

# BARNSTABLE COUNTY

CAPE COD REGIONAL GOVERNMENT



# FISCAL YEAR 2025

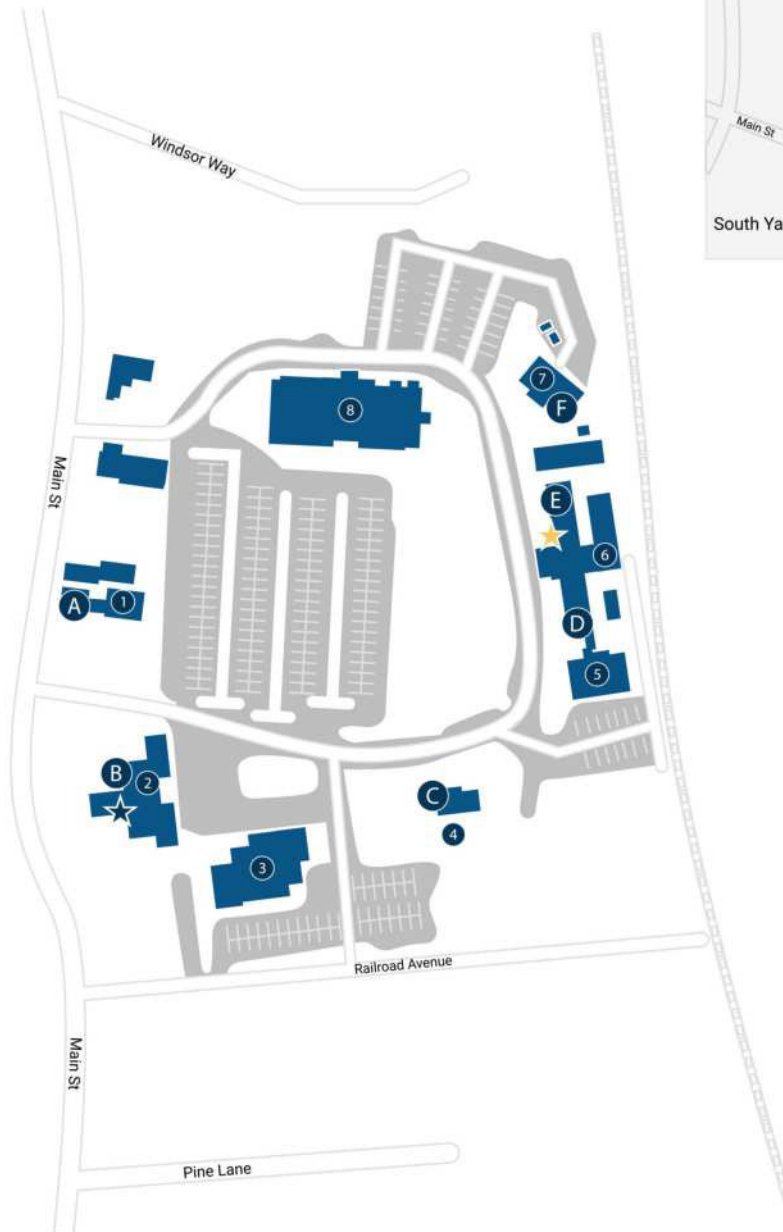
## PROPOSED BUDGET



# Barnstable County Complex

3195 Main Street | Barnstable, Massachusetts 02630

## Buildings & Departments



- 1 Cape Cod Commission
  - 2 Superior Courthouse, Administration, Commissioners Office, County Clerk, Finance
  - 3 Registry of Deeds
  - 4 Old Sheriff's House, AmeriCorps Cape Cod, Assembly of Delegates Clerk
  - 5 Human Services, Water Quality Lab, SHINE
  - 6 Health & Environment
  - 7 Information Technology
  - 8 First District Counthouse
  - 9 Cape Cod Cooperative Extension Office  
(Located at 1358 Route 28, South Yarmouth, Massachusetts)
- |   |                                  |
|---|----------------------------------|
| A CCC Conference Room                             | D Harborview Conference Room     |
| B Barnstable County Commissioners Conference Room | E Mary Pat Flynn Conference Room |
| C Conference Room                                 | F Innovation Room                |
- ★ Assembly of Delegates Regular Meetings
  - ★ Board of Regional Commissioners Regular Meetings

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*All photographs with-in the pages of the Fiscal Year 2025 Proposed Budget were provided courtesy of Christopher Seufert Photography, Mark Martins, Andrew Newman, and John French*



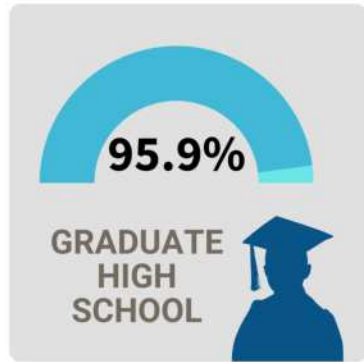
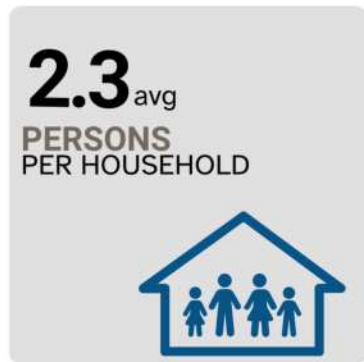
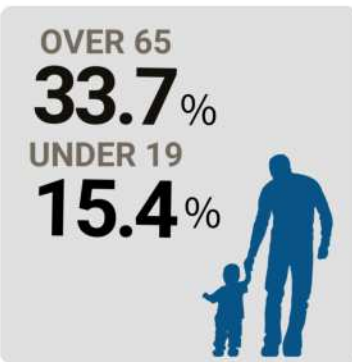
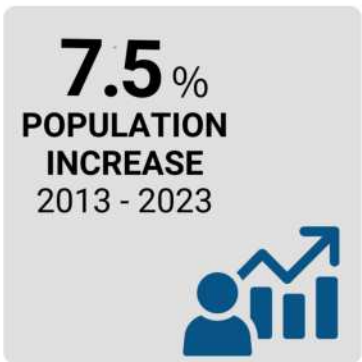
# BARNSTABLE COUNTY AT A GLANCE

Barnstable County was officially established on June 2, 1685, when Plymouth Colony was partitioned into Plymouth, Bristol, and Barnstable counties.



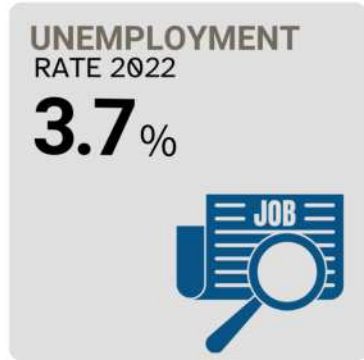
POPULATION OF COUNTY 2022

**232,457**



**TOP 3 PRINCIPAL EMPLOYERS**

- Woods Hole Oceanographic Institution
- Cape Cod Healthcare
- Joint Base Cape Cod



For additional information please visit the Barnstable County, Massachusetts Census Bureau Profile at [data.census.gov](https://data.census.gov)

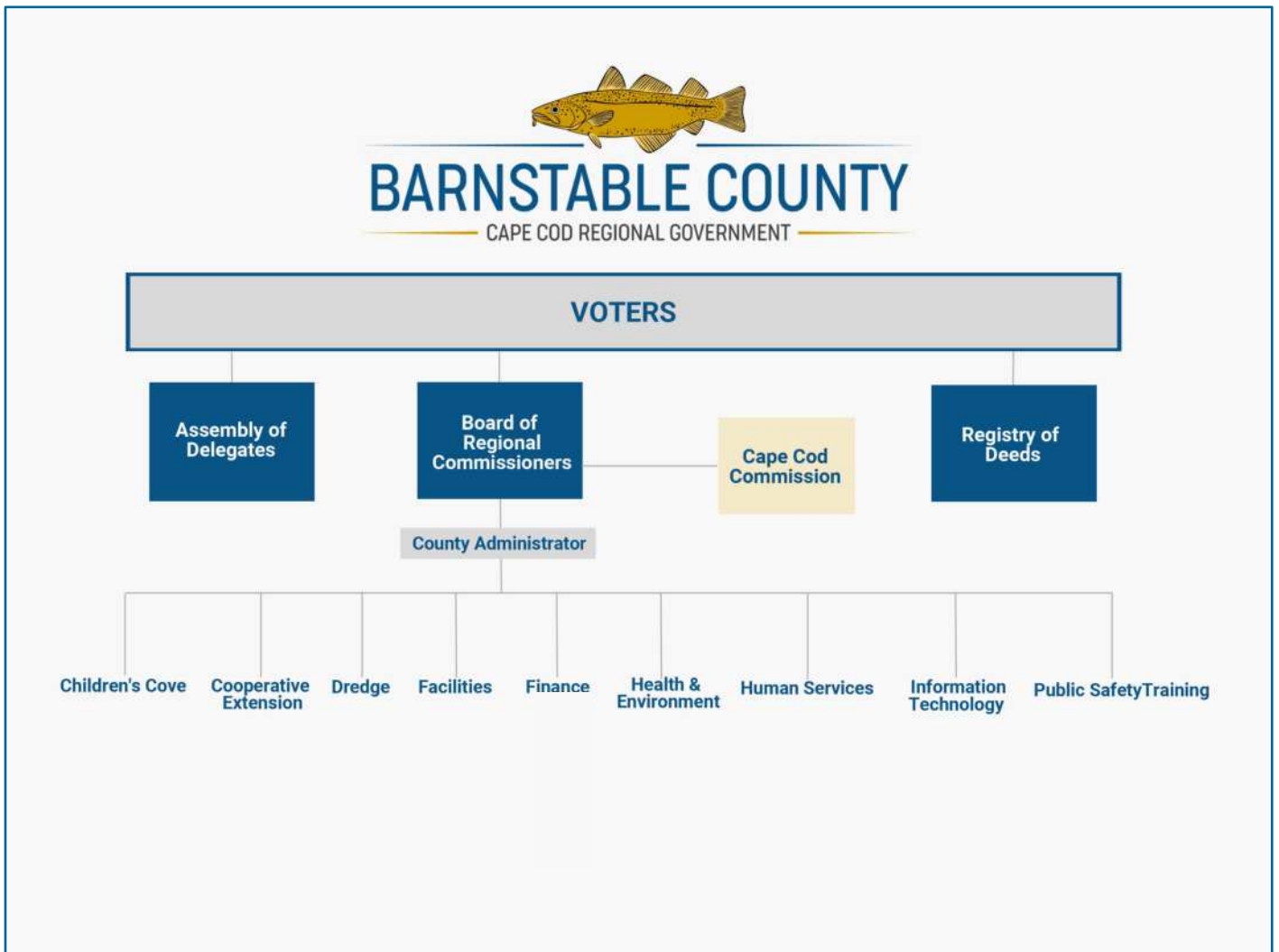


# MAP OF CAPE COD

## CAPE COD Massachusetts



# ABOUT BARNSTABLE COUNTY



## About Cape Cod

Founded in 1685, one of the oldest Counties in the United States, fifteen towns comprise Barnstable County. An arm-shaped peninsula extending into the Atlantic Ocean from the southeast corner of Massachusetts, Barnstable County is coextensive with Cape Cod. Since 1914, most of Cape Cod has been separated from the mainland by the Cape Cod Canal. The canal cuts 7 miles (11 km) roughly across the base of the peninsula, though small portions of the Cape Cod towns of Bourne and Sandwich lie on the mainland side of the canal. Two highway bridges cross the Cape Cod Canal: the Sagamore Bridge and the Bourne Bridge. In addition, the Cape Cod Canal Railroad Bridge carries railway freight and provides limited passenger service onto the Cape.

Barnstable County's historic, maritime character and abundant beaches attract millions of tourists each summer. The County encompasses 394 square miles and contains 560 miles of coastline which includes the Cape Cod National Seashore featuring pristine beaches, marshes, ponds, and uplands support diverse species. Defined by the limitations and expanses of land and water, this narrow land has a unique place in the national historical narrative.



# ABOUT BARNSTABLE COUNTY

## Demographic Trends

Barnstable County, with a population of 228,996 people, is the 9th most populated county in the state of Massachusetts out of 14 counties (2020 U.S. Census). In 2020, Barnstable County had the fourth highest in-migration in the country. The 2020 population count exceeded prior projections which anticipated a decline in population. Between 2010 and 2020, the overall population of Barnstable County increased by 6.1%. In comparison, the state population grew by 7.4% during this period.

Nearly half of the total population of Barnstable County reside in the three largest towns (Barnstable, Falmouth, and Yarmouth) and population size becomes smaller in towns of the Lower Cape (Harwich, Brewster, Chatham, and Orleans) and Outer Cape (Eastham, Wellfleet, Truro, and Provincetown), many of which are considered rural. However, nearly all Cape Cod towns increased in population over the course of the past decade. The Town of Wellfleet showed the largest percent increase, up approximately 30% since 2010. Provincetown and Truro also showed significant growth, at 25% and 23%, respectively. Sandwich was the only town to have lost residents, showing a population decline of 416.

Barnstable County has the highest percentage in the state of residents over the age of 75. Several Cape towns have a notably higher percentage of older residents – Eastham, Orleans, and Chatham. Residents over the age of 55 make up 49% of the total population in the County and 66% of total households. The County also has a higher percentage of veterans and residents with disabilities compared to the rest of the state. The county remains predominantly White, non-Hispanic (88%) with about 25,000 residents identifying as a racial or ethnic minority (2020 U.S. Census).

## Barnstable County Government

The Barnstable County Home Rule Charter was adopted in 1988 and is the governance document of the county. The Charter outlines the powers and duties of the legislative branch, the Assembly of Delegates and the executive branch, the Board of Regional Commissioners. The Barnstable County Charter has the following provisions: 1) Creation of a legislative branch with authority to adopt municipal ordinances, the Assembly of Delegates (an elected delegate from each of the 15 towns); 2) Creation of an executive branch in charge of supervising and directing the activities of all Cape Cod regional government entities, the Board of Regional Commissioners (three-person board elected for a three year term); 3) Creation of municipal petition and citizen's initiative processes. The County operates under the provisions of the County Charter and Administrative Code of Barnstable County, as well as the Massachusetts Constitution and General Laws of the Commonwealth. Commissioner action is affected by a simple majority vote of two of the three Board members. Whereas the Assembly of Delegates use a weighted voting system. A delegate's vote is weighted by the population percentage in each town based on the most recent census information available.

The Registry of Deeds is a county office operated under the supervision of the Register of Deeds, an elected county official. The Register of Deeds is also an Assistant Recorder of the Massachusetts Land Court. All transactions recorded in the land court section of the Registry deal with registered land, the title to which is insured by the Commonwealth. The Registry handles all property records for Barnstable County, serving all 15 towns on Cape Cod.

The Cape Cod Commission is the regional land use planning, economic development, and regulatory agency created in 1990 to serve the citizens and 15 towns of Barnstable County, Massachusetts. Although it is an agency of Barnstable County regional government, it is funded separately through the Cape Cod Environmental Protection Fund and supplemented by grants.



# ABOUT BARNSTABLE COUNTY

## Services Provided by Barnstable County

### Environmental



- Alternative Septic System Research
- AmeriCorps Cape Cod
- Coastal Flood Plain Planning
- Coastal Resiliency
- Landfill Monitoring
- Municipal Shellfish Propagation
- River Herring Network

### Education & Training



- 4-H Youth Services
- Nutrition Education
- Entymology
- Fire Training
- Food Safety
- Hazardous Waste and Recycling Education
- Horticulture
- Human Rights
- Medicare Counseling

### Health & Wellness



- Beach Monitoring
- Buy Fresh/Buy Local
- Child Sexual Abuse Services
- Hoarding Task Force
- Homelessness Programs
- Public Health Nursing
- Regional Substance Addiction Council (RSAC) & Prevention Education
- Tobacco Control Program
- Water Quality Lab

### Regional Services



- Broadband Access
- Emergency Planning
- Regional Shelters
- Dredging
- IT Regional Services
- Logistical Services to Town Boards of Health
- Septic Loan Program (AquiFund)





# FISCAL YEAR 2023 REVENUE

FISCAL YEAR 2023 REVENUE SOURCE		
REVENUE SOURCE	AMOUNT	% OF TOTAL
COUNTY EXCISE TAX	14,933,072	55.19%
COUNTY TAX ASSESSMENT	3,621,760	13.39%
REGISTRY BUSINESS FEES	1,744,596	6.45%
COURTHOUSE RENTAL	1,660,150	6.14%
COUNTY HEALTH LAB FEE	815,659	3.01%
INTEREST INCOME	1,284,050	4.75%
COOPERATIVE EXTENSION	64,497	0.24%
ADMIN FEES - GRANTS	385,255	1.42%
MISCELLANEOUS REVENUES	73,249	0.27%
DA OFFICE RENTAL	24,854	0.09%
ORLEANS SANITARIAN	25,577	0.09%
IT SUPPORT SERVICES	318,450	1.18%
RENTAL INCOME	625	0.00%
VENDING MACHINE	425	0.00%
TRANSFERS IN FROM OTHER FUNDS	2,099,725	7.76%
CZM ENHANCEMENT PROJECTS	5,000	0.02%
<b>TOTAL REVENUE</b>	<b>\$27,056,943.24</b>	<b>100.00%</b>

BOND RATING	
STANDARD AND POOR'S BOND RATINGS AS OF DECEMBER 2017	AA



# BARNSTABLE COUNTY BUDGET FISCAL YEAR 2025 INTRODUCTION

October 25, 2023

To the Honorable Barnstable County Commissioners, other elected officials, member communities, county employees and residents of Cape Cod,

Pursuant to the Acts of 1988, Chapter 163, Home Rule Charter, Section 5-3, the Barnstable County Board of Regional Commissioners annually adopt a budget policy statement and timeline.

The following memo outlines 1.) the context in which the County Administrator has prepared her FY 25 budgetary and policy recommendations to the Board of Regional Commissioners, and 2.) priorities for the FY 25 budget.

The Administrator's priorities for the FY 25 budget are as follows:

- Maintain Barnstable County's financial health.
- Preserve County resources - support a skilled and productive workforce and maintain our assets.
- Leverage County resources with federal, state, municipal, and non-profit partners.
- Provide high quality regional programs & services grounded in best practice.

## I. CONTEXT

### A. FY 25 Budget Challenges and Opportunities

#### 1. Capital Investment

The County will continue to be challenged in FY 25 with an increased need for capital investments for facility management due to the age of the County's facilities. Our primary tenant, the Massachusetts Trial Court, has leased space in the Superior Court (75% occupied) Deeds & Probate (50% occupied), 1<sup>st</sup> District (97% occupied), 2<sup>nd</sup> District (100% occupied), and County Complex (78%). All these facilities are aging and require capital improvements in addition to routine maintenance and upkeep. There are several large capital improvement and renovation projects scheduled in the 5-year Capital Improvement Plan for the county complex and its facilities. While the County is reimbursed by the Trial Court for maintenance and capital investments, based upon percentage of occupancy in each building, reimbursement takes approximately 18 months. In order to better manage the financing of capital projects, the County should create and invest in a Capital Improvement Fund that can be tapped for capital expenses and then be replenished upon reimbursement by the Trial Court. This method of funding capital projects is preferred rather than assuming costs associated with debts/loans associated with reimbursable capital improvement to these leased facilities.

#### 2. Space Needs

While we wait for the recommendations from the Master Planning Study, expected to be completed in the spring of 2024, office space for County employees continues to be an area of concern. With the displacement of employees due to flooding in the White House, long term planning for the space needs is more critical than ever.



# BARNSTABLE COUNTY BUDGET FISCAL YEAR 2025 INTRODUCTION

## 3. Regional IT Services

Demand for regional IT services continues to grow. Revenue generated by IT contract services increased in FY 23. It would be challenging for the IT department to take on new intermunicipal agreements at the current staffing level without impacting service delivery to current customers including all County departments, the CCC, other county agencies, and several municipalities. According to the IT Director, IT employees are currently working at capacity.

In order to appropriately plan for growth of regional IT services, the IT Director will seek grant funding to undertake strategic planning for optimal growth of regional IT services. Recommendations from the strategic planning process would be implemented in FY26.

## 4. Grant Fiscal Management

Barnstable County is very successful in securing federal and state grants that assist municipalities, community-based partners, and residents of Cape Cod. 4.0 FTE Grant Fiscal Officers assist departments with grant fiscal management tasks including monitoring, compliance, salary allocation, invoicing, and tracking of expenses and revenue. Given the complexity and volume (grant revenue is more than double the annual operating budget) of grants administered by the County, a review of the existing program is underway to determine capacity and program development needs, including adding contracted expertise on compliance with federal monitoring requirements.

In FY 23, grants managed by Barnstable County totaled over \$56 million dollars, more than twice the amount of the FY24 operating budget. ARPA contributed \$41 million to this total, our obligation to administer and monitor the ARPA grant and 64 subgrantees continues until 12/31/26.

The County charges a de minimis rate of 10% for grant administration. Historically, many grants do not allow for a de minimis rate. Regardless of the size of a federal or state grant, all grants must be monitored closely for adherence to program guidelines and regulations. Grant management is a team effort which includes staff time from Administration, Finance, Human Resources, Payroll, and department management and program staff. The County must be able to charge a 10% de minimis to continue to support this important governmental function. Beginning in FY 25, new grants must include a 10% de minimis rate.

## 5. Continuity of Operations Planning – Shared Services

There are several departments that provide shared services across all departments and agencies of Barnstable County. These departments include Administration, Finance, Facilities, and Information Technology. At this time, Facilities and Finance are operating without deputy directors. These positions are not currently funded in the general fund nor are they proposed in FY 25, however, these positions are needed to ensure continuity of operations.

In addition, other key positions that provide shared services functions to all departments and agencies are strained. For example, there is 1 FTE Human Resources Manager, with no administrative support, for 250 employees. The Board of Regional Commissioner's Executive Assistant also functions as the County Clerk and Public Records Officer; these positions have no administrative backup.



# BARNSTABLE COUNTY BUDGET FISCAL YEAR 2025 INTRODUCTION

Regarding the need for sustainable grant fiscal management, as noted above in 1.A. 4., regardless of the dollar amount of a grant, grants received by departments to support essential programs and services involve staff time from county departments that provide shared services (i.e., finance, administration, payroll, IT). In FY 25, Administration and Finance will analyze the “cost” of managing grants to determine a minimum grant amount threshold that would be required for new grants so that the “cost” of managing grants is adequately supported and sustainable.

## 6. Dredge

The Dredge Department, which operates as an Enterprise Fund, is in the process of conducting a comprehensive programmatic and rate study. It is anticipated that the new dredge rate structure will be implemented in FY 25, a rate increase may alleviate the need for an FY 25 operating subsidy.

## 7. PFAS Liability

Under the Massachusetts Contingency Plan (MCP) regulated by the Massachusetts Department of Environmental Protection (DEP), Barnstable County was named the responsible party for remediating polyfluoroalkyl substances (PFAS) contamination emanating from the former municipal fire training site. It should be noted that the County never purchased fire-fighting foam (AFFF) used at the site that caused the contamination. AFFF was purchased and used by other parties including municipal fire departments used the training facility. It should also be noted that the costs associated with the MCP regulated PFAS clean up at the former training site is entirely separate from the 2017 settlement agreement that the County reached with the Town of Barnstable (TOB) for groundwater treatment at the Mary Dunn Wells, where the terms of this settlement and associated costs ends in 2037.

As of January 2023, the County’s Licensed Site Professional (LSP) estimated the entire cost of the clean-up emanating from PFAS contamination at the former municipal fire training site could exceed \$60 million dollars. This amount includes costs associated with the TOB settlement, completion of MCP Immediate Response Actions (IRA), Phases II, III, and IV, and ongoing costs associated with maintaining the interim groundwater pump and treat system until MCP requirements are fulfilled and the project is closed out.

Funding for this obligation has not yet been identified but could come from a variety of sources – including 0% loans from the Massachusetts Clean Water Trust/State Revolving Fund, ARPA investment of \$4 million, potential legal settlements with the manufacturers, and other town, state, and federal support. The County Administration is in the process of identifying all options.

