

**BARNSTABLE COUNTY ASSEMBLY of DELEGATES**

**2023 Session**

**Proposed Ordinance No. 7**

1 To make appropriations for Barnstable County's operating budget for the Fiscal Year 2024,  
2 including the operations of the County Assembly, Executive branch, County agencies, boards,  
3 commissions, departments and institutions and the maintenance of certain County functions,  
4 for interest, reserve funds and debt service requirements of the County.

5 **The Cape Cod Regional Government, known as Barnstable County hereby ordains;**

6 **Section 1.**

7 To provide for the operations of the County Assembly, Executive branch, the several agencies,  
8 boards, commissions, departments and institutions of the County, and for sundry other  
9 functions, and to meet certain requirements of law, the sums set forth in Section Two and  
10 Section Three for the several purposes and subject to the conditions specified in Sections Four  
11 through Thirteen, are hereby appropriated from the County General Fund; Grants and Other  
12 Financing Sources, subject to the provisions of Massachusetts General Laws regulating the  
13 disbursement of public funds and the approval thereof, for the fiscal year ending June  
14 thirtieth, two thousand  
15 and twenty-four.

16 **GENERAL GOVERNMENT**

17 **Section 2.**

1 To appropriate a total of \$ 4,973,877.47 for General Government; For the purposes set forth  
2 below:

3 **EXECUTIVE**

4 The mission of the County is to promote and sustain a pro-active government that enhances  
5 the quality of life for the citizens of Barnstable County. The budget established each year for  
6 Barnstable County is based on the program priorities set by the Board of Regional  
7 Commissioners and objectives of County leadership, considering affordability and value to the  
8 County and its towns and citizens. The emphasis in the fiscal year 2024 budget process has  
9 been on a collaborative effort to enhance the delivery of services in a cost control environment  
10 and to maintain and improve the delivery of priority services to the towns and residents of  
11 Barnstable County.

12 As outlined in Article 3 of the Barnstable County Home Rule Charter, the Executive powers of  
13 the County shall be vested solely in the Board of Regional Commissioners and may be exercised  
14 either directly by such Board, or through several County agencies under its direction and  
15 supervision. The Board of Regional Commissioners shall cause this Charter, the laws,  
16 ordinances and orders for the government and administration of the County to be enforced.

17 The Chief Administrative Officer for the County shall be the County Administrator, who shall be  
18 appointed by a majority vote of the Board of Regional Commissioners to serve for an indefinite  
19 term. The County Administrator shall have, and may exercise all the powers, rights, and duties  
20 commonly associated with the office of chief administrator of a local government.

21 **ASSEMBLY OF DELEGATES**

1 The Barnstable County Assembly of Delegates is the legislative branch of County Government.  
2 As the County's law-making body, the Assembly's work takes the form of ordinances and  
3 resolutions which may be initiated by Delegates, Assembly committees, the Board of County  
4 Commissioners or by an initiative petition. The Assembly of Delegates appropriates the  
5 County's annual operating and capital budgets and supplemental requests. At the direction of  
6 the Speaker, operating and capital budgets and supplemental budgets are assigned to  
7 Standing Committees or the full Assembly for review. The Assembly or its Standing Committees  
8 meet with department managers and discuss the effectiveness of programs and consider  
9 Barnstable County's future needs for regional services.

10 Because it is difficult to forecast the number and/or complexities of legislative initiatives that  
11 the Assembly of Delegates will be required to deal with, it is impossible to predict what the  
12 volume of output or priorities will be in any given year. The budget is designed to assure that  
13 the functions of the Assembly are carried out and that the public is well served.

14 **DEPARTMENT OF FINANCE**

15 The Finance Department is responsible for the oversight of all financial activities of the County  
16 including financial reporting and auditing, management of County funds, administration of  
17 debt, processing of payroll and accounts payable, and the annual development and ongoing  
18 monitoring of the County operating and capital budgets, fiscal grant monitoring and grant  
19 compliance.

20 **RESOURCE DEVELOPMENT OFFICE**

1 The Resource Development Office, founded in the belief that common problems can be solved  
2 through regional solutions, is committed to the advancement of grant programs and creative  
3 uses of existing resources on Cape Cod. The objective of the department is to develop methods  
4 that facilitate communication between County officials, the public and local officials sharing  
5 information and developing partnerships to further enhance regional efforts and innovations.  
6 The mission of the office is achieved through grant administration within Barnstable County  
7 departments, sharing specialized knowledge and understanding of grant writing, monitoring  
8 and grant compliance.

