculture.
7. Continued a Stage II Environmental Risk Assessment for the Upper Gate Pond and Lewis Pond on airport property as required by the Massachusetts Contingency Plan.
8. Completed a new Environmental Impact Report as required by the Massachusetts Environmental Policy Act (MEPA) for the Town Council and Cape Cod Commission mandated airport Master Plan and for the Development Agreement required by the Cape Cod Commission Development of Regional Impact.

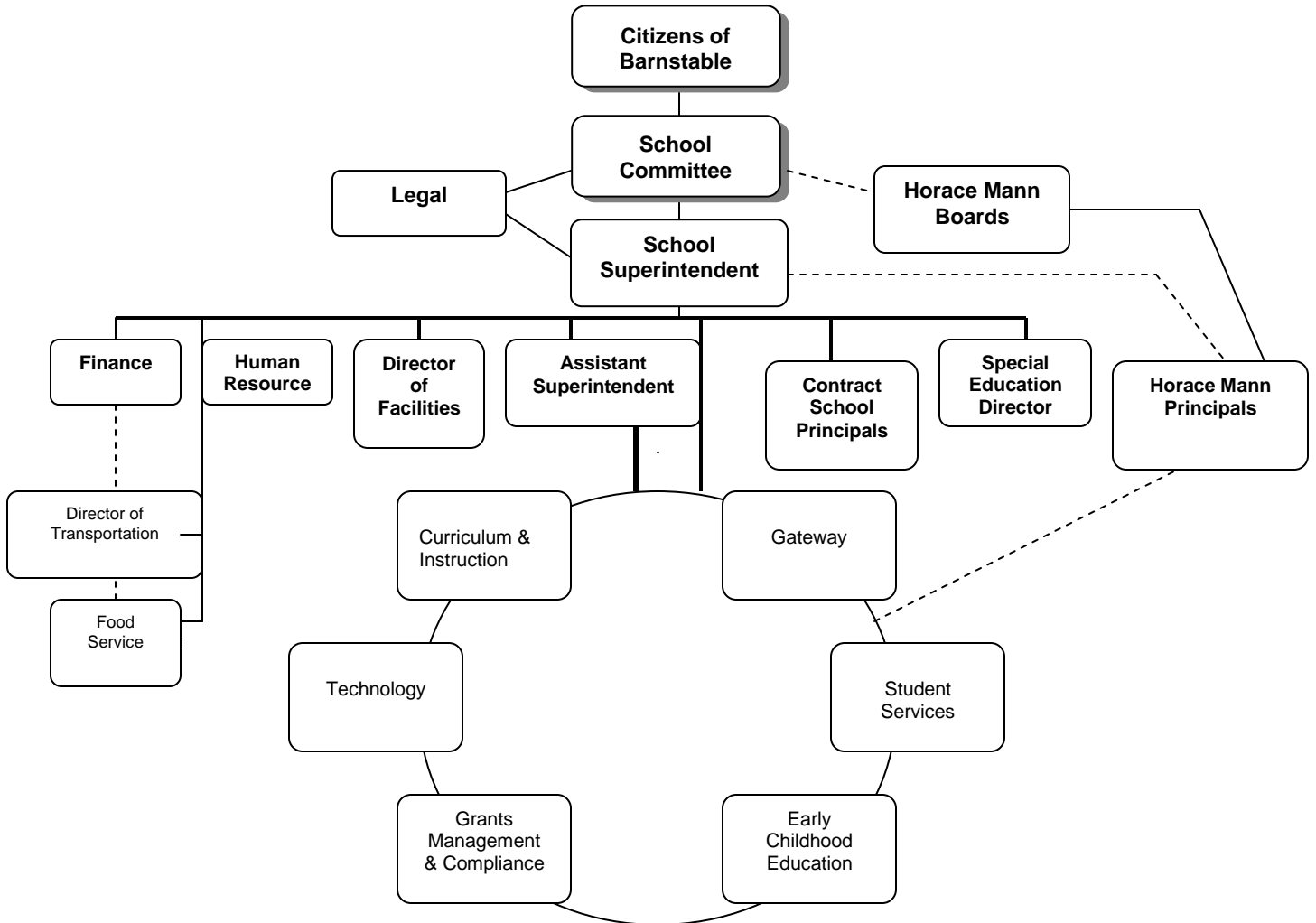
WORKLOAD MEASURES

	CY 2010 Actual	CY 2011 Actual	CY 2012 Estimated	CY 2013 Projected
Noise Complaints Responded To	125	55	50	50
Gross Parking Revenues/Enplanement	\$6.02	\$7.13	\$8.37	\$8.46
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Gallons of Jet Fuel Dispensed	687,657	725,094	732,345	739,668
Enplanements	128,796	113,645	114,781	115,929
Airport Operations	101,149	98,562	99,562	100,557

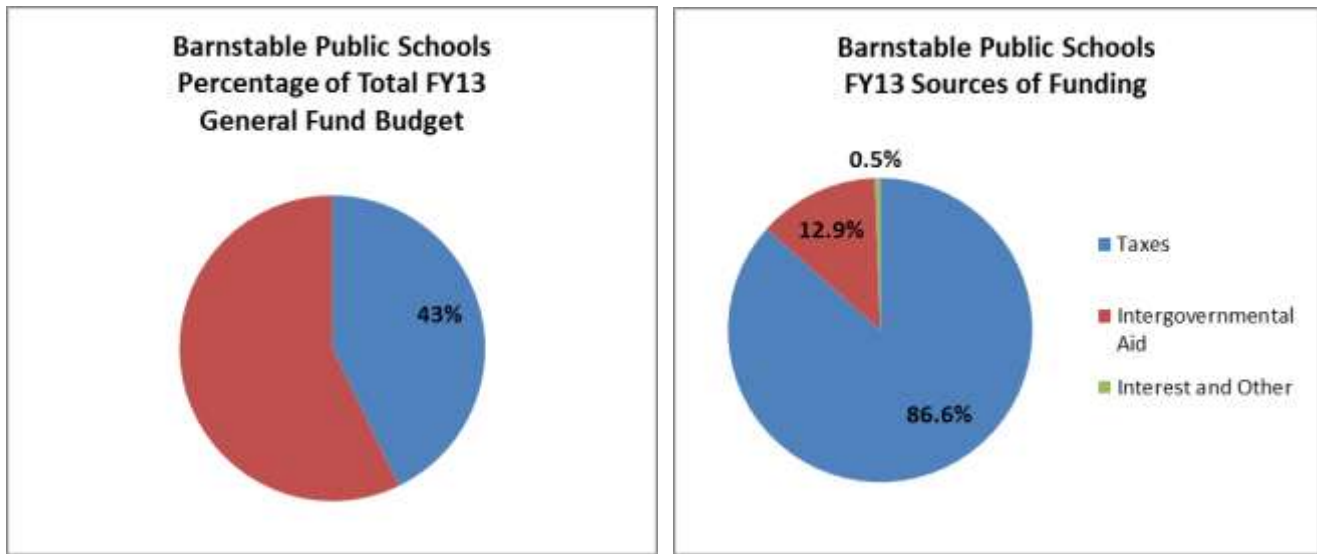
SCHOOL DEPARTMENT

BARNSTABLE PUBLIC SCHOOL DISTRICT GOALS

- To insure the use of proven teaching and learning practices
- To ensure emotional and physical safety for all students
- To develop unique and engaging educational opportunities for students and staff that are relevant to the 21st century education
- To complete and implement a comprehensive facilities plan to meet the current and future educational programs of the school district
- To improve the educational profile of Barnstable Public Schools in the community and beyond



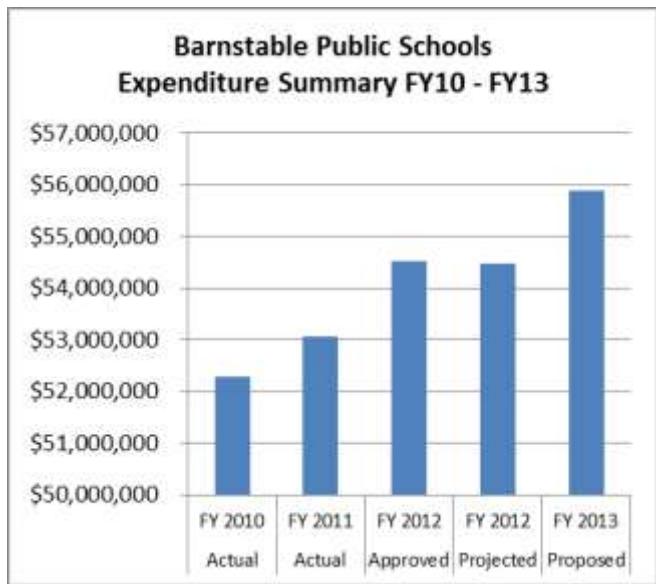
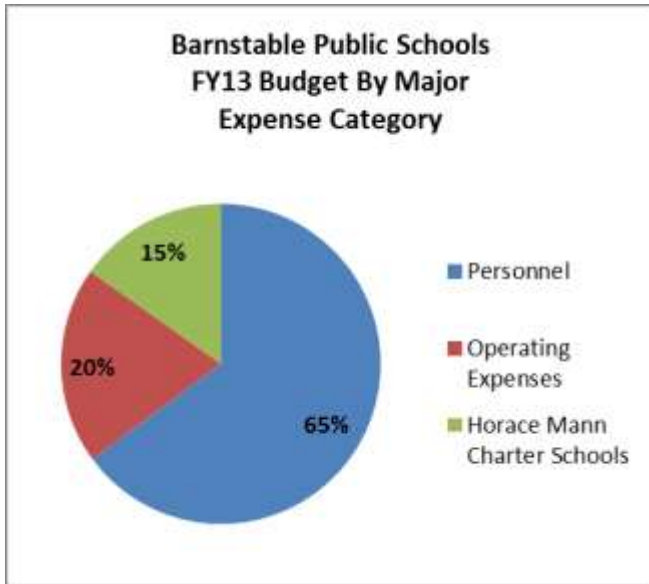
FY 2013 FINANCIAL DATA



The School department's operating budget is 43% of the FY13 total general fund budget. Approximately 13% of the School Department's operating budget is provided from state aid and other resources. The remaining 87% is provided from taxes.

**SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING RESOURCES
SCHOOL DEPARTMENT – LOCAL DISTRICT OPERATIONS**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - FY13	Percent Change
Personnel	\$ 33,011,408	\$ 34,088,862	\$ 35,219,056	\$ 35,173,824	\$ 36,271,997	\$ 1,052,941	2.99%
Operating Expenses	11,323,723	10,755,599	10,968,417	10,950,000	11,131,386	162,969	1.49%
Horace Mann Charter Schools	7,958,579	8,222,890	8,349,943	8,349,943	8,497,452	147,509	1.77%
Total Expenditures	\$ 52,293,710	\$ 53,067,351	\$ 54,537,416	\$ 54,473,767	\$ 55,900,835	\$ 1,363,419	2.50%
Permanent full-time equivalent employees	811.58	812.58	813.03		815.53	2.50	
Sources of Funds							
Taxes	\$ 44,207,612	\$ 45,407,038	\$ 47,052,688	\$ 46,989,039	\$ 48,416,107	\$ 1,363,419	2.90%
Intergovernmental Aid	7,589,756	7,146,363	7,184,728	7,184,728	7,184,728	-	0.00%
Interest and Other	496,342	513,950	300,000	300,000	300,000	-	0.00%
Total Sources	\$ 52,293,710	\$ 53,067,351	\$ 54,537,416	\$ 54,473,767	\$ 55,900,835	\$ 1,363,419	2.50%



Sixty-five percent of the School Department's operating budget is comprised of personnel costs of which eighty-one percent goes towards instructional services. Health insurance for active and retired employees as well as the retirement expense for non-teaching school employees is included under the "Other Requirements" section of the budget. The Commonwealth of Massachusetts pays the retirement expense for teachers. FY13 is the fourth year in a row in which the School Department has not required the use of the district's savings account to cover reoccurring operating costs. Total expenditures have increased from \$52.3 million in FY10 to \$55.9 million in FY13 or 7% over the 4 year period.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DEPARTMENT

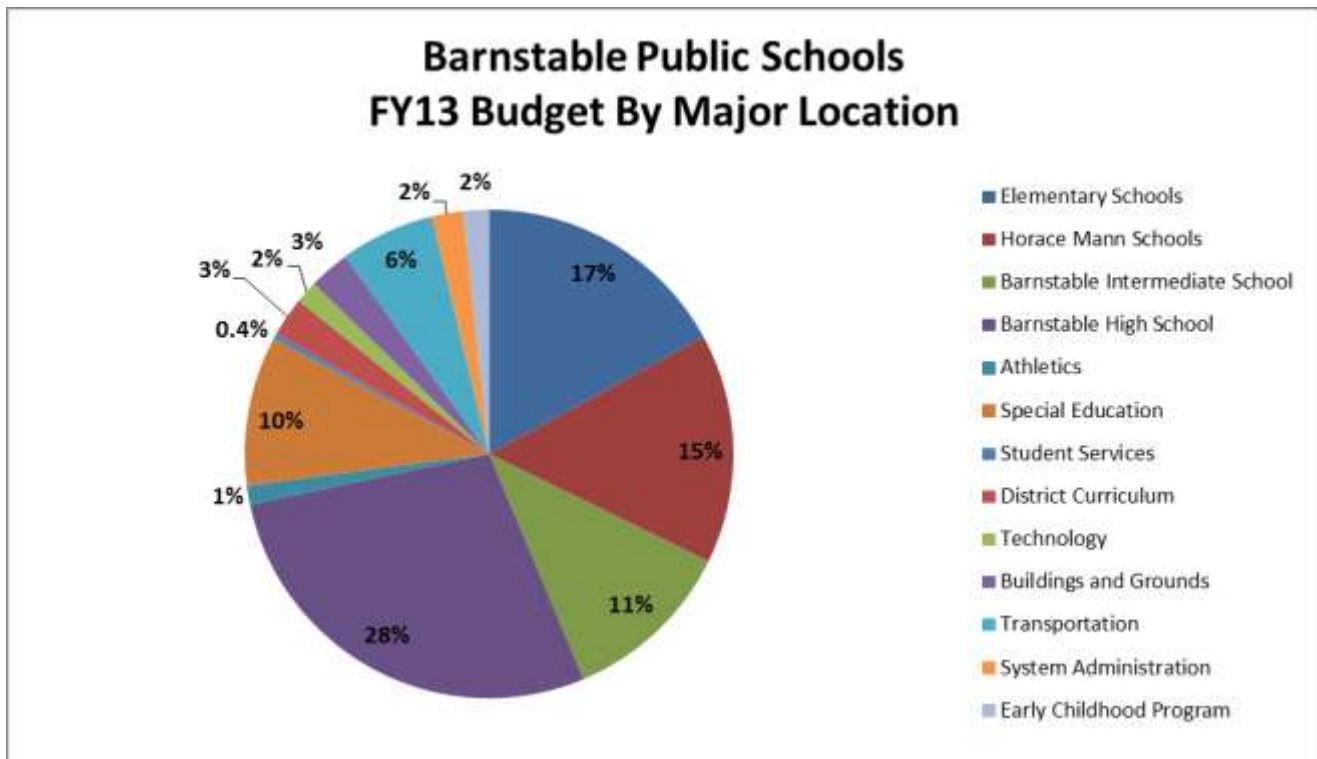
The FY13 appropriation request for the Barnstable Public School Department is \$55,900,835 or \$1,363,419 more than the FY12 budget. FY13 represents the first year of budgeting employee health insurance under a central cost center and the FY12 budget, as well as the FY10 and FY11 actuals, has been restated to reflect this change.

The proposed budget maintains all staff, programs, services and replaces retiring staff. In addition, the district has absorbed approximately twelve full-time equivalent positions that were funded during FY12 from the Education Jobs Fund Program (Ed Jobs). Ed Jobs was a one-time appropriation from the U.S. Department of Elementary and Secondary Education to States to save or create education jobs for the 2010-2011, 2011-2012 school years. Jobs funded under this program include those that provide educational and related services for early childhood, elementary, and secondary education. The Ed Jobs fund provided a useful tool in preserving core educational services until local and state aid stabilized.

The School Department request submitted to the Town Council for approval is \$55,900,835. While this figure represents the anticipated revenue allocation received from the town, it does not represent the full amount of funds required to fund the budget. In order to fund the full school department budget request of \$57,915,364 the School Committee has authorized using funds from transportation fees, athletic fees, and reimbursements from the State for extraordinary special education costs (Circuit Breaker funds) and School Choice. The use of these reoccurring funds provide stability to on-going district programs while the multi-year budget development initiative implemented by the School Committee insures the district is living within its means.

SUMMARY OF SCHOOL DEPARTMENT EXPENDITURES BY LOCATION

Location	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Elementary:							
Barnstable/West Barnstable	\$ 1,740,844	\$ 1,754,059	\$ 1,843,246	\$ 1,840,000	\$ 1,968,241	\$ 124,995	6.78%
Centerville	1,883,054	1,939,195	2,048,782	2,046,782	2,183,152	134,370	6.56%
Hyannis West	2,370,855	2,473,929	2,411,581	2,410,000	2,521,726	110,145	4.57%
West Villages Elementary	2,577,926	2,732,664	2,734,072	2,733,072	2,854,890	120,818	4.42%
Total Elementary	8,572,679	8,899,846	9,037,681	9,029,854	9,528,009	490,328	5.43%
Horace Mann Charter Schools:							
Barnstable Community HM Charter Public School	2,264,685	2,350,300	2,340,261	2,340,261	2,505,869	165,608	7.08%
Barnstable Horace Mann Charter School	5,693,894	5,875,862	6,009,682	6,009,682	5,991,583	(18,099)	-0.30%
Total Horace Mann Charter Schools	7,958,579	8,226,163	8,349,943	8,349,943	8,497,452	147,509	1.77%
Barnstable Intermediate School	5,807,324	6,012,464	6,163,927	6,155,000	6,394,790	230,863	3.75%
Barnstable High School	14,416,815	14,737,524	15,217,775	15,195,000	15,647,973	430,198	2.83%
Other:							
Athletics	755,986	729,888	661,324	661,000	693,344	32,020	4.84%
Special Education	5,341,478	4,385,457	5,424,168	5,420,000	5,545,943	121,775	2.25%
Student Services	242,662	327,926	270,688	270,000	215,765	(54,923)	-20.29%
District Curriculum	1,074,625	1,103,607	1,460,429	1,456,000	1,439,026	(21,403)	-1.47%
Technology	636,580	1,477,687	777,401	775,000	820,948	43,547	5.60%
Buildings and Grounds	1,534,586	1,616,191	1,414,451	1,414,000	1,509,913	95,462	6.75%
Transportation	3,509,589	3,523,382	3,601,293	3,597,000	3,495,050	(106,243)	-2.95%
System Administration	1,627,388	1,116,277	1,197,970	1,192,970	1,156,846	(41,124)	-3.43%
Early Childhood Program	815,418	910,940	960,368	958,000	955,776	(4,592)	-0.48%
Total Other	15,538,312	15,191,354	15,768,090	15,743,970	15,832,611	64,521	0.41%
Total School Operations Budget	\$ 52,293,710	\$ 53,067,351	\$ 54,537,416	\$ 54,473,767	\$ 55,900,835	\$ 1,363,419	2.50%

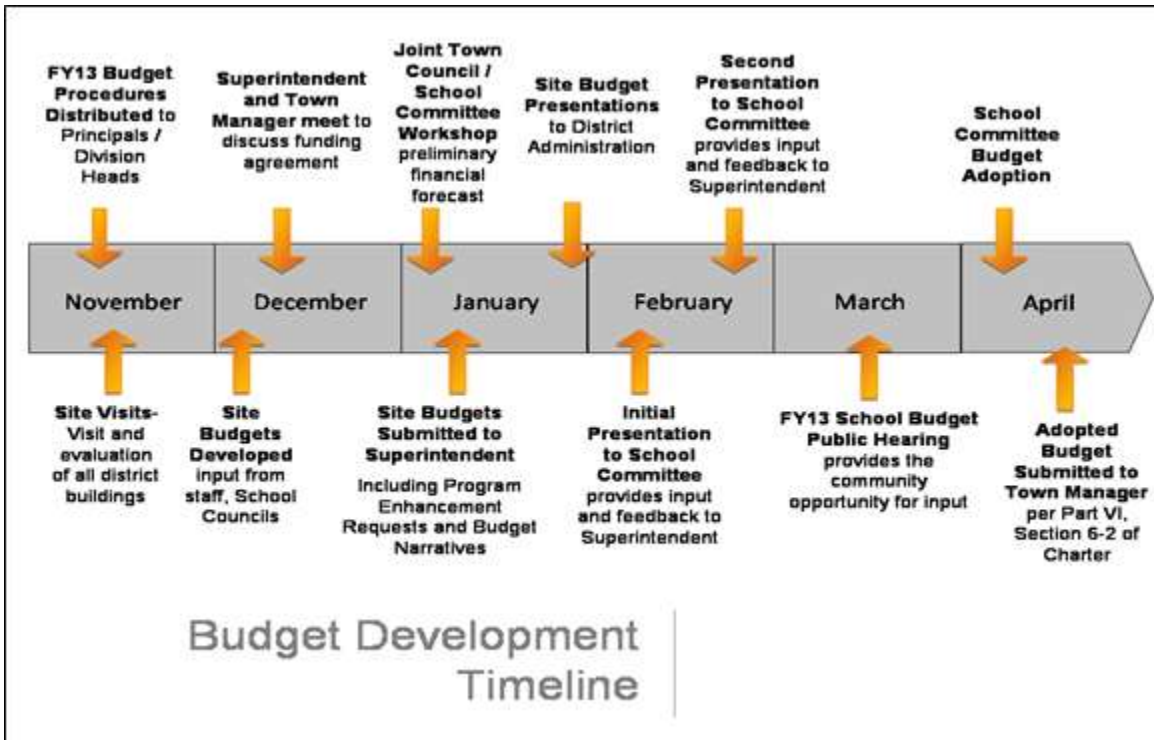


Barnstable High School comprises the largest segment of the School Department's budget at 28 percent. Elementary schools and Horace Mann Charter Schools make up the second largest components at 17 and 15

percent, respectively, followed by the Intermediate School at 11 percent. All together, the school sites comprise 71 percent of the operating budget with the remaining 29 percent representing district wide costs.

FY 2013 BUDGET DEVELOPMENT

The FY13 Barnstable School District budget development began in early November with the distribution of budget procedures to Principals and Division Heads. Visits to all school sites by the administration team were completed to review and assess site needs and challenges. Multiple workshops were completed by individual school councils, parent teacher associations and staff to gather feedback and further focus budget priorities. Site submissions were presented to and collated by school administration and the initial budget presented to the School Committee and public during the months of February and March. The School Committee adopted the proposed budget at the April 10th, 2012 School Committee meeting.



This budget development cycle we have formalized uses past practices for soliciting program needs and improvement ideas from Principals and Division Heads. The introduction of the Program Enhancement Request forms (P.E.R's) is a mechanism for the School Committee to invest in service and program improvements. The Program Improvement Budget is not a wish list, rather reflects the need to grow and improve the schools in a way consistent with the mission, values and goals of Barnstable Public Schools. This mechanism will provide a baseline to track identified needs of the district from one year to the next. Program enhancements will be monitored to gauge the success or failure of initiatives implemented and provides a mechanism to distribute "best practices" or innovative ideas amongst the district.

The FY13 budget sees the introduction of a new budget document reporting specific school site achievements and financial information (further information is available at www.barnstable.k12.ma.us) The document is presented in spending functions consistent with guidelines established by the Department of Elementary and Secondary Education (DESE) and is divided into the eleven (11) categories below:

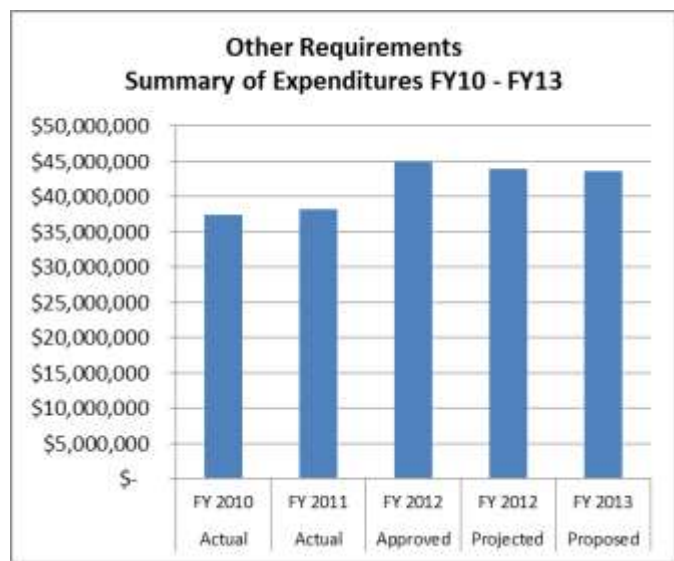
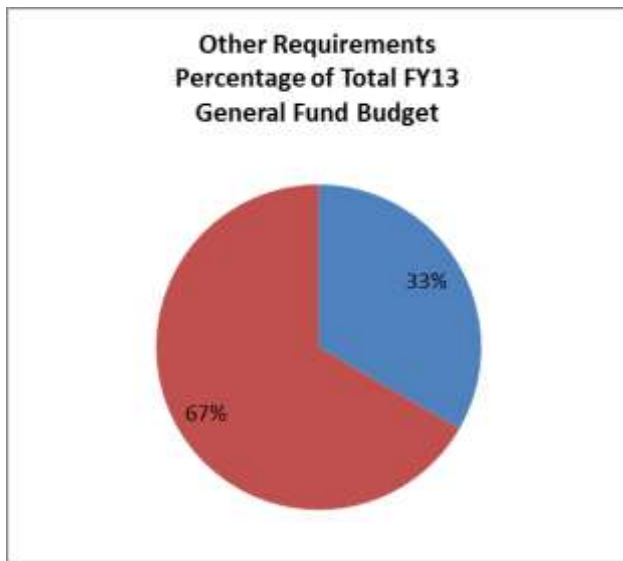
1. Administration
2. Instructional Leadership
3. Classroom & Specialist Teachers
4. Other Teaching Services
5. Professional Development
6. Instructional Materials, Equipment and Technology
7. Guidance, Counseling and Testing
8. Pupil Services
9. Operations and Maintenance
10. Insurance, Retirement Programs and Other
11. Payments to Out-of-District Schools

In addition to the spending functions, the budget is further categorized within sixty-three (63) sub-categories established by the Department of Elementary and Secondary Education which are reflected and tracked within our chart of accounts. It is expected this reporting change will better communicate the purpose of district expenditures and provide a tool for assessing district effectiveness against neighboring communities and state averages.

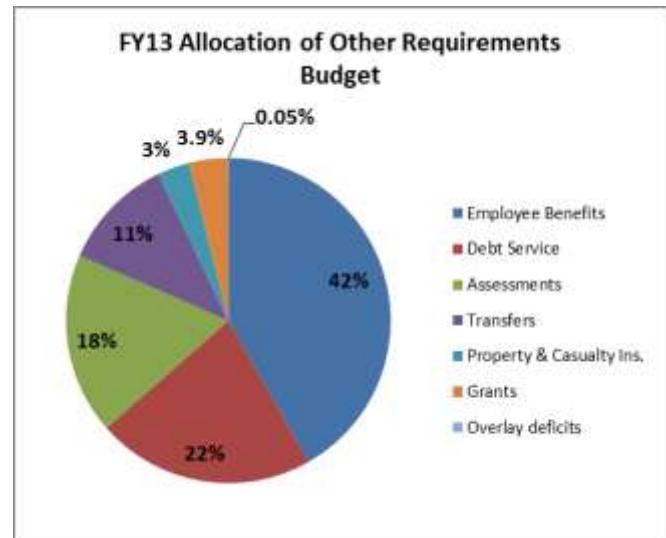
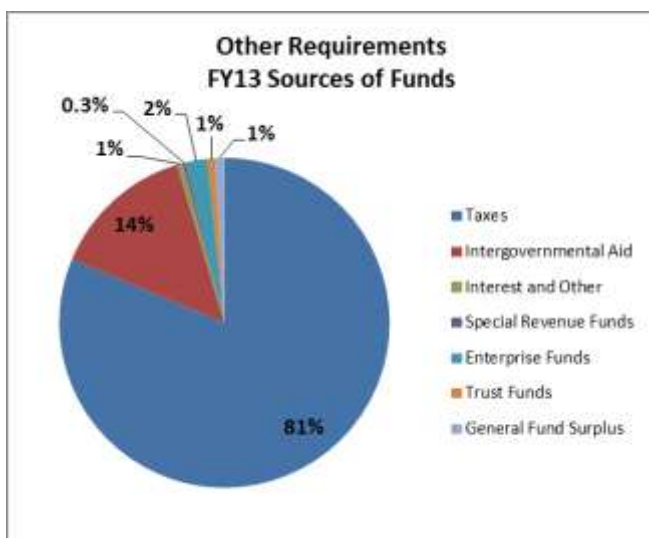
OTHER REQUIREMENTS

Within the FY 2013 Budget, a category of costs called "Other Requirements" has been separated from other departmental budgets. Within this category, the following costs are included: debt service; employee benefits, premiums for liability & casualty insurance; celebrations; Lombard Trust rental; public libraries (also detailed on pages 345-370); appropriation deficits, transfers, and State and County assessments..

FY 2013 FINANCIAL DATA



This area of the budget comprises 33% of the total general fund expenditures for FY13. Total expenditures have grown from \$37,380,619 in FT10 to \$43,554,605 in FY13. The growth is concentrated in the transfers and employee benefits categories. Transfers include the new meals tax and increased room's tax that have been dedicated for sewer expansions. This amounts to almost \$1.8 million annually with FY12 being the first year of implementation. Most of the increase in employee benefits is centered on the county pension assessments and health insurance.



