

# 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 FY14 remains unchanged from that of FY13. 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 76 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 21 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 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 \$878,300 or more in FY13. The small business exemption shifts a portion of the tax levy within the CIP classes.

In fiscal year 2013, 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 FY13 are \$8.76 per \$1,000 of valuation for Residential properties and \$7.89 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 FY13. The following table illustrates the tax rates for the five fire districts for FY 2013. The average fire district tax rate for residential property is \$2.22 per \$1,000 of valuation.

<u>Class of Property</u>	<u>Barnstable</u>	<u>COMM</u>	<u>Cotuit</u>	<u>Hyannis</u>	<u>West Barnstable</u>
Residential	\$2.57	\$1.48	\$1.75	\$2.14	\$2.85
Commercial / Business	\$2.57	\$1.48	\$1.75	\$3.40	\$2.50
Personal Property	\$2.57	\$1.48	\$1.75	\$3.40	\$2.50

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 five fire districts assuming no residential exemption was elected by any entity.

**History of Tax Rates For Town And Fire Districts**

	<b>FY 2004</b>		<b>FY 2005</b>		<b>FY 2006</b>		<b>FY 2007</b>		<b>FY 2008</b>		<b>FY 2009</b>		<b>FY 2010</b>		<b>FY 2011</b>		<b>FY 2012</b>		<b>FY 2013</b>	
Town Tax Rate	\$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%	\$7.89	79%
Hyannis FD	\$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%	\$2.14	21%
<b>Total</b>	<b>\$8.64</b>	<b>100%</b>	<b>\$7.57</b>	<b>100%</b>	<b>\$8.15</b>	<b>100%</b>	<b>\$7.11</b>	<b>100%</b>	<b>\$7.33</b>	<b>100%</b>	<b>\$7.90</b>	<b>100%</b>	<b>\$8.69</b>	<b>100%</b>	<b>\$9.32</b>	<b>100%</b>	<b>\$9.83</b>	<b>100%</b>	<b>\$10.03</b>	<b>100%</b>
Town Tax Rate	\$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%	\$7.89	75%
Barnstable FD	\$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%	\$2.57	25%
<b>Total</b>	<b>\$8.62</b>	<b>100%</b>	<b>\$8.17</b>	<b>100%</b>	<b>\$8.44</b>	<b>100%</b>	<b>\$7.67</b>	<b>100%</b>	<b>\$7.84</b>	<b>100%</b>	<b>\$8.49</b>	<b>100%</b>	<b>\$9.30</b>	<b>100%</b>	<b>\$9.59</b>	<b>100%</b>	<b>\$10.11</b>	<b>100%</b>	<b>\$10.46</b>	<b>100%</b>
Town Tax Rate	\$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%	\$7.89	82%
Cotuit FD	\$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%	\$1.75	18%
<b>Total</b>	<b>\$8.13</b>	<b>100%</b>	<b>\$7.33</b>	<b>100%</b>	<b>\$7.87</b>	<b>100%</b>	<b>\$6.91</b>	<b>100%</b>	<b>\$7.13</b>	<b>100%</b>	<b>\$7.55</b>	<b>100%</b>	<b>\$8.43</b>	<b>100%</b>	<b>\$8.96</b>	<b>100%</b>	<b>\$9.79</b>	<b>100%</b>	<b>\$9.64</b>	<b>100%</b>
Town Tax Rate	\$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%	\$7.89	76%
W. Barn. FD	\$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%	\$2.50	24%
<b>Total</b>	<b>\$7.97</b>	<b>100%</b>	<b>\$7.49</b>	<b>100%</b>	<b>\$8.14</b>	<b>100%</b>	<b>\$7.59</b>	<b>100%</b>	<b>\$7.66</b>	<b>100%</b>	<b>\$8.23</b>	<b>100%</b>	<b>\$9.15</b>	<b>100%</b>	<b>\$9.62</b>	<b>100%</b>	<b>\$9.96</b>	<b>100%</b>	<b>\$10.39</b>	<b>100%</b>
Town Tax Rate	\$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%	\$7.89	84%
COMM FD	\$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%	\$1.48	16%
<b>Total</b>	<b>\$7.71</b>	<b>100%</b>	<b>\$7.06</b>	<b>100%</b>	<b>\$7.60</b>	<b>100%</b>	<b>\$6.60</b>	<b>100%</b>	<b>\$6.83</b>	<b>100%</b>	<b>\$7.20</b>	<b>100%</b>	<b>\$8.13</b>	<b>100%</b>	<b>\$8.61</b>	<b>100%</b>	<b>\$9.02</b>	<b>100%</b>	<b>\$9.37</b>	<b>100%</b>
Town Tax Rate	\$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%	\$7.89	79%
Average FD Rate	\$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%	\$2.09	21%
<b>Average Total</b>	<b>\$8.21</b>	<b>100%</b>	<b>\$7.52</b>	<b>100%</b>	<b>\$8.04</b>	<b>100%</b>	<b>\$7.18</b>	<b>100%</b>	<b>\$7.36</b>	<b>100%</b>	<b>\$7.87</b>	<b>100%</b>	<b>\$8.74</b>	<b>100%</b>	<b>\$9.22</b>	<b>100%</b>	<b>\$9.74</b>	<b>100%</b>	<b>\$9.98</b>	<b>100%</b>

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 for FY13 is 79% and 21%, respectively.

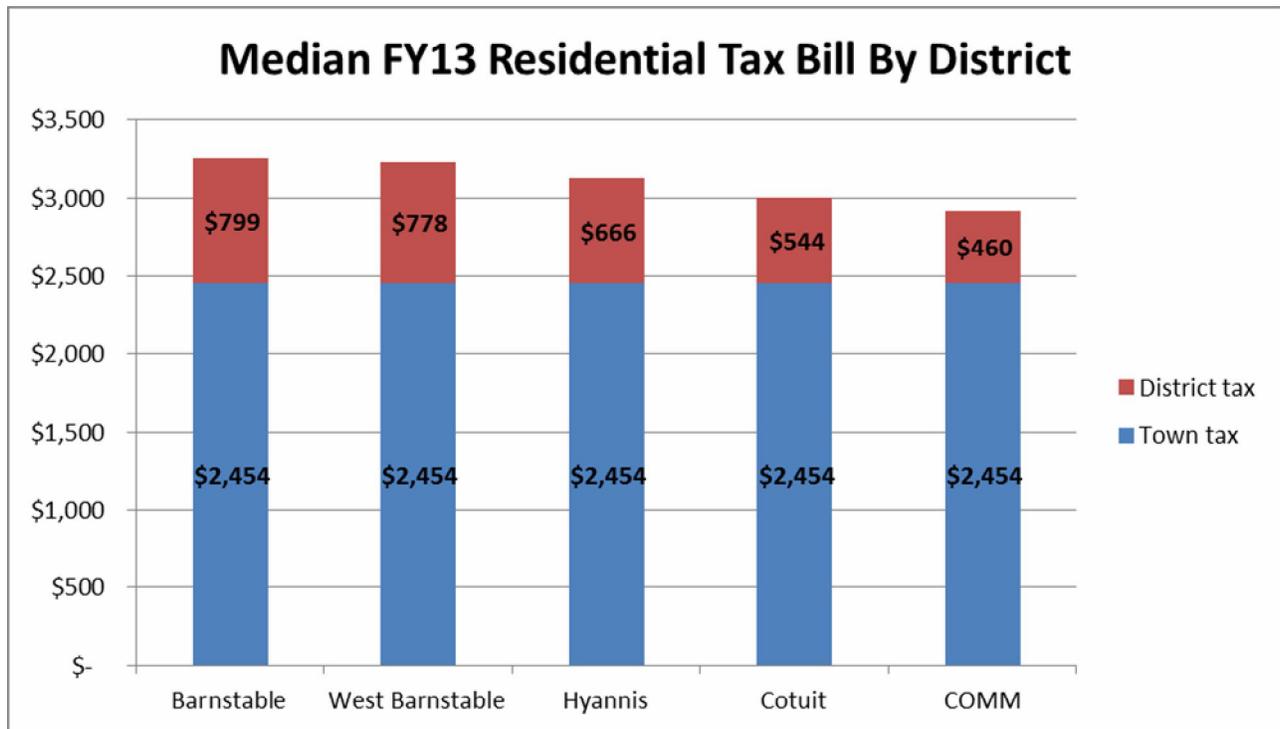
The Town maintains a property assessment database by fire district. The tax rates for the Town of Barnstable and the five fire districts are determined by dividing the town's tax levy by the town's total property value and the districts' tax levy by the districts' respective property value. The town's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