9 The department is also charged with the management of purchasing and group insurance  
10 programs, as well as the provision of information systems and data processing. The services  
11 provided by the department enable the County to coordinate financial and analytical activities,  
12 control costs, and improve the overall operational effectiveness of the County with its object  
13 to identify, prioritize and provide services on a regional basis in areas of need.

14 **INFORMATION TECHNOLOGY OFFICE**

15 The mission of the Information Technology Office is to provide the County of Barnstable with  
16 high quality advice and support in the high technology and communication field. The IT staff  
17 will maintain the infrastructure needed to keep the County working productively. The IT staff  
18 also administers the County's networks and multi-user systems and provides essential  
19 technology services to many member communities.

20 **COUNTY SERVICES**

21 To appropriate a total of \$ 8,028,054.84 for County Services; For the purposes set forth below:

1 **DEPARTMENT OF FACILITIES**

2 The Department of Facilities is charged with asset management. The department is  
3 responsible for all physical plant operations, general maintenance and planning at the County  
4 Complex, the Fire Training Academy, the Children's Cove, the Farm property in Barnstable, the  
5 Second District Courthouse in the Town of Orleans, and other properties located in the Towns  
6 of Barnstable and Bourne.

7 **COOPERATIVE EXTENSION SERVICE**

8 The Cape Cod Cooperative Extension is Barnstable County's education department. Extension  
9 programs are conducted in Barnstable County in cooperation with the University of  
10 Massachusetts in Amherst, the United States Department of Agriculture, and the Woods Hole  
11 Oceanographic Institution's Sea Grant Program. The Extension has been supported by County,  
12 federal and state funds and county, federal and state laws, and agreements. Research findings  
13 are translated into practical applications and shared throughout the region at workshops,  
14 conferences, field demonstrations, technical assistance, educational materials, exhibits,  
15 newspaper articles, radio, and television.

16 Education programs focus on horticulture/agriculture, aquaculture, shellfish management,  
17 coastal processes, natural resources, nutrition and food safety, water quality and  
18 management, recycling, hazardous products, and 4-H youth development issues facing the  
19 County.

20 **REGISTRY OF DEEDS**

1 The mission of the Registry of Deeds is to deliver effective and efficient services to all users of  
2 the Registry of Deeds. The primary responsibility of the Registry of Deeds is to receive for  
3 recording instruments, documents and plans, pertaining to the titles of real estate in  
4 Barnstable County. The Registry indexes and scans these instruments, creating a database of  
5 landowners, lien holders and all other interested parties. These records are available to be  
6 researched in both book and computer formats. The Registry of Deeds has continued to expand  
7 its base of information retrieval and storage to better assist the public in its recording and  
8 research needs. Computerization of these functions has progressed considerably in allowing  
9 the Registry of Deeds to successfully handle the volume of plans and instruments processed  
10 for recording.

11 **HEALTH AND HUMAN SERVICES**

12 To appropriate a total of \$ 5,150,733.63 for Health and Human Services; For the purposes set  
13 forth below:

14 **DEPARTMENT OF HEALTH AND THE ENVIRONMENT**

15 The Department of Health and the Environment's objective is to protect the public health and  
16 environment and to promote the physical and mental health and well-being of the residents of  
17 Barnstable County. The population growth in the region has presented unprecedented  
18 challenges to local Boards of Health to address public health, water quality, community  
19 sanitation, wastewater disposal, workplace safety, hazardous materials, and a host of other  
20 environmental and public health issues that have heightened regional-specific significance. In  
21 addition, world events have underscored the need for preparing for emergencies that could

1 undoubtedly challenge the public health emergency response resources. The department  
2 addresses the public health needs of the citizenry as identified primarily by the Boards of  
3 Health and maintains a very high level of expertise to assist both logistically and  
4 administratively to carry out programs that protect the public health and environment.  
5 Barnstable County is used by the State DPH as a model of regional efficiency as it continues its  
6 initiative to implement regionalization statewide for health department services based in part  
7 on the successes in Barnstable County. The Department's mission is supported by four  
8 divisions within the Department: Administration, Public Health Nursing, Laboratory and  
9 Environmental Health.

10 **DEPARTMENT OF HUMAN SERVICES**

11 The Barnstable County Human Services Department plans, develops and implements  
12 programs that enhance the overall delivery of human services in Barnstable County and  
13 promotes the health and social well-being of County residents through regional efforts  
14 designed to improve coordination and efficiency of human services and designed to  
15 strengthen the fabric of community care available to all. The Department serves as a grant  
16 facilitator for all 15 towns in areas of housing, serving the health needs of everyone (SHINE),  
17 continuing care and substance and opioid use prevention.