## **B. Revenue Forecast**

The County’s primary source of revenue is from deeds excise tax collected by the Registry of Deeds. Increased interest rates coupled with a lack of housing inventory has slowed the housing market when compared to the 2-year period during COVID (2021 and 2022) which saw unprecedented sales and an increase in the median price of a single-family home. In August 2023 the number of sales of single-family homes in Barnstable County was down by 25% compared to August 2022. The median sale price was \$632,500, .04 % less than the previous August, (Warren Group, 2023) The Registry reports that deeds revenue was down 19% in the first quarter of FY 24 and the volume of recordings is the lowest since 1982.

To ensure the County revenues are capable of supporting the desired level of service, revenue estimates will be conservative, based upon historical analyses of data and generally acceptable forecasting methods.



# BARNSTABLE COUNTY BUDGET FISCAL YEAR 2025 INTRODUCTION

Since Barnstable County Government relies heavily on deeds excise for funding and this revenue source is exposed to the volatility of the real estate market, a conservative approach in projecting revenue is required, considering a prolonged high interest rate environment coupled with low volume of home sales.

## II . FY 25 BUDGET PRIORITIES

### A. Maintaining Financial Health

All budgets developed for the fiscal year beginning July 1, 2024, and ending June 30, 2025, will be balanced. Budgets will adhere to the County's financial policies.

### B. Preserving Resources

The FY 25 budget will focus on supporting and preserving the County's employees and assets.

The County provides generous benefits, pays for 75% of group health insurance, and offers telework options to employees when possible and based upon job duties. In FY24, the County completed a compensation study which resulted in salary adjustments for many positions. However, recruiting and maintaining employees in certain positions continues to be challenging. Creative recruitment efforts have been undertaken and include the creation of promotional videos, expanded recruitment efforts, and outreach to the region's technical high schools and community colleges.

In preparing their FY 25 operating budgets, departments are instructed as follows:

1. Prepare a level services expenditure budget. Departments should strive to maintain FY 24 staffing levels.
2. There will be no new general funded staff positions in FY 25.
3. Salary for any county- funded positions (including partially funded grant positions) that are currently vacant or may become vacant in FY 25 must be justified.
4. Salary and fringe for partial funded grant positions must reflect the actual percentage of allocation to the general fund.
5. Prepare an operating budget with the following projections:
  - a. Annual performance step increases, merit pay, anticipated retirements, and sick time buy back.
  - b. Cost of Living – increase by 3%
  - c. Utilities - increase natural gas by 5% and increase electric by 45% based on the prior year's actuals.
  - d. Insurance - increase by 10% from previous year
  - e. Group health insurance - increase by 8% from previous year
  - f. Non- salary recurring expenditures shall be based on (1) actual contractual costs or (2) three-year averages.



# BARNSTABLE COUNTY BUDGET FISCAL YEAR 2025 INTRODUCTION

6. Submit FY 25 Capital Budgets. In FY 25 Administration and Finance implemented a new process for capital submissions in which all new submissions are evaluated and ranked based upon a four-tiered system of prioritization. Previously authorized and unissued capital projects will be re-evaluated and prioritized based upon the new CIP process. A 5-year capital budget will be prepared. Beginning in FY 25, a 3-year sunset policy will be initiated on authorized capital projects, forward looking.

## **Leverage county resources in partnership with federal, state, local and non-profits.**

The County's ability to leverage county general funds (primarily staff and operational resources) to secure federal and state grants is well-documented. County departments have proven track records of success in securing and managing numerous federal and state grants for beneficial regional programs. This success allows the county to implement numerous programs and services that are of regional benefit.

## **Barnstable County is an effective and efficient organization with programs & services grounded in best practice.**

Focusing on doing what needs to be done and improving efficiency, the County continues to use shared services and technology to gain efficiencies, leverage best practices, and standardize processes.

The discussion of the necessity of charging grants a de minimis rate of at least 10%, as mentioned in section I.A.4 above, is relevant here. With increasing salary and fringe benefit costs and limited ability to increase revenue, beginning in FY 25 departments will be directed to critically review long standing programs and services for efficiency and effectiveness.

Respectively Submitted,



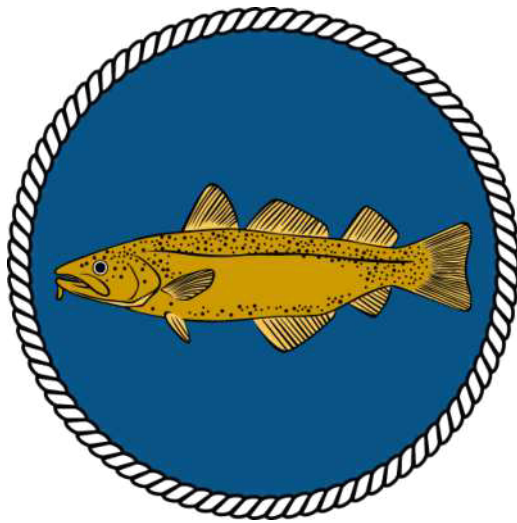
Elizabeth Albert  
County Administrator



# BARNSTABLE COUNTY BUDGET TIMELINE *for* FY 2025

September 15, 2023	Distribution of FY 25 Capital Budget request forms and instructions to departments.
October 6, 2023	Departments submit new 5-year Capital requests.
October 25, 2023	Budget message adopted by Board of Regional Commissioners.
October 27, 2023	FY 25 Operating Budget instructions released to departments; MUNIS level one budget entry opens.
November 29, 2023	MUNIS level one operating budget entry closed.
December 6, 2023	FY 25 Capital Budget presented to Board of Regional Commissioners.
December 4 -Dec 8, 2023	Departments meet with administration and finance to review proposed Operating Budget requests.
December – February 2024	FY 25 Operating Budget presented for review to Board of Regional Commissioners, weekly scheduled meetings with departments.
By January 21, 2024	FY 25 Capital Budget approved by County Commissioners and presented to Assembly of Delegates 30 days prior to operating budget. [Charter Sect. 5-6].
February 21, 2024	Submission of proposed Operating Budgets to Assembly by the 2nd meeting of the Assembly in February [Ord.22-22].
April 17, 2024	Assembly Finance Committee shall file a written report with the Assembly on any recommendations for changes to the Commissioner’s budget no later than the 2nd meeting in April. [Manual of Governance Section 14 (g)(vii)]
April 24, 2024	The Assembly Finance Committee will be invited to a meeting of the Board of Regional Commissioners to review and discuss the written report.
May 1, 2024	The Assembly shall adopt the budget for the ensuing fiscal year not later than its first meeting in May [Manual of Governance, Section 14 (g)(viii)]
June 1, 2024	Assembly shall adopt budget by first of June [Charter Sect. 5-6]







# **Fiscal Year 2025 Proposed Budget**



# BARNSTABLE COUNTY PROPOSED BUDGET FISCAL YEAR 2025

Dept Description	FY2021		FY2022		FY2023		FY2024		FY2025	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Proposed	% Change
COUNTY COMMISSIONERS OFFICE	962,738	870,536	1,300,219	1,045,752	1,152,735	1,113,479	1,029,611	496,286	1,172,552	
HUMAN RIGHTS COMM	38,896	37,357	40,065	37,595	49,779	43,067	68,771	25,104	77,546	
INFORMATION TECHNOLOGY SERVCS	1,208,559	1,158,540	1,407,296	1,262,509	1,636,214	1,594,343	1,698,839	976,337	1,833,560	
ASSEMBLY OF DELEGATES	393,955	365,734	378,873	296,136	336,077	289,174	334,363	111,630	500,682	
FINANCE	1,301,000	1,185,328	1,369,282	1,327,672	1,487,250	1,449,634	1,707,406	817,386	1,774,144	
CENTRAL PURCHASING	0	0	4,300	4,279	3,934	3,905	4,800	1,363	5,400	
FACILITIES	2,582,384	1,976,574	2,626,617	2,017,906	2,801,881	2,246,787	2,756,847	1,093,672	3,003,376	
COOPERATIVE EXTENSION	2,477,627	1,913,120	2,564,112	2,264,423	2,807,171	2,640,454	2,760,836	1,278,951	3,022,982	
REGISTRY OF DEEDS	2,560,948	2,302,615	2,555,055	2,439,737	2,611,219	2,355,545	2,546,372	1,115,275	2,489,529	
HEALTH & ENVIRONMENT	2,994,035	2,578,734	3,411,990	3,007,680	3,996,527	3,529,880	3,776,194	1,662,512	4,258,546	
HUMAN SERVICES	849,374	516,917	802,205	620,595	847,032	685,498	898,699	401,380	917,349	
CHILDREN'S COVE	478,414	379,044	500,297	453,875	541,856	462,045	531,928	243,715	567,498	
PUBLIC SAFETY	1,702,310	1,672,340	0	0	0	0	0	0	0	
CENTER FOR PUBLIC SAFETY TRAIN	719,820	568,117	480,166	302,592	296,877	168,473	272,617	91,910	282,773	
WATER QUALITY INITIATIVES	0	0	30,000	0	0	0	0	0	0	
FRINGE BENEFITS	1,238,786	1,147,061	1,198,199	1,091,778	1,199,367	1,145,212	1,276,193	565,856	1,411,849	
MISC. & CONTINGENCY EXP.	5,519,772	5,519,380	1,885,046	1,963,455	8,892,272	8,764,073	2,470,274	1,037,675	2,723,594	
DEBT SERVICE & INTEREST	913,209	886,714	911,293	897,289	778,211	745,569	757,775	131,772	711,721	
APPROPRIATED RESERVES	0	0	0	0	66,119	0	225,000	0	0	
<b>Total</b>	<b>\$25,941,827</b>	<b>\$23,078,110</b>	<b>\$21,465,016</b>	<b>\$19,033,272</b>	<b>\$29,504,521</b>	<b>\$27,237,137</b>	<b>\$23,116,525</b>	<b>\$10,050,825</b>	<b>\$24,753,101</b>	<b>7%</b>

Dept Description	FY2021		FY2022		FY2023		FY2024		FY2025	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Proposed	% Change
CAPE COD COMMISSION	\$ 5,718,866	\$ 3,976,965	\$ 5,772,954	\$ 3,864,569	\$ 5,949,538	\$ 4,036,544	\$ 6,147,030	\$ 2,131,749	\$ 6,499,429	6%

Dept Description	FY2021		FY2022		FY2023		FY2024		FY2025	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Proposed	% Change
DREDGE	\$1,995,561	\$1,815,922	\$2,067,189	\$1,791,223	\$2,140,283	\$ 1,682,361	\$ 2,388,771	\$ 783,226	\$ 2,381,785	0%

\*Data as of 11/30/2023



# BARNSTABLE COUNTY ESTIMATED REVENUES FISCAL YEAR 2025

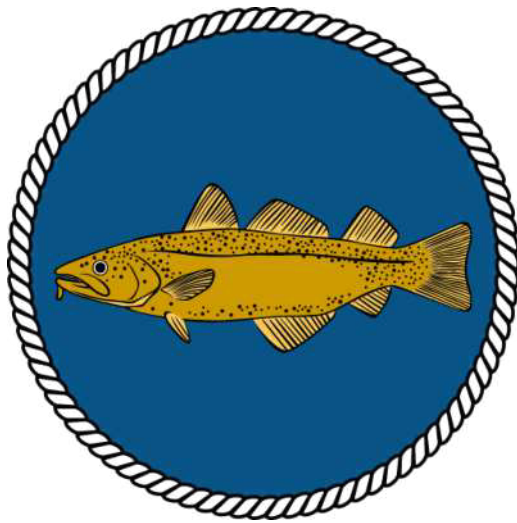
GENERAL FUND	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Proposed	% Change
COOPERATIVE EXTENSION	95,000	67,540	90,000	40,223	90,000	64,497	90,000	6,368	60,000	
FACILITIES	1,750,241	1,889,376	1,817,380	1,743,433	1,817,380	1,685,003	1,828,590	583,495	1,728,590	
FINANCE	62,500	113,402	55,000	222,006	118,000	385,255	150,000	70,202	350,000	
GENERAL FUND	0	5,000	0	5,000	0	5,000	10,000	18,304	0	0
HEALTH DEPT MISC REVENUES	13,500	22,865	15,000	34,595	46,500	25,577	33,000	0	0	0
HEALTH SANITARIAN SERV-OTHER	23,000	0	0	0	0	0	0	0	0	0
HEALTH-LABORATORY	800,000	412,715	700,000	741,873	989,754	815,659	925,000	452,912	850,000	
HUMAN SERVICES REVENUE	0	0	0	0	0	0	0	1,200	0	0
INFO TECH REVENUE	190,000	51,096	180,000	262,086	277,457	318,450	275,000	165,135	275,000	
INNOVATION BUILDING	0	0	0	7,541	0	0	0	0	0	0
COUNTY TAX ASSESSMENTS	3,447,249	3,447,249	3,533,429	3,533,428	3,621,760	3,621,760	3,712,304	1,732,665	3,805,113	
STATE REIMBURSEMENT - SHERIFF	0	0	0	0	0	0	0	0	1,200,000	
INVESTMENT REVENUE	175,000	95,791	125,000	51,861	100,000	1,284,050	211,000	867,078	250,000	
UNRESERVED FB - BALANCE BUDGET	0	0	0	0	0	0	0	0	990,708	
UNRESERVED FB - DREDGE SUBSIDY	0	0	0	0	650,000	0	842,993	0	1,181,785	
UNRESERVED FB - CCC	0	0	0	0	2,493,028	0	0	0	0	0
UNRESERVED FB - OPEB	0	0	0	0	2,402,627	0	0	0	0	0
UNRESERVED FB - STABILIZATION	0	0	0	0	2,343,854	0	0	0	0	0
MISCELLANEOUS & CONTINGENCY	1,190,619	2,840,654	1,997,552	545,820	324,058	2,174,024	1,038,638	5,140	561,905	
PUBLIC SAFETY TRAINING	275,000	0	0	0	0	0	0	0	0	0
REGISTRY OF DEEDS	12,950,000	20,583,245	12,950,000	21,642,420	14,230,102	16,677,669	14,000,000	5,578,617	13,500,000	
<b>TOTAL GENERAL FUND</b>	<b>\$ 20,972,109</b>	<b>\$ 29,528,934</b>	<b>\$ 21,463,361</b>	<b>\$ 28,830,286</b>	<b>\$ 29,504,521</b>	<b>\$ 27,056,943</b>	<b>\$ 23,116,525</b>	<b>\$ 9,481,115</b>	<b>\$ 24,753,101</b>	<b>7%</b>

CAPE COD COMMISSION	FY2021		FY2022		FY2023		FY2024		FY2025	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Proposed	% Change
CCC - REVENUE	10,852,735	9,823,134	5,647,954	4,786,193	5,824,538	4,847,950	6,022,030	2,066,065	6,389,429	
CCC-REGULATORY REVENUE	125,000	115,698	125,000	117,317	125,000	88,150	125,000	5,436	110,000	
REGIONAL TECH SVCS-REVENUE	0	40,046	0	0	0	0	0	0	0	0
<b>TOTAL CAPE COD COMMISSION</b>	<b>\$ 10,977,735</b>	<b>\$ 9,978,878</b>	<b>\$ 5,772,954</b>	<b>\$ 4,903,509</b>	<b>\$ 5,949,538</b>	<b>\$ 4,936,100</b>	<b>\$ 6,147,030</b>	<b>\$ 2,071,501</b>	<b>\$ 6,499,429</b>	<b>6%</b>

DREDGE ENTERPRISE FUND	FY2021		FY2022		FY2023		FY2024		FY2025	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Proposed	% Change
DREDGE INCOME	1,800,000	1,655,223	2,052,189	1,152,700	1,366,950	941,267	1,535,778	9,037	1,200,000	
MISC REVENUES	0	14,335	0	7,600	0	1,026	0	13,275	0	0
DISPOSITION OF FIXED ASSETS	0	0	0	180,000	0	0	0	0	0	0
TRANSFERS IN FROM GENERAL FUND	0	0	0	0	758,333	758,333	842,993	0	1,181,785	
<b>TOTAL DREDGE ENTERPRISE FUND</b>	<b>\$ 1,815,000</b>	<b>\$ 1,669,558</b>	<b>\$ 2,067,189</b>	<b>\$ 1,340,481</b>	<b>\$ 2,140,283</b>	<b>\$ 1,700,626</b>	<b>\$ 2,388,771</b>	<b>\$ 22,312</b>	<b>\$ 2,381,785</b>	<b>0%</b>

\*Data as of 11/30/2023





# **Fiscal Year 2025 General Fund Summaries**



# BARNSTABLE COUNTY GENERAL FUND REVENUE NARRATIVE

## General Fund Revenue

The County begins the process of budgeting by estimating revenues. Current and historical revenue projections provide the County with necessary resources to allocate upcoming appropriations. The 2025 budget development process focuses on the County’s ability to respond to an uncertain economic environment and an approach of “cautious optimism” was exercised. The COVID-19 era is notable for low rates of unemployment, high inflation, and pricing extremes in the Cape Cod housing market. The County’s operating budget is heavily dependent upon taxation of real estate transactions by the County’s Registry of Deeds. During FY21 and FY22 demand for real estate on Cape Cod, combined with historically low interest rates, caused a surge in prices and transactions and thus increased revenue to the County. These funds, net of operating budget expenses in those years, remain in the unreserved fund balance. In FY23 rising interest rates, combined with a paucity of housing inventory for sale, resulted in projected revenues which are more in line with pre-COVID experience. However, inflationary pressures remain across the economy causing upward pressure on the prices the County pays for nearly all inputs to the services it provides—salaries, insurance, capital goods, consulting services, supplies, and commodities. In this context the costs of providing services can outpace revenue growth unless we are very deliberate. These competing demands emphasize the need for strategic decision making.

Five major sources of revenue govern the total proposed appropriations: county tax assessments, county excise taxes, registry of deeds revenue, departmental revenue, and court rentals. Of the five, county excise taxes represent the largest source of revenue. Given the downturn in real estate transactions the county must focus attention to new sources of revenue to maintain a balance between appropriations and revenue during economic uncertainty.



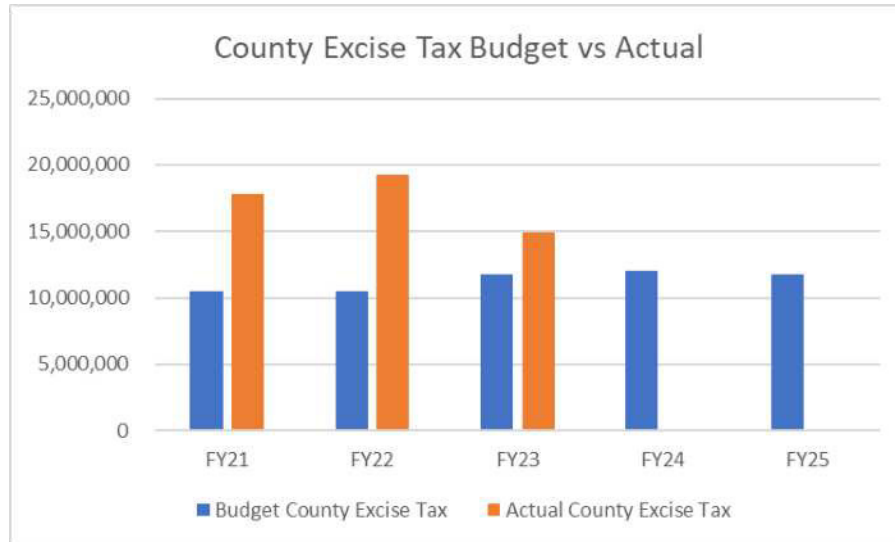
Sound fiscal practice requires conservatism when forecasting revenue. The Administrator and Finance Director have worked closely with the Registry of Deeds to determine the most reasonable revenue estimates for fiscal year 2025.

The County’s excise tax is collected by the Registry of Deeds. The rate is \$3.06 per thousand dollars of real estate sales. Estimated FY25 revenue from excise tax is \$11,800,000 - a slight decrease from current year estimates.



# BARNSTABLE COUNTY GENERAL FUND REVENUE NARRATIVE

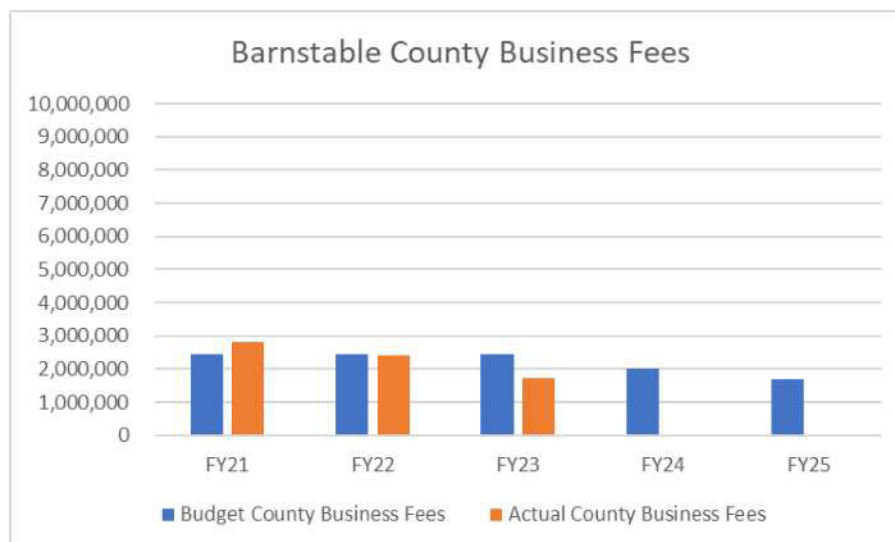
The chart below presents budget to actual revenue collected over the past three years (FY21 – FY23) and shows estimated excise tax revenue for FY24 and FY25.



## Business Fees

The County’s business fees are also collected by the Registry of Deeds and are comprised of recording fees and fees paid by customers obtaining copies of records. The Registry retains a portion of recording fees relegating the remaining funds to the Commonwealth. For example, a \$75 recording fee is broken out as \$10 to the registry, \$20 to the CPA fund, \$5 to the registry tech fund and \$30 to the Commonwealth. All fees are collected monthly. Estimated revenue for fiscal year FY25 is anticipated to be \$1.7 million, a decrease of \$300,000 versus FY23 collections.

The chart below presents budget to actual fee revenue collected by the Registry over the past ten years (FY21 – FY23) and shows estimated fee revenue for FY24 and FY25.



# BARNSTABLE COUNTY GENERAL FUND REVENUE NARRATIVE

## County Tax Assessment

Barnstable County receives taxes from each Cape Cod community served by the County Government. The tax assessment is calculated through equalized assessed values by each town and shall not increase by more than 2.5% annually. Fiscal year 2025 tax assessments are presented below.

