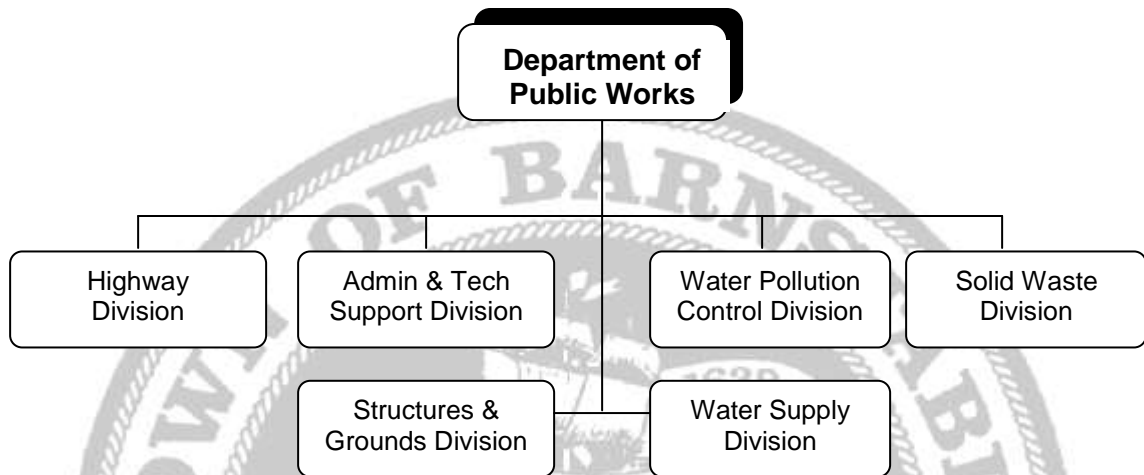
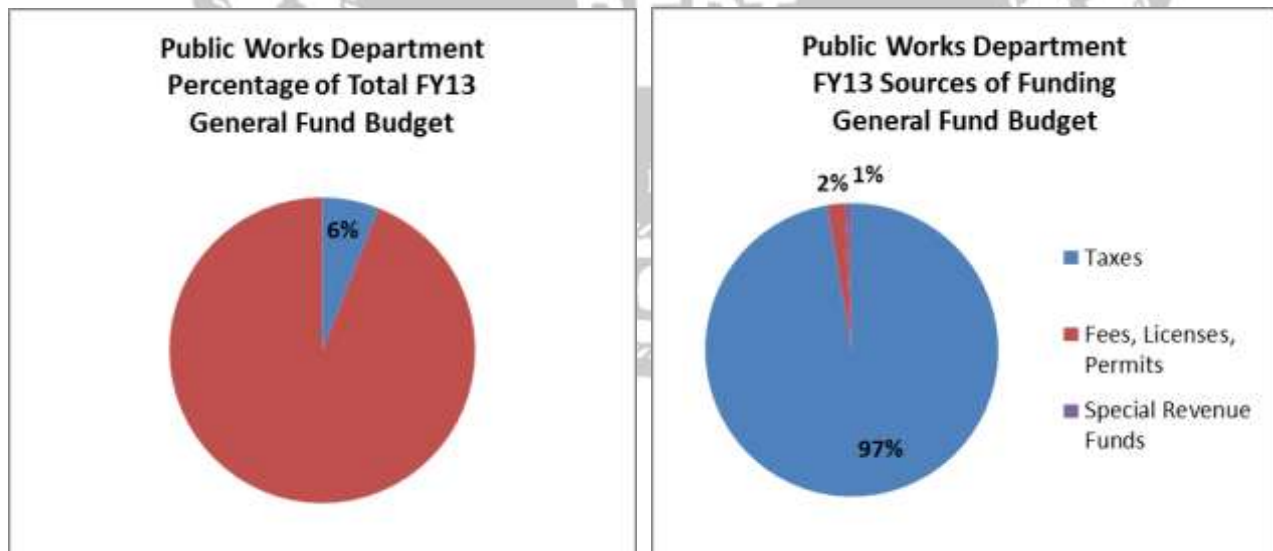


PUBLIC WORKS DEPARTMENT

The mission of the Department of Public Works is protect, preserve and improve the Town's infrastructure and related assets in a manner which meets and enhances the current and future social and economic needs of the community, contribute to a healthy, safe and quality environment for the Town's citizens and its visitors, to provide water service to the Hyannis area, and a cost effective and environmentally sound means of disposing of solid waste and waste water.



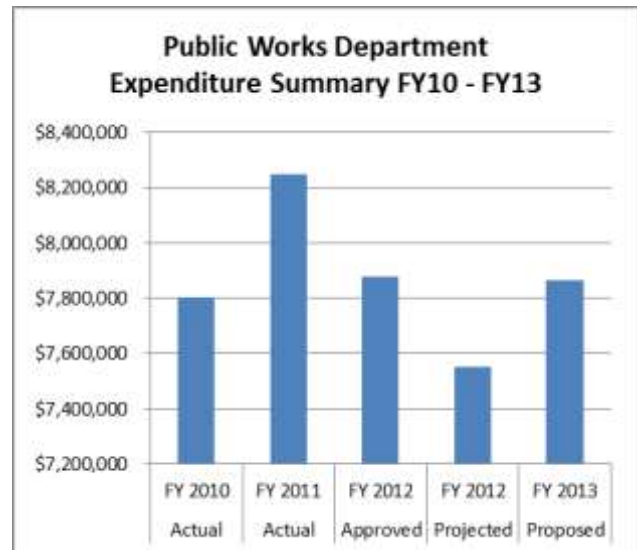
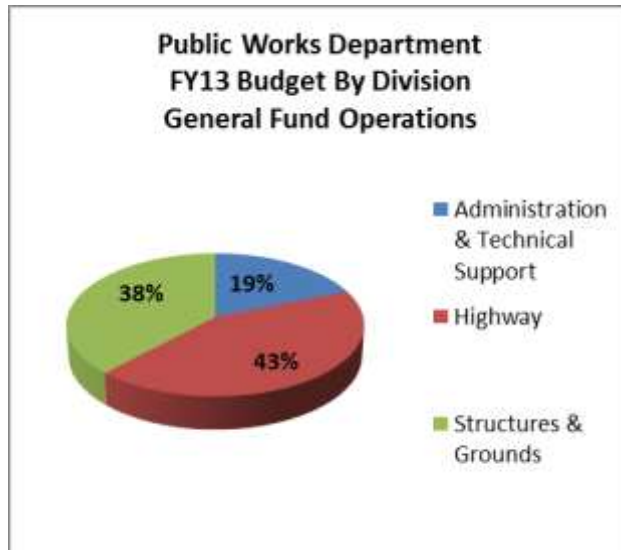
FY 2013 DEPARTMENT FINANCIAL DATA



The Public Works Department represents 6% of the total general fund budget. 97% of the funding for this department is provided from taxes. \$56,000 of special revenue funds provides 1% of the total operating budget. These funds come from the Bismore Park parking receipts and embarkation fees.

SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES (GENERAL FUND)
DEPARTMENT OF PUBLIC WORKS

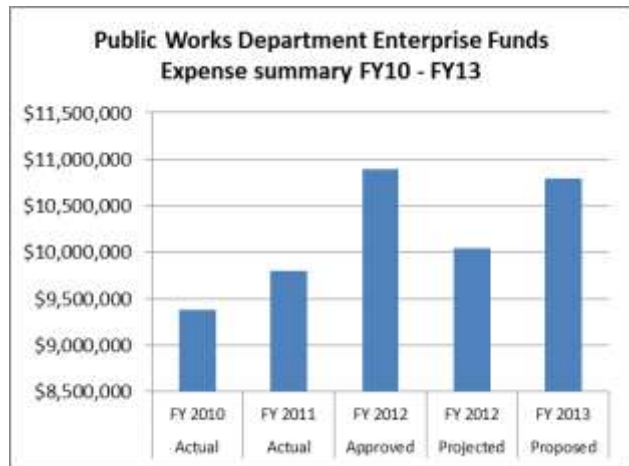
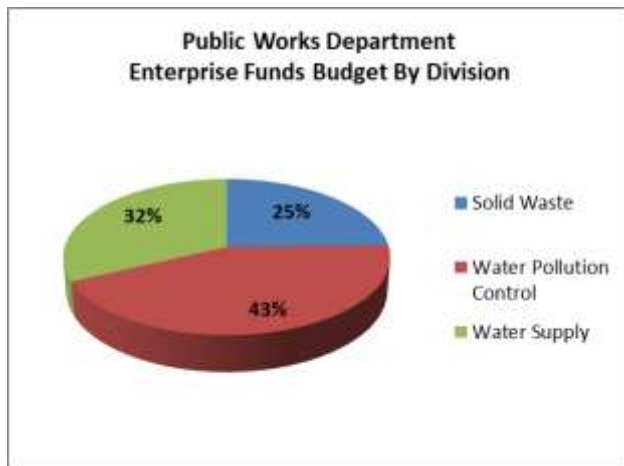
Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 4,476,356	\$ 4,739,432	\$ 4,942,731	\$ 4,689,000	\$ 4,844,402	\$ (98,329)	-1.99%
Operating Expenses	2,710,359	3,180,927	2,459,550	2,389,000	2,518,550	59,000	2.40%
Capital Outlay	616,455	328,421	476,000	475,000	501,000	25,000	5.25%
Total Expenditures	\$ 7,803,170	\$ 8,248,780	\$ 7,878,281	\$ 7,553,000	\$ 7,863,952	\$ (14,329)	-0.18%
Permanent full-time equivalent employees	90.30	85.30	84.80		82.55	(2.25)	
Sources of Funds							
Taxes	\$ 7,199,716	\$ 7,621,435	\$ 7,340,960	\$ 7,005,659	\$ 7,652,945	\$ 311,985	4.25%
Fees, Licenses, Permits	182,132	179,927	155,000	165,000	155,000	-	0.00%
Interest and Other	3,581	2,191	-	20	-	-	0.00%
Special Revenue Funds	68,680	110,131	56,007	56,007	56,007	-	0.00%
Enterprise Funds	349,061	335,096	326,314	326,314	-	(326,314)	-100.00%
Total Sources	\$ 7,803,170	\$ 8,248,780	\$ 7,878,281	\$ 7,553,000	\$ 7,863,952	\$ (14,329)	-0.18%



The Highway Division is the largest division in this department consuming 43% of the total budget. The proposed budget for FY13 is approximately \$60,000 more than the actual expenditures in FY10. The FY11 expenditures included nearly \$1 million more in snow and ice removal costs that did not occur in the FY12 budget year which accounts for the significant decrease in spending.

**SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES
DEPARTMENT OF PUBLIC WORKS ENTERPRISE FUND OPERATIONS
SOLID WASTE, SEWER AND WATER COMBINED**

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,892,829	\$ 1,979,682	\$ 2,205,527	\$ 2,157,761	\$ 2,462,786	\$ 257,259	11.66%
Operating Expenses	3,425,346	3,859,911	4,009,838	3,785,000	4,280,537	270,699	6.75%
Capital Outlay	270,926	241,712	250,000	250,000	285,600	35,600	14.24%
Debt Service	2,823,640	2,751,644	3,409,130	2,830,713	3,012,598	(396,532)	-11.63%
Transfers Out	964,421	968,398	1,016,641	1,016,641	753,993	(262,648)	-25.83%
Subtotal Operating Budget	9,377,162	9,801,347	10,891,136	10,040,115	10,795,514	(95,622)	-0.88%
Capital Program	2,765,405	4,434,655	1,570,000	4,300,000	2,495,102	925,102	58.92%
Total Budget	12,142,567	14,236,002	12,461,136	14,340,115	13,290,616	829,480	6.66%
Permanent full-time equivalent employees	30.20	30.20	30.70		33.80	3.10	
Source of Funds							
Intergovernmental Aid	1,029,836	8,858,260	-	500,000	-	-	0.00%
Fines & Penalties	138,710	191,451	175,000	150,000	135,000	(40,000)	-22.86%
Fees, Licenses, Permits	56,592	84,407	52,000	100,000	82,500	30,500	58.65%
Charges for Services	8,540,567	8,962,045	8,570,284	8,799,000	8,975,600	405,316	4.73%
Interest and Other	952,974	566,423	537,000	496,500	471,971	(65,029)	-12.11%
Trust Funds	-	2,695,000	-	-	-	-	0.00%
Borrowing Authorizations	-	300,000	1,350,000	1,050,000	2,120,000	770,000	57.04%
Total Sources	10,718,679	21,657,586	10,684,284	11,095,500	11,785,071	1,100,787	10.30%
Excess (Deficiency) cash basis	(1,423,888)	7,421,584	(1,776,852)	(3,244,615)	(1,505,545)	\$ 271,307	-15.27%
Adjustment to accrual basis	2,083,736	(2,802,601)	-	2,250,000	-		
Beginning Net Assets	33,225,455	33,885,303	38,504,286	38,504,286	37,509,671		
Ending Net Assets	\$ 33,885,303	\$ 38,504,286	\$ 36,727,434	\$ 37,509,671	\$ 36,004,126		



The Water Pollution control Division is the largest enterprise fund operation within the Public Works Department representing 43% of the combined budgets. Operating expenses have increased from \$9.4 million in FY10 to \$10.8 million in FY13 or 15% over this four year period.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DEPARTMENT – GENERAL FUND

General Fund:

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

Solid Waste Enterprise Fund:

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

Water Pollution Control Enterprise Fund:

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

Water Enterprise Fund:

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

2013 DEPARTMENT GOALS

Short Term

1. Prepare recommended budget documents for Department of Public Works submission to Town Manager for FY 2013, which includes expense and revenue budgets, mission, goals and accomplishments, and capital improvement projects. (Strategic Plan Priorities: Infrastructure, Finance)
2. Complete all capital improvement projects within three (3) years of their approval and funding. (Strategic Plan Priorities: Infrastructure, Finance)
3. Develop funding program for coastal mitigation improvement projects in accordance with the NPDES Discharge Permit. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and Safety, Infrastructure)
4. Open all main roads to traffic within 8 hours following a snow storm. (Strategic Plan Priorities: Infrastructure, Public Health and Safety)
5. Implement rate studies for all service areas operated by Enterprise Funds. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and Safety, Infrastructure, Finance)

Long Term

1. Provide strategic planning for the department, oversight of divisional activities to support the division's effort to achieve annual goals and support operating divisions and other departments of the Town in their efforts to accomplish Town Council's Strategic Plan Priorities.
2. Continue to implement energy conservation measures and to pursue energy efficient equipment and "green" technologies in all our present and future building projects. (Strategic Plan Priorities: Environment and Natural Resources, Finance, Economic Development)
3. Continue to implement cost effective improvements to minimize cost of programs to customer. (Strategic Plan Priorities: Public Health and Safety)
4. Complete the Comprehensive Water Management Plan for the Town of Barnstable. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and Safety, Infrastructure)

DESCRIPTION OF SERVICE PRIORITY PACKAGES

GENERAL FUND

PUBLIC WORKS – ADMINISTRATION

1. Operating Capital for Vehicles/Heavy Equipment

\$629,000 Requested

\$385,000 Recommended

The DPW has approximately 150 pieces of equipment which are replaced with the operating capital budget. This equipment consists of items ranging from front end loaders to trucks to mowing equipment. The existing DPW operating capital budget has remained level funded for the last decade. As needs exceed available funds, replacement of equipment is deferred, resulting in a growing backlog of needs. The current FY2012 request and documented backlog is over \$700,000. This request for an increase will not meet all needs but it will stabilize conditions. Unreliable/Older equipment impacts productivity and results in greater costs in manpower vehicle part expenses.

2. Operating Capital for Mechanical Equipment Repair/Replacement

\$116,000 Requested

\$116,000 Recommended

The Structures & Grounds Division is responsible for the ongoing maintenance of (19) municipal facilities that require HVAC systems year round. The HVAC systems that support these facilities are in desperate need of upgrading and in some cases complete replacement with new more energy efficient units. Subject funds will allow the division to implement a multi-year maintenance and replacement program to ensure reliability of our systems and control annual maintenance and operating costs. Our current operating budget allows for maintenance of heating and cooling systems but provides no funding for replacement of equipment that has passed its use full life and is outdated from an energy efficiency standpoint. Inefficient systems increase annual operating costs by requiring excessive manpower attention and parts, utilizes more energy and causes interruption to workforce production.

PUBLIC WORKS – HIGHWAY

1. Increase Funding for Gasoline and Diesel Fuel

\$25,000 Requested
\$25,000 Recommended

Due to market conditions, the fuel line items are far below what is needed to meet operational requirements. This request is based upon on past year's average consumption and the significant increase in cost of gasoline and diesel. These fuels are used for the operation of municipal vehicles and equipment for the DPW, Marine and Environmental affairs, Recreation, and Weights and Measures and other town departments. The existing budget falls well short of projected fuel prices. While the Highway Department receives reimbursement from some of the above noted departments, not all departments do so, contributing to the budget shortfall.

2. Long Line Road Striping

\$42,415 Requested
\$19,000 Recommended

Due to the rising cost in the industry the current budget line item amount will only cover the striping of one color either yellow centerline or white edge line. The Town of Barnstable has over 1,000,000 feet of 4" painted road lines. The current line item can only support the painting of one color. It is necessary to paint both yellow and white within the same year from a public safety stand point. We are also required to paint any road that has more than 500 a cars a day traveling on them per the MUTCD Manual a federal guideline. It is necessary to have freshly painted roads due to the increased amount of traffic within the town borders and also the high amount of senior citizens who depend on the illuminated lines at night to safely navigate our roads especially during inclement weather conditions.

PUBLIC WORKS – STRUCTURES & GROUNDS

1. Utility Costs for Bearse's Way and Main Street Hyannis Lighting

\$15,000 Requested
\$15,000 Recommended

The Structures & Grounds Division has realized an increase in electrical utilities in support of the new Hyannis Main Street and Bearse's Way lighting projects. The installation of (56) ornamental light poles, (21) Cobra Heads on Main Street and (61) ornamental poles on Bearse's Way has impacted our utility usage. The new lighting will consume an estimated 100,000 Kwh per fiscal year. Illumination hours are estimated at 4,380 annually culminating in a projected operating utility cost of \$15,000.

ENTERPRISE FUND

PUBLIC WORKS – WATER POLLUTION CONTROL

1. Operating Capital for Equipment and Vehicles

\$90,000 Requested
\$90,000 Recommended

The Water Pollution Control Division is responsible for the ongoing maintenance of wastewater treatment facilities. The wastewater treatment systems that support these facilities are in continuous need of upgrading and in some cases complete replacement with new more energy efficient systems. Subject funds will allow the division to continue a multi-year maintenance and replacement program to ensure reliability of our systems and control annual maintenance and operating costs. Vehicle replacement is also part of the ongoing maintenance program.

PUBLIC WORKS – SOLID WASTE

1. Gasoline & Diesel

\$10,000 Requested
\$10,000 Recommended

With the increased cost of diesel fuel, this request is needed to keep pace. In last year's budget, this line item was over spent.

2. Equipment Replacement

\$14,600 Requested
\$14,600 Recommended

Replacement of two 50 yard compactor containers that over time have rusted, holes have developed allowing liquid to escape in the public disposal area. The 2 additional compactor containers will allow for better rotation of existing containers so as to keep 10 containers in service at all times. Also if not replaced, the bottoms of the containers will continue to rust and break through allowing material to escape.

3. Equipment Replacement

\$21,000 Requested

\$21,000 Recommended

The supervisor's vehicle at this Division is a large non-efficient vehicle. Maintenance costs have become very high and no longer justifies its usefulness. In support of the Town's Green Initiatives, we seek to purchase a more fuel and environmentally friendly vehicle while the current vehicle still has some trade-in value.

PUBLIC WORKS – WATER SUPPLY

1. Increase in Cost of Operations Contract with United Water

\$96,439 Requested

\$96,439 Recommended

The DPW Water Supply Division manages the Hyannis Water System. The DPW Water Supply Division has a Town Council approved five (5) year contract with United Water to operate the Hyannis Water System. This request is for the fourth year cost increase as per the operations contract.

