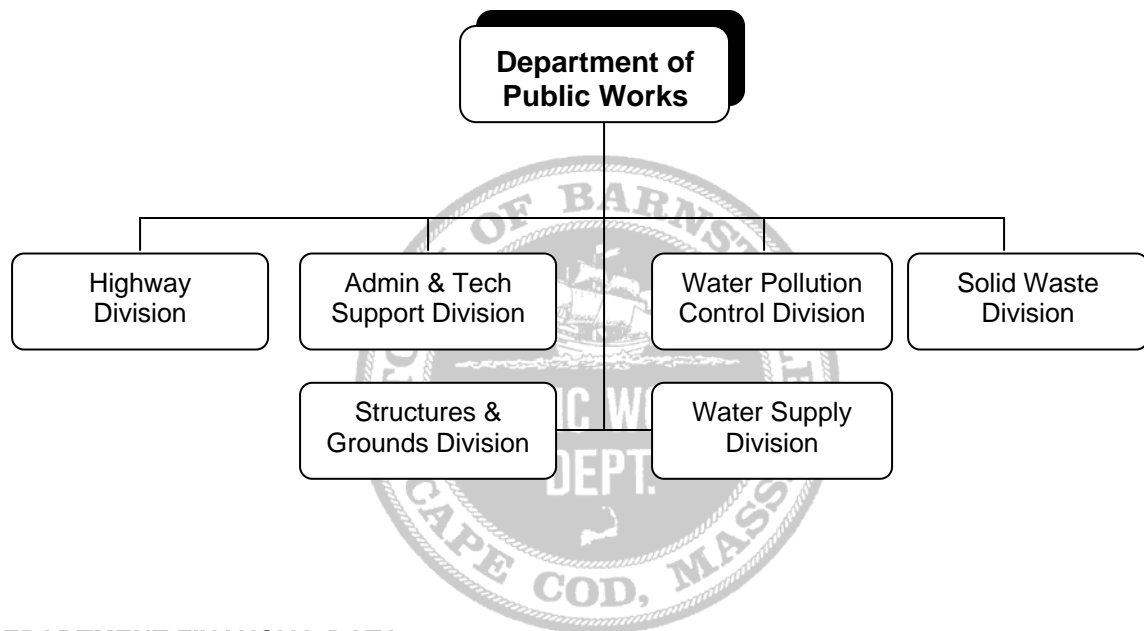
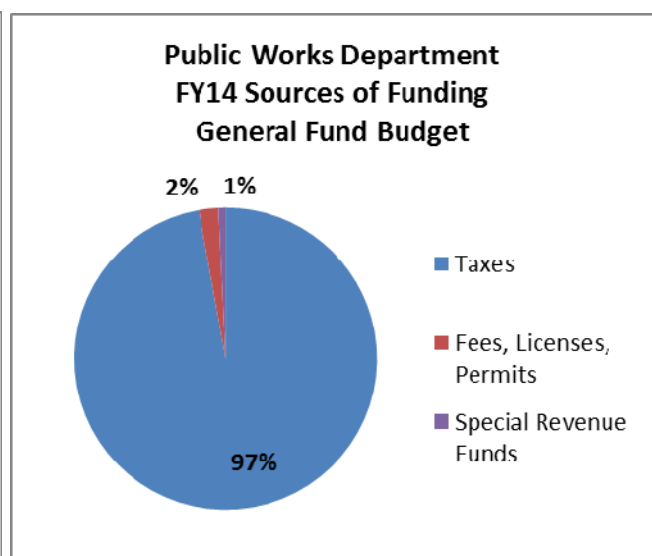
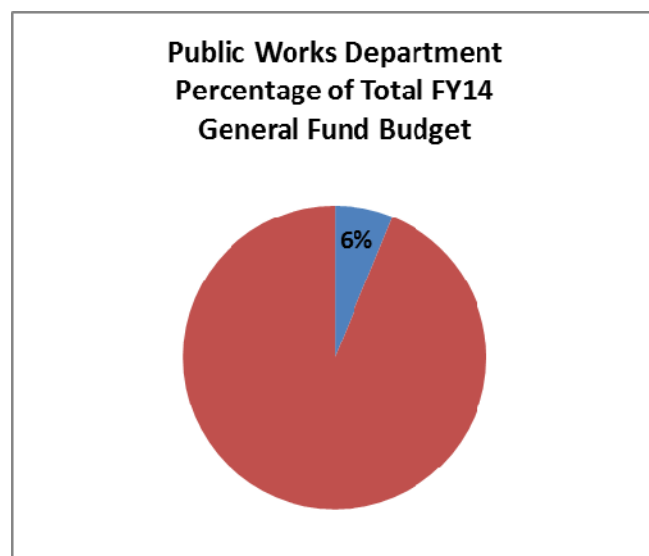


PUBLIC WORKS DEPARTMENT

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



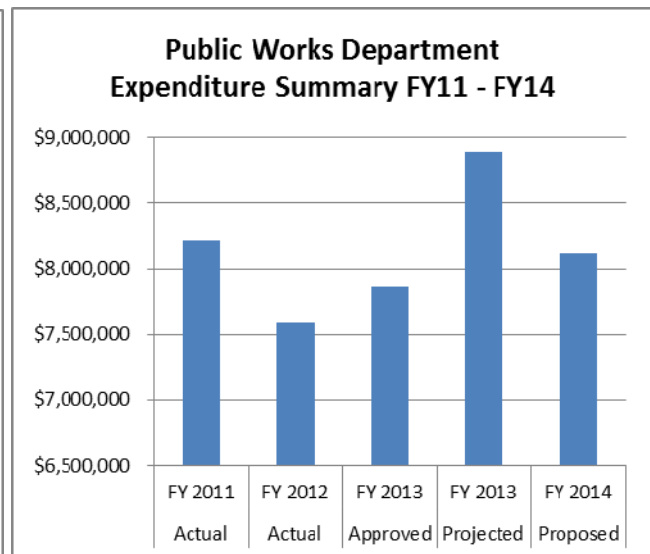
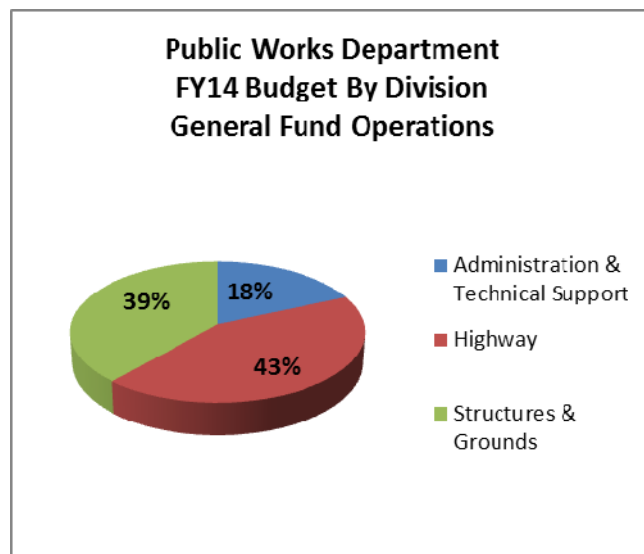
FY 2014 DEPARTMENT FINANCIAL DATA



The Public Works Department represents 6% of the total general fund budget. 97% of the funding for this operation is provided from taxes. \$63,474 of special revenue funds provides about 1% of the funding for the operation. This comes from the Bismore Park and Embarkation Fee special revenue funds.

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

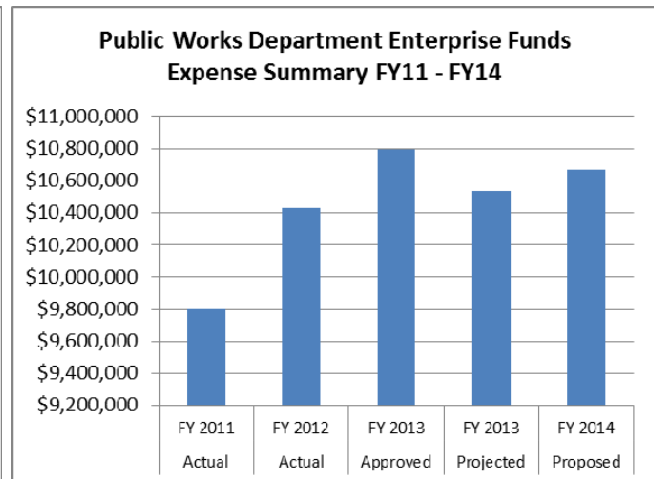
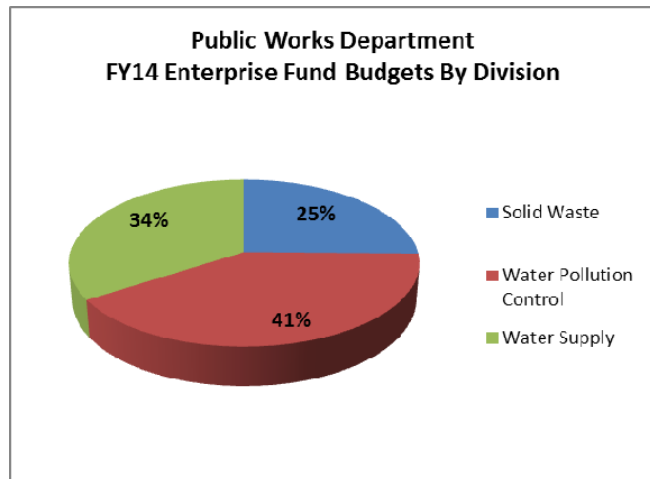
Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 4,713,858	\$ 4,559,745	\$ 4,844,402	\$ 4,758,700	\$ 4,984,193	\$ 139,791	2.89%
Operating Expenses	3,180,926	2,374,553	2,518,550	3,634,000	2,601,355	82,805	3.29%
Capital Outlay	328,421	655,644	501,000	500,000	528,800	27,800	5.55%
Total Expenditures	\$ 8,223,205	\$ 7,589,942	\$ 7,863,952	\$ 8,892,700	\$ 8,114,348	\$ 250,396	3.18%
Permanent full-time equivalent employees	85.30	84.80	82.55		82.55	-	
Sources of Funds							
Taxes	\$ 7,595,860	\$ 6,995,174	\$ 7,652,945	\$ 8,650,193	\$ 7,881,874	\$ 228,929	2.99%
Fees, Licenses, Permits	179,927	212,227	155,000	186,000	169,000	14,000	9.03%
Interest and Other	2,191	220	-	500	-	-	0.00%
Special Revenue Funds	110,131	56,007	56,007	56,007	63,474	7,467	13.33%
Enterprise Funds	335,096	326,314	-	-	-	-	0.00%
Total Sources	\$ 8,223,205	\$ 7,589,942	\$ 7,863,952	\$ 8,892,700	\$ 8,114,348	\$ 250,396	3.18%



The Highway Division is the largest division within the Public Works Department consuming 43% of the total department budget. The proposed budget is 3.2% more than the FY13 approved budget. Actual expenditures in FY11 and FY13 are more than the proposed FY14 budget due to emergency expenditures for snow and ice removal in those years.