Taxes provide 81% of the funding source for this area of the budget. Intergovernmental aid provides 14% which is mostly derived from school construction reimbursements from the Massachusetts School Building Authority. These reimbursements will expire when the corresponding debt payments expire. A total of \$400,000 in general fund surplus will be used to balance this area of the budget. This includes \$380,000 for unemployment insurance and \$20,000 for overlay deficits.

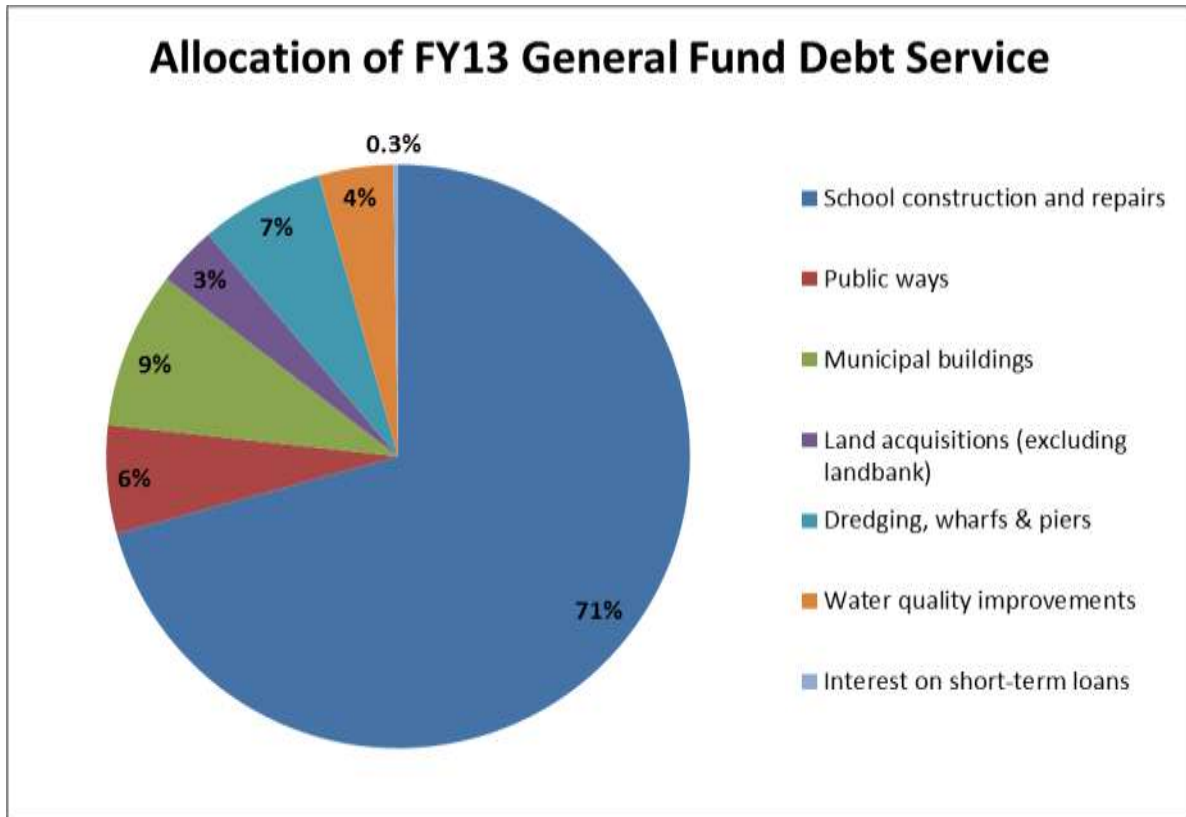
Employee benefits are the largest area comprising 42% of the total budget. Debt service and assessments are the next largest categories totaling 22% and 18%, respectively. Transfers include general fund revenues dedicated for the capital program which go into the Capital Trust Fund and Sewer Enterprise Fund.

**SUMMARY OF EXPENDITURES AND FUNDING SOURCES
OTHER REQUIREMENTS**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY 12 - 13	Percent Change
Debt Service							
Principal	7,033,192	7,461,400	7,933,533	\$ 7,933,533	\$ 7,350,743	\$ (582,790)	-7.35%
Interest	2,640,924	2,384,897	2,432,461	2,350,000	2,080,563	(351,898)	-14.47%
Interest on tax refunds	11,797	30,207	25,000	15,000	25,000	-	0.00%
Total Debt Service	9,685,913	9,876,504	10,390,994	10,298,533	9,456,306	(934,688)	-9.00%
Employee Benefits							
Retirees Health Insurance	982,973	1,036,179	1,155,000	1,110,000	1,150,000	(5,000)	-0.43%
Retired Teachers Health Insurance	2,457,661	2,474,696	2,319,247	2,319,247	1,999,215	(320,032)	-13.80%
Health Insurance - Active Employees	4,889,912	5,162,374	5,659,302	5,600,000	5,617,417	(41,885)	-0.74%
OPEB Trust Fund Contribution	-	-	50,000	50,000	200,000	150,000	300.00%
Medicare Tax	761,723	808,058	847,291	825,000	879,405	32,114	3.79%
Life Insurance	5,957	6,155	8,332	6,000	6,028	(2,304)	-27.65%
Unemployment Insurance	172,205	145,216	200,000	150,000	380,000	180,000	90.00%
County Pension Assessment	5,730,624	5,990,911	6,553,491	6,553,000	6,971,781	418,290	6.38%
Worker's Compensation	668,180	698,101	950,500	950,500	1,000,000	49,500	5.21%
Total Employee Benefits	15,669,235	16,321,690	17,743,163	17,563,747	18,203,846	460,683	2.60%
Insurance							
Fire/Casualty/Liability	961,424	1,046,802	1,055,000	1,060,000	1,139,000	84,000	7.96%
Boats/Equipment/Inland Marine	37,096	38,056	40,000	33,000	35,000	(5,000)	-12.50%
Boiler and Machinery	25,745	29,400	30,000	31,000	32,000	2,000	6.67%
Motor Vehicles	180,906	167,632	175,000	175,000	180,000	5,000	2.86%
Total Insurance	1,205,171	1,281,890	1,300,000	1,299,000	1,386,000	86,000	6.62%
Grants							
Libraries	1,473,565	1,473,565	1,488,238	1,488,238	1,525,444	37,206	2.50%
Tourism Grant	50,072	96,348	116,831	116,000	116,250	(581)	-0.50%
Lombard Trust	47,300	48,246	50,658	50,658	50,658	-	0.00%
Total Grants	1,570,937	1,618,159	1,655,727	1,654,896	1,692,352	36,625	2.21%
Assessments and Other							
Regional School District	2,823,678	2,822,920	2,707,304	2,707,304	2,657,683	(49,621)	-1.83%
Commonwealth Charter School Assessments	1,004,574	1,058,352	1,623,486	1,850,236	2,191,908	568,422	35.01%
School Choice Assessments	373,621	477,596	487,596	491,426	491,426	3,830	0.79%
Special Education	20,401	10,277	10,380	10,380	24,815	14,435	139.07%
Veteran's District Assessment & Benefit Payments	480,282	411,016	464,187	450,000	462,317	(1,870)	-0.40%
County Tax & Cape Cod Commission	975,627	1,000,019	1,008,933	1,008,933	1,034,156	25,223	2.50%
Mosquito Control	290,012	294,390	299,782	299,782	311,291	11,509	3.84%
Air Pollution Control Districts	20,884	21,271	21,409	21,409	21,824	415	1.94%
RMV Non-Renewal Surcharge	77,300	66,340	66,340	66,340	68,680	2,340	3.53%
Cape Cod Regional Transit Authority	450,033	461,523	473,061	473,061	473,061	-	0.00%
Old Kings Highway	7,750	8,000	8,000	8,250	8,250	250	3.13%
Greenhead Fly Control District	4,820	4,820	5,000	4,820	5,000	-	0.00%
Celebrations	118,816	55,786	100,000	100,000	100,000	-	0.00%
Total Assessments and Other	6,647,798	6,692,310	7,275,478	7,491,941	7,850,411	574,933	7.90%
Transfers							
	563,395						
	1,013,840						
Capital Trust Fund	2,601,565	2,452,521	3,859,618	3,859,618	3,110,690	(748,928)	-19.40%
Sewer Construction Fund	-	-	1,767,250	1,767,250	1,775,000	7,750	0.44%
HYCC Enterprise Fund	-	-	30,000	30,000	60,000	30,000	100.00%
Total Transfers	2,601,565	2,452,521	5,656,868	5,656,868	4,945,690	(711,178)	-12.57%
Appropriation Deficits							
Snow & Ice Removal	-	-	927,677	-	-	(927,677)	-100.00%
Abaterments & Exemptions	-	-	108,964	20,000	20,000	(88,964)	-81.65%
Total Deficits	-	-	1,036,641	20,000	20,000	(1,016,641)	-98.07%
Total Expenditures	\$ 37,380,619	\$ 38,243,074	\$ 45,058,871	\$ 43,984,985	\$ 43,554,605	\$ (1,504,266)	-3.34%
SOURCES OF FUNDS							
Taxes	\$ 29,995,757	\$ 30,954,388	\$ 34,022,119	\$ 32,852,400	\$ 35,403,521	\$ 1,381,402	4.06%
Intergovernmental Aid	5,891,839	5,834,125	6,141,859	6,233,104	6,136,806	(5,053)	-0.08%
Interest and Other	218,496	121,692	233,412	238,000	228,000	(5,412)	-2.32%
Special Revenue Funds	108,408	133,250	130,966	130,966	149,626	18,660	14.25%
Enterprise Funds	793,369	849,619	1,004,515	1,004,515	921,652	(82,863)	-8.25%
Trust Funds	372,750	350,000	331,000	331,000	315,000	(16,000)	-4.83%
General Fund Surplus	-	-	3,195,000	3,195,000	400,000	(2,795,000)	-87.48%
TOTAL SOURCES	\$ 37,380,619	\$ 38,243,074	\$ 45,058,871	\$ 43,984,985	\$ 43,554,605	\$ (1,504,266)	-3.34%

GENERAL FUND DEBT SERVICE

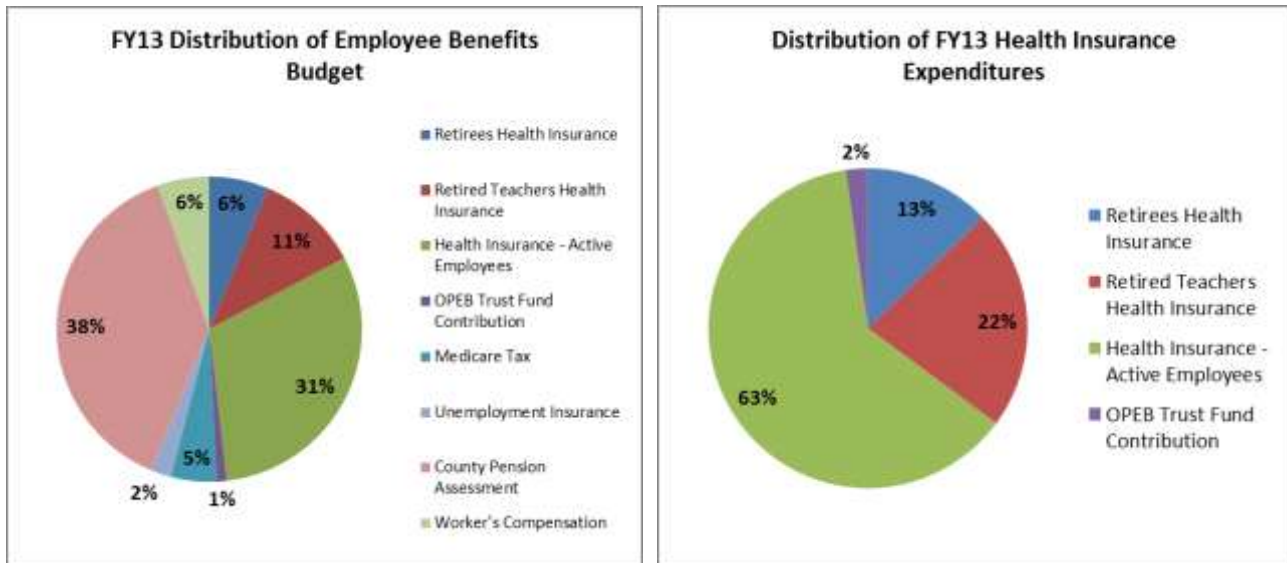
Major capital improvements within the Capital Improvement Program will be funded through the issuance of notes and bonds and repayment of the debt issuance is included in the debt service appropriation. For further detail on the Town's debt obligations please refer to pages 100 through 107. This budget does not include debt associated with enterprise fund operations. Debt service for enterprise fund operations is included in each respective enterprise fund. Additionally, this budget does not include debt service on land acquisitions made by the Community Preservation Fund (CPF). The CPF, a special revenue fund, pays for its own debt service out of surtaxes added to the Town's real estate tax bills. The chart below details the General Fund debt service budget by type of capital improvement.



Debt service for school construction is the largest component of this expenditure. This includes loans on the high school expansion and renovation project, the Barnstable Intermediate School renovation, the construction of the Barnstable Horace Mann Charter School as well as several other smaller renovation projects. Debt service on loans for municipal building improvements, dredging, wharfs and piers are the next largest categories. Eighty-seven percent of debt service expenditures are concentrated in these three areas.

EMPLOYEE BENEFITS

This category of expenditures includes life insurance, health insurance, Medicare, retirement assessments, unemployment insurance, worker's compensation insurance as well as an annual contribution to an Other Post-Employment Benefits Trust Fund.

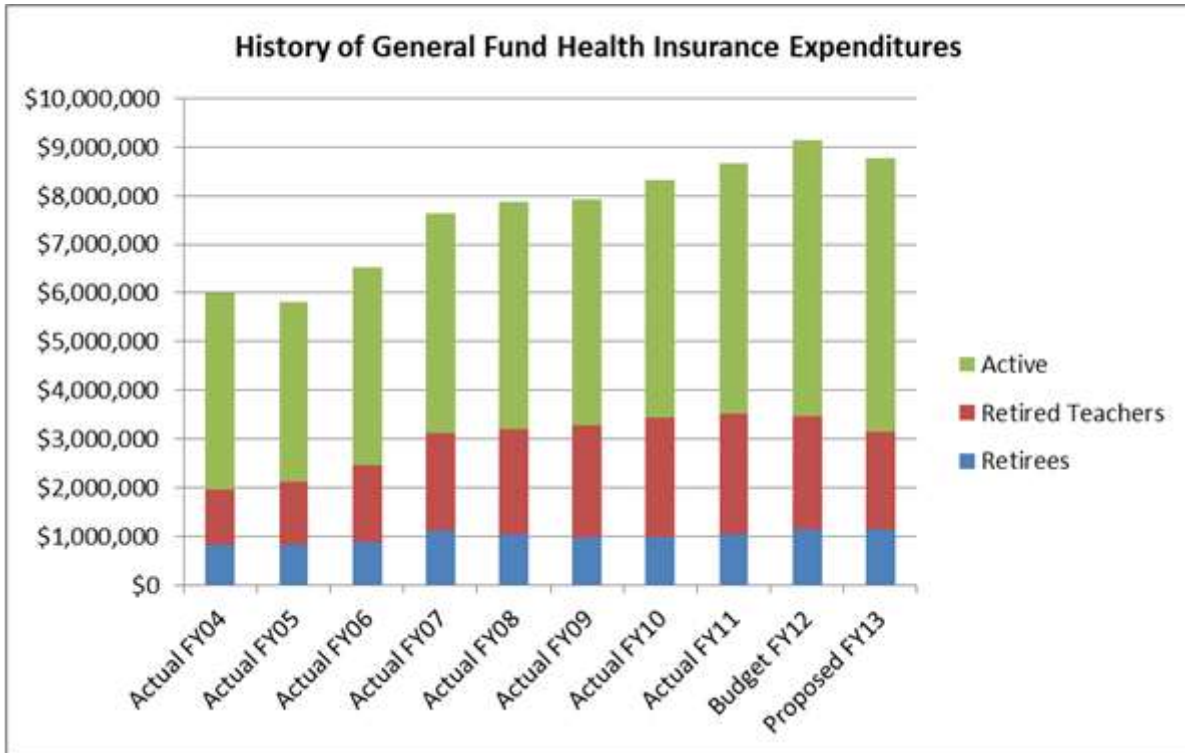


Health insurance for active and retired employees is the largest expenditure in this area of the budget. Collectively, they represent 49% of all employee benefits spending. This includes the contribution to the Town's trust fund for other-post employment benefits which is budgeted at \$200,000 for FY13. The Town's annual required contribution (ARC), as calculated by actuaries, for fully funding its other post-employment benefit obligation is approximately \$5.5 million. This level of funding cannot be achieved immediately without significant cuts to services or increases in the tax levy. Health insurance for active employees comprises 63% of all health insurance expenses while retirees make up 35%.

The county retirement assessment is the second largest expenditure in this category representing 38% of the total budget. These assessments have increased considerably over the past few years due to the declining investment performance of pension assets. The Town has been able to mitigate some of the increase by adopting a new payment schedule that saves approximately \$125,000 per year.

Health Insurance

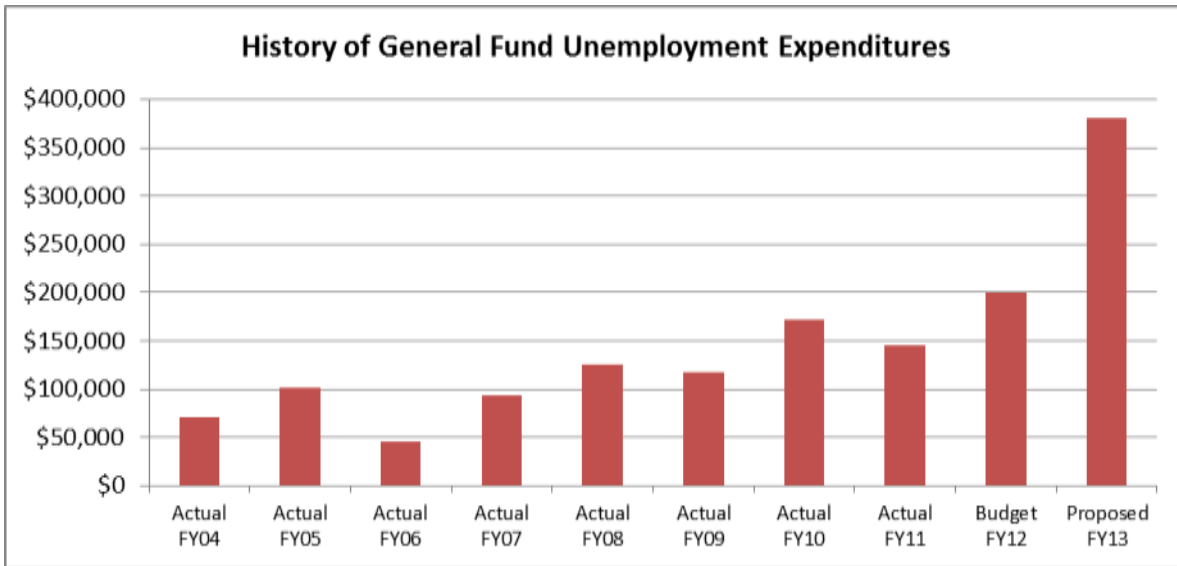
The Town contributes 50% towards the health insurance premium for employees except for retired teachers. Retired teachers join the State’s Group Insurance Commission upon retirement and the Town is responsible for contributing 15% to 20% towards their health insurance costs. The State deducts this cost from the Town’s quarterly state aid distribution.



Factors affecting costs in this category are the number of retirees, co-pay levels, deductibles and health insurance premium changes. Plan design changes for the FY13 health insurance plans have been implemented which result in decreased premiums saving the Town approximately \$800,000 in FY12. This savings will be absorbed across all funds including the general fund, enterprise funds and special revenue funds where some employee health insurance is charged to grants and revolving fund type activities. One-half of the savings will be shared with plan subscribers and is included in this area of the budget for FY13

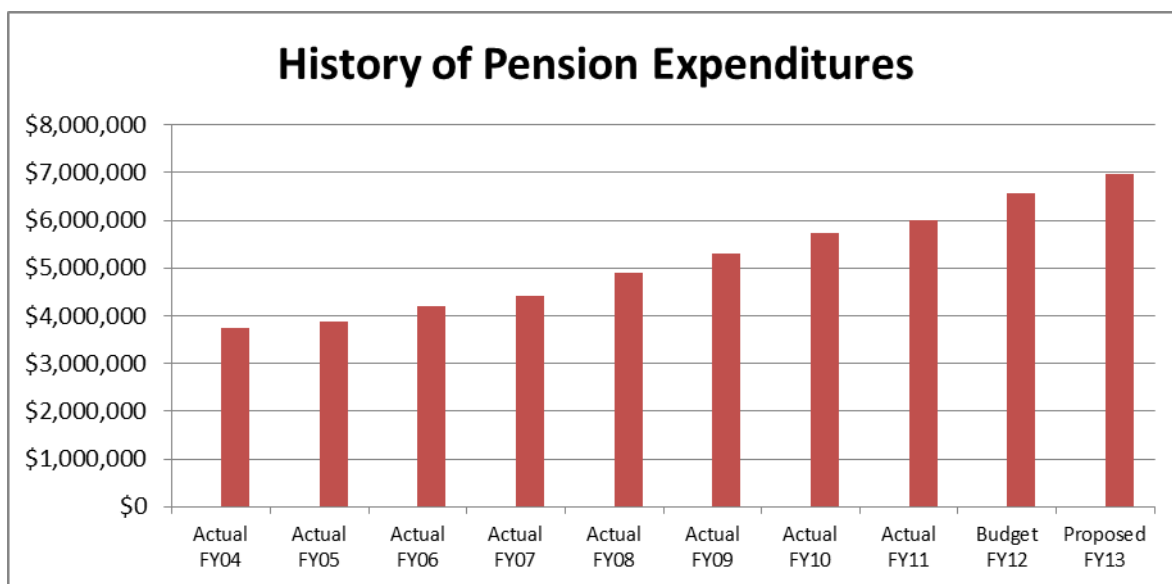
Unemployment

The Town self-insures for unemployment costs. There are no significant layoffs anticipated in FY13. Unemployment costs are significantly higher in FY13 due to reclassifying the School Department's unemployment expense from the operating budget to the employee benefits budget. .



Pension Assessments & Non Contributory Pension

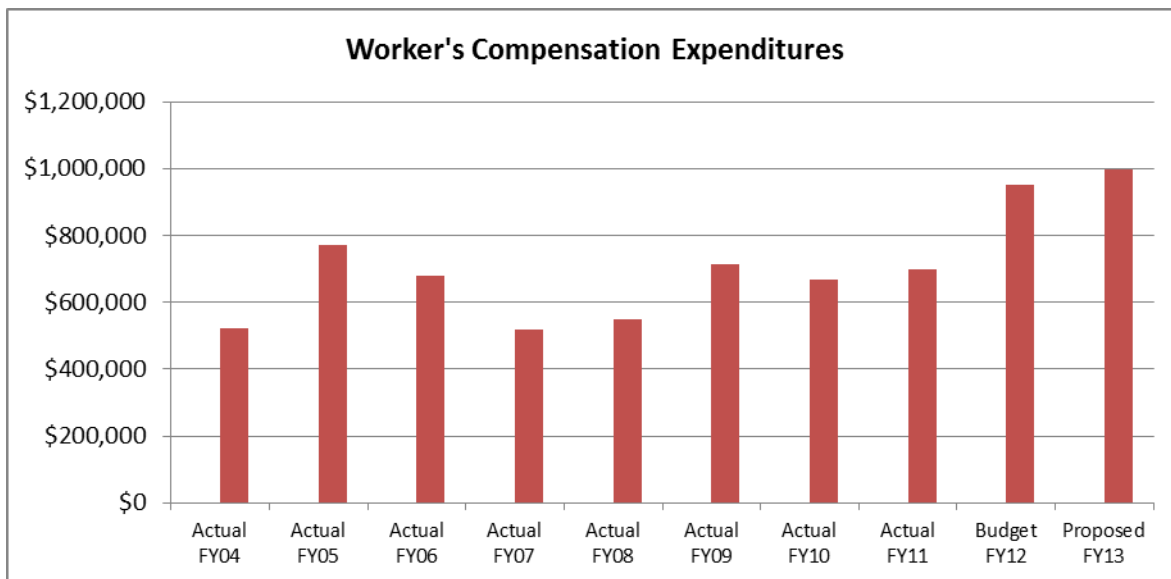
The Town belongs to the Barnstable County Retirement Association (BCRA). Each year the County Retirement Board notifies each member town with the amount of its share of the county retirement pension expense. This assessment includes the normal costs for current retirees, an amount for the amortization of the unfunded liability of the system and the expense of running the system. Additionally, the Town has one retiree collecting a pension that retired before the Town joined the BCRA. This cost is also included in this category. Pension assessments are expected to continue to rise in the neighborhood of 4.5% to 8% per year depending upon the investment performance of the system's assets. The county pension system conducts an actuarial calculation every other year of the unfunded liability for the system which will readjust the assessment levels. The assessments have increased more \$3 million over the past 10 years.



Worker's Compensation

The Town began self-insuring for worker's compensation in FY12. This expense covers all active Town employees including those working for the School Department and enterprise funds. Costs have risen significantly due to a number of recent factors. First, an increase in workplace claims and severity of claims has driven up our experience rating which translates into higher premiums. Second, the market for worker's compensation coverage has changed making fewer carriers interested in the large payroll exposure the Town and Schools have. This has limited our options for carriers and creative programs that allow us better pricing. In the past, discounted programs have been an option for the Town and Schools, but lately, these programs have tightened up, and the deviated premium programs have offered smaller discounts. Finally, the payroll and job classification rates which determine our premium have continued to rise. These are set by the State and we have little control over this change, which has translated into increased premium. For these reasons, the town converted to a self-insured program in FY12 and will continue operating in this manner for FY13.

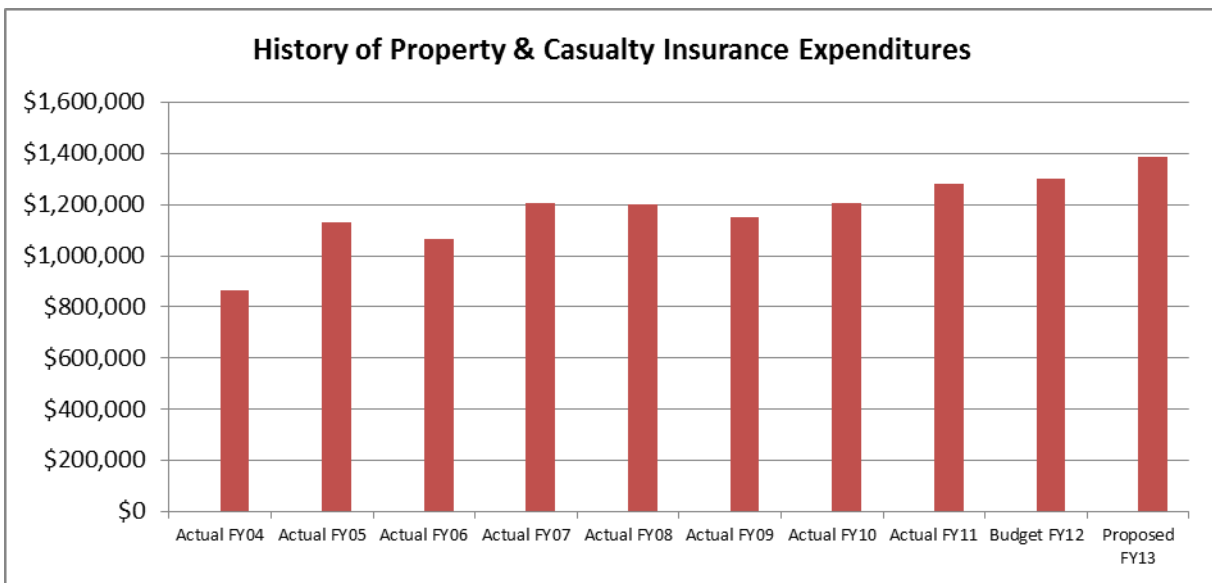
Despite these financial challenges, the Town's objective is to strive to create a safe workplace through appropriate supervision and safety education. We adopt loss control measures and offer training programs to limit potential losses, and we actively engage in developing a climate of safety for all Town and School employees. The reality for this current fiscal year is that a number of factors including, an aging workforce which can be more prone to accidents in the workplace, have combined to result in a dramatic increase in our workers compensation expenditures.



PROPERTY AND CASUALTY INSURANCE

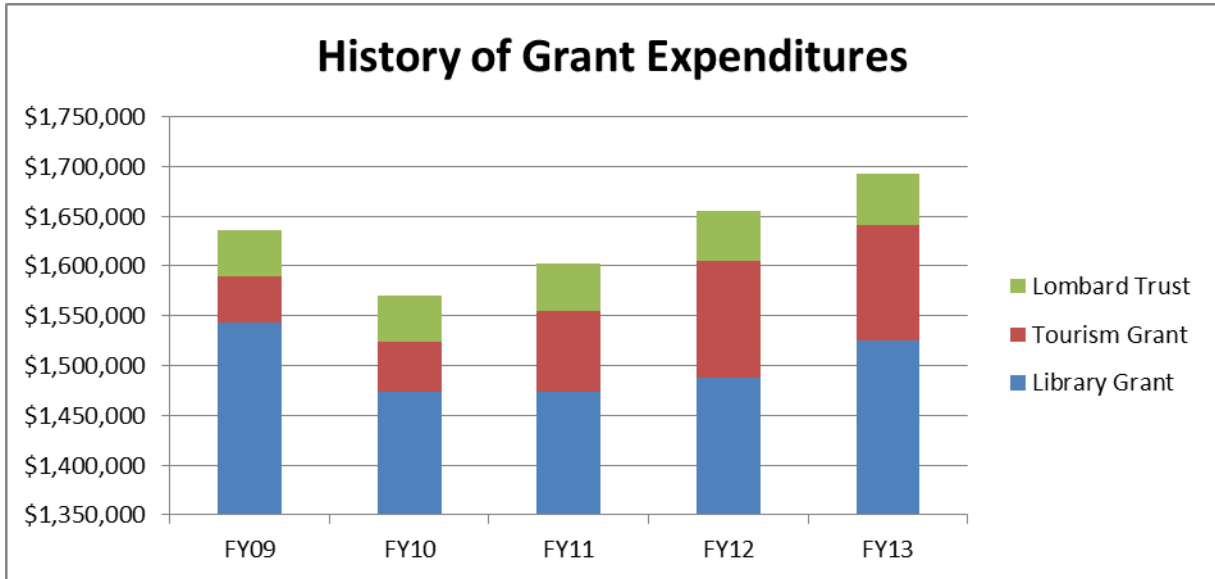
The Town procures premium based liability, property, casualty, automobile, specialty and fire insurance on all its land, building and equipment. The total listed value of the Town's "fixed asset" holdings exceeds \$400 million. In addition, specialty coverages including Public Officials Liability, School Board Legal Liability, Aviation Liability, limited pollution coverage and Police accident and Health insurance are secured each year to protect the activities and employees of the Town, School and Enterprise operations. In addition, many of these coverages extend over the boards and commissions as well as the many volunteers who participate in local municipal operations annually.