Municipality	2022 EQV	Ratio	FY 2025 COUNTY TAX	FY 2025 CCEPF TAX	FY 2025 TOTAL TAX
BARNSTABLE	18,221,137,000	16.98%	645,972	692,572	1,338,544
BOURNE	5,710,427,600	5.32%	202,445	217,049	419,494
BREWSTER	4,941,374,200	4.60%	175,181	187,818	362,999
CHATHAM	8,768,778,800	8.17%	310,869	333,295	644,164
DENNIS	8,912,902,400	8.30%	315,978	338,773	654,751
EASTHAM	3,597,520,100	3.35%	127,539	136,739	264,278
FALMOUTH	15,449,979,300	14.39%	547,730	587,242	1,134,972
HARWICH	7,143,004,400	6.66%	253,232	271,500	524,733
MASHPEE	6,829,860,600	6.36%	242,131	259,598	501,729
ORLEANS	4,865,120,300	4.53%	172,477	184,920	357,397
PROVINCETOWN	4,042,523,100	3.77%	143,315	153,653	296,968
SANDWICH	5,437,055,800	5.07%	192,753	206,658	399,412
TRURO	2,624,539,200	2.45%	93,045	99,757	192,801
WELLFLEET	2,962,150,700	2.76%	105,014	112,589	217,603
YARMOUTH	7,825,616,900	7.29%	277,432	297,446	574,878
<b>Total</b>	<b>107,331,990,400</b>	<b>100.00%</b>	<b>3,805,112</b>	<b>4,079,610</b>	<b>7,884,722</b>

## Court Rental Revenue

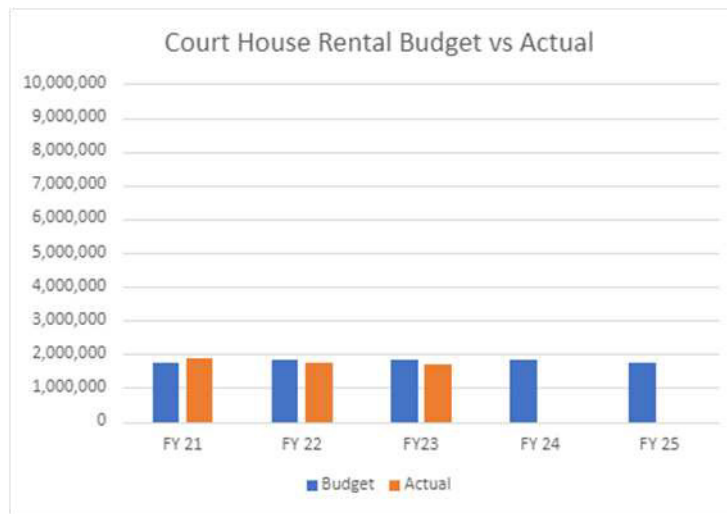
The County receives rental income from the Commonwealth for the buildings that are occupied by the courts. The fees collected are submitted to the state on an annual basis and include maintenance, repairs, capital improvements, utilities and other costs associated with usage of County buildings by the State. A breakdown by building is presented below:

Building	Cost % Reimbursed
First District	97%
Second District	100%
Superior Court	75%
County Complex	78%
Deeds & Probate	50%





# BARNSTABLE COUNTY GENERAL FUND REVENUE NARRATIVE



## New Revenue Source

Pursuant to Chapter 64D, Section 11 of the Massachusetts General Laws, Barnstable County will be reimbursed for the Barnstable County Sheriff’s Department retirement assessments incurred from 2010 to 2020, totaling \$12 million. Beginning in fiscal year 2025 the County will begin to receive 10% of the \$12 million, annually, over a 10-year period, or \$1.2 million per year. The County’s finance team proposes an annual appropriation of \$500,000 from the reimbursements received for the sheriff retirement assessments for a 10-year period in FY 25 through FY 35.

## Cyclical Fluctuations and Structural Constraints

The County’s annual budget is impacted by cyclical revenue fluctuations and structural constraints. The majority of the County’s general fund budget is supported by revenue generated by deeds excise taxes therefore, the annual budget is subject to cyclical revenue fluctuations due to volatility in the real estate market.

The County also has structural budgetary constraints such as limits on the percentage of deeds excise tax that can be retained as County revenue. In addition, there are statutory limits on the tax assessments made to each municipality. In other words, even when developing a level services budget with no new hires – wages, benefits, utilities, and insurance costs continue to escalate while the County’s sources of revenue remain relatively fixed and subject to fluctuations in the real estate market.

One way the County has been able to sustain and grow its programs and services is by leveraging federal and state grant funds. In FY 24, the County managed over \$56.6 million in grants. However, adequate funding for additional personnel to support the added workload generated by managing grants in the “shared services” departments - Human Resources, Payroll, Finance, Administration, and Procurement - has not kept pace.

In preparing a level services budget for fiscal year 2025, \$1 million in funding from unreserved fund balance is needed to support departmental requests. This structural imbalance is not sustainable without significant future revenue sources, nor is this a financial best practice operative; it is merely a one-time revenue source. Moving forward, the County will need to either identify additional resources of general fund revenue or suspend spending in some departments.



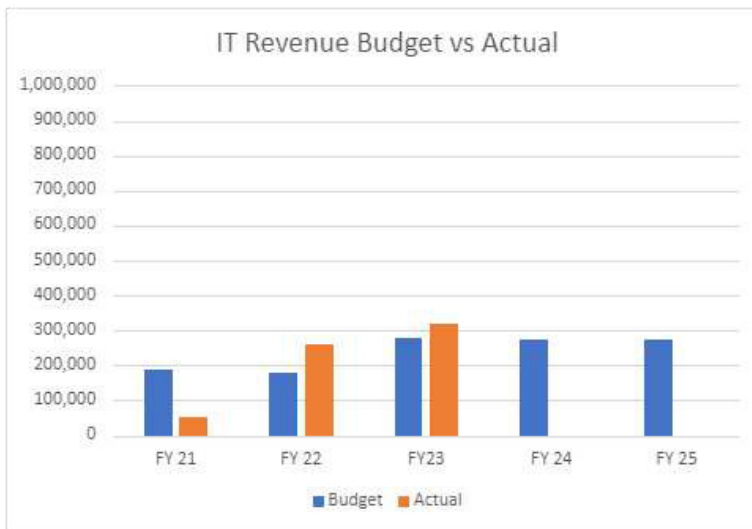
# BARNSTABLE COUNTY GENERAL FUND REVENUE NARRATIVE

## Dredge Enterprise Fund Subsidy

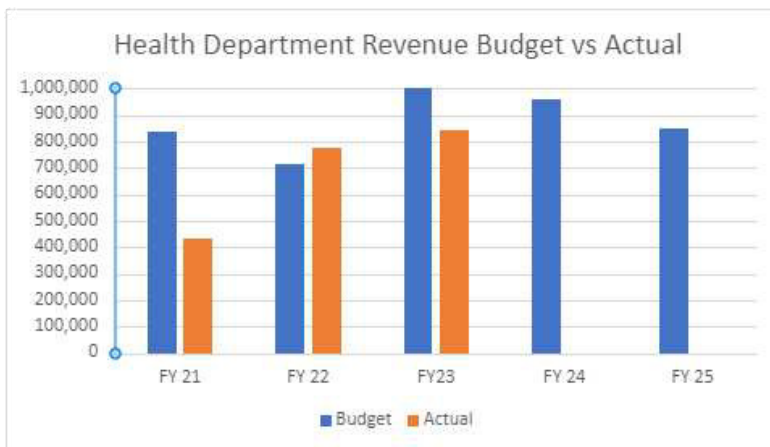
The Dredge Enterprise Fund, absent a rate increase, will require a subsidy of nearly \$1.2 Million to continue to support the operations of the department at their current level of service. This will represent the third year subsidizing the enterprise fund of \$650,000, \$842,963 and \$1,181,785 respectively, totaling \$2,674,748.

## Departmental Revenue

The County's Information Technology and Health Departments provide services to Barnstable County towns and their citizens and collect fees for doing so. The Information Technology department is contracted to support the towns of Wellfleet, Truro, Chatham, Harwich, and Provincetown. Revenue produced by the IT Department will likely exceed \$250,000 per year for FY24 and FY25.



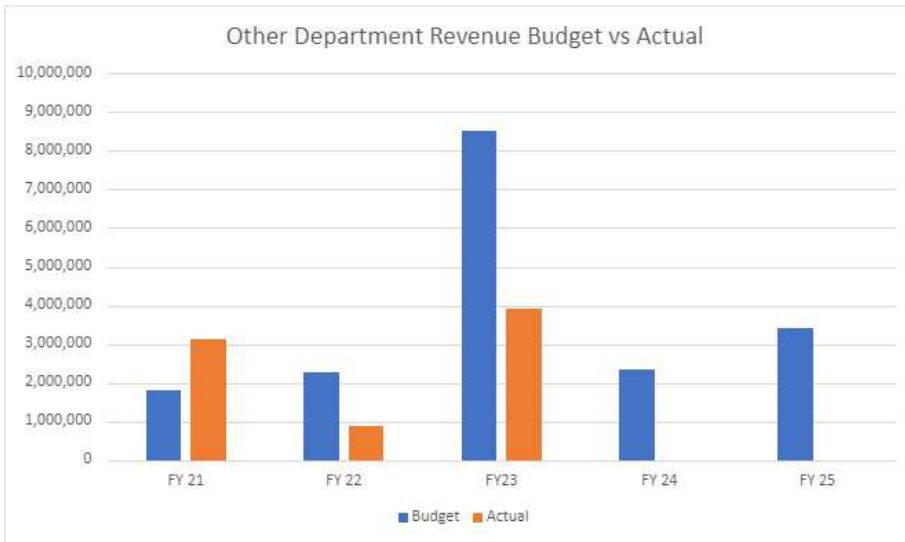
The Health Department provides laboratory services to the towns, local businesses, and the public, and provides sanitation inspection services. Health Department revenue is anticipated to be approximately \$850,000 per year for FY24 and FY25.



# BARNSTABLE COUNTY GENERAL FUND REVENUE NARRATIVE

## Other Department Revenue

The County also receives revenue from other sources, examples of such include investment revenue, grant administrative fees, revenue from the Cooperative Extension Department, transfers from workers compensation and retirement funds, and indirect costs charged to the dredge operations for direct financial and administrative support.



Note: FY 23 Budget includes three Supplemental Ordinances



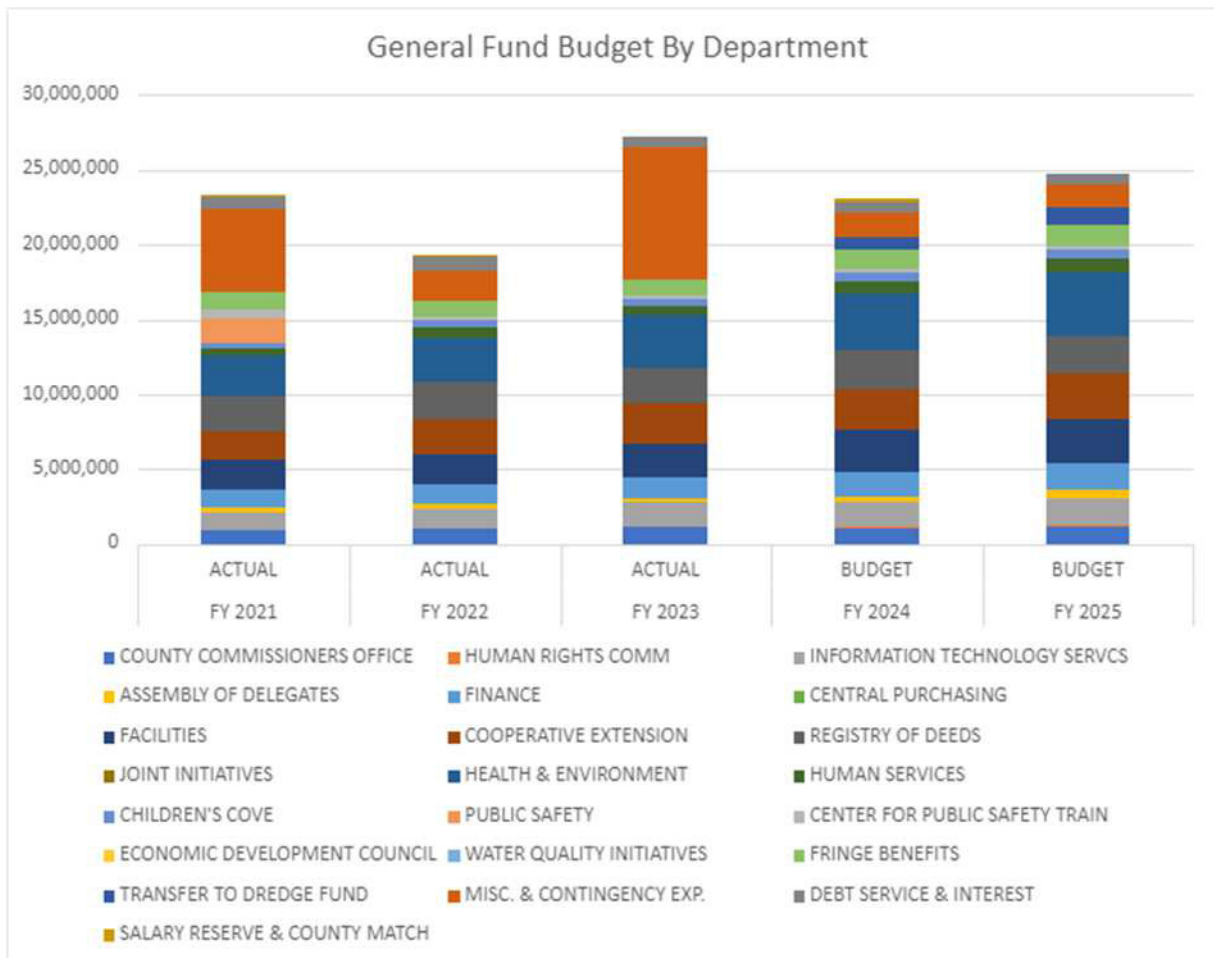
# BARNSTABLE COUNTY GENERAL FUND EXPENDITURES NARRATIVE

## General Fund Expenditures

Barnstable County is committed to supporting existing programs and services, as such the budget as presented reflects a level-service budget. A level-service budget supports previously approved programs and services, as well as cost increases for contractual and mandated obligations. The budget presented, while balanced, is not structurally balanced as it requires nearly \$1M of unreserved fund balance to support general fund operations and nearly \$1.2M to support the Dredge Enterprise fund. Utilization of reserves are one-time in nature, as such measures must be taken to increase revenue or reduce the programs and services offered by the County in the future.

Comparing a level-service budget versus a level-funded budget would likely result in significant reduction in personnel for many departments. If the County chooses to level-fund the budget it would reflect the same operating budget as the current year, \$23,116,525 a reduction of \$1,636,576.

The operating budget as proposed totals \$24,753,101 a 7% (\$1,636,576) increase over fiscal year 2024. Of this increase, 72% (\$1,181,785) is a subsidy for the Dredge Enterprise Fund. The remaining increase \$454,791 is largely due to wage and fringe benefit cost increases as well as utility rate increases and other contractual obligations. As in 2024, the budget includes a 3% cost of living increase for all employees. In addition, the budget also includes a pool of \$100,000 as a budget reserve for unanticipated expenses.

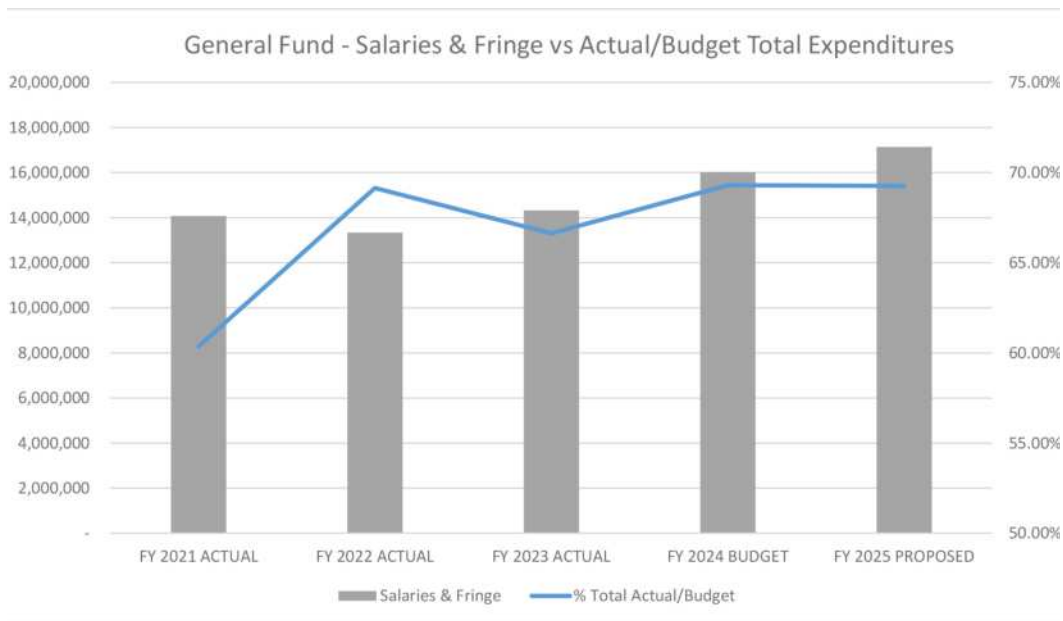


# BARNSTABLE COUNTY GENERAL FUND EXPENDITURES NARRATIVE

General Fund Budget by Category				
Expense Category	FY 24	FY 25	Change	%
Salaries	10,000,831	10,658,349	657,518	6.6%
Operating Expenses	7,036,524	7,548,763	512,239	7.3%
Fringe Benefits	6,020,170	6,487,989	467,819	7.8%
Capital	59,000	58,000	(1,000)	-1.7%
<b>Total</b>	<b>\$23,116,525</b>	<b>\$24,753,101</b>	<b>\$1,636,576</b>	<b>7.1%</b>

All current positions within the County are funded through this proposal with one new additional full-time employee requested by the Assembly of Delegates. No other requests for additional personnel are included. This will need to be addressed moving forward if the County wishes to enhance operations and support future initiatives.

Personnel costs (salaries and fringe benefits) are just over \$17 million (69%) of the general fund budget. The County will continue to provide health and dental benefits at a cost share of 25% for employees and 75% funding from Barnstable County. The County also contributes the same percentage to qualified retirees. In anticipation of cost increases the County has budgeted for an 8% premium increase for each health insurance plan. The chart below provides actual costs and budgeted appropriations associated with both salaries and employee benefits.



Annually, actuarially determined valuations occur to estimate the cost of current and future benefits for the County’s retirees—an obligation that the County must fund. The budget includes \$500,000 to fund this Other Post-Employment Benefit (OPEB) cost (which excludes pension). In so doing, we continue to recognize the cost of this long-term liability now and into the future.



# BARNSTABLE COUNTY GENERAL FUND EXPENDITURES NARRATIVE

Finally, a capital improvement plan (CIP) is prepared and presented as a separate document that addresses current and future capital needs. A summary of the CIP is presented below.

Barnstable County: Capital Projects Summary by Department, FY25-FY29								
	Proposed Project Cost (FY25-FY29)	Proposed FY 2025	Proposed FY 2026	Proposed FY 2027	Proposed FY 2028	Proposed FY 2029	FY25-FY29 Grant/Other Revenue Anticipated	FY25-FY29 Reimb. Anticipated <small>(From State Courts)</small>
<b>NAME OF DEPARTMENT</b>								
ADMINISTRATION, 5-Year	11,478,500	11,478,500	0	0	0	0	0	408,394
CHILDRENS COVE, 5-Year	5,862,715	0	5,862,715	0	0	0	5,862,715	0
COOPERATIVE EXTENSION, 5-Year	111,250	51,250	0	60,000	0	0	0	0
FACILITIES, 5-Year	12,713,000	10,018,000	1,170,000	1,150,000	375,000	0	0	9,945,400
HEALTH, 5-Year	613,000	0	240,000	143,000	80,000	150,000	233,000	0
<b>TOTAL</b>	<b>30,778,465</b>	<b>21,547,750</b>	<b>7,272,715</b>	<b>1,353,000</b>	<b>455,000</b>	<b>150,000</b>	<b>6,095,715</b>	<b>10,353,794</b>
							<b>16,449,509</b>	
							<b>Grants + Reimbursement, FY25-FY29</b>	

The table below presents a summary of CIP funding sources for future projects.

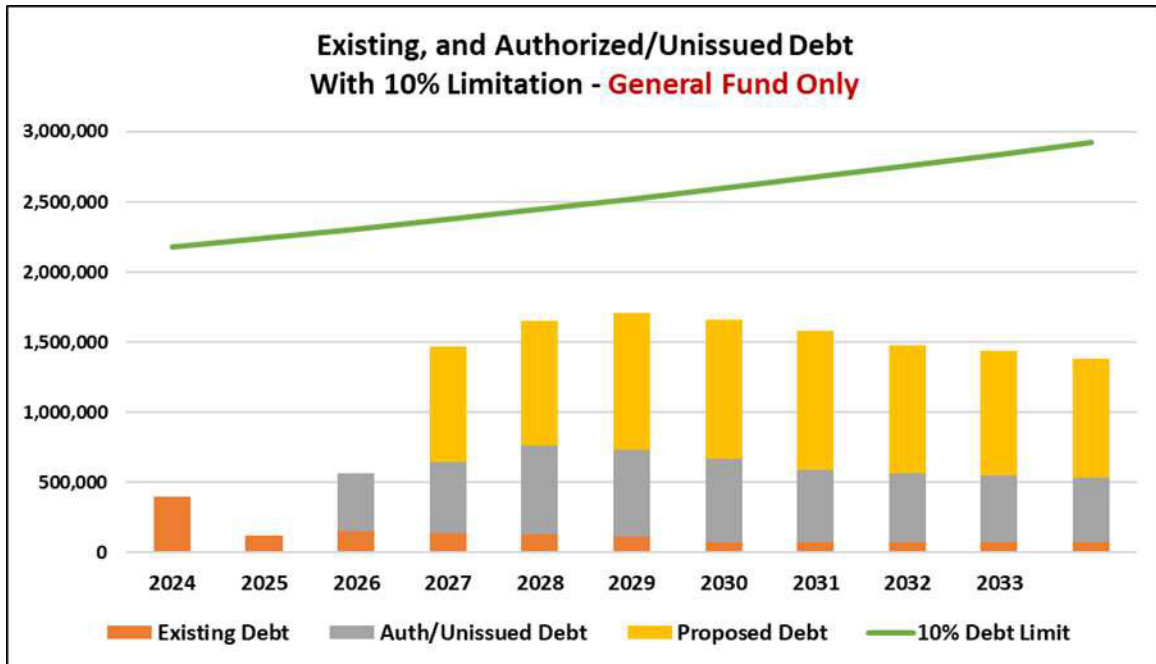
Barnstable County Capital Funding Sources, FY25-FY29							
Source	FY25	FY26	FY27	FY28	FY29	Total	%
Debt	12,762,306	763,400	485,000	168,250	150,000	14,328,956	47%
Reimbursement	8,785,444	556,600	725,000	286,750		10,353,794	34%
Grant--Childrens Cove		5,862,715				5,862,715	19%
Grant--MASSTC		90,000	143,000			233,000	1%
<b>Total</b>	<b>21,547,750</b>	<b>7,272,715</b>	<b>1,353,000</b>	<b>455,000</b>	<b>150,000</b>	<b>30,778,465</b>	<b>100%</b>

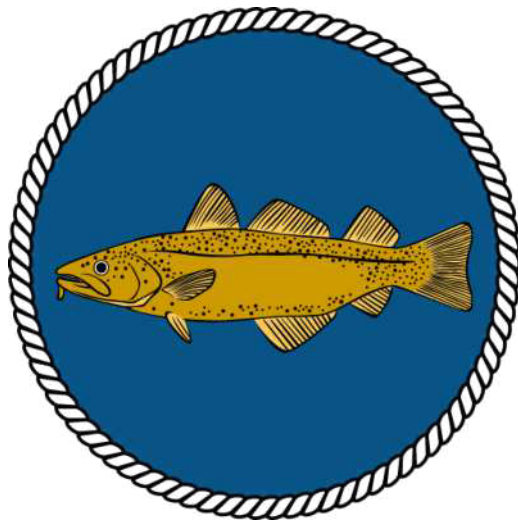
Annually, the County enters the bond market for both short- and long-term debt borrowings. Bond Anticipation Notes (BANs) have been historically borrowed by the County to provide short-term funding for capital projects in the initial process of construction and procurement, and to fund projects which will be reimbursed by the courts. There are also several projects which were previously authorized for borrowing that anticipate future capital expenditures; these are categorized as Authorized & Unissued Debt. Detailed debt schedules are presented within the CIP document. Assumptions related to all future debt utilize a 5% interest rate.

According to the most recently enacted financial policies (September 2022), and a general rule of thumb, annual debt requirements should not exceed 10% of the operating budget in any given year. A summary of Existing, Authorized & Unissued, and Proposed Debt is provided in the following chart.