18 **CHILDREN'S COVE**

19 Children's Cove provides coordinated and comprehensive multidisciplinary services to child  
20 victims of sexual abuse/serious physical abuse and their families.

21 **PUBLIC SAFETY**

1 To appropriate a total of \$272,616.72 for Public Safety, funded as follows; For the purposes set  
2 forth below:

3 **CAPE COD CENTER FOR PUBLIC SAFETY TRAINING**

4 The Cape Cod Center for Public Safety Training provides current, high-quality, safe and realistic  
5 mobile fire and rescue training from beginning to the most advanced levels. As technology  
6 changes so does the fire service. The Cape Cod Center for Public Safety Training conducts  
7 ongoing reviews of each program to assure that each meets the most current accepted  
8 standards. Course instructors, being firefighters in service at numerous fire departments, bring  
9 training, invaluable practical experience and advanced education to the classroom. The Center  
10 utilizes a multitude of mobile training props and scenarios to expose each student to real life  
11 situations in a safe environment. Portable training props can be deployed to the individual  
12 departments for training and the Center employs a "train the trainer" concept, the result of  
13 which is a department 's ability to further train internally as time permits.

14 **SHARED COSTS AND DEBT SERVICE**

15 (a) To appropriate a total of \$ 4,051,242 for Shared Costs and Debt Service; For the purposes  
16 set forth below:

17 The budgets for Shared Costs and Debt Service support costs, which are not applicable to  
18 specific departments. These types of costs include property & casualty insurances, group  
19 insurances for retirees, contingencies, and non-contributory retirement costs.

20 The annual budgeting process is designed to accurately portray the costs of service for each  
21 department. All applicable costs have been allocated to the proper sub-program and cost



1 centers. Costs associated with active employees are allocated to each sub-program or  
2 department. Some elements of these programs remain in Shared Costs. The following sub-  
3 programs are included in Shared Costs and Debt Service:

4 **FRINGE BENEFITS**

5 The Fringe Benefits sub-program of Shared Costs provides funds for health, dental, and life  
6 insurance costs for the County's and the Cape Cod Commission' s retirees. The County  
7 contributes 75% of the costs of these benefits. This budget also includes the cost of previous  
8 Early Retirement Incentives offered in 2002, 2003, and 2019 the remaining costs of retirement  
9 for the closed County Hospital, Worker's Compensation, and County early retirement costs.

10 The County began funding the Retiree Post-Employment Benefits in May FY2019 with a  
11 contribution of \$850,000. We have budgeted a \$150,000 contribution amount for FY2024.

12 **MISCELLANEOUS & CONTINGENCY**

13 The Miscellaneous & Contingency sub-program of Shared Costs provides funds for  
14 architectural and engineering services, legal counsel and auditing services, property & casualty  
15 and other insurance premiums, and provisions for other contingencies not otherwise  
16 appropriated.

17 **DEBT SERVICE**

18 Debt Service provides funding for repayments of General Obligation Bonds of the County,  
19 including principal and interest, inclusive of the Clean Water Trust obligation for the capping  
20 of the fire training site but exclusive of the Clean Water Trust obligations funded and repaid

1 through the Septic Loan Fund. Funding is also provided for interest and pay-downs on short-  
2 term obligations from the issuance of Bond Anticipation Notes (BANS).

3 **APPROPRIATED RESERVES**

4 The Appropriated Reserves sub-program provides funding for certain reserves of the County  
5 and funding that provides Other Funding Sources for funds outside of the County ' s General  
6 Fund Operating Budget. For fiscal year 2024 the appropriated funds represent a transfer to  
7 Dredge Enterprise Fund to support the operations of the fund and an amount to support salary  
8 reserves in light of the results of the compensation study.

9 TOTAL FY 2024 OPERATING BUDGET

10 **Section 3.**

11 To appropriate a total of \$22,476,525 to fund the General Fund operating budget of Barnstable  
12 County to be funded as follows: General Government Revenue \$3,301,590, Registry of Deeds  
13 Revenue \$14,000,000, Member Communities Tax Assessment \$3,712,304, Unreserved Fund  
14 Balance to support Dredge Operations \$842,993, Dredge Enterprise Indirect Costs \$148,638,  
15 Workers Comp Reserve \$150,000 and Unemployment Reserve \$100,000 according to the  
16 schedule set forth in Section 4.