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 our coverage. The total cost of insurance has grown from \$866,000 in FY04 to \$1.386 million in FY13. This is a 60% increase, an average of 6% per year.



GRANTS

Included in this category is the funding provided to the Town’s seven village libraries, funding for a tourism promotion contract to enhance the Town’s economy, and rent paid to the Lombard Trust for land used by the Town. Each library has its own Board of Trustees and the Town exercises no control over their 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 FY13 proposed budget includes a tourism grant amount that represents 7.5% of the total estimated rooms tax to be collected by the Town using a 4% rooms tax rate. The grant to the libraries is increasing 2.5% and the payment to the Lombard Trust remains the same at \$50,658.

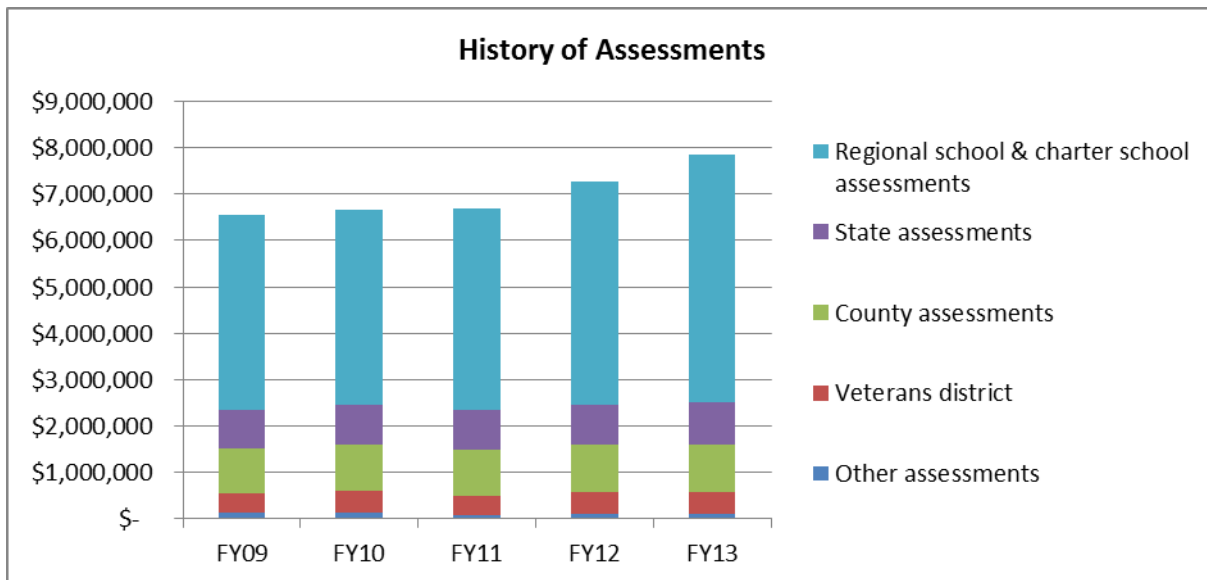


ASSESSMENTS

The Town participates in four districts, namely: the Cape Cod Technical Regional High School, the Veteran's District, the Old King's Highway Historic District, and the Cape Cod Greenhead Fly Control District. These assessments are based on the Town's share of the cost of running these operations. The largest assessment is the Cape Cod Technical Regional High School District. Members appointed by the Town Council represent the Town on the Regional School Committee. The Veteran's District administers to our Veterans needs and this appropriation represents our share of the administrative cost and direct benefits paid to veterans.

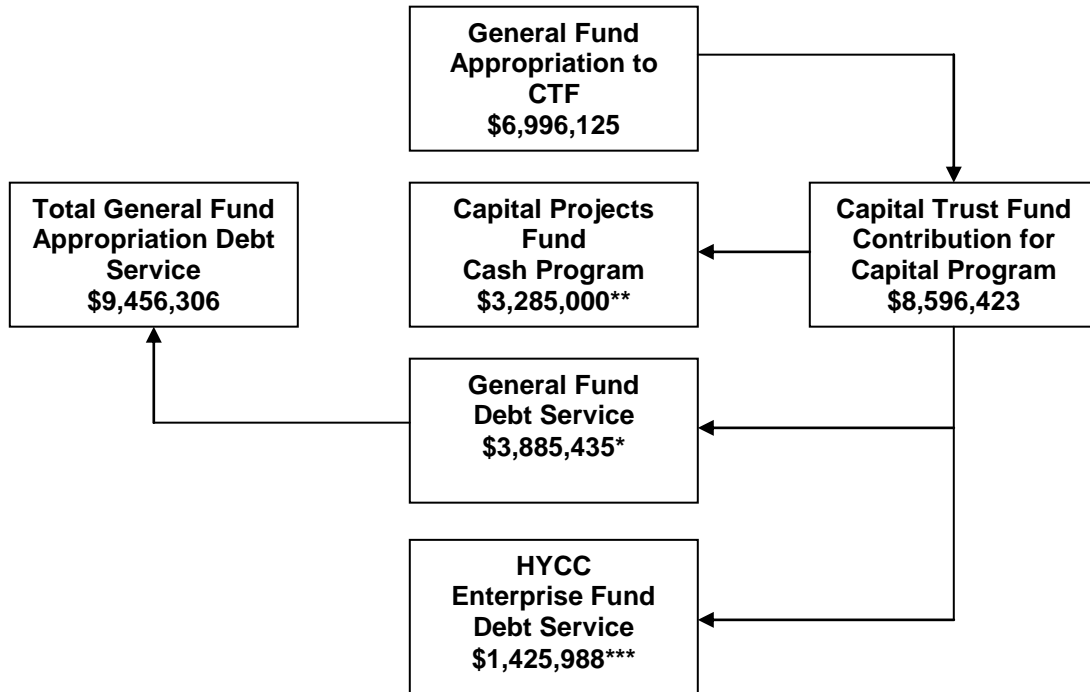
Also included in this category are state and county assessments. County assessments consist of the Town's portion of the county's operating budget and the Cape Cod Commission. The assessment for the Cape Cod Commission is excluded from Proposition 2½ taxing limitations and is added to the tax levy every year. State assessments include such items as mosquito control projects, regional transit authorities, and other smaller items. These cost must be budgeted, however, no appropriation by the Town Council is required since the state deducts the assessments from the Town's quarterly aid distributions.

Finally, this category also includes a budget for school choice and commonwealth charter school assessments. The Barnstable School District participates in the state's school choice program. The school choice program allows parents to send their children to schools in communities other than the city or town in which they reside. Tuition is paid by the sending district to the receiving district. Districts may elect not to enroll school choice students if no space is available. Commonwealth charter schools are independent public schools designed to encourage innovative educational practices. Charter schools are funded by tuition charges assessed against the school districts where the students reside. The state provides partial reimbursement to the sending districts for the tuition costs incurred.



TRANSFERS

Included in this category are all budgeted transfers to other town funds from the General Fund. This includes \$60,000 to the Hyannis Youth & Community Center enterprise fund, \$1,775,000 to the sewer enterprise fund and \$6,996,125 to the Capital Trust Fund (CTF). The CTF will in turn, transfer \$3,885,435 back to the general fund, resulting in a net transfer to the CTF of \$3,110,690. The following diagram illustrates the transaction flow between the CTF and other funds for the FY13 budget year.



* Transfer of \$3,885,435 to the general fund from the CTF reduces the appropriation from the general fund to the CTF.

** Cash appropriation from CTF of \$3,285,000 to the Capital Projects Fund is appropriated by Town Council as part of the capital program.

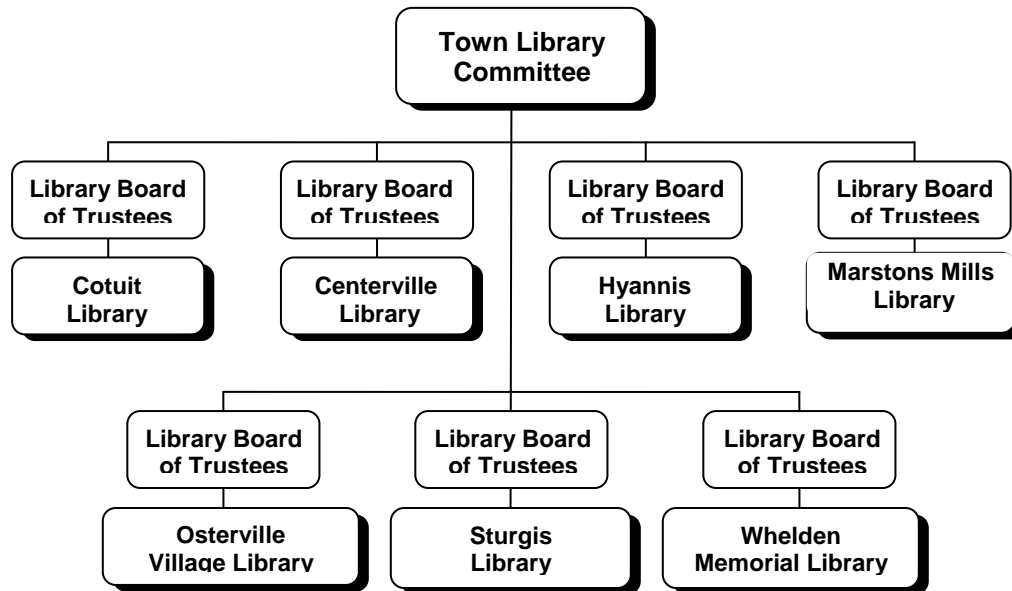
*** Transfer of \$1,425,988 to the HYCC enterprise fund is appropriated by Town Council as part of the operating budget.

APPROPRIATION DEFICITS

The Town has the authority under Massachusetts General Law to expend amounts in excess of appropriations for snow & ice removal, overlay deficits and any court ordered judgments. Any such expenditures in the prior year must be raised on the subsequent year’s tax levy, and as a result, reduces the amount of funds available for the subsequent year’s operating budgets. The Town has no snow and ice deficit from FY12 that needs to be raised in FY13. The only deficit to be raised in FY13 is an overlay deficit from the FY10 tax year of \$20,000.

TOWN LIBRARIES

The primary mission of the seven independent cooperating public 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 recreational needs of residents of all ages, backgrounds, interests and abilities.



The Town Libraries are not departments within the Town of Barnstable government, but function as seven independent organizations each with its 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 the operations and management of the libraries.

SUMMARY OF SERVICES AND BREAKDOWN OF PROGRAMS

There are seven public 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).

The primary mission of these independent cooperating libraries is to promote lifelong learning and enrichment by offering free access to library materials and services to meet the educational, informational and recreational needs of Town residents of all ages, backgrounds, interests, and abilities. Individuals, schools, organizations, and businesses within towns belonging to the CLAMS network are provided free access to library materials and services. Each of the libraries has distinct specialties, but all have committed themselves to providing the following programs and services:

- **Popular Materials Program:** As a popular materials center, the Barnstable libraries provide residents with a collection of current high demand, high interest materials for reading, listening and viewing. Library books, nonprint materials and online resources are available at each of the libraries, as well as 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 reports, 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, 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 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 and telephone 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 Southeastern Massachusetts Regional Library System, and the Massachusetts Virtual Library 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 greatly encouraged.

LIBRARY CHARACTERISTICS AND SPECIALIZATIONS

Centerville Public Library:

- One of the Town's most active libraries. Many groups and organizations, including the Centerville Beautification Committee and Cape Cod Rowing use the Library facilities for meetings and programs.
- The Library sponsors programs for adults that include author talks, dramatic presentations and lecture series by members of the Long Pasture Wildlife Sanctuary.
- The outstanding children's program includes three weekly story hours during the school year and year-round drop-in story times on Monday and Friday and Family Story Time on Thursday evenings. A partnership with 4H enables us to offer after-school science programs, babysitting classes and Earth Day celebrations.
- The Shell-vers, a group of Young Adults, works with the Youth Services Director on many projects and during several Library events. They are working with a local author to illustrate and publish a children's book.
- The Library provides community service opportunities for local students and the developmentally challenged.
- Ten computers are available for public Internet and word-processing use. Wireless Internet access is available throughout the building.
- A grant from the Kirkman Trust Fund allowed us to purchase a variety of e-readers that can be used for demonstration and training in the Library and throughout the community.
- In collaboration with the other Barnstable Village Libraries, and with a grant from the Kirkman Fund, the Centerville Library is now able to offer all Barnstable library cardholders online access to Learning Express, Mango Languages and World Book Web.
- The Library has a large collection of DVDs that includes popular films and series, classic movies, and non-fiction selections.
- The Large Print and audio CD collections are expansive.
- A Used Bookstore on the Lower Level provides an opportunity to find a great read at a bargain price while helping to support the Library's services.
- Two book discussion groups, the Mid-Cape Chess Club, a knitting group and a weekly bridge group meet regularly.
- Monthly exhibits by local artists.
- Homebound delivery is available for area residents.

Cotuit Library:

- Special collections include: Fine Arts Collection; Peck Maritime Collection; Kirkman Collection of Fine Books.
- Special emphasis within the general collection: vintage mysteries, visual arts.
- Meeting place for the community and for many community organizations including Cotuit Civic Association, Historical Society of Cotuit and Santuit, Cotuit Bird and Garden Club, Eagle Pond Stewards, and more.
- Meeting space for elected officials to meet constituents.
- Five Internet-ready public access computers; wireless access throughout the building.
- Active children's department with two story hours per week and many seasonal and summer reading activities.
- Children's writing contest co-sponsored by Cotuit Kettleers baseball team.
- Adult programs including two monthly book discussion groups, a handcrafts group, an exercise group which meets twice weekly, author talks and other guest speakers.
- Homebound delivery available.
- Volunteer opportunities for teens and adults.
- Ongoing book sale managed by the Friends of the Library.

Hyannis Public Library:

- Located in the Main Street Waterfront Historic District, The Hyannis Public Library is comprised of three architecturally distinct buildings linked together: The Ora A. Hinckley building, originally a sea captain's home circa 1750; The Eagleston brick addition, built in 1939; and the contemporary Twombly Wing, built in 1974.
- Award-winning gardens maintained by the Hyannis Garden Club.
- Active Friends of the Library.
- "401, Main," the library's fundraising book shop run by dedicated volunteers.
- Programs for children and adults held throughout the year.
- Annual Mitten & Hat Tree community giving project.
- Extensive reference department, including special collections devoted to President John F. Kennedy and local history.
- The Verizon Family Literacy Resource Center provides materials and hosts English Language Learning workshops.
- Exam proctoring available by appointment.
- Dorothy P. Donalson Collection of African American and Women's Studies.
- Luso-American Literature collection and *veja* magazine.
- The National Endowment for the Arts "Picturing America" print collection.
- European Fiction.
- Graphic Novels.
- Collections focused on World War Two, Self Help, Cookery and Needle Arts.
- 14 public access computer stations with Internet access for children and adults.
- 24/7 Wireless Internet access available.
- MANGO online language learning via www.hyannislibrary.org.
- Dedicated Overdrive Digital Download Station.
- Serves large population of foreign temporary workers.

Marstons Mills Public Library

- Special collections include: Drama and Theatre arts; Lilith Gordon Women's Poetry Collection, extensive Large Print collection.
- Meeting place for many community organizations including the Marstons Mills Historical Society, Academy of Life Long Learning classes, and neighborhood associations.
- Four Internet-ready public access computers, two laptops and circulating e-readers, and wireless access throughout the building.
- Active children's department with story hour, 4-H, home school club, mother-daughter book club, and after school activities.

- Regular adult programming which includes a knitting group, two book discussion groups, and a drama club.
- Special adult programs include author presentations and presentations by local organizations
- Homebound delivery service.
- Volunteer opportunities for teens and adults.
- Ongoing book sale managed by the Friends of the Library.
- Technology classes and one-to-one technical support for e-readers.
- Partnership with Elder Services to provide volunteer support.
- Designated as a lending site for materials from the Perkins Braille and Talking Book Library.
- Designated as an Administrative site for the IBM Reading Companion Reading and Literacy Program.
- Collections include materials which support diverse cultures and languages.

Osterville Village Library:

Osterville Village Library moved to a temporary location at 812 Main Street during the construction process for the new library. Though most items are in storage, the library continues to provide the following:

- OVL maintains a substantial financial and investment collection. Resources include, Banker & Tradesman, Investor's Business Daily, Morningstar Mutual Funds, Standard and Poors Industry surveys, register of corporations and Trendline Current Market Perspectives.
- The Library provides an extensive audio and video collection which includes; foreign language; documentary; history; and how-to collections; a large collection of music CDs; books on CD and downloadable books.
- Wireless Internet access throughout the building, fax and photocopy access.
- The Library Director, Staff, Trustees and Members of the community completed the long range plan for the library which was approved by the Massachusetts Board of Library Commissioners.
- Other circulating collections include the Joyce A. Phillips Memorial collection of books by Cape Cod authors, illustrators and publishers.
- OVL has maintained meeting room space in the temporary library. We also appreciate having access to the Osterville Baptist Church, Osterville Historical Society, and local businesses.
- Our book discussion groups continue to meet in various locations.
- Stitching Tales hand working club provided handmade goods for local charities, and decorated the Osterville Village Library handmade ornament Christmas tree for a fundraiser with the Osterville Historical Society.
- Adult and Reference Services have included author discussions by Ann Hood, Nathaniel Philbrick, Cynthia Riggs, and Jon Katz. Other programs included a coin appraisal program, "Whale of a Time wooden whale auction, Color Nook and iPad Raffles, "Warm Apple Cider Fridays," Gingerbread house workshop, and dog walks.
- The library provides the following online databases: "*Ancestry.com*" for family history research, "*Global Road Warrior*" for travel needs, "*Novelist*," a reader's advisory tool and "*A to Z Maps*," useful for geographical and map research.
- Children's services include two free story time programs, craft programs, an egg hunt, face painting, balloon making, and magician shows.
- Regular and special children's and young adult programs include "Story time at the Mall" sponsored by the Barnstable Libraries and Regina Pizzeria, and *Barnstable Libraries Summer Reading* program performance of the "African Dance Troupe".
- Osterville Village Library participates with local organizations to plan and present various events throughout the year. Village events include: Christmas Stroll, Chocolate Festival, Village Day and Osterville Village Library Road Race, Egg Hunt, Halloween Parade, etc.
- Major Fundraising events have included the following: Wianno and Oyster Harbors Golf Tournaments, Library Auction, Clambake, Car Raffle, and Road Race.
- Hosts weekly summer concert series Wednesday evenings from the end of June to the end of August.

The Osterville Village Library Friends continue to manage a small but wonderful collection of book sale items, book and video rental collection of current titles, and book appraisal services.

OVL has also introduced a new vibrant group of young professionals and parents called the "Emerging Leaders," whose mission is to fundraise, plan and present programs and other opportunities for our patrons.

Demolition of the old library began in November 2010. The groundbreaking ceremony was held on October 29. Frank Carotenuto, followed by Deb Baker of Development Solutions of New England was hired to steer the capital campaign for the new building. The original architect was Ted Bellingrath. Due to Ted's passing, classmate and friend Jerry Ford of Ford 3 Architects agreed to finish the project. Thanks to the talented and exceptional work of Carr Enterprises, the library is on-time and on-budget. The new Osterville Village Library is due to open by March 2012.

Sturgis Library:

- The Sturgis Library is a historic public library and research archive located in Barnstable Village. The original historic building was constructed in 1644, which gives the Sturgis Library the distinction of being the oldest library building in the country.
- The Sturgis Library's special collections include the Lothrop Genealogy & Local History Collection and the Henry Crocker Kittredge Maritime Collection, which are used by researchers around the country. The collections 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. In addition, the Sturgis Library offers in-library access to *Ancestry.com Library Edition*, and home access to *Heritage Quest* genealogical databases.
- In addition to a wide variety of fiction and nonfiction books for readers of all ages, the Sturgis Library has a large selection of movies on DVD, audiobooks, ebooks, Wii games, and one of the largest music collections on the Cape. There is a circulating collection of books about Cape Cod and by Cape Cod authors as well as a dynamic selection of materials for young adults and children.
- Special services include free internet and wireless access; service to homebound patrons; and fax and photocopying services.
- The Library maintains an attractive and busy Book and Gift Shop year round. Proceeds from the shop go to enhancing library services and programs, and preserving our historic building.
- The library offers an active schedule of special programs, speaker series, exhibits, and displays for all ages. In addition to weekly programs for children and monthly programs for adults, the library hosts a scholarly book discussion group funded by the Massachusetts Foundation for the Humanities. The library sponsors an on-going exhibit of artwork by local artists and crafters, and has monthly displays of collectibles, artifacts, antiques, and other items of local interest.
- In addition to the Sturgis Library's busy schedule of events and activities, the library hosts meetings and events sponsored by other area organizations, including the Barnstable Historical Society, Civic Association, Coast Guard Heritage Museum, Fire District, and the Academy for Lifelong Learning. Our meeting spaces are available for rent by 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.

Whelden Memorial Library:

- Holds an extensive collection of unabridged books on CD, participates in OverDrive through CLAMS, and holds a large and current collection of DVDs.
- Houses an extensive historical collection of West Barnstable including photos as well as a Finnish section.
- Maintains a great number of books and videos on Bee Keeping.
- Hosts numerous community groups including a book discussion group.
- Delivers books to homebound.
- Provides wireless access available twenty-four hours a day.

- Enjoys an active Friends Group which provides a profitable book sale, bazaars and other functions.

FY 2013 GOALS

Aggregate goals for the seven libraries are:

1. To work with Town management to ensure that the seven village libraries are adequately funded so that they do not lose State certification. The State requires that towns in Massachusetts not cut funding to their libraries disproportionately in comparison to other Town departments. Loss of certification would mean that Barnstable residents would lose the ability to borrow books and other library materials from other towns either through interlibrary loan or directly.
2. To increase compensation for library personnel to better reflect their education, expertise, and experience, moving toward parity with other Town employees having similar backgrounds and experience.
3. To continue to work toward Town support of the CLAMS fees for all village libraries.
4. To continue cooperative efforts of the seven village libraries to improve and expand library services within the Town of Barnstable, particularly in the areas of Reference and Children's Services.
5. To continue to expand shared expertise among the seven libraries in the understanding and use of the constantly changing world of information technologies.
6. To increase public awareness of the vast array of materials and services available to Barnstable residents of all ages in their seven village libraries.
7. To work together on collection development so that there is less duplication, especially of expensive materials, by collaborating on collection priorities and promoting the individual libraries' areas of specialization.

FY 2013 FUNDING CHANGES

The FY2012 grant for the seven village libraries was \$1,488,238, an increase of one percent as voted by the Barnstable Town Council. The FY12 grant was disbursed as follows:

\$415,716 Hyannis Public Library
 \$265,723 Centerville Library
 \$213,847 Osterville Library
 \$202,249 Sturgis Library
 \$160,396 Marstons Mills Library
 \$140,695 Cotuit Library
 \$89,612 Whelden Memorial Library

The seven village libraries are requesting a total funding increase for FY2013 of 5.5%, or \$81,854 made up of one service priority package. That would bring the total FY2013 funding request to \$1,570,092.

CENTERVILLE PUBLIC LIBRARY

MISSION STATEMENT

As a center of community life, the Centerville Public Library encourages and supports civic, intellectual and cultural pursuits. It provides a wide range of information and materials to people of all ages, using traditional methods and innovative technology. The Centerville Public 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 Centerville Public Library educates the community to understand, appreciate and financially support the Library's relevance.

SUMMARY OF LIBRARY FUNDING REQUEST

Expenditure Category	Actual FY 2011	Approved FY2012	Requested FY 2013
Library Funding	\$203,613	\$225,780	\$225,780
Town of Barnstable	\$263,093	\$265,723	\$280,338
Total	\$466,706	\$491,503	\$506,118

PERMANENT POSITIONS

Positions	Actual FY 2012	Proposed FY 2013
Full time	4	4
Part Time	2.63	3.5
Total FTE's	6.67	7.5

FY 2013 GOALS

1. To continue to offer residents of the community the resources they require for their educational, informational and recreational pursuits in a comfortable and helpful environment.
2. To continue to work with all public libraries in Barnstable in planning so as to provide a high level of service to all library patrons and members of the local community. To explore ways in which the seven libraries can cooperate to reduce costs.
3. To collaborate with other village libraries and Town departments, to expand programming and outreach for all community residents.
4. To continue to find new and increased sources of revenue to elevate the operating budget to a level that will allow us to provide appropriate service and staffing.
5. To continue to develop the collection to meet the changing needs of library patrons.
6. To continue to address the goals in the recently completed Long Range Plan of Service and to update and reevaluate as necessary.
7. To complete a capital campaign and begin construction of an addition and renovation project that will address the need for handicap access and programming space.
8. To continue collaboration with the local schools to support one another in curriculum areas, collection development, and mentoring and community service. To continue to address the needs of the Young Adults in our community through increased materials, programming and involvement.

SUMMARY OF SERVICES/UNIQUE CHARACTERISTICS

The Centerville Public Library is at the vibrant center of village life. Circulation is up. Attendance is up. Programs for children and young adults multiply. The summer reading program in partnership with the public schools is more popular than ever. Computer use is increasing. The Library's experienced staff offers inventive new programs, lectures, and performances. A visit to the Library is part of the summer routine for many thousands of full and part-time residents, and visitors.

The Library is open more than 45 hours each week, with both evening and Saturday hours to meet patrons' busy schedules. In FY 2011 176,350 items were circulated. During the busy summer months weekly attendance averaged 6,000 patrons. In addition, access is provided to non-circulating materials and reference services. There is a heavy emphasis on current popular fiction and non-fiction materials. We have an outstanding collection of classic and current movies in DVD format. The large print and audio collections have been expanded as the demand has increased. The collection is re-evaluated on a continuing basis to keep it up to date and to optimize current space. We take full advantage of our membership in the CLAMS network to provide materials we do not own by obtaining them from other libraries in the system and beyond. Internet access is available to the public on ten computers and through wireless access.

An active group of library volunteers enables us to provide service while keeping the costs down. We offer a volunteer opportunity to several special needs individuals through area social service groups. Local students have a chance to learn a variety of work skills and fulfill required community service for the local schools and the court system.

Families are very important at the Centerville Library. The Children's Room provides a welcoming environment that encourages lingering. We strive to instill in children a life-long love of reading and learning. Three story-hour sessions are offered each week during the school year. Demand for these services far outweighs the space available. In addition, we have a drop-in story time on Monday and Friday and Family Story Time one night a week for working parents. Additional programs for school-age children are offered during school vacations. The summer reading program serves nearly 200 children, providing them with incentives and educational programs. Summer programs are done in collaboration with the other Barnstable village libraries. We are also fortunate to serve as a host site for many 4-H programs. Young adults in the community are being offered an opportunity to become an active part of the library as a part of "The Shell-vers". They decorate the Children's Room, help with programming for younger patrons, and suggest items they would like added to the collection. They are currently working with a local author to produce a picture book. Sales of the book will help the Library to provide a greater variety of programming for young members of the community.

FY2011/12 MAJOR ACCOMPLISHMENTS

- The Long Range Planning Committee completed the process of writing a new Five-year Plan. The plan will be on file in October of 2012. The Library began to tackle the goals from the Long Range Plan on file with the MBLC.
- The Capital Campaign to raise money for renovation and expansion of the Library reached the halfway point and is now in its public phase. The building project is shovel ready with plans to pull the building permit by the end of 2011.
- In FY10 the Centerville Public Library had a circulation of more than 176,000 items, and an attendance of 192,000 people.
- Adult programming was expanded to reach a broader audience. It included author talks, art history classes, a series of lectures by Long Pasture Wildlife Sanctuary, and dramatic presentations.
- The Centerville Library provided programming for more than 5,000 young people during the year, including Story Hour, Drop-in Story Time and Little Critters.
- Centerville participated in a collaborative summer reading program with the six other Barnstable village libraries. More than 200 children participated.
- The Young Adult group, The Shell-vers, is working with a local author and a published illustrator to produce and publish a picture book that will be sold to provide money for children's programs.

- Centerville worked with the Town Library Committee to find ways for all seven libraries to reduce costs and increase collaboration.
- The Centerville Library worked with the other Barnstable village libraries to provide collaborative programming.
- In collaboration with the Centerville Civic Association and the Old Home Week Committee, we offered programming during community events.
- The Library worked with the Barnstable Schools and social service organizations to provide volunteer opportunities for local youth.
- The staff and patrons of the Centerville Public Library partnered with the Massachusetts Department of Children and Families to sponsor 140 needy children during the holidays.
- The Youth Services Department of the Library began a program to recycle within the library. Bins were donated and a volunteer regularly delivers to the Transfer Station.