2. Amendment 4 to Operations Contract with United Water

\$187,790 Requested

\$187,790 Recommended

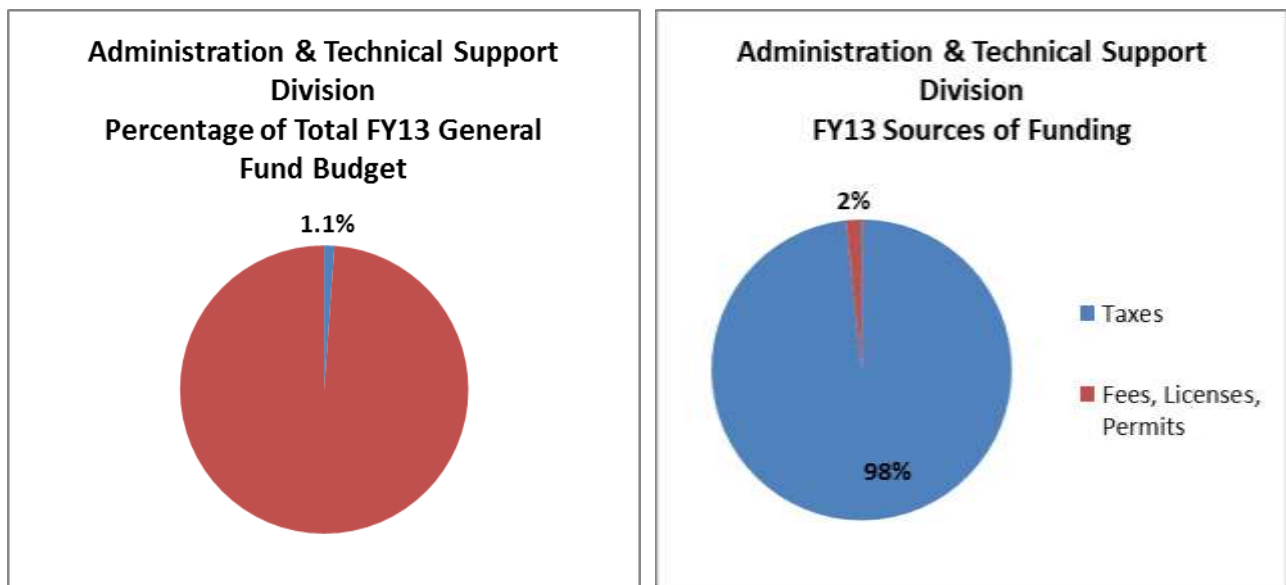
The DPW Water Supply Division manages the Hyannis Water System. The DPW Water Supply Division has a Town council approved five (5) year contract with United Water to operate the Hyannis Water System. This request refers to the increase in the annual cost of the operations contract due to the completion of the two (2) new water storage tanks and the two (2) new pump stations. This amendment 4 will be negotiated in the Spring of 2012 with the participation and involvement of the Hyannis Water Board.

ADMINISTRATION AND TECHNICAL SUPPORT DIVISION

MISSION STATEMENT

The Administration and Technical Support Division provides centralized administrative and technical support services to the Department's five operating divisions. These services include policy and procedural guidance, program and capital planning, close continuous oversight of division operations and the development and execution of work plans, procurement and budgetary management, community relations and close liaison with the Town Manager. In addition, the Division provides efficient, cost-effective and professional quality engineering services in support of capital improvement and other special projects, and advice and assistance to Town departments, commissions, committees and boards and to citizens and business interests in the Town.

FY 2013 DIVISION FINANCIAL DATA



This division represents 1.1% of the overall general fund budget. 98% of this operation is funded from taxes while fees provide 2% of the funding.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES ADMINISTRATION AND TECHNICAL SUPPORT DIVISION

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 972,378	\$ 1,030,533	\$ 1,142,891	\$ 1,015,000	\$ 930,221	\$ (212,670)	-18.61%
Operating Expenses	50,173	87,683	53,336	49,000	53,336	-	0.00%
Capital Outlay	616,455	328,421	476,000	475,000	501,000	25,000	5.25%
Total Expenditures	\$ 1,639,006	\$ 1,446,637	\$ 1,672,227	\$ 1,539,000	\$ 1,484,557	\$ (187,670)	-11.22%
Permanent full-time equivalent employees	16.00	16.00	15.50		12.95	(2.55)	
Sources of Funds							
Taxes	\$ 1,329,491	\$ 1,158,247	\$ 1,380,347	\$ 1,237,120	\$ 1,459,557	\$ 79,210	5.74%
Fees, Licenses, Permits	42,562	38,632	25,000	35,000	25,000	-	0.00%
Interest and Other	2,900	314	-	-	-	-	0.00%
Enterprise Funds	264,053	249,444	266,880	266,880	-	(266,880)	-100.00%
Total Sources	\$ 1,639,006	\$ 1,446,637	\$ 1,672,227	\$ 1,539,000	\$ 1,484,557	\$ (187,670)	-11.22%

SUMMARY OF SIGNIFICANT DIVISION CHANGES

The FY13 budget is decreasing \$187,670 or 11.2%. This is attributable to a reduction of 2.55 FTE's. A portion of the salaries for 6 staff within this operation are budgeted within the public work's enterprise fund operation. This reflects an accounting change only and there are no changes to staffing levels overall. Operating capital is increased by \$25,000 in order to provide funds necessary for maintaining various town-owned properties that are leased. The Town collects approximately \$125,000 annually from the leases. The lease revenue is considered general fund revenue and will be used to offset this increase. The remaining \$100,000 will be added to the transfer to the Capital Trust Fund so that the Town can accumulate resources to make capital improvements to these properties when necessary.

FY 2013 GOALS

Short term

1. Prepare recommended budget documents for Department of Public Works submission to Town Manager for FY 2013, which includes expense and revenue budgets, mission, goals and accomplishments, and capital improvement projects. (Strategic Plan Priorities: Infrastructure, Finance)
2. Coordinate departmental functions in an effort to adhere to organizational policy and procedures. (Strategic Plan Priorities: Infrastructure, Finance, Public Health and Safety, Environment and Natural Resources)
3. Work with divisions to expand project scheduling and budget management to monitor progress toward organizational goals. (Strategic Plan Priorities: Infrastructure, Finance)

Long term

1. Provide strategic planning for the department and oversight of divisional activities to support the division's effort to achieve annual goals. (Strategic Plan Priorities: Infrastructure, Finance)
2. Support operating divisions and other departments of the Town in their efforts to accomplish Town Council's Strategic Plan. (Strategic Plan Priorities: Infrastructure, Finance)
3. Assure Department of Public Works compliance with all aspects of Massachusetts construction and procurement law. (Strategic Plan Priorities: Infrastructure, Finance)
4. Proceed with recommendation of the approved Comprehensive Wastewater Management Plan. (Strategic Plan Priorities: Environmental and Natural Resources, Infrastructure & Public Health)

PROGRAMS

ADMINISTRATION

Program Description. The Administration program provides centralized administrative, management and technical direction and support to the department's five operating divisions, including policy and procedural guidance, program and capital planning, close continuous oversight of division operations and the development and execution of work plans, project planning, cost estimating, design, permitting, construction administration and quality control, procurement and budgetary management, community relations, assistance to other departments, assignment of street addresses, and close liaison with the Town Manager.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW ADMINISTRATION PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 287,782	\$ 364,593	\$ 366,717	\$ 360,000	\$ 262,858	\$ (103,859)	-28.32%
Operating Expenses	23,549	68,730	22,500	20,000	22,500	-	0.00%
Capital Outlay	616,455	328,421	476,000	475,000	501,000	25,000	5.25%
Total Expenditures	\$ 927,786	\$ 761,744	\$ 865,217	\$ 855,000	\$ 786,358	\$ (78,859)	-9.11%
Permanent full-time equivalent employees	5.50	5.50	5.00		3.70	(1.30)	
Sources of Funds							
Taxes	\$ 761,295	\$ 611,914	\$ 713,795	\$ 703,578	\$ 786,358	\$ 72,563	10.17%
Enterprise Funds	166,491	149,830	151,422	151,422	-	(151,422)	-100.00%
Total Sources	\$ 927,786	\$ 761,744	\$ 865,217	\$ 855,000	\$ 786,358	\$ (78,859)	-9.11%

TECHNICAL SUPPORT PROGRAM

Program Description. The information support program supplies services and records to other DPW divisions, various Town boards, committees and agencies as well as the general public. These services range from review of subdivision submittals for Planning Board and Site Plan Review to supplying address assignments and corrections to the telephone company in support of the 911 system. Many hours are spent answering questions and responding to requests from the public for traffic control, road improvements, parcel information, and plan reproduction. Technical support on numerous issues is provided to the administrative and operating divisions of DPW, as well as other Town departments. The division assists the Assessing Department by annually updating the Assessors maps to reflect changes in property delineations.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW TECHNICAL SUPPORT PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 467,448	\$ 461,624	\$ 502,459	\$ 495,000	\$ 551,712	\$ 49,253	9.80%
Operating Expenses	22,067	15,817	23,305	22,000	23,305	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 489,515	\$ 477,441	\$ 525,764	\$ 517,000	\$ 575,017	\$ 49,253	9.37%
Permanent full-time equivalent employees	7.05	7.05	7.05		7.65	0.60	
Sources of Funds							
Taxes	\$ 346,491	\$ 338,881	\$ 385,306	\$ 366,542	\$ 550,017	\$164,711	42.75%
Fees, Licenses, Permits	42,562	38,632	25,000	35,000	25,000	-	0.00%
Interest and Other	2,900	314	-	-	-	-	0.00%
Enterprise Funds	97,562	99,614	115,458	115,458	-	(115,458)	-100.00%
Total Sources	\$ 489,515	\$ 477,441	\$ 525,764	\$ 517,000	\$ 575,017	\$ 49,253	9.37%