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

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 1,979,683	\$ 2,024,509	\$ 2,462,786	\$ 2,315,000	\$ 2,535,729	\$ 72,943	2.96%
Operating Expenses	3,859,912	3,972,590	4,280,537	4,210,000	4,248,299	(32,238)	-0.75%
Capital Outlay	241,712	295,569	285,600	266,000	285,600	-	0.00%
Debt Service	2,751,644	3,118,728	3,012,598	2,990,598	2,854,403	(158,195)	-5.25%
Transfers Out	968,398	1,016,641	753,993	753,993	763,248	9,255	1.23%
Subtotal Operating Budget	9,801,349	10,428,037	10,795,514	10,535,591	10,687,279	(108,235)	-1.00%
Capital Program	13,745,057	7,055,087	2,495,102	2,477,000	3,364,500	869,398	34.84%
Total Budget	23,546,406	17,483,124	13,290,616	13,012,591	14,051,779	761,163	5.73%
Permanent full-time equivalent employees	30.20	30.70	33.80		33.80	-	
Source of Funds							
Intergovernmental Aid	8,858,260	6,685,922	-	-	-	-	0.00%
Fines & Penalties	191,451	146,629	135,000	124,000	125,000	(10,000)	-7.41%
Fees, Licenses, Permits	84,407	186,968	82,500	48,000	47,500	(35,000)	-42.42%
Charges for Services	8,962,046	9,679,822	8,975,600	9,399,000	9,632,910	657,310	7.32%
Interest and Other	566,423	522,224	471,971	556,967	453,500	(18,471)	-3.91%
Trust Funds	2,695,000	-	-	-	-	-	0.00%
Borrowing Authorizations	300,000	2,303,308	2,120,000	2,120,000	2,379,500	259,500	12.24%
Total Sources	21,657,587	21,292,123	11,785,071	12,247,967	12,638,410	853,339	7.24%
Excess (Deficiency) cash basis	(1,888,819)	3,808,999	(1,505,545)	(764,624)	(1,413,369)	\$ 92,176	-6.12%
Adjustment to accrual basis	12,614,417	(1,501,131)	-	3,685,000	-		
Beginning Net Assets	40,120,258	50,845,856	53,153,724	53,153,724	56,074,100		
Ending Net Assets	\$ 50,845,856	\$ 53,153,724	\$ 51,648,179	\$ 56,074,100	\$ 54,660,731		



The Water Pollution Control Division is the largest enterprise fund operation within the Public Works Department representing 41% of the total enterprise fund spending. Operating expenses for the three enterprise fund budgets have grown 8.8% from FY11 to FY14. Most of the increase in costs have been in the personnel category due to contractual pay increases, staffing increase and the rising costs of health insurance.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DEPARTMENT – GENERAL FUND

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 \$385,000; and facility improvements \$116,000. 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 4250,396. Other revenues 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%, to \$2,689,341. 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. \$843,369 of reserves will be used to pay for the capital program as previously approved by the Council \$415,000, 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 revenues will cover the proposed operating budget. No reserves will be used to balance the operating budget. \$200,000 of reserves is used to pay for the FY14 capital program as previously approved by the Town Council.

2014 DEPARTMENT GOALS

Short Term

1. Prepare recommended budget documents for Department of Public Works submission to Town Manager for FY 2015, which includes expense and revenue budgets, mission, goals and accomplishments, and capital improvement projects. (Strategic Plan Priorities: Infrastructure, Finance)
2. Complete all capital improvement projects within three (3) years of their approval and funding. (Strategic Plan Priorities: Infrastructure, Finance)
3. Develop funding program for coastal mitigation improvement projects in accordance with the NPDES Discharge Permit. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and Safety, Infrastructure)
4. Open all main roads to traffic within 8 hours following a snow storm. (Strategic Plan Priorities: Infrastructure, Public Health and Safety)
5. Implement rate studies for all service areas operated by Enterprise Funds. (Strategic Plan Priorities: Environment and Natural Resources, Public Health and safety, Infrastructure, Finance)

Long Term

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

DESCRIPTION OF DECISION PACKAGES

GENERAL FUND

PUBLIC WORKS - ADMINISTRATION

1. Operating Capital for Vehicles/Heavy Equipment

\$630,000 Requested

\$413,700 Recommended

The DPW has approximately 150 pieces of equipment which are replaced with the operating capital budget. This equipment consists of items ranging from front end loaders to trucks to mowing equipment. The existing DPW operating capital budget has remained level funded for the last decade. As needs exceed available funds, replacement of equipment is deferred, resulting in a growing backlog of needs. The current FY2013 request and documented backlog is approximately \$700,000. This request for an increase will not meet all needs but it will stabilize conditions. Unreliable/Older equipment impacts productivity and results in greater costs in manpower and vehicle part expenses.

2. Operating Capital for Mechanical Equipment Repair/Replacement

\$116,000 Requested

\$116,000 Recommended

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

PUBLIC WORKS – HIGHWAY

1. Police Details

\$98,520 Requested
\$20,000 Recommended

Many road maintenance activities cannot be safely done without the assistance of Police Detail Officers – especially given the increase in traffic volumes on area roadways. Police Details are necessary to protect DPW workers and motorists - employees no longer want to risk working on busy roads without Police assistance. Many activities which were formerly done by one detail officer now require two officers due to increased traffic volume. Failure to provide details during work often leads to work being shut down to preserve public safety.

2. Road Striping

\$42,515 Requested
\$20,000 Recommended

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

PUBLIC WORKS – STRUCTURES & GROUNDS

1. Funding for Landscape Maintenance at the HYCC

\$21,345 Requested
\$21,345 Recommended

The Structures & Grounds Division will experience increased labor and materials costs associated with the maintenance and upkeep at the HYCC. The planned maintenance includes facilities grounds and irrigation system.

2. Increase for Employee Safety Equipment

\$7,100 Requested
\$7,100 Recommended

Employee Safety equipment replacement costs have consistently increased over the last 10 years negatively impacting our operating budget. The division's five maintenance programs utilize this line item to purchase safety boots, glasses, ear protection, and foul weather gear. Safety boots are required under union contract at \$250.00 per employee and we are also obligated to supply various other safety items under state and federal law.

3. Increase Overtime (Cemeteries)

\$4,000 Requested
\$4,000 Recommended

The Structures & Grounds Division assumed control of burial operations in February of 1999. When this transition from contracted services to municipal operations occurred, funding mechanisms were added to our operating budget to support the additional work load and equipment requirements to provide this service. Included in this additional funding was \$7,100 in overtime to absorb the added labor costs associated with weekend funeral services. Salaries and wages COLA's have eroded the available funds over the last eight years, negatively impacting other areas of the cemetery program operating budget. Although we collect overtime fees from funeral homes and families to perform weekend burials, the number of overtime hours available to support other grounds activities has decreased making it difficult to maintain base line levels of service.

4. Funding for 725 Main St. Landscape Maintenance

\$12,500 Requested
\$12,500 Recommended

The Structures & Grounds Division will experience increased labor and materials costs associated with the maintenance and upkeep of the 725 Main Street landscape enhancements. The project included a complete redesign of the existing property. The design was implemented by a private contractor. There are currently no funding mechanisms in place to maintain 725 Main Street gardens and turf at the desired level in which they were intended.

5. Cemetery Roads and Highway Repair Line Item**\$10,000 Requested****\$10,000 Recommended**

In FY2010, the Cemeteries operating expense line item for "Street and Highway" was completely cut. The existing roads in the Town cemeteries are well traveled and are in need of repair and maintenance. The repairs to these roads are necessary for the safe access for funerals and the general public.

6. Increased Funding for Expanded Recycling Program**\$48,420 Requested****\$15,000 Recommended**

The Structures & Grounds Divisions has been tasked with expanding a municipal recycling program to the public beaches. The cost of the added program reflects staff and other expenses to accomplish this task.

7. S&G Blish Point Maintenance Plan**\$4,308 Requested****\$4,308 Recommended**

The Structures & Grounds Division is tasked with maintaining the Blish Point boat ramp. The requested increase is in response to the expanded service requests at the facility.

8. Maintenance of New Police Department Addition**\$15,000 Requested****\$15,000 Recommended**

Structures & Grounds has been handed the final as-built drawings of the new 6,700 square foot addition at the Police Department. This addition consists of expanded locker room bathroom facilities for both men and women, a new detective wing, and a roof-top mechanical room consisting of 6 additional air handling units and 6 roof mounted condensing units, along with exhaust fans and all additional electrical controls. The amount requested includes an increase of \$15,000 which will cover the additional time and material spent on maintenance & repair functions throughout the year. The addition constitutes a 16% increase in square footage to a 40,000 square foot structure.

9. Additional Maintenance Funding for Armory Flower Beds**\$1,950 Requested****\$1,950 Recommended**

The Structures & Grounds Division has experienced increased labor and materials costs associated with the maintenance and upkeep of the Armory property. The project included construction of two large flower beds in front of the Armory main entrance, the addition of a privet hedge border, and inclusion of the Town Hall parking lot island located on South Street. All beds need edging and re-mulching on a yearly basis. Annual beds need to be planted, pulled and amended yearly. Perennial beds are dead-headed weekly and cutback every fall. All beds need weekly hand-weeding, watering and herbicide applications. Pesticides are needed for optimum aesthetics. All perennials, annuals, shrubs and trees require a fertilizing program for overall plant health care and prolonged blooming periods. The privet hedge, hydrangeas, and trees need periodic pruning throughout the year. Due to unexpected death and possible vandalism, some plants may need to be replaced or replanted.

ENTERPRISE FUND**PUBLIC WORKS – WATER POLLUTION CONTROL****1. Sludge Disposal Costs****\$60,000 Requested****\$60,000 Recommended**

The disposal of sludge is contracted out to a vendor who hauls 9,000 gallon tanker loads to an off-site facility that further processes the sludge and incinerates it. This service is bid out in three year contracts. The current contract requires an increase in FY 2014 of \$60,000. The cost of sludge disposal is not optional, therefore, the funds must be funded and recovered through user fee increases. The FY 2014 User Fee structure has included this increase and approved FY 2014 user fees will fund this increased expense.