WORKLOAD INDICATORS

Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Visitors to the Library	192,781	195,000	195,000
Total items circulated	176,350	180,000	180,000
Total programs held	400	400	400
Total attendance at programs	7,278	7,000	7,000
Total items in collection	59,662	60,000	60,000
Interlibrary loans provided to other libraries	16,583	17,000	17,000
Hours Open	2,271	2,200	2,200
Registered Borrowers	6,749	7,000	7,000
Children's Circulation	55,263	56,000	58,000
Children's Programs	224	240	250

COTUIT LIBRARY

MISSION STATEMENT

The general purpose of the Cotuit Library is to make available to all members of the community any books, materials and information which will help them to become well informed, to decide important questions, to educate and to enjoy leisure.

SUMMARY OF COTUIT LIBRARY FUNDING REQUEST

Expenditure Category	Actual FY 2011	Approved FY 2012	Requested FY 2013
Library Funding	159,828	166,410	170,000
Town of Barnstable	139,302	140,695	148,433
Total	\$299,130	\$307,105	\$318,433

PERMANENT POSITIONS (FTEs)

Positions	Actual FY 2012	Proposed FY 2013
Full time	3.0	3.0
Part Time	1.7	1.7
Total FTE's	4.7	4.7

FY 2013 GOALS

1. Provide the best possible comprehensive library services to the community.
2. Work with other Barnstable Libraries to refine our common goals and plans and to offer the best possible library services.
3. Serve as a village center and meeting place for other community organizations.
4. Reach out to other community organizations to build partnerships to enhance programming and services.
5. Study the use of space in the Children's Library and recommend changes.
6. Provide increased levels of information literacy and technology training for patrons.

SUMMARY OF SERVICES/UNIQUE CHARACTERISTICS

The Cotuit Library is at the heart of the village, both physically and in spirit. We provide a full range of essential library services to people of all ages: lending fiction, informational, print, and audiovisual material; offering reference books and services; establishing free Internet and wireless access; and creating programs for children and adults. The Library supports the research of several local authors. The Library is also an important community center and a meeting place for a variety of volunteer organizations.

The Cotuit Library focuses on:

- Being a community commons, a place to meet and form community.
- Offering popular titles and materials that focus on current topics of interest.
- Helping children build literacy skills.
- Assisting people of all ages to develop information literacy skills.

FY2011/12 MAJOR ACCOMPLISHMENTS

1. Renovated library to create safer and more accessible entrance and improved emergency exits.
2. Reorganized collection to ensure patrons can find items easily.
3. Completed comprehensive weeding program to ensure collection relevance.
4. Promoted children's early literacy through a wide range of programs, including at least two story hours per week and children's writing contest (co-sponsored by the Cotuit Kettleers baseball team).
5. Acquired a special Early Literacy Station to help children develop pre-literacy, literacy, and information literacy skills.
6. Met increased demand for computer internet use.
7. Continued a collaborative with all Barnstable Libraries to promote children's programming.
8. Created a weekly library column in the Barnstable Enterprise to improve community outreach.
9. Joined MLC Cooperative purchasing programs and joined with other Barnstable Village Libraries to make further cost reductions in insurance.
10. Attained 501(c)3 status for our Friends group.

WORKLOAD INDICATORS

Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Total Items Circulated	48,651	51,000	53,000
Inter-Library Loans			
Sent	11,096	11,750	12,500
Received	10,834	11,000	11,500
Library Visits	36,065	45,000	47,500
Programs Held	119	150	160
Program Attendance	2,326	2,500	2,750
Public Computer Uses (not including wireless)	3,276	3,500	3,500
Items in Collection	64,115	63,000	63,000
Registered Patrons	4,147	4,150	4,150
Total Hours Open	41/week	42/week	42/week

HYANNIS PUBLIC LIBRARY

MISSION STATEMENT

The mission of the Hyannis Public Library is to:

- be a place for the free expression of any idea.
- protect and preserve spoken and printed word regardless of their medium.
- be a comprehensive source of knowledge regardless of the manner, method, or means which convey it.
- preserve and perpetuate literacy.
- perpetuate culture.
- preserve and protect all forms of human expression and communication.

The Hyannis Public Library provides materials and service to assist residents of the Town of Barnstable, village of Hyannis, and surrounding communities to receive information for their personal, educational, and professional needs. The Library serves as a learning and educational resource for all area residents.

SUMMARY OF HYANNIS LIBRARY FUNDING REQUEST

Expenditure Category	Actual FY 2011	Approved FY 2012	Proposed FY 2013
Library Funding	141,301	150,000	150,000
Town of Barnstable	411,660	415,716	438,580
Total	552,961	565,716	588,580

PERMANENT POSITIONS (FTEs)

Positions	Actual FY 2012	Proposed FY 2013
Full Time Employees	6	6
Part Time Employees	2	3
Total FTE*	8	9

*TOTAL INCLUDES SECURITY AND CUSTODIAN POSITIONS

FY 2013 GOALS

1. Conduct a community needs assessment.
2. Maximize private fund-raising efforts.
3. Explore grant opportunities.
4. Continue work with the Community Preservation Committee to restore the Hinckley Building and improve the surrounding grounds.
5. Explore restoration of Eagleston and Twombly wings of the library.
6. Increase circulation of digital materials: eBooks, audioBooks, and music.
7. Increase social media contacts to promote online presence.
8. Continue to promote literacy in our community by augmenting the reference and circulating materials in the Verizon Family Literacy Center.
9. Extend outreach to the Barnstable Public Schools.
10. Develop additional adult programming.
11. Establish an adult short story discussion group.
12. Inventory library reference and circulating collections.
13. Improve public accessibility to the Large Type Collection.

14. Increase public awareness of vision impaired technology assistance in cooperation with Brooks Free Library in Harwich and Perkins Braille and Talking Book Library in Watertown.
15. Promote further resource sharing between the seven village libraries.

SUMMARY OF SERVICES/UNIQUE CHARACTERISTICS

Library needs of the community addressed include recreational, leisure, informational, educational, and social. Staff members work with the library's resources to provide access to information; meet user's needs, reach new users; make the public aware of library services and resources; provide interlibrary cooperation; preserve intellectual freedom; and help individuals find answers to problems.

- The Hyannis Public Library provides books, periodicals, music CDs, children's books and activities, entertainment and documentary DVDs, large print books, audio books on CD for public borrowing as well as a growing collection of online resources such as digital downloads and MANGO online language learning.
- The Hyannis Library supports and meets the unique needs of our community's special populations which include homeless, singles and families, the under-employed, the mentally ill, and the developmentally delayed.
- Outreach service is available for the unique needs of the homebound and institutionalized through the delivery of books by a network of volunteers and in cooperation with facilities in our area.
- The name of our village is internationally recognized and the library frequently provides reference services to people across the nation and around the world. The Library has trained personnel available as reference researchers within the library, by telephone, and through email for non-circulation use of these reference materials.
- The educational needs of children, young adults and their families are served through the use of borrowing; story-hours; story-telling projects; visits from teachers and classrooms of both public and private schools, including day-care facilities.
- The Children's Librarian continues outreach service to schools for reading programs such as "Reading is Fundamental" and Story Time at the Cape Cod Mall sponsored by Regina Pizzeria.
- The Library offers space and support for cultural awareness as a service to the parents, children and educational professionals within the Barnstable community.
- The Hyannis Library serves as the site for tutoring sessions for public school students and adult learners.
- The literacy goals of the community are supported with the library's services and resources for English Language Learning.
- The library serves as a research and interlibrary loan center for the Sturgis Charter Public School.
- The Library cooperates with the Hyannis Chamber of Commerce and the BID (Business Improvement District) to promote services that benefit business, citizens, and the library.

FY2011/12 MAJOR ACCOMPLISHMENTS

1. Carol J. Saunders elected Library Director by the Board of Trustees.
2. Held Board of Trustees retreat.
3. Teamed up with Directors of the Barnstable Libraries to present a grant request to Kirkman Trust Fund to provide online subscriptions to all residents with a CLAMS card from any one of the seven Barnstable village libraries.
4. Along with the other Barnstable Libraries, received funding from Kirkman Trust Fund to provide the following online subscriptions: Mango Language Learning; World Book Encyclopedia Online; Learning Express School, Job, and Career Online Resources.
5. Served as meeting site of the Hyannis Civic Association's *Supporting Our Youth Task Force* and *Summer Reading Assistance*.
6. Pursued restoration of the Ora A. Hinckley building in cooperation with the Barnstable Community Preservation Committee.
7. Enlarged the library's dedicated Wi-Fi area to accommodate more users.
8. Promoted literacy, provided English Language Learning resources such as the Verizon Literacy Learning Center, and hosted Family Literacy classes.

9. Widened the library's online presence through www.hyannislibrary.org, social networking sites such as Blogging, Face Book, and Twitter; and with a regular e-newsletter.
10. Doubled circulation of digital materials such as audio books, eBooks, and Freegal music downloads.
11. Expanded our children's services to include cooperation with and outreach to the Barnstable School System; private schools; Head Start and other day care facilities, and Families United Network (F.U.N.), and National Gaming Day @ Your Library.
12. Children's Department activities included Multigenerational Book Club, Chess Club, Saturday Board Games, and story and craft hours for the children of area families.
13. Joined forces with the Hyannis Youth and Community Commission, Barnstable Youth Services Librarians, and Regina Pizzeria for programs such as Youth Night and Story times at the Cape Cod Mall; Summer Reading Program; Reading is Fundamental.
14. Continued to serve as a research and interlibrary loan center for The Sturgis Charter Public Schools East and West.
15. Collaborated with WQRC-FM to celebrate the 21st Annual Hat & Mitten Tree community giving project.
16. Increased local business sponsorship with the guidance of the Hyannis Main Street Business Improvement District.
17. Worked in partnership with Zion Union Heritage Museum and First Baptist Church to present community cultural programs.

Fundraising

Friends of the Library Book & Author Series
 Used Book Shop run by dedicated volunteers
 Uno Chicago Grill *Dough Raiser* Fundraiser
 Local Business Sponsorship
 Annual Antiques Show & Sale
 Collaborative Fundraisers with Zion Union Heritage
 Museum and First Baptist Church in Hyannis

Friends of the Library Teddy Bear Picnic
 Raffles
 Memorial Donations
 Cinco de Mayo Fiesta 5K Race/Walk
 Winter Used Book Bag Sale in the Lobby

WORKLOAD INDICATORS

Workload Indicator	Actual FY 2011	Estimated FY 2012	Projected FY 2013
Visitors to the Library	79,000	80,000	80,000
Hours Open	1,801	1,800	1,800
Total Holdings	83,223	65,000	65,000
Subscriptions Holdings	51	100	100
DVD/Video Holdings	2,958	4,000	4,000
Registered Borrowers	10,945	12,000	12,000
Circulation	121,907	120,000	120,000
Non-Resident Circulation	24,186	24,000	24,000
DVD/Video Circulation	39,965	42,000	42,000
Digital Circulation (eBooks, Audio)	4,853	6,000	8,000
Interlibrary Loans Shared	18,017	18,000	18,000
Interlibrary Loans Borrowed	22,261	21,000	21,000
Reference Transactions	1,560	2,500	2,500
Public Access Computer Users	14,000	14,000	14,000
Programs	347	300	300
Program Attendance	4,519	3,500	3,500
Persons Volunteering	31	35	40
Hours Volunteered	1,706	3,000	3,000

MARSTONS MILLS PUBLIC LIBRARY

MISSION STATEMENT

The Mission of the Marstons Mills Public Library (MMPL) is to meet the informational, educational, recreational, and cultural needs of the residents, schools, businesses, and organizations in the Town of Barnstable through personal service, information resources and public programs. In its role as our 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. 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, ebook readers and digital downloads, databases and Wi-Fi internet access, and specialized collections and services for the four primary user groups who comprise our patrons: preschool children and families, school-aged children and families, adult readers and information seekers, and older adults.

SUMMARY OF MARSTONS MILLS LIBRARY FUNDING REQUEST

Expenditure Category	Actual FY 2012	Approved FY 2013	Proposed FY 2014
Library Funding	59,450	58,093	58,614
Town of Barnstable	158,808	160,396	169,218
Total	\$218,258	\$218,489	\$227,832

PERMANENT POSITIONS (FTE's)

Positions	Actual FY2012	Actual FY 2013	Proposed FY 2014
Full Time	2.00	1.00	1.00
Part Time	1.50	2.20	2.50
Total FTE's	3.50	3.20	3.50

FY 2013 GOALS

1. To open three additional hours each week on Friday mornings.
2. To secure additional grants and allocate existing grant funding according to grant guidelines and in accord with the Library's long range plan.
3. To serve as a regional learning center for Academy of Lifelong Learning classes.
4. To continue to partner with the Senior Service Corp and Elder Services to recruit volunteer support for circulation, the children's room, and events.
5. To improve the aesthetics of the library grounds bordering Route 149.
6. To investigate new funding sources with the goal of establishing a Library endowment.
7. To meet the goals and implement the action items in our long range plan.
8. 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; and specifically for the interests and needs of youth and families.
9. To provide exemplary service to ensure that circulation for all users and all collections continues to increase each year.
10. To provide efficient and dependable Wi-Fi internet access for all library users and to support library users with personal technology needs.

11. 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.
12. To provide outreach to schools and youth organizations in Marstons Mills and to collaborate with local youth organizations and schools to provide programs and resources around topics and current interests, and to teach the effective and ethical use of print, electronic and virtual media.
13. To develop programs around topics and current interests and to enhance connections and to expand collaboration between the library and community and area organizations.
14. To collaborate and partner with local organizations who provide services and support to older adults to develop library services and programs for this population.
15. To expand our Homebound Delivery Services program.
16. To improve and expand communication and promotion of library services and programs.
17. To work in conjunction 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.

SUMMARY OF SERVICES/UNIQUE CHARACTERISTICS

Marstons Mills is the third largest village in the Town of Barnstable, but it is the second largest in terms of population growth according to the 2000 census. (2010 figures not available or reliable). The village is home to West Villages Elementary School and the Barnstable Horace Mann Charter School. It is third, after Hyannis and Centerville, in the population of school-aged children (1,864), and has the highest percentage of school-aged children amongst its residents (25%). 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

For the amount of physical space and the size of the collection, MMPL is one of the most heavily used of the seven village libraries, and is currently open 43 hours per week. Nearly 20% of Barnstable's overall population resides in Marstons Mills. In the 2000 Census, there was a 19% increase in population in Marstons Mills compared to an overall increase in the Town of Barnstable's population of 17%. MMPL has increased the usable size of its building which has resulted in increased usage and circulation. Like all Barnstable libraries, MMPL is suffering from the continued effect of reduced funding. Despite these obvious disadvantages, however, MMPL circulates over 50,000 items per year.

FY 2011/12 MAJOR ACCOMPLISHMENTS

1. Collaborated with other Barnstable Library Directors to submit a request for grant monies from the Kirkman Trust.
2. Received an LSTA grant from the Institute for Museum and Library Services and the MBLC.
3. Designated as a site coordinator for IBMs Reading Companion software.
4. Received a Community Grant from IBM.
5. Received a Challenge Grant and raised sufficient matching funds for the improvement and expansion of collections and services.
6. Secured an Enoch Cobb Trust and Arts Foundation Grant on behalf of all Barnstable Libraries to help fund a comprehensive summer reading program for children in all seven villages.
7. Instituted new children and family program offerings which include a Home School Club, hobby clubs, after school 4-H Club, young adult summer drama club, adult knitting club and adult drama club.
8. Implemented a Homebound Services Delivery.
9. Acquired an extensive collection of plays donated by a New York City drama teacher and actress and instituted an new adult program for shared dramatic readings.

10. Collaborated with the Marstons Mills Village Association and the Liberty Hall Club to provide services and programs to support community information and recreational needs.
11. Expanded the Library Board of Trustees and recruited new volunteers.
12. Expanded the marketing of inventory in the 9 Lives Bookstore to include Amazon and Ebay.
13. Acquired an Amazon Kindle and a Color Nook for patron use specifically as resource and optional format for student required reading.
14. Established Tuesdays as Tech Tuesdays where staff is available to assist patrons with personal technical needs and questions.
15. Identified new media outlets for promotion and marketing.
16. Migrated all donor records to Giftworks, a donor software management program.
17. Began planning for the establishment of an endowment fund.

WORKLOAD INDICATORS

Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
General Circulation	51,213	52,000	52,500
Inter-Library Loans Received	12,678	12,800	12,810
Inter-Library Loans Sent	9,806	9,900	9,950
Total hours open	2,095	2,150	2,150
Total holdings	27,544	27,600	27,800
Number of registered borrowers	3,040	3,200	3,400
Internet Users	2,360	2,800	2,900
Children's Circulation	18,055	18,650	18,800
Children's Programs	139	142	150
Adult Programs	37	40	42

OSTERVILLE VILLAGE LIBRARY



MISSION STATEMENT

The mission of the Osterville Village Library is to provide a current collection of popular materials in all formats, for all ages, and a staff knowledgeable about popular authors and titles, to assure access to information, and to educate the public in the use of information resources in all formats. In addition, the Library will collect materials on a wide variety of topics of general interest, offering staff written and electronic assistance in locating materials that satisfy the public's desire for self-directed personal growth and development. Finally, it is our mission to provide programming that encourages public discourse, community involvement, cultural diversity, and civic pride.

SUMMARY OF OSTERVILLE VILLAGE LIBRARY FUNDING REQUEST

Expenditure Category	Actual FY 2011	Approved FY 2012	Requested FY 2013
Library Funding	407,604	322,402	322,500
Town of Barnstable	211,730	213,847	225,609
Total	\$641,277	\$536,249	\$548,109

PERMANENT POSITIONS (FTE'S)

Positions	Actual FY 2012	Proposed FY 2013
Full Time	6.0	6.0
Part Time	2.8	2.8
Total FTE's	8.8	8.8

FY2013 GOALS

1. To open and move into the new Osterville Village Library by March 2012. (See Photos following "Workload Indicators")
2. Increase fundraising activities which support the mission and services of the library.
3. Collaborate with the other 7 village libraries to provide online databases, youth and adult programming, and shared vendors for cost savings.
4. Continue our collaboration with our local area non-profit organizations to provide programs and services to our community.
5. Work with local town government, non-profit organizations and the other Barnstable libraries to provide joint programming, materials sharing and to seek out methods of partnership that will benefit all residents.
6. Provide e-readers and instruction for patron use.
7. Expand number of computers to include Macs as well as Microsoft operating system computers.
8. Increase the collection of new fiction, non-fiction, audio and video titles.
9. Increase our collection of online databases which support the interests and pursuits of our patrons.
10. Increase children's programming and current collections.
11. Increase young adult collections, plan and implement more YA programs.
12. Expand number of meetings, events and functions in the new library.
13. Provide a new and better Friends' of the Library Book Store with increased open hours.
14. Increase our volunteer patron base to help with library activities and services.

SUMMARY OF SERVICES/UNIQUE CHARACTERISTICS

The Osterville Village Library is among the busiest libraries in the Town. It has a very strong general collection supporting adult, children's and reference services. Beyond this, the Library has strengths in business and finance, crafts, cooking, gardening, maritime subjects and travel. The children's collection has strengths in early literacy materials and juvenile literature. The outstanding audio-visual collection includes movies, documentaries and lifelong learning DVD's, audio books on cassette and CD, and music CDs. The Library provides access to the world of information technology through the CLAMS network, the Massachusetts Library and Information Network, and the Internet.

FY2011/12 MAJOR ACCOMPLISHMENTS IN OUR TEMPORARY QUARTERS

1. Held 138 children's programs with a total attendance of 4,107.
2. Held 137 adult and young adult programs with a total attendance of 4,848.
3. Continued Sunday hours for the seventh year, thanks to a grant from the Town and an agreement with the Town Library Committee.
4. Maintained Sunday open hours during the summer.
5. Through a generous grant by the Osterville Village Association, we were able to continue our Summer Concert Series on the Library Green. These are held on Wednesdays from the end of June through August.
6. Held several fund raising events such as: the annual auction, village day luncheon and events, summer celebration, gift baskets, candy, tee shirts and hats, a decorated "whale" auction, and several other events.
7. The library held a car raffle during the summer.
8. Partnered with the Barnstable Libraries in providing grant funding for the Summer Reading Program.
9. Hosted the second annual Barnstable summer reading program under the tent on the Library Lawn.
10. Thanks to a grant from the Kirkman Trust Fund, OVL has the following online databases: Mango Language Learning Database, World Book online, and Learning Express. We were also able to expend \$1,000 for e-books and purchased 9 new computers for the library.

WORKLOAD INDICATORS

Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
General Circulation	60,487	65,000	75,000
Number of children's programs held	138	140	150
Attendance at children's programs	4,107	4,200	4,300
Number of adult and YA programs held	137	140	150
Attendance at adult and YA programs	4,848	4,800	4,900
Interlibrary Loans received from	9,978	10,000	11,000
Interlibrary loans provided to	7,263	7,300	8,500
Number of Registered Borrowers	5,739	5,800	5,850
Number of Reference Transactions	6,961	6,980	7,100
Total number of persons volunteering	81	120	120
Estimated number of hours volunteered	3,240	3,500	3,600
Total number of Saturday hours open	294	294	294
Total number of Sunday hours open	172	172	192

STURGIS LIBRARY

MISSION STATEMENT

The Sturgis Library, a historic public library in the village of Barnstable, is dedicated to providing services and resources to meet the needs of a contemporary community while preserving and promoting Cape Cod history. The library:

- Supports the lifelong pursuit of personal, vocational, cultural, and intellectual enrichment.
- Fosters literacy, curiosity, and creativity in library users of all ages.
- Promotes the free exchange of ideas and serves as a community meeting place.
- Offers a gateway to emerging technologies and informational databases which enhance traditional resources.
- Serves as a regional archive and research center for the study of Barnstable County history, genealogy, and maritime culture.

SUMMARY OF STURGIS LIBRARY FUNDING REQUEST

Expenditure Category	Actual FY 2011	Approved FY 2012	Proposed FY 2013
Library Funding	245,606	267,250	281,949
Town of Barnstable	200,246	202,249	213,373
Total	\$445,746	\$469,499	495,322

PERMANENT POSITIONS (FTEs)

Positions	Actual FY 2012	Proposed FY 2013
Full Time	2.9	3.0
Part Time	5.5	6.0
Total FTE's	8.4	9.0

FY 2013 GOALS

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.
2. To act as a community gathering place and center for civic, cultural, and other events.
3. To identify and attract new sources of funding, including support from public and private grant funding agencies, foundations, businesses, and individuals.
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.
5. To offer diverse and comprehensive programs and services to adults, young adults, and children, including curriculum support and lifelong learning opportunities.

SUMMARY OF SERVICES/UNIQUE CHARACTERISTICS

The Sturgis Library offers Barnstable and Cape Cod residents and visitors a comprehensive range of library services 6 days a week throughout the year. The Library's main service roles and priorities are summarized as follows:

- Current Topics and Titles
- Lifelong Learning
- Community Commons
- Genealogy, Local History, and Maritime Research Center

One of Sturgis Library's primary service roles is to provide specialized research collections, services and facilities for the study of Cape Cod history, genealogy and maritime culture. Unique among libraries of the Town and County of Barnstable, the Sturgis Library is distinguished for the scope and depth of its special collections and the services it provides to students, genealogists, historians, and others interested in finding out about the rich history of Cape Cod and the Islands. Access to the Library's historical collections and archives is provided free of charge to all researchers.

Another of the Library's important missions is to act as a primary educational and cultural center in Barnstable. 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. Programs for infants, school children, and teens are also offered year-round. Groups and organizations from around the community have access to the Library's meeting space.

FY2011/12 MAJOR ACCOMPLISHMENTS

1. The Sturgis Library Board of Trustees embarked on a project to preserve, repair, and renovate the historic building, which is the oldest library building in the country. Through donations and bequests, the Trustees raised 100% of the funds needed to match a \$247,700 Massachusetts Cultural Facilities fund grant. Many individual donors, local organizations, and others donated to this important project. The Town of Barnstable's Community Preservation Committee approved a \$75,300 grant to the Library in June of 2011. Renovations began in December of 2010 and were completed in December of 2011. Work included a new roof and new windows in the rear section of the building, the installation of a fire suppression system, new climate control and renovations for the archival vault, masonry and foundation repair, drainage work, structural repairs, new walkways, driveway repaving, and a new boiler.
2. The Library acquired an important archival collection of documents, ledgers and other materials related to the Barnstable Court system, including warrants, arrest records, writs, deeds, letters, subpoenas, and more. Many of the documents are one-of-a-kind, since the records of the Barnstable Courts burned in the 1820s. We are grateful to local historian Dave Crocker for safeguarding these papers through the years. His ancestors worked in the court system and in numerous Town positions in the early days of the Town of Barnstable. We also acquired a collection of postcards, photographs, documents and memorabilia related to the planning and building of the Cape Cod Canal.
3. The Barnstable Unitarian Church donated their collection of early First Parish Church documents to the Library. These early church records tell the story of the establishment of village and town life in Barnstable dating back to the 1600s.
4. The Library sponsored over 75 programs and events for adults, young adults, and children. Together with the 6 other Barnstable village libraries, we participated in the annual collaborative Summer Reading Program.
5. We received a grant from MassHumanities to fund our annual reading and discussion group series.
6. The Library purchased 3 ebook readers for use by patrons in the library to try out the Overdrive downloadable ebooks available through CLAMS. The Library also has an MP3 player that can be checked out to use to listen to downloadable audiobooks.
7. Together with the 6 other Barnstable libraries, we now offer access to Mango Languages online, World Book online, LearningExpress, and JobSearch Accelerator.

8. Antonia Stephens joined the staff as our new Assistant Director/Adult Services Librarian. She has been instrumental in planning and implementing a series of dynamic programs, and is working on a project to create an online index for the library's deed collection.
9. Circulation Assistant Lisa Hall Conway and Administrative Assistant Eileen O'Neill also joined our staff.
10. Circulation Coordinator Karen Horn was nominated as Paralibrarian of the Year by the Massachusetts Library Association.

WORKLOAD INDICATORS

Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Number of Library Visits	67,381	69,000	70,000
Circulation Transactions	104,821	108,000	110,000
Nonresident Circulation Transactions	20,775	21,000	22,000
Reference Transactions	7,748	8,000	8,300
Number of Programs Held (Adult & Children's)	75	100	115
Attendance at Programs	1,465	1,750	2,000
Number of Items in Collection	60,123	65,000	70,000
Number of Interlibrary Loans Provided	20,775	22,000	24,000
Number of Interlibrary Loans Received	12,736	13,000	14,000
Total Open Hours	2,057	2,055	2,055
Number of Volunteers	35	37	38
Number of Hours Volunteered	1,395	1,500	1,750
Number of Registered Borrowers	3,448	3,600	3,800
Number of public Internet Uses	17,909	18,000	20,000
Meeting Room Used by Public (Use count)	109	120	130

WHELDEN MEMORIAL LIBRARY

MISSION STATEMENT

Our mission is to serve the village of West Barnstable by providing popular reading materials, reference resources for independent and formal learning, and electronic access to the information network. Our mission is to preserve and promote the heritage of both West Barnstable and Cape Cod. We offer story hours, activities, and special programming for the children of the community. Our Library serves the Village as a meeting place and a forum for civic and cultural events.

SUMMARY OF WHELDEN LIBRARY FUNDING REQUESTS

Expenditure Category	Actual FY 2011	Approved FY 2012	Proposed FY 2013
Library Funding	43,347	47,451	48,000
Town of Barnstable	88,726	89,612	94,541
Total	132,073	137,063	142,541

PERMANENT POSITIONS (FTE's)

Positions	Actual FY 2012	Proposed FY 2013
Full time	1.00	1.00
Part Time	1.10	1.10
Total FTE's	2.10	2.10

FY 2013 GOALS

1. To continue to expand our fund-raising efforts.
2. To continue with more extensive cooperative efforts with the other Barnstable Libraries.
3. To increase programming for both adult and young patrons.
4. To improve the existing condition of the Library's basement in order to expand the revenue brought in by our book sales.
5. To complete a plan of action for the library.
6. To examine and streamline organizational structure of the library.

SUMMARY OF SERVICES/UNIQUE CHARACTERISTICS

We house an extensive history of West Barnstable in a well indexed archival collection. This index is also available on-line. We hold an extensive collection of books and DVDs on the topic of beekeeping thanks to the Barnstable Beekeepers. Both our collections of unabridged audio books on CD and Overdrive downloadable audio books are becoming increasingly popular. We are expanding our DVD collection. Our fund-raising activities are diverse; they include auctions, annual appeals, suppers, wine and food tasting, an Artisan fair, book and gift sales, raffles, and participation in the West Barnstable Village Festival. We have an excellent Friends Group that is always supportive and dedicated.

FY 2011/12 MAJOR ACCOMPLISHMENTS

1. We have a full complement of Trustees on the Board.
2. We have taken measures to correct long standing drainage problems in our basement, enabling our Friends group to expand its' book sale.
3. We have successfully revised our by-laws.
4. Whelden sponsored a successful "Time and Talent Auction" along with joining Sturgis Library in an Antique Show and Sale. We have also provided many other events, such as the "Whelden in Bloom" event which brought in needed revenue.
5. We held our first Sip Around the World event, a wine and food tasting that brought in much needed funds. We also sponsored our first Artisan Fair, an event that we plan to repeat.
6. We instituted an Election Day Snack Bar and Chowder.
7. We made a more coordinated effort to share resources, staff and materials with the other Barnstable Libraries.
8. We saw increased use of Public Computers and continued to provide wireless access.
9. Whelden continued to see our circulation steadily increase.
10. We have increased our programming with successful children's craft programs and more offerings for adult patrons.