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

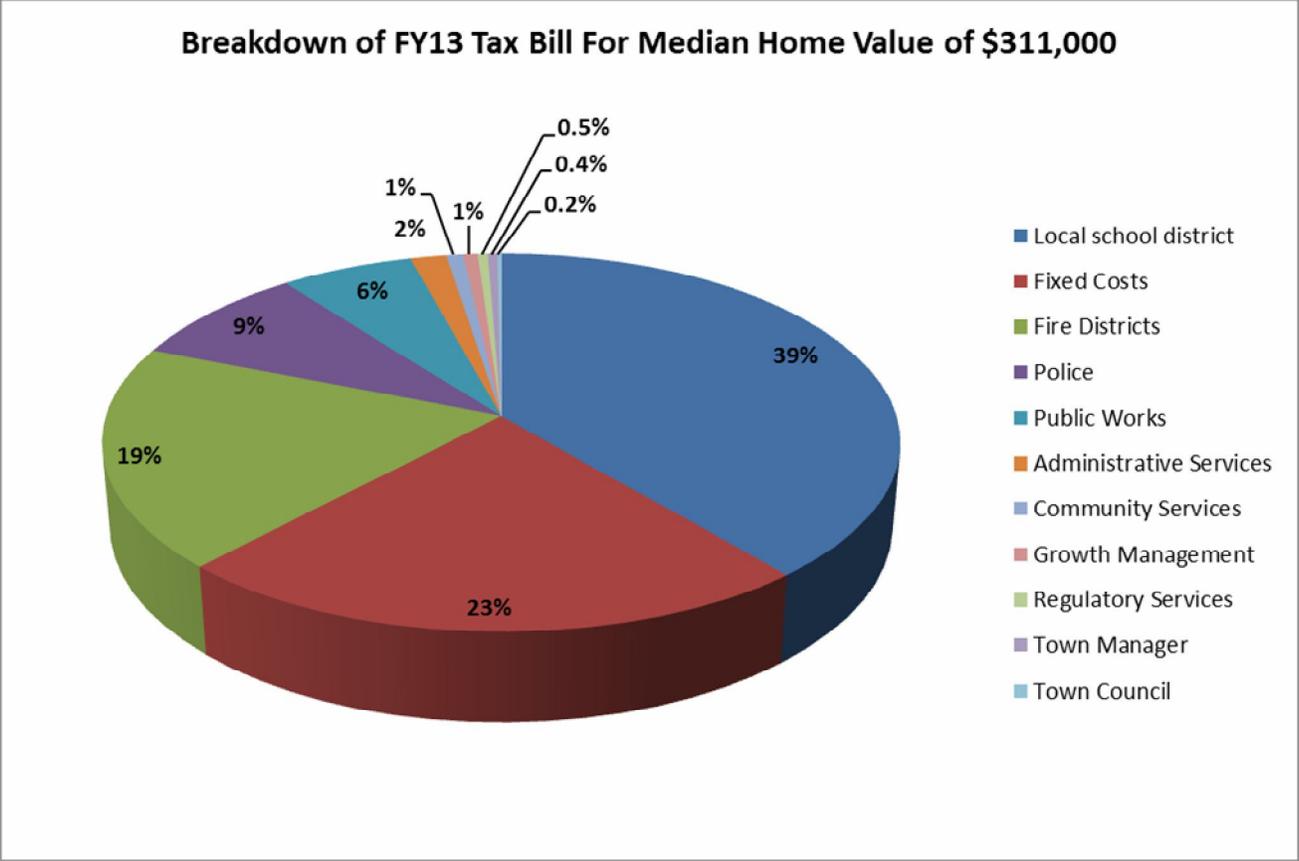
	FY 2009		FY 2010		FY 2011		FY 2012		FY 2013		Growth in Levy FY09 to FY13	
Tow n tax levy	\$ 89,064,457	80%	\$ 91,769,862	81%	\$ 94,579,102	81%	\$ 97,325,379	80%	\$ 100,386,021	81%	\$ 11,321,564	13%
Hyannis FD tax levy	7,152,301	6%	6,836,967	6%	7,363,834	6%	7,992,181	7%	7,211,891	6%	59,590	1%
Barnstable FD tax levy	2,852,855	3%	2,884,014	3%	2,713,369	2%	2,914,168	2%	2,999,273	2%	146,418	5%
Cotuit FD tax levy	2,217,884	2%	2,063,825	2%	2,222,660	2%	2,901,523	2%	2,255,973	2%	38,089	2%
W. Barnstable FD tax levy	1,303,867	1%	1,332,277	1%	1,345,754	1%	1,344,740	1%	1,394,021	1%	90,154	7%
COMM FD tax levy	8,299,303	7%	8,892,217	8%	9,099,538	8%	9,637,526	8%	9,831,754	8%	1,532,451	18%
Total FD tax levy	21,826,210	20%	22,009,300	19%	22,745,155	19%	24,790,138	20%	23,692,912	19%	1,866,702	9%
Grand total all tax levies	\$ 110,890,667	100%	\$ 113,779,162	100%	\$ 117,324,257	100%	\$ 122,115,517	100%	\$ 124,078,933	100%	\$ 13,188,266	12%

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 \$1.9 million over the same time period or 9%.

The following graph illustrates the FY13 combined residential town and fire district tax bill on a property value of \$311,000 (the town's median residential value) for each district. Residents living in the Barnstable Fire District have the largest tax bill and residents in the COMM Fire District have the smallest.



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 39 percent. Fixed costs are the second largest component at 23 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 19% 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 Household Income	\$62,191
Per Capita Income	\$36,121
Unemployment Rate	6.8% (December 2012)

## Education and Culture

Public Schools	6 Elementary Schools, 1 Middle School and 1 High School
Public School Enrollment (Excluding Horace Mann charters)	4,941 students for 12-13 school year (increase reflects inclusion of 4/5 school) 4,144 students for 11-12 school year 4,153 students for 10-11 school year
Barnstable Community Horace Mann Charter Public School	286 students Grades K-3 Horace Mann for 12-13 school year 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	89 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)
Boat Slips	188 at 4 Town Marinas
Mooring Permits	2,546 issued at

## Property Information

Number of Single Family Homes	20,710	
Median Home Values (FY 2013)	Barnstable Fire District	\$445,500
	Centerville, Osterville, Marstons Mills Fire Dist.	\$309,800
	Cotuit Fire District	\$379,300
	Hyannis Fire District	\$227,800
	West Barnstable Fire District	\$385,700
	Town wide	\$311,200
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	\$12,721,413,515 (FY 2013)	
Assessed Value Per Capita	\$281,447	

## 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
2012	2,582	\$70,190,876	365	\$22,332,725	2,947	\$92,523,601
2011	1,772	\$69,972,247	426	\$60,334,484	2,198	\$130,306,731
2010	2,318	\$53,425,589	384	\$37,652,154	2,702	\$91,077,743
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 2013

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

Industry Sector	2007	2008	2009	2010	2011	2012
Management Occupations	3,800	3,670	3,560	3,450	3,670	3,890
Business and Financial Operations Occupations	2,320	2,810	2,490	2,650	2,440	2,750
Computer and Mathematical Occupations	830	790	850	880	900	910
Architecture and Engineering Occupations	1,120	1,200	1,170	1,270	1,150	1,220
Life, Physical, and Social Science Occupations	1,250	1,260	1,270	1,290	1,300	1,450
Community and Social Services Occupations	1,740	1,780	1,940	2,250	2,100	2,160

Legal Occupations	390	410	390	300	250	260
Education, Training, and Library Occupations	6,500	6,620	6,270	5,930	5,710	5,910
Arts, Design, Entertainment, Sports, and Media Occupations	1,020	1,060	1,170	1,280	1,230	910
Healthcare Practitioner and Technical Occupations	6,590	6,490	6,740	6,470	6,560	6,690
Healthcare Support Occupations	4,140	4,150	4,390	3,740	3,610	3,750
Protective Service Occupations	2,490	2,470	2,230	2,150	2,130	2,070
Food Preparation and Serving Related Occupations	12,620	12,910	12,750	12,180	11,840	12,440
Building and Grounds Cleaning and Maintenance Occupations	4,650	4,700	4,740	4,400	4,210	4,280
Personal Care and Service Occupations	2,420	2,700	2,950	3,180	3,690	4,060
Sales and Related Occupations	14,220	13,450	12,360	11,920	12,100	12,340
Office and Administrative Support Occupations	15,240	14,610	15,010	15,270	15,880	15,250
Farming, Fishing, Forestry			100	90	140	130
Construction and Extraction Occupations	4,590	4,400	3,660	3,530	3,430	3,900
Installation, Maintenance, and Repair Occupations	4,110	4,090	3,550	3,670	3,680	3,710
Production Occupations	2,490	2,610	2,350	2,340	2,480	2,490
Transportation and Material Moving Occupations	4,840	4,890	4,900	5,100	5,200	4,900

Source: U.S. Department of Labor, Bureau of Labor Statistics, Metropolitan and No metropolitan Area Occupational Employment and Wage Estimates for the Barnstable Metropolitan Area (Barnstable County).