2. Operating Capital for Equipment and Vehicles**\$90,000 Requested****\$90,000 Recommended**

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

control annual maintenance and operating costs. Vehicle replacement is also part of the ongoing maintenance program.

3. Solar Array O&M Costs

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

The Water Pollution Control Division is responsible for the operation and maintenance of the solar array panels at the Hyannis facility. The O&M is planned to be provided through contract services and the amount requested is based on the estimate for needed services.

PUBLIC WORKS – SOLID WASTE

1. Equipment Replacement

\$35,600 Requested
\$35,600 Recommended

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

2. Composting Process

\$14,500 Requested
\$14,500 Recommended

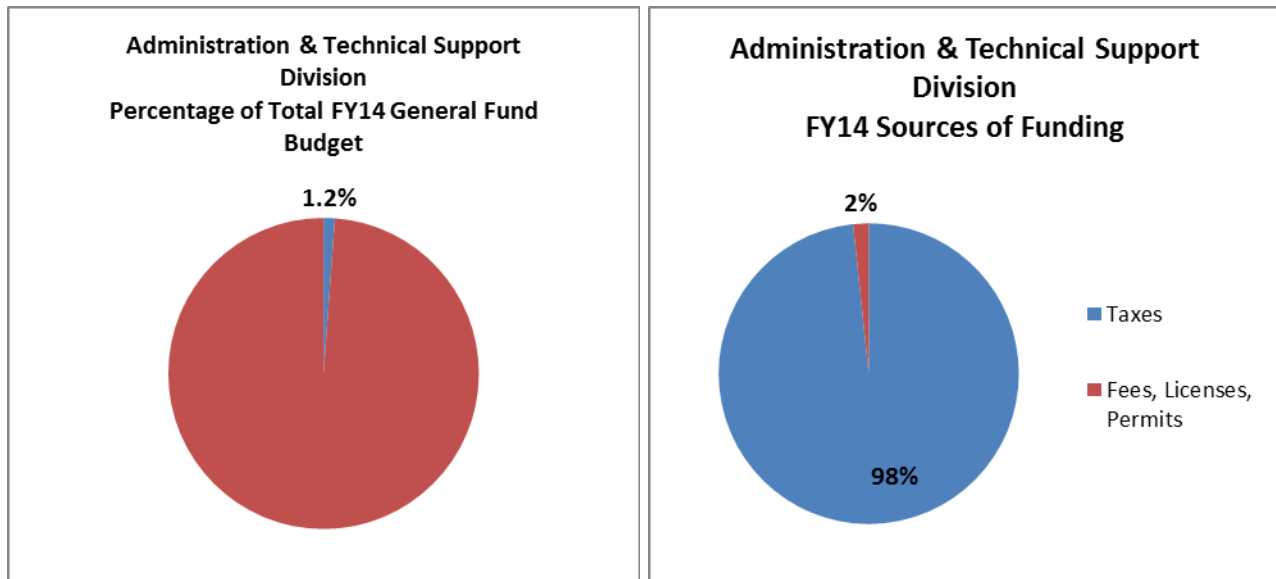
The composting of organic materials such as grass, leaves, and manure creates a usable top soil material. The transfer station and recycling facility has been fully permitted to receive and process these materials. Fees are collected for commercial disposal of grass and leaves, and all manure. These fees generate the revenue to fund the Divisions composting program.

ADMINISTRATION AND TECHNICAL SUPPORT DIVISION

MISSION STATEMENT

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

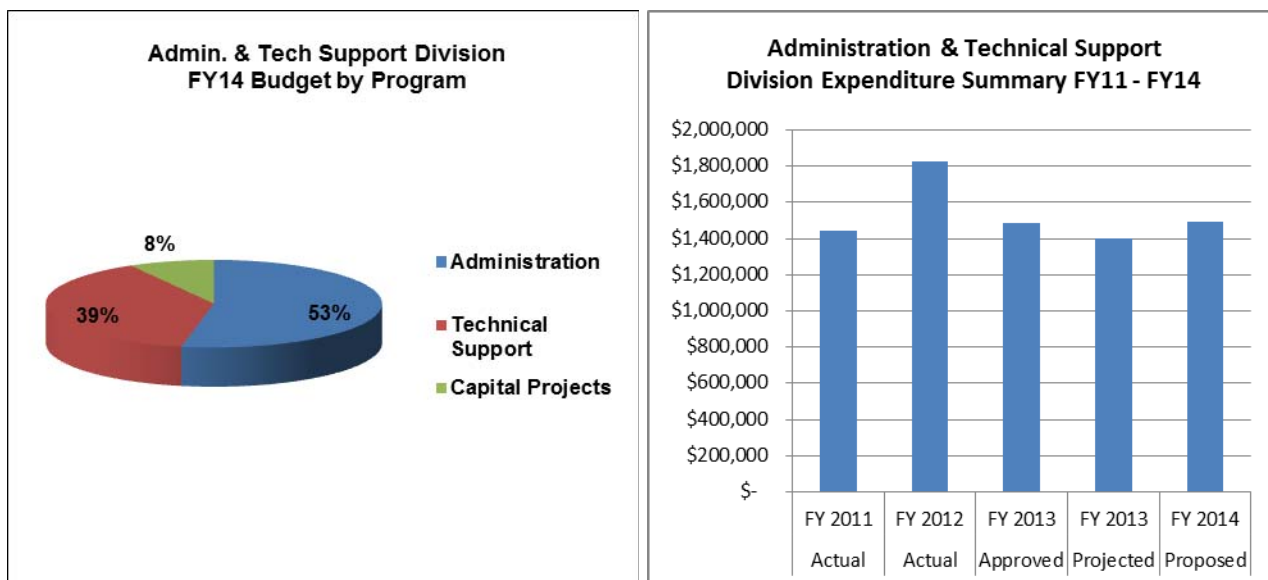
FY 2014 DIVISION FINANCIAL DATA



This Division represents 1.2% of the overall general fund operating budget. 98% of the division's funding is provided from taxes, while fees support the remaining 2%.

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

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 1,030,532	\$ 1,109,233	\$ 930,221	\$ 855,000	\$ 943,908	\$ 13,687	1.47%
Operating Expenses	87,682	64,836	53,336	47,000	46,036	(7,300)	-13.69%
Capital Outlay	328,421	655,644	501,000	500,000	528,800	27,800	5.55%
Total Expenditures	\$ 1,446,635	\$ 1,829,714	\$ 1,484,557	\$ 1,402,000	\$ 1,518,744	\$ 34,187	2.30%
Permanent full-time equivalent employees	16.00	15.50	12.95		12.95	-	
Sources of Funds							
Taxes	\$ 1,158,245	\$ 1,507,139	\$ 1,459,557	\$ 1,365,500	\$ 1,493,744	\$ 34,187	2.34%
Fees, Licenses, Permits	38,632	55,495	25,000	36,000	25,000	-	0.00%
Interest and Other	314	200	-	500	-	-	0.00%
Enterprise Funds	249,444	266,880	-	-	-	-	0.00%
Total Sources	\$ 1,446,635	\$ 1,829,714	\$ 1,484,557	\$ 1,402,000	\$ 1,518,744	\$ 34,187	2.30%



The Administration Program is the largest program within this division comprising 53% of the total budget. This is due to the entire capital outlay for the department being included in this division as it manages the expenditure of these funds. Expenditures have increased \$72,109 since FY11, or 5% over a four year period.

SUMMARY OF SIGNIFICANT DIVISION CHANGES

The FY14 budget is increasing \$34,187 or 2.3%. Personnel cost increases of \$13,687 include all contractual obligations. This increase is offset by a reduction of \$7,300 in operating expenses for cell phone expenditures. This amount has been transferred to the Information Technology Division. Capital outlay is increased by \$27,800 to provide for additional equipment in order to maintain the Route 132 roadside. Tax support will increase \$34,187 to cover the budget increase.

FY 2014 GOALS

Short term

1. Prepare recommended budget documents for Department of Public Works submission to Town Manager for FY 2015, which includes expense and revenue budgets, mission, goals and accomplishments, and capital improvement projects. (Strategic Plan Priorities: Infrastructure, Finance)
2. Coordinate departmental functions in an effort to adhere to organizational policy and procedures. (Strategic Plan Priorities: Infrastructure, Finance, Public Health and Safety, Environment and Natural Resources)
3. Work with divisions to expand project scheduling and budget management to monitor progress toward organizational goals. (Strategic Plan Priorities: Infrastructure, Finance)

Long term

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

PROGRAMS

ADMINISTRATION

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

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW ADMINISTRATION PROGRAM

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 364,593	\$ 388,874	\$ 262,858	\$ 235,000	\$ 257,332	\$ (5,526)	-2.10%
Operating Expenses	68,730	34,596	22,500	20,000	20,200	(2,300)	-10.22%
Capital Outlay	328,421	655,644	501,000	500,000	528,800	27,800	5.55%
Total Expenditures	\$ 761,744	\$ 1,079,114	\$ 786,358	\$ 755,000	\$ 806,332	\$ 19,974	2.54%
Permanent full-time equivalent employees	5.50	5.00	3.70		3.70	-	
Sources of Funds							
Taxes	\$ 611,914	\$ 927,692	\$ 786,358	\$ 755,000	\$ 806,332	\$ 19,974	2.54%
Enterprise Funds	149,830	151,422	-	-	-	-	0.00%
Total Sources	\$ 761,744	\$ 1,079,114	\$ 786,358	\$ 755,000	\$ 806,332	\$ 19,974	2.54%

TECHNICAL SUPPORT PROGRAM

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

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW TECHNICAL SUPPORT PROGRAM

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 461,624	\$ 464,923	\$ 551,712	\$ 510,000	\$ 566,927	\$ 15,215	2.76%
Operating Expenses	15,817	25,136	23,305	20,000	20,305	(3,000)	-12.87%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 477,441	\$ 490,059	\$ 575,017	\$ 530,000	\$ 587,232	\$ 12,215	2.12%
Permanent full-time equivalent employees	7.05	7.05	7.65		7.65	-	
Sources of Funds							
Taxes	\$ 338,880	\$ 318,906	\$ 550,017	\$ 493,500	\$ 562,232	\$ 12,215	2.22%
Fees, Licenses, Permits	38,632	55,495	25,000	36,000	25,000	-	0.00%
Interest and Other	314	200	-	500	-	-	0.00%
Enterprise Funds	99,614	115,458	-	-	-	-	0.00%
Total Sources	\$ 477,441	\$ 490,059	\$ 575,017	\$ 530,000	\$ 587,232	\$ 12,215	2.12%