# BARNSTABLE COUNTY GENERAL FUND EXPENDITURES NARRATIVE







# **Fiscal Year 2025 Departmental Budget Requests**

**ADMINISTRATION/  
COMMISSIONERS OFFICE**



# BOARD OF REGIONAL COMMISSIONERS FY 2025 BUDGET NARRATIVE

The Board of Regional Commissioners provide general supervision and direction over all agencies of the Cape Cod regional government, unless otherwise provided by law. The County Administrator serves as the Chief Administrative Officer of the County, working under the policy direction of the County Commissioners. The County Administrator oversees the operations of departments, ensuring County policies are implemented in accordance with the Barnstable County Home Rule Charter and Barnstable County Administrative Code.

With six full time employees, the Commissioner's Office is responsible for oversight and management of the day-to-day operations of Barnstable County, including:

- Preparation and submission of the annual operating and capital budget
- Negotiations with employees concerning wages and conditions of employment and negotiation of contracts
- Payroll services and administration of benefits to County employees and retirees
- Development and implementation of policies and procedures applicable to Cape Cod regional government agencies
- Keeping the board, assembly of delegates, and public fully informed as to the administrative and financial conditions of Cape Cod regional government
- Making recommendations to the board of regional commissioners on services and programs
- Capital Improvement Planning
- County communications, promoting county programs and services
- Administration of special projects
- Safety assessments and trainings
- Execution of contracts and other executive functions, including personnel actions, as delegated by the Commissioners
- Property management, leasing, and administration of insurance policies
- Oversight of PFAS clean up at former fire training site
- Supervision of staff at the Center for Public Safety Training and Human Rights Advisory Commission
- 



# BOARD OF REGIONAL COMMISSIONERS FY 2025 BUDGET NARRATIVE

## FY25 Budget Allocation

The Commissioner's FY 25 operating budget is \$1,172,552 which reflects a level services budget. A level funded budget would have required reductions in in-state travel, contracted services including web site maintenance, a 2<sup>nd</sup> year with no employee education, and potentially reducing employee salaries by moving from a full time to a part time position.

## FY25 Initiatives

Include continued administration of American Rescue Plan Act, assessment of space needs and building re-use potential of the Old Jail, renovations to the Superior Courthouse, creating a culture of workplace safety and establishing a safety committee, improved capital planning and fleet management, and continued focus on effectively communicating the work of Barnstable County departments and programs.

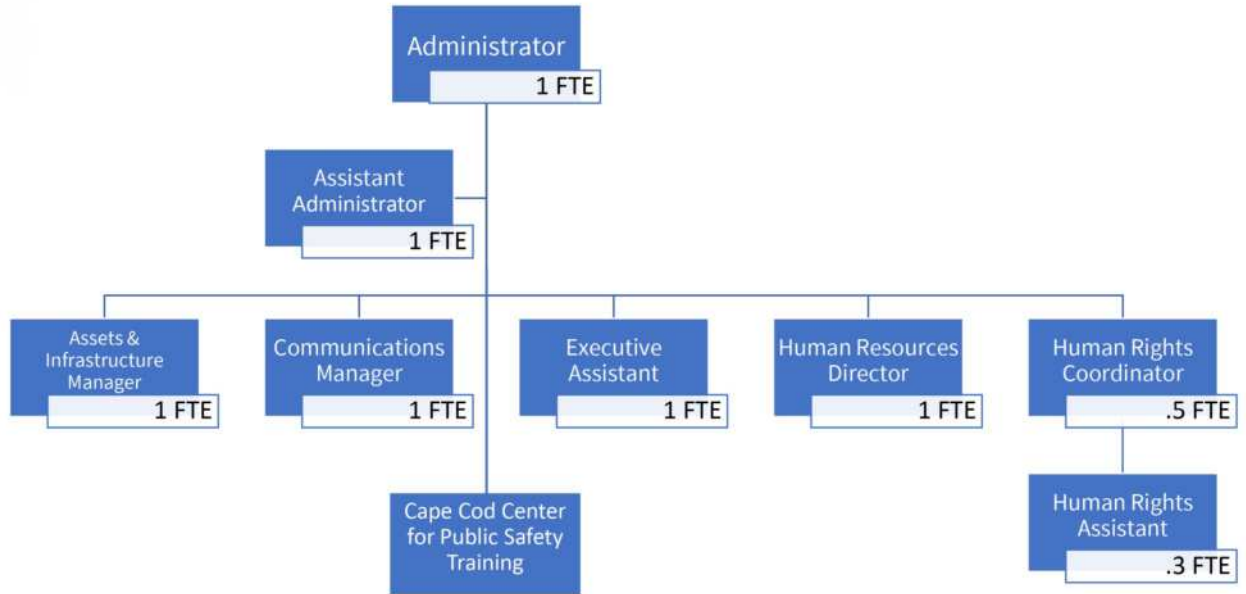
## Selected FY24 Initiatives

In addition to overseeing the day-to-day management of Barnstable County, the following are noteworthy:

- Implementation of a comprehensive compensation and classification study on July 1, 2023.
- Administration, operation and monitoring \$41.2 million in American Rescue Plan Act (ARPA) funds.
- Completion of a comprehensive review of the rate structure of the Dredge program.
- Coordination of a multi-departmental emergency response and on-going clean-up following a significant flood in August 2023.
- Construction of a fire training building, which is 90% complete at this time.
- Continued oversight and management of the Cape Cod Center for Public Safety Training which has no director or deputy director, these positions remain vacant and unfunded since 2021.
- Ongoing PFAS assessment and remediation at the former fire training site.
- Implementation of a robust capital improvement planning process in conjunction with the Finance Department.



# BOARD OF REGIONAL COMMISSIONERS FY 2025 ORGANIZATIONAL CHART



## Commissioner's Office/Administration Full-Time Equivalentents

Position	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Difference
County Administrator	1	1	1	1	1	0
Assistant County Administrator	1	1	1	1	1	0
Executive Assistant	1	1	1	1	1	0
Human Resources Director	1	1	1	1	1	0
Payroll and Benefits Administrator	1	1	1	1	0	-1
Communications Manager	0.5	1	1	1	1	0
Human Rights Coordinator	0.5	0.5	0.5	0.5	0.5	0
Human Rights Admin Assistant	0	0	0.3	0.3	0.3	0
Assets and Infrastructure Manager	0	0	1	1	1	0
<b>Total</b>	<b>6</b>	<b>6.5</b>	<b>7.8</b>	<b>7.8</b>	<b>6.8</b>	<b>-1</b>



# BOARD OF REGIONAL COMMISSIONERS FY 2025 PROPOSED BUDGET

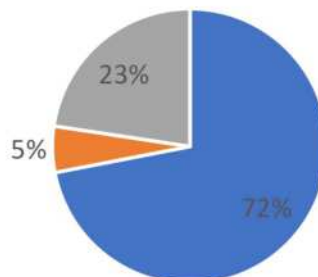
COUNTY COMMISSIONERS OFFICE	FY2021		FY2022		FY2023		FY 2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Proposed
SALARIES-REGULAR	728,523	710,731	797,747	761,401	807,511	806,296	728,983	286,051	843,526
TELEPHONES	2,354	2,254	2,873	2,649	3,450	2,691	3,340	880	3,340
PROFESSIONAL/TECHNICAL SERVICE	24,000	7,720	95,500	12,311	14,500	0	14,400	3,275	16,125
EDUCATION OF EMPLOYEES	5,000	295	5,000	1,495	6,000	1,489	0	379	5,000
SOFTWARE/HARDWARE MAINTENANCE	1,040	306	7,282	7,282	350	288	325	0	325
OUT OF STATE TRAVEL	500	0	400	0	500	0	0	0	0
IN-STATE TRAVEL	4,697	827	1,598	668	7,250	3,413	4,250	2,032	5,230
ADVERTISING	500	250	500	250	1,000	250	1,000	0	2,000
FREIGHT/SHIPPING/EXPRESS	250	85	250	97	250	0	250	0	250
PRINTING/COPYING/BINDING	1,500	0	747	50	1,500	656	1,000	0	1,000
MISC CONTRACTUAL-SPECIAL PROJE	32,000	10,588	120,000	62,250	10,500	11,950	0	300	14,500
MISC CONTRACTUAL	500	0	500	0	150	0	0	0	0
FOOD SUPPLIES	350	0	0	0	631	1,636	120	284	375
POSTAGE	300	223	300	109	300	158	150	246	150
REFERENCE/LAW BOOKS	0	0	16	0	0	0	500	0	100
OFFICE SUPPLIES & MATERIALS	10,819	2,193	567	127	2,089	1,687	2,220	89	2,020
SUPPLIES	0	0	0	0	0	278	0	96	0
ASSOCIATION DUES	2,875	1,181	2,875	1,156	2,800	1,156	2,506	650	1,681
MISC RENTALS	6,500	2,158	6,500	3,375	6,500	3,578	6,500	1,041	5,900
MISC CHARGES	1,000	43	1,000	247	4,040	144	680	148	755
OFFICE FURNITURE/EQUIPMENT	0	0	0	0	0	0	4,000	0	0
MISCELLANEOUS EQUIPMENT	5,529	5,409	2,500	2,289	7,500	1,895	5,000	0	5,000
RETIREMENT	40,140	39,430	135,754	108,953	177,932	177,932	160,736	166,585	168,482
GROUP INSURANCE	84,241	76,763	106,595	70,367	86,739	86,739	83,095	30,241	84,561
MEDICARE	10,120	10,080	11,715	10,676	11,243	11,243	10,556	3,991	12,232
<b>COUNTY COMMISSIONERS OFFICE Total</b>	<b>\$962,738</b>	<b>\$870,536</b>	<b>\$1,300,219</b>	<b>\$1,045,752</b>	<b>\$1,152,735</b>	<b>\$1,113,479</b>	<b>\$1,029,611</b>	<b>\$496,286</b>	<b>\$1,172,552</b>

\*Data as of 11/30/2023

## COUNTY COMMISSIONERS OFFICE

Personnel	843,526
Operating Expenses	63,751
Fringe Benefits	265,275
<b>Total</b>	<b>\$ 1,172,552</b>

## Commissioner Expenditures



■ Personnel ■ Operating Expenses ■ Fringe Benefits



# CENTER FOR PUBLIC SAFETY TRAINING FY 2025 BUDGET NARRATIVE

The mission of the Cape Cod Center for Public Safety Training is to provide public safety programming and training programs to benefit fire and police personnel on Cape Cod.

The CCCPST implements mobile training programs for fire personnel Cape-wide. This brings the training directly to each department; in turn it allows for convenient scheduling to our call and volunteer departments and on duty training to those departments that are primarily career. Looking ahead to Fiscal Year 2025, the Cape Cod Center for Public Safety Training continues to adhere to an adopted standards-based training curriculum to train fire personnel properly and safely in accordance with national fire training standards.

## **FY25 Budget Allocation**

The CCCPST FY 25 proposed operating budget is \$ 282,773.00. If the department were level funded at FY 24 levels, instructor hours would be reduced as many of the other expenditure line items are fixed costs.

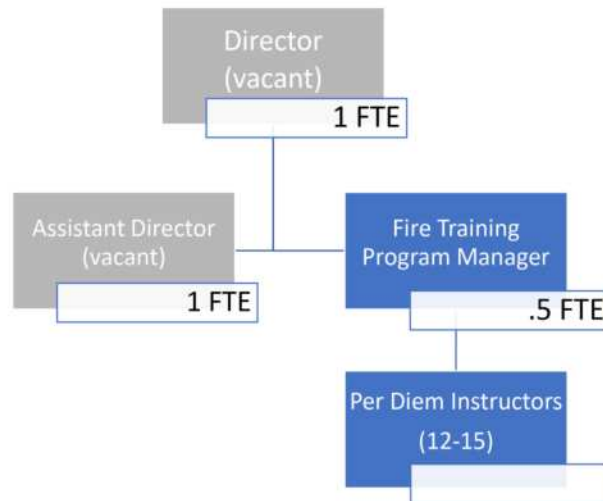
The FY 25 budget request supports the fire training division operations and staffing, a portion of the contracted safety officer (a shared contract with the Health Department), and a part time consultant to assist in fire training development and oversight of implementation.

## **FY24 and FY25 Goals and Objectives**

- Completion of the construction of the fire training prop and turnover of the asset to the control of the Town of Yarmouth Fire Department and the Cape & Islands Fire Chiefs Association.
- Web site enhancements to include access to training materials for instructors and fire personnel.
- Explore intermunicipal agreement to share training equipment with Martha Vineyard.
- Fire training instructor mentoring and evaluation.
- Expansion of the safety officer contracted position/safety assessments and education program for County departments.



# CENTER FOR PUBLIC SAFETY TRAINING FY 2025 ORGANIZATIONAL CHART



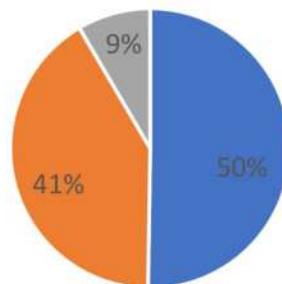
**Cape Cod Center for Public Safety Training  
Full-Time Equivalents**

Position	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Difference
Director	1	1	1	0	0	0	0
Deputy Director	1	1	1	0	0	0	0
Fire Division Program Manager				0.5	0.5	0.5	0
<b>TOTAL</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0</b>

**CENTER FOR PUBLIC SAFETY TRAINING**

Personnel	142,114
Operating Expenses	116,717
Fringe Benefits	23,942
<b>Total</b>	<b>\$ 282,773</b>

**Public Safety Training Expenditures**



■ Personnel   ■ Operating Expenses   ■ Fringe Benefits



# CENTER FOR PUBLIC SAFETY TRAINING FY 2025 PROPOSED BUDGET

PUBLIC SAFETY TRAINING	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-REGULAR	175,144	175,144	147,460	92,510	40,467	1,471	40,467	13,810	40,364
SALARIES-OTHER	109,326	81,851	137,500	105,639	137,500	92,602	117,500	32,356	101,750
RUBBISH REMOVAL	3,472	1,286	2,700	1,335	2,600	1,295	2,100	589	2,100
TELEPHONES	1,128	934	2,900	804	596	456	456	152	456
ELECTRICITY CHARGES	12,000	10,641	11,000	8,708	11,400	8,774	10,500	2,463	14,700
HEATING FUEL	4,500	443	4,500	848	4,410	1,081	6,875	0	3,000
WATER/SEWER	6,000	2,447	6,000	2,770	2,910	2,765	2,820	936	2,880
EDUCATION OF EMPLOYEES	0	0	1,000	875	2,000	0	0	0	0
VEHICLE REPRS/MAINT	5,000	1,471	5,000	754	4,000	200	5,000	135	3,500
MACHINE/EQUIP MAINT/REPAIRS	5,500	0	9,960	4,187	8,000	1,400	4,581	1,628	4,581
FREIGHT/SHIPPING/EXPRESS	0	0	40	38	40	0	40	21	200
MISC CONTRACTUAL	89,500	49,527	26,000	24,159	34,600	30,812	42,500	19,488	61,450
VEHICLE FUEL	4,000	1,277	3,600	1,276	4,000	1,675	5,000	2,637	3,000
FOOD SUPPLIES	1,000	944	1,000	90	1,200	0	0	0	0
POSTAGE	250	0	100	0	100	0	0	0	100
OFFICE SUPPLIES & MATERIALS	0	0	0	0	60	0	100	32	100
SUPPLIES	34,500	22,742	8,900	8,481	8,460	7,462	5,500	1,749	7,500
SUBSCRIPTIONS	0	0	1,678	1,200	0	0	1,200	0	600
LICENSES/REGISTRATIONS/PERMITS	150	150	150	150	150	150	150	0	150
MISC RENTALS	34,150	3,850	7,172	5,832	3,940	3,937	6,244	1,828	4,400
COMPUTER EQUIPMENT	6,000	5,748	0	0	2,050	0	2,550	0	2,500
FF TURN OUT GEAR	6,000	1,779	6,000	1,712	6,000	0	1,500	0	1,500
MISCELLANEOUS EQUIPMENT	13,000	7,416	8,000	0	8,000	0	4,000	0	4,000
OTHER EXPENDITURES	8,000	0	8,000	0	0	0	0	0	0
EQUIPMENT	138,637	138,637	0	0	0	0	0	0	0
RETIREMENT	23,845	23,420	36,401	35,677	12,696	12,697	12,947	13,418	21,881
GROUP INSURANCE	34,853	34,853	41,240	2,687	336	336	0	0	0
MEDICARE	3,865	3,558	3,865	2,859	1,362	1,362	587	669	2,061
SHERIFF RETIREMENT	1,702,310	1,672,340	0	0	0	0	0	0	0
<b>PUBLIC SAFETY TRAINING Total</b>	<b>\$2,422,130</b>	<b>\$2,240,457</b>	<b>\$480,166</b>	<b>\$302,592</b>	<b>\$296,877</b>	<b>\$168,473</b>	<b>\$272,617</b>	<b>\$91,910</b>	<b>\$282,773</b>

\*Data as of 11/30/2023







# HUMAN RIGHTS ADVISORY COMMISSION FY 2025 BUDGET NARRATIVE

The mission of the Human Rights Advisory Commission is to promote equal opportunity for all persons of Barnstable County regardless of race, color, religious creed, national origin, gender, age, ancestry, sexual or affectional preference, marital, family or military status, source of income, neighborhood or disability, where unlawful discrimination exists in housing, employment, education, public accommodations, town or county services, insurance, banking, credit, and health care.

The BCHRAC is comprised of 9 voting members, who are appointed by the Board of Regional Commissioners. Each member serves a term of 3 years, which can be extended once for a total of up to 6 years. The BCHRAC also has two alternates, who can be counted in order to achieve quorum. Members and alternates are selected to represent the diversity of population, location and skill sets represented in Barnstable County. The BCHRAC also can include Liaisons from the 15 Towns and Tribal Nations in Barnstable County. The BCHRAC is staffed by a part-time coordinator and administrative assistant. The BCHRAC hosts three signature events on an annual basis – the Human Rights Academy (Fall and Spring) and a Human Rights Awards Breakfast.

## FY25 Budget Allocation

Most of the FY 25 budget requests include level funding from our FY 24 budget. The most notable increase in the FY 25 budget request is an increase in funding for food supplies, line item 5320. This increase is necessary to support our 3 signature events. Food costs have increased dramatically over the past year. In addition, the number of students attending both the Fall and Spring Human Rights Academies has increased. The Academies provide both breakfast and lunch for our students, who are with us for the full school day. Our annual Human Rights Day Awards Celebration has reconvened in person, with associated food (breakfast) and hall rental costs.

## FY25 Initiatives

Looking ahead to Fiscal Year 2025, the HRAC plans to continue its focus on educational and outreach events that broaden the understanding of, and ensure protections, for human rights across Barnstable County. This includes:

- Fall and Spring Human Rights Academy with schools across the 15 towns
- International Human Rights Day Awards Celebration
- Quarterly public education events with a focus on themes identified by BCHRAC members and/or from intake data (examples include, but are not limited to: youth homelessness, LGBTQQIA+ protections, elder care, domestic violence, indigenous rights, immigrants and interpretation services, the school to prison pipeline, etc.)
- Continuation of anti-bullying work with schools, including conversations and meetings with Superintendents, School Resource Officers, School Counselors, and students
- Continued intake and referral services for Barnstable County residents with human rights concerns
- Concrete data tracking, including BCHRAC intakes and community reporting of incidents
- Strengthening relationships with racial, religious, ethnic, civic, fraternal, benevolent, and private and public agencies
- Onboarding of several new Town and Tribe Liaisons and expansion of outreach efforts in participating communities
- Participation in community events such as MLK Day, Unity Day, Cape Cod Pride, School Outreach Fairs, etc.



# HUMAN RIGHTS ADVISORY COMMISSION FY 2025 PROPOSED BUDGET

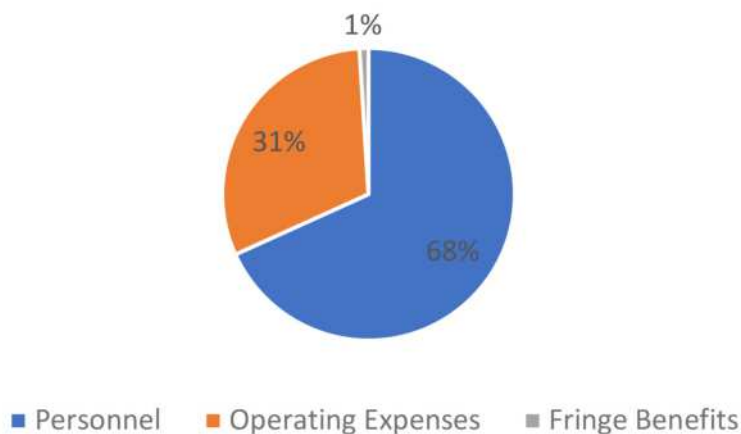
HUMAN RIGHTS COMM	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-REGULAR	36,623	36,524	38,455	36,490	47,500	41,513	51,364	19,022	52,911
TELEPHONES	500	456	0	0	450	355	540	166	540
EDUCATION OF EMPLOYEES	0	0	0	0	0	0	995	0	995
IN-STATE TRAVEL	0	0	0	0	0	0	378	0	378
TRAVEL-NON-EMPLOYEE	0	0	100	0	100	0	315	0	315
ADVERTISING	0	0	100	0	100	0	100	0	100
PRINTING/COPYING/BINDING	0	0	250	0	250	0	1,560	37	1,560
MISC CONTRACTUAL	0	0	0	0	0	0	1,220	304	1,220
FOOD SUPPLIES	0	0	600	577	290	290	8,554	5,175	15,750
POSTAGE	0	0	0	0	100	53	100	0	100
OFFICE SUPPLIES & MATERIALS	0	0	0	0	0	0	250	93	250
SUPPLIES	0	0	0	0	300	254	150	32	160
COMPUTER EQUIPMENT	1,396	0	0	0	0	0	2,500	0	2,500
MEDICARE	377	376	560	529	689	602	745	276	767
<b>HUMAN RIGHTS COMM Total</b>	<b>\$38,896</b>	<b>\$37,357</b>	<b>\$40,065</b>	<b>\$37,595</b>	<b>\$49,779</b>	<b>\$43,067</b>	<b>\$68,771</b>	<b>\$25,104</b>	<b>\$77,546</b>

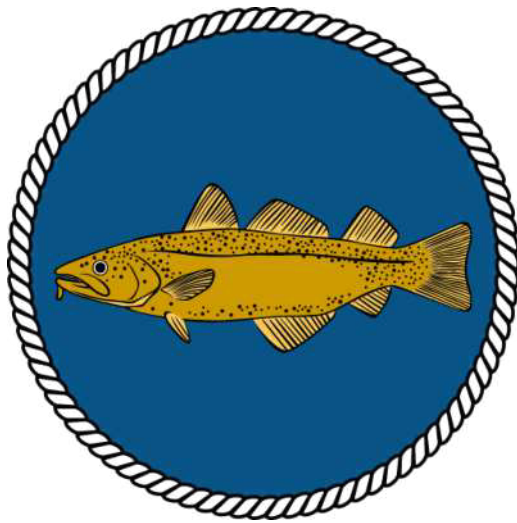
\*Data as of 11/30/2023

## HUMAN RIGHTS COMM

Personnel	52,911
Operating Expenses	23,868
Fringe Benefits	767
<b>Total</b>	<b>\$ 77,546</b>

## Human Rights Expenditures





# **Fiscal Year 2025 Departmental Budget Requests**

**ASSEMBLY OF DELEGATES**



# ASSEMBLY OF DELEGATES FY 2025 BUDGET NARRATIVE



The Barnstable County Assembly of Delegates is the legislative branch of the Cape Cod Regional Government and provides for the individual voices of towns in Barnstable County. Fifteen Delegates make up the Assembly's membership. One Delegate is elected by each Barnstable County in non-partisan elections for two-year terms of office. Assembly Delegates' votes are weighted by population.