## Top Ten Barnstable Employers

Name	Sector	FT Employees	PT Employees
Cape Cod Healthcare	Health Care	2,908	493
Cape Cod Mall	Retail	1,000	1,250
Cape Air/Nantucket Airlines	Air Transportation	226	31
Cape Cod Community College	Higher Education	214	222
Cape Cod Times	Media, Print & on-line	157	133
Sencorp, Inc.	Machine Manufacturing	140	0
Cape/Brookside Regency Nursing & Rehabilitation (2 sites)	Health Care/Rehabilitation	142	50
Cape Cod Child Development	Social Services	84	65
Cape Codder Resort & Spa	Hotel	99	110
Cape Abilities, Inc.	Social Services	116	48

## Unemployment

Calendar Year	Town of Barnstable			Barnstable County Unemployment Rate	Massachusetts Unemployment Rate
	Labor Force	Employment	Unemployment Rate		
2012	24,887	22,968	7.7%	8.4%	6.8%
2011	24,933	23,092	7.4%	8.8%	6.4%
2010	24,762	22,909	7.5%	8.5%	7.2%
2009	24,978	22,371	10.4%	12.2%	8.6%
2008	24,498	22,168	9.05%	11.4%	9.4%
2007	26,419	25,075	5.1%	5.8%	5.3%
2006	26,437	25,322	4.2%	4.8%	4.5%
2005	26,742	25,551	4.5%	5.0%	4.8%
2004	26,776	25,572	4.5%	4.9%	4.8%
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.

## Municipal Airport

First Airplane Landing	June 17, 1928
Acres	683
Runways	2 (6/24 = 5,425 feet and 15/33 = 5,252 feet)
Air Traffic Control Tower	1 (FAA Contract) (New 2011)
Passenger Terminals	1 (New 2011)
Commuter Carriers	3
Legacy Carrier	0
Fixed Base Operators (FBO's)	3
Passengers per Calendar Year (CY)	100,596 Enplanements (FAA Certified for CY2011) 96,697 Enplanements (Reported for FY 2012)
Takeoffs and Landings per CY Operations	104,149 Airport Operations (Reported for FY2012) Third busiest commercial airport within the Commonwealth of Massachusetts
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	1,088	190
State	6	28
<b>Total</b>	<b>1,727</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)**

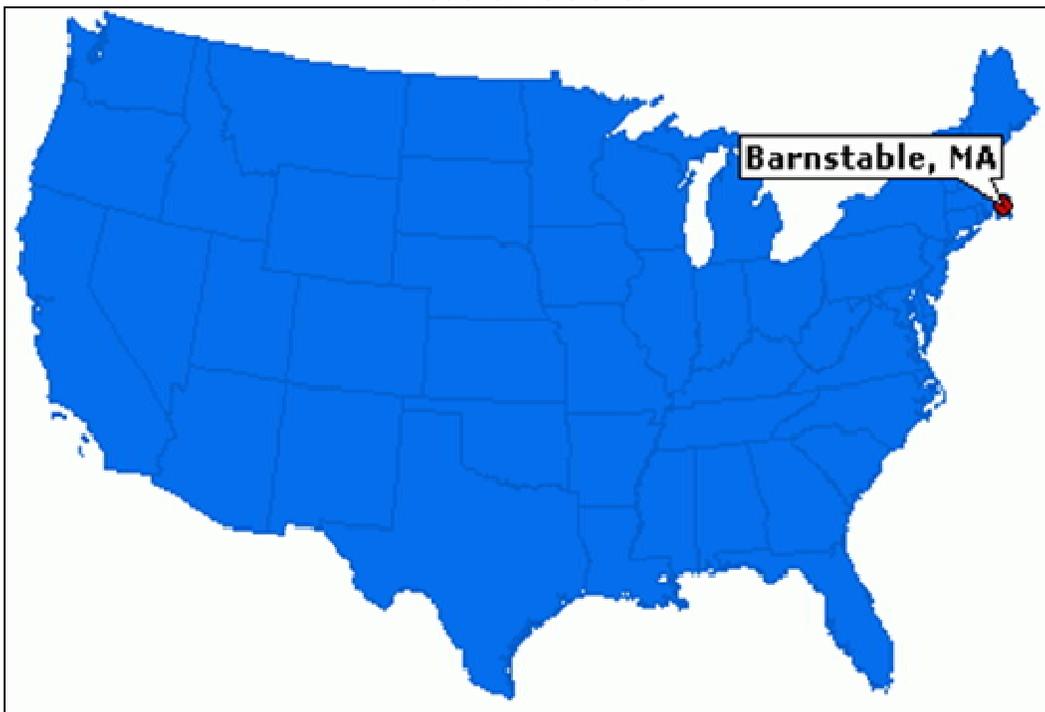
Airport	778-2020	Legal Department	862-4820
Airport Operator (24-Hours)	778-7770	Marine & Environmental Affairs	
Arts & Humanities	790-6370	Natural Resources	790-6272
Assessors	862-4022	Animal Control	790-6274
Building Inspector	862-4038	Bismore Park	790-6327
Town Clerk	862-4044	Harbormaster	790-6273
Vital Records (births etc.)	862-4066	Prince Cove Marina	420-3267
Community Services	862-4068	Sandy Neck Park Apr - Nov	362-8300
Conservation	862-4093	Planning Board	862-4786
Consumer Affairs	862-4872	Police Dept. Administration	775-0387
By-Law Citation	862-4868	Old King's Highway	862-4786
Licensing Authority	862-4874	Property Management	862-4875
Parking Clerk	862-4873	Purchasing Agent	862-4741
Weights & Measures	862-4871	Recreation	790-6346
Council on Aging/Senior Center	862-4750	Olde Barnstable Fairgrounds Golf	420-1141
Custodian/Town Hall	862-4860	Hyannis Golf	362-2006
DIPW Administration	790-6400	Hyannis Youth & Community Center	790-6346
Technical Support (Engineer)	790-6400	School Department:	
Highway	790-6330	Supt. Office	862-4863
Hyannis Water Dept	775-0063	Payroll	862-4663
Snow Removal	790-6331	Hyannis East	790-6485
Solid Waste	420-2258	Hyannis West	790-6480
Survey	790-6400	Barnstable (Horace Mann Charter School)	420-2272
Structures & Grounds	790-6320	Barnstable High	790-6446
Water Pollution Control (Sewer)	790-6335	School Maintenance	790-6480
Finance	862-4654	System Operator	862-4000
Fire Department (Hyannis)	790-6328	Tax Collector	862-4654
Growth Management	862-4078	Town Manager	862-4810
Guyer Barn	790-6370	Town Council	862-4738
Health Division	862-4844	Treasurer	862-4853
Historical Com	862-4786	Veteran's Services	778-8740
Human Resources	862-4894	Zoning Board	862-4786
Information Technology	862-4824		
Help Desk	862-4835		

# 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 \$7.2 million 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 2013; and excess General Fund revenue over budget estimates for FY 2013 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**

**Goal:** Provide a viable financial plan for meeting the operational and capital needs of the town with a balanced budget that includes ongoing cost reductions, maintaining reserves and aggressively pursuing new 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, perform operational auditing, and advancing greater energy efficiency

Address infrastructure critical needs including but not limited to roads, wastewater needs and concerns

Increase the education efforts in disseminating to the public the municipal/schools financial position including a detailed, clear, and easy to understand explanation of operational and capital budgets

Increase lobbying efforts to change the Chapter 70 Funding Formula (*changed in FY2006*), Lottery Aid and Municipal Aid

## **Priority 2: Public Health and Safety**

**Goal:** 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 support of coordination of village-based, community-oriented police protection, joint police/school/youth/seniors/disabled/homeless and other vulnerable populations' programs to alleviate crime, and proactive, crime prevention in all villages.