WORKLOAD INDICATORS

Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Circulation	39,900	40,000	41,000
Hours Open	1,403	1,403	1,403
Registered Patrons	1,114	1,200	1,300
Internet Uses	5,200	5,200	5,200
Interlibrary loans --provided	10,780	10,900	10,900
Interlibrary loan--borrowed	10,620	10,800	10,800
Materials/Holdings	41,662	42,000	42,500

APPENDIX A

FY 2013 BUDGET APPROPRIATION ORDERS

PART A – CAPITAL IMPROVEMENT BUDGET

APPROPRIATION AND LOAN ORDER 2012-083

Water Supply Enterprise Fund Capital Improvement Plan (2 / 3 vote)

ORDERED:

That the sum of **\$1,050,000** be appropriated for the purpose of funding the pipe replacement and upgrade program for the Hyannis Water System as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,050,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND LOAN ORDER 2012-084

Water Supply Enterprise Fund Capital Improvement Plan (2 / 3 vote)

ORDERED:

That the sum of **\$1,070,000** be appropriated for the purpose of Constructing a New 8" Water Main on Scudder Ave (Greenwood Ave to Craigville Beach Rd) as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, the Town Treasurer, with the approval of the Town Manager, is authorized to borrow **\$1,070,000**, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-085

Water Supply Enterprise Fund Capital Improvement Plan (majority vote)

ORDERED:

That the sum of **\$54,000** be appropriated for the purpose of funding the Water Main Looping & Connection (Highland St to Cook Circle) as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$54,000** be transferred from surplus funds within the Water Supply Enterprise Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-086

Water Supply Enterprise Fund Capital Improvement Plan (majority vote)

ORDERED:

That the sum of **\$80,000** be appropriated for the purpose of funding the Design and Permitting of the Hyannisport Well Repair as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$80,000** be transferred from surplus funds within the Water Supply Enterprise Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-087
Water Enterprise Fund Capital Improvement Plan (majority vote)

ORDERED:

That the sum of **\$67,600** be appropriated for the purpose of funding the Design of the Ocean Street Water Main Upgrade as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$67,600** be transferred from surplus funds within the Water Supply Enterprise Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-088
Water Enterprise Fund Capital Improvement Plan (majority vote)

ORDERED:

That the sum of **\$96,502** be appropriated for the purpose of funding the Pay-off of a Lease for an Emergency Generator as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$14,050** be transferred from council order 2009-090, **\$70,226** be transferred from council order 2011-136, and that **\$12,226** be transferred from surplus funds within the Water Supply Enterprise Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-089
Sewer Enterprise Fund Capital Improvement Plan (majority vote)

ORDERED:

That the sum of **\$77,000** be appropriated for the purpose of funding the Project Design for Staff Locker Room Upgrades, the Bearses Way Vacuum Station Back-up Pump, and the Portable Generator Storage Building as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$77,000** be transferred from surplus funds within the Sewer Enterprise Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-090
Airport Enterprise Fund Capital Improvement Plan (majority vote)

ORDERED:

That the sum of **\$800,000** be appropriated for the purpose of funding the testing, design, and constructing of the Runway 6 Engineered Material Arresting System (EMAS) as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$800,000** be transferred from surplus funds within the Airport Enterprise Fund, and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-091
Airport Enterprise Fund Capital Improvement Plan (majority vote)

ORDERED:

That the sum of **\$400,000** be appropriated for the purpose of funding Runway 15 Visual Zone Clearing as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$400,000** be transferred from surplus funds within the Airport Enterprise Fund, and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-092
Airport Enterprise Fund Capital Improvement Plan (majority vote)

ORDERED:

That the sum of **\$400,000** be appropriated for the purpose of funding the Replacement of Snow Removal Equipment as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$400,000** be transferred from surplus funds within the Airport Enterprise Fund, and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-093
Airport Enterprise Fund Capital Improvement Plan (majority vote)

ORDERED:

That the sum of **\$66,000** be appropriated for the purpose of funding the Design of the East Ramp Sewer Extension as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$66,000** be transferred from surplus funds within the Airport Enterprise Fund, and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-094
Airport Enterprise Fund Capital Improvement Plan (majority vote)

ORDERED:

That the sum of **\$200,000** be appropriated for the purpose of funding Airport Terminal Enhancements as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$200,000** be transferred from surplus funds within the Airport Enterprise Fund, and that the Airport Commission is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-095
Marina Enterprise Fund Capital Improvement Plan (majority vote)

ORDERED:

That the sum of **\$80,000** be appropriated for the purpose of funding the Design and Permitting of the Gateway Marina Dredging as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$80,000** be transferred from surplus funds within the Marina Enterprise Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-096
Capital Trust Fund Capital Improvement Plan (2 / 3 vote)

ORDERED:

That the sum of **\$3,250,000** be appropriated for the purpose of funding the repair of the Town's public roads and drainage systems as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager; and that to meet this appropriation, that **\$3,250,000** be transferred from available funds within the Town's Capital Trust Fund, and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto.

APPROPRIATION AND TRANSFER ORDER 2012-097
Capital Trust Fund Capital Improvement Plan (2 / 3 vote)

ORDERED:

That the sum of **\$1,879,000** be appropriated for the purpose of funding the following projects as outlined in the FY 2013 - FY 2017 Capital Improvement Plan as recommended by the Town Manager;

Emergency Center Generators (Highway & Landfill Office Buildings)	\$363,000
Hathaway's Pond Beach House Septic System Replacement	\$85,000
Town Hall Interior Improvements	\$153,000
Long Pond & Mystic Lake Water Quality Improvements	\$80,000
WB Community Center Septic System	\$50,000
Sidewalk Overlays	\$70,000
Centerville Community Building (Painting & fire escape)	\$80,000
Highway Building Roof Replacement	\$60,000
Project Design (School St. Bulkhead Repair, Snow's Creek Culvert, Bumps River Bridge Repair, Bay St. Ramp Repair, West Bay Breakwater Repairs, Old Town Hall & Trayser Museum)	\$345,000
MEA Building Septic System Replacement	\$55,000
Structures & Grounds Bldg (Septic System Design & Construct)	\$75,000
Ocean Street Parking Lot Improvements	\$115,000
School Facility Upgrades/Repairs	\$348,000

and that to meet this appropriation, **\$35,000** be transferred from available funds within the Town's Capital Trust Fund, and the following project balances totaling **\$1,844,000** be closed and transferred;

Council Order #	Project Name	Remaining Balance
2002-079	Boat Ramp Renovations	145
2005-043	Oyster Harbor Bridge Repairs	7,548
2007-148	Water Quality Study II	21,500
2007-149	West Bay Tower Repairs	6,323
2008-105	Demo Portable Classrooms	19,173
2008-107	Dredging	3,894
2001-087	Main St Hyannis Streetscape	3,160
2001-087	Walkway To The Sea	22,099
2001-087	Parking Lot Improvements	24,832
2001-087	Sewer Collection System Expansion Design	468,190
2002-080	Police Facility Addition	469
2002-080	Design & Specs HYCC	32,637
2002-080	Roundabout - Scudder/Smith/Marstons	145,377
2005-085	West Bay Bridge Repairs	2,380
2005-085	Police Facility Improvements	4,295
2005-085	School Facility Repairs & Improvements	5,907
2005-085	WB Comm Center Improvements	9,950
2005-085	200 Main St 2nd Floor Design	76,558
2006-096	School Improvements	4,096
2007-093	Lidar Survey	625
2007-095	Craigville Beachhouse	70,580
2007-095	Town Hall Improvements	84,461
2007-096	Coastal Discharge Mitigation	133,018

2007-097	Mystic Lake	1,637
2007-098	Pleasant St Dock Improvements	235
2007-099	School Facility Repairs	1,101
2007-099	School Safety Improvements	25,959
2008-019	Private Road Repairs	201,780
2008-108	Highway Division Complex	183
2008-108	Police Facility Fuel Tanks	24,545
2008-108	Town Hall Improvements	58,564
2008-109	Mystic Lake Alum Treatment	5,020
2008-110	School Maint/Repairs	6,941
2008-110	School Safety	58,956
2009-010	Dredging	43,167
2009-022	West Bay Bulkhead	47,464
2009-095	Athletic Facility Upgrades	123,390
2010-109	School Boilers	60,000
2009-069	Hyannis West Cleanup	37,840
	Total project balances to be returned	\$1,844,000

and that the Town Manager is authorized to contract for and expend the appropriation made available for these purposes and be authorized to accept any grants or gifts in relation thereto

PART B – OPERATING BUDGET

APPROPRIATION ORDER 2012-112

Police Department

ORDERED:

That the sum of **\$11,178,649** be appropriated for the purpose of funding the Town's FY 2013 **Barnstable Police Department** budget; and to meet such appropriation that **\$11,093,649** be raised from current year revenues and that **\$50,000** be transferred from the Embarkation Fee Special Revenue Fund, and that **\$35,000** be transferred from the general fund savings account as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-113

Education

ORDERED:

That the sum of **\$55,900,835** be raised and appropriated for the purpose of funding the Town's FY 2013 **Barnstable Public Schools** budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-114

Barnstable Municipal Airport Enterprise Fund

ORDERED:

That the sum of **\$7,349,458** be appropriated for the purpose of funding the Town's FY 2013 **Airport Enterprise Fund** budget, and to meet such appropriation that **\$7,349,458** be raised from current year revenues by the airport as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-115
Department of Public Works General Fund Budget

ORDERED:

That the sum of **\$7,863,952** be appropriated for the purpose of funding the Town's FY 2013 **Department of Public Works General Fund** budget, and to meet such appropriation, that **\$7,807,945** be raised from current year revenue, **\$36,695** be transferred from the Embarkation Fee Special Revenue Fund and **\$19,312** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-116
Department of Public Works Solid Waste Enterprise Fund

ORDERED:

That the sum of **\$2,656,754** be appropriated for the purpose of funding the Town's FY 2013 **Department of Public Works Solid Waste Enterprise Fund** budget, and to meet such appropriation that **\$2,220,500** be raised from current year revenues by the solid waste facility, and that **\$436,254** be transferred from the solid waste enterprise fund surplus, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-117
Department of Public Works Water Pollution Control Enterprise Fund

ORDERED:

That the sum of **\$4,684,189** be appropriated for the purpose of funding the Town's FY 2013 **Department of Public Works Water Pollution Control Enterprise Fund** budget, and to meet such appropriation that **\$3,990,000** be raised from current year revenues by the water pollution control facility, and that **\$694,189** be transferred from the water pollution control enterprise fund surplus, as presented to the Town Council by the Town Manager

APPROPRIATION ORDER 2012-118
Department of Public Works Water Supply Enterprise Fund

ORDERED:

That the sum of **\$3,454,571** be appropriated for the purpose of funding the Town's FY 2013 **Department of Public Works Water Supply Enterprise Fund** budget, and to meet such appropriation that **\$3,454,571** be raised from current year revenues by the water supply operations, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-119
Regulatory Services Department

ORDERED:

That the sum of **\$2,515,247** be appropriated for the purpose of funding the Town's FY 2013 **Regulatory Services Department** budget, and to meet such appropriation, that **\$2,429,441** be raised from current year revenue, **\$42,000** be transferred from the Wetlands Protection Special Revenue Fund and **\$43,806** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-120
Community Services Department General Fund Budget

ORDERED:

That the sum of **\$2,529,989** be appropriated for the purpose of funding the Town's FY 2013 **Community Services Department** budget, and to meet such appropriation, that **\$2,316,008** be raised from current year revenue, and that **\$213,981** be transferred from the Mooring Fee Special Revenue Fund as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-121
Community Services Department Golf Course Enterprise Fund

ORDERED:

That the sum of **\$2,870,000** be appropriated for the purpose of funding the Town's FY 2013 **Golf Course Enterprise Fund** budget; and to meet such appropriation that **\$2,870,000** be raised from current year revenues by the golf course facilities as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-122
Community Services Department Hyannis Youth and Community Center Enterprise Fund

ORDERED:

That the sum of **\$2,766,644** be appropriated for the purpose of funding the Town's FY 2013 **Hyannis Youth and Community Center Enterprise Fund** budget; and to meet such appropriation that **\$1,209,009** be raised from current year revenues by the Hyannis Youth and Community Center operations, and that **\$60,000** be raised from the general fund, and that **\$1,425,988** be transferred from the Capital Trust Fund, and that **\$71,647** be transferred from the Hyannis Youth & Community Center enterprise fund surplus as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-123
Community Services Department Marina Enterprise Fund

ORDERED:

That the sum of **\$617,000** be appropriated for the purpose of funding the Town's FY 2013 **Marina Enterprise Fund** budget; and to meet such appropriation that **\$593,000** be raised from current year revenues by the marina facilities and that **\$24,000** be transferred from the Bismore Park Special Revenue Fund as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-124
Community Services Department Sandy Neck Park Enterprise Fund

ORDERED:

That the sum of **\$684,442** be appropriated for the purpose of funding the Town's FY 2013 **Sandy Neck Park Enterprise Fund** budget; and to meet such appropriation that **\$676,900** be raised from current year revenues by the Sandy Neck Park operations, and that **\$7,542** be transferred from the Sandy Neck enterprise fund surplus as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-125
Growth Management Department General Fund Budget

ORDERED:

That the sum of **\$901,437** be raised and appropriated for the purpose of funding the Town's FY 2013 **Growth Management Department** budget as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-126
Town Council Department

ORDERED:

That the sum of **\$276,543** be raised and appropriated for the purpose of funding the Town's FY 2013 **Town Council** budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2012-127
Town Manager Department**

ORDERED:

That the sum of **\$652,806** be raised and appropriated for the purpose of funding the Town's FY 2013 **Town Manager** budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2012-128
Administrative Services Department**

ORDERED:

That the sum of **\$5,157,780** be raised and appropriated for the purpose of funding the Town's FY 2013 **Administrative Services Department** budget as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2012-129
Debt Service**

ORDERED:

That the sum of **\$9,456,306** be appropriated for the purpose of funding the Town's FY 2013 **General Fund Debt Service** budget, and to meet such appropriation, that **\$9,306,680** be raised from current year revenue, and that **\$68,253** be transferred from the Embarkation Fee Special Revenue Fund, and that **\$81,373** be transferred from the Bismore Park Special Revenue Fund, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2012-130
Employee Benefits & Insurance**

ORDERED:

That the sum of **\$19,589,846** be appropriated for the purpose of funding the Town's FY 2013 **Employee Benefits & Insurance** budget, and to meet such appropriation, that **\$18,894,846** be raised from current year revenue, **\$315,000** be transferred from the Pension Reserve Trust Fund, and **\$380,000** be transferred from the general fund savings account, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2012-131
Libraries**

ORDERED:

That the sum of **\$1,525,444** be raised and appropriated for the purpose of funding the Town's FY 2013 **Library Grant** as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2012-132
Other Grants**

ORDERED:

That the sums of **\$116,250** and **\$50,658** be raised and appropriated for the purpose of funding the Town's FY 2013 **Tourism Grant and Lombard Land Lease** budgets; respectively, as presented to the Town Council by the Town Manager.

**APPROPRIATION ORDER 2012-133
Assessments**

ORDERED:

That the sum of **\$3,233,250** be raised and appropriated for the purpose of funding the Town's FY 2013 **Assessments** budget, as presented to the Town Council by the Town Manager.

APPROPRIATION ORDER 2012-134
Transfers

ORDERED:

That the sum of **\$4,945,690** be raised and appropriated for the purpose of funding the Town's FY 2013 **Transfers** budget, as presented to the Town Council by the Town Manager.

- 1) And that the following sums be transferred from the Town's enterprise accounts for the purpose of reimbursing administrative, employee benefit and insurance costs budgeted within the General Fund:

Water Pollution:	\$390,865
Solid Waste:	\$270,195
Water:	\$92,933
Airport:	\$558,365
Golf Course:	\$250,000
Marinas:	\$55,674
Sandy Neck:	\$68,744

- 2) And further, that the sum of **\$20,000** be transferred from the General Fund Savings Account all for the purpose of funding the Town's FY 2013 General Fund budget as presented to the Town Council by the Town Manager.

REVOLVING FUNDS AUTHORIZATION ORDER 2012-135

ORDERED:

Pursuant to Chapter II, Article XVIII-A, Section 3 of the General Ordinances, the Town Council hereby authorizes the following revolving funds for FY 2013:

Fund	Revenue Source	Dept Officer Auth. To Expend Funds	Use of Fund	Total Expenditure Limit FY 2013
Classroom Education Fund	Program registration fees	Senior Services Director	Salaries, benefits, expenses, contract services to operate program	\$35,000
Adult Social Day Fund	Program registration fees	Senior Services Director	Salaries, benefits, expenses, contract services to operate program	\$150,000
Recreation Program Fund	Program registration fees	Recreation Director	Salaries, benefits, expenses, contract services to operate program	\$450,000
Shellfish Propagation Fund	Fees from permits	Natural Resources Director	Salaries, benefits, expenses, contract services, shellfish equipment to operate program	\$115,000
Building Inspections Fund	Fees from permits for municipal & private projects	Building Commissioner	Salaries, benefits, expenses, contract services to operate program	\$150,000
Consumer Protection Fund	Fees from weights & measures services,	Director Regulatory Services Dept.	Salaries, benefits, expenses, contract services to operate program	\$375,000
Geographic Information Systems Fund	Fees for GIS maps & reports	Information Systems Director	Salaries, benefits, expenses, contract services to operate program	\$20,000
Arts and Culture Program Fund	Shanty revenue, and gifts or contributions for arts and culture	Growth Management Director	Expenses related to arts and culture program	\$50,000
Total				\$1,345,000

2012-136 AUTHORIZING EXPENDITURE OF COMCAST LICENSING FEES FOR THE FUNDING OF THE PUBLIC, EDUCATION AND GOVERNMENT (PEG) ACCESS CHANNELS

RESOLVED: That the Town Council hereby authorizes the Town Manager to expend funds for the FY 2013 operation of Public, Education and Government access channels from licensing fees provided in the cable licensing agreement with Comcast, as signed by the Town Manager on July 8, 2008.

ORDER 2012-137 APPROPRIATION FOR FY 2013 COMMUNITY PRESERVATION FUND ADMINISTRATION EXPENSES AND FY 2013 PROGRAM SET-ASIDES

ORDERED: That, pursuant to the provisions of G. L. c. 44B § 6, for the fiscal year ending June 30, 2013, the following sums of the annual revenues of the Community Preservation Fund be set aside for further appropriation and expenditure for the following purposes: \$313,541 for open space; \$313,541 for historic resources; \$313,541 for community housing; and that the sum of \$150,000 be appropriated from the annual revenues of the Community Preservation Fund to be expended under the direction of the Town Manager, or the Community Preservation Committee with the prior approval of the Town Manager, for appraisal, title search, hazardous materials assessment, consulting services, and pre-development costs, and administrative expenses, and to assist in the development and performance of contracts for community preservation.

ORDER 2012-138 APPROPRIATION ORDER FOR COMMUNITY PRESERVATION FUND FY 2013 DEBT SERVICE

ORDERED: That the Town Council hereby appropriate \$2,664,783 for the purpose of paying the FY13 Community Preservation Fund debt service requirements, and to meet such appropriation, that \$2,553,691 be provided from current year revenues of the Community Preservation Fund and that \$111,094 be provided from surplus funds reserved for the historic preservation program within the Community Preservation Fund.

APPENDIX B

GLOSSARY

The following definitions explain the meaning of some of the terms frequently used in documents and discussions related to the Town's financial matters:

Abatement

A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit. (See [Commitment](#)).

Accounting system

The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its [funds](#), account groups, and organizational components.

Accrued interest

The amount of [interest](#) that has accumulated on the [bond](#) since the date of the last interest payment, and in the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See [Interest](#)).

Ad valorem

A Latin phrase meaning according to the value. For example, the property tax is an Ad Valorem tax because it is based on the [full and fair cash value \(FFCV\)](#) of the [real](#) or [personal property](#). (See [Assessed Valuation](#)).

Adopted Budget

The resulting budget that has been approved by the Town Council.

Advance refunding of debt

This occurs when new debt is issued to replace or redeem old debt before the [maturity or call date](#) of the old debt. Under these circumstances, the proceeds of the new debt must be placed in escrow and used to pay [interest](#) on old, outstanding debt as it becomes due, and to pay the [principal](#) on the old debt either as it matures or at an earlier call date. (See also [Refunding of Debt](#)).

Allocation

The distribution of available monies, personnel, buildings and equipment among various Town departments, divisions or cost centers.

Amortization

The gradual repayment of an obligation over time and in accordance with a pre-determined payment schedule.

Annual budget

An estimate of expenditures for specific purposes during the fiscal year (July 1 - June 30) and the proposed means (estimated revenues) for financing those activities.

Appellate tax board (ATB)

Appointed by the governor, the ATB has jurisdiction to decide appeals from local decisions relating to [property taxes](#), [motor vehicle excises](#), state owned land (SOL) [valuations](#), exemption eligibility, [property classification](#), and [equalized valuations](#).

Appropriation

An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended. (See [Encumbrance](#), [Line-Item Transfer](#), [Free Cash](#)).

Arbitrage

As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. [Section 103](#) of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed valuation

A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's [full and fair cash value](#) as set by the Assessors. (See [Ad Valorem](#); [Full And Fair Cash Value](#)).

Assessment date

The date property tax liability is fixed. In Massachusetts, property taxes are assessed as of the January 1 prior to the fiscal year. Assessors determine the physical status of taxable [real and personal property](#), its ownership, [fair cash value](#) and usage classification as of that date. By local option ([MGL Ch. 59 §2A9a](#)), the physical status of real property on June 30 is deemed to be its condition on the previous January 1.

Audit

An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable

management tool for evaluating the fiscal performance of a community.

Audit committee

A committee appointed by the selectmen, mayor, or city council, with specific responsibility to review a community's independent audit of financial statements and to address all issues relating to it as well as those outlined in the accompanying [management letter](#).

Audit management letter

An independent auditor's written communication to government officials, separate from the community's audit. It generally identifies areas of deficiency, if any, and presents recommendations for improvements in accounting procedures, internal controls and other matters.

Audit report

Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) statistical tables, supplementary comments, and recommendations. Almost always accompanied by a [management letter](#).

Automated recapitulation

An automated method that municipalities can use to submit data for the annual tax recapitulation process. [DLS](#) provides this Excel-based alternative to submitting data on paper forms. Municipal personnel enter

required data in specially designed Excel spreadsheets and send the completed spreadsheets as computer files to DLS for uploading to a database.

Available funds

Balances in the various [fund](#) types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen [expenses](#), for [capital expenditures](#) or other onetime costs. Examples of available funds include [free cash](#), [stabilization fund](#), [overlay surplus](#), [water surplus](#), and enterprise retained earnings. (See reserves).

Balance sheet

A statement that discloses the assets, liabilities, reserves, and equities of a [fund](#) or governmental unit at a specified date.

Balance budget

A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and Towns.

Base aid

A component of [Chapter 70](#) state aid to a municipality for education costs. Districts are guaranteed a certain base amount of aid that is increased annually by new increments in the following categories.

- [Minimum aid](#)
- [Foundation aid](#)
- [School Choice aid](#)

Betterments (special assessments)

Whenever part of a community benefits from a public improvement, or betterment (*e.g.*, water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Boat excise

An amount levied on boats and ships in lieu of a [personal property tax](#) for the privilege of using the Commonwealth's waterways. Assessed annually as of July 1, the excise is paid to the community where the boat or ship is usually moored or docked.

Bond

A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date ([maturity date](#)), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See [Note](#)).

Bond and interest record (bond register)

The permanent and complete record maintained by a municipal treasurer for each [bond](#) issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bond anticipation note (BAN)

[Short-term debt](#) instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years ([MGL Ch. 44 §17](#)). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the [Massachusetts School Building Authority \(MSBA\)](#) priority list. BANs are full faith and credit obligations.

Bond authorization

Action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or selectmen. (See [Bond Issue](#)).

Bond counsel

An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

Bond issue

The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.

Bond premium

The difference between the market price of a bond and its face value (when the market price is higher). A premium will occur when the bond's stated interest rate is set higher than the true interest cost (the market rate). Additions to the [levy limit](#) for a [Proposition 2½ debt exclusion](#) are restricted to the true interest cost incurred to finance the excluded project. Premiums received at the time of sale must be offset against the stated interest cost in computing the debt exclusion. If receipt of the premium and the payment of interest at maturity of an excluded debt occur in different fiscal years, reservation of the premium for future year's debt service is required at the end of the fiscal year when the premium was received.

Bond rating

A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income

investment. Rating agencies such as Moody's and Standard and Poor's use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Bonds authorized and unissued

Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.

Budget

A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Level Funded Budget, [Performance Budget](#), [Program Budget](#), Zero Based Budget)

Budget basis of accounting

The Town's general fund and enterprise fund budgets are prepared on a basis other than generally accepted accounting principles (GAAP basis). The actual results of operations are presented on a "budget (cash) basis" to provide a meaningful comparison of actual results with the budget.

Budget calendar

The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.

Budget message

A statement that, among other things, offers context by summarizing the main points of a [budget](#), explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.

Business-type activities

One of two classes of activities reported in the [GASB 34](#) government-wide financial statements. These activities are financed in whole or in part by fees charged to users for goods or services. Some examples are enterprise (MGL [Chapter 44 §53F½](#)), [special revenue](#) (MGL [Ch. 41 §69B](#)) water, and municipal electric fund.

Capital assets

All tangible property used in the operation of government which is not easily converted into [cash](#), and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See [Fixed Asset](#)).

Capital budget

An [appropriation](#) or spending plan that uses borrowing or direct outlay for [capital](#) or [fixed asset](#) improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy, rates, and identify those items that were not recommended. (See [Capital Asset](#), [Fixed Asset](#)).

Capital expenditures /improvements

Items generally found in the capital budget such as construction or major repairs to municipal buildings. The fees for architects, engineers, lawyers, and other professional services, plus the cost of financing advance planning, may be included in addition to the cost of materials and installation/construction.

Capital improvements program

A blueprint, for planning a community's [capital expenditures](#) that comprises an annual capital budget and a five-year capital program. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the program, there is a set of criteria that prioritizes the expenditures.

Capital outlay

The exchange of one asset ([cash](#)) for another (capital asset), with no ultimate effect on net assets. Also known as "pay as you go," it is the

[appropriation](#) and use of available cash to fund a [capital improvement](#), as opposed to incurring debt to cover the cost.

Capital outlay expenditure exclusion

A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a community-wide referendum. The exclusion is added to the tax [levy](#) only during the year in which the project is being funded and may increase the tax levy above the [levy ceiling](#).

Capital projects fund

Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Cash

Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash basis of accounting

An accounting method used that records and recognizes revenues when cash is received and expenses when cash is paid out of the Town treasury.

Cashbook

A source book of original entry, which a treasurer is required to maintain, for the

purpose of recording municipal receipts, adjustments to balances, deposits to municipal accounts and disbursements through [warrants](#).

Cash management

The process of monitoring the ebb and flow of a money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.

Cash receipts

Any money received by a municipality or its departments whether by [cash](#), check or electronic transfer.

Categorical aid (see offset item)

Type of state aid distributed to jurisdictions via the [Cherry Sheet](#). An offset item constitutes categorical aid and as such the funds must be spent for specific municipal and regional school district programs. The funds may be spent with [appropriation](#) in the local budget.

Categorical grant

A type of intergovernmental payment, which is characterized by extensive restrictions on the uses to which the funds may be "spent" by the recipient government.

Cemetery perpetual care

Funds donated by individuals for the care of gravesites. According to MGL Ch. 114 §25, funds from this account must be invested and

spent as directed by perpetual care agreements. If no agreements exist, the interest (but not principal) may be used as directed by the cemetery commissioners for the purpose of maintaining cemeteries.

Certificate of deposit (CD)

A bank deposit evidenced by a negotiable or non-negotiable instrument that provides on its face that the amount of such deposit, plus a specified interest, is payable to the bearer or to any specified person on a certain date specified in the instrument, at the expiration of a certain specified time, or upon notice in writing.

Chapter 200 (tax recapitulation)

Chapter 200 of the Acts of 1988 provides relief for those communities in which the maximum shift results in a residential share that is larger than the prior year's. Those communities may increase the commercial and industrial properties share of the [levy](#) by as much as 75 percent if the residential class would not be reduced to less than 50 percent of its single [tax rate](#) share by doing so. However, this residential share cannot be less than the residential share in any year since the community was first certified at [full and fair cash value](#).

General reference to the regulations and associated procedure for determining the maximum shift of tax burden from the Residential [property class](#) to the Commercial, Industrial, and Personal Property classes (CIP). The Chapter 200 form used in the tax rate

approval process develops the maximum shift allowed.

Chapter 59 assessment of local taxes

Portion of the Massachusetts General Laws that defines how municipalities assess local taxes. This chapter defines the role and responsibilities of assessors and methods for assessing property.

Section 5 describes property and persons entitled to exemptions. There are a number of exemptions that a municipality can vote to adopt. A municipality can be reimbursed by the state for some tax exemptions mandated by Chapter 59 - Section 5. A municipality applies for reimbursement by submitting documentation to DOR each year.

Chapter 61 land

Forest, agricultural/horticultural, and recreational lands valued according to MGL Chapters [61](#), [61A](#), and [61B](#). Land is valued at its current use rather than the full and fair cash value. The commercial property tax rate is applicable for land defined under these chapters.

Chapter 70 school funds

Chapter 70 refers to the school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the [Cherry Sheet](#) to help establish educational equity among municipal and regional school districts.

Chapter 90 highway funds

State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of MGL Ch. 90 §34. The Chapter 90 formula comprises three variables: local road mileage (58.33 percent) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83 percent) derived the Department of Employment and Training (DET), and population estimates (20.83 percent) from the US Census Bureau. Local highway projects are approved in advance, and then later on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant. Under the formula, communities with a larger number of road miles receive proportionately more aid than those with fewer road miles.

Charges for services

(Also called User Charges or Fees) The charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.

Charter school aid

A component of Chapter 70 state aid provided to a municipality for public education. Beginning in fiscal year (FY) 99, no new charter aid will be included in Chapter 70 aid,

and any Charter Aid distributed in FY98 and prior years has been included in FY99 base aid.

Cherry sheets

A form showing all state charges and reimbursements to the Town as certified by the state director of accounts. Years ago this document was printed on cherry colored paper.

Cherry sheet assessments

Estimates of annual charges to cover the cost of certain state and county programs.

Cherry sheet offset items

[Local aid](#) that may be spent without [appropriation](#) in the [budget](#), but which must be spent for specific municipal and regional school district programs. Current [offset items](#) include racial equality grants, school lunch grants, School Choice Receiving Tuition and public libraries grants. (See also [Offset Receipts](#)).