17 **Section 4.**

	<b>FY 2023</b>	<b>FY 2024</b>	
<b>SOURCES OF GENERAL FUNDS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>% INCR</b>
INFO TECH REVENUE	277,457	275,000	
FINANCE	118,000	150,000	
FACILITIES	1,817,380	1,828,590	
COOPERATIVE EXTENSION	90,000	90,000	
REGISTRY OF DEEDS	14,230,102	14,000,000	
COUNTY TAX ASSESSMENTS	3,621,760	3,712,304	
HEALTH DEPARTMENT	1,036,254	958,000	
DREDGE SUBSIDY		842,993	
MISCELLANEOUS & CONTINGENCY	314,058	619,638	
<b>GENERAL FUND REVENUE</b>	<b>21,505,011</b>	<b>22,476,525</b>	<b>4.5%</b>
<b>USES OF GENERAL FUNDS</b>	<b>BUDGET</b>	<b>BUDGET</b>	<b>CHANGE</b>
COUNTY COMMISSIONERS OFFICE	1,149,286	1,176,669	
HUMAN RIGHTS COMM	49,779	68,771	
INFORMATION TECHNOLOGY SERVCS	1,636,214	1,704,839	
ASSEMBLY OF DELEGATES	310,239	466,450	
FINANCE	1,467,035	1,552,348	
CENTRAL PURCHASING	3,934	4,800	
FACILITIES	2,797,248	2,766,847	
COOPERATIVE EXTENSION	2,794,186	2,700,836	
REGISTRY OF DEEDS	2,611,219	2,560,372	
HEALTH & ENVIRONMENT	3,996,527	3,776,194	
HUMAN SERVICES	847,032	867,199	
CHILDREN'S COVE	538,422	507,341	
CENTER FOR PUBLIC SAFETY TRAIN	295,767	272,617	
FRINGE BENEFITS	1,232,517	1,263,193	
TRANSFER TO DREDGE FUND		842,993	
MISC. & CONTINGENCY EXP.	892,763	987,281	
DEBT SERVICE & INTEREST	778,211	757,775	
SALARY RESERVE & COUNTY MATCH	100,000	200,000	
<b>GENERAL FUND EXPENDITURES</b>	<b>21,500,379</b>	<b>22,476,525</b>	<b>4.5%</b>

1

2

3 **Section 5.**

4 (a) Appropriations shown according to numbered groups within departmental budget items

5 and programs are made for expenditure for general purposes as follows:

6 Category A - Group 1 - for salaries and other compensation for personal services;

1 Category B - Group 8 - for capital structures, improvements and CIP;  
2 Category C - Group 9 - for fringe benefits; and  
3 Category D - Group 2 - for contractual services, Group 3 - for supplies & materials, Group 4 - for  
4 other current charges, Group 5 - for equipment and CIP Equipment and Obligations and Group  
5 7 - for not otherwise classified.

6 (b) Funds appropriated in any category may not be transferred to another category without the  
7 prior written approval of the Board of Regional Commissioners and the ratification of such  
8 approval by a majority vote of the Assembly of Delegates. Such ratification may be by  
9 Resolution.

10 **Section 6.**

11 No liability in excess of the total appropriations for any departmental budget item or  
12 program as provided in this ordinance shall be incurred by any official of the County except in  
13 cases of emergency and then only upon the prior written approval of the Board of Regional  
14 Commissioners. The amount and circumstances of any such liability approved by the Board of  
15 Regional Commissioners, the Assembly of Delegates shall act on said approval by Resolution.

16 **Section 7.**

17 Transfers to departmental Budget Items or Programs may be made from the Reserve Fund  
18 (Budget Item 130 and 5730) for extraordinary, unforeseen, necessary, non-recurring liabilities,  
19 provided that any such transfer shall be approved by the Board of Regional Commissioners and  
20 by a vote of the Assembly of Delegates, representing a majority of the population of Barnstable  
21 County.

1 **Section 8.**

2 (a) Transfers from the Reserve for Salary Adjustments (Budget Items 930 and 5199) may be  
3 made only for increases in compensation for personal services in accordance with the  
4 Barnstable County personnel compensation plan approved in writing by the Board of Regional  
5 Commissioners or pursuant to the terms of any collective bargaining agreement covering  
6 employees of Barnstable County executed by the Board of Regional Commissioners.