The Assembly exercises its legislative powers largely through ordinances and resolutions which may be introduced by Delegates, the Board of Regional Commissioners (the County Commissioners), or by citizen initiative petitions. Either the full Assembly or Assembly Speaker may refer these measures or other items of business to standing committees for study, review, discussion, report, and recommendations for action by the Assembly after public meetings. Delegates are appointed by the Speaker to serve on these standing committees and may also be appointed as liaisons or to serve on other ad-hoc or special committees.

The Assembly of Delegates appropriates County funds including the annual operating and capital budgets. The Assembly's Standing Committee on Finance, with other Assembly standing committees, reviews the budget proposed by the County Commissioners and provides recommendations to the full Assembly through written reports.

The Assembly employs a full-time clerk to manage its legislative operations and functions, keep a journal and other records of all of its proceedings, and give notice of all meetings to its members and the public. The Assembly has included additional funding for salaries in its FY2025 budget request as it considers the possibility of employing an additional part-time or full-time staff member to provide additional capacity for its operations.

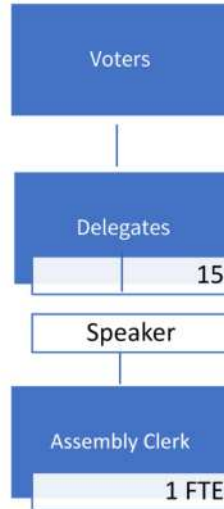
Assembly Delegates receive compensation as permitted in the County Home Rule Charter and set by ordinance. Finally, the Assembly contracts as needed for any additional required technical and professional services, or for the further education of its members and clerk.

Forecasting the number and complexity of legislative initiatives the Assembly will be required to address in a particular fiscal year is difficult. Therefore, it is not feasible to predict what the volume of output or priorities will be in any given year. The Assembly's budget is designed to ensure that it can function effectively on behalf of the communities served on Cape Cod.

If the Assembly's budget was level funded for FY2025, increases in existing costs would prevent the Assembly from effectively performing its core responsibilities as required by the County Home Rule Charter.



# ASSEMBLY OF DELEGATES FY 2025 ORGANIZATIONAL CHART



## Assembly of Delegates Full-Time Equivalents

Position	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Difference
Clerk	1	1	1	1	1	0
Assembly Staff Position (Potential)	0	0	0	0	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>



# ASSEMBLY OF DELEGATES FY 2025 PROPOSED BUDGET

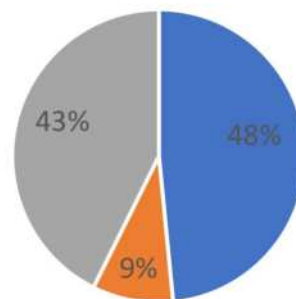
ASSEMBLY OF DELEGATES	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-REGULAR	128,578	128,578	95,240	89,656	94,107	94,107	96,070	33,748	242,581
LEGAL SERVICES	28,499	27,477	29,500	25,596	21,900	591	12,000	0	12,000
PROFESSIONAL/TECHNICAL SERVICE	20,000	19,235	22,400	21,926	30,000	19,716	2,913	0	0
EDUCATION OF EMPLOYEES	701	100	650	0	900	0	4,480	0	5,440
MACHINE/EQUIP MAINT/REPAIRS	350	215	350	0	350	0	0	0	0
IN-STATE TRAVEL	900	0	4,250	187	16,000	4,607	17,380	0	20,472
ADVERTISING	3,900	2,942	2,650	2,748	3,250	2,786	3,000	602	3,000
PRINTING/COPYING/BINDING	450	280	425	0	425	0	0	37	0
MISC CONTRACTUAL	500	30	500	0	500	0	500	0	500
POSTAGE	150	27	150	221	150	16	150	0	100
OFFICE SUPPLIES & MATERIALS	600	26	400	0	400	281	400	0	300
ASSOCIATION DUES	200	200	200	200	200	200	200	0	200
SUBSCRIPTIONS	0	0	0	0	0	0	500	0	500
COMPUTER EQUIPMENT	2,500	1,899	0	0	0	0	0	0	2,172
RETIREMENT	19,573	19,350	21,812	21,378	18,583	17,728	18,078	18,736	20,063
GROUP INSURANCE	185,337	163,659	198,730	133,014	147,956	147,956	177,299	58,086	189,836
MEDICARE	1,717	1,716	1,616	1,209	1,355	1,184	1,393	421	3,518
<b>ASSEMBLY OF DELEGATES Total</b>	<b>\$393,955</b>	<b>\$365,734</b>	<b>\$378,873</b>	<b>\$296,136</b>	<b>\$336,077</b>	<b>\$289,174</b>	<b>\$334,363</b>	<b>\$111,630</b>	<b>\$500,682</b>

\*Data as of 11/30/2023

## ASSEMBLY OF DELEGATES

Personnel	242,581
Operating Expenses	44,684
Fringe Benefits	213,417
<b>Total</b>	<b>\$ 500,682</b>

## Assembly of Delegates Expenditures

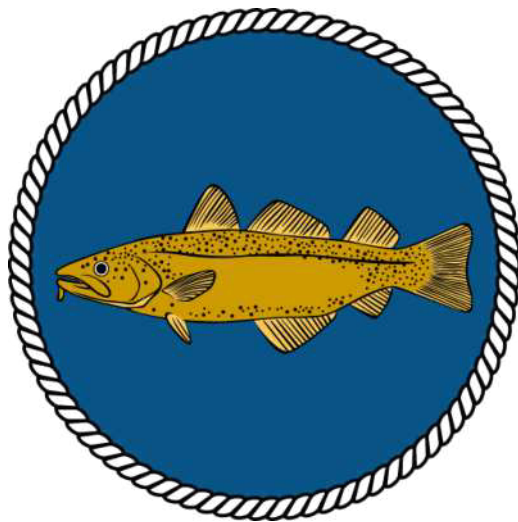


■ Personnel   ■ Operating Expenses   ■ Fringe Benefits









# **Fiscal Year 2025 Budget Request**

**CAPE COD COMMISSION**





# About the Cape Cod Commission



*The Cape Cod Commission is the regional land use planning, economic development, and regulatory agency created in 1990 to serve the citizens and 15 towns of Barnstable County, Massachusetts. Its mission is to protect the unique values and quality of life on Cape Cod by coordinating a balanced relationship between environmental protection and economic progress.*

An unprecedented growth boom on Cape Cod in the 1980s prompted the Massachusetts state legislature to pass the Cape Cod Commission Act in 1989. The Act was signed into law by the Governor in January 1990. The Act found that the region known as Cape Cod (Barnstable County) "possesses unique natural, coastal, historical, cultural, and other values that are threatened by uncoordinated or inappropriate uses of the region's land and other resources." Since 1990, the Cape Cod Commission has:

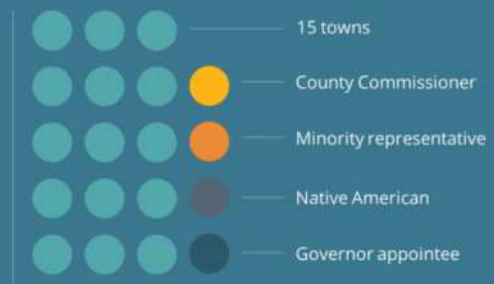
- pursued a multidisciplinary, comprehensive approach to planning, environmental protection, and economic development
- identified regional opportunities to improve infrastructure and make progress on economic challenges
- built awareness of the community impacts of development of all kinds
- provided the public with opportunities to voice concerns and ideas on land use policies and issues
- brought diverse decision makers together to share a regional viewpoint about significant resources
- provided the community with a wealth of data and research
- established strong partnerships with state and federal agencies and local communities

The Commission carries out its mission of "keeping a special place special" by leading, supporting, and enforcing the development of regional plans, policies, regulations, and infrastructure to guide and manage growth, and by supporting the 15 Cape Cod towns with professional and cost-effective planning and technical support services.

Through its efforts, the Commission strives to foster a viable year-round economy with thriving community activity centers and well-preserved natural habitats and open spaces, a sustainable region with strong intermunicipal coordination and regional infrastructure.

The Cape Cod Commission is an agency within the structure of Barnstable County regional government but is funded separately through the Cape Cod Environmental Protection Fund and supplemented by grants. It is comprised of 19 members, 15 appointed by towns, 3 appointed by the Barnstable County Commissioners and 1 appointed by the Governor of the Commonwealth of Massachusetts.

## 19 MEMBER BOARD



# Fiscal Year 2025 Budget Message

12-14-2023

The Cape Cod Commission maintains a strong position entering Fiscal Year 2025. The Commission's operating budget reflects an overall increase of 5.7%. While the budget increase is driven by increased costs of salaries and fringe benefits representing 83% of its total budget, staffing is maintained at FY24 levels. As a mission driven organization, the Commission continues to reorganize as opportunities allow to both manage costs and attract expertise where needed to address emerging concerns.

The Commission continues to receive roughly two-thirds of its funding from the local property assessment, a small portion from fees and the remainder from grants. It is important to note the significant difference between the Commission and our towns in how the property assessment is applied. Towns capture and tax the value of new growth; the Commission's assessment at its inception was limited to a fixed dollar amount that could not increase more than 2.5% annually. Even operating with this significant structural constraint, after accounting for inflation the Commission today costs less per household than it did in 1991.

FY25 priorities include a five-year update to the **Regional Policy Plan**, completing an update to the **Comprehensive Economic Development Strategy**, continued work on the **freshwater initiative and water quality issues**, addressing **regional housing needs and regional capital planning**. The Commission and its staff remain focused on keeping Cape Cod a special place.

## EXPENDITURES

- Salaries: include 3% COLA/steps
- Health insurance: budgeted at FY24 rates +8% (\$75k)
- Retirement costs: FY24 budget +18% (\$116.5k)
- Consulting/Legal budgets: FY24 -5% (\$30k)
- Rent: unknown in FY24, new lease agreement executed +6% (\$12k)
- Advertising: employment ads FY24 +40% (\$1k)
- Electricity: Five year average +45% (-\$2.5k)
- MS Azure usage: FY24 -22% (\$9k)

## REVENUES

- Commission Assessment: FY24 +2.5%
- License Plate Funds/ Comprehensive Economic Development Strategy (CEDS) Program: level funding
- Grant revenue: continuing MassDOT, EDA, EPA, DLTA. ARPA Housing, Freshwater Initiative and anticipated new awards



# CAPE COD COMMISSION FY 2025 ORGANIZATIONAL CHART

## Cape Cod Commission Full Time Equivalents

Position	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Difference
Administrative Assistant	2	2	2	3	3	0
Applications Manager	1	1	1	1	1	0
Applications Specialist	1	1	1	1	1	0
Chief Economic Development Officer	1	0	0	0	0	0
Chief Planner	1	1	1	1	1	0
Chief Regulatory Officer	1	1	1	1	1	0
Commission Clerk	1	1	1	1	1	0
Commission Counsel	1	1	1	1	1	0
Communications Manager	1	1	1	1	1	0
Community Design Planner	1	1	1	1	1	0
Community Development Planner	2	3	3	1	1	0
Deputy Director	1	1	2	2	2	0
Digital Communications Specialist	1	1	1	1	1	0
Economist	0	0	0	1	1	0
Executive Assistant	1	1	1	0	0	0
Executive Director	1	1	1	1	1	0
Finance & Admin Manager	1	1	1	1	1	0
Geospatial Developer	2	2	1	0	0	0
GIS Analyst	1.5	1.5	1.5	1.5	1.5	0
GIS Director	1	1	1	1	1	0
Legal and Policy Specialist	0.5	0.5	0.5	0.6	0.6	0
Natural Resources Manager	1	1	1	1	1	0
Natural Resources Planner	1	1	1	1	1	0
Operations Director	1	1	1	0	0	0
Planner II	1.6	1.6	1.6	1.6	1.6	0
Regional Housing Specialist	0	0	0	1	1	0
Regulatory (Officer) Planner II	2	2	2	2	2	0
Sr Operations Advisor	0	0	0	0.6	0.6	0
Sr Special Projects Coordinator	0	0	1	1	1	0
Sr Transportation Planner	0	0	1	1	1	0
Special Projects Coordinator	3	3	2	2	2	0
Traffic Counting Technicians	0.5	0.5	0.5	0.5	0.5	0
Transportation Engineer/PE	1	1	0	0	0	0
Transportation Planner/Engineer	1.5	2	1	2	2	0
Transportation Program Manager	1	1	1	1	1	0
Water Resources Analyst	2	2	3	3	3	0
<b>Total</b>	<b>38.6</b>	<b>39.1</b>	<b>39.1</b>	<b>38.8</b>	<b>38.8</b>	<b>0</b>



# CAPE COD COMMISSION FY 2025 PROPOSED BUDGET

CAPE COD COMMISSION	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Proposed
SALARIES-REGULAR	2,548,760	1,771,361	2,560,839	1,705,761	2,755,488	1,646,084	2,929,281	639,592	3,198,754
SALARIES-COUNTY MATCH	111,773	105,250	158,730	142,893	74,092	71,004	48,572	26,990	32,772
SALARIES-TEMPORARY	500	0	0	0	0	0	0	0	0
HOLIDAY PAY	164,591	164,590	166,804	166,804	170,424	170,424	0	62,072	0
INDIRECT ACCRUED LABOR	327,764	206,137	386,160	305,420	364,772	296,084	562,867	146,246	609,872
SALARY RESERVES	6,700	0	5,000	0	43,648	0	110,150	0	2,900
TELEPHONES	750	291	750	281	750	265	750	66	500
INTERNET	2,500	843	2,500	912	1,500	912	1,500	304	1,500
ELECTRICITY CHARGES	13,000	4,450	13,000	5,891	13,000	6,446	13,000	2,513	10,500
HEATING FUEL	4,000	2,269	4,000	3,113	4,000	3,260	4,000	151	4,000
LEGAL SERVICES	205,000	94,529	180,000	28,065	164,000	121,650	160,000	34,888	130,000
PROFESSIONAL/TECHNICAL SERVICE	560,000	318,684	545,000	101,474	486,000	94,765	440,000	55,262	440,000
EDUCATION OF EMPLOYEES	16,000	6,831	15,000	5,803	19,000	15,142	20,000	4,808	20,000
EDUCATION OF NON EMP	500	150	500	0	500	0	500	0	500
RECORDING FEES	3,000	844	3,000	840	3,000	945	3,000	358	2,000
SOFTWARE/HARDWARE MAINTENANCE	500	0	29,000	27,836	43,000	40,873	43,000	15,288	33,600
MACHINE/EQUIP MAINT/REPAIRS	7,500	276	1,500	358	4,500	806	4,500	149	4,000
OUT OF STATE TRAVEL	22,600	0	15,700	2,347	17,900	16,020	18,072	3,597	22,600
IN-STATE TRAVEL	25,000	2,202	17,900	2,669	15,600	7,410	15,928	2,834	15,500
TRAVEL-NON-EMPLOYEE	6,000	329	2,500	52	3,500	241	3,500	251	2,000
ADVERTISING	17,000	3,812	17,000	8,655	15,000	7,619	14,500	2,513	13,500
FREIGHT/SHIPPING/EXPRESS	500	13	500	30	500	136	500	33	500
PRINTING/COPYING/BINDING	2,500	2,100	2,500	0	2,500	1,500	2,500	905	6,000
MISC CONTRACTUAL	2,510	642	2,500	2,341	2,000	1,409	4,500	342	2,000
VEHICLE FUEL	300	0	300	0	300	0	300	0	0
POSTAGE	1,000	1,000	750	750	750	750	750	750	1,000
REFERENCE/LAW BOOKS	500	0	500	0	1,006	506	500	0	1,250
OFFICE SUPPLIES & MATERIALS	19,500	6,828	25,000	7,813	19,494	9,218	20,000	3,667	17,500
SUPPLIES	3,000	288	3,000	336	2,500	517	2,500	0	2,500
ASSOCIATION DUES	9,500	5,839	11,879	6,495	9,838	6,007	10,000	4,466	10,000
LICENSING	79,483	64,389	65,000	52,434	65,000	53,974	65,000	48,358	60,000
SUBSCRIPTIONS	10,000	8,795	10,000	8,257	10,000	9,071	10,000	4,603	10,000
PUBLIC OFFICIALS INSURANCE	6,500	6,179	6,621	6,621	7,162	7,162	7,900	7,162	7,900
UNEMPLOYMENT INSURANCE	25,800	9,972	20,000	0	4,749	823	5,000	0	5,000
BUILDING/LAND RENTAL	168,145	168,145	168,145	168,145	168,145	168,145	200,000	70,060	212,126
EQUIPMENT RENTAL	1,400	775	1,400	775	1,000	775	1,000	387	1,250
MISC RENTALS	2,000	106	2,000	134	1,000	816	1,000	176	1,500
MISC CHARGES	1,750	574	1,750	1,528	2,000	1,825	2,000	69	2,000
OFFICE FURNITURE/EQUIPMENT	2,500	0	2,500	0	2,500	0	2,500	0	2,500
COMPUTER EQUIPMENT	20,000	19,445	20,000	14,844	20,000	17,173	20,000	1,691	20,000
MISCELLANEOUS EQUIPMENT	30,000	13,874	30,000	0	20,000	6,510	20,000	0	20,000
UNPAID BILLS	500	0	500	0	751	751	500	0	500
RETIREMENT	551,824	537,440	588,007	576,315	694,541	617,345	636,046	674,247	752,556
GROUP INSURANCE	612,432	411,783	549,900	384,218	584,300	504,107	611,891	211,998	687,226
MEDICARE	48,484	35,934	48,484	37,523	42,000	40,248	42,000	17,430	44,100
ERIP Retirement	75,300	0	86,835	86,835	87,828	87,827	87,523	87,523	87,523
<b>CAPE COD COMMISSION Total</b>	<b>\$ 5,718,866</b>	<b>\$ 3,976,965</b>	<b>\$ 5,772,954</b>	<b>\$ 3,864,569</b>	<b>\$ 5,949,538</b>	<b>\$ 4,036,544</b>	<b>\$ 6,147,030</b>	<b>\$ 2,131,749</b>	<b>\$ 6,499,429</b>

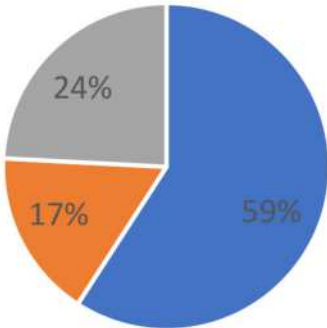
\*as of 11/30/23



# CAPE COD COMMISSION FY 2025 PROPOSED BUDGET

<b>CAPE COD COMMISSION</b>	
Personnel	3,844,298
Operating Expenses	1,083,726
Fringe Benefits	1,571,405
<b>Total</b>	<b>\$ 6,499,429</b>

Cape Cod Commission Expenditures



■ Personnel   ■ Operating Expenses   ■ Fringe Benefits



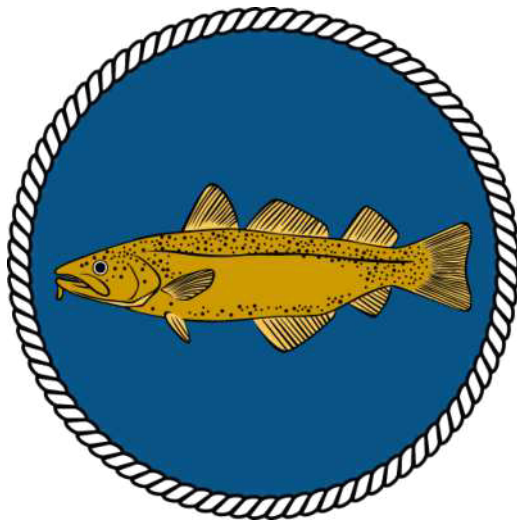


# CAPE COD COMMISSION FY 2025 PROPOSED REVENUE

CAPE COD COMMISSION	FY2021		FY2022		FY2023		FY2024		FY2025	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Proposed	% Change
CCC - REVENUE	10,852,735	9,823,134	5,647,954	4,786,193	5,824,538	4,847,950	6,022,030	2,066,065	6,389,429	
CCC-REGULATORY REVENUE	125,000	115,698	125,000	117,317	125,000	88,150	125,000	5,436	110,000	
REGIONAL TECH SVCS-REVENUE	0	40,046	0	0	0	0	0	0	0	
<b>TOTAL CAPE COD COMMISSION</b>	<b>\$ 10,977,735</b>	<b>\$ 9,978,878</b>	<b>\$ 5,772,954</b>	<b>\$ 4,903,509</b>	<b>\$ 5,949,538</b>	<b>\$ 4,936,100</b>	<b>\$ 6,147,030</b>	<b>\$ 2,071,501</b>	<b>\$ 6,499,429</b>	<b>6%</b>

*\*Data as of 11/30/2023*





# **Fiscal Year 2025 Departmental Budget Requests**

## **CHILDREN'S COVE**



# CHILDREN'S COVE

## FY 2025 BUDGET NARRATIVE



Children's Cove has been the only Children's Advocacy Center for Cape Cod and the Islands since 1997. Children's Cove provides coordinated and comprehensive multidisciplinary services to child victims of sexual abuse, physical abuse, witness to domestic violence and child sexual exploitation and trafficking.

As a nationally accredited Child Advocacy Center through the National Children's Alliance, Children's Cove is a unique collaborative effort between partner agencies including the Cape and Islands District Attorney's Office, Department of Children and Families, Department of Public Health and the twenty-two individual law enforcement departments across the Cape & Islands. Children's Cove is a nationally accredited Child Advocacy Center (CAC) one of twelve CACs in Massachusetts, and one of over 950 nationally.

With over 950 Child Advocacy Center throughout the country, The Cape and Islands' local Center has proven for more than twenty-five years that taking a regional approach to helping vulnerable, abused children brings the best out in every agency involved in the recovery of the victim and the prosecution of the offender. As pioneers of a groundbreaking collaborative regional approach, Children's Cove has gained statewide and national attention as a model organization with programs that have been replicated on a broader scale.

### **FY24 Initiatives**

Over the last year, our direct services program has been fully staffed and trained to manage the cases referred to Children's Cove. This year, Children's Cove experienced a 50% increase in referrals for children who have been sexually exploited online or directly in our community. Children's Cove managed 186 cases and conducted 150 forensic interviews in FY23 for children on Cape Cod and the Islands. Additionally, there continues to be a consistent number of referrals made to Children's Cove this fiscal year including cases of Problematic Sexual Behavior (PSB).

Children's Cove has significantly enhanced service delivery during this fiscal year. In February 2023, Children's Cove worked with the newly elected District Attorney's administration to ensure that Assistant District Attorneys (ADA) attended forensic interviews and participated in cases at Children's Cove; a model that is typical for Child Advocacy Centers. The presence of the ADAs is to help support the family and team in cases of child abuse. The additional support the ADAs provide on criminal investigations at the time of the forensic interview has made a positive impact on cases seen at Children's Cove. Their insight into cases has increased the ability for children to be heard and alleged perpetrators to be held accountable.

In March 2023, Children's Cove collaborated with CONNECT to End Violence, a program of Martha's Vineyard Community Services, to open a forensic interview space to increase service delivery to families living on the island. Children's Cove utilized existing space at the CONNECT to End Violence to create a safe and inviting place to conduct forensic interviews and support our multidisciplinary team (MDT) in child abuse investigations. The need for a space on Martha's Vineyard was a priority for Children's Cove for several years to continue our mission to ensure all children and families have access to our services



# CHILDREN'S COVE

## FY 2025 BUDGET NARRATIVE

limiting impact on their daily lives. All agreements and recording technology were completed and interview capability was available starting July 2023. Several forensic interviews have been conducted since July 2023 at the Martha's Vineyard site.

There is a plan to locate and secure an interview space on Nantucket to support the families on that island as well in the coming years.