Cherry sheet receipts

Chapter 58, Section 25A of the Massachusetts General Laws provides that the Commissioner of Revenue estimate the state's funding of local reimbursement and assistance programs as authorized by law and appropriated by the legislature. Local assessors are required to use these figures when determining the local property tax rate.

Classification of the tax rate

Each year, the selectmen or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor to adopt (MGL Ch. 40 §56), and determining whether to offer an open space discount (Ch. 61, 61A and 61B), a residential exemption (Ch. 59, §5C), and/or a small commercial exemption (Ch. 59, §5I) to property owners.

Collective bargaining

The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.

Commercial, industrial, personal property (CIP)

A group of three property types used to describe the effect of multiple tax rates. A municipality can take a number of actions to shift the levy burden associated with a single tax rate from Open Space and Residential categories to the CIP categories.

Commitment

An authorization to collect taxes, fees or other charges due a municipality. For example, the assessors' commitment of real estate taxes authorizes the collector to pursue and receive payment from property owners.

Community preservation act (CPA)

Enacted as MGL [Ch. 44B](#) in 2000, the community preservation act permits cities and towns accepting its provisions to establish a restricted fund from which monies can only be appropriated for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund.

Acceptance requires town meeting or city council approval, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3 percent on real property tax bills and matching dollars from the state generated from registry of deeds fees. (See DOR [IGR 00-209](#) as amended by IGR 01-207 and IGR 02-208).

Community 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 budget proposal)

Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except that a newly elected governor has eight weeks from the day he/she takes office to submit a budget. The budget is designated House 1 in the first year of the two-year legislative session and House 1A in the second year.

Income approach

A method of estimating property value by converting anticipated net rental revenue, generated by the property, into an indication of market value. Used primarily to value [commercial/industrial](#) properties and apartment buildings, which are normally bought and sold on the basis of their income producing capability.

Indirect cost

Costs of a service not reflected in the operating [budget](#) of the entity providing the service. An

example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of [enterprise funds](#).

Inside debt

Municipal debt incurred for purposes enumerated in MGL [Ch. 44, §7](#), and measured against the community's debt limit as set under [Ch. 10](#). Consequently, the borrowing is inside the [debt limit](#) and referred to as inside debt. (See also Outside Debt).

Interest

Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal [bonds](#), interest payments accrue on a day-to-day basis, but are paid every six months.

Interest rate

The interest payable, expressed as a percentage of the [principal](#) available, for use during a specified period of time. It is always expressed in annual terms.

Interfund transactions

Payments from one administrative budget fund to another, which results in the recording of a receipt and an expenditure.

Intrafund transactions

Financial transactions between activities within the same fund. An example would be a budget transfer.

Interim year valuation adjustment

State law requires that local [assessed values](#) reflect market value every year. Every three years, [BLA](#) reviews and certifies that an individual community's assessed values meet the standard. In between these [triennial revaluations](#), a community should complete an annual analysis to determine whether an interim year value adjustment is warranted. Depending on market conditions and property value trends, adjustments may increase, decrease or leave values unchanged. If the overall assessed value of the community changes by 10 percent, up or down, [BLA](#) must be notified.

Internal control structure

The policies and procedures established by management to ensure the integrity and comprehensiveness of the data collected by the [accounting system](#) for use in internal and external financial reports, as well as the overall control environment in which the government operates.

Internal service fund

A municipal accounting [fund](#) used to accumulate the cost of central services such as data processing, printing, postage, motor pool. Costs or charges to an internal service fund are

then allocated to other departments or funds within the government unit.

Land court

Established in 1898, the Land Court has the exclusive jurisdiction to foreclose rights of redemption on a property in tax title.

Legal Level of Budgetary Control

The level at which a government's management may not reallocate resources without approval from the legislative body

Levy

The amount a community raises through the property tax. The [levy](#) can be any amount up to the [levy limit](#), which is re-established every year in accordance with [Proposition 2½ provisions](#).

Levy ceiling

A levy ceiling is one of two types of [levy](#) (tax) restrictions imposed by MGL Ch. 59 §21C ([Proposition 2½](#)). It states that, in any year, the real and personal property taxes imposed may not exceed 2½ percent of the total [full and fair cash value](#) of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a [debt exclusion](#), or a [special exclusion](#). (See [Levy Limit](#)).

Levy limit

A levy limit is one of two types of levy ([tax](#)) restrictions imposed by MGL Ch. 59 §21C ([Proposition 2½](#)). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½ percent of the prior year's levy limit, plus [new growth](#) and any [overrides](#) or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, [debt exclusion](#), or [special exclusion](#). (See [Levy Ceiling](#)).

Lien

A legal claim against real or personal property to protect the interest of a party (i.e., a city or town) to whom a debt is owed (i.e., taxes). In the case of real property, the lien in favor of a municipality automatically arises each January 1, but must be secured through other action. On other property, a lien must be recorded to become secure.

Line item budget

A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local aid

Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "[Cherry Sheets](#)." Most Cherry Sheet aid programs are considered [general fund](#) revenues and may be

spent for any purpose, subject to [appropriation](#).

Local receipts

Locally generated [revenues](#), other than real and personal property taxes. Examples include [motor vehicle excise](#), investment income, [hotel/motel tax](#), fees, rentals, and charges. Annual estimates of local receipts are shown on the [tax rate recapitulation sheet](#).

Long-term debt

Community borrowing, or outstanding balance at any given time, involving loans with a [maturity date](#) of 12 months or more. (See Permanent Debt).

Maintenance budget

A no-growth budget that continues appropriations for programs and services at their current year levels. The actual [appropriation](#) to maintain programs and services may still increase due to inflation or other factors.

Market value

Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A [valuation](#) limited to what the property is

worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).

Mass appraisal

Use of standardized procedures for collecting data and appraising property to ensure that all properties within a municipality are valued uniformly and equitably.

Massachusetts general laws (MGL)

Laws passed by the Massachusetts legislature. The MGL is organized by chapters with multiple sections in each chapter. Currently there are 282 chapters. See www.mass.gov/legis/laws/mgl/index.htm. Note that laws enacted prior to the current legislative session are in one location and those enacted in the current session are located in a separate location.

Minimum local contribution

The minimum that a city or town must [appropriate](#) from [property taxes](#) and other local revenues for the support of schools ([Education Reform Act of 1993](#)).

Modified Accrual Basis of accounting

A method of accounting that recognizes

revenues in the accounting period in which they become available and measurable.

Motor Vehicle Excise (MVE)

A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community. The excise tax rate is set by statute at \$25.00 per \$1000 of vehicle value. Owner registration and billing information is maintained by the [State Registry of Motor Vehicles](#) and is made available to a city or town, or to the Deputy Collector who represents it.

Municipal revenue growth factor (MRGF)

An estimate of the percentage change in a municipality's [revenue](#) growth for a fiscal year. It represents the combined percentage increase in the following revenue components: automatic 2½ percent increase in the [levy limit](#), estimated [new growth](#), the change in selected unrestricted state aid categories, and the change in selected unrestricted [local receipts](#) ([Education Reform Act of 1993](#)).

Net Assets Unrestricted

(Formerly Retained Earnings) An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).

Net school spending (NSS)

School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the [Department of Education \(DOE\)](#) ([Education Reform Act of 1993](#)).

Net school spending requirement

Sum of a school district's [minimum local contribution](#) and the [Chapter 70](#) aid received in a given fiscal year (FY). Municipalities and regional school districts must appropriate funds sufficient to the net school spending requirement. In addition to the NSS requirement funds need to be appropriated to support costs of student transportation, fixed assets, long term debt service, and other costs not part of the [NSS](#).

Section 126 of Chapter 194 of the Acts of 1998 limits the net school spending requirement for regional vocational districts to 150 percent of the [foundation budget](#). When the net school spending requirements exceed 150 percent of the foundation budget, the required local contributions of the member towns are reduced proportionately. Any reduction is applied to any below foundation districts to which the municipality belongs.

New Growth

The additional tax revenue generated by new construction, renovations and other increases in the [property tax](#) base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the [assessed value](#) associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's [levy limit](#). For example, new growth for FY09 is based on new construction, etc. that occurred between January and December 2007. In the fall of 2008, when new growth is being estimated to set the FY09 levy limit, the FY08 [tax rate](#) is used in the calculation.

Non-allocated receipts

[Municipal receipts](#) that need not be expended in a particular way due to their source. Non-allocated receipts are listed on page 3 of the [Tax Rate](#) and [Pro Forma Recapitulation](#) form. Specifically excluded are [offset receipts](#), [enterprise funds](#), and [revolving funds](#).

Non-expendable trust

A [trust fund](#) administered by the treasurer, from which [principle](#), but not [interest](#), can be expended for the purposes specified by the donor or agreed upon when the money was donated or transferred to the community. See Trust Fund; Expendable Trust.

Non-recurring revenue source

A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source).

Objects of expenditures

A classification of [expenditures](#) that is used for coding any department disbursement, such as "personal services," "expenses," or "[capital outlay](#)".

Official statement

A document prepared for potential investors that contains information about a prospective [bond](#) or [note](#) issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Offset Receipts

A local option that allows estimated [receipts](#) of a particular department to be earmarked for use of the department and [appropriated](#) to offset its annual operating [budget](#). If accepted, MGL [Ch. 44 § 53E](#) limits the amount of offset receipts appropriated to no more than the actual receipts collected for the prior fiscal year. The Director of Accounts must approve use of a higher amount before appropriation. Actual collections greater than the amount appropriated close to the [general fund](#) at year-

end. If actual collections are less, the [deficit](#) must be raised in the next year's [tax rate](#).

Operating budget

A plan of proposed expenditures for personnel, supplies, and other [expenses](#) for the coming fiscal year.

Operational audit

A private-sector term used to describe [economy and efficiency audits](#) and program result audits.

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 ICBA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.

Registered bonds

Bonds registered on the books of the issuer as to ownership; the transfer of ownership must also be recorded on the books of the issuer. Recent changes in federal tax laws mandate that all municipal bonds be registered if their tax exempt status is to be retained.

Reserve for contingencies

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. The Town Council has a 4 percent policy reserve that sets aside a portion of the certified General Fund savings account balance that is equal to 4 percent of the Town's General Fund budget, net of transfers.

Residential exemption

An option that allows a community to grant an [exemption](#) to owner occupied residential properties of up to 20 percent. The exemption shifts a portion of the tax burden, within the residential class, away from lower valued,

single family homes to multi-family properties, apartment buildings and non-resident property owners. Boston, Cambridge and Somerville have been granted special legislation to increase the percentage shifted to 30 percent. The legislation is as follows:

Boston - [Chapter 403 of the Acts of 2003](#)

Cambridge - [Chapter 90 of the Acts of 2003](#)

Somerville - [Chapter 257 of the Acts of 2000](#)

Retained earnings

An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund [capital improvements](#), to reimburse the [general fund](#) for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).

Revaluation

The assessors of each community are responsible for developing a reasonable and realistic program to achieve the [fair cash valuation](#) of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information. Every three years, assessors must submit [property values](#) to the [DOR](#) for certification. Assessors must also maintain current values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property. (See [Triennial Certification](#))

Revenue anticipation note (RAN)

A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANS are [full faith and credit obligations](#). (See [Tax Anticipation Notes](#), [Bond Anticipation Notes](#))

Revenue deficit

The amount by which actual [revenues](#) at year-end fall short of projected revenues and are insufficient to fund the amount appropriated. In such a case and unless otherwise funded, the revenue [deficit](#) must be raised in the following year's [tax rate](#).

Revenues

All monies received by a governmental unit from any source.

Revolving fund

Allows a community to raise [revenues](#) from a specific service and use those revenues without [appropriation](#) to support the service. For departmental revolving funds, MGL [Ch. 44 §53E½](#) stipulates that each fund must be re-authorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or

salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Sale of cemetery lots fund

A fund established to account for proceeds of the sale of cemetery lots. The proceeds may only be appropriated to pay for the cost of the land, its care and improvement or the enlargement of the cemetery under provisions of MGL [Ch. 114 §15](#).

Sale of real estate fund

A [fund](#) established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through [tax title](#) foreclosure. MGL [Ch. 44 §63](#) states that such proceeds shall be applied first to the retirement of debt on the property sold. In the absence of such debt, funds may generally be used for purposes for which the city or town is authorized to borrow for a period of five years or more.

School choice aid

A component of [Chapter 70](#) state aid provided to a municipality for public education. If a district is spending below the [foundation budget](#) and it was a "sending" district under school choice in the prior fiscal year (FY), the district generally receives school choice aid in an amount equal to any increase in its prior year estimated gross school choice liability, when compared to the previous year.

Short-term debt

Outstanding balance, at any given time, on amounts borrowed with a [maturity date](#) of 12 months or less. (See [Note](#))

Small commercial exemption

A [property tax classification](#) option where a community may exempt up to 10 percent of the value of Class Three, Commercial [parcels](#). In effect, the option shifts the tax burden from parcels occupied by small businesses to those occupied by other commercial and industrial taxpayers. Eligible small businesses have an average annual employment of no more than ten persons. (See [Information Guideline Release 00-403](#))

Special assessments (see betterments)

Whenever part of a community benefits from a public improvement, or [betterment](#) (*e.g.*, water, sewer, sidewalks, etc.), special property taxes may be assessed to the property owners of that area to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property [parcel](#) receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the [tax bill](#) until the betterment has been paid.

Special exclusion

For a few limited capital purposes, a community may exceed its [levy limit](#) or [levy ceiling](#) without voter approval. Presently, there are two special expenditure exclusions: 1) water and sewer project debt service costs which reduce the water and sewer rates by the same amount; and 2) a program to assist homeowners to repair or replace faulty septic systems, remove underground fuel storage tanks, or remove dangerous levels of lead paint to meet public health and safety code requirements. In the second special exclusion, homeowners repay the municipality for the cost plus interest apportioned over a period of time, not to exceed 20 years (similar to [betterments](#)).

Special purpose fund

Money set aside by [appropriation](#) for specific purposes authorized by statute only. Money remains in the [fund](#) from year-to-year, but unlike special revenue fund balances, can be diverted to other uses by vote of the appropriating authority.

Special revenue fund

[Funds](#), established by statute only, containing [revenues](#) that are earmarked for and restricted to [expenditures](#) for specific purposes. Special revenue funds include [receipts reserved](#) for appropriation, [revolving funds](#), and grants from governmental entities and gifts from private individuals or organizations.

Stabilization fund

A fund designed to accumulate amounts for [capital](#) and other future spending purposes, although it may be appropriated for any lawful purpose (MGL [Ch. 40 §5B](#)). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax [levy](#). The total of all stabilization fund balances shall not exceed ten percent of the community's [equalized value](#), and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund.

Submitted budget

The proposed budget that has been approved by the Town Manager and forwarded to the Town Council for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the Town charter.

Supplemental appropriations

Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.

Surplus revenue

The amount by which [cash](#), accounts receivable, and other assets exceed liabilities and reserves.

Tax anticipation note (TAN)

A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.

Tax rate

The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable [real and personal property](#).

Tax recapitulation sheet

A document submitted by a city or town to the [DOR](#) in order to set a property [tax rate](#). The recap sheet shows all estimated [revenues](#) and actual [appropriations](#) that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third [quarterly property tax bills](#) before January 1).

Tax title

A collection procedure that secures a city or town's lien on [real property](#) and protects the municipality's right to payment of overdue property taxes. Otherwise, the [lien](#) expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly

recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.

Tax title foreclosure

The procedure initiated in Land Court by a city or town treasurer to obtain legal title to [real property](#) already in [tax title](#) and on which property taxes are over due.

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.

Appendix C – Debt Amortization Schedules

All Issued Debt Outstanding As Of June 30, 2011 – Does Not Include FY12 Bond Refunding

Purpose	Issue Date	Maturity Date	Original Amount	Payments FY 2013	Payments FY 2014	Payments FY 2015	Payments FY 2016	Payments FY 2017	Payments FY 2018	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022
GENERAL FUND:													
Land Acquisition - Butaps Refunded	06/14/11	06/15/20	1,102,000	185,450	175,950	168,050	163,850	154,650	145,600	140,400	135,200	-	-
Land Acquisition - Affordable Housing	06/15/02	06/15/22	136,000	18,268	7,018	6,813	6,600	6,388	6,163	5,938	5,713	5,475	5,238
Land Acquisition - Hyannis Golf Course	02/15/07	02/15/26	748,000	62,975	61,375	59,775	58,175	56,575	54,975	52,975	50,975	49,375	47,775
Rt. 132 Easment	06/15/08	06/15/13	64,500	12,420	-	-	-	-	-	-	-	-	-
Land Acquisition - CAP	06/15/08	06/15/23	365,200	34,530	33,690	32,850	32,010	30,930	30,030	28,890	27,930	26,970	26,010
Subtotal Land Acquisition				313,643	278,033	267,488	260,635	248,543	236,768	228,203	219,818	81,820	79,023
Barnstable Middle School - Refunded 1	02/15/07	02/15/20	7,071,300	952,460	913,660	875,260	837,260	799,660	757,660	719,200	681,200	-	-
Barnstable Middle School - Refunded 2	02/15/07	02/15/20	1,548,520	205,900	199,700	193,500	182,300	176,300	165,300	158,050	150,800	-	-
High School Construction - Refunded	02/15/07	02/15/19	27,486,190	3,434,050	3,436,650	3,435,050	3,434,250	3,434,050	3,434,250	3,433,500	-	-	-
School Remolding - Asbestos 00-110 Refunded	06/14/11	06/15/22	50,000	6,700	6,550	6,450	6,300	6,150	6,000	5,800	5,600	5,400	5,200
BHMCS - Refunded Bond	08/15/01	09/15/14	8,340,062	883,188	836,981	306,525	-	-	-	-	-	-	-
High School Construction	06/15/03	06/15/23	162,000	12,750	12,400	12,000	6,600	6,400	6,200	6,000	5,800	5,600	5,400
School Remodeling 1	06/15/03	06/15/23	530,000	35,875	35,000	34,000	33,000	32,000	31,000	30,000	29,000	28,000	27,000
School Remodeling 2	06/15/03	06/15/23	442,000	28,700	28,000	27,200	26,400	25,600	24,800	24,000	23,200	22,400	21,600
School Health & Safety Improvements	02/15/07	02/15/26	478,000	38,911	37,911	36,911	35,911	34,911	33,911	32,661	31,411	30,411	29,411
School Facilities Repair	02/15/07	02/15/17	339,000	41,400	40,000	33,600	32,400	31,200	-	-	-	-	-
School Facilities Repair & Improvement	02/15/07	02/15/22	660,000	63,350	61,550	59,750	57,950	56,150	54,350	52,100	44,850	43,250	41,650
BHMCS Roof	02/15/07	02/15/27	910,000	73,474	71,674	69,874	68,074	66,274	64,474	62,224	59,974	58,174	56,374
MME Roof Replacement	02/15/07	02/15/26	750,000	63,185	61,585	59,985	58,385	56,785	55,185	53,185	51,185	49,585	47,985
School Upgrades 1	02/15/07	02/15/22	360,000	34,925	33,925	32,925	31,925	30,925	29,925	28,675	22,425	21,625	20,825
School Upgrades 2	02/15/07	02/15/27	150,000	14,164	13,764	13,364	12,964	12,564	7,164	6,914	6,664	6,464	6,264
BHS Cogeneration	02/15/07	02/15/17	500,000	60,000	58,000	56,000	54,000	52,000	-	-	-	-	-
School Facility Improvements	06/15/08	06/15/28	916,600	107,188	54,213	52,988	51,763	45,188	44,063	42,638	41,438	40,238	39,038
School Facility Improvements	06/15/10	06/15/14	1,000,000	260,000	255,000	-	-	-	-	-	-	-	-
School Building Improvements	06/15/10	06/15/30	800,000	67,409	66,554	65,700	64,845	62,708	56,298	55,337	53,413	52,260	51,106
School Improvement	06/14/11	06/15/26	487,000	50,488	49,438	48,738	47,688	46,638	45,588	39,188	37,988	36,788	35,588
School Equipment	06/14/11	06/15/16	193,000	44,100	42,900	37,100	36,050	-	-	-	-	-	-
School Parking Lot	06/14/11	06/15/21	250,000	32,500	31,750	31,250	30,500	29,750	29,000	28,000	27,000	26,000	-
School Facilities Upgrades/Repairs I	06/14/11	06/15/16	65,000	16,350	15,900	10,600	10,300	-	-	-	-	-	-
School Facilities Upgrades/Repairs II	06/14/11	06/15/26	179,000	20,413	19,963	19,663	19,213	13,763	13,463	13,063	12,663	12,263	11,863
School Facilities Upgrades/Repairs III	06/14/11	06/15/26	190,000	20,963	20,513	20,213	19,763	19,313	18,863	18,263	12,663	12,263	11,863
School Facilities Upgrades/Repairs IV	06/14/11	06/15/21	332,000	44,700	43,650	42,950	41,900	40,850	34,800	33,600	32,400	31,200	-
School Facilities Upgrades/Repairs V	06/14/11	06/15/31	884,000	75,019	73,669	72,769	71,419	70,069	68,719	66,919	65,119	63,319	61,519
Subtotal Schools				6,688,159	6,520,898	5,654,362	5,271,158	5,149,246	4,981,011	4,909,314	1,394,791	545,237	472,683
Hyannis Streetscape 1	06/15/03	06/15/23	431,000	28,700	28,000	27,200	26,400	25,600	24,800	24,000	23,200	22,400	21,600
Hyannis Streetscape 2	06/15/03	06/15/13	828,000	82,800	-	-	-	-	-	-	-	-	-
Drainage	06/15/03	06/15/21	90,000	6,775	6,600	6,400	6,200	6,000	5,800	5,600	5,400	5,200	-
GIS Mapping	06/15/08	06/15/13	275,000	56,925	-	-	-	-	-	-	-	-	-
Sidewalks	06/15/08	06/15/13	250,000	51,750	-	-	-	-	-	-	-	-	-
Private Road Repairs	06/15/08	06/15/23	1,607,900	153,946	150,201	146,456	142,711	137,896	133,884	128,801	124,521	120,241	115,961
Roadway Improvements - CAP	06/15/08	06/15/13	222,800	45,540	-	-	-	-	-	-	-	-	-
Bay St. Planning - CAP	06/15/08	06/15/13	40,000	6,210	-	-	-	-	-	-	-	-	-
Bridge St. Planning - CAP	06/15/08	06/15/13	40,000	8,280	-	-	-	-	-	-	-	-	-
Bridge Repair	06/14/11	06/15/21	250,000	32,500	31,750	31,250	30,500	29,750	29,000	28,000	27,000	26,000	-
Sidewalk Improvements	06/14/11	06/15/21	350,000	45,500	44,450	43,750	42,700	41,650	40,600	39,200	37,800	36,400	-
Traffic Calming	06/14/11	06/15/16	50,000	11,100	10,800	10,600	10,300	-	-	-	-	-	-
Baxter Neck Road's Neck Road - Private Way	06/14/11	06/15/26	350,000	36,225	35,475	34,975	34,225	33,475	32,725	31,725	30,725	29,725	23,725
Subtotal Public Ways				566,251	307,276	300,631	293,036	274,371	266,809	257,326	248,646	239,966	161,286

Appendix C – Debt Amortization Schedules

All Issued Debt Outstanding As Of June 30, 2011 – Does Not Include FY12 Bond Refunding

Purpose	Issue Date	Maturity Date	Original Amount	Payments FY 2023	Payments FY 2024	Payments FY2025	Payments FY2026	Payments FY2027	Payments FY2028	Payments FY2029	Payments FY2030	Payments FY2031	Grand Total
GENERAL FUND:													
Land Acquisition - Butaps Refunded	06/14/11	06/15/20	1,102,000	-	-	-	-	-	-	-	-	-	1,269,150
Land Acquisition - Affordable Housing	06/15/02	06/15/22	136,000	-	-	-	-	-	-	-	-	-	73,610
Land Acquisition - Hyannis Golf Course	02/15/07	02/15/26	748,000	46,125	39,445	37,975	36,488	-	-	-	-	-	714,983
Rt. 132 Easment	06/15/08	06/15/13	64,500	-	-	-	-	-	-	-	-	-	12,420
Land Acquisition - CAP	06/15/08	06/15/23	365,200	25,020	-	-	-	-	-	-	-	-	328,860
Subtotal Land Acquisition				71,145	39,445	37,975	36,488	-	-	-	-	-	2,399,023
Barnstable Middle School - Refunded 1	02/15/07	02/15/20	7,071,300	-	-	-	-	-	-	-	-	-	6,536,360
Barnstable Middle School - Refunded 2	02/15/07	02/15/20	1,548,520	-	-	-	-	-	-	-	-	-	1,431,850
High School Construction - Refunded	02/15/07	02/15/19	27,486,190	-	-	-	-	-	-	-	-	-	24,041,800
School Remolding - Asbestos 00-110 Refunded	06/14/11	06/15/22	50,000	-	-	-	-	-	-	-	-	-	60,150
BHMCS - Refunded Bond	08/15/01	09/15/14	8,340,062	-	-	-	-	-	-	-	-	-	2,026,693
High School Construction	06/15/03	06/15/23	162,000	5,200	-	-	-	-	-	-	-	-	84,350
School Remodeling 1	06/15/03	06/15/23	530,000	26,000	-	-	-	-	-	-	-	-	340,875
School Remodeling 2	06/15/03	06/15/23	442,000	20,800	-	-	-	-	-	-	-	-	272,700
School Health & Safety Improvements	02/15/07	02/15/26	478,000	23,380	22,540	21,700	20,850	-	-	-	-	-	430,833
School Facilities Repair	02/15/07	02/15/17	339,000	-	-	-	-	-	-	-	-	-	178,600
School Facilities Repair & Improvement	02/15/07	02/15/22	660,000	-	-	-	-	-	-	-	-	-	534,950
BHMCS Roof	02/15/07	02/15/27	910,000	54,518	52,628	50,738	48,825	46,913	-	-	-	-	904,208
MME Roof Replacement	02/15/07	02/15/26	750,000	46,335	44,655	37,975	36,488	-	-	-	-	-	722,503
School Upgrades 1	02/15/07	02/15/22	360,000	-	-	-	-	-	-	-	-	-	288,100
School Upgrades 2	02/15/07	02/15/27	150,000	6,058	5,848	5,638	5,425	5,213	-	-	-	-	128,468
BHS Cogeneration	02/15/07	02/15/17	500,000	-	-	-	-	-	-	-	-	-	280,000
School Facility Improvements	06/15/08	06/15/28	916,600	37,800	36,525	35,250	33,975	32,663	31,350	-	-	-	726,313
School Facility Improvements	06/15/10	06/15/14	1,000,000	-	-	-	-	-	-	-	-	-	515,000
School Building Improvements	06/15/10	06/15/30	800,000	49,856	48,606	47,260	45,913	44,519	42,981	41,538	40,000	-	956,304
School Improvement	06/14/11	06/15/26	487,000	34,388	33,188	32,175	31,125	-	-	-	-	-	569,000
School Equipment	06/14/11	06/15/16	193,000	-	-	-	-	-	-	-	-	-	160,150
School Parking Lot	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	265,750
School Facilities Upgrades/Repairs I	06/14/11	06/15/16	65,000	-	-	-	-	-	-	-	-	-	53,150
School Facilities Upgrades/Repairs II	06/14/11	06/15/26	179,000	11,463	11,063	10,725	10,375	-	-	-	-	-	199,950
School Facilities Upgrades/Repairs III	06/14/11	06/15/26	190,000	11,463	11,063	10,725	10,375	-	-	-	-	-	218,300
School Facilities Upgrades/Repairs IV	06/14/11	06/15/21	332,000	-	-	-	-	-	-	-	-	-	346,050
School Facilities Upgrades/Repairs V	06/14/11	06/15/31	884,000	59,719	57,919	56,400	54,825	53,138	46,450	44,850	43,250	41,650	1,146,738
Subtotal Schools				386,977	324,032	308,585	298,176	182,444	120,781	86,388	83,250	41,650	43,419,142
Hyannis Streetscape 1	06/15/03	06/15/23	431,000	20,800	-	-	-	-	-	-	-	-	272,700
Hyannis Streetscape 2	06/15/03	06/15/13	828,000	-	-	-	-	-	-	-	-	-	82,800
Drainage	06/15/03	06/15/21	90,000	-	-	-	-	-	-	-	-	-	53,975
GIS Mapping	06/15/08	06/15/13	275,000	-	-	-	-	-	-	-	-	-	56,925
Sidewalks	06/15/08	06/15/13	250,000	-	-	-	-	-	-	-	-	-	51,750
Private Road Repairs	06/15/08	06/15/23	1,607,900	111,548	-	-	-	-	-	-	-	-	1,466,168
Roadway Improvements - CAP	06/15/08	06/15/13	222,800	-	-	-	-	-	-	-	-	-	45,540
Bay St. Planning - CAP	06/15/08	06/15/13	40,000	-	-	-	-	-	-	-	-	-	6,210
Bridge St. Planning - CAP	06/15/08	06/15/13	40,000	-	-	-	-	-	-	-	-	-	8,280
Bridge Repair	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	265,750
Sidewalk Improvements	06/14/11	06/15/21	350,000	-	-	-	-	-	-	-	-	-	372,050
Traffic Calming	06/14/11	06/15/16	50,000	-	-	-	-	-	-	-	-	-	42,800
Baxter Neck Road's Neck Road - Private Way	06/14/11	06/15/26	350,000	22,925	22,125	21,450	20,750	-	-	-	-	-	410,250
Subtotal Public Ways				155,273	22,125	21,450	20,750	-	-	-	-	-	3,135,198

Appendix C – Debt Amortization Schedules

All Issued Debt Outstanding As Of June 30, 2011 – Does Not Include FY12 Bond Refunding

