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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**

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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.

<b><u>Class of Property</u></b>	<b><u>Barnstable</u></b>	<b><u>COMM</u></b>	<b><u>Cotuit</u></b>	<b><u>Hyannis</u></b>	<b><u>West Barnstable</u></b>
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

	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Tow n 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%
<b>Total</b>	<b>\$12.29 100%</b>	<b>\$8.64 100%</b>	<b>\$7.57 100%</b>	<b>\$8.15 100%</b>	<b>\$7.11 100%</b>	<b>\$7.33 100%</b>	<b>\$7.90 100%</b>	<b>\$8.69 100%</b>	<b>\$9.32 100%</b>	<b>\$9.83 100%</b>
Tow n 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%
<b>Total</b>	<b>\$12.28 100%</b>	<b>\$8.62 100%</b>	<b>\$8.17 100%</b>	<b>\$8.44 100%</b>	<b>\$7.67 100%</b>	<b>\$7.84 100%</b>	<b>\$8.49 100%</b>	<b>\$9.30 100%</b>	<b>\$9.59 100%</b>	<b>\$10.11 100%</b>
Tow n 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%
<b>Total</b>	<b>\$11.28 100%</b>	<b>\$8.13 100%</b>	<b>\$7.33 100%</b>	<b>\$7.87 100%</b>	<b>\$6.91 100%</b>	<b>\$7.13 100%</b>	<b>\$7.55 100%</b>	<b>\$8.43 100%</b>	<b>\$8.96 100%</b>	<b>\$9.79 100%</b>
Tow n 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%
<b>Total</b>	<b>\$11.36 100%</b>	<b>\$7.97 100%</b>	<b>\$7.49 100%</b>	<b>\$8.14 100%</b>	<b>\$7.59 100%</b>	<b>\$7.66 100%</b>	<b>\$8.23 100%</b>	<b>\$9.15 100%</b>	<b>\$9.62 100%</b>	<b>\$9.96 100%</b>
Tow n 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%
<b>Total</b>	<b>\$10.94 100%</b>	<b>\$7.71 100%</b>	<b>\$7.06 100%</b>	<b>\$7.60 100%</b>	<b>\$6.60 100%</b>	<b>\$6.83 100%</b>	<b>\$7.20 100%</b>	<b>\$8.13 100%</b>	<b>\$8.61 100%</b>	<b>\$9.02 100%</b>
Tow n 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%
<b>Average Total</b>	<b>\$11.63 100%</b>	<b>\$8.21 100%</b>	<b>\$7.52 100%</b>	<b>\$8.04 100%</b>	<b>\$7.18 100%</b>	<b>\$7.36 100%</b>	<b>\$7.87 100%</b>	<b>\$8.74 100%</b>	<b>\$9.22 100%</b>	<b>\$9.74 100%</b>