CAPITAL PROJECTS PROGRAM

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

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW CAPITAL PROJECTS PROGRAM

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 204,316	\$ 255,437	\$ 115,651	\$ 110,000	\$ 119,649	\$ 3,998	3.46%
Operating Expenses	3,136	5,103	7,531	7,000	5,531	(2,000)	-26.56%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 207,451	\$ 260,540	\$ 123,182	\$ 117,000	\$ 125,180	\$ 1,998	1.62%
 Permanent full-time equivalent employees	 3.45	 3.45	 1.60		 1.60	 -	
Sources of Funds							
Taxes	\$ 207,451	\$ 260,540	\$ 123,182	\$ 117,000	\$ 125,180	\$ 1,998	1.62%
Total Sources	\$ 207,451	\$ 260,540	\$ 123,182	\$ 117,000	\$ 125,180	\$ 1,998	1.62%

FY 2012-2013 MAJOR ACCOMPLISHMENTS

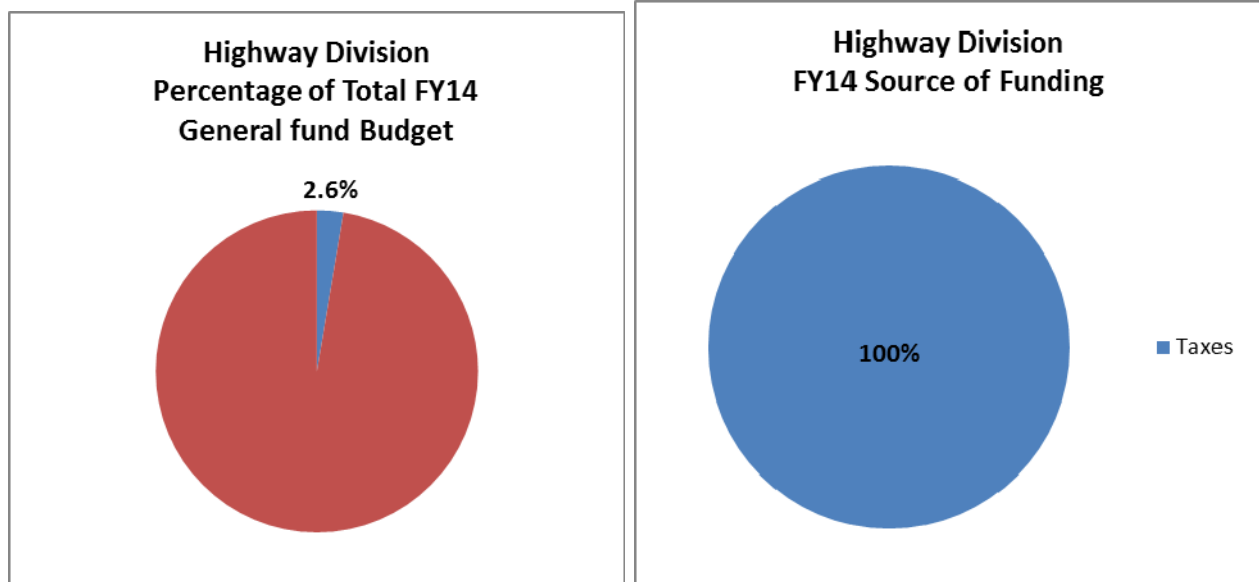
1. Applied for and received grant funds to dredge Barnstable Inner Harbor for State of Massachusetts.
2. Completed design and secured permits for the dredging of Barnstable Inner Harbor and for the disposal of dredge material from Barnstable Inner Harbor.
3. Awarded the bid for, and commenced, dredging of Barnstable Inner Harbor.
4. Continued renovations to West Barnstable and Centerville Community Buildings.
5. Assisted the Army Corps of Engineers in design, permitting and bidding of the Stewart's Creek culvert project.
6. Completed the resurfacing of Phinney's Lane from Rte 132 to Rte 28.
7. Completed the design and bid documents for Phinney's Lane south of Rte 28 to Main Street, Centerville.

HIGHWAY DIVISION

MISSION STATEMENT

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

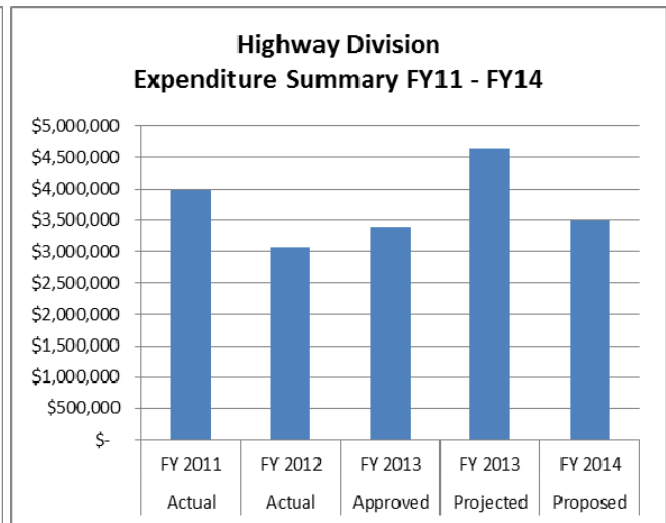
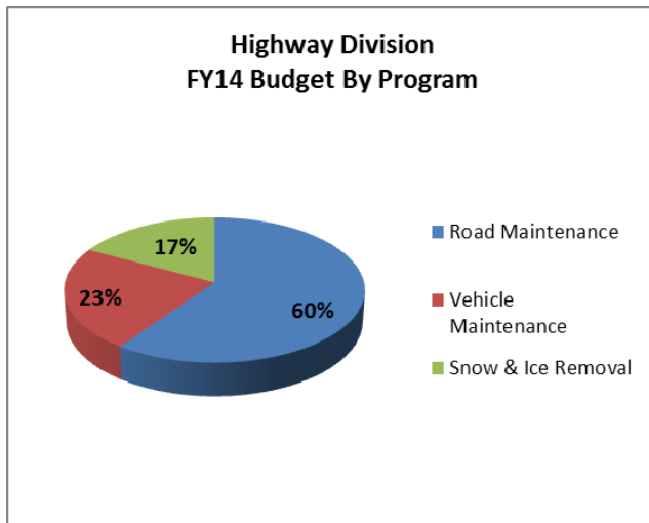
FY 2014 DIVISION FINANCIAL DATA



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

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES HIGHWAY DIVISION

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 1,932,341	\$ 1,778,313	\$ 1,984,790	\$ 2,078,700	\$ 2,025,468	\$ 40,678	2.05%
Operating Expenses	2,042,804	1,292,914	1,405,667	2,567,000	1,439,817	34,150	2.43%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 3,975,145	\$ 3,071,227	\$ 3,390,457	\$ 4,645,700	\$ 3,465,285	\$ 74,828	2.21%
Permanent full-time equivalent employees	35.50	35.50	35.50		35.50	-	
Sources of Funds							
Taxes	\$ 3,908,522	\$ 3,030,620	\$ 3,390,457	\$ 4,645,700	\$ 3,465,285	\$ 74,828	2.21%
Enterprise Funds	66,623	40,607	-	-	-	-	0.00%
Total Sources	\$ 3,975,145	\$ 3,071,227	\$ 3,390,457	\$ 4,645,700	\$ 3,465,285	\$ 74,828	2.21%



The Road Maintenance Program is the largest program within the division. Expenditures in FY11 and FY13 are more than the FY14 proposed budget as they include extraordinary snow and ice removal costs. The snow & ice program budget is level funded at \$600,000 for FY14.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

The FY14 budget is increasing \$74,828, or 2.2%. Personnel costs are increasing \$40,678. This includes all contractual obligations. There are no proposed staffing changes for FY14. Operating expenses are increasing \$34,150 as additional funds are provided for line painting and police details.

FY 2014 GOALS

Short Term

1. Prepare four miles of roads for resurfacing/chip sealing and 15 miles for crack-sealing. (Strategic Plan: Infrastructure)
2. Open all primary roads to traffic within 8 hours following a snowstorm. (Strategic Plan: Infrastructure, Public Health and Safety)
3. Continue with sidewalk repair program town-wide, contingent on funding. (Strategic Plan; Infrastructure)
4. Continue a cooperative effort with Engineering in the implementation of the public roads management program. (Strategic plan Infrastructure, Public Health and Safety)

Long Term

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

PROGRAMS

ROADWAY MAINTENANCE PROGRAM

Program Description. The roadway maintenance program is responsible for 250 miles of town roads, 70 miles of town sidewalks, 4 miles of bike paths, 74 town parking lots, 6 bridges and over 4,000 drainage systems on town roads. It also performs emergency repairs to 200 miles of private roads, sweeps town roads and private roads on a emergency basis, grades 91 gravel roads, removes brush and mows 144 lane miles of town road shoulders, and removes litter from 250 miles of town roads. In addition, the division maintains over 8,000 regulatory and non-regulatory signs on town roads and street signs on private roads, maintains and repairs 1000' guardrails on town roads, and provides pavement marking on town primary roads and parking lots. The Forestry section plants approximately 25 new trees per year and maintains and waters 100 trees per week during the summer months. The bridge crew operates the drawbridge and the courier moves interdepartmental mail, as well as picking up dead animals. The crews are supported by a small office staff which answers the telephone, dispatches, and deals with administrative matters and equipment procurement for the DPW. The Roadway Maintenance program focuses on our goal of infrastructure maintenance, deals expeditiously with daily complaints, strives to complete the preparations necessary for the following year's roadway resurfacing program and, increasingly, accomplishes construction projects such as drainage improvements. During winter storms, everyone works to keep our roadways passable.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES ROADWAY MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 1,332,476	\$ 1,294,578	\$ 1,437,859	\$ 1,390,000	\$ 1,536,005	\$ 98,146	6.83%
Operating Expenses	404,523	424,651	490,164	485,000	524,314	34,150	6.97%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 1,737,000	\$ 1,719,229	\$ 1,928,023	\$ 1,875,000	\$ 2,060,319	\$ 132,296	6.86%
Permanent full-time equivalent employees	28.20	28.20	28.20		27.20	(1.00)	
Sources of Funds							
Taxes	\$ 1,737,000	\$ 1,719,229	\$ 1,928,023	\$ 1,875,000	\$ 2,060,319	\$ 132,296	6.86%
Total Sources	\$ 1,737,000	\$ 1,719,229	\$ 1,928,023	\$ 1,875,000	\$ 2,060,319	\$ 132,296	6.86%

EQUIPMENT SUPPORT PROGRAM

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

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES EQUIPMENT SUPPORT PROGRAM