CAPITAL PROJECTS PROGRAM

Program Description. The capital projects program provides project and engineering management services for the capital projects. Project management of capital projects involves preliminary planning of a project through to the successful completion of the project. This entails planning, design or review of design by a consultant, permitting, bidding, construction, inspection, grant management, contract management, and all other management functions to assure the timely and cost effective completion of the capital project.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW CAPITAL PROJECTS PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 217,148	\$ 204,316	\$ 273,715	\$ 160,000	\$ 115,651	\$ (158,064)	-57.75%
Operating Expenses	4,557	3,136	7,531	7,000	7,531	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 221,705	\$ 207,452	\$ 281,246	\$ 167,000	\$ 123,182	\$ (158,064)	-56.20%
 Permanent full-time equivalent employees	 3.45	 3.45	 3.45		 1.60	 (1.85)	
 Sources of Funds							
Taxes	\$ 221,705	\$ 207,452	\$ 281,246	\$ 167,000	\$ 123,182	\$ (158,064)	-56.20%
Total Sources	\$ 221,705	\$ 207,452	\$ 281,246	\$ 167,000	\$ 123,182	\$ (158,064)	-56.20%

FY 2011-12 MAJOR ACCOMPLISHMENTS

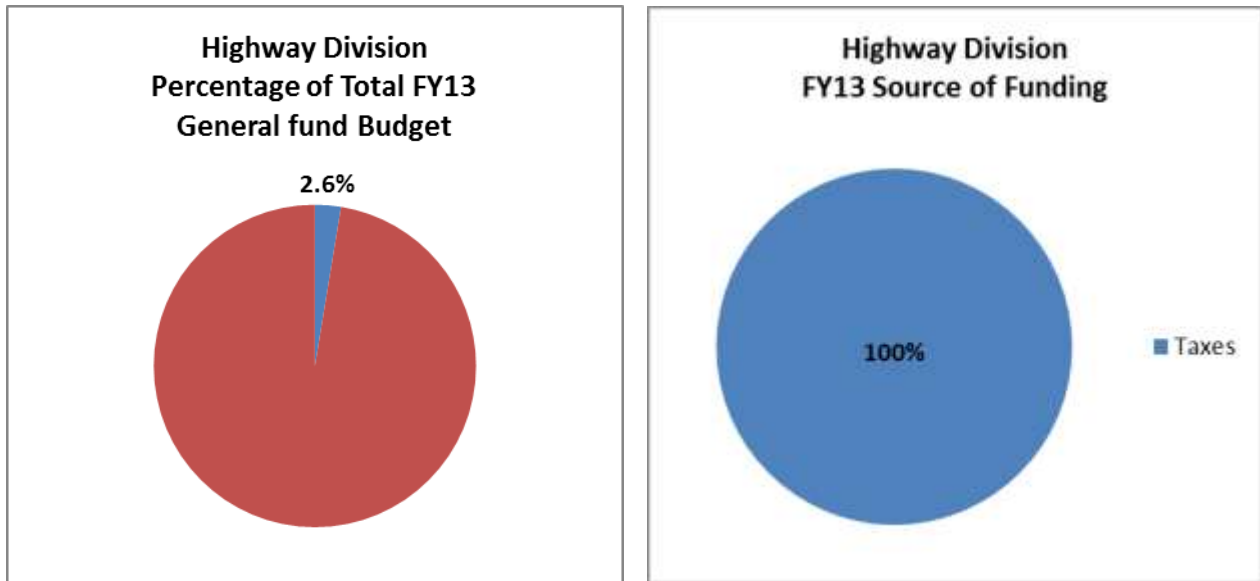
- Completed construction on multiple water, wastewater and energy efficiency projects funded with State Revolving Funds and ARRA funding, including:
 - Installation of two (2) wind turbines
 - Installation of a ground mounted solar array panels
 - Installation of new sewer service lines and replacement water service lines for 250 residents in Stewart's Cr.
- Completed the resurfacing North Street and Lewis Bay Road.
- Completed historic renovations to the exterior of town Hall.
- Commenced the reconstruction of Bearses Way Phase III which includes a section of High School Road and Stevens Street.
- Commenced the construction for multiple storm water mitigation projects funded with federal Natural Resources Conservation Services Grant awards.
- Commenced reconstruction of Great Marsh Road.

HIGHWAY DIVISION

MISSION STATEMENT

The mission of the Highway Division is to protect, maintain and improve the Town's roadway system, parking facilities and drainage facilities in a manner which promotes maximum life, improves traffic flow and enhances both pedestrian and vehicular safety; and to provide a level of routine and emergency repairs to certain Town-owned vehicles and equipment that maximizes their life and minimizes down-time. The Highway Division is also responsible for the seasonal operation of the drawbridge in Osterville and a courier service that provides interdepartmental mail delivery. The Division strives to accomplish its mission in an environmentally responsible manner and in full cooperation with all other divisions and departments of the Town.

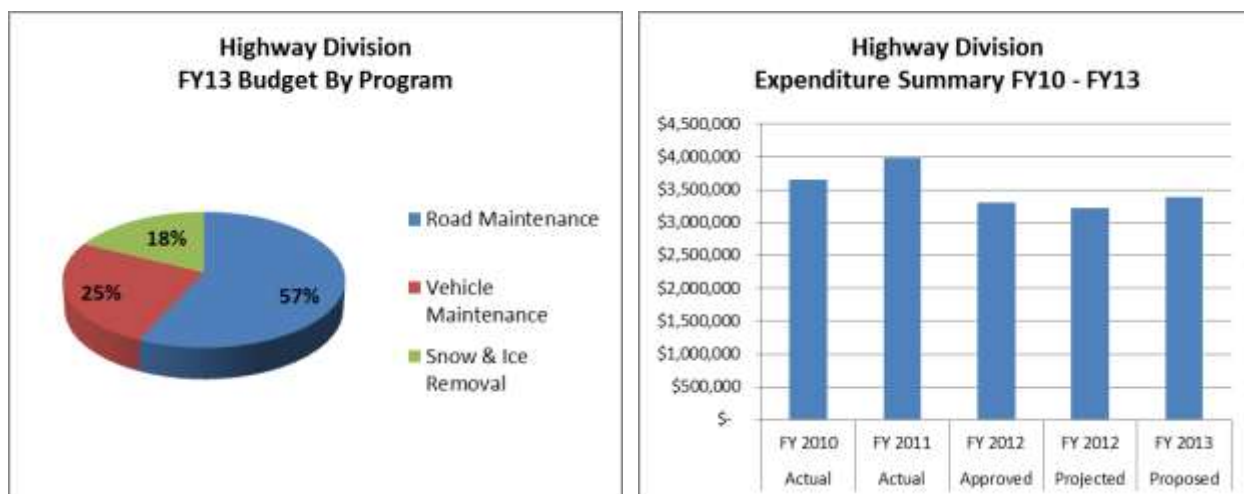
FY 2013 DIVISION FINANCIAL DATA



The Highway Division represents 2.6 percent of the overall general fund operating budget. 100% of the budget is supported by taxes.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES HIGHWAY DIVISION

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,867,515	\$ 1,940,745	\$ 1,943,932	\$ 1,887,000	\$ 1,984,790	\$ 40,858	2.10%
Operating Expenses	1,789,487	2,042,804	1,361,667	1,333,000	1,405,667	44,000	3.23%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 3,657,002	\$ 3,983,549	\$ 3,305,599	\$ 3,220,000	\$ 3,390,457	\$ 84,858	2.57%
Permanent full-time equivalent employees	39.50	35.50	35.50		35.50	-	
Sources of Funds							
Taxes	\$ 3,590,927	\$ 3,916,926	\$ 3,264,992	\$ 3,179,393	\$ 3,390,457	\$ 125,465	3.84%
Interest and Other	-	-	-	-	-	-	0.00%
Enterprise Funds	66,075	66,623	40,607	40,607	-	(40,607)	-100.00%
Total Sources	\$ 3,657,002	\$ 3,983,549	\$ 3,305,599	\$ 3,220,000	\$ 3,390,457	\$ 84,858	2.57%



Road maintenance is the largest program area within the highway division representing 57% of the total budget. Actual expenditures in FY10 and FY11 are higher than FY12 and FY13 as those years included significant expenditures on snow and ice removal that did not occur in FY12. The budget for FY13 snow and ice removal is \$600,000; the same as FY12.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

The FY13 budget is increasing \$84,858 or 2.57%. Personnel costs are increasing \$40,858. This covers all contractual obligations. There are no changes to staffing levels. An additional \$44,000 is provided for operating expenses for fuel (\$25,000) and road marking supplies (\$19,000). Enterprise fund charges are no longer reflected in the funding sources of the budget. They will be assessed as services are performed instead. These principally cover vehicle and equipment maintenance charges. Tax support will increase \$125,465 in FY13.

FY 2013 GOALS

Short Term

1. Prepare four miles of roads for resurfacing/chip sealing and 15 miles for crack-sealing. (Strategic Plan: Infrastructure)
2. Open all primary roads to traffic within 8 hours following a snowstorm. (Strategic Plan: Infrastructure, Public Health and Safety)
3. Implement traffic signal study town wide (27 signals). (Strategic Plan: Infrastructure)
4. Continue with sidewalk repair program town wide, contingent on funding. (Strategic Plan; Infrastructure)

Long Term

1. Develop staff training programs to insure that staff is knowledgeable in current technologies and efficient and safe methods related to their work environment. (Strategic Plan: Infrastructure, Public Health and Safety)
2. Initiate results from traffic light study. (Strategic Plan; Infrastructure, Public Health and Safety)
3. Initiate Guardrail replacement program, contingent on funding. (Strategic Plan: Infrastructure)
4. Initiate the Phase 3 of the new Highway division building including new locker and rest room areas. (Strategic Plan infrastructure, Public Health and Safety)

PROGRAMS

ROADWAY MAINTENANCE PROGRAM

Program Description. The roadway maintenance program is responsible for 250 miles of town roads, 70 miles of town sidewalks, 4 miles of bike paths, 74 town parking lots, 6 bridges and over 4,000 drainage systems on town roads. It also performs emergency repairs to 200 miles of private roads, sweeps town roads and private roads on an emergency basis, grades 91 gravel roads, removes brush and mows 144 lane miles of town road shoulders, and removes litter from 250 miles of town roads. In addition, the division maintains over 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, maintains and repairs 6,332 feet of guardrails on town roads and provides pavement marking on town primary roads and parking lots. The Forestry section plants approximately 25 new trees per year and maintains and waters 100 trees per week during the summer months. The bridge crew operates the drawbridge and the courier moves interdepartmental mail, as well as picking up dead animals. The crews are supported by a small office staff which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for the DPW. The Roadway Maintenance program focuses on our goal of infrastructure maintenance, deals expeditiously with daily complaints, strives to complete the preparations necessary for the following year's roadway resurfacing program and, increasingly, accomplishes construction projects such as drainage improvements. During winter storms, everyone works to keep our roadways passable.



SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES ROADWAY MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,315,346	\$ 1,340,881	\$ 1,455,719	\$ 1,415,000	\$ 1,437,859	\$ (17,860)	-1.23%
Operating Expenses	463,537	404,523	471,164	468,000	490,164	19,000	4.03%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 1,778,883	\$ 1,745,404	\$ 1,926,883	\$ 1,883,000	\$ 1,928,023	\$ 1,140	0.06%
Permanent full-time equivalent employees	32.20	28.20	28.20		27.20	(1.00)	
Sources of Funds							
Taxes	\$ 1,778,883	\$ 1,745,404	\$ 1,926,883	\$ 1,883,000	\$ 1,928,023	\$ 1,140	0.06%
Total Sources	\$ 1,778,883	\$ 1,745,404	\$ 1,926,883	\$ 1,883,000	\$ 1,928,023	\$ 1,140	0.06%

EQUIPMENT SUPPORT PROGRAM

Program Description. The Equipment support program maintains a 150 unit fleet of vehicles which includes trucks, automobiles, street sweepers, backhoes and everything in between. We do this for all divisions of the DPW, as well as Natural Resources, Weights and Measures, Recreation, Animal Control, Sandy Neck Rangers, Hyannis Youth center and the Harbormaster. The Equipment support program also maintains 27 traffic signals, 13 school flashers, the Osterville drawbridge, and operates the municipal fueling depot.



SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES EQUIPMENT SUPPORT PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 385,127	\$ 399,163	\$ 408,213	\$ 400,000	\$ 466,931	\$ 58,718	14.38%
Operating Expenses	292,182	320,449	370,503	365,000	395,503	25,000	6.75%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 677,309	\$ 719,612	\$ 778,716	\$ 765,000	\$ 862,434	\$ 83,718	10.75%
Permanent full-time equivalent employees	7.30	7.30	7.30		8.30	1.00	
Sources of Funds							
Taxes	\$ 611,234	\$ 652,989	\$ 738,109	\$ 724,393	\$ 862,434	\$ 124,325	16.84%
Enterprise Funds	66,075	66,623	40,607	40,607	-	(40,607)	-100.00%
Total Sources	\$ 677,309	\$ 719,612	\$ 778,716	\$ 765,000	\$ 862,434	\$ 83,718	10.75%

SNOW & ICE REMOVAL PROGRAM

Program Description. The Snow and Ice Removal Program provides for snow and ice removal from 450 miles of roads comprised of 201 miles of town roads, 49 miles of county roads, 200 miles of private roads, 54 municipal parking areas containing 46 acres, and 70 miles of town sidewalks and four miles of bike paths. The program goal is to remove a large portion of the accumulated snow and ice from its areas of responsibility as quickly as possible. The removal is intended to be of sufficient width and depth to allow the adequately prepared public to travel at reduced speeds throughout the town. The Department does not attempt to achieve bare pavement during any storm. The practice is far too expensive and the large quantities of salt required would be detrimental to the environment.

SUMMARY OF PROGRAM AND FUNDING SOURCES SNOW & ICE REMOVAL PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 167,042	\$ 200,701	\$ 80,000	\$ 72,000	\$ 80,000	\$ -	0.00%
Operating Expenses	1,033,768	1,317,832	520,000	500,000	520,000	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 1,200,810	\$ 1,518,533	\$ 600,000	\$ 572,000	\$ 600,000	\$ -	0.00%
Sources of Funds							
Taxes	\$ 1,200,810	\$ 1,518,533	\$ 600,000	\$ 572,000	\$ 600,000	\$ -	0.00%
Total Sources	\$ 1,200,810	\$ 1,518,533	\$ 600,000	\$ 572,000	\$ 600,000	\$ -	0.00%

FY 2011/2012 MAJOR ACCOMPLISHMENTS

1. The Division received and responded to over 1,973 unscheduled work requests from citizens.
2. Cleaned over 2,084 catch basins.
3. Conducted crack sealing operations on 7 miles of town roads throughout town to help preserve roadways.
4. Swept over 547 miles of roads and 46 parking lots.
5. Mowed 312 miles of road shoulders and picked up litter on 372 miles.
6. Maintained 131 traffic/school lights.
7. Installed 19 new drainage systems.
8. Repainted 118 stop bars, 19 crosswalks.
9. Repainted 24 miles of fog lines Town-wide.
10. Repainted 190 miles of center lines Town-wide.
11. Opened the West Bay Draw Bridge 2,070 times for boat traffic.
12. Maintained pieces of equipment over 708 times.
13. Maintained 101 pieces of snow and ice equipment.
14. With the help of staff from many other divisions and departments, roadways were cleared of snow and ice.
(Last winter, the Highway Division responded to 24 snow and ice events and removed over 37.25 inches of snow accumulation.)
15. Provided traffic control, fencing, sweeping, signs and decorations for many parades and festivities including Fourth of July, Village Festivals, Fathers Day car show and the Pops by the Sea concert.
16. Chip sealed 4.45 miles of town roadways.
17. Paved 3 miles of town roadways.
18. Continued with rebuilding of Marsh Trail on Sandy Neck.
19. Continued monitoring reconstruction of Mill way Bulkhead and parking area.
20. Assisted with the Planning and Development also planting 61 new trees for the new Bearses Way Redesign project.
21. Removed 31 hazardous trees town wide.
22. Assisted in the planning and development and hand selecting over 300 trees for the new Mass Highway Route 132 project.



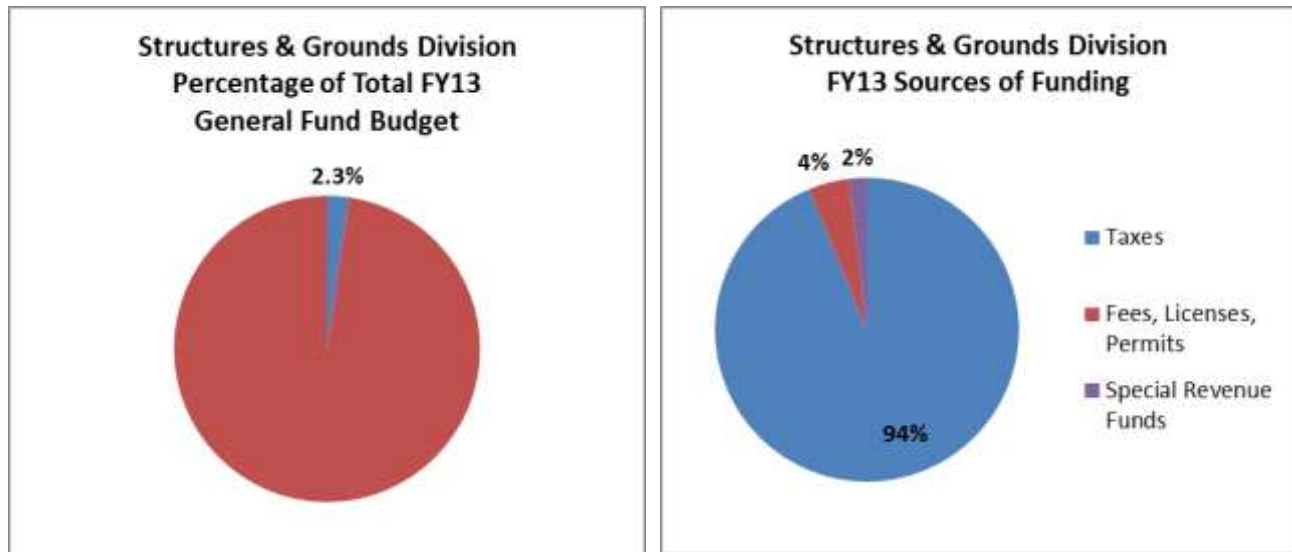
STRUCTURES AND GROUNDS DIVISION



MISSION STATEMENT

The mission of the Structures & Grounds Division is to protect, enhance and maintain the Town's buildings, parks, cemeteries, marinas, recreational and community facilities and resources. We strive to accomplish this in a manner that maximizes safety, life, utility and enhances the Town's unique environmental and aesthetic qualities. Our goal is to construct, renovate and maintain our facilities in the most responsive, and cost effective manner without diminishing the quality we seek to implement. We place high priority on energy efficiency and conservation, the possibility of energy generation and the use of renewable energy in all projects if possible.

FY 2013 DIVISION FINANCIAL DATA



This division represents 2.3% of the total general budget for FY13. 94% of the operations funding comes from taxes. The 2% of funding provided from special revenue funds come from the Embarkation Fee and Bismore Park parking receipts special revenue funds.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES STRUCTURES AND GROUNDS DIVISION

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 1,636,463	\$ 1,768,154	\$ 1,855,908	\$ 1,787,000	\$ 1,929,391	\$ 73,483	3.96%
Operating Expenses	870,699	1,050,440	1,044,547	1,007,000	1,059,547	15,000	1.44%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 2,507,162	\$ 2,818,594	\$ 2,900,455	\$ 2,794,000	\$ 2,988,938	\$ 88,483	3.05%
Permanent full-time equivalent employees	34.80	33.80	33.80		34.10	0.30	
Sources of Funds							
Taxes	\$ 2,279,298	\$ 2,546,262	\$ 2,695,621	\$ 2,589,146	\$ 2,802,931	\$107,310	3.98%
Fees, Licenses, Permits	139,570	141,295	130,000	130,000	130,000	-	0.00%
Interest and Other	681	1,877	-	20	-	-	0.00%
Special Revenue Funds	68,680	110,131	56,007	56,007	56,007	-	0.00%
Enterprise Funds	18,933	19,029	18,827	18,827	-	(18,827)	-100.00%
Total Sources	\$ 2,507,162	\$ 2,818,594	\$ 2,900,455	\$ 2,794,000	\$ 2,988,938	\$ 88,483	3.05%

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

The FY13 budget is increasing \$88,483 or 3%. The total FTE's are increasing 0.30. An electrician position is increasing 0.20 as this was formerly budgeted within the enterprise funds. This is a shift in funding only and not in staff levels. The remaining FTE increase of 0.10 is for a part-time division assistant shared with the DPW administration operations. Operating expenses are increasing \$15,000 to cover projected utility increases.