Coordinate water and wastewater planning and financing efforts to provide efficient operation and expansion of the wastewater treatment facility through collaboration with regional partners consistent with the town's Wastewater Facilities Plan and to provide efficient operation of infrastructure of the drinking water supply division while providing education and training with participation of citizens.

Annually review and support a town Emergency Preparedness Plan that is understood by the public, addressing hazardous material spills, infectious diseases, severe storms, homeland security, providing efficient traffic control on private and public roads in emergencies.

Support school safety

## **Priority 3: Infrastructure**

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

### **Strategies:**

Facilitate a comprehensive infrastructure improvement plan (that includes, but limited to the long-term financial aspects of 1) Roads; 2) Sewers; 3) Water; and 4) Municipal building facilities and historical properties)

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.

Promote education of the town-wide, repair of the private roads policy and aggressively seek out state and federal money for the funding of private road repair.

#### **Priority 4: Economic Development**

**Goal:** Maintain a vibrant economy and a strong labor force, promoting a diversity of businesses, both for-profit and non-profit, clean industry and smart growth.

**Strategies:**

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

Continue to encourage connections between education and business in support of economic development.

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

Review and revise zoning and the permitting process affecting commercial areas.

#### **Priority 5: Education**

**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**

**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**

**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**

**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**

**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**

**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

**Note: ALL STRATEGIES ARE LISTED IN ORDER OF PRIORITY**

# TOWN MANAGER'S FY 2014 BUDGET MESSAGE

Thomas K. Lynch, Town Manager

## EMPHASIZING BASIC VALUES



The FY 2014 operating budget reflects the basic values of public safety, public education, and delivering government services efficiently. We seek to improve the quality of life for our citizens by improving our recreational facilities and creating an environment for economic growth. We face the same economic challenges confronting other communities and through prudent planning, we are able to address our basic needs. Last year's budget maintained fiscal stability in a changing political environment. In FY 2014, we have again maintained our fiscal stability, achieved modest service enhancements, spent within our means, and prudently planned for our financial future. This budget reflects that prudent financial management and is structurally balanced.

### **A Foundation of Financial Accountability**

A strong financial foundation remains at the core of our budgeting goals. Financial accountability continues to be the Town of Barnstable's highest priority. We have also received our 13<sup>th</sup> consecutive Distinguished Budget Presentation Award for the FY 2013 budget document, and the Excellence in Financial Reporting Award for 10 years in a row. These awards demonstrate the Town's commitment to providing the most comprehensive and highest quality financial information.

The Town of Barnstable is committed to maintaining its well established financial integrity. The AAA bond rating, with a stable outlook along with the budget, and financial reporting awards for the past several years are indicative of this commitment. Only 4% of cities and towns nationwide attain the AAA bond rating, and Barnstable is proud to have obtained and kept this rating for the past seven budget cycles. Strong financial management practices are imbedded in the Town's Charter and Administrative Code including, but not limited to: a reserve policy, annual 10 year financial forecasts and five year capital improvement programs, as well as close monitoring of monthly budget reports. These practices assist in identifying trends and needs for the community, providing us the opportunity to better plan for our future.

**The FY 2014 budget is balanced and does not rely on any one-time fixes or solutions.** Reserves are only used to cover one-time costs.

Maintaining strong reserve levels and using conservative revenue estimates have proven to be effective strategies for the Town in preserving its financial integrity and improving our resiliency. Conservative revenue estimates have allowed us not only to restore reserves used to pay one time expense, but to more recently expand our capital improvement program. It also puts us in a more advantageous position to react to economic downturns. We have minimalized the use of reserves to pay for recurring operating expenses in recent years, creating more stability in the delivery of services.

Over the past 10 years, we have seen state aid comprise a smaller portion of our overall general fund revenue sources, creating a greater dependency on property taxes and other local receipts to fund our operations. While state aid is difficult to predict due to the political influences surrounding it, we should expect its growth to be insignificant unless the state decides to implement a major tax change. This will continue a trend of more reliance on property taxes and other local receipts to fund our operations. In essence, this creates more stability and predictability as the town's services become less dependent upon state aid, which has been reduced significantly over the past ten years.

### **An Investment in our Capital Needs**

We have passed a FY 2014 Capital Budget designed to improve our infrastructure and preserve our valuable public assets. I recommended, and the Town Council approved, \$22,805,500 in capital projects for FY 2014. We continued our \$3.25 million dollar commitment to public road improvements. Improvements to our municipal facilities, including the Barnstable Police facility, Town Hall interior improvements, code compliance issues at the Marine and Environmental Affairs facility and the Structures and Grounds facility. We funded \$1.9 million dollars worth of improvements to our schools and look forward to addressing their five year capital plan

needs. Waterway improvements to the Hyannis Harbor bulkhead, the Millway boat ramp and dock, and dredging needs were funded. Barnstable continues to work toward preserving our capital assets, improving our infrastructure, and maintaining our public road improvements program.

I would be remiss in not mentioning the work that went into the Capital Improvements Plan development by our department heads, their staff, and in particular, the members of the Comprehensive Finance Advisory Committee who spent many hours reviewing and commenting on the numerous projects submitted.

### **Fiscal Year 2014 Priorities**

We will be busy in FY 2014 continuing to provide the highest quality services possible within the budget constraints that confront us. The priorities outlined below are designed to keep us financially sound; keep our community safe; support public education; improve and promote economic development; maintain our existing facilities and infrastructure and improve our quality of life for all Barnstable residents.

**Public safety** is a basic value and function of government so our citizens and visitors can be safe in our town wherever they live or visit in our community. There is funding in this budget to create a new outer sector Barnstable Police Substation in the western part of town which will help the Barnstable Police Department meet that goal. In our newly ratified three year police union contracts, we fund training for both superior officers and patrol officers so they are up-to-date on changes in the laws they enforce daily. We will continue our community approach to crime prevention and public safety with our Police Chief Paul MacDonald and the members of the Barnstable Police Department. 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.

**Public education:** We support the budget prepared and presented by the Barnstable School Committee and Superintendent Czajkowski. Their core principles remain as academic success, safe school environments and meeting the needs of our students. Dr. Czajkowski has themed this year's budget "Building Strong Roots in FY 2014". Class size, behavior and health services, student achievement, investment in technology and facilities (\$500,000 in FY14) college and career readiness, and retention and recruitment of quality staff are objectives which will meet the core principles of the school department. The School Committee is stressing basic values of academic excellence, school safety, and well maintained school buildings throughout our school district and we support them in those efforts.

**Arts and Culture** has become an important component of our economic development plan. This year, the creation of the Kennedy Legacy Trail, becoming the 6<sup>th</sup> designated Cultural District by the state, and receiving the Commonwealth Award from the Massachusetts Cultural Council as a Creative Community has encouraged Barnstable to increase arts and culture programming. We plan to accomplish this by increasing the part-time Arts and Culture Coordinator to full-time. The arts have become a vital contributor to economic spending, employment, and drawing visitors to our economic centers to be entertained, dine and shop. 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.

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 provides for 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.

**Quality of life** initiatives advanced by this Town Council include addressing criminal activities at certain problem properties, noise complaints, and building maintenance at blighted properties. To assist in the implementation of these ordinances, the FY14 budget contains funding for one new staff position to assist with enforcement of the new ordinances and to be proactive in addressing potential health or building code violations at properties throughout our town. A part-time position responsible for rental properties is being increased to full-time. The Town Council and citizens have invested a good deal of time and effort into adopting ordinances which will provide management the tools necessary to increase the quality of life in our neighborhoods, and the town is committed to making them work. We are proud to have received matching funding of \$202,369 from the Executive Office of Energy and Environmental Affairs from the

Gateway City Parks Program to reconstruct Ridgewood Park in Hyannis which will improve the leisure opportunities in that neighborhood.

**Technology** needs will receive increased funding to keep up with maintenance and technological changes. Our Information Technology Division provides hardware and software support for all departments (except police) and we have included \$105,000 to continue the replacement and upgrades of necessary hardware and software. We have 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 BFON will be completed this year. We have automated the application process for employment applications and will expand on-line program registrations at the Senior Center and on-line registration for Recreation Programs. The Barnstable Police Department will receive \$20,000 for replacement of desktop computers in the Investigative Services operation.

**Expanding recycling** funds of \$15,000 in the Department of Public Works will provide programs to reach a goal of 50% of recycled materials for our community.