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 399,163	\$ 412,011	\$ 466,931	\$ 410,000	\$ 409,463	\$ (57,468)	-12.31%
Operating Expenses	320,449	412,387	395,503	390,000	395,503	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 719,613	\$ 824,398	\$ 862,434	\$ 800,000	\$ 804,966	\$ (57,468)	-6.66%
Permanent full-time equivalent employees	7.30	7.30	7.30		8.30	1.00	
Sources of Funds							
Taxes	\$ 652,990	\$ 783,791	\$ 862,434	\$ 800,000	\$ 804,966	\$ (57,468)	-6.66%
Enterprise Funds	66,623	40,607	-	-	-	-	0.00%
Total Sources	\$ 719,613	\$ 824,398	\$ 862,434	\$ 800,000	\$ 804,966	\$ (57,468)	-6.66%

SNOW & ICE REMOVAL PROGRAM

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

SUMMARY OF PROGRAM AND FUNDING SOURCES SNOW & ICE REMOVAL PROGRAM

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 200,701	\$ 71,724	\$ 80,000	\$ 278,700	\$ 80,000	\$ -	0.00%
Operating Expenses	1,317,832	455,876	520,000	1,692,000	520,000	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 1,518,532	\$ 527,600	\$ 600,000	\$ 1,970,700	\$ 600,000	\$ -	0.00%
Sources of Funds							
Taxes	\$ 1,518,532	\$ 527,600	\$ 600,000	\$ 1,970,700	\$ 600,000	\$ -	0.00%
Total Sources	\$ 1,518,532	\$ 527,600	\$ 600,000	\$ 1,970,700	\$ 600,000	\$ -	0.00%

FY 2012-2013 MAJOR ACCOMPLISHMENTS

1. The Division received and responded to over 1,973 unscheduled work requests from citizens.
2. Cleaned over 1,488 catch basins.
3. Conducted crack sealing operations on 7 miles of town roads throughout town to help preserve roadways.
4. Swept over 483 miles of roads and 57 parking lots.
5. Mowed 312 miles of road shoulders and picked up litter on 372 miles.
6. Maintained 110 traffic/school lights.
7. Installed 7 new drainage systems.
8. Repainted 118 stop bars, 19 crosswalks.
9. Repainted 24 miles of fog lines Town-wide.
10. Repainted 190 miles of center lines town-wide.
11. Opened the West Bay Draw Bridge 2,070 times for boat traffic.
12. Maintained pieces of equipment over 588 times.
13. Maintained 52 pieces of snow and ice equipment.
14. With the help of staff from many other divisions and departments, roadways were cleared of snow and ice.
15. Provided traffic control, fencing, sweeping, signs and decorations for many parades and festivities including Fourth of July, Village Festivals, Fathers Day Car Show and the Pops by the Sea Concert.

16. Chip sealed 4.45 miles of town roadways.
17. Paved 3 miles of town roadways.
18. Continued with rebuilding of Marsh Trail on Sandy Neck.
19. Removed 40 hazardous trees town wide.
20. With the help and cooperation of staff from other divisions and departments, Highway was able to respond to keeping the roads open from storm debris during and the aftermath of Hurricane Sandy, and the October 2012 Nor-Easter.

PERFORMANCE MEASUREMENTS

Division Name	Division Goal			
Highway	The goal of the Highway Department is to protect, maintain and improve the Town's roadway system, parking facilities and drainage facilities in a manner which maximizes useful life, improves traffic flow, and enhances both pedestrian and vehicular safety.			
Program Name	Program Goal			Program Outcome Measure
Roadway Maintenance	The goal of the roadway maintenance program is to provide infrastructure maintenance, daily complaint resolution and prepare for roadway resurfacing and reconstruction services in order to maintain the roads in satisfactory condition.			72% of roads are maintained in satisfactory condition
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost of Productivity (Efficiency)	Service Quality (Effectiveness)
Roadway Maintenance	\$1,907,827	221.33 lineal miles	\$8,619.83 per lineal mile maintained	2 days average to respond to complaints
Roadway Swept	\$73,241	395 lineal miles	\$185.42 per lineal mile swept	100% of roads cleaned once
Catch Basin Cleaning	\$38,075	4,100 of catch basins cleaned	\$10.05 per catch basin cleaned	52% of catch basins cleaned annually
Traffic Signage	\$43,925	8,750 signs	\$5.02 per traffic sign	95% of traffic signs usable
Emergency response	\$668,893	19 events responded to	\$35,204.89 per event responded to	Roadways are maintained to be passable ASAP
Program Name	Program Goal			Program Outcome Measure
Equipment Support	The goal of the equipment support program is to provide a level of routine and emergency repairs to certain town vehicles and equipment that maximizes their useful life and operating time and minimizes down			96% of vehicles operational
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost of Productivity (Efficiency)	Service Quality (Effectiveness)
Vehicle Repairs	\$143,827	486 vehicles repaired	\$295.94 per vehicle repaired	95% of vehicle repairs on schedule
Traffic Signals	\$7,241	62 traffic signal repairs	\$116.79 per traffic signal repaired	98% of traffic signals repaired on schedule
Drawbridge	\$33,916	2,637 openings	\$12.86 per bridge opening	98% of time drawbridge is operable
Fuel Depot	\$158,973	86,573 gallons pumped	\$1.84 per gallon pumped	100% of gallons accounted for
Explanatory Data Unit cost is actual cost - not budget				



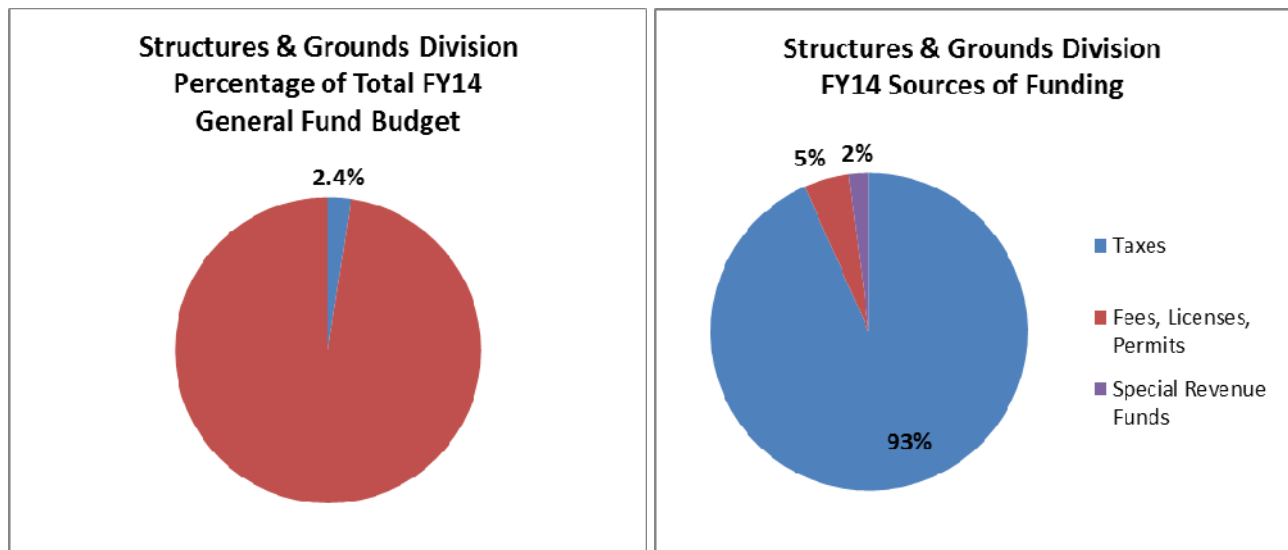
STRUCTURES AND GROUNDS DIVISION



MISSION STATEMENT

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

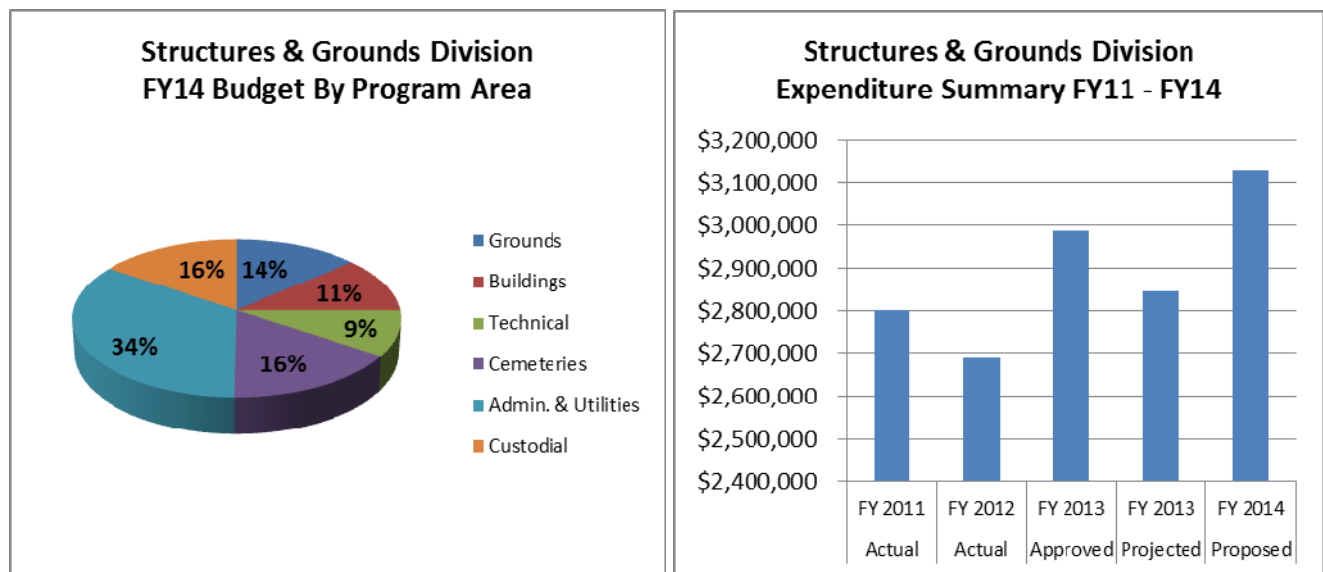
FY 2014 DIVISION FINANCIAL DATA



The Structures & Grounds Division represents 2.4% of the total general fund operating budget. 93% of this Division's funding is provided from taxes. 5% of the funding comes from fees which are primarily concentrated within the cemetery program and the special revenue funding is provided from the Bismore Park and Embarkation Fee special revenue funds.

SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES STRUCTURES AND GROUNDS DIVISION

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 1,750,985	\$ 1,672,198	\$ 1,929,391	\$ 1,825,000	\$ 2,014,817	\$ 85,426	4.43%
Operating Expenses	1,050,439	1,016,803	1,059,547	1,020,000	1,115,502	55,955	5.28%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 2,801,425	\$ 2,689,002	\$ 2,988,938	\$ 2,845,000	\$ 3,130,319	\$141,381	4.73%
Permanent full-time equivalent employees	33.80	33.80	34.10		34.10	-	
Sources of Funds							
Taxes	\$ 2,529,093	\$ 2,457,416	\$ 2,802,931	\$ 2,638,993	\$ 2,922,845	\$119,914	4.28%
Fees, Licenses, Permits	141,295	156,732	130,000	150,000	144,000	14,000	10.77%
Interest and Other	1,877	20	-	-	-	-	0.00%
Special Revenue Funds	110,131	56,007	56,007	56,007	63,474	7,467	13.33%
Enterprise Funds	19,029	18,827	-	-	-	-	0.00%
Total Sources	\$ 2,801,425	\$ 2,689,002	\$ 2,988,938	\$ 2,845,000	\$ 3,130,319	\$141,381	4.73%



The Administration Program is the largest program area within the division. This is due to the utility budgets being included in this program area. Expenditures have increased from \$2,801,425 in FY11, to \$3,130,319 in FY14. Most of the increase has been in the personnel area due to contractual obligations.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR DIVISION

The Structure & Grounds Division budget is increasing \$141,381 for FY14, or 4.7%. Personnel costs are increasing \$85,426 to cover contractual obligations as well as additional funds for overtime and seasonal employees. Additional funds are provided to improve grounds and facility maintenance. Operating expenses are increasing \$55,955. The increase includes funds for grounds and facility maintenance. \$24,700 of the increase is to cover the utilities and maintenance costs for the former Marstons Mills Elementary School, which was declared surplus by the School Department and is now under the Structures & Grounds division's care. Taxes support will increase \$119,914 and other sources of funding will increase \$21,467 to cover the budget increase.

FY 2014 GOALS

Short Term

1. Continued interior and exterior restoration projects at various village Community Buildings. (Strategic Plan: Environment and Natural Resources, Infrastructure)

2. Implement facilities preservation and rehabilitation program through various funding sources. (Strategic Plan: Environment and Natural Resources, Infrastructure, Public Health and Safety, Finance)
3. Complete 10% of identified maintenance improvements to Town Ways to Water inventory. (Strategic Plan: Environment and Natural Resources, Infrastructure)

Long Term

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

PROGRAMS

ADMINISTRATION PROGRAM

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

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

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 290,614	\$ 267,235	\$ 322,472	\$ 300,000	\$ 314,123	\$ (8,349)	-2.59%
Operating Expenses	732,764	610,738	742,538	710,000	760,663	18,125	2.44%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 1,023,379	\$ 877,973	\$ 1,065,010	\$ 1,010,000	\$ 1,074,786	\$ 9,776	0.92%
Permanent full-time equivalent employees	5.00	5.00	5.10		5.10	-	
Sources of Funds							
Taxes	\$ 1,023,379	\$ 877,973	\$ 1,065,010	\$ 1,010,000	\$ 1,074,786	\$ 9,776	0.92%
Total Sources	\$ 1,023,379	\$ 877,973	\$ 1,065,010	\$ 1,010,000	\$ 1,074,786	\$ 9,776	0.92%

GROUNDS MAINTENANCE PROGRAM

Program Description. The grounds maintenance program provides maintenance, beautification, and improvements for 52 acres of municipal grounds. This includes 12 parks, 49 traffic islands, 29 memorial islands, 21 facilities grounds, 3 playgrounds, 6 ball fields, 4 tennis courts, 43 ways to water, and 17 beaches. It includes administration of the Town's Adopt-A-Spot program for 47 locations, support to the Conservation Department with conservation land maintenance, support to the Recreation Department with beach raking and building maintenance and support to the Engineering Division with landscaping tasks on specific projects. It also provides support for the division's marina and building maintenance programs and assists the Highway Division with snow and ice control. This program also includes tree care, planting, flowerbeds maintenance, and management of a 20'X48' greenhouse.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW GROUNDS MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 299,280	\$ 305,155	\$ 327,503	\$ 310,000	\$ 355,056	\$ 27,553	8.41%
Operating Expenses	51,767	64,677	50,803	50,000	70,033	19,230	37.85%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 351,047	\$ 369,833	\$ 378,306	\$ 360,000	\$ 425,089	\$ 46,783	12.37%
Permanent full-time equivalent employees	5.00	5.00	5.00		5.00	-	
Sources of Funds							
Taxes	\$ 240,916	\$ 313,826	\$ 322,299	\$ 303,993	\$ 361,615	\$ 39,316	12.20%
Special Revenue Funds	110,131	56,007	56,007	56,007	63,474	7,467	13.33%
Total Sources	\$ 351,047	\$ 369,833	\$ 378,306	\$ 360,000	\$ 425,089	\$ 46,783	12.37%

BUILDING MAINTENANCE PROGRAM

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

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW BUILDING MAINTENANCE PROGRAM

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 247,532	\$ 181,703	\$ 266,862	\$ 240,000	\$ 278,071	\$ 11,209	4.20%
Operating Expenses	89,390	135,975	79,400	79,000	80,450	1,050	1.32%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 336,922	\$ 317,679	\$ 346,262	\$ 319,000	\$ 358,521	\$ 12,259	3.54%
Permanent full-time equivalent employees	5.00	5.00	5.00		5.00	-	
Sources of Funds							
Taxes	\$ 316,016	\$ 298,832	\$ 346,262	\$ 319,000	\$ 358,521	\$ 12,259	3.54%
Interest and Other	1,877	20	-	-	-	-	0.00%
Enterprise Funds	19,029	18,827	-	-	-	-	0.00%
Total Sources	\$ 336,922	\$ 317,679	\$ 346,262	\$ 319,000	\$ 358,521	\$ 12,259	3.54%

CUSTODIAL PROGRAM

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

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW CUSTODIAL PROGRAM

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 378,400	\$ 315,791	\$ 351,315	\$ 345,000	\$ 382,976	\$ 31,661	9.01%
Operating Expenses	101,144	102,169	103,150	100,000	101,050	(2,100)	-2.04%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 479,544	\$ 417,961	\$ 454,465	\$ 445,000	\$ 484,026	\$ 29,561	6.50%
Permanent full-time equivalent employees	7.00	7.00	7.00		7.00	-	
Sources of Funds							
Taxes	\$ 479,544	\$ 417,961	\$ 454,465	\$ 445,000	\$ 484,026	\$ 29,561	6.50%
Total Sources	\$ 479,544	\$ 417,961	\$ 454,465	\$ 445,000	\$ 484,026	\$ 29,561	6.50%

TECHNICAL PROGRAM

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

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW TECHNICAL PROGRAM

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 170,365	\$ 201,766	\$ 226,168	\$ 200,000	\$ 232,525	\$ 6,357	2.81%
Operating Expenses	47,515	70,422	51,945	50,000	59,195	7,250	13.96%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 217,880	\$ 272,188	\$ 278,113	\$ 250,000	\$ 291,720	\$ 13,607	4.89%
Permanent full-time equivalent employees	3.80	3.80	4.00		4.00	-	
Sources of Funds							
Taxes	\$ 217,880	\$ 272,188	\$ 278,113	\$ 250,000	\$ 291,720	\$ 13,607	4.89%
Total Sources	\$ 217,880	\$ 272,188	\$ 278,113	\$ 250,000	\$ 291,720	\$ 13,607	4.89%

CEMETERIES PROGRAM

Program Description. The cemetery maintenance program provides maintenance, beautification, and improvements for 81 acres of municipal cemetery grounds. This program includes full responsibility for the operation, maintenance and care of 14 town cemeteries, office building and maintenance garage. The section provides preventive maintenance and repair of all grounds and interment services equipment. It provides scheduling, coordination and supervision of funeral services and interment excavation services for approximately 225 burials annually; installation of burial vaults, monument foundations, and marker setting. Maintains accurate records systems data base, cemetery lot mapping, and lot sales support; restores ancient headstones as time and resources permit, and expansion of raw land for future lot development. Additionally, it provides support to the Highway Division with snow/ice control.

SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES DPW CEMETERIES PROGRAM

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 364,794	\$ 400,547	\$ 435,071	\$ 430,000	\$ 452,066	\$ 16,995	3.91%
Operating Expenses	27,860	32,822	31,711	31,000	44,111	12,400	39.10%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 392,654	\$ 433,369	\$ 466,782	\$ 461,000	\$ 496,177	\$ 29,395	6.30%
Permanent full-time equivalent employees	8.00	8.00	8.00		8.00	-	
Sources of Funds							
Taxes	\$ 251,359	\$ 276,637	\$ 336,782	\$ 311,000	\$ 352,177	\$ 15,395	4.57%
Fees, Licenses, Permits	141,295	156,732	130,000	150,000	144,000	14,000	10.77%
Total Sources	\$ 392,654	\$ 433,369	\$ 466,782	\$ 461,000	\$ 496,177	\$ 29,395	6.30%

FY 2012/2013 MAJOR ACCOMPLISHMENTS

- Completed 73 phone service and hardware relocation work orders.
- Completed 198 HVAC related service calls and equipment upgrade work orders.
- Completed 278 building maintenance and repair work orders.
- Completed 265 electrical related service and repair work orders.
- Completed 182 plumbing related service work orders.
- Completed 156 custodial related service work orders.
- Completed 238 locksmith related service work orders.
- Completed 434 grounds related landscape improvement projects.
- Completed Phase 1 of the Town Clerk's office space renovation.
- Installed two electronic vehicle charging stations (Town Hall & North Street parking lots).
- Completed exterior improvements to the Race Lane Horse Farm including: new siding, trim, gutters and downspouts.
- Implemented facilities recycling program for paper and cardboard products.
- Replaced Kalmus Beach pavilion structural members and framing.
- Continued organic land care program for all Town properties.
- Completed red cedar roof installation - Old Selectman's Building W. Barnstable.
- Completed wireless upgrade of 7 fire alarms and 10 security alarms.
- Provided grounds maintenance support for the HYCC facility.