FY 2013 GOALS

Short Term

1. Continued interior and exterior restoration projects at various village Community Buildings. (Strategic Plan: Environment and Natural Resources, Infrastructure)
2. Implement facilities preservation and rehabilitation program through Community Preservation Act funding. (Strategic Plan: Environment and Natural Resources, Infrastructure, Public Health and Safety, Finance)
3. Complete 10% of identified maintenance improvements to Town Ways to Water inventory. (Strategic Plan: Environment and Natural Resources, Infrastructure)

Long Term

1. Develop and promote a facilities energy use policy for all Town Departments. Continue to bring forward energy conservation and generation measures throughout our municipal facilities. (Strategic Plan: Environmental & Natural Resources, Economic Development, Infrastructure)
2. Continue working with statement based reporting to assist departments with cost of services analysis. This program will include identifying cost centers including electricity, HVAC, energy, water and sewage charges. Provide monthly maintenance cost and repair work order data at the various departments' facilities. (Strategic Plan: Infrastructure)
3. Continue to establish a preventive maintenance program for all municipal facilities under management. This program will place an emphasis on reducing mechanical failures by providing scheduled preventive maintenance procedures. This effort will allow the division to stock common replacement parts, identify major repairs, insure reliability of our systems and reduce maintenance and operating costs. (Strategic Plan: Public Health and Safety, Environment, Infrastructure)

PROGRAMS

ADMINISTRATION PROGRAM

Program Description: This program has the responsibility for the management of the division's overall operations and personnel. This team is responsible for the preparation and administration of the Division's operating and capital project budgets, the processing of invoices for payment, personnel, procurement, utility usage, telecommunications and implementing/monitoring energy conservation measures.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES STRUCTURES & GROUNDS ADMINISTRATION PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 275,681	\$ 290,614	\$ 303,638	\$ 295,000	\$ 322,472	\$ 18,834	6.20%
Operating Expenses	600,260	732,764	727,538	700,000	742,538	15,000	2.06%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 875,941	\$ 1,023,378	\$ 1,031,176	\$ 995,000	\$ 1,065,010	\$ 33,834	3.28%
Permanent full-time equivalent employees	5.00	5.00	5.00		5.10	0.10	
Sources of Funds							
Taxes	\$ 875,941	\$ 1,023,378	\$ 1,031,176	\$ 995,000	\$ 1,065,010	\$ 33,834	3.28%
Total Sources	\$ 875,941	\$ 1,023,378	\$ 1,031,176	\$ 995,000	\$ 1,065,010	\$ 33,834	3.28%

GROUNDS MAINTENANCE PROGRAM

Program Description. The grounds maintenance program provides maintenance, beautification, and improvements for 52 acres of municipal grounds. This includes 12 parks, 49 traffic islands, 29 memorial islands, 21 facilities grounds, 3 playgrounds, 6 ball fields, 4 tennis courts, 43 ways to water, and 17 beaches. It includes administration of the Town's Adopt-A-Spot program for 47 locations, support to the Conservation Department with conservation land maintenance, support to the Recreation Department with beach raking and building maintenance and support to the Engineering Division with landscaping tasks on specific projects. It also provides support for the division's marina and building maintenance programs and assists the Highway Division with snow and ice control. This program also includes tree care, planting, flowerbeds maintenance, and management of a 20'x 48' greenhouse.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES STRUCTURES & GROUNDS GROUNDS MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 277,164	\$ 299,280	\$ 327,825	\$ 310,000	\$ 327,503	\$ (322)	-0.10%
Operating Expenses	31,627	51,767	53,303	50,000	50,803	(2,500)	-4.69%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 308,791	\$ 351,047	\$ 381,128	\$ 360,000	\$ 378,306	\$ (2,822)	-0.74%
Permanent full-time equivalent employees	6.00	5.00	5.00		5.00	-	
Sources of Funds							
Taxes	\$ 240,111	\$ 240,916	\$ 325,121	\$ 303,993	\$ 322,299	\$ (2,822)	-0.87%
Special Revenue Funds	68,680	110,131	56,007	56,007	56,007	-	0.00%
Total Sources	\$ 308,791	\$ 351,047	\$ 381,128	\$ 360,000	\$ 378,306	\$ (2,822)	-0.74%

BUILDING MAINTENANCE PROGRAM

Program Description: The Building Maintenance Program is responsible for emergency and scheduled maintenance/repairs to over 56 municipal buildings including the Town Hall Campus, the Police Department, comfort stations, beach houses, and all Department/Division facilities. This team is comprised of carpenters, plumbers, painters and laborers who work together on repair, renovations and even new construction at municipal facilities. This program assists the Recreation Department with the set-up and removal of beach ramps, ticket booths and lifeguard stations at all our beaches. It is responsible for monitoring/maintenance/repairs and construction/renovation projects for 3 marinas, 6 docks and 17 boat ramps. This section maintains, replaces and constructs new pilings, 12,000 sq. ft. of floats and 14 ramps. They perform the seasonal installation and removal of these floats. Additionally, this team provides support to the Highway Division for snow & ice control and the Town Clerk for all elections.



West Barnstable Community Building Floor Refinishing

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES STRUCTURES & GROUNDS BUILDING MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 219,465	\$ 264,701	\$ 271,162	\$ 250,000	\$ 278,262	\$ 7,100	2.62%
Operating Expenses	97,669	89,390	79,400	79,000	79,400	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 317,134	\$ 354,091	\$ 350,562	\$ 329,000	\$ 357,662	\$ 7,100	2.03%
Permanent full-time equivalent employees	5.00	5.00	5.00		5.00	-	
Sources of Funds							
Taxes	\$ 297,520	\$ 333,185	\$ 331,735	\$ 310,153	\$ 357,662	\$ 25,927	7.82%
Interest and Other	681	1,877	-	20	-	-	0.00%
Enterprise Funds	18,933	19,029	18,827	18,827	-	(18,827)	#####
Total Sources	\$ 317,134	\$ 354,091	\$ 350,562	\$ 329,000	\$ 357,662	\$ 7,100	2.03%

CUSTODIAL PROGRAM

Program Description: The custodial program provides janitorial services for 6 municipal office buildings, 4 comfort stations, 3 community buildings, 1 cemetery office and the Barnstable Police Station facility. Cleaning schedules provide daily routine maintenance including floor care, dusting, restroom cleaning/ sanitation, trash removal, recycling, and all associated cleaning activities. The custodial staff is also responsible for purchasing, inventorying and distribution of all cleaning supplies in support of municipal facilities and recreational programs at 14 beach buildings. Additional services include building security, safety inspections, meeting set up, special events support, interior painting, walkway de-icing and preventive maintenance tasks.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES STRUCTURES & GROUNDS CUSTODIAL PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 310,880	\$ 378,400	\$ 323,104	\$ 320,000	\$ 339,915	\$ 16,811	5.20%
Operating Expenses	79,424	101,144	103,150	100,000	103,150	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 390,304	\$ 479,544	\$ 426,254	\$ 420,000	\$ 443,065	\$ 16,811	3.94%
Permanent full-time equivalent employees	7.00	7.00	7.00		7.00	-	
Sources of Funds							
Taxes	\$ 390,304	\$ 479,544	\$ 426,254	\$ 420,000	\$ 443,065	\$ 16,811	3.94%
Total Sources	\$ 390,304	\$ 479,544	\$ 426,254	\$ 420,000	\$ 443,065	\$ 16,811	3.94%

TECHNICAL PROGRAM

Program Description: The Technical Program team consists of a licensed electrician and HVAC technician who are responsible for the electrical, heating, air conditioning and ventilating systems throughout the Town. They respond to problem calls, troubleshoot, repair, maintain and install equipment throughout our facilities. This team is very concerned with safety, energy efficiency and comfort levels. This program gives support to the Information Technology Division through their data network wiring capabilities. They also provide support to the Highway Division to help light up the Village Green, Bismore Park and the Airport Rotary with a colorful Christmas display of lights.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES STRUCTURES & GROUNDS TECHNICAL PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 196,715	\$ 170,365	\$ 206,285	\$ 202,000	\$ 226,168	\$ 19,883	9.64%
Operating Expenses	46,569	47,515	51,945	50,000	51,945	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 243,284	\$ 217,880	\$ 258,230	\$ 252,000	\$ 278,113	\$ 19,883	7.70%
Permanent full-time equivalent employees	3.80	3.80	3.80		4.00	0.20	
Sources of Funds							
Taxes	\$ 243,284	\$ 217,880	\$ 258,230	\$ 252,000	\$ 278,113	\$ 19,883	7.70%
Total Sources	\$ 243,284	\$ 217,880	\$ 258,230	\$ 252,000	\$ 278,113	\$ 19,883	7.70%