**Maintaining our current facilities:** public buildings, roadways, and recreational areas, means not just fixing them up, but providing operating funds to prolong their useful life. This budget adds funding to the Department of Public Works to increase road line painting, landscape and roadside maintenance on Route 132, 725 Main Street, the Hyannis Youth and Community Center, and Blish Point. We also fund the increased maintenance needs at the Barnstable Police Station following recent expansion of that facility.

**Recreation opportunities:** The Town Council, within the capital budget, reaffirmed our commitment to recreational opportunities for residents and visitors alike. In the operating budget, we fund an increase in the operation hours of Craigville Beach, which will open at 7AM this season. We are providing funds to meet the additional costs of certification for our lifeguards. Our funding for new public tennis courts at Barnstable West Barnstable Elementary School, Osterville, and Cotuit will give the public access to tennis in each of our villages.

**Waterways Improvement Fund:** From this fund, we propose funding to assist in the daily operations of all harbor related activities. This will include pump-out systems, assisting with mooring administration, ensuring the cleanliness of town owned properties at landings, bulkheads, and marinas, conducting on the water litter patrols, assisting with servicing private aids to navigation and being able to assist with marina operations.

## Civic Engagement

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. Thousands of households receive our monthly bulletin and my weekly Town Manager eNews. Our website is seen by many residents each day. We continue to produce live television programming every weekday with **Barnstable This Morning. Barnstable Today**, which also airs daily on Channel 18, is a ten minute news program covering municipal news, meetings and events. Staff and I attend **village meetings with our civic associations and neighborhood groups** and we provide **streaming video** and **Video on Demand of committee and board meetings**. We have also continued our successful **Citizens Leadership Academy**, "Inside Barnstable Town Government", and the ever popular **Barnstable Citizens Police Academy. Barnstable iForum**, a virtual town meeting which engages citizens in a discussion of issues confronting our community, has been a popular website for citizens to share their thoughts with town leaders. Through **Citizens Connect and SeeClickFix** Barnstable has an app designed for users to report problems like downed signs or potholes right from their smart phone. And our **Citizens Resource Line (508.862.4952)**, a direct line for citizens to reach an employee with a concern which will be followed up and addressed, has been well received.

## Dedicated Staff

We could not accomplish our financial/operational agenda without dedicated Town and District employees. Our employees have given their all again this year. Negotiations with employee unions have been respectful and productive. The School Committee, School Superintendent and staff have done an extraordinary job in

advancing excellence in our school system. We are grateful to our fire and water district professionals as they work to preserve and protect our health and safety.

## **Community Resources**

As a community, we have libraries that stimulate our intellectual restlessness. A \$105,000 (6.94%) increase in their budget will help our libraries meet ever increasing operating expenses. Our community is committed to our children through recreation programs and a state of the art Hyannis Youth and Community Center. Civic and business associations are our partners in providing a vibrant, livable community. Seniors have a facility that provides daily programs and an Adult Supportive Day Program for seniors who can no longer remain alone at home. Our volunteers are the strength of our committee work in town. They embody the words of Helen Dyer: "Volunteerism is the voice of the people put into action. These actions shape and mold the present into a future of which we can all be proud."

## **Budget Review by Department**

I am recommending a Town Budget for FY 2014 consisting of the following:

### **Town Council**

The proposed budget for FY14 is \$276,383 or \$160 less than the FY13 approved budget. The budget includes funding for two full-time staff positions; the same as the FY13 budget. Operating expenses are reduced by \$1,900 for cellular phone expenses which are now part of the Information Technology Division budget. Funding for this operation is comprised of taxes and enterprise fund charges. Tax support is increasing \$23,742 as enterprise fund support is decreasing \$23,902.

### **Town Manager**

The FY14 proposed budget is \$86,984 less than the FY13 approved budget representing a 13% decrease. The decrease is due to the severance package for the former Town Manager being completed in FY13. This budget includes funding for 4.5 full-time employees. Operating expenses are reduced by \$3,000 to \$129,332 as the cellular phone costs are now part of the Information Technology Division's operating expenses. Funding sources are comprised of taxes, enterprise funds and permits. Tax support is decreasing \$94,617 for FY14 as the budget is declining \$86,984 and enterprise fund support is increasing \$8,633.

### **Administrative Services Department**

The Administrative Services Department budget is increasing \$231,510 or 4.5% over the fiscal year 2013 approved budget. The increase in personnel cost of \$139,173 includes all contractual obligations as well as an additional 0.20 full-time equivalents (FTE's) in the Legal Division. This increase in staff is due to a change in accounting. Previously, 0.20 FTE's were charged to the Community Preservation Special Revenue Fund. The increase in staff is offset by a new general fund revenue source; a charge to the Community Preservation Special Revenue Fund for support provided by all of the divisions within the department.

Operating expenses are increasing \$92,687. This includes \$31,900 added to the Human Resources Division budget for training; \$25,000 for sworn officers, \$2,500 for employees within the AFSCME union and \$4,400 for the increase in costs for lifeguard recertification. \$11,962 is being added to the Information Technology Division's budget for the increase in cost for software support and licensing and \$54,625 for cell phone expenses. The \$54,625 increase for cell phone expenses is offset by corresponding decreases to other operating budgets as the management of the bill will be centralized in the Information Technology Division improving efficiencies. Consolidating the bill and changing service providers should save the town in excess of \$10,000 per year. Operating capital is level funded at \$105,000. This funds the replacement of computer technology throughout the municipal operations, with the exception of the Police Department which funds its own. An increase in tax support will fund the increase in the operating budget.

### **Community Services Department**

#### **General Fund Operations:**

The Community Services Department general fund budget is increasing \$140,068, or 5.5%. Personnel costs are increasing \$101,767. This includes all contractual obligations, as well as an increase of 0.80 full-time equivalents for a Division Assistant in the Marine & Environmental Affairs Division at a cost of \$27,154. This also includes an additional \$16,500 in seasonal wages for extended Craigville Beach operations and \$18,560 for seasonal Waterway Assistants to increase patrols, clean harbors and facilities, and improved customer

service. Operating expenses are increasing \$19,101 and includes the one-time expense for purchasing on-line program registration software for the Senior Services and Recreation operations at a cost of \$22,600. There is also an increase of \$1,500 for veterinary services and \$2,100 for uniforms and gasoline. These are offset by a transfer of \$7,100 to the Information Technology Division for cell phone expenses. Proposed operating capital of \$78,000 includes \$25,000 for vehicle replacements; \$25,000 for a new boat in the waterways program; and \$28,000 in the Recreation Division for equipment replacement. Charges for services revenue is increasing \$75,000 with an expected \$5 increase in the beach parking permit in order to fund the expanded operations at Craigville Beach, annual equipment replacement, and a beach facility renovation program. Tax support for this operation is decreasing \$85,071 and \$22,601 of general fund reserves will be used to balance the FY14 budget. This is for one-time expenses associated with on-line program registration software for the Recreation and Senior Services operations.

**Golf Course Enterprise Fund:**

The Golf Course Enterprise Fund budget is increasing \$110,634, or 3.7%. Personnel costs increase of \$51,403 includes all contractual obligations. There are no changes to staffing levels. Operating expenses are increasing \$11,889. This includes \$35,000 to fund a comprehensive assessment for a facility renovation plan offset by a reduction of \$23,111 in various other expense accounts. Operating capital includes \$10,000 for pump station improvements at Olde Barnstable Fairgrounds. Transfers to the general fund are increasing \$98,942. Much of the increase is due to large workers compensation expenses incurred in the previous year. Funding for the proposed FY14 budget is comprised of \$2,886,692 in estimated golf course revenue; \$35,000 of golf course reserves to fund the comprehensive assessment; and \$161,288 in tax support. The FY14 indirect cost charges to the golf course from the general fund total \$411,288. The golf course will pay \$250,000 from their estimated revenue resulting in a general fund subsidy of \$161,288.

**Marina Enterprise Fund:**

The Marina Enterprise Fund budget is \$1,200 less than the FY13 budget. Personnel costs are increasing \$21,392 or 10%. This includes all contractual obligations and an additional \$16,640 is seasonal wages for marina maintenance. This is offset by reductions in debt service and operating expenses totaling \$23,877. Operating capital includes \$20,000 for the continuation of float replacements. Transfers to the general fund are increasing \$1,285 to \$56,959. Estimated revenue of \$617,000 for the marina operations will provide for the FY14 operating budget. A transfer of \$63,231 from the Capital Trust Fund will pay for a portion of the bond issued to rebuild the Barnstable Harbor bulkhead. No reserves will be used to balance the budget. Estimated revenue includes \$24,000 from the Bismore Parking special revenue fund to cover Marina Enterprise Fund expenses incurred in maintaining Bismore Park.