Purpose	Issue Date	Maturity Date	Original Amount	Payments FY 2013	Payments FY 2014	Payments FY 2015	Payments FY 2016	Payments FY 2017	Payments FY 2018	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022
GENERAL FUND:													
Building - Senior Center - Refunded	02/15/07	02/15/19	702,378	94,990	91,990	88,990	85,990	82,990	79,790	26,250	-	-	-
Building - Town Hall Space - 00-110 Refunded	06/14/11	06/15/21	180,000	26,930	26,300	24,880	24,280	23,680	23,080	21,280	20,520	19,760	-
Building - Town Hall Repairs - 01-087 Refunded	06/14/11	06/15/22	100,000	14,390	13,060	12,860	12,560	12,260	11,960	11,560	11,160	10,760	9,360
Building - Kennedy Rink Improvements	06/15/03	06/15/23	250,000	19,525	14,000	13,600	13,200	12,800	12,400	12,000	11,600	11,200	10,800
Building - Police Facility Addition	06/15/03	06/15/23	1,300,000	93,275	91,000	88,400	85,800	83,200	80,600	78,000	75,400	72,800	70,200
Building - Police Station Construction - 2004-011	06/15/05	06/15/25	400,000	30,720	29,720	28,720	27,720	27,020	26,320	25,580	24,820	24,044	23,245
Old Town Hall	02/15/07	02/15/17	295,000	35,800	34,600	33,400	32,200	26,000	-	-	-	-	-
Town Building Repairs & Renovations	02/15/07	02/15/27	685,000	56,509	55,109	53,709	52,309	50,909	49,509	47,759	46,009	44,609	43,209
Beach Facilities	02/15/07	02/15/22	270,000	27,119	26,319	25,519	24,719	18,919	18,319	17,569	16,819	16,219	15,619
Senior Center - Garden Level	02/15/07	02/15/27	457,000	38,905	37,905	36,905	35,905	34,905	33,905	27,655	26,655	25,855	25,055
Bismore Park Visitor Center	06/15/08	06/15/23	465,000	44,601	43,516	42,431	41,346	39,951	38,789	37,316	36,076	34,836	33,596
Municipal Building Improvements	06/15/08	06/15/28	297,000	44,856	13,456	13,106	7,756	7,531	7,344	7,106	6,906	6,706	6,506
Bismore Park Visitor Center - CAP	06/15/08	06/15/23	150,000	14,388	14,038	13,688	13,338	12,888	12,513	12,038	11,638	11,238	10,838
Police Facility	06/15/10	06/15/30	508,000	40,594	40,094	39,594	39,094	37,844	36,594	35,969	34,719	33,969	33,219
Bismore Park Improvements	06/15/10	06/15/14	74,000	15,600	15,300	-	-	-	-	-	-	-	-
Municipal Facility Improvements	06/15/10	06/15/29	402,500	85,919	84,319	7,719	7,619	7,369	7,119	6,994	6,744	6,594	6,444
Highway Facility	06/15/10	06/15/30	136,000	11,460	11,314	11,169	11,024	10,660	9,571	9,407	9,080	8,884	8,688
Municipal Facility Upgrades/Repairs - MEA Building	06/14/11	06/15/16	114,000	27,350	21,600	21,200	20,600	-	-	-	-	-	-
Municipal Facility Improvement	06/14/11	06/15/21	300,000	39,000	38,100	37,500	36,600	35,700	34,800	33,600	32,400	31,200	-
Police Dept. Emergency Generator	06/14/11	06/15/16	271,000	60,900	59,250	58,150	51,500	-	-	-	-	-	-
Subtotal Public Buildings				822,830	760,989	651,539	623,559	524,625	482,611	410,082	370,545	358,673	296,778
Public Wharves-Dredging-Refunded	02/15/07	02/15/15	155,800	33,600	32,400	31,200	-	-	-	-	-	-	-
Dredging - 98-097 Refunded	06/14/11	06/15/16	144,000	40,930	38,820	37,100	36,050	-	-	-	-	-	-
Pleasant St. Dock - 1	06/15/08	06/15/23	350,000	34,126	32,286	31,481	30,676	29,641	28,779	27,686	26,766	25,846	24,926
Pleasant St. Dock - 2	06/15/08	06/15/23	350,000	34,126	32,286	31,481	30,676	29,641	28,779	27,686	26,766	25,846	24,926
Lake & Pond Improvements	06/15/08	06/15/18	250,000	30,675	28,800	27,960	27,120	26,040	25,140	-	-	-	-
Boat Ramps - CAP	06/15/08	06/15/23	927,000	88,999	86,829	84,659	82,489	79,699	77,374	73,429	70,989	68,549	66,109
West Bay Bulkhead - CAP	06/15/08	06/15/13	40,000	5,175	-	-	-	-	-	-	-	-	-
Dredging	06/15/10	06/15/24	419,250	41,675	41,075	40,475	39,875	38,375	36,875	36,125	34,625	33,725	32,825
Boat Ramp Renovations	06/14/11	06/15/21	250,000	32,500	31,750	31,250	30,500	29,750	29,000	28,000	27,000	26,000	-
Prince Cove/Hayward Rd. Boat Ramp	06/14/11	06/15/26	600,000	59,450	58,250	57,450	56,250	55,050	53,850	52,250	50,650	49,050	47,450
Marina Bulkhead Repair I	06/14/11	06/15/30	725,000	64,431	63,231	62,431	61,231	60,031	58,831	57,231	55,631	54,031	52,431
Dredging East Bay & Blish Point	06/14/11	06/15/21	665,000	89,750	87,650	81,250	79,300	77,350	75,400	72,800	70,200	67,600	-
Mill Pond Dredge & Lake Wequaquet Planning	06/14/11	06/15/16	430,000	94,350	91,800	90,100	87,550	-	-	-	-	-	-
Subtotal Waterways				649,788	625,178	606,838	561,718	425,578	414,028	375,208	362,628	350,648	248,668
Drainage - Refunded	02/15/07	02/15/14	152,100	32,400	31,200	-	-	-	-	-	-	-	-
Drainage 2	06/15/03	06/15/23	250,000	19,525	14,000	13,600	13,200	12,800	12,400	12,000	11,600	11,200	10,800
Nitrogen Management	10/31/05	07/15/20	1,439,320	5,314	4,735	4,143	3,540	2,925	2,297	1,657	1,003	337	-
MWPAT CW-04-31	11/09/07	07/15/20	389,216	28,685	29,265	29,856	30,459	31,075	31,702	32,343	32,996	33,663	-
Nitrogen Management CW-04-31-A	3/15/2011	7/15/2020	211,460	23,330	23,330	23,330	23,330	23,330	23,330	23,330	23,330	23,330	-
Nitrogen Management CW-04-31-B	5/18/2011	7/15/2020	539,860	66,660	66,683	66,706	66,729	66,753	66,778	66,803	66,828	649	-
Coastal Water Quality Improvements	06/15/08	06/15/18	250,000	30,675	28,800	27,960	27,120	26,040	25,140	-	-	-	-
Lake Treatment	06/15/10	06/15/25	275,000	27,775	27,375	26,975	26,575	25,575	24,575	24,075	23,075	17,475	17,025
Wastewater Management Planning	06/14/11	06/15/16	600,000	133,200	129,600	127,200	123,600	-	-	-	-	-	-
Subtotal Water Quality				367,565	354,987	319,770	314,554	188,498	186,222	160,207	158,833	86,653	27,825
Total General Fund				9,408,235	8,847,361	7,800,628	7,324,659	6,810,860	6,567,447	6,340,340	2,755,260	1,662,998	1,286,263

Appendix C – Debt Amortization Schedules

All Issued Debt Outstanding As Of June 30, 2011 – Does Not Include FY12 Bond Refunding

Purpose	Issue Date	Maturity Date	Original Amount	Payments FY 2023	Payments FY 2024	Payments FY2025	Payments FY2026	Payments FY2027	Payments FY2028	Payments FY2029	Payments FY2030	Payments FY2031	Grand Total
GENERAL FUND:													
Building - Senior Center - Refunded	02/15/07	02/15/19	702,378	-	-	-	-	-	-	-	-	-	550,990
Building - Town Hall Space - 00-110 Refunded	06/14/11	06/15/21	180,000	-	-	-	-	-	-	-	-	-	210,710
Building - Town Hall Repairs - 01-087 Refunded	06/14/11	06/15/22	100,000	-	-	-	-	-	-	-	-	-	119,930
Building - Kennedy Rink Improvements	06/15/03	06/15/23	250,000	10,400	-	-	-	-	-	-	-	-	141,525
Building - Police Facility Addition	06/15/03	06/15/23	1,300,000	67,600	-	-	-	-	-	-	-	-	886,275
Building - Police Station Construction - 2004-011	06/15/05	06/15/25	400,000	22,445	21,645	20,825	-	-	-	-	-	-	332,824
Old Town Hall	02/15/07	02/15/17	295,000	-	-	-	-	-	-	-	-	-	162,000
Town Building Repairs & Renovations	02/15/07	02/15/27	685,000	41,765	40,295	33,825	32,550	31,275	-	-	-	-	679,348
Beach Facilities	02/15/07	02/15/22	270,000	-	-	-	-	-	-	-	-	-	207,138
Senior Center - Garden Level	02/15/07	02/15/27	457,000	24,230	23,390	22,550	21,700	20,850	-	-	-	-	436,370
Bismore Park Visitor Center	06/15/08	06/15/23	465,000	32,318	-	-	-	-	-	-	-	-	424,778
Municipal Building Improvements	06/15/08	06/15/28	297,000	6,300	6,088	5,875	5,663	5,444	5,225	-	-	-	155,869
Bismore Park Visitor Center - CAP	06/15/08	06/15/23	150,000	10,425	-	-	-	-	-	-	-	-	137,025
Police Facility	06/15/10	06/15/30	508,000	32,406	31,594	30,719	29,844	28,938	27,938	27,000	26,000	-	606,125
Bismore Park Improvements	06/15/10	06/15/14	74,000	-	-	-	-	-	-	-	-	-	30,900
Municipal Facility Improvements	06/15/10	06/15/29	402,500	6,281	6,119	5,944	5,769	5,588	5,388	5,200	-	-	267,125
Highway Facility	06/15/10	06/15/30	136,000	8,475	8,263	8,034	7,805	7,568	7,307	7,062	6,800	-	162,571
Municipal Facility Upgrades/Repairs - MEA Building	06/14/11	06/15/16	114,000	-	-	-	-	-	-	-	-	-	90,750
Municipal Facility Improvement	06/14/11	06/15/21	300,000	-	-	-	-	-	-	-	-	-	318,900
Police Dept. Emergency Generator	06/14/11	06/15/16	271,000	-	-	-	-	-	-	-	-	-	229,800
Subtotal Public Buildings				262,646	137,393	127,772	103,330	99,662	45,857	39,262	32,800	-	6,150,952
Public Wharves-Dredging-Refunded	02/15/07	02/15/15	155,800	-	-	-	-	-	-	-	-	-	97,200
Dredging - 98-097 Refunded	06/14/11	06/15/16	144,000	-	-	-	-	-	-	-	-	-	152,900
Pleasant St. Dock - 1	06/15/08	06/15/23	350,000	23,978	-	-	-	-	-	-	-	-	316,193
Pleasant St. Dock - 2	06/15/08	06/15/23	350,000	23,978	-	-	-	-	-	-	-	-	316,193
Lake & Pond Improvements	06/15/08	06/15/18	250,000	-	-	-	-	-	-	-	-	-	165,735
Boat Ramps - CAP	06/15/08	06/15/23	927,000	63,593	-	-	-	-	-	-	-	-	842,715
West Bay Bulkhead - CAP	06/15/08	06/15/13	40,000	-	-	-	-	-	-	-	-	-	5,175
Dredging	06/15/10	06/15/24	419,250	31,850	25,875	-	-	-	-	-	-	-	433,375
Boat Ramp Renovations	06/14/11	06/15/21	250,000	-	-	-	-	-	-	-	-	-	265,750
Prince Cove/Hayward Rd. Boat Ramp	06/14/11	06/15/26	600,000	45,850	44,250	42,900	41,500	-	-	-	-	-	714,200
Marina Bulkhead Repair I	06/14/11	06/15/30	725,000	50,831	44,231	43,050	41,825	40,513	39,200	37,800	36,400	-	923,363
Dredging East Bay & Blish Point	06/14/11	06/15/21	665,000	-	-	-	-	-	-	-	-	-	701,300
Mill Pond Dredge & Lake Wequaquet Planning	06/14/11	06/15/16	430,000	-	-	-	-	-	-	-	-	-	363,800
Subtotal Waterways				240,079	114,356	85,950	83,325	40,513	39,200	37,800	36,400	-	5,297,898
Drainage - Refunded	02/15/07	02/15/14	152,100	-	-	-	-	-	-	-	-	-	63,600
Drainage 2	06/15/03	06/15/23	250,000	10,400	-	-	-	-	-	-	-	-	141,525
Nitrogen Management	10/31/05	07/15/20	1,439,320	-	-	-	-	-	-	-	-	-	25,950
MWPAT CW-04-31	11/09/07	07/15/20	389,216	-	-	-	-	-	-	-	-	-	280,044
Nitrogen Management CW-04-31-A	3/15/2011	7/15/2020	211,460	-	-	-	-	-	-	-	-	-	209,973
Nitrogen Management CW-04-31-B	5/18/2011	7/15/2020	539,860	-	-	-	-	-	-	-	-	-	534,588
Coastal Water Quality Improvements	06/15/08	06/15/18	250,000	-	-	-	-	-	-	-	-	-	165,735
Lake Treatment	06/15/10	06/15/25	275,000	16,538	16,050	15,525	-	-	-	-	-	-	288,613
Wastewater Management Planning	06/14/11	06/15/16	600,000	-	-	-	-	-	-	-	-	-	513,600
Subtotal Water Quality				26,938	16,050	15,525	-	-	-	-	-	-	2,223,627
Total General Fund				1,143,056	653,401	597,256	542,069	322,619	205,837	163,450	152,450	41,650	62,625,839

Appendix C – Debt Amortization Schedules

All Issued Debt Outstanding As Of June 30, 2011 – Does Not Include FY12 Bond Refunding

Purpose	Issue Date	Maturity Date	Original Amount	Payments FY 2013	Payments FY 2014	Payments FY 2015	Payments FY 2016	Payments FY 2017	Payments FY 2018	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022
ENTERPRISE FUNDS:													
Airport	06/14/11	06/15/31	730,000	50,850	55,100	54,500	53,600	52,700	51,800	50,600	54,400	53,000	51,600
Total Airport Enterprise Fund				50,850	55,100	54,500	53,600	52,700	51,800	50,600	54,400	53,000	51,600
Hyannis Golf Course Acquisition	02/15/07	02/15/25	3,900,000	315,211	312,811	315,211	312,211	314,011	315,411	314,161	312,411	312,611	312,411
Hyannis Golf Course Equipment	02/15/07	02/15/17	550,000	67,200	70,000	67,600	70,200	67,600	-	-	-	-	-
Total Golf Course Enterprise Fund				382,411	382,811	382,811	382,411	381,611	315,411	314,161	312,411	312,611	312,411
Sewer 91-39, Series 1	08/01/01	08/01/13	809,173	69,764	35,689	-	-	-	-	-	-	-	-
Sewer - Refunded Bond	08/15/01	09/15/14	2,059,938	216,562	205,584	194,133	-	-	-	-	-	-	-
Sewer 91-39, Series 3	08/01/01	02/01/17	948,689	50,881	50,946	51,053	51,133	51,232	-	-	-	-	-
Sewer 96-28, Series 3	08/01/01	02/01/17	1,484,449	79,615	79,717	79,883	80,011	80,165	-	-	-	-	-
Sewer Collection Expansion	02/15/07	02/15/17	640,000	77,600	75,000	72,400	64,800	62,400	-	-	-	-	-
Sewer 98-27	08/25/04	08/01/19	329,295	18,344	17,915	17,117	16,522	20,199	19,413	18,754	18,470	-	-
Sewer 98-42 - Series 5	08/25/04	08/01/19	216,429	12,441	12,398	11,733	11,330	10,821	10,282	14,972	20,000	-	-
Sewer 98-44	08/25/04	08/01/19	112,262	6,179	6,034	6,486	6,265	6,046	6,523	6,300	6,204	-	-
Sewer 98-46	08/25/04	08/01/19	1,398,265	74,991	78,150	79,565	78,847	79,030	75,854	78,135	81,963	-	-
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	436,370	21,829	22,574	21,783	21,300	20,393	19,919	19,601	23,346	22,773	22,276
Sewer 98-44A	07/14/06	08/01/23	1,582,178	80,992	81,131	82,485	79,420	81,388	82,859	79,515	81,735	83,677	80,649
Sewer 98-49A	12/14/06	08/01/23	556,458	28,183	28,264	27,497	31,391	30,242	28,980	27,809	26,875	30,781	29,681
MWPAT CW-04-35-A	12/15/09	07/15/27	1,679,248	116,518	116,518	116,518	116,518	116,519	116,518	116,518	116,519	116,519	116,518
MWPAT CW-04-35	12/15/09	07/15/27	4,938,114	326,669	326,668	326,669	326,668	326,669	326,668	326,668	326,669	326,668	326,668
Sewer Turbine Generator	06/15/08	06/15/28	570,000	42,366	56,526	55,161	58,796	36,816	35,916	33,776	32,856	31,936	31,016
Sewer 05-28 Restructured	03/15/11	07/15/28	629,403	41,636	41,637	41,636	41,637	41,636	41,636	41,636	41,636	41,637	41,637
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	06/14/11	06/15/21	300,000	39,000	38,100	37,500	36,600	35,700	34,800	33,600	32,400	31,200	-
Total Sewer Enterprise Fund				1,502,886	1,472,169	1,420,936	1,220,556	1,198,574	998,687	996,602	1,007,992	884,509	847,764
Solid Waste Landfill Closure - 98-24	08/25/04	08/01/18	5,166,301	315,540	320,835	325,048	325,411	326,808	323,932	336,002	-	-	-
Transfer Station	06/15/03	06/15/23	545,000	35,875	35,000	34,000	33,000	32,000	31,000	30,000	29,000	28,000	27,000
Solid Waste Facility	02/15/07	02/15/27	630,000	54,183	47,783	46,583	45,383	44,183	42,983	41,483	39,983	38,783	37,583
Total Solid Waste Enterprise Fund				405,598	403,617	405,631	403,794	402,991	397,914	407,484	68,983	66,783	64,583

Appendix C – Debt Amortization Schedules

All Issued Debt Outstanding As Of June 30, 2011 – Does Not Include FY12 Bond Refunding

Purpose	Issue Date	Maturity Date	Original Amount	Payments FY 2023	Payments FY 2024	Payments FY2025	Payments FY2026	Payments FY2027	Payments FY2028	Payments FY2029	Payments FY2030	Payments FY2031	Grand Total
ENTERPRISE FUNDS:													
Airport	06/14/11	06/15/31	730,000	55,200	53,600	52,250	50,850	54,350	52,663	50,863	54,063	52,063	1,004,050
Total Airport Enterprise Fund				55,200	53,600	52,250	50,850	54,350	52,663	50,863	54,063	52,063	1,004,050
Hyannis Golf Course Acquisition	02/15/07	02/15/25	3,900,000	311,480	314,930	312,750	-	-	-	-	-	-	4,075,623
Hyannis Golf Course Equipment	02/15/07	02/15/17	550,000	-	-	-	-	-	-	-	-	-	342,600
Total Golf Course Enterprise Fund				311,480	314,930	312,750	-	-	-	-	-	-	4,418,223
Sewer 91-39, Series 1	08/01/01	08/01/13	809,173	-	-	-	-	-	-	-	-	-	105,453
Sewer - Refunded Bond	08/15/01	09/15/14	2,059,938	-	-	-	-	-	-	-	-	-	616,279
Sewer 91-39, Series 3	08/01/01	02/01/17	948,689	-	-	-	-	-	-	-	-	-	255,244
Sewer 96-28, Series 3	08/01/01	02/01/17	1,484,449	-	-	-	-	-	-	-	-	-	399,391
Sewer Collection Expansion	02/15/07	02/15/17	640,000	-	-	-	-	-	-	-	-	-	352,200
Sewer 98-27	08/25/04	08/01/19	329,295	-	-	-	-	-	-	-	-	-	146,733
Sewer 98-42 - Series 5	08/25/04	08/01/19	216,429	-	-	-	-	-	-	-	-	-	103,976
Sewer 98-44	08/25/04	08/01/19	112,262	-	-	-	-	-	-	-	-	-	50,036
Sewer 98-46	08/25/04	08/01/19	1,398,265	-	-	-	-	-	-	-	-	-	626,536
Shallow Well Injection - CW-00-60 - Pool 8	08/25/04	08/01/22	436,370	21,722	-	-	-	-	-	-	-	-	237,516
Sewer 98-44A	07/14/06	08/01/23	1,582,178	82,320	80,570	-	-	-	-	-	-	-	976,742
Sewer 98-49A	12/14/06	08/01/23	556,458	28,513	27,904	-	-	-	-	-	-	-	346,120
MWPAT CW-04-35-A	12/15/09	07/15/27	1,679,248	116,518	116,519	116,518	116,518	116,518	116,518	-	-	-	1,864,292
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	-	-	-	5,226,693
Sewer Turbine Generator	06/15/08	06/15/28	570,000	30,068	34,090	32,900	31,710	30,485	29,260	-	-	-	603,680
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	-	-	707,821
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	3,787,041
Sewer	06/14/11	06/15/21	300,000	-	-	-	-	-	-	-	-	-	318,900
Total Sewer Enterprise Fund				846,763	826,705	717,041	715,851	714,625	713,401	240,954	199,318	199,318	16,724,652
Solid Waste Landfill Closure - 98-24	08/25/04	08/01/18	5,166,301	-	-	-	-	-	-	-	-	-	2,273,577
Transfer Station	06/15/03	06/15/23	545,000	26,000	-	-	-	-	-	-	-	-	340,875
Solid Waste Facility	02/15/07	02/15/27	630,000	36,345	35,085	33,825	32,550	31,275	-	-	-	-	608,005
Total Solid Waste Enterprise Fund				62,345	35,085	33,825	32,550	31,275	-	-	-	-	3,222,457

Appendix C – Debt Amortization Schedules

All Issued Debt Outstanding As Of June 30, 2011 – Does Not Include FY12 Bond Refunding

Purpose	Issue Date	Maturity Date	Original Amount	Payments FY 2013	Payments FY 2014	Payments FY 2015	Payments FY 2016	Payments FY 2017	Payments FY 2018	Payments FY 2019	Payments FY 2020	Payments FY 2021	Payments FY 2022
ENTERPRISE FUNDS:													
Water Co. Acquisition	02/15/07	02/15/27	10,000,000	751,446	750,246	748,446	751,046	752,846	748,846	749,346	748,596	751,996	749,396
MWPAT DWS-09-02	07/08/10	07/15/30	2,788,911	169,185	169,185	169,184	169,185	169,185	169,184	169,185	169,184	169,184	169,185
Total Water Enterprise Fund				920,631	919,431	917,630	920,231	922,031	918,030	918,531	917,780	921,180	918,581
Land Acquisition - Prince Cove	06/15/04	06/15/23	1,850,000	149,933	140,933	137,038	133,000	128,250	123,500	118,750	114,000	109,250	104,500
Marina Bulkhead Repair II	06/15/11	06/16/30	525,000	38,400	37,800	37,400	41,800	41,050	40,300	39,300	38,300	37,300	41,300
Total Marina Enterprise Fund				188,333	178,733	174,438	174,800	169,300	163,800	158,050	152,300	146,550	145,800
Sandy Neck Beach House I	06/14/11	06/15/31	966,491	69,206	68,156	67,456	71,406	70,206	69,006	72,406	70,606	68,806	72,006
Sandy Neck Beach House II	06/14/11	06/15/26	81,000	7,619	7,469	7,369	7,219	7,069	6,919	6,719	6,519	6,319	6,119
Sandy Neck Beach House III	06/14/11	06/15/31	217,509	17,656	17,356	17,156	16,856	16,556	16,256	15,856	15,456	15,056	14,656
Total Sandy Neck Enterprise Fund				94,481	92,981	91,981	95,481	93,831	92,181	94,981	92,581	90,181	92,781
HYCC 1	02/15/07	02/15/27	1,000,000	81,638	79,638	77,638	75,638	73,638	71,638	69,138	66,638	64,638	62,638
HYCC 2	02/15/07	02/15/27	8,000,000	653,100	637,100	621,100	605,100	589,100	573,100	553,100	533,100	517,100	501,100
HYCC 3	02/15/07	02/15/27	1,600,000	130,620	127,420	124,220	121,020	117,820	114,620	110,620	106,620	103,420	100,220
HYCC 4	06/15/08	06/15/28	6,765,000	560,630	547,765	535,935	524,105	508,895	496,220	480,165	466,645	453,125	439,605
Total HYCC Enterprise Fund				1,425,988	1,391,923	1,358,893	1,325,863	1,289,453	1,255,578	1,213,023	1,173,003	1,138,283	1,103,563
Land Acquisition Refunded	06/14/11	16/15/22	7,065,000	1,027,233	991,153	957,598	924,710	887,123	849,998	812,023	678,408	619,005	521,003
Land Acquisition - Dugas - 06/15/03	06/15/03	06/15/23	2,000,000	143,500	140,000	136,000	132,000	128,000	124,000	120,000	116,000	112,000	108,000
Land Acquisition - MM Airport	06/15/04	06/15/23	11,281,000	905,233	881,433	857,038	831,750	802,000	772,250	737,500	708,000	678,500	649,000
Land Acquisition	06/15/04	06/15/23	502,000	38,088	37,088	36,063	35,000	33,750	32,500	31,250	30,000	28,750	27,500
Land Acquisition - 2004-105 Bonehill	06/15/05	06/15/25	200,000	15,360	14,860	14,360	13,860	13,510	13,160	12,790	12,410	12,023	11,623
Land Acquisition - 06-15-05 - 2004-106	06/15/05	06/15/25	180,000	14,549	14,049	13,549	13,049	12,699	12,349	11,979	11,599	11,211	5,811
Land Acquisition - 06-15-05 - 2004-107 - Hyannis Golf	06/15/05	06/15/25	5,500,000	422,400	408,650	394,900	381,150	371,525	361,900	351,725	341,275	330,619	319,619
Land Acquisition - Archibald	02/15/07	02/15/26	500,000	39,756	38,756	37,756	36,756	35,756	34,756	33,506	32,256	31,256	30,256
Town Hall Renovations	06/15/10	06/15/30	1,332,520	111,094	109,694	108,294	106,894	98,394	95,144	93,519	90,269	88,319	86,369
Total Community Preservation Fund				2,717,211	2,635,682	2,555,557	2,475,169	2,382,757	2,296,057	2,204,292	2,020,217	1,911,683	1,759,180
Title V - Phase I - 97-1131 Series 6	07/25/02	08/01/20	197,403	10,400	10,400	10,400	10,400	10,400	10,400	10,400	10,400	10,200	-
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	190,580	9,724	9,972	9,972	9,972	9,972	9,972	9,972	9,972	9,972	10,204
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	10,000	10,000	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	10,000	10,000	10,000	10,000	10,000	10,000
Title V - Phase V - Pool 12 97-1131-4D	07/15/07	07/15/26	200,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Title V Special Revenue Fund				50,124	50,372	50,372	50,372	50,372	50,372	50,372	50,372	50,172	40,204
Grand Total All Funds				17,146,748	16,430,179	15,213,376	14,426,936	13,754,480	13,107,278	12,748,436	8,605,298	7,237,949	6,622,729

Appendix C – Debt Amortization Schedules

All Issued Debt Outstanding As Of June 30, 2011 – Does Not Include FY12 Bond Refunding

Purpose	Issue Date	Maturity Date	Original Amount	Payments FY 2023	Payments FY 2024	Payments FY2025	Payments FY2026	Payments FY2027	Payments FY2028	Payments FY2029	Payments FY2030	Payments FY2031	Grand Total
ENTERPRISE FUNDS:													
Water Co. Acquisition	02/15/07	02/15/27	10,000,000	750,265	749,645	747,975	749,925	750,600	-	-	-	-	11,250,622
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	3,214,503
Total Water Enterprise Fund				919,449	918,829	917,160	919,109	919,784	169,184	169,184	169,184	169,184	14,465,126
Land Acquisition - Prince Cove	06/15/04	06/15/23	1,850,000	99,750	-	-	-	-	-	-	-	-	1,358,903
Marina Bulkhead Repair II	06/15/11	06/16/30	525,000	40,100	38,900	37,888	36,838	40,713	39,400	38,000	41,600	-	706,388
Total Marina Enterprise Fund				139,850	38,900	37,888	36,838	40,713	39,400	38,000	41,600	-	2,065,290
Sandy Neck Beach House I	06/14/11	06/15/31	966,491	70,006	68,006	71,319	69,394	72,331	70,081	67,681	70,281	67,681	1,326,044
Sandy Neck Beach House II	06/14/11	06/15/26	81,000	5,919	5,719	5,550	10,375	-	-	-	-	-	96,900
Sandy Neck Beach House III	06/14/11	06/15/31	217,509	14,256	13,856	13,519	13,169	12,794	17,419	16,819	16,219	15,619	296,531
Total Sandy Neck Enterprise Fund				90,181	87,581	90,388	92,938	85,125	87,500	84,500	86,500	83,300	1,719,476
HYCC 1	02/15/07	02/15/27	1,000,000	60,575	58,475	56,375	54,250	52,125	-	-	-	-	1,004,675
HYCC 2	02/15/07	02/15/27	8,000,000	484,600	467,800	451,000	434,000	417,000	-	-	-	-	8,037,400
HYCC 3	02/15/07	02/15/27	1,600,000	96,920	93,560	90,200	86,800	83,400	-	-	-	-	1,607,480
HYCC 4	06/15/08	06/15/28	6,765,000	425,663	410,298	395,975	381,653	366,909	352,165	-	-	-	7,345,751
Total HYCC Enterprise Fund				1,067,758	1,030,133	993,550	956,703	919,434	352,165	-	-	-	17,995,306
Land Acquisition Refunded	06/14/11	16/15/22	7,065,000	-	-	-	-	-	-	-	-	-	8,268,250
Land Acquisition - Dugas - 06/15/03	06/15/03	06/15/23	2,000,000	104,000	-	-	-	-	-	-	-	-	1,363,500
Land Acquisition - MM Airport	06/15/04	06/15/23	11,281,000	619,500	-	-	-	-	-	-	-	-	8,442,203
Land Acquisition	06/15/04	06/15/23	502,000	26,250	-	-	-	-	-	-	-	-	356,238
Land Acquisition - 2004-105 Bonehill	06/15/05	06/15/25	200,000	11,223	10,823	10,413	-	-	-	-	-	-	166,413
Land Acquisition - 06-15-05 - 2004-106	06/15/05	06/15/25	180,000	5,611	5,411	5,206	-	-	-	-	-	-	137,071
Land Acquisition - 06-15-05 - 2004-107 - Hyannis Golf	06/15/05	06/15/25	5,500,000	308,619	297,619	286,344	-	-	-	-	-	-	4,576,344
Land Acquisition - Archibald	02/15/07	02/15/26	500,000	29,225	28,175	27,125	26,063	-	-	-	-	-	461,400
Town Hall Renovations	06/15/10	06/15/30	1,332,520	84,256	82,144	79,869	77,594	75,238	72,638	70,200	67,600	-	1,597,529
Total Community Preservation Fund				1,188,684	424,172	408,957	103,657	75,238	72,638	70,200	67,600	-	25,368,947
Title V - Phase I - 97-1131 Series 6	07/25/02	08/01/20	197,403	-	-	-	-	-	-	-	-	-	93,400
Title V - Phase I - 97-1131 Series 6	07/01/04	08/01/22	190,580	10,204	-	-	-	-	-	-	-	-	109,908
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	-	-	-	-	-	140,000
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	-	-	-	-	-	140,000
Title V - Phase V - Pool 12 97-1131-4D	07/15/07	07/15/26	200,000	10,000	10,000	10,000	10,000	10,000	-	-	-	-	150,000
Total Title V Special Revenue Fund				40,204	30,000	30,000	30,000	10,000	-	-	-	-	633,308
Grand Total All Funds				5,864,970	4,413,336	4,191,063	3,480,563	3,173,163	1,692,788	817,151	770,715	545,515	150,242,672

APPENDIX D

LISTING OF FY 2013 SERVICE PRIORITY PACKAGE REQUESTS NOT RECOMMENDED FOR FUNDING

GENERAL FUND REQUESTS

GROWTH MANAGEMENT

Assistant Director Growth Management

\$77,868

Reinstate full time Assistant Director position for the Growth Management Department lost due to budget cuts in FY 2010. This position will allow GMD to provide better coverage for ongoing programs and many projects, improve coverage for administrative tasks and provide uninterrupted supervisory coverage for and public access to this busy, multitasking Department. The Director has provided this coverage for the past few years. This staffing is no longer sustainable. The numerous boards and committees, projects and programs require more focused, detailed coverage than is currently available. In the event of the Director's absence the Department is left without coverage for both large and small scale tasks. The reinstatement of this position will provide better service to the public and Town departments, better coordination with state, county and local groups and agencies and allow uninterrupted implementation of important projects key to the health of Barnstable's economy.