CEMETERIES PROGRAM

Program Description. The cemetery maintenance program provides maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance and care of 14 town cemeteries, office building and maintenance garage. The section provides preventive maintenance and repair of all grounds and interment services equipment. It provides

scheduling, coordination and supervision of funeral services and interment excavation services for approximately 225 burials annually; installation of burial vaults, monument foundations, and marker setting. Maintains accurate records systems data base, cemetery lot mapping, and lot sales support; restores ancient headstones as time and resources permit, and expansion of raw land for future lot development. Additionally, it provides support to the Highway Division with snow/ice control.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES STRUCTURES & GROUNDS CEMETERIES PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 356,558	\$ 364,794	\$ 423,894	\$ 410,000	\$ 435,071	\$ 11,177	2.64%
Operating Expenses	15,150	27,860	29,211	28,000	31,711	2,500	8.56%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 371,708	\$ 392,654	\$ 453,105	\$ 438,000	\$ 466,782	\$ 13,677	3.02%
Permanent full-time equivalent employees	8.00	8.00	8.00		8.00	-	
Sources of Funds							
Taxes	\$ 232,138	\$ 251,359	\$ 323,105	\$ 308,000	\$ 336,782	\$ 13,677	4.23%
Fees, Licenses, Permits	139,570	141,295	130,000	130,000	130,000	-	0.00%
Total Sources	\$ 371,708	\$ 392,654	\$ 453,105	\$ 438,000	\$ 466,782	\$ 13,677	3.02%



Mosswood Cemetery Office Building

FY 2011-12 MAJOR ACCOMPLISHMENTS

1. Completed 80 phone service and hardware relocation work orders.
2. Completed 157 HVAC related service calls and equipment upgrade work orders.
3. Completed 204 building maintenance and repair work orders.
4. Completed 252 electrical related service and repair work orders.
5. Completed 149 plumbing related service work orders.
6. Completed 155 custodial related service work orders.
7. Completed 188 locksmith related service work orders.
8. Completed 361 grounds related landscape improvement projects.
9. Completed Phase 2 of the Highway / DPW Administration and Engineering office space renovation.
10. Completed Structures & Grounds carpentry shop renovations.
11. Installed 21 HVAC unit ventilators at the Barnstable Police facility.
12. Continued exterior lead abatement, siding replacement and painting of the Centerville Community Building.
13. Continued organic land care program for all Town properties.
14. Completed multiple capital improvement roofing projects.
15. Completed landscape restoration and irrigation work at Aselton Park.

PERFORMANCE MEASURES

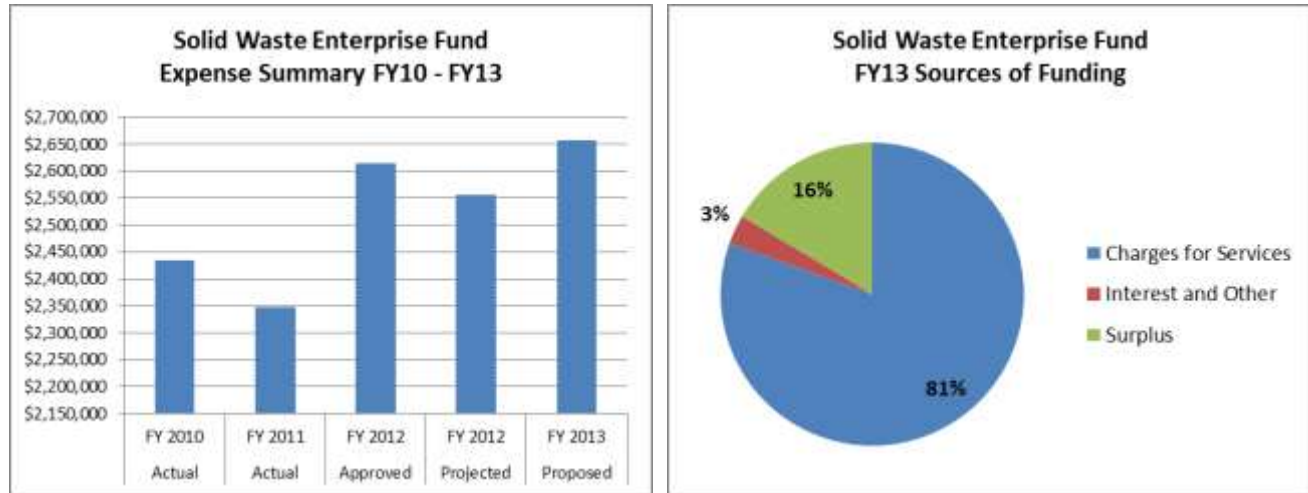
Division Name		Division Goal		
Structures and Grounds		The goal of the Structures and Grounds Division is to manage the Town's Facilities and other community resources in a manner that maximizes safety, useful life and utility and enhances the Town's unique environmental and aesthetic qualities.		
Program Name	Program Goal			Program Outcome Measures
Grounds and Cemeteries	The goal of the grounds and cemetery program is to provide maintenance and improvements for parks, traffic islands, playgrounds, ball fields, tennis courts, ways to water, beaches and cemeteries to ensure their satisfactory access and condition.			90% of days Town's grounds are operable
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Parks/playgrounds/ball fields/ traffic islands	\$407,500	52 acres maintained	\$7,837 per acre maintained	95% of parks, playgrounds, ball fields and traffic islands in satisfactory conditions.
Beaches	\$17,250	17 beaches maintained	\$1,105 per beach	90% of users rate beaches clean and safe
Tennis Courts	\$2,000	4 tennis courts maintained	\$500 per tennis court	100% of tennis courts useable during season
Ways to Water	\$17,644	43 of 94 ways to water maintained	\$802 per way to water	90% of the ways to water are useable during season
Cemeteries	\$504,528	81 acres of cemeteries maintained	\$6,228 per acre maintained	95% of customers rate services as good to excellent

SOLID WASTE DIVISION (Enterprise Fund)

MISSION STATEMENT

The mission of the Solid Waste Division is to provide the citizens of the town with an environmentally sound, efficient and cost - effective means of disposing of or recycling municipal solid waste.

FY 2013 DIVISION FINANCIAL DATA



Solid waste expenses have increased from \$2,433,771 in FY10 to \$2,656,754 in FY13 or 9.2% over this four year period. Much of the cost increase is attributable to a higher level of service since the operation went to 7 days a week. 16% of the FY13 proposed operating budget is financed with surplus. Surplus was accumulated prior to the capping of the landfill in order to pay for loan issued to finance the capping. The FY13 loan payment is \$315,540. About \$120,000 of surplus is used as fee mitigation for FY13.

SUMMARY OF DIVISION EXPENSES AND FUNDING SOURCES SOLID WASTE DIVISION

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

SUMMARY OF SIGNIFICANT BUDGET CHANGES

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

FY 2013 GOALS

Short term

1. Continue evaluating contracted services versus in-house labor to perform operations of transfer station. (Strategic Plan: Public Health and Safety)
2. Prepare for installation of 3 arrays of solar panels at the facility. (Strategic Plan: Infrastructure, Finance)
3. Evaluate Single Stream Recycling and Pay As You Throw Disposal as alternative to current procedures. (Strategic Plan: Public Health and Safety, Environment and Natural Resources)

Long term

1. Continue to implement cost effective improvements to minimize cost of programs to customer. (Strategic Plan: Public Health and Safety)
2. Market recycled products to minimize cost of recycling program. (Strategic Plan: Public Health and Safety, Environment and Natural Resources)
3. Pursue all grants available to minimize impact of costs of programs on customers. (Strategic Plan: Public Health and Safety, Environment and Natural Resources)
4. Continue analysis of options on long-term solid waste disposal with regional Solid Waste Advisory Committee. (Strategic Plan: Public Health and Safety, Environment and Natural Resources)

PROGRAMS

SOLID WASTE PROGRAM

Program Description. Solid Waste is an enterprise account-funded program. The program provides for the operation, maintenance and remedial upgrading of the Town's Solid Waste Transfer Facility to meet State regulations and operation of a residential transfer station and a recycling center including composting of grass clippings and leaves. The transfer station involves a compactor type system that allows residents to manually dispose of their bagged waste. A residential sticker is sold annually which entitles purchasers to utilize the Residential Transfer Station. The Solid Waste Division coordinates with the Town of Yarmouth and SEMASS for transfer and disposal of solid waste. Solid Waste operates the Packer Service, this service handles the removal of trash at all Town buildings and beaches. Solid Waste Division annually holds collections of Household Hazardous Waste.

FY 2011/12 MAJOR ACCOMPLISHMENTS

1. Processed and provided between 3,500 and 4,000 yards of screened compost to our residents for no charge.
2. Completed and submitted all DEP, CC Commission, and Town reports.
3. Completed work with State and regional officials to develop RFP for siting of solar energy panels on former landfill.
4. Completed contracted services to rebuild engine on Cat Loader to extend useful life.

PERFORMANCE MEASURES

Division Name Solid Waste	Division Mission The mission of the Solid Waste Division is to provide the citizens of the town with an environmentally sound, efficient and cost-effective means of disposing of or recycling waste.			
Program Name Waste Disposal	Program Goal The goal of the Waste Disposal Program is to provide the citizens of the town with an environmentally sound, efficient and cost-effective means of disposing of or recycling waste.			Program Outcome Measure 100% of loads accepted
Activity Name	Budget	End Product	Unit Cost	Service Quality
MSW Household Waste Collection	\$852,150	9,532 Tons	\$89.40 per ton	100% repeat customers
Recycling	\$515,989	3,381 Tons	\$152.61 per ton	21% of waste diverted
C&D	\$581,861	3,306 Tons	\$176.00 per ton	99% repeat customers
Explanatory Data In FY11 the Solid Waste Program handled 9,532 tons of municipal solid waste (MSW) at the residential transfer station; 3,306 tons of construction and demolition debris and 3,381 tons of recyclables.				



