

## ***Town Council Budget Policy Statement***

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

### **1. REVENUE POLICY AND ORDER OF PRIORITY:**

- a. To maintain a comprehensive and sound financial plan for meeting the prioritized operating and capital needs of the town within the confines of available resources.
- b. To limit the increases on the property tax revenues to 2½ percent plus new growth.
- c. To maintain adequate fund balances and reserves at 4 percent of the general fund budget appropriation, net of transfers, to be set apart from certified free cash to protect against emergencies and unforeseen calamities.
- d. To maintain a capital trust fund by dedicating a minimum of \$6,725,000 in general funds annually and to enhance the fund where possible with revenues or expenditure reductions not otherwise necessary to sustain operations, or through grants and gifts.
- e. To support a revenue sharing agreement between municipal and school operations that includes the following:
  - i. Increases or decreases in General Fund revenue will be shared 60/40 between school and municipal operations net of the amount set aside to cover fixed costs increases.
  - ii. General Fund savings reserves in excess of the 4 percent reserve mentioned in item c. above will be made available for funding non-recurring municipal and non-recurring school operating expenses.
  - iii. The municipal and school operations savings account will continue to be credited with their respective appropriation savings from FY 2014; and excess General Fund revenue over budget estimates for FY 2014 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, 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 Strategic Plan (SP) 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: (listed in order of Priority)**

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: (listed in order of Priority)**

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: (listed in order of Priority)**

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: (listed in order of Priority)**

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: (listed in order of Priority)**

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: (listed in order of Priority)**

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: (listed in order of Priority)**

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: (listed in order of Priority)**

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: (listed in order of Priority)**

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: (listed in order of Priority)**

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

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

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

## *Town Manager's FY 2015 Budget Message*

Thomas K. Lynch, Town Manager

### *Building on Our Strengths*



The FY 2015 Operating Budget attempts to keep Barnstable moving forward in our efforts to ensure public safety, provide a quality public education system, and deliver government services efficiently. 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, emphasized our basic values, and improved the quality of life for our citizens. In FY2015, we have again maintained our fiscal stability, spent within our means, and prudently planned for our financial future. This budget is structurally balanced and fiscally responsible.

This budget is about meeting existing obligations, funding previous public safety obligations, and strengthening those areas we do well. This budget is about allocating resources toward priority areas of need. This budget reflects funding the objectives of public safety, education, and public works, while also covering areas such as property management, performance management, private roads, and our fiscal stability.

The total proposed FY15 operating budgets for the Town of Barnstable's appropriated funds is \$169,922,517. This is an increase from the FY14 budget of \$5,667,950 or 3.45%. In addition to the General Fund, this figure includes the Town's eight enterprise fund operations. These funds comprise the Town's annually appropriated funds.

FY 2015 is the fiscal year grant funding expires for five police officers. The addition of these officers has improved our ability to meet our public safety needs town-wide. This budget makes a commitment to fund these positions through our General Fund. We have used salary savings from the reduction of several positions to help address this funding priority. A further explanation of funding cuts follows in our budget review by department.

### *A Strong Financial Foundation*

A strong financial foundation and financial accountability remains at the core of our budgeting goals. We are proud to have received our 13th consecutive Distinguished Budget Presentation Award for the FY 2014 budget document, and have also received the Excellence in Financial Report Award for 10 years in a row. Providing a high commitment to quality reporting and comprehensive information takes effort and commitment from our finance team.

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 ten-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.

Maintaining strong reserve levels and using conservative revenue estimates have proven to be effective strategies for the Town in preserving its financial integrity. Conservative revenue estimates have allowed us, not only to restore reserves used to pay one-time expenses, but to expand our capital improvement program. It also puts us in a more advantageous position to react to economic downturns. We have minimized the use of reserves to pay for recurring operating expenses in recent years, creating more stability in the delivery of services. The FY 2015 budget is balanced and does not rely on any one-time fixes or solutions.

### ***Capital Investments***

The FY 2015 Capital Improvement Plan (CIP) approved by the Town Council is designed to improve our infrastructure and preserve our valuable public assets. The CIP was a total of \$16,661,735 in capital projects. We continued our \$3.25 million dollar commitment to public road improvements. Our municipal facilities projects included police headquarters improvements, and additional improvements to the Centerville Community Building. One of the Town Manager's objectives was to restore historic structures, which we accomplished through funding to the Paine Black House in West Barnstable and the Burgess House in Marstons Mills. We funded over \$3 million dollars in improvements to our schools, including meeting the needs of preschoolers through an Early Learning Center at Hyannis West Elementary School. The public safety of our employees and visitors to our Town Hall, School Administration Building and 200 Main Street will get addressed through a security evaluation. Our infrastructure needs included addressing parking concerns at the Senior Center, and improving existing recreation facilities such as Veterans Beach Park. Waterway needs were addressed with a Comprehensive Dredge Permit initiative and a Blish Point Sand Management study. Recreation needs of the cycling community were supported through funding to create the South Coast Bike Route. Barnstable continues to work toward preserving our capital assets, improving our infrastructure, and maintaining our public road improvements program.