**Sandy Neck Enterprise Fund:**

The Sandy Neck Enterprise Fund budget is increasing \$35,940 for FY14, or 5.1%. There are no changes to staffing levels. Most of the increase is in operating capital which includes \$31,000 of additional funding for safety improvements. The safety improvements include traffic signs, security cameras, automated external defibrillators and new two-way radios. Traffic has increased significantly over the past couple of years initiating this need. Transfers to the general fund will increase \$3,513 to \$72,257. Funding for the FY14 proposed budget consists of \$709,382 in estimated revenue and \$31,000 of Sandy Neck reserves to pay for the safety improvements.

**Hyannis Youth and Community Center:**

The FY14 operating budget for the HYCC is increasing \$90,231, or 3%. Personnel cost are increasing \$35,894. This includes all contractual obligations. The increase in personnel is offset by a decrease in debt service of \$34,565. General fund charges are increasing \$88,902. This includes all support received from general fund operations as well as fixed costs included in the general fund that are associated with the HYCC operation. Funding for this operation is comprised of \$1,160,150 in estimated operating revenue; \$1,391,423 transfer from the Capital Trust Fund to cover debt service payments on the facility's construction bonds; and a \$469,687 transfer from the general fund. No enterprise fund reserves are used to balance the budget.

**Growth Management Department**

The proposed FY14 budget for the Growth Management Department is increasing 7.4% over the FY13 approved budget. The growth in personnel costs includes the addition of 0.5 full-time equivalents under the economic development program, contractual pay increases and the transfer of \$5,000 from the Town Manager's budget to pay for the seasonal Guyer Barn Director. Additionally, one-half of a Division Assistant

position is being transferred from the Property Management Function to the Administration Function, aligning the position with the functional area where it spends a majority of its time. Operating expenses are reduced by \$1,300 for cellular phone expenses that are consolidated under the Information Technology Division.

A half-time Arts and Culture Coordinator position under Economic Development is being increased to full-time with a focus on the Town's Arts programs. Recognizing the importance of the arts in a vibrant community, the Town of Barnstable has established THE HyArts (Hyannis Arts) DISTRICT to enhance and enrich the quality of life for residents and visitors by coordinating and supporting activities promoting arts and culture. The Town has partnered with many local and regional arts organizations to establish THE HyArts DISTRICT as a regional center for the creative and performing arts. Our partners include the Massachusetts Cultural Council, Cape Cod Art Association, Hyannis Main Street Business Improvement District, Arts Foundation of Cape Cod, Hyannis Area Chamber of Commerce, Cape Cod Chamber of Commerce and Town of Barnstable. The success of these efforts requires a full-time position to coordinate activities and the multiple organizations involved.

Tax support is increasing \$105,000 to support the FY14 propose budget.

### **Police Department**

The FY14 Police Department budget is increasing \$422,519 or 3.8%. Personnel costs are increasing \$187,519 and include all contractual obligations. Operating expenses are increasing \$14,500 to cover the cost of tire replacements (\$7,500); and \$7,000 for a new substation in the western side of town. The police department has 63 vehicles in its inventory and a new tire cost approximately \$100. The current budget of \$5,000 for tires does not cover the costs of necessary annual replacements. A new substation in the western side of town is estimated to cost \$28,000 annually to operate. The FY14 budget would cover rent, utilities and supplies. The FY14 proposed budget amount assumes the substation would open in the last quarter of the fiscal year provided the Police Department's sworn staff is at its approved strength. The FY15 budget will include a full year of funding for the new substation.

Operating capital of \$220,860 is proposed. This will provide for the replacement of five new marked cruisers at a total cost of \$188,625. The cruisers will be Ford Interceptors as the Crown Victoria is no longer produced. This restores the annual vehicle replacement funds for the department. The FY13 budget was zero as the Town advanced the FY13 vehicle replacement funding in the FY12 budget in order to purchase the Crown Victoria which was being phased out. Operating capital also includes funding for new computers; \$20,000 in the Investigative Services Division; and paper shredders \$12,235.

An increase in tax support will provide the funds necessary to cover the department's budget increase.

### **Public Works Department**

#### **General Fund:**

The FY14 General Fund operating budget for the Public Works Department is increasing \$250,396, or 3.2%. The personnel cost increases include all contractual obligations. There are no new permanent positions added to the FY14 budget. Included in the personnel increase of \$139,791 is \$50,524 of additional funds for seasonal employees and overtime. \$4,308 is for a Blish Point Maintenance Plan; \$9,000 is for the maintenance of the police facility addition; \$13,200 is for landscape maintenance at the HYCC; \$1,320 is for landscape maintenance at the Armory facility; \$3,696 is for landscape maintenance at 725 Main St. Hyannis; \$4,000 is for overtime in the cemetery operation; and \$15,000 is for an expanded recycling program. Operating expenses are increasing \$82,805. This includes \$20,000 of additional funds for line painting in the Highway Division; \$20,000 to pay for police details in the Highway Division; \$24,700 to cover utility and maintenance costs of the former Marstons Mills Elementary School; \$7,100 for safety equipment in the Structures & Grounds Division; \$10,000 for cemetery road maintenance; and \$23,579 is for various buildings and grounds maintenance expenses. These increases are offset by a decrease in operating expenses of \$22,574 for cell phone expenses which is transferred to the Information Technology Division. Operating capital is increased \$27,800 for vehicle and equipment replacement and facility improvements. This will provide the additional funds needed to buy the equipment necessary to maintain the Route 132 roadside. Tax support will increase \$228,929 to offset the budget increase of \$250,396. Other revenue sources will increase \$21,467 to offset the budget increase.

**Solid Waste Enterprise Fund:**

The FY14 Solid Waste operating budget is increasing \$39,587, or 1.5%. Personnel costs are increasing \$48,496. There are no proposed changes to staffing levels. The increase includes all contractual obligations. Operating expenses are essentially level funded at \$853,996 as well as operating capital at \$35,600. Debt service is declining \$4,195 and the transfer to the general fund is declining \$3,824. An increase in estimated revenue will cover the operating cost increase. No fee increase is included in the FY14 revenue estimate. \$415,000 of reserves will be used to pay for the capital program as previously approved by the Council and \$428,369 will be used to balance the operating budget. Included in the \$428,369 used to balance the operating budget is \$320,835 of debt service for the capping of the landfill. The Solid Waste Enterprise Fund reserves include an amount to cover this annual expense.

**Water Pollution Control Enterprise Fund:**

The FY14 Water Pollution Control operating budget is decreasing \$355,671. The reduction includes a \$100,000 reduction in utility expenses and a reduction in debt service as the new Sewer Construction Trust Fund will be assuming the loan payments on the recently built pump station and sewer expansion projects. Operating expenses also include a \$60,000 increase for sludge disposal and \$10,000 for the maintenance of the solar arrays and wind turbines. Operating capital is level funded at \$90,000 and the transfer to the general fund is decreasing by \$843. Personnel costs are increasing \$15,916, or 1.4%. This includes all contractual obligations. Current year revenue is expected to cover the operating costs and no reserves will be used to balance the operating budget. \$370,000 of reserves is used to pay for the FY14 capital program as previously approved by the Town Council.

**Water Enterprise Fund:**

The Water Fund operating budget for FY14 is increasing \$207,849, or 6%. Most of the increase is in the debt service category as the operation continues its capital improvement program. Additional funds are included to cover anticipated new loan payments as the Town will be selling bonds in FY14. Personnel costs are increasing \$8,531. There are no proposed changes to staffing levels. Operating expenses are increasing \$21,396 to cover the management contract and operating capital is level funded. Estimated FY14 revenue will cover the proposed operating budget. No reserves will be used to balance the operating budget. \$200,000 of reserves are used to pay for the FY14 capital program as previously approved by the Town Council.