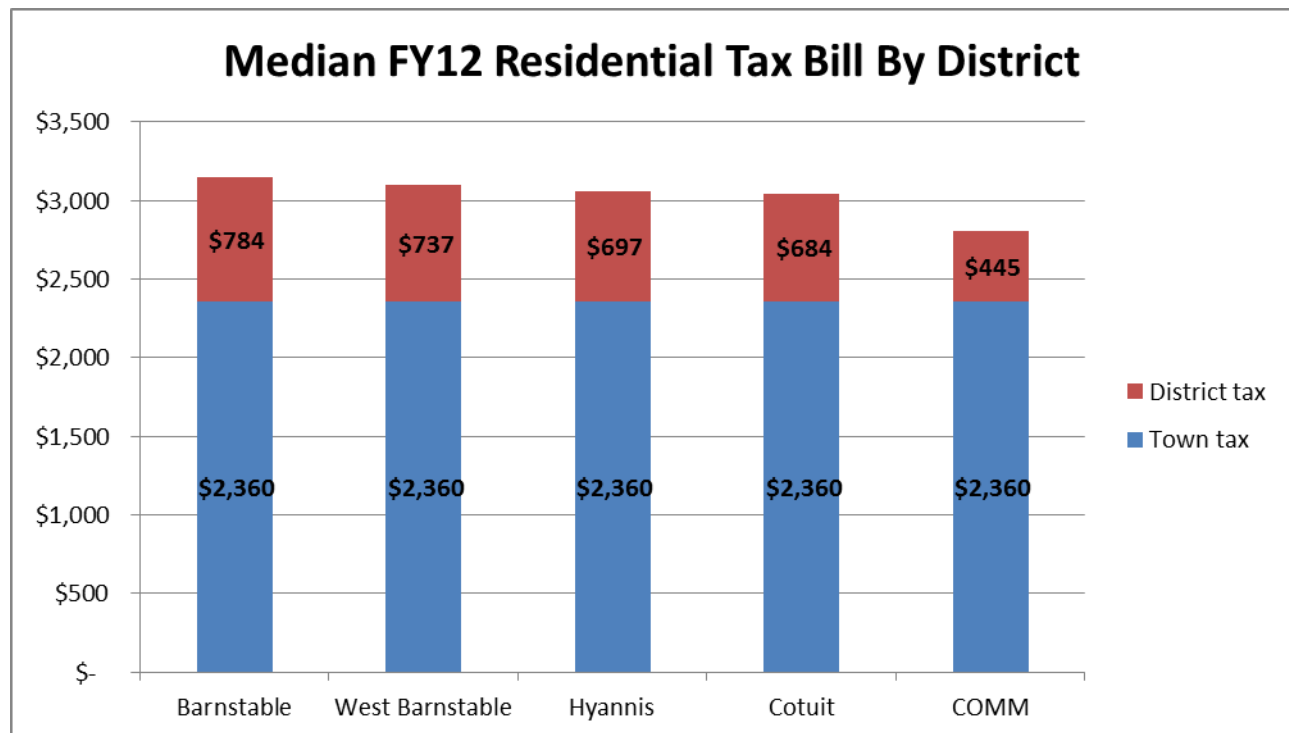
The Town maintains a property assessment database by Fire District. The tax rates for the Town of Barnstable and the five Fire Districts are determined by dividing the Town's tax levy by the Town's total property value and the Districts' tax levy by the Districts' respective property value. The Town's 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**

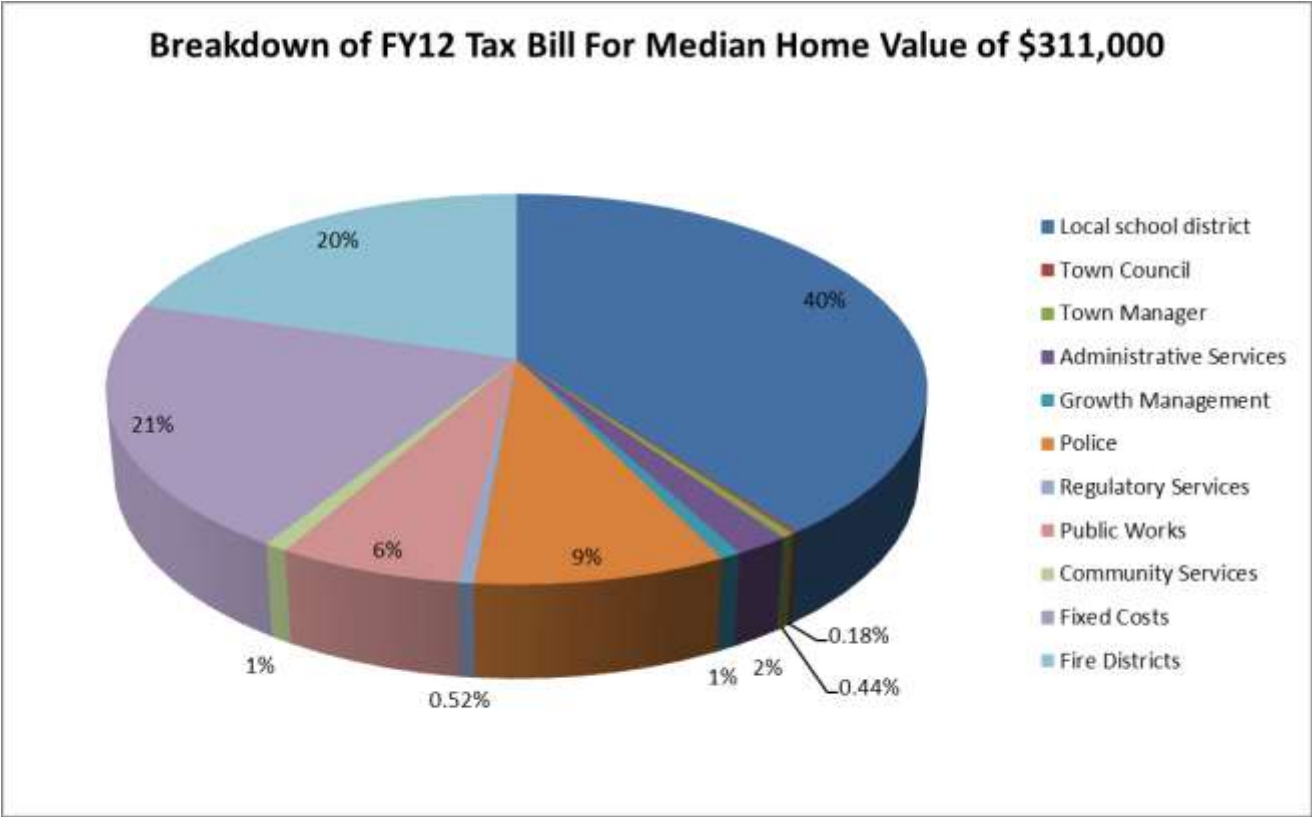
	<b>FY 2008</b>		<b>FY 2009</b>		<b>FY 2010</b>		<b>FY 2011</b>		<b>FY 2012</b>		<b>Growth in Levy FY08 to FY12</b>
Town tax levy	\$ 86,040,891	81%	\$ 89,064,457	80%	\$ 91,769,862	81%	\$ 94,579,102	81%	\$ 97,325,379	80%	\$ 11,284,488 13%
Hyannis FD tax levy	6,238,186	6%	7,152,301	6%	6,836,967	6%	7,363,834	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
<b>Total</b>	<b>1727</b>	<b>490</b>