7 (b) Transfers within the General Fund for Fringe Benefits (Group 9) may be made from sub-  
8 programs with excess appropriations in Group 9 to sub-programs where original  
9 appropriations are insufficient to cover the direct allocation of group insurance costs,  
10 retirement assessments, workers' compensation claims and payroll tax deductions. Such  
11 transfers shall be determined by the Director of Finance/treasurer, with the approval of the  
12 Board of Regional Commissioners.

13 **Section 9.**

14 Usual expenses of travel, including highway tolls and parking fees, necessary for the  
15 performance of the duties of any County official or employee, other than travel from home to  
16 the regular workplace of such official or employee, shall be eligible for reimbursement,  
17 provided that no expenditure shall be made for the reimbursement of expenses of travel  
18 outside the Commonwealth unless such travel shall have been approved in advance in writing  
19 by the department head or other County official designated by the Board of Regional  
20 Commissioners to determine the expenditure of funds appropriated for such Budget Item.  
21 Such travel by any department head or other such designated official shall have been so

1 approved by the Board of Regional Commissioners. The Board of Regional Commissioners shall  
2 from time to time promulgate a schedule of standard mileage rates for reimbursement of travel  
3 by private automobile designed fairly to reflect the full, actual costs of motor vehicle operation.  
4 Such funds shall be expended from the department budget.

5 **Section 10.**

6 Notwithstanding any other provision of this ordinance, expenditures from the appropriation  
7 for the Assembly of Delegates (Budget Item 130) shall be as determined by the Assembly of  
8 Delegates which may authorize the Speaker or the Deputy Speaker or a designee of the  
9 Assembly to approve for payment any expenditure or liability incurred by any Delegate or by  
10 any officer, employee or consultant of the Assembly in the proper performance of his duties as  
11 such.

12 **Section 11.**

13 The Board of Regional Commissioners may borrow money in anticipation of, and to be repaid  
14 from, the County tax for the fiscal year ending June thirtieth, two thousand and twenty-two  
15 levied pursuant to Section thirty and thirty-one of Chapter thirty-five of the general laws, and  
16 obligated state revenues to be paid to the County for said fiscal year. Such borrowing shall not  
17 exceed the sum of (i) one half the amount of such tax plus (ii) the amount of such state  
18 revenues. They may issue therefore County notes maturing up to one year, which may be  
19 renewed from time to time; not to exceed ten years and the mandatory pay- downs per State  
20 statute. Notes issued hereunder may be sold at such discount or bear such rate, or rates, of  
21 interest as the County Treasurer may deem proper with the approval of the Board of Regional

1 Commissioners; any discount to be treated as interest paid in advance, pursuant to Section  
2 thirty-seven of Chapter 35 of the general laws. Article 4, Section 4-2 (I) of the Barnstable County  
3 Home Rule Charter and Section 2.6 of the Administrative Code of Barnstable County. Such  
4 notes shall be signed by the Treasurer or Assistant Treasurer, countersigned by a majority of  
5 the Board of Regional Commissioners, and shall expressly be made payable from the taxes or  
6 state revenues of said fiscal year, but shall nevertheless be negotiable.

7 **Section 12.**

8 (a) The Board of Regional Commissioners is hereby authorized to make necessary repairs,  
9 replacements, and improvements to, and to purchase and install equipment for use in,  
10 buildings and facilities of the County, and to employ professional services for the design of such  
11 repairs, replacements, improvements and for the specifications of such purchases and  
12 installation of equipment, as presented in the FY2024 Capital Improvement Plan and  
13 appropriated in the FY2024 department budgets.

14 (b) For the purpose set forth in Section 12, the County Treasurer, with the approval of the Board  
15 of Regional Commissioners, may borrow from time to time, on the credit of the County, such  
16 sums as may be necessary but not exceeding in the aggregate the limitation set forth by  
17 statute, and may issue bonds or notes of the County. Each authorized issue shall constitute a  
18 separate loan, and such loans are payable within the terms and conditions prescribed by  
19 Massachusetts General Laws.

20 (c) All bonds or notes issued pursuant to the ordinance shall be signed by the County Treasurer  
21 or Assistant Treasurer and countersigned by a majority of the Board of Regional

1 Commissioners. The County may sell securities at public or private sale upon such terms and  
2 conditions as the Board of Regional Commissioners may deem proper but not for less than  
3 their par value. Indebtedness incurred under this ordinance shall, except as herein provided,  
4 be subject to Chapter thirty-five of the Massachusetts General Laws.

Submitted by: Board of Regional Commissioners

Date: February 15, 2023