With the increased need for mental health services, the difficulty with increased community waitlists and as a major initiative of the Children's Cove strategic plan, Children's Cove was able to create our mental health program providing short-term trauma informed clinical services on-site at Children's Cove. In FY24, a Clinical Program Manager position was created and filled internally. This position will clinically supervise clinical staff, any clinical groups, and any future clinical interns. Additionally, with increased state funding, we will be hiring a 30-hour/week mental health clinician trained to provide trauma-informed short-term treatment to the children served at Children's Cove. Children's Cove is creating a local Problematic Sexual Behaviors (PSB) Working Group to further address this issue. The larger statewide PSB initiative gives support to children engaging and impacted by PSB and offers services and support to families. Children's Cove has been working with members of the community to train and be able to address these cases. In the coming fiscal year Children's Cove will be continuing to address PSB in the community with training and creation of policies for these specific cases.

The Community Engagement and Education Program started its FY 2024 initiatives through the hiring and onboarding of an additional team member in the role of the Community Engagement Specialist. This came following calls from the community for more outreach and an increased demand for more education and training across the Cape & Islands. In October, Anna Colby was hired in this role and will be taking the lead on outreach to community-based organizations to increase awareness and education of Children's Cove services, signs of abuse, and effective ways to report abuse. This position will also be taking the lead on the recruitment, interviewing and onboarding of volunteers to increase community awareness impact. Additionally, this role will be the lead for child abuse prevention education and training for parents and caregivers, as well as community and youth serving organizations. This position is the first expansion to the Community Engagement and Education Program in the organizations history and allows for a delineation between the community facing awareness, engagement and education program and the professional multidisciplinary education and training program.

Community based efforts for FY24 are for a more robust outreach to schools across the Cape & Islands, as well as community and partner agencies on Nantucket and Martha's Vineyard. Following the Covid-19 Pandemic, schools have been overwhelmed with challenges related to remote learning, staffing shortages, and changing demographics. With the community being back to pre-pandemic operations an increased effort to engage with schools is a top priority. With regional teacher, guidance, and administrative staffing changes, refamiliarizing schools with Children's Cove as a resource and providing training opportunities is a focus to reach vulnerable children in need of support. In a similar fashion, service and community providers have also had large changes following the Covid-19 Pandemic, and direct engagement with youth-serving organizations is a strategic priority for the organization.

With a trial run of programs in the second half of FY23, the Children's Cove Champions for Children Education and Training Program has coordinated multiple professional seminars for multidisciplinary team (MDT) members in the community made up of law enforcement, Department of Children and Families social workers, mental health therapists, teachers, prosecutors from the Cape & Islands District Attorney's



# CHILDREN'S COVE

## FY 2025 BUDGET NARRATIVE

Office, and sexual & domestic violence victim advocates. Rather than a singular conference the Education and Training Seminar Series focuses on smaller, offers a range of in-depth workshops, punctuated by local and national speakers, providing attendees opportunities to explore and examine the latest insights and approaches on how to best serve and care for child victims and their non-offending family members.

In FY24, this series started with a seminar supported by our partners at Yarmouth Police Department in coordinating high-quality training for law enforcement across Cape. The presenter spoke to most Cape Cod Law Enforcement Executive Leadership as well as detectives, sexual assault investigators, and prosecutors about the importance of trauma-informed investigations, approaches, and culture within law enforcement. The seminar series will continue in January 2024 beginning with a seminar focusing on the investigation and prosecution of crimes involving crimes facilitated against children online. In February and March, a targeted training for understanding Problematic Sexual Behavior in Children and development of a regional response protocol will be presented in collaboration with the Massachusetts Children's Alliance. And in April, Recognizing, Responding and Prevention of Child Sexual Abuse in youth serving organizations will be presented in partnership with Cape Cod Children's Place and the Children's Trust, as well as a Department of Justice certificate course Child Sex Trafficking: From Suspicion to Disclosure facilitated by the National Criminal Justice Training Center.

To ensure the reach of the Children's Cove Champions for Children Education and Training Program is maximized, the program will be fully launching an online learning platform for multidisciplinary team members to meet training requirements through the National Children's Alliance Standards. To start, these training requirements will include a new MDT orientation to Children's Cove, the CAC model, and the investigative process, understanding commercial sexual exploitation of children (CSEC) and the regional response protocol, as well as understanding vicarious trauma and secondary traumatic stress and how to manage it as a trauma professional.

The Champions for Children Education and Training Program has also streamlined the way all this information is available to MDT and youth-serving professionals, as well as a coordinated way to request in-person training for their organization. This is through the launch of the Champions for Children Education and Training Program website at [childrenscovechampions.com](http://childrenscovechampions.com). Children's Cove has maintained a reputation for excellence in education and training for professionals on the Cape & Islands, and in FY24 the program continues to grow.

### **FY25 Budget Allocation**

Children's Cove looks to FY25 as an opportunity to grow and offer our long-standing support and services while advancing to meet the arising needs of the Cape and Islands community. A special focus will be placed on the creation and development of the mental health program on-site at Children's Cove while continuing to train mental health partners on the skills needed to prioritize trauma-informed mental health services for children affected by abuse. With the ever-emerging issue of child abuse, an extra emphasis will be placed on community education, multidisciplinary team trainings for partner agencies and prevention education to youth-serving organizations.

Children's Cove receives approximately 30% of its total funding from Barnstable County for operations and 70% funding from federal grants to include the Victims of Crime Act Fund (VOCA), state appropriations from the Department of Public Health, and the Massachusetts Children's Alliance. New budget language at the legislative level was passed that permanently created a stable funding formula which will be equitably



distributed to all Child Advocacy Centers throughout Massachusetts. The legislative change streamlines funding into one source that will be jointly administered by the Massachusetts Children’s Alliance, in partnership with the Department of Public Health. As a result, Children’s Cove has been receiving \$200,000 annually from the State of Massachusetts. Mid-year in FY24, this appropriation was increased to \$300,000. With this increased funding, Children’s Cove was able to create a mental health program by creating a Clinical Program Manager position and will be hiring a 30 hour/week Mental Health Clinician. This increased funding will be annualized to continue to provide these necessary mental health services to the children we serve.

As Children’s Cove plans the FY25 budget, our operating budget reflects a level service budget with anticipated increased costs in utilities, salaries and fringe benefits, 3% cost of living (COLA) expenses, salary steps, and an estimated 8% increase in health insurance.

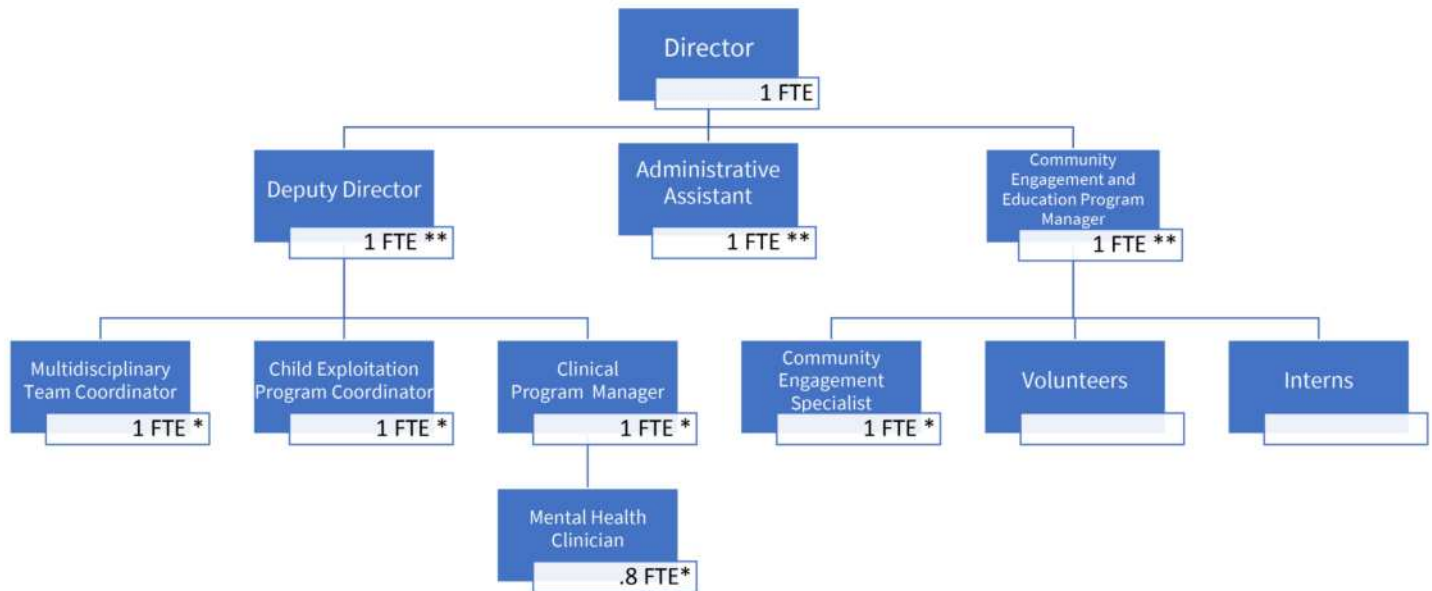
Children’s Cove is a unique department of Barnstable County that provides services not replicated elsewhere in this region. With more than 70% of the Children’s Cove annual budget funded by federal and state grants, Children’s Cove is already challenged by the uncertainty of any future grant funding. The consistent and predictable funding from Barnstable County affords the security needed to provide critical services to Cape and Islands families.

As we continue to grow our program based on the increased needs of the community and hire necessary staff through grant funds, a level funded budget of the Barnstable County’s operating budget would only hinder our service delivery to the Cape and Islands families we serve. As costs for various vendors/services used for technology, databases, contractual and maintenance agreements, marketing and training needs have increased, a level funded budget would make it difficult to continue to provide necessary programs and services needed to maintain our current level of service to the community.

## OUR PARTNERS



# CHILDREN'S COVE FY 2025 ORGANIZATIONAL CHART



## Children's Cove Department Full-Time Equivalents

\* Fully Grant Funded; \*\* Partially Grant Funded

Position	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Difference
Director	1	1	1	1	1	0
Deputy Director **	1	1	1	1	1	0
Community Engagement & Education Program Manager **	1	1	1	1	1	0
Administrative Assistant **	1	1	1	1	1	0
Family Services Coordinator *	1	1	1	1	0	-1
Multidisciplinary Team Coordinator *	0	1	1	1	1	0
Child Exploitation Program Coordinator *	1	1	1	1	1	0
Clinical Program Manager*	0	0	0	1	1	0
Community Outreach Specialist *	0	0	0	1	1	0
Mental Health Clinician*	0	0	0	0.8	0.8	0
<b>Total</b>	<b>7</b>	<b>8</b>	<b>7</b>	<b>9.8</b>	<b>8.8</b>	<b>-1</b>

## Grants Administered by the Children's Cove in Fiscal Year 2024:

Grant Name	Funder	Awarded
Commercial Sexual Exploitation of Children	Victims of Crime Act (Federal)	\$75,000.00
Massachusetts Children's Alliance (MACA)	Department of Public Health	\$300,000.00
Sexual Assault Investigative Network (SAIN)	Department of Children & Families	\$75,400.00
Victim of Crimes Act (VOCA)	Victims of Crime Act (Federal)	\$190,310.00
<b>TOTAL</b>		<b>\$640,710.00</b>





# CHILDREN'S COVE FY 2025 PROPOSED BUDGET

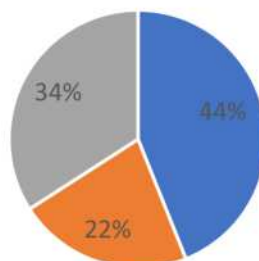
CHILDREN'S COVE	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-REGULAR	195,171	160,279	228,045	204,530	256,934	190,030	232,813	68,843	249,347
TELEPHONES	1,335	1,119	848	335	288	265	300	88	300
INTERNET	269	-76	0	0	0	0	0	0	0
ELECTRICITY CHARGES	4,560	3,870	4,704	4,432	5,175	3,664	6,500	1,260	5,400
HEATING FUEL	2,400	742	1,977	1,720	3,000	2,428	3,900	0	4,000
WATER/SEWER	950	903	1,450	1,270	1,205	537	1,500	529	720
CABLE TV	840	711	828	828	900	721	0	0	0
EDUCATION OF EMPLOYEES	3,825	3,195	4,744	4,744	-912	-912	4,500	832	4,500
EDUCATION OF NON EMP	80	80	0	0	1,600	1,600	0	0	0
LAWN/GROUNDS CARE	2,100	2,100	6,210	6,000	1,500	1,231	0	0	0
SOFTWARE/HARDWARE MAINTENANCE	0	0	0	0	0	0	0	0	0
OUT OF STATE TRAVEL	0	0	0	0	10,300	8,818	2,221	0	0
IN-STATE TRAVEL	14,142	132	1,313	917	4,304	3,733	3,779	956	6,000
MISC CONTRACTUAL	61,266	42,373	59,626	54,815	65,719	59,842	68,100	22,475	73,600
FOOD SUPPLIES	1,000	0	0	0	1,000	673	0	0	0
POSTAGE	1,200	121	1,200	56	200	127	400	10	200
OFFICE SUPPLIES & MATERIALS	3,476	473	4,206	3,759	3,199	2,651	2,783	118	3,500
SUPPLIES	3,000	2,993	3,000	2,992	4,000	3,996	0	0	0
PROFESSIONAL LIABILITY INSURNC	9,053	8,964	9,221	9,221	9,366	9,366	13,027	13,027	14,592
MISC RENTALS	4,000	1,251	4,000	1,644	2,492	2,309	4,000	627	4,000
MISC CHARGES	3,020	3,020	2,985	2,985	4,484	4,457	12,200	518	7,820
OFFICE FURNITURE/EQUIPMENT	0	0	210	210	0	0	0	0	0
MISCELLANEOUS EQUIPMENT	3,525	2,591	1,000	430	3,745	3,628	0	0	0
RETIREMENT	108,823	106,900	121,948	119,523	117,301	117,667	119,614	123,967	130,994
WORKERS COMP	0	0	0	0	0	163	0	0	0
GROUP INSURANCE	50,405	34,829	40,718	30,654	42,396	42,396	52,862	9,531	58,720
MEDICARE	3,975	2,475	2,064	2,811	3,660	2,529	3,430	933	3,805
MISC FRINGES	0	0	0	0	0	127	0	0	0
<b>CHILDREN'S COVE Total</b>	<b>\$478,414</b>	<b>\$379,044</b>	<b>\$500,297</b>	<b>\$453,875</b>	<b>\$541,856</b>	<b>\$462,045</b>	<b>\$531,928</b>	<b>\$243,715</b>	<b>\$567,498</b>

\*Data as of 11/30/2023

## CHILDREN'S COVE

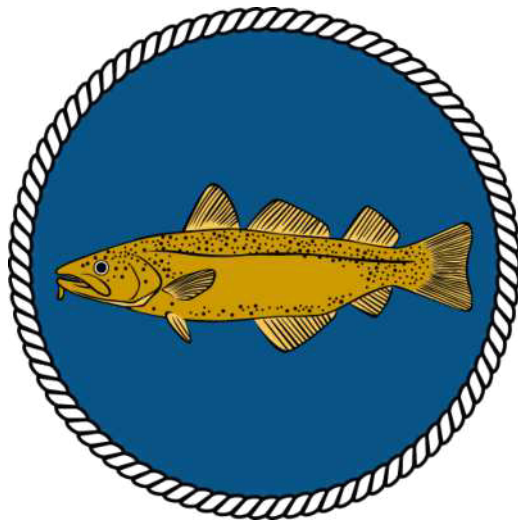
Personnel	249,347
Operating Expenses	124,632
Fringe Benefits	193,519
<b>Total</b>	<b>\$ 567,498</b>

## Children's Cove Expenditures



■ Personnel ■ Operating Expenses ■ Fringe Benefits





# **Fiscal Year 2025 Departmental Budget Requests**

## **COOPERATIVE EXTENSION**



# COOPERATIVE EXTENSION FY 2025 BUDGET NARRATIVE



CCCE's mission is to improve the health and well-being of youth, families, and communities; conserve and enhance natural and marine resources and strengthen agriculture and food systems. Educational outreach efforts emphasize practical and impactful solutions that improve life quality for residents, families, small businesses and communities; protects water resources and environmental systems; and enhances the agriculture and aquaculture industries of Barnstable County.

Cape Cod Cooperative Extension (CCCE) is an education and outreach-driven department of Barnstable County focusing its efforts on the municipal and individual interactions of Cape Cod's towns, residents, and visitors with our natural world. CCCE assists towns and individuals with natural resource management, water quality protection, horticulture, entomology, nutrition, food safety, food access, management of solid waste, recycling, and composting; as well as marine programs including fisheries and aquaculture, coastal geological processes, flooding, and coastal resilience. CCCE operates youth programs through the 4H program and WET Festivals among other initiatives. AmeriCorps Cape Cod is also housed within the Extension department under a unified administrative structure that has streamlined and enhanced the services being offered by both organizations.

Cape Cod Cooperative Extension works with a team of scientists, educators, administrative staff, and volunteers, all collaborating to provide solutions for the existing and emerging needs of Cape Cod. Extension staff serve as a direct link with the UMASS and Woods Hole Oceanographic Institution Sea Grant programs, where new research findings are translated into practical applications to be shared with individuals and community officials through workshops, conferences, field demonstrations, technical assistance, social media and newspaper articles, radio and television, and internet postings and outreach. Publications including quarterly newsletters, booklets, fact sheets, and home study courses bring information directly to those who want and need it.

## FY25 Initiatives

CCCE's Fiscal Year 2024 new initiatives focused on coastal resilience and local food security and production. In the past year, CCCE has been awarded \$1.95 million in grant funding to address these challenges on Cape Cod. With momentum building and additional funding opportunities on the horizon, Extension looks to Fiscal Year 2025 as an opportunity to continue efforts in those fields on emerging need while offering the established, community-driven programs the department is known for.

The *Smith-Lever Act of 1914* established the Cooperative Extension Service as a means for disseminating and implementing research-based information from Land Grant universities nationwide, including the University of Massachusetts. Sea Grant programs were established in 1966. This information dissemination is the heart of the Cooperative Extension mission and enables the university to extend its knowledge base to the community.





## Grant Funding

Cape Cod Cooperative Extension has three long standing partnerships (10 – 25 years) with funding agencies that support staff positions and projects from the University of Massachusetts, Woods Hole Oceanographic Institution Sea Grant, and the Massachusetts Department of Environmental Protection. Regularly funded set-asides and earmarks come from the Massachusetts Department of Agriculture for aquaculture and Buy Fresh Buy Local projects, and from the Massachusetts Department of Fish and Game, Division of Marine Fisheries. In addition to these recurring grants, CCCE strategically pursues and receives grant funding to support salary and projects in program areas where significant and emerging municipal and community need is greatest. A list of open and current grants is provided below. Current grant funding is nearly \$3.5 million; the CCCE budget requested from Barnstable County for FY25 is just over \$2.5 million.

## Grants Administered by the Cooperative Extension in Fiscal Year 2024

Grant Name	Funder	Awarded
Shellfish Propagation FY 24	Division of Marine Fisheries (DMF)	\$ 50,000
Municipal Assistance Coordinator Host Community (MAC) FY 24	Mass Department of Environmental Protection (DEP)	\$ 94,230
SNAP- Ed Nutrition Grant (SNAP)	USDA pass through to UMASS	\$ 49,172
Hazardous Waste Facility (HWF)	Department of Environmental Protection (DEP)	\$ 125,000
WHOI -Sea Grant Marine Extension Program 2022 - 2024	NOAA pass through to WHOI	\$ 478,139
WHOI -Sea Grant Marine Extension Program Omnibus 2024 - 2028	NOAA pass through to WHOI	\$ 1,140,927
WHOI Coastal Adaption and Resilience	NOAA pass through to WHOI	\$ 125,000
WHOI Seaweed	NOAA pass through to WHOI	\$ 20,749
WHOI Aquaculture SNE Shellfish	NOAA pass through to WHOI	\$ 45,713
WHOI Hard Clam	NOAA pass through to WHOI	\$ 11,989
Buy Fresh Buy Local FY24	Mass Department of Agriculture	\$ 94,865
MDAR Aquaculture SEMAC	Mass Department of Agriculture	\$ 51,300
Local Food Purchase Assistance	Mass Department of Agriculture	\$ 450,530
Local Food Purchase Assistance PLUS	Mass Department of Agriculture	\$ 750,000
<b>TOTAL</b>		<b>\$ 3,487,614</b>

## FY25 Budget Allocation

FY25 marks the beginning of the fourth year CCCE will be utilizing rented office space for its main office. Following the August 2023 AmeriCorps office flooding and relocation, this space is now shared with 7 AmeriCorps staff, necessitating an increase in projected operating costs in FY25. Maintaining FY24 programmatic budget reductions, this year’s non-salary and fringe request is \$348,612, well below the \$400,000 - \$425,000 typically requested.

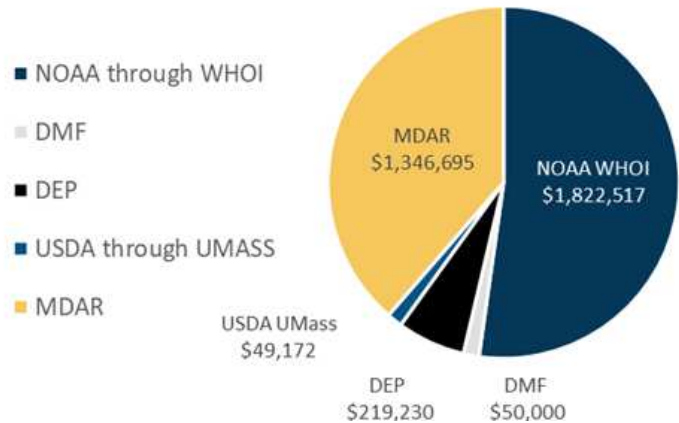
CCCE is operating at a FTE equivalent of 0.5 fewer positions than in FY20. The CCCE salary request in FY25 reflects maintaining existing staff and is consistent with the expected cost increase with implementing cost of living allowance and the recommendations of the recent compensation study.



# COOPERATIVE EXTENSION FY 2025 BUDGET NARRATIVE

In FY24, Extension's budget request was reduced by \$145,024. These reductions included employee education, in- and out-of-state travel, vehicle and equipment repair, programmatic contractual support, and salary and fringe. Salary and fringe reductions were replaced utilizing grant funds. If the Extension were required to operate with level funding in FY25, the compound impact of FY24 reductions and increased costs in salary, fringe, utilities, and general cost increases due to current economic circumstances projected for FY25 would leave few if any options aside from staff reduction.