Each year, I depend on our department heads, their staff, citizens and the members of the Comprehensive Finance Advisory Committee for their expertise in sorting through the capital projects and the operating budget. They spend many hours reviewing and commenting on the numerous projects and funding priorities submitted.

### ***Fiscal Year 2015 Priorities***

We will be busy in FY 2015 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.

**Finance:** The FY 2015 budget seeks to strengthen Barnstable's Finance team by adding a budget analyst to the Finance Department. In addition to helping to meet the increasing financial reporting requirements in finance, this position will be part of a team in finance that will provide greater assistance to departments, in both the development of their annual budget submissions, and monitoring of ongoing revenues and expenses. Maintaining excellence over a sustained period is not an easy task. We need to commit the staff expertise to keep up with the demands of achieving financial excellence in reporting and performance each fiscal year.

**Public Safety** is the first responsibility and function of government so citizens can be safe in our town wherever they live in our community. \$44,600 will be used to fund the new outer sector Barnstable Police Substation in Marstons Mills, and incorporate the operating costs of the Hyannis substation which will help the Barnstable Police Department to meet that town-wide public safety goal. There is recurring funding to support the Street Crimes Unit and funding for vehicle replacement and maintenance. The Barnstable Police Department is instituting a Community Impact Unit which will have a team of officers on Main Street Hyannis to protect this important economic sector of our town.

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, and the community policing which keeps us all safe.

In order to fund five police positions and the financial analyst with General Funds, this budget eliminates a computer operator in Information Technology, a principal assistant in the Tax Collector's office, elimination of the Grants Coordinator position, reducing the hours of the Regulatory Services Coordinator and reducing the hours of the Youth Coordinator. These personnel reductions and additions result in an additional 1.94 FTE increase.

**Public Education:** The school department's FY15 school budget is \$62,070,109, which represents an increase of \$1,512,629 or 2.50%. We support the budget prepared and approved 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 "Leading All Students: Reflection and Courage". The Superintendent prepared the budget to meet the district's core values, and the School Committee and District Goals. Budget factor beyond the district's control, including unfunded mandates, educator accountability, and mandates on student learning and assessment, were also considered. In their proposed budget, there are no reductions of student programs or services. The schools are continuing to develop in-house special education programs, which best meet the needs of our students with disabilities, thus, first allowing Barnstable students to be educated in their home school, and simultaneously, avoiding costly out-of-district placements and transportation cost.

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.

The **Department of Public Works** continues to be called upon to meet our many maintenance needs. A harsh winter adds to those demands. Each year, DPW is tasked with additional responsibilities, and this budget is about providing DPW resources to assist in meeting these increased demands. This budget

increases funds for vehicle and equipment replacement, increases catch basin cleanings, increases emergency repairs to private road (\$63,000), absorbs Main Street and Bearses Way street light maintenance, increases funding for hazmat testing to protect our workers, assists with recurring license renewals mandated by the state, and covers our municipal increase in solid waste disposal fees.

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.

On the personnel budget, I have transferred the traffic engineer from Growth Management over to the Department of Public Works. The functions of this position are in line with those of the DPW. The position will continue to provide the engineering needs of Growth Management and support the needs of our DPW engineering department. Two seasonal employees are added for road maintenance needs. This budget transfers funds from Regulatory Services to the DPW for property maintenance needs.

**Property Management** gets organizational attention in this budget. The Assistant Town Manager serves as the Administrative Services Department Head. Under our reorganization plan he will coordinate property management responsibilities spread through several departments. I have transferred the vacant Property Management position into the Finance Department. Regulatory Services Department funding in the amount of \$25,000 will shift to the Department of Public Works. Leasing, maintenance, rent collection, will be coordinated with regular team meetings with the various departments which presently each share property management responsibilities.

Our environment is our economy and residents and visitors alike enjoy our natural resources. We have funded clean-up efforts at our ponds. The budget continues funding beach equipment replacement at Veterans' Park. The budget again 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. The budget funds seasonal help for our recreational and commercial shellfish industry. We have one-time harbormaster training to keep our staff current on new rules and regulations.