## 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)

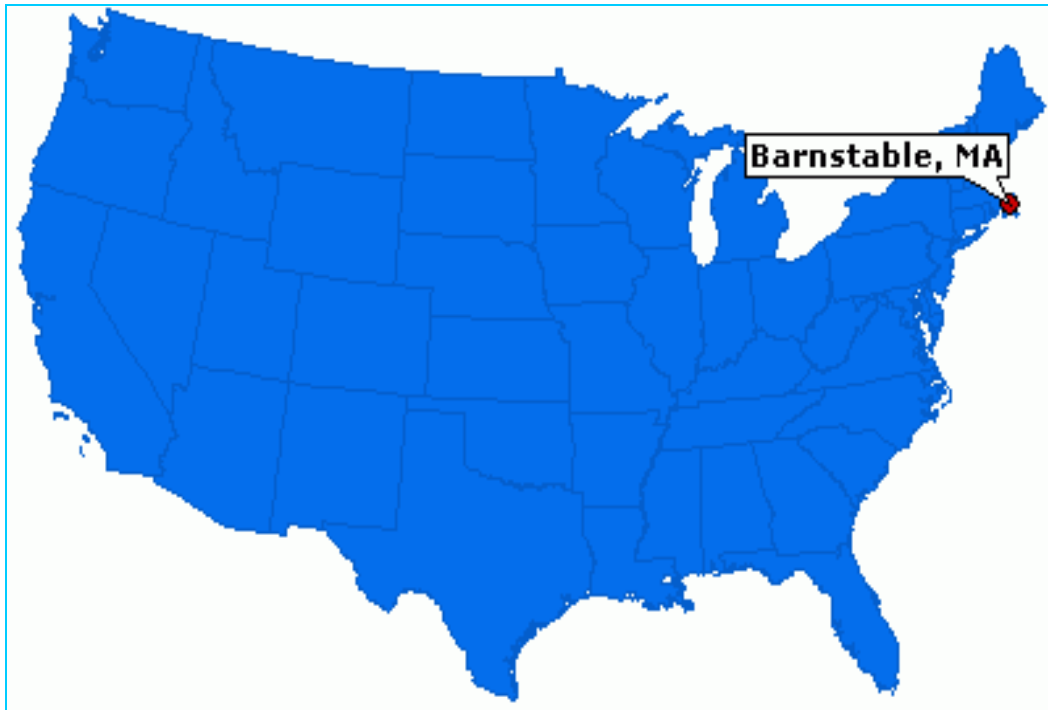
Airport	775-2020	Legal Department	862-4620
Airport Operator (24-Hours)	778-7770	Marine & Environmental Affairs	
Arts & Humanities	790-6370	Natural Resources	790-6272
Assessors	862-4022	Animal Control	790-6274
Building Inspector	862-4038	Bismore Park	790-6327
Town Clerk	862-4044	Harbormaster	790-6273
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 11<sup>th</sup> 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:**