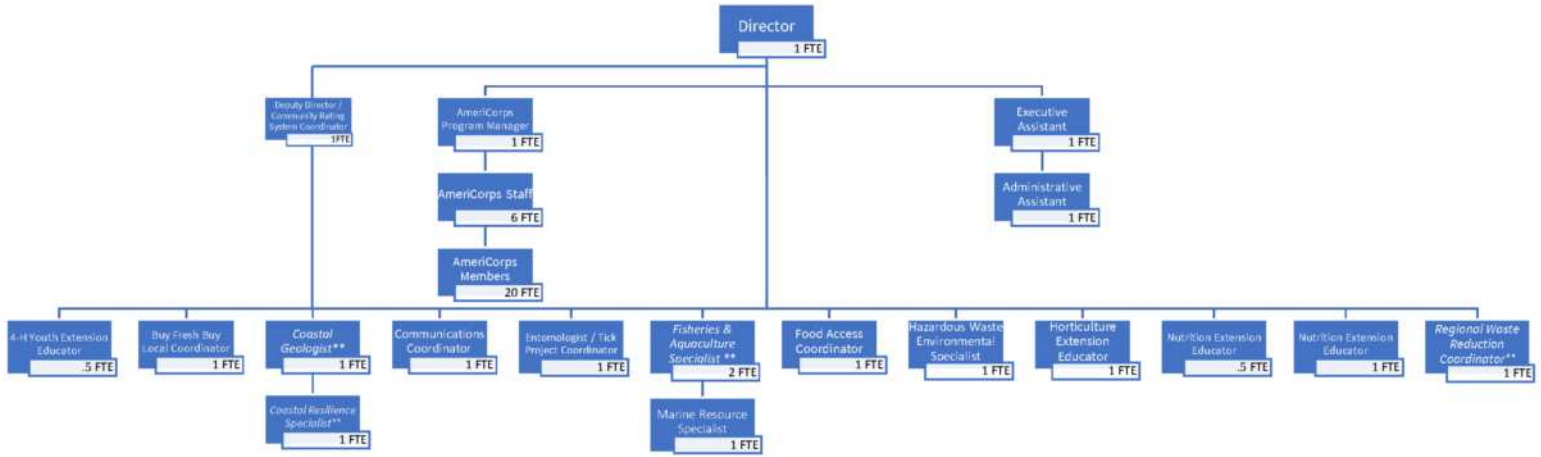
Current Grant Funding: \$3.5 million



## OUR PARTNERS



# COOPERATIVE EXTENSION FY 2025 ORGANIZATIONAL CHART



## Cape Cod Cooperative Extension Full-Time Equivalents

Position	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	Difference
Director	1	1	1	1	1	1	0
Deputy Director/CRS Coordinator	1	1	1	1	1	1	0
Executive Assistant/Administrative Assistant	1	1	1	1	1	1	0
Administrative Assistant	1	1	1	1	1	1	0
Entomologist	1	1	1	1	1	1	0
Horticulturist	1	1	1	1	1	1	0
Fisheries & Aquaculture /Deputy Director	1	0	0	0	0	0	0
Fisheries & Aquaculture Specialist	1	1	1	1	1	1	0
Fisheries & Aquaculture Specialist	1	1	1	1	1	1	0
Marine Resource Specialist	1	1	1	1	1	1	0
Coastal Processes Specialist	1	1	1	1	1	1	0
Nutrition Educator	0.5	0.5	0.5	0.5	0.5	0.5	0
Nutrition Educator	1	1	1	1	1	1	0
Food Access Coordinator	0	1	1	1	1	1	0
Hazmat Environmental Specialist	1	1	1	1	1	1	0
Municipal Assistance Coordinator	1	1	1	1	1	1	0
PT Extension Youth Educator	0	0	0.5	0.5	0.5	0.5	0
4-H Educator	1	0	0	0	0	0	0
4-H Educator	1	0	0	0	0	0	0
4-H Educator	1	0.5	0	0	0	0	0
Communication Coordinator	1	1	1	1	1	1	0
Buy Fresh Buy Local Coordinator	0	0	1	1	1	1	0
Coastal Resilience Specialist	0	0	0	1	1	1	0
<b>TOTAL</b>	<b>18.5</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>0</b>



# COOPERATIVE EXTENSION FY 2025 PROPOSED BUDGET

COOPERATIVE EXTENSION	2021		2022		2023		2024		2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-REGULAR	879,771	772,147	1,107,923	842,995	1,176,982	880,228	1,214,133	347,827	1,348,881
SALARIES-COUNTY MATCH	203,755	203,755	0	241,142	0	294,104	0	120,545	0
BANK FEES	104	65	156	311	156	155	170	39	170
TELEPHONES	6,115	5,351	7,254	5,018	7,254	5,004	7,254	1,713	7,254
ELECTRICITY CHARGES	5,750	5,390	5,358	4,959	6,911	5,656	16,452	2,392	12,204
HEATING FUEL	4,300	912	4,308	3,856	4,382	3,986	6,162	91	6,162
WATER/SEWER	400	156	400	237	1,088	748	1,200	76	1,950
PROFESSIONAL/TECHNICAL SERVICE	265,733	152,931	118,408	82,562	118,740	105,981	78,056	19,807	87,906
EDUCATION OF EMPLOYEES	10,000	6,883	10,000	7,695	10,000	2,238	2,000	180	3,000
VEHICLE REPRS/MAINT	3,600	2,113	7,000	5,476	6,000	5,850	6,000	105	6,000
SOFTWARE/HARDWARE MAINTENANCE	15,200	5,801	6,040	4,898	6,340	6,340	6,340	1,218	6,340
MACHINE/EQUIP MAINT/REPAIRS	1,000	564	4,000	2,405	6,500	2,755	5,500	75	4,000
OUT OF STATE TRAVEL	0	0	150		651	0	0	0	0
IN-STATE TRAVEL	15,435	735	15,500	2,385	13,500	4,052	11,000	1,300	8,500
ADVERTISING	7,000	3,906	14,200	8,396	15,700	15,188	15,700	2,394	15,000
FREIGHT/SHIPPING/EXPRESS	5,100	2,203	5,304	2,966	6,300	1,461	6,300	877	5,004
PRINTING/COPYING/BINDING	8,075	7,722	8,500	4,630	7,535	4,788	7,000	446	7,000
MISC CONTRACTUAL	48,500	38,887	50,000	44,400	46,465	45,759	43,000	619	43,000
VEHICLE FUEL	5,508	1,514	4,500	3,567	4,200	3,357	4,200	1,038	4,200
VEHICLE SUPPLIES	1,000	0	1,000	990	1,000	483	0	0	0
FOOD SUPPLIES	750	0	750	78	750	750	250	0	250
HOUSEHOLD SUPPLIES	504	16	504	193	504	409	504	127	504
POSTAGE	2,004	668	1,500	1,042	1,200	1,114	1,104	427	1,104
REFERENCE/LAW BOOKS	500	0	500	0	500	380		0	0
OFFICE SUPPLIES & MATERIALS	8,000	5,919	3,135	1,848	9,058	5,230	6,058	455	6,058
EDUCATIONAL SUPPLIES	9,200	2,227	11,200	6,336	9,657	6,996	9,200	1,097	7,700
SUPPLIES	39,500	10,560	43,715	29,997	39,043	34,875	28,500	7,205	28,500
ASSOCIATION DUES	850	700	850	560	1,000	150	1,000	0	1,000
SUBSCRIPTIONS	300	210	300	199	300	99	500	0	500
LICENSES/REGISTRATIONS/PERMITS	500	411	500	20	700	110	1,500	0	1,000
MISC RENTALS	68,098	67,844	71,773	71,584	74,357	69,643	68,320	28,912	71,572
COMPUTER EQUIPMENT	-	0	3,000	0	4,500	4,460	2,500	250	2,500
MISCELLANEOUS EQUIPMENT	7,000	6,299	9,000	2,677	7,500	4,235	6,000	0	6,000
RETIREMENT	214,949	211,150	257,744	253,698	374,160	394,604	381,539	385,222	356,450
WORKERS COMP	8,094	8,094	0	9,777	0	8,971	0	2,771	0
GROUP INSURANCE	322,276	224,890	331,206	249,845	336,610	247,958	307,316	111,631	342,802
MEDICARE	16,109	12,538	16,064	14,177	16,064	15,348	18,040	6,172	19,154
MISC FRINGES	6,313	6,313	0	7,627	(474)	6,997	0	3,023	0
ERIP Retirement	47,400	0	54,661	54,661	55,271	55,271	55,080	55,080	54,825
<b>COOPERATIVE EXTENSION Total</b>	<b>\$2,238,693</b>	<b>\$1,768,873</b>	<b>\$2,176,403</b>	<b>\$1,973,207</b>	<b>\$2,370,404</b>	<b>\$2,245,735</b>	<b>\$2,317,877</b>	<b>\$1,103,115</b>	<b>\$2,466,490</b>

\* As of 11/30/23



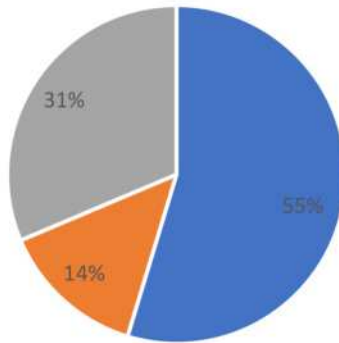


# COOPERATIVE EXTENSION FY 2025 PROPOSED BUDGET

## Cooperative Extension

Personnel	1,348,881
Operating Expenses	344,378
Fringes	773,231
<b>Total</b>	<b>\$ 2,466,490</b>

## Cooperative Extension Expenditures



■ Personnel ■ Operating Expenses ■ Fringes



# AMERICORPS FY 2025 BUDGET NARRATIVE



Since 1999, Barnstable County's AmeriCorps Cape Cod program has engaged over 600 service-minded adults to fulfill a variety of environmental and disaster preparedness needs across Cape Cod. Each year the program recruits, trains, and hosts 24 national service members, each member making an 11-month full-time volunteer commitment to Cape Cod. The program, supported by Barnstable County and the AmeriCorps federal agency, is dedicated to recruiting skilled adults to serve with municipal governments and non-profit organizations throughout the 15 towns of Cape Cod. Program focus areas include natural resource management, disaster preparedness and response, environmental education, and volunteer engagement.

The AmeriCorps Cape Cod program is unique as it is one of a select few residential AmeriCorps programs across the nation. By having dedicated housing, Corps members avoid the challenge of paying housing costs and can focus entirely on the performance of service. Barnstable County has partnered with the Cape Cod National Seashore, the Town of Barnstable, and Chatham Conservation Foundation Inc. to provide housing for Corps members.

Whether conducting habitat restoration activities, propagating oysters with a local shellfish department, staffing regional emergency shelters during a Nor'easter, or educating kids about the importance of water quality, AmeriCorps Cape Cod strives to provide high-quality service and meet the dynamic needs of the Cape Cod community.

## **FY25 Priorities**

AmeriCorps Cape Cod will welcome its 26<sup>th</sup> group of AmeriCorps members during the FY 25 budget cycle. Priorities for this fiscal year include: continued staff focus on grant compliance as we enter Year 1 of a new competitive federal grant cycle, effective recruitment to ensure a fully enrolled program of 20 members and seven staff; upkeep and maintenance of the four program houses; maintaining staff retention.

## **Grant Funds**

AmeriCorps Cape Cod has received funding from AmeriCorps the Agency for over 20 years to support members' stipends and Program Supervisors' salary and fringe. FY 25 will coincide with Year 1 of a new 3-year grant cycle for the program. A competitive grant was submitted to Mass Service Alliance for review before final submission to AmeriCorps the Agency by early January. The federal grant request of \$499,413 will support 20 AmeriCorps members stipends (\$14,000 per member) and the four Program Supervisor salaries and fringes. This request requires a 1:1 match from Barnstable County that will come from this General Fund budget and in-kind sources. AmeriCorps the Agency will make a final decision by June 2024.

Program staff have also pursued smaller local grant award opportunities to support signature event costs for Martin Luther King Jr. Day of Service, AmeriCorps Week, and Canal Clean-up. To date, the program has received a modest award from the Kelley Foundation for \$2,000 to support the 2024 MLK Day event.



# AMERICORPS FY 2025 BUDGET NARRATIVE

## FY 2025 AmeriCorps Cape Cod Request Summary

AmeriCorps Cape Cod's FY 25 budget request reflects the anticipated expenses that the program will incur that will fulfill the required match for the AmeriCorps federal grant award. This FY25 general fund budget request supports three management staff positions (1-Program Manager and 2-Program Coordinators), member gear and safety equipment, utility expenses for four program residences, liability insurance, house maintenance, supplies, and rental costs for one of the houses. In reviewing this budget, you will find anticipated salary and fringe costs are consistent with COLA and step increases and many other expense lines are level funded.

Budget areas where the program is requesting an increase include:

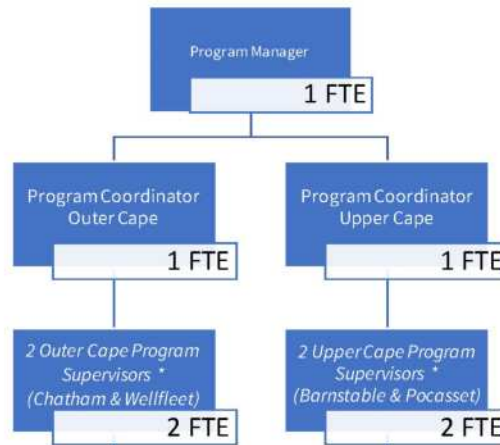
- **Utilities:** Based on guidance provided in the FY 25 budget preparation process, anticipated costs for electricity have been increased by 45%, anticipated internet costs increased by 10%, and anticipated heating fuel costs have been increased by 5%.
- **Vehicle Fuel costs:** The program received a used truck through the Cooperative Extension that will require more vehicle fuel funds.
- **Housing Costs:** The cost of house maintenance and upkeep has increased dramatically over the last two years. Each residence has a variety of improvement priorities that the program is conducting in coordination with its housing partners

In the second half of FY 24, the program faced the challenge of an office flood on August 6th that has impacted the staff's ability to work out of the White House within the County Complex. This has created several challenges as we enter the 25<sup>th</sup> anniversary year of the program. It has taken a large amount of staff time to assess the historical documents, supplies, and gear. We have settled into the Cape Cod Cooperative Extension office, but face lack of storage and the convenience of a centralized location for all of our equipment. There have also been a series of program residence maintenance issues, like leaking plumbing and pests, that have needed immediate attention.

If the program were to receive level funding from the general fund budget, it would be difficult to cover the utility expenditures for the program residences and we would have to limit the purchase of important safety gear for AmeriCorps members and staff.



# AMERICORPS FY 2025 ORGANIZATIONAL CHART



## AmeriCorps Cape Cod Staff Full-Time Equivalents

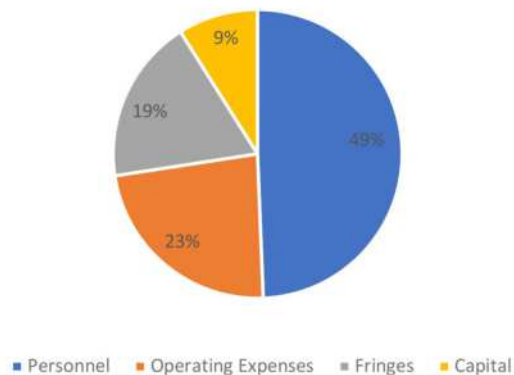
Position	FY 2021	FY 2022*	FY 2023	FY 2024	FY 2025	Difference
Program Manager	0	1	1	1	1	0
Program Coordinator	1	1	2	2	2	0
Program Specialist	1	1	0	0	0	0
Program Supervisors	2	4	4	4	4	0
<b>Total</b>	<b>4</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>0</b>

\*First year of new, competitive grant cycle

### AmeriCorps

Personnel	274,819
Operating Expenses	129,075
Fringes	102,598
Capital	50,000
<b>Total</b>	<b>\$556,493</b>

### AmeriCorps Expenditures

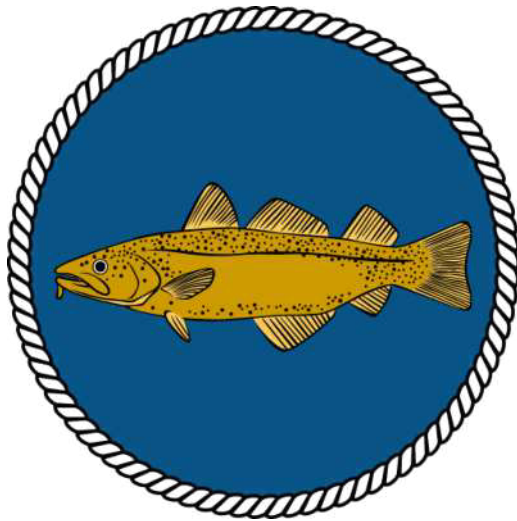


# AMERICORPS FY 2025 PROPOSED BUDGET

AMERICORPS	2021		2022		2023		2024		2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-COUNTY MATCH	41,000	0	41,000	37,202	41,000	27,225	41,000	22,167	41,000
SALARIES-OTHER	56,840	35,825	101,401	68,618	198,858	192,414	210,227	80,867	233,819
RUBBISH REMOVAL	3,275	1,042	355	355	1,350	1,284	1,200	462	1,200
TELEPHONES	0	0	1,500	1,500	4,005	3,942	4,140	711	4,140
INTERNET	2,354	2,222	1,900	1,856	1,856	1,856	3,300	890	3,630
ELECTRICITY CHARGES	4,600	3,998	4,417	4,417	4,000	4,000	13,000	1,971	18,850
HEATING FUEL	5,000	3,435	4,778	4,711	5,237	4,595	11,500	1,076	12,100
WATER/SEWER	1,899	158	600	334	400	173	700	0	775
CABLE TV	1,000	1,000	900	900	1,273	1,096	1,300	333	0
EDUCATION OF EMPLOYEES	3,500	2,550	4,300	4,300	847	847	2,000	2,000	2,000
VEHICLE REPRS/MAINT	4,525	4,507	3,327	3,311	5,029	4,782	3,991	174	4,000
OUT OF STATE TRAVEL	0	0	808	797	2,030	1,260	5,000	0	5,000
IN-STATE TRAVEL	1,350	527	904	315	2,804	2,004	2,000	756	2,000
TRANSPORTATION	0	0	0	0	4,800	4,800	0	0	0
ADVERTISING	300	0	623	526	912	912	700	0	700
PRINTING/COPYING/BINDING	1,300	0	0	0	450	43	1,000	0	800
MISC CONTRACTUAL	7,919	6,161	6,544	6,467	11,449	10,919	9,110	7,927	10,000
VEHICLE FUEL	3,000	1,930	3,800	3,800	3,000	2,911	6,000	981	4,000
FOOD SUPPLIES	500	491	1,668	1,611	2,500	2,431	3,000	875	3,000
SUPPLIES	12,500	11,153	14,820	14,526	13,800	13,338	11,000	6,645	11,000
ASSOCIATION DUES	250	250	250	250	350	350	310	310	350
SUBSCRIPTIONS	80	80	120	120	270	240	240	135	200
GENERAL LIABILITY INSURANCE	13,452	13,452	13,277	13,277	14,389	14,389	15,500	15,494	15,830
MISC RENTALS	150	150	1,410	1,410	2,111	1,243	3,000	700	3,000
MISC CHARGES	896	896	1,315	1,315	696	696	1,899	1,304	26,000
OFFICE FURNITURE/EQUIPMENT	0	0	180	180	0	0	0	0	0
MISCELLANEOUS EQUIPMENT	500	0	5,955	4,305	482	482	500	350	500
FACILITY IMPROVEMENTS	30,000	13,503	114,000	56,359	50,000	44,401	50,000	2,323	50,000
RETIREMENT	31,105	31,104	39,510	40,431	50,393	17,317	18,920	18,920	79,928
WORKERS COMP	2,562	2,562	0	4,010	0	8,786	0	0	0
GROUP INSURANCE	5,593	4,757	16,563	10,564	9,592	16,969	19,373	7,007	18,685
MEDICARE	1,485	496	1,485	1,482	2,883	3,101	3,048	1,460	3,985
MISC FRINGES	1,999	1,998	0	1,967	0	5,911	0	0	0
<b>AMERICORPS Total</b>	<b>\$238,934</b>	<b>\$144,247</b>	<b>\$387,709</b>	<b>\$291,216</b>	<b>\$436,767</b>	<b>\$394,719</b>	<b>\$442,958</b>	<b>\$175,836</b>	<b>\$556,493</b>

\* As of 11/30/23





# **Fiscal Year 2025 Departmental Budget Requests**

**DREDGE ENTERPRISE**



# DREDGE FY 2025 BUDGET NARRATIVE



The County Dredge Department was created in 1996 as an Enterprise Account to operate a dredge service to maintain the channels and harbors of the towns on Cape Cod through a \$1m grant from the MA Department of Environmental Management'. Its mission is to be a financially sustainable, reliable, and dependable dredge service provider for each town's needs.

As an Enterprise Fund, the operations and associated financial transactions are intended to be a self-supporting government fund that sells goods and services to the public for a fee. An enterprise fund uses the same accounting framework followed by entities in the private sector.

A variety of events have taken place over the past 10+ years that have put the Dredges finances in the precarious position that it is now resulting in the exhaustion of the retained earnings needed to cover budget shortfalls. They are:

- the increase in required expenses for dredge and support vessel maintenance, the procurement of operational critical spare parts, and unbudgeted debt service.
- the lack of rate increases (only two nominal increases have been implemented since early 2000).
- the lack of any planned funding for the maintenance of the two new dredges and support vessels.
- the decrease in revenue over the past two fiscal years due to projects being postponed due to permitting delays.
- the restrictive dredging window that has caused projects either being stopped earlier than needed or postponements.

Historically, Barnstable County has relied on the Dredge Enterprise Fund's retained earnings to cover shortfalls in Dredge revenue from dredge fees paid by member communities. With the depletion of reserves, the department has required financial support from the County over the past two fiscal years (FY23 \$650,000 & FY24 \$842,933) and will require additional support in FY25 if rate increases aren't approved.

Recognizing the need for a professional review of the department's financial requirements to properly fund the department, the County contracted with a consulting firm (Anchor QEA) that specializes in dredging and environmental projects and a program manager (Full Sail Consulting). With County support, Anchor QEA analyzed the historical costs, current and future maintenance needs, and capital investments necessary to continue dredge operations and stabilize the Fund. A final report was completed in November and has been distributed to the various stakeholders including the Cape Town Managers & Select Boards associations, the Dredge Advisory Committee, the County Commissioners, and the Assembly of Delegates.





# DREDGE

## FY 2025 BUDGET NARRATIVE

### Permitting

As noted above, the postponed projects over the past two fiscal years due to permitting delays have resulted in over \$1m in lost revenue for the dredge department. Unfortunately, this fiscal year is no different, as permitting delays have resulted in a delayed start to the dredging season which will result in additional lost revenue.

Even though each town is responsible for their permits, the department’s director has spent a large amount of time advocating on behalf of those towns with permits pending and working with the regulatory permitting agencies.

Going forward, with 10-year dredging permits now approved for the towns of Yarmouth, Falmouth & Bourne, the next fiscal year should have a full schedule of dredging projects for the department, but the reduction in dredging days due to changes to the various Time of Year (TOY) restrictions with some towns permits will continue to impact the schedule and projects that can be completed in the dredge season.

### Grants

For the first time since the programs start, the Dredge department has received two grants this past fiscal year: **\$1,001,751** from the federal government ARPA (American Rescue Plan Act) & **\$925,427** from the Commonwealth of MA (MA Dredge Grant Executive Office of Economic Development).

These funds have resulted in an extensive list of equipment purchases (see below) ranging from excavators, skid steers & a front end loader to navigation electronics, spill booms, anchors, skiffs, a push boat & a barge. There are still some additional purchases left that will be completed in FY25, but these funds have resulted in a major reset of the department’s equipment needed that will allow the department to better manage its operations.

ARPA - \$1,001,751	Dredge Grant - \$925,427
Autonomous Survey Vessel (ASV)	A-Frame Winch
Cargo Trailer	All-Terrain Vehicle
Dredge Software	Anchor winches
Drone	Anchors
Excavator	Barge
Front End Loader	Dredge monitoring and management equipment, controls and software
GPS Chartplotter & Transducer	Excavator
GPS/Radar Combo Unit	Flanges + Flange adapters
Hydraulic Hose Crimping Machine	Flap valve
Pick Up Truck (2)	Flatbed trailer
Replacement Barge	Fusing machine
Upgrading Engine On Pushboat	Hydrographic survey equipment, controls, and software
Welding Machine	Mooring lines and pipes
Wireless Tide Gauge (2)	Outboard motors
	Polyform buoys
	Push boat
	Radar and depth sounder equipment
	Skid steer
	Skiff winches
	Solenoid
	Spill booms
	Survey boat and outfitting
	Teeth for cutterhead dredge
	Ultrasonic thickness gauge meter
	Wire rope
	Work skiff trailers
	Work skiffs

Notes:  
Match (1:1) for MA Dredge Grant comes from ARPA funds.

### Dredge Advisory Committee

The Dredge Department is guided by the Barnstable County Dredge Advisory Sub-Committee formed under the Barnstable County Coastal Management Committee (BCCMC). It meets quarterly and has been active since January 2021. It is comprised of a representative from each town on the Cape plus two representatives from the County.



# DREDGE

# FY 2025 BUDGET NARRATIVE



## Capital Improvement Plan

There are presently no capital projects planned, which is primarily due to the two grants that were received in FY24.