**Regulatory Services Department**

The FY14 Regulatory Services Department budget is increasing \$127,983 or 5%. The increase is a result of personnel cost increases. Personnel costs include all contractual obligations as well as an additional 1.50 full-time equivalents (FTE). The increase in the FTE's include one full-time Code Enforcement Inspector to implement a more proactive ordinance enforcement program including the problem property ordinances recently adopted by the Town Council. Additionally, a part-time Division Assistant position responsible for the Rental Registration Program is increased to full-time, representing a 0.5 FTE increase, as the program has grown significantly from 764 units to 2,296. Operating expenses are decreasing \$7,977. This includes \$5,175 of additional expenses for the new Code Enforcement position to include an additional leased vehicle, clothing allowance and training. This is offset by a reduction of \$13,152 for cell phone expenditures which will now be paid out of the Information Technology budget. Tax support for this operation will increase \$66,217, covering approximately one-half of the budget increase. The balance of the increase will be provided from an increase in departmental revenue due to increased activity.

**Airport (Enterprise Fund)**

The FY14 proposed Airport operating budget is decreasing \$118,811, or 1.7%. Personnel costs are increasing \$70,270. This includes all contractual obligations as well as the increase of one 32 hour per week position to 40 hours per week for an annual cost of \$9,544. Operating expenses are decreasing \$213,314. This is due to a reduction in the amount of jet fuel purchases. Operating capital is level funded at \$112,500 and the transfer to the general fund is increasing \$19,983. The total operating budget is provided from current year estimate receipts and no reserves are used to balance the budget. \$592,000 of the airport reserve is used to fund a portion of the FY14 capital improvement program previously authorized by the Town Council.

**School Department**

The FY14 appropriation request for the Barnstable Public School Department is \$57,255,360 or \$1,354,525 more than the FY13 budget. The proposed budget, while maintaining core staff and programs, implements changes focused on updating and enhancing five areas of concern as identified through internal and external

evaluations: Class Size, Behavior/Health Services, Preventative Maintenance, College Career Readiness and Recruitment/Retention.

The budget includes the addition of 13.2 new full-time equivalent positions to address the five core areas while offset by the reduction of 19.5 positions through retirement attrition and personnel reduction in force for a net decrease of 6.3 full-time equivalents.

The district is experiencing a shift not in the number of special education individual education plans (IEP's) but a shift in students with severe medical /emotional needs. The district is required to educate these students in the most appropriate environment which sometimes requires placement in specialized schools outside of which the district could reasonably offer. Approximately \$350,000 (8%) more over FY13 has been allocated to Out of District placement tuition. The total Out of District placement tuition of \$4,900,000 will be offset by state "Circuit Breaker" reimbursements of \$1,556,962.

The School Committee's commitment to provide students with a current and relevant learning environment now and years to come is continued this year with the implementation of a multi-year funding initiative to build budget capacity in the Technology and Maintenance cost centers. Funding totaling \$500,000 has been allocated to Technology (\$200,000) and Maintenance/Grounds (\$300,000) departments to restore cuts and stagnant budget growth of recent years. It is intended that these additional funds will support the staff and student five year technology refresh cycle and aid the Maintenance department pursue an aggressive preventative maintenance schedule. The infusion will be funded entirely from district's School Choice revolving account in FY14 and will be incrementally moved into the general operating budget over the next five years.

## **Other Requirements**

### **Debt Service**

The FY14 general fund debt service budget is decreasing \$588,566 due to the retirement of some bonds. This includes all principal and interest payments on outstanding loans except those that are belong to the enterprise funds and Community Preservation Fund. School related debt comprises 74% of this budget.

### **Employee Benefits**

The employee benefits budget is increasing \$1,441,739 or 7.9%. This category of expenditures includes life insurance, health insurance, Medicare, retirement assessments, unemployment insurance, worker's compensation insurance as well as an annual contribution to the Other Post-Employment Benefits (OPEB) Trust Fund. Health insurance for active and retired employees is the largest expenditure in this area of the budget. Health insurance represents 49% of all employee benefits spending and will increase \$653,713. This includes the contribution to the town's trust fund for OPEB which is budgeted at \$250,000 for FY14; a \$50,000 increase. The county retirement assessment is the second largest expenditure in this category representing 38% of the total budget. The assessment is increasing \$584,775 or 8.4%. Unemployment expense is increasing \$120,000 to \$500,000 for FY14 as 19.5 positions in the School Department are being eliminated.

### **Insurance**

The proposed budget for insurance is increasing \$109,650 or 7.9%. The increase is mainly due to the expected rise in premiums as the insurance industry has been hit hard by recent weather events including Hurricane Irene, Super Storm Sandy and Nemo.

### **Grants**

This budget is increasing \$112,426 or 6.6%. Most of the increase is due to an increase in the grant for the seven village libraries. The library grant is proposed to increase \$105,535. This will bring the funding level up to a level that will allow the libraries to participate in the State Aid to Libraries grant program. This level is known as the Municipal Appropriation Requirement.

### **Assessments**

The budget for assessments is increasing \$355,614 or 4.5%. Most of the increase is due to school assessments. The regional technical high school assessment is increasing \$152,681 and the Sturgis charter School assessment is increasing \$131,526. Also included in this area of the budget is a \$25,000 increase in the town's celebrations budget to provide some funding for the town's 375<sup>th</sup> celebration.

### **Transfers**

This area of the budget includes a transfer to the town's capital trust fund for \$3,763,920. This is the net of the town's general fund tax support committed to the capital program (\$7,224,528) less a transfer back from the Capital Trust Fund of \$3,460,608 used for the payment of bonds. This budget also includes \$630,975 of support for the golf course and HYCC enterprise funds.

### **Appropriation Deficits**

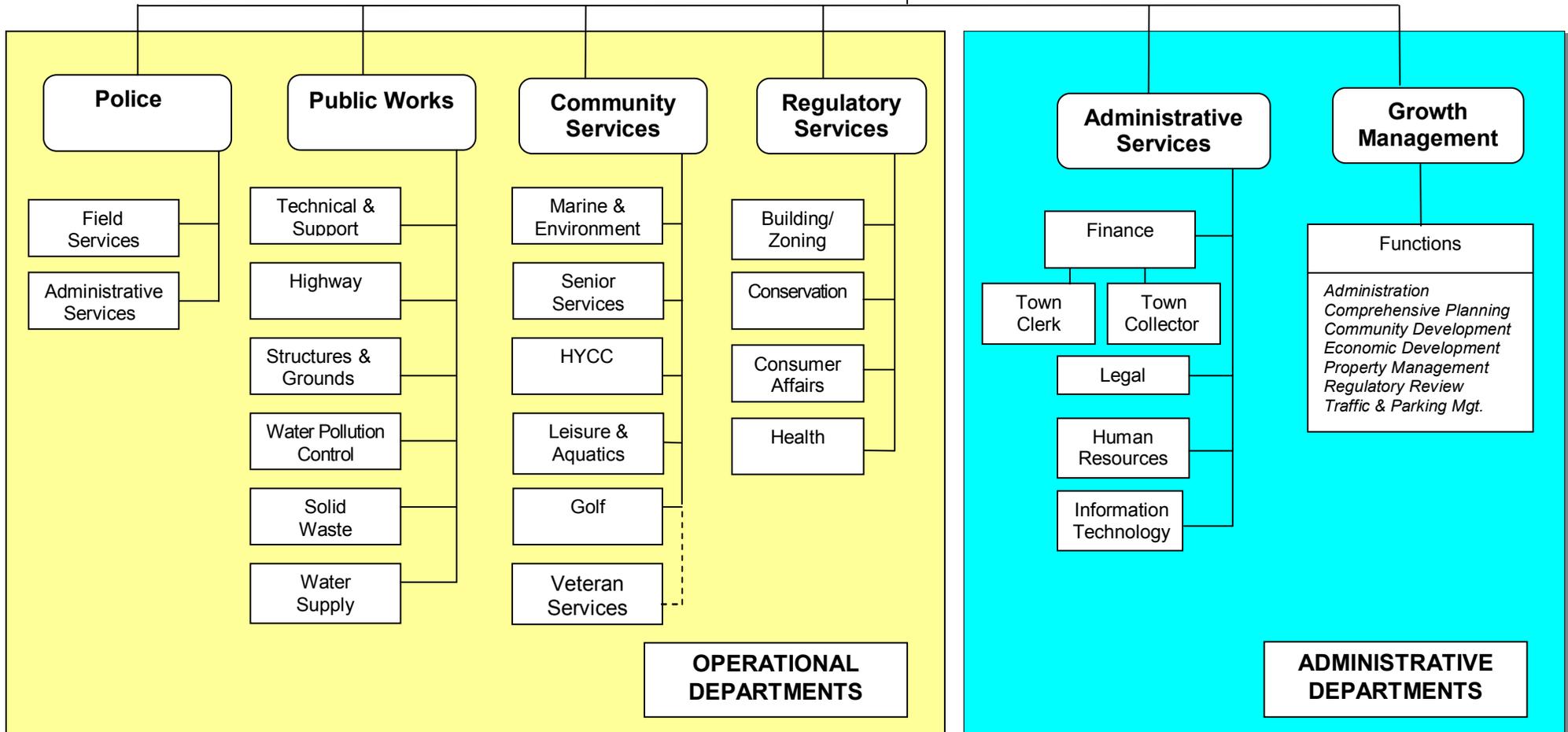
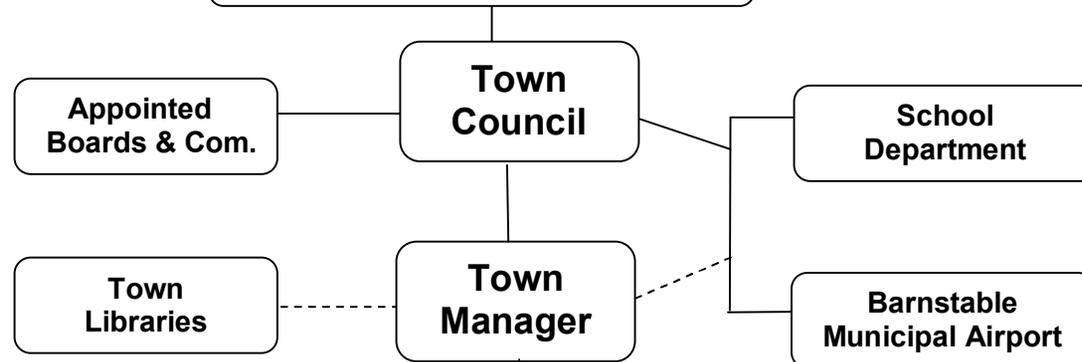
Included in this area of the budget is \$72,000 for a deficit in the FY09 and FY10 overlay accounts and a \$1.4 million deficit for the FY13 snow and ice removal program. The deficit in the snow and ice removal program also includes approximately \$200,000 of expenses for debris removal as hundreds of trees fell across roadways during the winter storm NEMO.