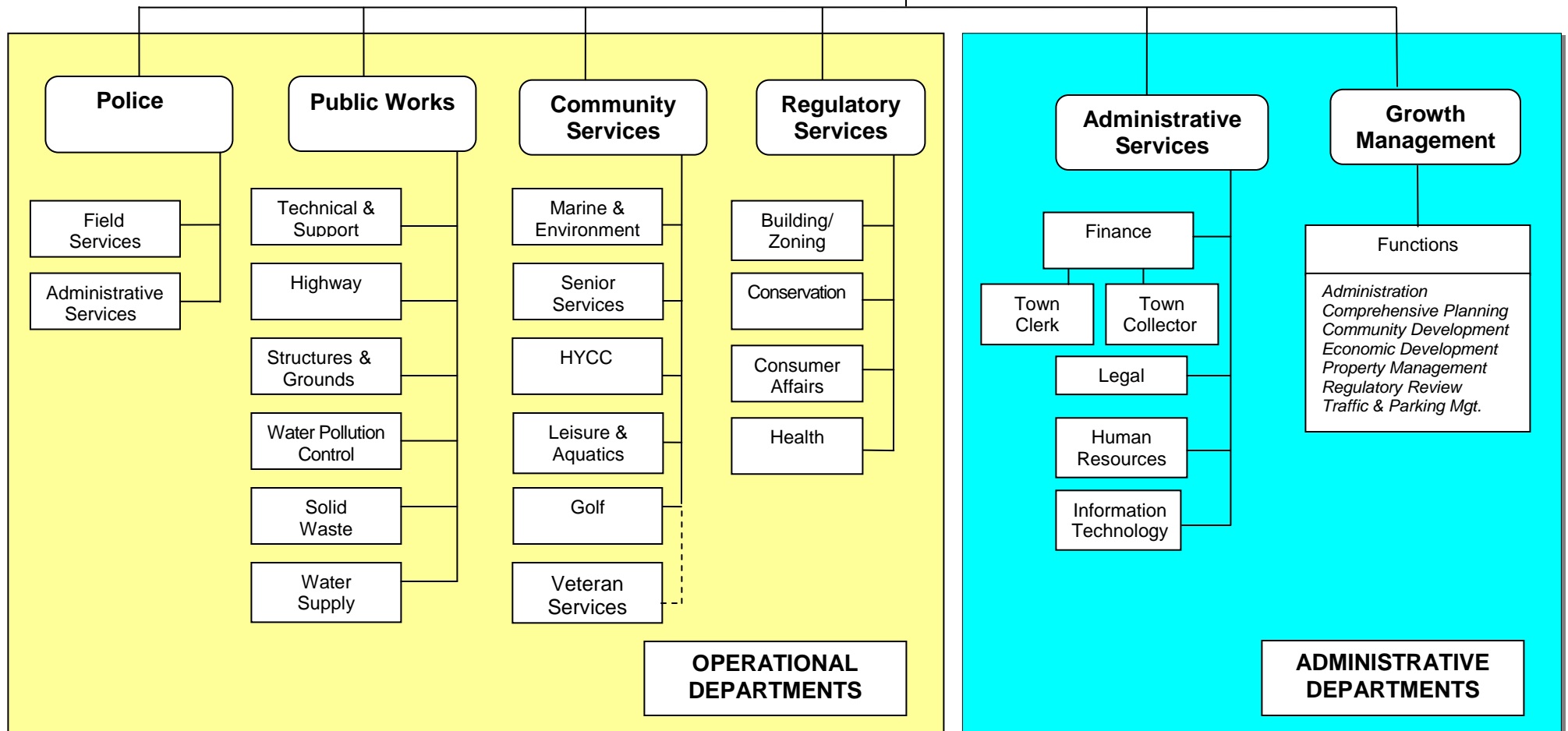
I want to thank the Town Council for all the support provided to our management team to accomplish the financial stability we enjoy. You should feel good about the new initiatives you have approved and the policy objectives of the FY 2013 budget. Balancing all the needs in our community and providing 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