725 Main Street, Hyannis Maintenance & Enhancement Funding

\$9,602

Funds are requested to cover annual water utility costs. Since the construction of this park funds have not been allocated for this necessary maintenance cost.

905 Main Street, Cotuit Maintenance Funding

\$1,726

Funds are requested for annual plant bed mulching, organic fertilizing, periodic shearing and pruning for trees and shrubs, periodic parking lot grading and occasional top dressing ¾" native stone and funding for utility costs.

Pleasant Street Park, Hyannis Maintenance Funding

\$1,760

Funds are requested for occasional replacement and upkeep for sails, lighting, and signage and funding for park utility costs.

Chili's Property Maintenance and Utilities

\$400

Funds are requested for landscape maintenance including mowing and tree maintenance and funding for annual utility costs.

PUBLIC WORKS

DPW ADMINISTRATION

Quarterly Household Hazardous Waste Disposal

\$35,000

This program is currently the responsibility of this department, having been assumed from the health division several years ago. The cost of disposal for Hazard Waste has increased; the increases incurred have been taken from other line items leaving those short.

Compost Processing

\$25,000

Some years ago the Solid Waste Division was tasked with accepting leaves, grass and manure to provide compost to residents. No budget was provided for this operation, all costs for processing have been absorbed with existing budget. In order to continue this service for our residents funding must be approved. This process consists of screening and has to be contracted out; the town does not own a screener.

DPW HIGHWAY

Police Details

\$32,000

Many road maintenance activities cannot be safely done without the assistance of Police Detail Officers-Especially given the increase amount in traffic volumes on area roadways. Police details are necessary to protect DPW workers and motorists-employees no longer want to risk working on a busy roads without the Police assistance. Many activities which were formerly done by one detail officer now require two officers due to increased traffic volume. With no increase in the divisions operating budget or this line item this division will have to cease many routine maintenance functions including emergency call outs. Last fiscal year this department spent approximately\$45,000.00 for police details, nearly\$31,000.00 over budget.

Emergency Overtime

\$5,000

There is currently no line item for emergency call outs, When an emergency call is received this division has to pay for the employees overtime out of it's existing overtime line item, which is already under budget. Each of the sections plans out how they will spend every penny of that line item for routine maintenance early in the fiscal year and when an emergency arises it negatively impacts that maintenance program some of which are safety sensitive, this would this would also pay for police if needed. This is a very important issue, some of the examples of a call out are Traffic Light malfunctions West Bay Bridge malfunctions stop signs pot holes etc.

Bridge Maintenance

\$30,000

Currently the division has no funds dedicated to this very important safety issue. This request covers maintenance for 6 bridges for which the town has responsibility. Failure to perform timely maintenance leads to deterioration and significantly larger capital improvement expenses. These bridges have been ignored in the past and have to be a higher priority. This request would include inspections by a contracted expert and repairs, if needed

Traffic signals, school lights and Opticom Maintenance

\$52,000

This request covers maintenance for Opticom systems used by emergency vehicles, school lights used to slow down vehicles in school zones and 27 traffic control signals town wide. All of these systems are safety sensitive and are the town's responsibility to maintain. The majorities of the school lights and the traffic signals are very old and have constant problems with operation failure. Purchasing parts is becoming a serious issue because of their age.

Special Events

\$6,000

These events are performed after normal working hours and are funded by overtime budgets that are strained. We have in the past been able to get money back from a celebrations account but it takes time to receive reimbursement and some times when we finally receive it there is not enough time left in the fiscal year to utilize it. They involve such tasks as parades, fireworks pops by the sea concerts Christmas strolls and several Touch -a-Truck and car show events etc.

Funding for Flags and Holiday Lighting

\$5,000

The Celebrations account, which historically pays for flags, bunting, and lights, has not been available in recent years. Many residents voice concern about the condition of Barnstable's flags. Flags cost over \$50 each and, given the wind on the Cape, it is not unusual to go through several flags a year on each flag pole. Flags are removed before severe wind events but they still wear out quickly. The Holiday lights are getting thinner on the town green as strands wear out and are not replaced.

Funding for Maintenance of Hyannis Streetscape, Bollards and Posts

\$4,755

The new streetscape on Main Street in Hyannis contains decorative "break-away" bollards and custom powder coated black sign posts. The bollards are routinely hit. Sometimes they can be reset, sometimes they need new bolts set in concrete, and sometimes the bollard is destroyed. If there is an accident report, the driver's insurance will sometimes pay. If it is hit and run, there is no funding for repairs. The custom street sign posts cost \$23 more than a standard post and about 25 per year are required for replacing damaged posts. A lot of effort went into the design and construction of the Main Street project. No funds, however, were appropriated for maintenance. Bollards are \$850 each and four have been destroyed so far (three were replaced by driver's insurance).

Increase for Overtime

\$18,000

Existing overtime budget does allow the department to complete projects that have to be performed in early mornings before traffic such as street sweeping, line painting, crosswalk striping etc. Also the current and projected work load is to the point where we cannot address them in a timely manner without longer days.

Two (2) 6 Month Seasonal Employees

\$23,400

With the growing demand being placed upon the Highway Division to assist in many non-routine tasks, the amount of routine work is starting to back up. We now have routine maintenance added to our already busy schedule for the new Bearse's Way construction and the newly designed Rte. 132, which will be part of our work maintenance schedule at the end of 2012. We need these positions to attend to such tasks as litter control, mowing, weed whacking grasses around guard rails, etc. We no longer have enough staff to address all these requests and perform them in a timely fashion.

Install GPS Devices in DPW Vehicles

\$96,000

With the increase in fuel prices, consumption and emissions, we are focused on conserving fuel, improving driving routes and minimizing idle time and speeding. The current line item budget cannot sustain the rising increase in fuel prices. It has been a proven fact by installing GPS devices in a fleet of vehicles has shown a minimum of a 22% drop in fuel consumption and lower emissions within the first year. Also, we can use these devices during routine and emergency operations, such as snow and ice storms and hurricanes, to dispatch the required crew to a location by establishing the vehicles location and designating the shortest route.

Increase Funding for Emergency Repairs to Private Roads

\$145,291

The existing budget for private road emergency repairs falls well short of what is needed. This increase will help us keep up with deteriorating asphalt, drainage systems that have and are about to fail, old street signs, emergency brushing and rising costs of materials. If we are to continue with the present private roads policy this increase is essential in order to keep up with rising materials cost, fuel increases, public demand and public safety.

Funding for Repairs to Private Roads

\$286,813

If services on private roads (other than emergency repairs) are necessary, additional funding to make repairs such as pavement repairs, patching potholes grading, signage, painting and drainage repairs and cleaning would be needed. Many Town residents live on private roads, as more than 60% of the roads in the Town of Barnstable are private. These residents are becoming increasingly dissatisfied with the deterioration of their roads. As the roads age, so does the amount of maintenance necessary to keep it passable for vehicles.

DPW STRUCTURES AND GROUNDS DIVISION

Building Maintenance Work Crew and Supplies

\$487,859

The Department of Public Works is responsible for the maintenance and upkeep of approximately (9) nine facilities that house municipal operations and associated office support staff. These facilities account for over 133,271 square feet of habitable work space including both public and private meeting rooms and associated common areas. In most instances, the Town publicly bids this work to third parties, which results in a higher cost per project and the work is likely delayed due to the competition for scarce funding. This request would provide funding for both labor and materials for interior renovations of these facilities utilizing a combination of in-house staff and contracted labor. Project design and management will continue to be provided through the Owner's Project Manager and existing design support staff. Renovations will be prioritized through the use of a facilities conditions index coupled with existing conditions reports and assessments. Approximately 5,000 square feet of office space will be identified for renovation annually starting with our Town Hall and School Administration buildings. This will result in the timely maintenance of our most important municipal buildings, with savings realized in the direct purchase of building materials and the elimination of prevailing wage rates for carpentry staff.

Maintenance of new Police Department Addition

\$15,000

Structures & Grounds has been handed the final as-built drawings of the new 6,700 square foot addition at the Police Department. This addition consists of expanded locker-room bathroom facilities for men and women, a new detective's wing and a rooftop mechanical room consisting of 6 additional air handling units and 6 roof mounted condensing units along with exhaust fans and all additional electrical controls. The amount requested includes an increase of \$15,000 which will cover the additional time and material spent on maintenance & repair functions throughout the year. The addition constitutes a 16% increase in square footage to a 40,000 square foot structure.

Seasonal Employee Hourly Increase

\$6,110

The Structures & Grounds Division utilizes seasonal laborer positions to augment the increased work loads during peak season. Our wages for part time landscaping and building maintenance positions are not competitive with other Cape businesses making it increasingly difficult to attract and retain seasonal laborers. Our grounds maintenance programs are seasonal in nature and must rely on part time employees to remain cost efficient while providing a high level of service. We have not seen an increase in labor rates since 1995 and have found it increasingly difficult to attract experienced part time employees at our existing hourly rate. We are requesting an increase from \$11.00 per hour to \$12.00 per hour for our seasonal maintenance staff.

Emergency Generator Maintenance**\$10,000**

The Structures & Grounds Division is responsible for the maintenance and operation of nine (9) emergency generators supporting major municipal facilities. The existing generators are run under test load on a regular schedule and have experienced a multitude of problems due to age and lack of routine maintenance. Specifically, the School Administration building generator needs a new transfer switch and subsequently is not operational. Subject funds will provide a mechanism to place our generators on a scheduled maintenance program including supporting reports and recommended service expenditures. Our generators provide emergency electricity for our larger municipal facilities including emergency response teams within our DPW and Police Departments. We must keep our generators in excellent running order to support emergency operations for our citizenry.

Increase for Employee Safety Equipment**\$7,050**

Employee Safety equipment replacement costs have consistently increased over the last 10 years negatively impacting our operating budget. The division's five maintenance programs utilize this line item to purchase safety boots, glasses, ear protection, and foul weather gear. Safety boots are required under union contract at \$250 per employee and we are also obligated to supply various other safety items under state and federal law. FY11 line item expenditures exceeded 50% of budgeted funds and this trend is continuing into FY12. The division continues to cover line item shortfalls from other maintenance programs negatively impacting our ability to meet commitments.

Increase for Employee Training**\$7,500**

The Structures & Grounds Division consists of (5) distinct maintenance sections that require continuous training and education to keep current with licensing, regulatory statutes, by-laws and technological advances. Many of our trades require continuing recertification credits to maintain the licenses that our employees are required to possess to fulfill their jobs. Current training funds are inadequate to address the training requirements for the division and continue to negatively impact other areas of the budget. The benefits of properly trained and educated employees cannot be overstated. We must continue to invest in our employees to provide safe, efficient and professional services to our citizenry.

Increase for General Building Supplies**\$12,500**

The Structures & Grounds Division purchases a wide variety of building materials throughout the year in support of facilities maintenance and remodeling projects. The cost of building materials has increased 4 % per year consistently for many years and these rising costs have continued to erode our purchasing power. The sixth edition of the Massachusetts building code requires that many construction materials be rated to withstand hurricane force winds for the Cape & Islands region. This will equate to a substantial increase in the cost of building materials particularly for window and door replacements. S&G has had to reduce our response & service levels in order to absorb these increased prices while operating within our budget. We are seeking an increase in expense funding which would cover the increased costs over the past 5 years.

Increase Overtime (Cemeteries)**\$4,000**

The Structures & Grounds Division assumed control of burial operations in February of 1999. When this transition from contracted services to municipal operations occurred, funding mechanisms were added to our operating budget to support the additional work load and equipment requirements to provide this service. Included in this additional funding was \$7,100 in overtime to absorb the added labor costs associated with weekend funeral services. Salaries and wages COLA's have eroded the available funds over the last eight years negatively impacting other areas of the cemetery program operating budget. Although we collect overtime fees from funeral homes and families to perform weekend burials, the number of overtime hours available to support other grounds activities has decreased making it difficult to maintain base line levels of service.

Funding for Contracted Landscape Maintenance / Downtown Hyannis**\$13,977**

The Structures & Grounds Division will experience increased labor and materials costs associated with the maintenance and upkeep of the 725 Main Street and Sherman Square landscape enhancements. The projects included a complete redesign of the existing properties. The design was implemented by a private contractor. Combined, the two properties consist of 22 trees, 103 shrubs, 2,225 perennials of 20 different varieties, 100 square feet of annuals, 7,500 square feet of turf, 8,050 square feet of wild flower gardens, 3,285 square feet of phytoremediation planting and a 985 square foot annual seeded patch. Irrigation is installed on both properties. Flower beds must be re-edged and mulched yearly. All planting beds need weeding and cultivating. All perennials need dead heading on a weekly basis. The turf warrants a 5 step fertilization program and broadleaf weed monitoring. All trees, shrubs and herbaceous plants need a fertilization program for overall plant health and prolonged blooming periods. An Integrated Pest Management program must be executed on a weekly basis. With existing staffing levels, Structures & Grounds crews will be unable to maintain these high end landscapes with proper arboricultural, horticultural, nursery and turf management practices. We continue to compromise maintenance levels at other Town properties to accommodate expanded maintenance of high profile

landscapes. Grounds crews continue to be grossly understaffed and meeting our base level of service continues to become increasingly difficult. Mowing cycles will continue to decline from 7-10 day's to 10-14 day's and complaints will start to surface particularly with respect to our Cemeteries program. Structures and Grounds floriculture program will suffer inefficiencies by taxing labor and material budgets which will severely affect overall appearance of town wide gardens. All facets of the Structures & Grounds Divisions' grounds maintenance programs will encounter inadequacies. There are currently no funding mechanisms in place to maintain 725 Main Street and Sherman Square gardens and turf at the desired level in which they were intended.

Additional Maintenance Funding for Armory Flower Beds \$3,950

The Structures & Grounds Division has experienced increased labor and materials costs associated with the maintenance and upkeep of the Armory property. The project included construction of two large flower beds in front of the Armory main entrance, the addition of a privet hedge border, and inclusion of the Town Hall parking lot island located on South Street. All beds need edging and re-mulching on a yearly basis. Annual beds need to be planted, pulled and amended yearly. Perennial beds are dead-headed weekly and cutback every fall. All beds need weekly hand weeding, watering and herbicide applications. Pesticides are needed for optimum aesthetics. All perennials, annuals, shrubs and trees require a fertilizing program for overall plant health care and prolonged blooming periods. The privet hedge, hydrangeas, and trees need periodic pruning throughout the year. Due to unexpected death and possible vandalism, some plants may need to be replaced or replanted. We have a multitude of public properties with high profile landscapes that require a significant maintenance to preserve the appearance in which they were intended. Without additional staff hours, we cannot adequately maintain the property or its appearance.

Additional Maintenance Funding for Dowses Beach Handicap Fishing Pier and Shower \$3,880

Structures & Grounds has been tasked with the maintenance and upkeep of this additional beach facility enhancement. Routine maintenance and repairs will need to be made at both of these well used upgrades which will require funding for future maintenance. Examples of routine maintenance would include applying preservative to the pressure treated lumber that makes up the pier at least every two years depending on conditions and replacement of the handicap shower control and head when needed.

Increase Funding for Fertilizer Supplies \$12,000

The Town of Barnstable cemeteries and parks encompass a developed turf grass area of approximately 133 acres. Aesthetically, turf quality and appearance are essential to any well managed park or cemetery complex. The current budget is inadequate to fertilize all cemeteries and parks and many properties do not receive a fertilizer application. Some locations allow for only one turf fertilizer application per year and exclude any weed control, aeration, thatching and over-seeding. An intensified turf and fertilization program including these cultural practices would improve root system development, drought tolerance, density, pest resistance and general aesthetics of all Town parks and cemeteries.

Increase Funding for Grounds Supplies (Trash Receptacles) \$4,160

The Structures & Grounds Division has experienced an increase in the need for new town-wide trash receptacles. Every year receptacles are cleaned and repaired and put back out into service. With the rise in town and tourist populations both these receptacles longevity and usefulness shortens. The division continues to cover line item shortfalls from other maintenance programs negatively impacting our ability to meet commitments.

Cemetery Roads and Highway Repair Line Item \$10,000

In FY2010, the Cemeteries operating expense line item for "Street and highway" was completely cut. The existing roads in the Town cemeteries are well traveled and are in need of repair and maintenance. The repairs to these roads are necessary for the safe access for funerals and the general public.

Increase Plumbing Supply Line Item \$6,000

The Structures & Grounds Division has realized a substantial increase in the cost of plumbing supplies over the last decade. The price of copper has increased 100% from 2009 to present, making it increasingly difficult to stock supplies within the existing budget. Our plumbing supply line item exceeded 60.7% of available fund in FY 20011 and that trend is continuing this fiscal year.

REGULATORY SERVICES

BUILDING DIVISION

Code Enforcement Field Inspector \$58,070

Add a full time staff person to the Building Division with primary duties of field enforcement of the Town Code. There exists within the community a growing dissatisfaction with existing conditions in the various neighborhoods. Residents are

distressed over what they view as activity detrimental to the neighborhood. The activity is most often caused by a neighbor. Often the activity is viewed as a violation of the Town Code. This frequently causes neighbors to sit back and wait for the Town to correct the violation. When this does not happen the Town becomes the problem. The neighbors are left with the problem and the Town did nothing to resolve it. This activity is a problem everywhere in Town but is most prevalent in older neighborhoods with small lot sizes. The time has come to implement a code enforcement field staff to conduct regular inspections neighborhoods and downtown business areas to proactively enforce the several hundred pages of Code regulations and restore the neighborhoods to what are regulations say they should be.

PUBLIC HEALTH DIVISION

Electronic Clipboard Inspection Development, Software, and Hardware \$41,200

This request is for six electronic clipboards, software/inspection form development for seven different types of inspections (i.e. food establishment, minimum standards for human habitation, public and semi-public swimming pools, recreational camps, tanning facilities, horse stables, and rental units) to purchase software licenses, fund the first year for software maintenance, sync support, and to fund implementation during the first year of it's use. The license would be perpetual, without any additional costs for an annual subscription. After the first year, \$3,100 would be needed each year for maintenance and sync support only.

Chief Health Inspector \$61,184

Funding is requested to reinstate the full-time Health Inspector position by increasing the responsibilities of this position to a Field Supervisor, Grade 11. The number of requests for services has increased significantly in the past ten years as evidenced by the 66% increase in number of the health related complaints received and investigated. However, the loss of a Health Inspector position five years ago has caused elimination of multiple functions and duties. It has caused the Health Division to make the difficult choice of eliminating several services including the conduct of hazardous material site inspections, lodging house inspections, and housing inspections for low-income families on the MA rental voucher program. The incumbent will serve two functions: (a) conduct daily inspections and (b) coordinate and supervise 5.5 F.T.E. health inspectors during day-to-day field operations. The individual in this position will also act as supervisor and as a communication liaison between the health inspectors and the Health Director in regards to special needs and extraordinary problems.

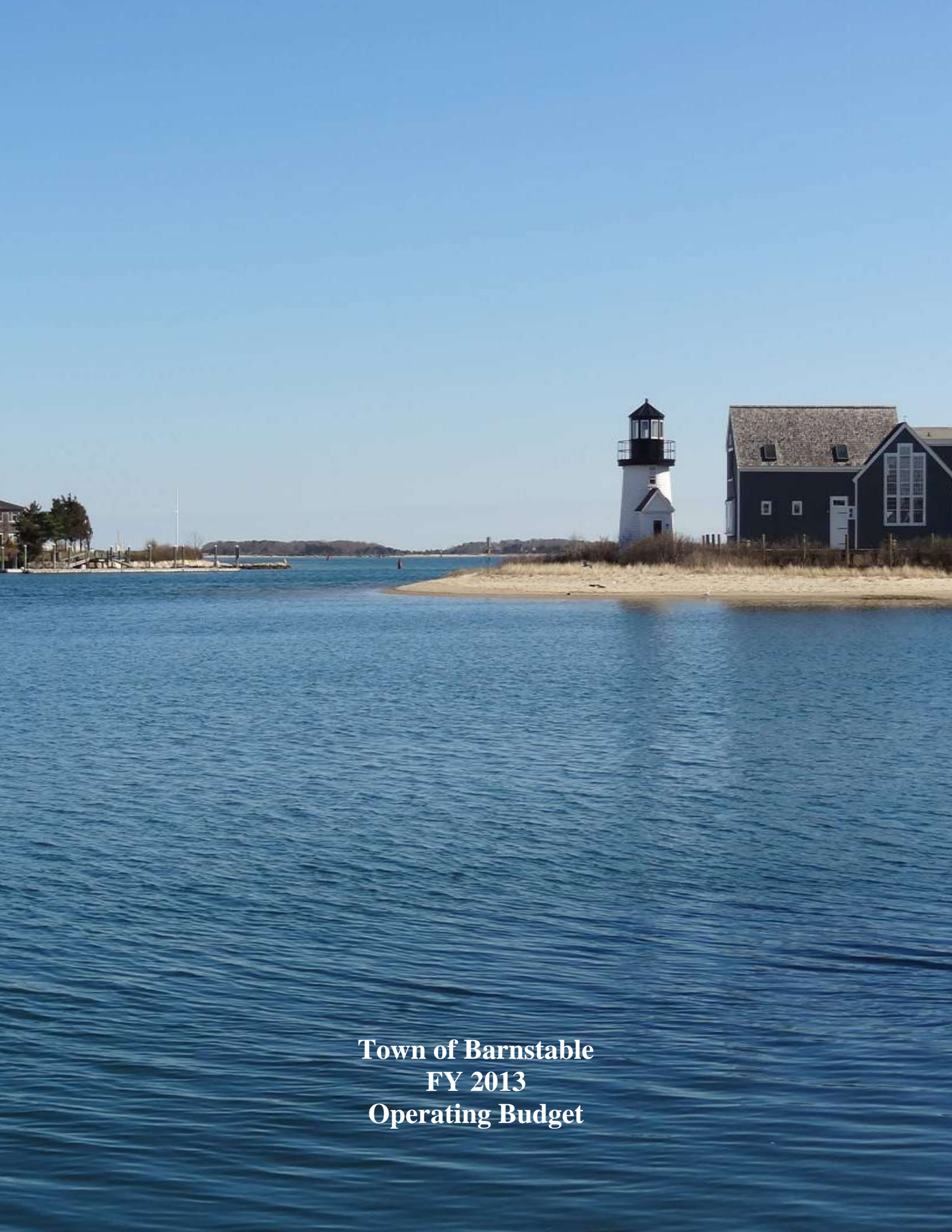
Public Health Division Comparison 2001 versus 2010

Increase in Revenues/ Fees Collected		
Fees Collected	2001	\$175,556
	2010	\$370,039
Increase in the Number of Inspections Conducted		
Inspections	2001	2,427
	2011	7,059

FY 2013 BUDGET ACTION CALENDAR

Wednesday	September	14	2011	If not already started, all Departments begin work developing CIP for FY 2013 - FY 2017 See O:\Drive\Budget\13Budget\12CIP also R:\Drive\Budget\13Budget\13CIP (Instructions, Calendar & Forms)
Thursday	September	22	2011	Town Manager and School Superintendent meet to finalize a revenue sharing agreement for FY 2013
Friday	September	23	2011	Departments submit latest FY12 revenue figures and preliminary revenue estimates for FY 2013
Tuesday	October	11	2011	FY 2013 Operating Budget Instructions for departments issued by Town Manager
Friday	October	21	2011	All Departments submit review of existing capital projects to Finance Director and Town Manager (See CIP Instructions)
Monday	October	24	2011	Municipal Departments submit preliminary listing of any proposed FY 2013 position changes with supporting justification to Human Resources (copy Town Manager)
Monday	October	31	2011	FY 2013 Operating Budget Instructions for Libraries issued by Town Manager
Friday	November	4	2011	Deadline for electronic version of Municipal & School Departments FY 2013 CIP project requests in O:Drive
Friday	November	4	2011	All Departments submit 6 hard copies of FY 13 CIP requests to Town Manager
Tuesday	November	8	2011	State and local election
Thursday	November	10	2011	Director HR submits position changes summary including comments to Town Manager
Monday	November	21	2011	CIP Task Force begins scoring of CIP Projects (to be completed Friday December 16) CFAC begins review of FY 2013 - FY 2017 CIP Department Requests
Tuesday	December	6	2011	Town Manager conducts public hearing on permits and fees
Thursday	December	15	2011	Annual Organization of Town Council (TM must submit budget to Council within 170 days)
Friday	December	16	2011	Deadline for electronic version of Municipal Department budget packages placed in O:Drive - Libraries email individual budget narratives to Town Manager office (Bob O'Brien)
Friday	December	16	2011	Final day for CIP Task Force to complete & submit CIP Project scores
Wednesday	January	4	2011	All Departments submit revenue projection changes for FY 2013 to Finance Director
Thursday	January	19	2012	Town Council conducts a joint meeting/workshop with the School Committee to receive a preliminary financial forecast from the Finance Director and to agree on a coordinated budget
Friday	February	24	2012	CFAC submits report of their review of Department CIP Requests to Town Manager
Thursday	March	15	2012	Town Manager submits recommended CIP and Capital Budget to the Town Council per Part VI, Section 6-5(a) of the Charter. (TC must adopt Plan BEFORE June 1 2012)
Friday	March	16	2012	Town Council publishes summary of Capital budget and hearing info in local newspaper
Thursday	April	5	2012	Town Council conducts workshop & hearings on recommended FY 2013 Capital Budget per Part VI Section 6-5 (c) of the Charter. (Public Hearing to be held not less than 14 days after Publication)
Wednesday	April	18	2012	Final Day for School Department to submit Operating Budget as adopted by the School Committee per Part VI, Section 6-2 of the Charter. (30 days prior to TM submission toTC)
Thursday	May	17	2012	Town Manager submits recommended Operating Budget to Clerk of the Council & Town Council per Section 32 Ch 44 MGL, and Part VI, Section 6-2 of the Charter. (TC has 45 days to adopt budget, otherwise it becomes part of the appropriations for FY 2013)
Thursday	May	17	2012	CFAC provided with copies of the recommended Operating Budget to begin their review.
Friday	May	18	2012	Town Council publishes summary of Operating Budget and hearing info in local newspaper per Part VI, Section 6-3 (a) of the Charter
Thursday	May	31	2012	Last day the FY 2013 Capital Improvement Plan can be adopted by the Town Council per Part VI, Section 6-5(d) of the Charter
Thursday	June	7	2012	Town Council conducts first reading and 1st workshop of recommended FY 2013 Operating Budget appropriations
Thursday	June	14	2012	Town Council conducts 2nd workshop (if needed) and Public Hearing recommended FY 2013 Operating Budget. (Public Hearing to be held not less than 14 days following publication)
Thursday	June	14	2012	CFAC submits report of their review of Operating Budget Requests to Town Council
Thursday	June	21	2012	Town Council conducts 2nd Public Hearing recommended FY 2013 Operating Budget (if needed)
Friday	June	29	2012	Last weekday the FY 2013 Operating Budget can be adopted by the Town Council per Part VI, Section 6-3 (b) of the Charter. (TC must adopt within 45 days of receiving budget)
Friday	June	29	2012	Unencumbered balances Capital Appropriations authorized during & before FY 2010 EXPIRE

October 12, 2011



**Town of Barnstable
FY 2013
Operating Budget**