PERFORMANCE MEASURES

Division Name		Division Goal
Structures and Grounds		The goal of the Structures and Grounds Division is to manage the Town's Facilities and other community resources in a manner that maximizes safety, useful life and utility and enhances the Town's unique environmental and aesthetic qualities.
Program Name	Program Goal	Program Outcome Measures
Grounds and Cemeteries	The goal of the grounds and cemetery program is to provide maintenance and improvements for parks, traffic islands, playgrounds, ball fields, tennis courts, ways to water, beaches and cemeteries to ensure their satisfactory access and condition.	90 % of days Town's grounds are operable

Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Parks/playgrounds/ball fields/ traffic islands	\$ 407,500	52 acres maintained	\$ 7,837 per acre maintained	95% of parks, playgrounds, ball fields and traffic islands in satisfactory conditions.
Beaches	\$ 17,250	17 beaches maintained	\$1,105 per beach	90 % of users rate beaches clean and safe
Tennis Courts	\$2,000	4 tennis courts maintained	\$500 per tennis court	100 % of tennis courts useable during season
Ways to Water	\$17,644	43 of 94 ways to water maintained	\$802 per way to water	90 % of the ways to water are useable during season
Cemeteries	\$504,528	81 acres of cemeteries maintained	\$6,228 per acre maintained	95 % of customers rate services as good to excellent

Structures and Grounds		The goal of the Structures and Grounds Division is to manage the Town's Facilities and other community resources in a manner that maximizes safety, useful life and utility and enhances the Town's unique environmental and aesthetic qualities.		
Program Name		Division Goal		Program Outcome Measures
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost / Productivity (Efficiency)	Service Quality (Effectiveness)
Facilities Maintenance / Carpentry Program	\$385,046	216,718 sq ft of Facilities Maintained	Average Cost per sq ft \$1.77	516 requests for service completed
Custodial Program	\$443,642	216,718 sq ft of Facilities Maintained	Average Cost per sq ft \$ 2.04	12 Facilities maintained to acceptable standards
Technical Program	\$274,397	216,718 sq ft of Facilities Maintained	Average Cost per sq ft \$1.26	645 requests for service completed
Administration/Utility Program	\$1,083,527	216,718 sq ft of Facilities Maintained	Average Cost per sq ft \$ 4.99	Provided Administrative Support for 6 program area

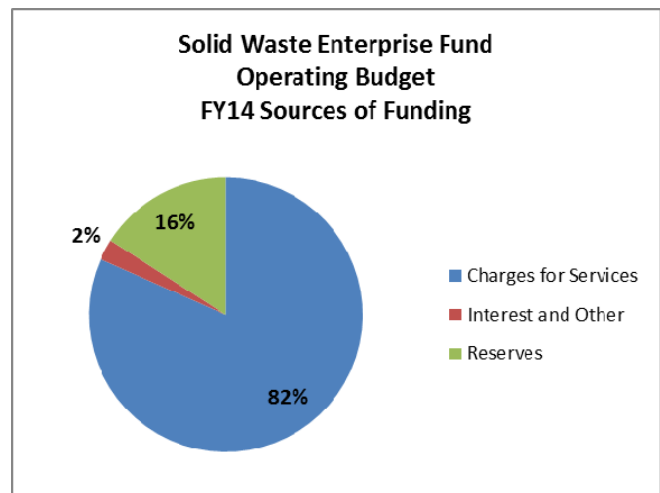
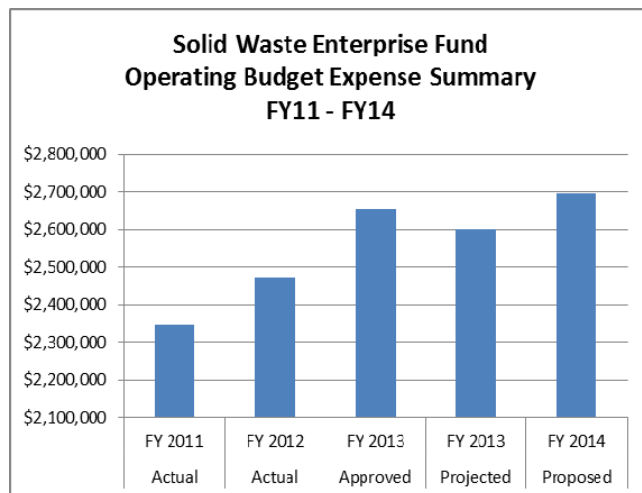
SOLID WASTE DIVISION (Enterprise Fund)



MISSION STATEMENT

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

FY 2014 DIVISION FINANCIAL DATA



The Solid Waste Enterprise Fund operating expenses have increased from \$2,347,115 in FY11 to \$2,696,341 in FY14, or 14.9% over the four year period. Reserves will fund 16% of the operating budget. Most of this is used to pay the debt service on the capping of the landfill. The other 84% of the budget is financed from the estimated FY14 user charges and investment income.

SUMMARY OF DIVISION EXPENSES AND FUNDING SOURCES DPW SOLID WASTE DIVISION

Expense Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 891,967	\$ 994,222	\$ 1,090,475	\$ 1,055,000	\$ 1,138,971	\$ 48,496	4.45%
Operating Expenses	692,540	733,851	854,886	835,000	853,996	(890)	-0.10%
Capital Outlay	1,944	1,944	35,600	35,000	35,600	-	0.00%
Debt Service	415,465	398,710	405,598	405,598	401,403	(4,195)	-1.03%
Transfers Out	345,199	344,094	270,195	270,195	266,371	(3,824)	-1.42%
Subtotal Operating Budget	2,347,115	2,472,821	2,656,754	2,600,793	2,696,341	39,587	1.49%
Capital Program	46,753	2,459	-	-	415,000	415,000	0.00%
Total Expenses	2,393,868	2,475,280	2,656,754	2,600,793	3,111,341	454,587	17.11%
Permanent full-time equivalent employees	15.10	15.10	15.75		15.75	-	
Sources of Funds							
Charges for Services	2,086,779	2,185,650	2,138,500	2,099,000	2,201,472	62,972	2.94%
Interest and Other	118,946	81,017	82,000	81,500	66,500	(15,500)	-18.90%
Total Sources	2,205,725	2,266,667	2,220,500	2,180,500	2,267,972	47,472	2.14%
Excess (Deficiency) cash basis	(188,143)	(208,613)	(436,254)	(420,293)	(843,369)	\$ (407,115)	93.32%
Adjustment to accrual basis	265,677	189,806	-	185,000	-		
Beginning Net Assets	4,147,672	4,225,206	4,206,399	4,206,399	3,971,106		
Ending Net Assets	\$ 4,225,206	\$ 4,206,399	\$ 3,770,145	\$ 3,971,106	\$ 3,127,737		

SUMMARY OF SIGNIFICANT BUDGET CHANGES

The FY14 Solid Waste operating budget is increasing \$39,587, or 1.5% to \$2,689,341. 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. \$843,369 of reserves will be used to pay for the capital program as previously approved by the Council \$415,000; 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.

FY 2014 GOALS

Short term

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

Long term

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

PROGRAMS

SOLID WASTE PROGRAM

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

FY 2012-13 MAJOR ACCOMPLISHMENTS

1. Processed and provided between 2,000 and 2,500 yards of screened compost to our residents at no charge.
2. Completed and submitted all DEP, CC Commission, and Town reports.
3. Finalized locations of solar arrays with contractor and DEP, final permitting anticipated.
4. Replaced Supervisor vehicle with smaller more fuel efficient truck.
5. Mowed entire facility 6 times
6. Continued with ground water and gas monitoring as required by Mass DEP.
7. Received and processed 4,403 yds. of brush associated with Hurricane Sandy.

PERFORMANCE MEASURES

Division Name Transfer/Recycling Center	Division Mission The mission of the Transfer/Recycling Center is to provide the citizens of the town with an environmentally sound, efficient and cost-effective means of disposing of or recycling waste.			
Program Name Recycling	Program Goal Increase the percentage of recycling material in the waste stream.			
Outcome Measure	100% of loads accepted			
Waste Type	Tons Collected	% of Waste Stream	Prior Year	Outcome
Household	9,474	54.3%	58.8%	Increased the percentage of recycled material in the waste stream by 9%.
Recycling	5,190	29.8%	20.8%	
Construction & Demolition	2,776	15.9%	20.4%	
Total	17,440			



Hazmat Collection

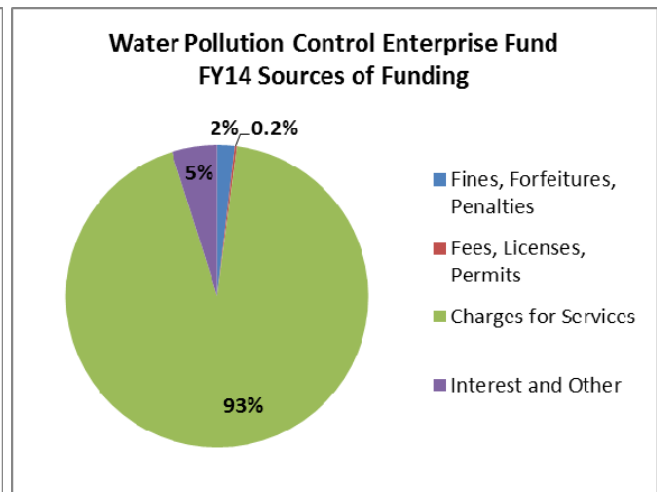
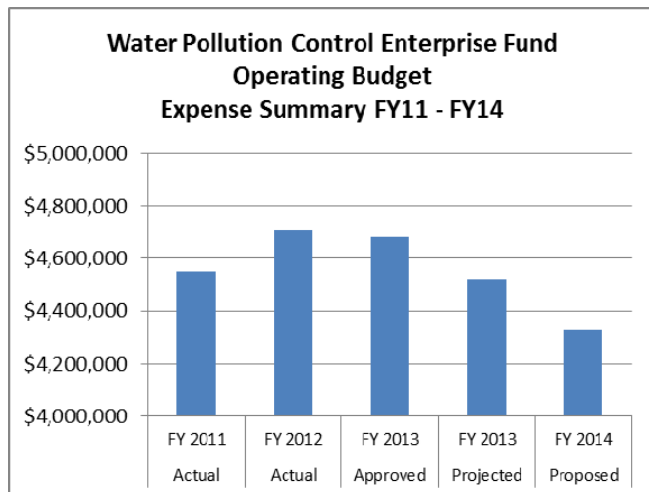
WATER POLLUTION CONTROL DIVISION (Enterprise Fund)



MISSION STATEMENT

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

FY 2014 DIVISION FINANCIAL DATA



The Water Pollution Control Enterprise Fund operating expenses have declined from \$4,549,071 in FY11 to \$4,328,518 in FY14. Most of the decline is attributable to the renewable energy improvements constructed at the facility resulting in utility cost reductions, as well as a decline in debt service as bonds are retired. No reserves will be used to fund the FY14 operating budget. The estimated user charges and other funding sources will provide for the FY14 proposed operating budget.