TRANSFER STATION



RECYCLING CENTER

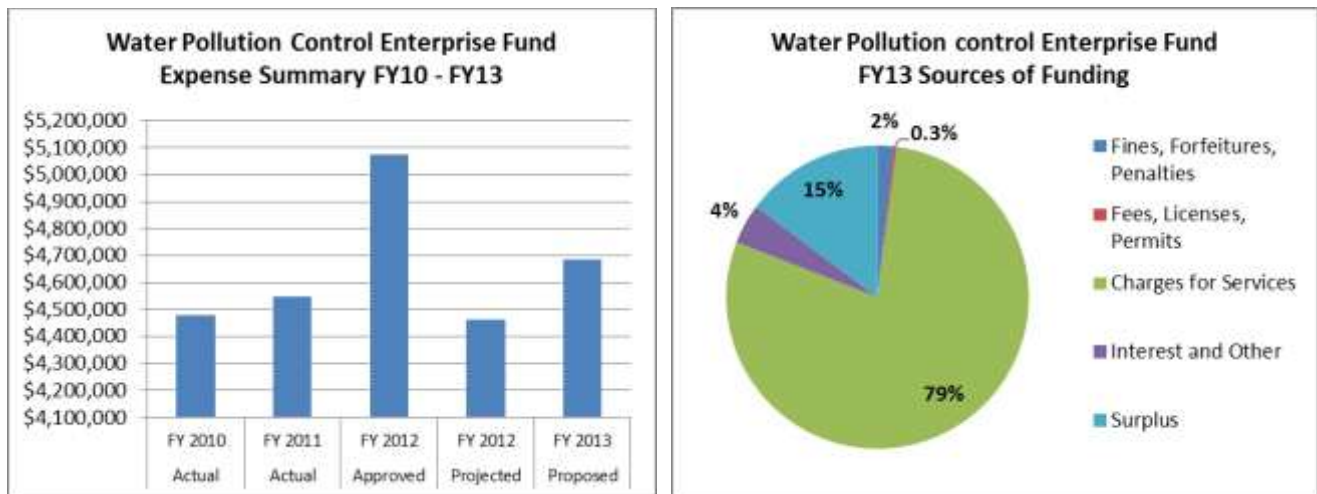
WATER POLLUTION CONTROL DIVISION (Enterprise Fund)



MISSION STATEMENT

The mission of the Water Pollution Control Division is to provide the citizens of the Town with an environmentally safe, efficient and effective means of disposing of sanitary waste.

FY 2013 DIVISION FINANCIAL DATA



Operating expenses have increased from \$4,480,559 in FY10 to \$4,684,189 proposed in FY13 or 4.5% over the four year period. Utility charges provide 79% of the funding for the operating budget. \$771,189 of fund surplus will be used to balance the operating budget and pay for the FY13 capital program of \$77,000. Using surplus to balance the operating budget avoids a significant rate increase. There is no additional revenue included in the FY13 utility charge estimate from new customers.

SUMMARY OF DIVISION EXPENSES AND FUNDING SOURCES WATER POLLUTION CONTROL DIVISION

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

SUMMARY OF SIGNIFICANT BUDGET CHANGES

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

FY2013 GOALS

Short Term

1. Commence operations of solar panel array. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources)
2. Commence operations of H-1 East sewer system. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources, Public Health and Safety)
3. Commence operations of H-1 West sewer system. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources, Public Health and Safety)
4. Commence operations of the Settlers Landing sewer system. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources, Public Health and Safety)
5. Commence operations of the Lincoln Road pump station and sewer system. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources, Public Health and Safety)
6. Commence operations of newly installed chlorine and diesel storage tanks. (Strategic Plan Priority: Infrastructure)

Long Term

1. Implement recommendations of effluent mitigation study. (Strategic Plan Priority: Environmental and Natural Resources)
2. Investigation of sewer district. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety)

3. Completion of the Comprehensive Water Management Plan. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)

PROGRAMS

WATER POLLUTION CONTROL PROGRAM

Program Description. The Water Pollution Control Program, an enterprise account-funded program under the Department of Public Works, manages a wastewater collection, treatment and disposal system, including the operation and maintenance of a secondary wastewater treatment plant, 30 sewage pump stations and 55 miles of sewer lines. The Program also includes the operation of a pretreatment program and a laboratory for testing the quality of sewage and septage to prevent the introduction of toxic wastes into the system and to ensure compliance with Federal and State regulations. In addition, the Program manages an accounts receivable and billing system for users of the sewer system. The Program provides owners of properties with on-site septic systems with a means of disposing of septage pumped routinely from their systems to prevent premature failure of the system and contamination of the groundwater. When received at the plant, the septage is pretreated and blended with the sewage of the wastewater treatment plant and disposed of in a manner that meets or exceeds public health and environmental regulations. The Program also operates and maintains the wastewater treatment in Marstons Mills and a community cluster system on Lake Elizabeth Drive.

FY 2011-12 MAJOR ACCOMPLISHMENTS

1. Implemented Water Pollution Control Division Study recommendations of costs and rates by using newly developed rate setting methodology.
2. Tobey Circle and Oak Neck pump stations, installed new pump controllers.
3. Phinney's Lane, Barnstable, replaced failing force main air release manhole, #14.
4. Accepted and put into operation two new portable generators.
5. Installed new cellular alarm system on all pump stations.
6. Completed construction of energy saving project initiatives (wind turbines/solar panels). The combined two Northern Power 100 kilowatt wind turbines and 819 kilowatt ground-mounted Solar Photovoltaic system will provide over 54% of the Water Pollution Control Facility's energy needs, saving over \$150,000 annually, while reducing carbon emissions by 519 tons.



Wind Turbines at the Water Pollution Control Facility



Solar Array at the Water Pollution Control Facility

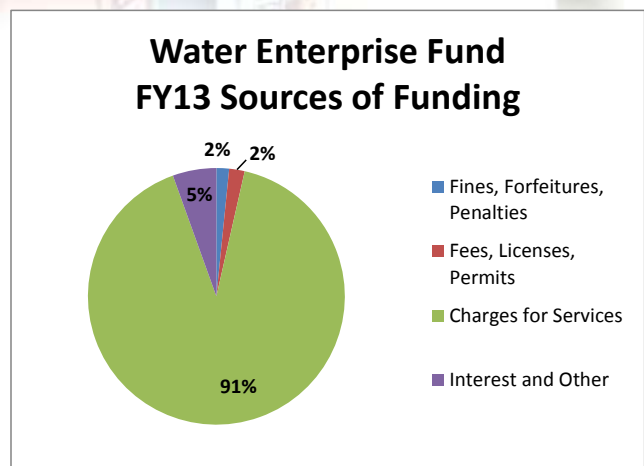
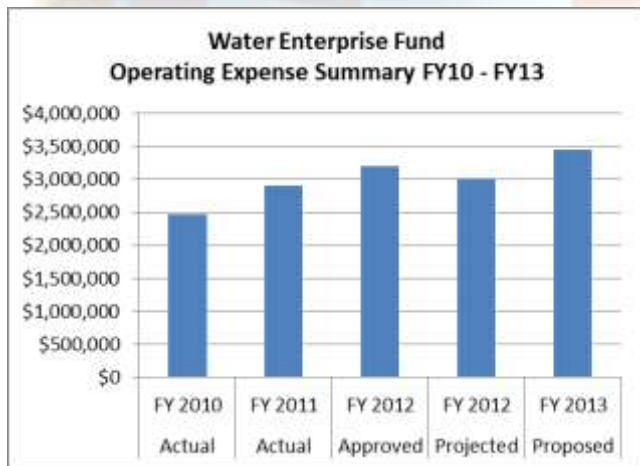
WATER SUPPLY DIVISION (Enterprise Fund)

MISSION STATEMENT

The mission of the Water Supply Division is to provide commercial and residential properties in Hyannis, Hyannisport and West Hyannisport with a safe, efficient and effective means of obtaining drinking water and fire-protection services.



FY 2013 DIVISION FINANCIAL DATA



Water fund expenses have increased from \$2,462,832 in FY10 to \$3,454,571 in FY13 or 40%. Increases in debt service and operating expenses associated with the repair and maintenance of a very old system have been the driving factors in the cost increases.

SUMMARY OF DIVISION EXPENSES AND FUNDING SOURCES WATER SUPPLY DIVISION

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

SUMMARY OF SIGNIFICANT BUDGET CHANGES

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

FY 2013 GOALS

Short Term

1. Complete and start implementing the recommendations of the water quality study of the Hyannis Water System commissioned by the Hyannis Water Board. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
2. Maintain close contractual oversight of the administration, finances and operation of the Water Supply Division. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
3. Continue to implement the capital funded pipe replacement program by focusing on water quality improvements and deficient water pipe while maximizing results and minimizing customer impact. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
4. Finalize the construction, through commissioning and testing of the two (2) water storage tanks and the two (2) pump stations at the Maher Treatment Plant and the Straightway Treatment Plant. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
5. Continue to develop and integrate the Water Supply Division's technical and administrative requirements within the Town's regulatory system. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)

Long Term

1. Provide cost-effective water supply services to the customers of the Hyannis Water System. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
2. Maintain all assets of the Division to current standards and provide information on needed repairs, and improvements to the water system. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
3. Insure reliable and redundant fire-flows to assist and support demands on the system. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
4. Continue to strive for excellence in customer service, asset-management, and cost-control within the Division. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)

PROGRAMS

WATER SUPPLY PROGRAM

Program Description. The Water Supply program, an enterprise account-funded program under the Department of Public Works, oversees the contract management and operation of a water supply system that provides potable water to the residents and businesses (approximately 7,300 accounts) located in Hyannis, Hyannisport, West Hyannisport and fire-protection services to the Hyannis Fire District. The management of the system involves substantial investment in water supply sources, pumping, treatment, storage and distribution infrastructure, customer service and regulatory compliance.

FY 2011-12 MAJOR ACCOMPLISHMENTS

1. The selection of the water quality study consultant by the Hyannis Water Board and the commencement of the water quality study.
2. Successful operations by the operations contractor for the operation and maintenance of the Hyannis Water System.
3. Commenced construction on multiple water line/system improvement projects funded with State Revolving Funds.
4. Implemented good asset management by insuring preventive maintenance practices to be performed.
5. Finalized the design and bidding process of the two (2) water storage facilities and the two (2) pump stations and start of construction of the facilities in the Fall of 2011.

PERFORMANCE MEASURES

Division Name	Division Goal			
Water Supply	The goal of the Water Supply Division is to provide properties in the Hyannis area with safe, efficient and effective means of obtaining drinking water.			
Program Name	Program Goal			Program Outcome Measure
Water Supply	The goal of the Water Supply Program is to provide properties in the Hyannis area with safe, efficient and effective means of obtaining drinking water.			100% of customers served
Activity Name (What)	Budget (Input)	End product (Output)	Unit cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Water Supply	\$3,203,284	828,543,000 Gallons	\$ 0.0039 per gallon	In compliance with DEP Water-supply regulations.



Construction of new Maher Water Tank