From the **Waterways Improvement Fund**, we will continue 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.

We continue the funds to increase the hours of operation at Craigville and Covell Beaches, which will open at 7AM again this season.

**Performance Management** was raised as a budgeting priority by the Comprehensive Financial Advisory Committee during the FY 2014 budget debate. Through acceptance in a grant funded Municipal Performance Management Program (MPMP) at the UMass Boston Collins Center, Barnstable has been developing performance measures in the Police and Public Works Departments with an analyst for the past six months. The FY2015 budget funds a year-long contract to expand the MPMP.

**Technology** needs will receive increased funding to keep up with maintenance fee requirements. Our Information Technology ( IT ) Division also 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. **ePermitting** has been an active priority of IT. Three firms have been interviewed and following the selection of the vendor which suits our needs, a supplemental request will come before the Town Council for one-time funding to implement an ePermitting system.

**Enterprise Accounts:** State laws require that all Enterprise Fund budgets be appropriated annually. The enterprise funds are primarily supported by user fees. Residents that access these services pay a fee to support the operation. The fees charged by the enterprise fund operations are set at levels which should allow them to cover all operational and capital costs, unless a general fund subsidy is provided.

The increase in the Airport Enterprise Fund budget is principally due to contractual labor obligations; employee benefit costs increases; and an increase in the transfer to the general fund reimbursing it for a large workers' compensation expense incurred in the prior fiscal year.

The increase in the Sewer Enterprise Fund budget is due to cost increases in all categories including personnel, benefits, operating expense and transfers to the general fund. These are partially offset by a reduction in debt service.

The Water Enterprise Fund budget is increasing primarily due to an increase in the management contract for operating the system, and an increase in debt service for bonds issued to fund the capital program.

The decrease in the Golf Course Enterprise Fund is primarily due to reductions in various operating expenses and a reduction in workers compensation costs.

The Hyannis Youth & Community Center Enterprise Fund is increasing due to additional funds dedicated to an enhanced maintenance program for the facility.

The Solid Waste Enterprise Fund budget is increasing mainly due to a new contract for the disposal of trash that goes into effect on January 1, 2015.

There are no major changes to the Sandy Neck and Marina Enterprise Fund budgets.

**Quality of Life Initiatives:** As a community, we have libraries that stimulate our intellectual restlessness. A 2.5% increase in their budget will help our libraries avoid seeking grant funding waivers from the Commonwealth and 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. In an effort to better serve our senior population, this budget funds a senior service needs assessment. The Friends of Barnstable Seniors will contribute \$10,000 toward the \$35,000 cost of the study. This study, coupled with a UMass Boston project titled "Mapping Community

Assets to Improve Livability for Older Adults in Massachusetts” will give us data to improve the quality of life of our older residents.

**The Community Services Department** serves many segments of our community. Sandy Neck users, recreation, seniors, youth, library users, golfers and boaters all fall under Community Services. As programs grow in popularity, the ability of one department head to handle the workload expands. I have transferred a part-time position from Growth Management over to Community Services to support the administrative needs of this diverse department..



### ***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. ***“Barnstable Talks...and Listens”*** is our new informational outreach brochure. By going to the Town’s website citizens can access eNews, Barnstable Today, Barnstable This Morning, Barnstable iForum, SeeClickFix, the Citizens Resource Line, get town officials contact information, sign up for the Barnstable Bulletin, the Senior Compass, and stay connected with town government.

### ***Dedicated Staff and Government Partners***

We could not accomplish our financial/operational agenda without dedicated Town and District employees. Our employees have given their all again this year. We hosted the Massachusetts Municipal Association/Suffolk University Certificate in Local Government Leadership and Management program this year to improve the skills of the next wave of public service professionals in Barnstable. 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. County, State, and Federal representatives work with us to bring resources to the local government.

Our volunteers are the strength of our committee work in town. Albert Schweitzer said: “I don’t know what your destiny will be, but one thing I know: the only ones among you who will be really happy are those who have sought and found how to serve.” Barnstable has a legacy of commitment to others and we are a stronger community because of their service.

### ***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. Our tasks remain balancing the needs in our community, setting realistic priorities, and providing an opportunity for a quality of life that is built on respect and opportunity for all.

We are a community willing to meet our challenges head on. By Building on Our Strengths, we secure the foundation to keep our town moving forward. We will be successful in addressing our problems because we are willing to work together and plan ahead to spend our resources wisely.