**SUMMARY OF DIVISION EXPENSES AND FUNDING SOURCES
DPW WATER POLLUTION CONTROL DIVISION**

Expense Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 958,916	\$ 890,894	\$ 1,123,130	\$ 1,025,000	\$ 1,139,046	\$ 15,916	1.42%
Operating Expenses	1,471,051	1,384,718	1,455,194	1,425,000	1,402,450	(52,744)	-3.62%
Capital Outlay	41,171	126,076	90,000	71,000	90,000	-	0.00%
Debt Service	1,584,133	1,798,486	1,625,000	1,610,000	1,307,000	(318,000)	-19.57%
Transfers Out	493,800	506,131	390,865	390,865	390,022	(843)	-0.22%
Subtotal Operating Budget	4,549,071	4,706,305	4,684,189	4,521,865	4,328,518	(355,671)	-7.59%
Capital Program	10,338,464	3,559,231	77,000	77,000	370,000	293,000	380.52%
Total Expenses	14,887,535	8,265,536	4,761,189	4,598,865	4,698,518	(62,671)	-1.32%
Permanent full-time equivalent employees	14.10	14.10	15.15		15.15	-	
Sources of Funds							
Taxes	-	1,767,250	-	-	-	-	0.00%
Intergovernmental Aid	8,153,034	6,685,922	-	-	-	-	0.00%
Fines & Penalties	95,537	91,849	80,000	79,000	80,000	-	0.00%
Fees, Licenses, Permits	18,685	24,765	15,000	8,000	10,000	(5,000)	-33.33%
Charges for Services	3,617,705	4,090,720	3,695,000	4,100,000	4,028,518	333,518	9.03%
Interest and Other	261,324	227,345	200,000	285,467	210,000	10,000	5.00%
Borrowing Authorizations	300,000	-	-	-	-	-	0.00%
Total Sources	12,446,285	12,887,851	3,990,000	4,472,467	4,328,518	338,518	8.48%
Excess (Deficiency) cash basis	(2,441,250)	4,622,315	(771,189)	(126,398)	(370,000)	\$ 401,189	-52.02%
Adjustment to accrual basis	7,523,512	(3,322,461)	-	1,500,000	-		
Beginning Net Assets	31,392,519	36,474,781	37,774,635	37,774,635	39,148,237		
Ending Net Assets	\$ 36,474,781	\$ 37,774,635	\$ 37,003,446	\$ 39,148,237	\$ 38,778,237		

SUMMARY OF SIGNIFICANT BUDGET CHANGES

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.

FY 2014 GOALS

Short Term

- 1 Standardize O&M of wind and solar energy renewable projects. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources)
- 2 Coordinate with Engineering Division for sewer connections for sewer expansion projects. (Strategic Plan Priority: Infrastructure, Environment and Natural Resources)

Long Term

1. Completion of the Comprehensive Water Management Plan. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
2. Commence study of sand filter beds to determine future capital needs. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)

PROGRAMS

WATER POLLUTION CONTROL PROGRAM

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

FY 2012-2013 MAJOR ACCOMPLISHMENTS

1. Installed seven variable frequency drives on motors saving \$500 a week. Payback will be two years.
2. Replaced boiler in Septage building with new high efficiency boiler.
3. Finished installation of energy efficient windows in sludge building, 15 windows.
4. Repaint and repair wood trim on Old Colony pump station.
5. Installed two new grinder pumps at Sudbury pump station to stop pump clogging from rags.
6. Commence operations of wind turbines.
7. Commence operations of solar panel array.
8. Commence operations of the Lincoln Road pump station and sewer system.
9. Commence operations of newly installed chlorine and diesel storage tanks.

PERFORMANCE MEASURES

Division Name	Division Goal	
Water Pollution Control	The goal of the Water Pollution Control Division is to provide the citizens of the town with an environmentally safe, efficient, cost effective and well managed disposal system	
Program Name	Program Goal	
Wastewater Disposal	The goal of the wastewater disposal program is to provide the citizens of the Town of Barnstable with an environmentally safe means of disposing wastewater.	
Activity Name	Output	Outcome
Septage	10,597,900 gallons treated	100% of effluent tests meeting Department of Environmental Protection standards
Wastewater	522,650,000 gallons treated	100% of effluent tests meeting Department of Environmental Protection standards
Sludge	1,058 tons disposed	Zero complaints regarding odors



Septage Receiving Main Treatment Plant

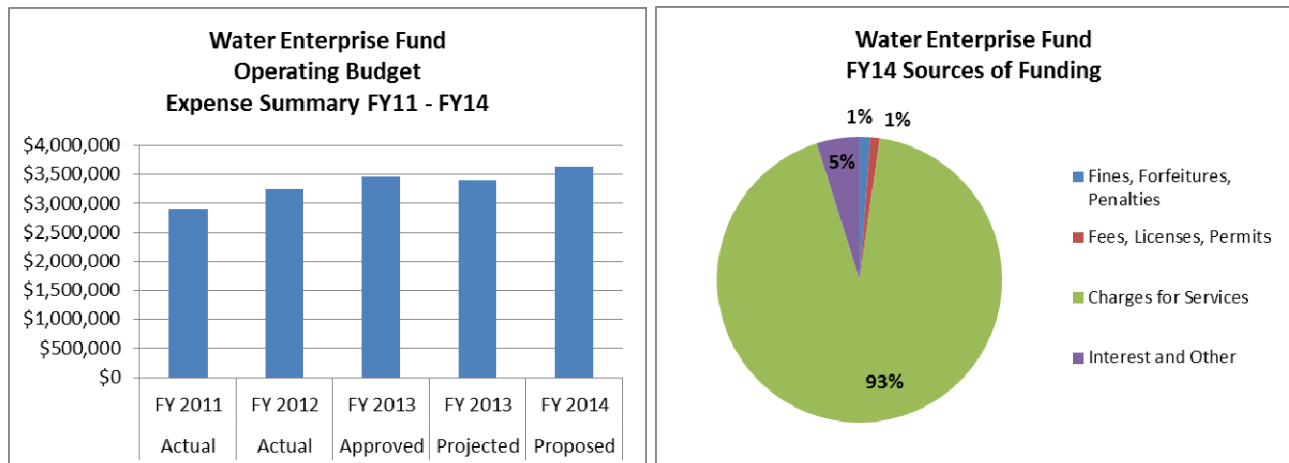
WATER SUPPLY DIVISION (Enterprise Fund)

MISSION STATEMENT

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



FY 2014 DIVISION FINANCIAL DATA



The Water Supply Enterprise Fund expenses have increased from \$2,905,163 in FY11 to \$3,662,420 in FY14, or 26%. A majority of the increase is concentrated in the debt service category and operating expenses. Debt service has increased due to a significant commitment to a bond financed capital improvement program. Operating expenses have increased mainly for the management contract with the company that operates the system.

**SUMMARY OF DIVISION EXPENSES AND FUNDING SOURCES
DPW WATER SUPPLY DIVISION**

Expense Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 128,800	\$ 139,393	\$ 249,181	\$ 235,000	\$ 257,712	\$ 8,531	3.42%
Operating Expenses	1,696,321	1,854,021	1,970,457	1,950,000	1,991,853	21,396	1.09%
Capital Outlay	198,597	167,549	160,000	160,000	160,000	-	0.00%
Debt Service	752,046	921,532	982,000	975,000	1,146,000	164,000	16.70%
Transfers Out	129,399	166,416	92,933	92,933	106,855	13,922	14.98%
Subtotal Operating Budget	2,905,163	3,248,911	3,454,571	3,412,933	3,662,420	207,849	6.02%
Capital Program	3,359,840	3,493,397	2,418,102	2,400,000	2,579,500	161,398	6.67%
Total Expenses	6,265,003	6,742,308	5,872,673	5,812,933	6,241,920	369,247	6.29%
Permanent full-time equivalent employees	1.00	1.50	2.90		2.90	-	
Sources of Funds							
Intergovernmental Aid	705,226	-	-	-	-	-	0.00%
Fines & Penalties	95,914	54,780	55,000	45,000	45,000	(10,000)	-18.18%
Fees, Licenses, Permits	65,722	162,203	67,500	40,000	37,500	(30,000)	-44.44%
Charges for Services	3,257,562	3,403,452	3,142,100	3,200,000	3,402,920	260,820	8.30%
Interest and Other	186,153	213,862	189,971	190,000	177,000	(12,971)	-6.83%
Trust Funds	2,695,000	-	-	-	-	-	0.00%
Borrowing Authorizations	-	2,303,308	2,120,000	2,120,000	2,379,500	259,500	12.24%
Total Sources	7,005,577	6,137,605	5,574,571	5,595,000	6,041,920	467,349	8.38%
Excess (Deficiency) cash basis	740,574	(604,703)	(298,102)	(217,933)	(200,000)	\$ 98,102	0.00%
Adjustment to accrual basis	4,825,228	1,631,524	-	2,000,000	-		
Beginning Net Assets	4,580,067	10,145,869	11,172,690	11,172,690	12,954,757		
Ending Net Assets	\$ 10,145,869	\$ 11,172,690	\$ 10,874,588	\$ 12,954,757	\$ 12,754,757		

FY 2014 GOALS

Short Term

1. Maintain close contractual oversight of the administration, finances and operation of the Water Supply Division. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
2. Continue to implement the capital funded pipe replacement program by focusing on water quality improvements and deficient water pipes while maximizing results and minimizing customer impact. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
3. Continue to develop and integrate the Water Supply Division's technical and administrative requirements within the Town's regulatory system. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
4. Start the implementation of the new well exploration program to provide the Hyannis Water System with options to develop new sources with high quality drinking water. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)
5. Implement the well building and treatment plant rehabilitation program by prioritizing and replacing building components, process control equipment, security and electrical systems. (Strategic Plan Priority: Environment and Natural Resources, Public Health and Safety, Infrastructure)

Long Term

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

PROGRAMS

WATER SUPPLY PROGRAM

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

FY 2012-2013 MAJOR ACCOMPLISHMENTS

1. Successful operations by the operations contractor for the operation and maintenance of the Hyannis Water System.
2. Continued construction on multiple water line/system improvement projects funded with State Revolving Funds.
3. Implemented good asset management by insuring preventive maintenance practices to be performed.
4. The construction and commissioning of the two water storage facilities and the two pump stations at the Maher and Straightway locations.
5. A completed water quality study and final report, including an updated master plan for the Hyannis Water System.

PERFORMANCE MEASURES

Division Name: Water Supply	Division Goal: The goal of the Water Supply Division is to provide properties in the Hyannis area with safe, efficient and effective means of obtaining drinking water.		
Program Name: Water Supply	Program Goal: The goal of the Water Supply Program is to provide properties in the Hyannis area with safe, efficient and effective means of obtaining drinking water.	Program Outcome Measure: 100% compliance with DEP regulations	
Budget	Output	Unit cost	Outcome
\$3,203,284(FY12)	840,900,000 Gallons(FY12)	\$ 0.0038 per gallon	In compliance with DEP Water-supply regulations.



Straightway Pump Station Installation