### **In Conclusion:**

I want to thank the Town Council for all the support provided to our management team to accomplish the financial stability we enjoy. 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 takes a unified effort. I am indebted to them for their support.

We are a community willing to meet our challenges head on. We will be successful in addressing our problems because we are willing to work together, form partnerships, and plan ahead to spend our resources wisely. We have found common ground and count on our human capital; our citizens who volunteer in every corner of our community, and our dedicated and committed employees, to address and emphasize basic values.

# Town of Barnstable FY 2014 Organization Chart



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

DEPARTMENT	FY 05 FTEs	FY 06 FTEs	FY 07 FTEs	FY 08 FTEs	FY 09 FTEs	FY 10 FTEs	FY 11 FTEs	FY 12 FTEs	FY 13 FTEs	FY 14 FTEs
<b>Town Council</b>	<b>2.00</b>									
<b>Town Manager</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>4.50</b>
<b>Administrative Services</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>	<b>61.50</b>
Finance (restated for school consolidation)	28.50	27.50	27.50	27.50	27.50	27.25	27.25	27.25	27.25	27.25
Town Collector	7.00	7.00	7.00	7.00	6.00	5.00	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	4.65	4.65	4.75	4.75	4.75	4.65	4.55	4.55	4.55	4.75
Human Resources (restated for school consolidation)	8.25	8.25	8.25	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Information Technology	13.00	13.00	13.00	13.00	12.00	11.00	11.00	11.00	11.00	11.00
<b>Community Services</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>53.20</b>	<b>53.15</b>	<b>53.95</b>
Recreation	9.33	9.33	9.71	9.71	11.13	7.35	7.35	8.30	7.70	7.70
Golf Enterprise Fund	11.00	11.00	18.00	19.00	19.00	18.35	15.85	15.85	15.75	15.75
Senior Services	8.21	8.21	8.21	8.21	8.21	8.21	7.61	6.35	6.35	6.35
Marine & Environmental Affairs	10.30	10.30	10.30	10.30	10.30	10.20	10.20	9.65	9.65	10.45
Marina Enterprise Fund	1.40	1.40	1.40	1.40	1.40	1.45	1.45	1.45	1.45	1.45
Sandy Neck Enterprise Fund	2.75	2.75	2.75	2.75	2.75	2.70	2.70	2.70	2.75	2.75
HYCC Enterprise Fund	0.00	0.00	0.00	0.00	0.00	8.27	9.50	8.90	9.50	9.50
<b>Growth Management</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>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	3.00
Regulatory Review	3.50	8.00	8.50	7.00	7.00	7.00	3.35	3.00	3.50	3.50
Comprehensive Planning	3.50	3.50	3.50	3.50	3.50	2.50	2.00	1.50	1.00	1.00
Economic Development	0.00	1.00	0.65	0.65	0.65	0.65	1.65	1.65	1.65	2.15
Community Development	1.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property Management	0.00	0.50	0.90	1.00	1.00	0.85	0.85	0.85	0.85	0.35
Traffic & Parking Management	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Police</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>	<b>125.76</b>
Administrative & Investigative Services	37.10	37.10	37.58	37.58	37.58	35.50	34.00	33.50	35.00	34.00
Field Services	101.90	101.90	101.90	101.90	99.90	90.76	92.26	90.76	90.76	91.76

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

DEPARTMENT	FY 05 FTEs	FY 06 FTEs	FY 07 FTEs	FY 08 FTEs	FY 09 FTEs	FY 10 FTEs	FY 11 FTEs	FY 12 FTEs	FY 13 FTEs	FY 14 FTEs
<b>Public Works</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>	<b>116.35</b>
Administration & Tech Support	15.00	15.00	15.00	15.00	16.00	16.00	15.50	15.50	12.95	12.95
Highway	39.50	39.50	39.50	39.50	39.50	35.50	35.50	35.50	35.50	35.50
Structures & Grounds	34.80	34.80	34.80	34.80	34.80	33.80	33.80	33.80	34.10	34.10
Solid Waste Enterprise Fund	10.50	10.50	15.10	15.10	15.10	15.10	15.10	15.10	15.75	15.75
Water Pollution Control Enterprise Fund	14.10	14.10	14.10	14.10	14.10	14.10	14.10	14.10	15.15	15.15
Water Supply Enterprise Fund	0.00	0.00	1.00	1.00	1.00	1.00	1.50	1.75	2.90	2.90
<b>Regulatory Services</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>32.40</b>	<b>33.60</b>	<b>35.10</b>
Building & Zoning	11.50	12.50	12.50	12.50	12.50	11.50	12.15	12.50	12.50	13.50
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	6.50	6.50	3.95	4.50	5.20	5.20
Health	8.50	9.50	9.16	9.16	11.65	11.15	11.15	11.40	11.90	12.40
<b>Airport Enterprise Fund</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>25.50</b>
<b>SUBTOTAL GENERAL FUND</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>345.06</b>	<b>344.91</b>	<b>347.91</b>
<b>SUBTOTAL ENTERPRISE FUNDS</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>88.75</b>
<b>TOTAL MUNICIPAL OPERATIONS</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>429.51</b>	<b>433.46</b>	<b>436.66</b>
<b>Schools</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>	<b>809.23</b>
Administration (restated for school consolidation)	12.60	12.60	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Instructional Services	762.14	762.14	774.05	763.16	751.00	686.20	686.20	686.03	638.90	634.60
Health Services	14.00	14.00	14.00	16.50	16.50	16.50	16.50	14.90	14.93	13.93
Transportation	28.00	28.00	24.00	23.00	23.00	21.00	21.00	21.00	24.00	24.00
Food Services	14.00	14.00	15.25	14.38	14.38	13.38	13.38	15.00	13.00	13.00
Athletics	2.00	2.00	2.00	3.00	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	6.60	7.60	7.60	48.46	46.46
Maintenance of Plant	56.50	56.50	62.00	63.50	63.50	51.90	51.90	52.50	59.24	59.24
Network & Technology	8.00	8.00	8.00	8.00	8.00	7.00	7.00	7.00	8.00	9.00
<b>TOTAL ALL DEPARTMENTS</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>1242.54</b>	<b>1248.99</b>	<b>1245.89</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 transferred out of the School Administration section.										

## **FY 2014 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)**

Hyannis Youth and Community Center

Ice Activity

Administration

Operations

Maintenance

Youth Center Activity

Administration

Operations

Maintenance

**RECREATION-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