Citizens of Barnstable

July 1, 2012



**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
<b>Town Council</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
<b>Town Manager</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>
<b>Administrative Services</b>	<b>68.33</b>	<b>66.90</b>	<b>65.90</b>	<b>66.00</b>	<b>65.75</b>	<b>63.75</b>	<b>61.40</b>	<b>61.30</b>	<b>61.30</b>	<b>61.30</b>
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
<b>Community Services</b>	<b>43.87</b>	<b>42.99</b>	<b>42.99</b>	<b>50.37</b>	<b>51.37</b>	<b>52.79</b>	<b>56.53</b>	<b>54.66</b>	<b>53.90</b>	<b>54.05</b>
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
<b>Growth Management</b>	<b>11.75</b>	<b>9.50</b>	<b>15.00</b>	<b>15.55</b>	<b>14.15</b>	<b>14.15</b>	<b>13.00</b>	<b>12.35</b>	<b>11.50</b>	<b>12.00</b>
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
<b>Police</b>	<b>134.25</b>	<b>139.00</b>	<b>139.00</b>	<b>139.48</b>	<b>139.48</b>	<b>137.48</b>	<b>126.26</b>	<b>126.26</b>	<b>124.26</b>	<b>125.76</b>
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 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
<b>Public Works</b>	<b>118.00</b>	<b>113.90</b>	<b>113.90</b>	<b>119.50</b>	<b>119.50</b>	<b>120.50</b>	<b>115.50</b>	<b>115.50</b>	<b>115.75</b>	<b>116.35</b>
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
<b>Regulatory Services</b>	<b>31.00</b>	<b>30.00</b>	<b>32.00</b>	<b>31.66</b>	<b>31.66</b>	<b>34.65</b>	<b>33.15</b>	<b>31.25</b>	<b>32.15</b>	<b>33.35</b>
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
<b>Airport Enterprise Fund</b>	<b>25.80</b>	<b>25.80</b>	<b>26.40</b>	<b>26.40</b>	<b>26.40</b>	<b>26.40</b>	<b>26.40</b>	<b>25.00</b>	<b>24.60</b>	<b>25.30</b>
<b>SUBTOTAL GENERAL FUND</b>	<b>375.05</b>	<b>369.54</b>	<b>376.04</b>	<b>377.21</b>	<b>375.56</b>	<b>376.97</b>	<b>351.37</b>	<b>347.62</b>	<b>345.51</b>	<b>346.06</b>
<b>SUBTOTAL ENTERPRISE FUNDS</b>	<b>65.95</b>	<b>65.55</b>	<b>66.15</b>	<b>78.75</b>	<b>79.75</b>	<b>79.75</b>	<b>87.37</b>	<b>85.20</b>	<b>84.45</b>	<b>88.55</b>
<b>TOTAL MUNICIPAL OPERATIONS</b>	<b>441.00</b>	<b>435.09</b>	<b>442.19</b>	<b>455.96</b>	<b>455.31</b>	<b>456.72</b>	<b>438.74</b>	<b>432.82</b>	<b>429.96</b>	<b>434.61</b>
<b>Schools</b>	<b>935.24</b>	<b>903.24</b>	<b>903.24</b>	<b>911.30</b>	<b>903.54</b>	<b>891.38</b>	<b>811.58</b>	<b>812.58</b>	<b>813.03</b>	<b>815.53</b>
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
<b>TOTAL ALL DEPARTMENTS</b>	<b>1376.24</b>	<b>1338.33</b>	<b>1345.43</b>	<b>1367.26</b>	<b>1358.85</b>	<b>1348.10</b>	<b>1250.32</b>	<b>1245.40</b>	<b>1242.99</b>	<b>1250.14</b>
<b>Note:</b> 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