## Fiscal Year 25 – Budget Message

Up until FY22, the Dredge department has received 100% of its operational budget from dredge rates.

The FY25 budget is based on using the current dredge rates of \$12 per Cubic Yard for non-booster projects and \$18 per Cubic Yard on projects requiring a booster pump (these rates are still at least 70% below private sector hydraulic dredging costs).

Due to the timing of this budget, and the lack of project scheduling provided by each town, the revenue estimate used for FY25 is \$1,200,000. This is the same amount used for the Rate Review study and is a revenue target that should be achieved with a minimum number of projects.

Any increase in the rates that may occur in FY25 will significantly affect the budget and resultant amount of County financial support required.

The deficit that requires the County support that is primarily due to:

- The decrease in revenue over the past two fiscal years is due to projects being postponed due to permitting delays.
- The lack of rate increases (only two nominal increases have been implemented since early 2000)

As a mission driven organization, the Dredge Department must continue to work on its operational readiness while managing its costs. While the past two years have been challenging from a financial perspective, the department's operational readiness couldn't be stronger, and we are prepared to be able to take on the projects that are planned in the years ahead.

### BUDGET HIGHLIGHTS:

#### EXPENDITURES:

**Salaries:** +3.6% due to COLA & Step increases and it assumes a full staff.

**Survey/Professional Services:** (41%) as the County is planning to complete the Pre & Post Dredge Surveys due to the purchase of a survey boat & instrumentation\*. Also includes a \$7,500 compensation study.

**Dredge Repairs:** +28% from \$78k to \$100k. For unplanned repairs for either dredge.

**Liability Insurance:** +18% from \$110k to \$130k due to the new 'floating' equipment added this past year.

**Indirect** (County provided services): +24% from \$148k to \$184k.

**Health Insurance:** +16%

**Debt Service:** No change from FY24. \$376,340

**Workboat Repairs:** (83%) from \$15k to \$2,500k due to the purchase of a new push boat\* and anticipated sale of the JW Doane (original 1996 push boat).

**Pipe Repair:** (66%) from \$15k to \$5k due the purchase of a Fusion machine\* and spare parts\*.

**Misc. Supplies:** (60%) from \$75k to \$30k due to the purchase of spare parts\* for future use in FY24.

#### Revenue:

**Dredge Revenue:** \$1.2m (based on the current rates).

**County Support (Subsidy):** \$1.1m

\*ARPA & MA Dredge Grants



# DREDGE

# FY 2025 BUDGET NARRATIVE

## FY25 Priorities

### Safety:

- Continue with the rollout of the ‘*Safety Without Compromise*’ program.

### Maintenance/Preventative Maintenance:

- With the purchase of equipment and spare parts near complete, the development and execution of a preventative maintenance program is our next priority.

### Building / Land search:

- The search for a building to lease will continue in FY25.

### Staffing:

- Continue to explore alternative options in finding candidates for our one open Maintenance Technician.
- Continue with the cross-training of the crew.

### Community Outreach:

- Continue the outreach to the community on the benefits of the dredge program to all stakeholders; citizens of Cape Cod, elected officials of each town and the Cape Legislative and MA Congressional Delegation.

### Funding:

- Pursue alternate funding sources to offset operational costs.

### Planning:

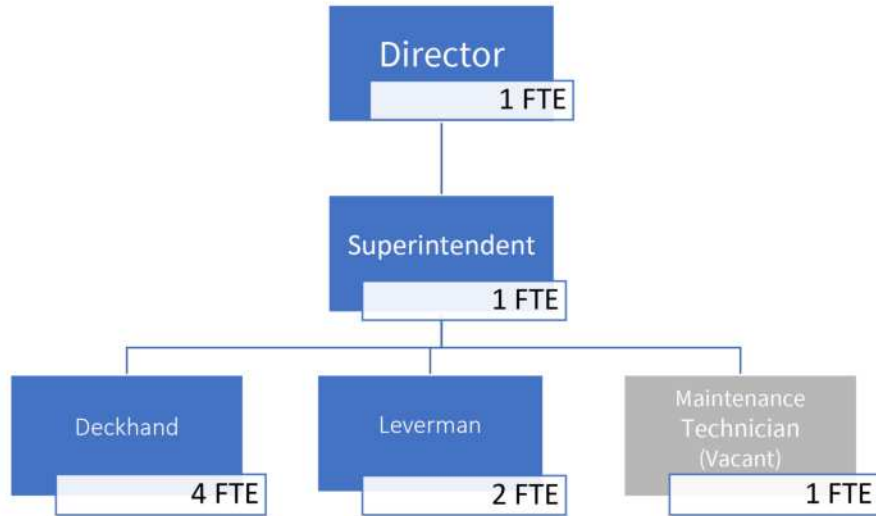
- Determine the feasibility of providing marine construction services (dock repair for municipalities).
- Work with the Dredge Advisory Committee to help guide the long-term activities and strategy of the department.
- Continue to advocate on behalf of our stakeholders and work with the regulatory agencies that are responsible for the permitting of projects on behalf of each town.

### Scheduling:

- Start dredging projects no later than September 15th.



# DREDGE FY 2025 ORGANIZATIONAL CHART



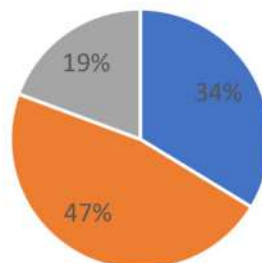
## Dredge Enterprise Full-Time Equivalents

Position	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Difference
Director	1	1	1	1	1	1	0
Superintendent	1	1	1	1	1	1	0
Deckhand	2	2	3	3	4	4	0
Leverman	2	2	2	2	2	2	0
Maintenance Technician	1	1	1	1	1	1	0
<b>Total</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>0</b>

### DREDGE

Personnel	803,105
Operating Expenses	1,117,990
Fringe Benefits	460,690
<b>Total</b>	<b>\$ 2,381,785</b>

### Dredge Enterprise Expenditures



■ Personnel ■ Operating Expenses ■ Fringe Benefits



# DREDGE ENTERPRISE FY 2025 PROPOSED BUDGET

DREDGE	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Proposed
SALARIES-REGULAR	544,371	544,371	635,893	570,037	662,774	572,476	678,403	209,641	703,105
SALARIES-OVERTIME	104,751	104,751	94,340	61,267	100,000	53,023	100,000	20,723	100,000
TELEPHONES	820	598	1,200	558	600	558	700	186	600
INTERNET	0	0	0	0	0	0	1,000	173	1,800
PROFESSIONAL/TECHNICAL SERVICE	243,180	215,340	92,000	79,920	110,000	86,975	149,000	17,925	87,500
EDUCATION OF EMPLOYEES	2,500	0	2,500	0	1,500	25	2,500	0	1,000
DREDGE REPAIRS	3,835	0	60,113	38,790	137,824	137,824	78,000	2,068	100,000
WORKBOAT REPAIRS	4,000	0	18,000	18,000	0	0	15,000	0	2,500
PIPE REPAIRS	0	0	12,500	0	5,135	0	15,000	0	5,000
VEHICLE REPRS/MAINT	4,000	2,809	4,000	3,512	4,000	1,610	4,000	1,140	2,000
SOFTWARE/HARDWARE MAINTENANCE	0	0	10,000	0	0	0	10,000	0	10,000
MACHINE/EQUIP MAINT/REPAIRS	101,870	101,133	16,797	9,248	90,493	89,648	100,000	36,923	100,000
OUT OF STATE TRAVEL	0	0	0	0	0	0	2,000	0	0
IN-STATE TRAVEL	1,500	800	500	457	500	715	500	0	750
FREIGHT/SHIPPING/EXPRESS	8,606	8,089	2,500	1,244	10,500	3,221	1,000	242	500
MISC CONTRACTUAL	44,800	38,442	20,000	2,135	20,000	6,490	20,000	13,742	15,000
VEHICLE REPAIR PARTS	23,180	20,256	198,763	198,729	25,000	16,703	30,000	4,751	30,000
VEHICLE FUEL	180,000	105,287	137,440	75,290	33,649	16,545	35,000	5,181	35,000
DREDGE FUEL	0	0	0	0	145,000	43,613	150,000	17,343	150,000
OFFICE SUPPLIES & MATERIALS	500	0	500	0	148	0	250	0	100
UNIFORMS	0	0	0	0	4,000	2,382	3,000	0	3,000
SUPPLIES	65,000	50,652	77,000	66,732	65,000	27,217	75,000	11,713	30,000
ASSOCIATION DUES	0	0	0	0	0	0	500	0	0
GENERAL LIABILITY INSURANCE	83,394	83,394	88,700	88,700	96,446	96,446	110,000	98,825	130,000
AUTOMOTIVE INSURANCE	7,800	0	0	0	0	0	0	0	0
UNEMPLOYMENT INSURANCE	3,600	0	3,600	0	3,600	0	3,600	0	5,000
LICENSES/REGISTRATIONS/PERMITS	1,000	426	980	953	880	78	1,000	78	1,900
MISC RENTALS	28,606	13,544	8,900	4,173	13,554	2,818	10,000	1,235	5,000
DREDGE PUMP	6,657	0	14,000	0	14,000	0	0	0	0
MISCELLANEOUS EQUIPMENT	12,000	7,967	15,000	11,336	15,000	0	15,000	3,338	25,000
OTHER EXPENDITURES	0	0	0	29,514	0	5,487	0	0	0
DEBT- PRINCIPAL	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000
SHORT TERM DEBT PAYDOWNS	0	0	108,333	108,000	108,333	108,333	143,090	0	143,090
DEBT - INTEREST	58,500	58,500	51,750	50,063	45,000	45,000	38,250	20,813	38,250
SHORT TERM DEBT INTEREST	22,624	22,624	10,687	10,687	7,500	25,940	60,000	0	60,000
TRANSFERS TO GENERAL FUND	181,896	181,896	8,395	8,395	7,758	7,758	148,638	0	184,906
RETIREMENT	51,548	50,640	135,754	133,055	135,791	122,790	125,212	129,768	129,768
GROUP INSURANCE	60,285	60,285	71,370	55,095	110,365	43,126	96,662	27,584	112,741
MEDICARE	9,738	9,121	9,225	8,884	9,610	8,857	9,837	3,205	11,646
ERIP Retirement	0	0	21,449	21,449	21,324	21,704	21,629	21,629	21,629
<b>DREDGE Total</b>	<b>\$1,995,561</b>	<b>\$1,815,922</b>	<b>\$2,067,189</b>	<b>\$1,791,223</b>	<b>\$2,140,283</b>	<b>\$1,682,361</b>	<b>\$ 2,388,771</b>	<b>\$783,226</b>	<b>\$2,381,785</b>

\*Data as of 11/30/2023



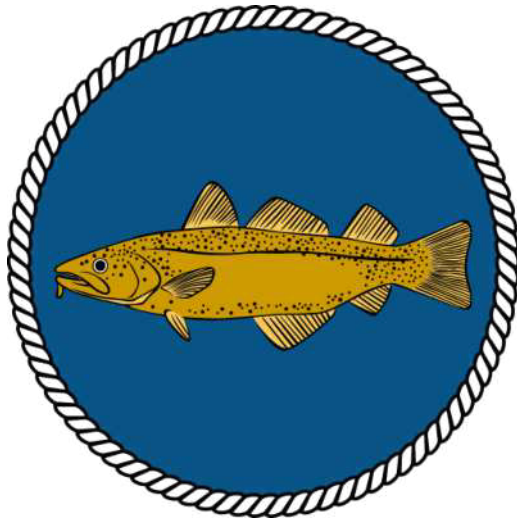
# DREDGE ENTERPRISE FY 2025 PROPOSED REVENUE

DREDGE ENTERPRISE FUND	FY2021		FY2022		FY2023		FY2024		FY2025	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual *	Proposed	% Change
DREDGE INCOME	1,800,000	1,655,223	2,052,189	1,152,700	1,366,950	941,267	1,535,778	9,037	1,200,000	
INTEREST INCOME	15,000	0	15,000	180	15,000	0	10,000	0	0	0
MISC REVENUES	0	14,335	0	7,600	0	1,026	0	13,275	0	0
DISPOSITION OF FIXED ASSETS	0	0	0	180,000	0	0	0	0	0	0
TRANSFERS IN FROM GENERAL FUND	0	0	0	0	758,333	758,333	842,993	0	1,181,785	
<b>TOTAL DREDGE ENTERPRISE FUND</b>	<b>\$ 1,815,000</b>	<b>\$ 1,669,558</b>	<b>\$ 2,067,189</b>	<b>\$ 1,340,481</b>	<b>\$ 2,140,283</b>	<b>\$ 1,700,626</b>	<b>\$ 2,388,771</b>	<b>\$ 22,312</b>	<b>\$ 2,381,785</b>	<b>0%</b>

\*Data as of 11/30/2023









# **Fiscal Year 2025 Departmental Budget Requests**

## **FACILITIES**



# FACILITIES

## FY 2025 BUDGET NARRATIVE



The Department of Facilities is committed to its mission of supporting all County operations and departments. Facilities is tasked with the maintenance and repair of County buildings and grounds, is responsible for the First District, Superior, and Probate Courts in Barnstable, as well as Second District Court in Orleans.

The Department of Facilities has developed a budget request in support of Barnstable County's mission, its personnel, buildings, equipment, grounds, and the Barnstable divisions of the Massachusetts Trial Court. The FY25 budget request reflects a desire to limit additional spending, cut operational costs where appropriate and provide for a level of service equal to or exceeding that of previous years.

The approach used to develop requests for FY25 utility cost centers continues to come from an in-depth review of previous budgetary actual expenditures, trends, and anticipated projects. MUNIS actual expenditures from the previous four years were examined, averaged, and considerations of utility rate changes and known upcoming projects drove the final request numbers. We continue to update plumbing fixtures and building lighting as well as deploying programmable heating plant timers and autonomous building controls to reduce the consumption of energy and resources. Additionally, Barnstable County, as part of Cape Light Compact's Municipal Competitive Electric Supply Agreement has entered into a fixed-rate electrical generation cost beginning with the FY25 budget year. This agreement will allow for stable pricing and budgetary planning for the next two fiscal years.

The Facilities Department supports a total of 400 County and Court personnel with an occupancy encompassing 200,000 square feet of office space. The Trial Court, as part of the lease agreement with Barnstable County, reimburses the operational costs expended for the buildings they occupy in the following percentages:

<b>First District Court</b>	<b>97%</b>
<b>Superior Court</b>	<b>75%</b>
<b>Probate Court</b>	<b>50%</b>
<b>Second District Court</b>	<b>100%</b>
<b>Complex-Wide costs</b>	<b>78%</b>

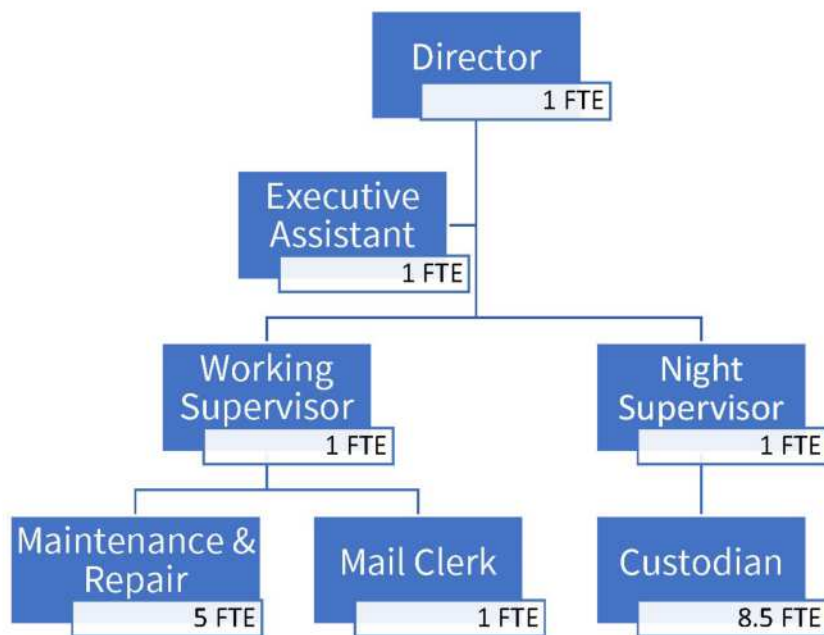
No additional Facilities personnel have been requested for FY25. Indeed, Facilities was finally able to fill its last open position this past September. Of note relative to salary lines are increases due to the implementation of the compensation study. These salary schedule adjustments will ensure the retention of valued employees and the recruitment of quality candidates.

Operational lines associated with consumables and general supply materials continue to trend upward. We see increasing costs for air filters, bulbs, motors, belts, and other construction, building or repair materials. Also of note are significant changes in several miscellaneous or dedicated contractual lines. This is the result of completed one-time projects that were funded in FY24 or a reflection of the considerable cost increases seen in solid waste disposal, critical systems maintenance, and general service needs.

In conclusion, the Facilities Department FY25 budget request represents an understanding of the need for fiscal restraint while planning for and funding a constantly evolving mission. This budget request seeks to provide funding to maintain level of service in FY25. In some cases, level-service funding will manifest in operational budget reductions. Many in-house projects and services provided by Facilities staff significantly reduce contractual lines. In other cases, keeping pace with service obligations can only come with operational increases. A strictly level-funded budget would curtail the ability of this department to provide the services needed throughout the upcoming year. Indeed, level-funding would not allow for the most basic functions of the Facilities department.



# FACILITIES DEPARTMENT FY 2025 ORGANIZATIONAL CHART



**Facilities Department  
Full-Time Equivalents**

Position	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Difference
Director	1	1	1	1	1	0
Executive Assistant	1	1	1	1	1	0
Night Supervisor	1	1	1	1	1	0
Working Supervisor	1	1	1	1	1	0
Maintenance and Repair	5	5	5	5	5	0
Custodian	8.5	8.5	8.5	8.5	8.5	0
Mail Clerk/Asst Custodian	1	1	1	1	1	0
<b>Total</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>	<b>18.5</b>	<b>0</b>



# FACILITIES DEPARTMENT FY 2025 PROPOSED BUDGET

FACILITIES	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-REGULAR	984,211	921,405	1,011,205	900,537	1,049,694	940,020	1,086,422	416,408	1,256,925
SALARIES-TEMPORARY	24,000	4,903	22,000	9,003	23,000	10,313	23,000	3,109	20,000
SALARIES-OVERTIME	43,250	16,366	42,850	22,539	44,200	23,051	44,100	14,236	36,100
LONGEVITY	6,500	5,300	6,000	2,700	6,800	6,100	7,400	1,700	7,000
TELEPHONES	17,430	10,811	16,600	10,755	17,650	10,090	14,650	3,358	12,500
ELECTRICITY CHARGES	287,100	187,810	288,250	207,988	287,600	212,010	276,498	76,131	329,300
HEATING FUEL	126,200	63,883	124,450	67,036	128,700	66,199	90,500	3,168	82,500
WATER/SEWER	22,750	11,179	24,500	14,568	23,100	19,436	25,130	5,965	26,450
ARCHITECH & ENGIN SVCS	2,250	1,200	2,250	0	0	0	0	0	0
PROFESSIONAL/TECHNICAL SERVICE	1,100	0	1,100	0	1,850	0	6,850	0	1,750
EDUCATION OF EMPLOYEES	4,800	512	4,800	1,334	5,000	361	5,000	0	4,000
EMERGENCY REPAIRS	75,000	37,302	75,000	47,078	95,001	96,817	100,000	94,760	100,000
ELECTRICAL REPAIRS	23,069	7,320	18,730	4,871	21,475	17,062	25,800	4,305	24,100
PAINTING	5,800	0	12,300	2,420	11,250	0	11,250	0	11,250
PAVED AREAS REPAIRS	21,700	6,707	21,700	3,035	22,000	8,250	22,000	0	22,000
LAWN/GROUNDS CARE	49,200	31,948	48,600	40,241	54,500	47,480	54,000	23,070	64,100
PLOWING	5,000	3,250	5,000	3,950	6,000	1,000	6,000	0	5,000
BUILDING REPAIRS/MAINT	27,700	6,637	21,580	250	36,650	10,720	37,550	450	31,000
VEHICLE REPRS/MAINT	13,700	11,759	10,405	8,205	9,700	13,065	9,500	4,147	12,000
MACHINE/EQUIP MAINT/REPAIRS	47,405	21,554	50,515	27,211	56,460	34,157	50,300	25,703	54,000
IN-STATE TRAVEL	450	0	450	103	450	121	450	0	350
FREIGHT/SHIPPING/EXPRESS	200	0	200	0	200	17	200	0	200
MISC CONTRACTUAL	89,797	52,059	95,220	61,930	120,458	69,135	84,550	26,316	100,650
VEHICLE FUEL	12,000	6,941	13,654	9,949	12,000	9,456	12,000	3,918	12,000
VEHICLE SUPPLIES	4,100	1,106	5,600	2,579	7,200	1,718	6,500	784	5,750
CONSTRUCTION SUPPLIES/MATERIAL	9,000	3,539	9,000	3,530	10,100	5,892	9,950	204	10,500
PLUMBING SUPPLIES	30,650	12,471	27,650	17,392	30,850	16,258	30,500	5,663	29,050
PAINTING SUPPLIES	7,050	691	9,350	1,184	9,750	3,451	9,250	370	7,700
BLDG/GRND SUPPLIES	40,250	27,496	43,150	30,557	47,000	41,326	41,850	11,590	42,850
HOUSEHOLD SUPPLIES	36,400	19,475	34,650	20,648	37,350	27,782	34,000	9,182	31,450
POSTAGE	75	22	75	16	75	46	75	15	75
OFFICE SUPPLIES & MATERIALS	1,000	380	1,000	415	1,000	772	1,000	136	1,000
PROGRAM GEAR/SUPPLIES	6,800	4,269	6,800	3,940	8,500	6,252	8,000	1,453	8,000
ADA SUPPLIES	1,100	297	1,100	1,100	1,200	0	1,200	285	1,200
MATERIALS	11,000	9,580	11,000	4,330	12,000	8,231	6,000	0	6,000
SUPPLIES	26,050	17,694	24,100	13,790	23,450	20,238	22,850	6,534	23,050
ASSOCIATION DUES	1,140	250	1,140	448	1,500	250	1,000	250	500
SUBSCRIPTIONS	360	345	360	30	0	0	0	0	0
LICENSES/REGISTRATIONS/PERMITS	7,200	3,152	7,200	3,107	7,240	2,555	5,225	500	4,025
MISC RENTALS	17,000	16,531	17,000	12,976	20,130	21,089	20,150	10,701	20,175
HOUSEHOLD EQUIPMENT	4,400	2,688	4,400	2,802	5,200	3,337	4,600	0	4,600
COMPUTER EQUIPMENT	1,000	0	876	220	1,000	1,208	1,500	3,805	1,500
MISC EQUIPMENT	3,500	376	3,500	2,821	3,500	2,015	3,500	106	3,500
MISCELLANEOUS EQUIPMENT	4,950	1,077	5,074	4,324	5,700	2,692	5,700	1,956	5,000
HVAC	8,200	2,031	8,200	3,419	8,300	8,289	8,000	2,329	8,000
ADDITIONAL EQUIPMENT	0	-13,843	0	0	0	0	0	0	0
RETIREMENT	217,909	217,710	211,903	207,690	193,553	193,552	197,370	204,551	265,091
GROUP INSURANCE	227,467	227,466	223,548	184,467	280,083	233,587	291,503	82,617	254,757
MEDICARE	14,471	12,924	14,873	12,711	15,343	13,269	15,985	5,908	18,617
ERIP Retirement	10,700	0	37,709	37,709	38,119	38,119	37,988	37,988	37,812
<b>FACILITIES Total</b>	<b>\$2,582,384</b>	<b>\$1,976,574</b>	<b>\$2,626,617</b>	<b>\$2,017,906</b>	<b>\$2,801,881</b>	<b>\$2,246,787</b>	<b>\$2,756,847</b>	<b>\$1,093,672</b>	<b>\$3,003,376</b>

\*Data as of 11/30/2023

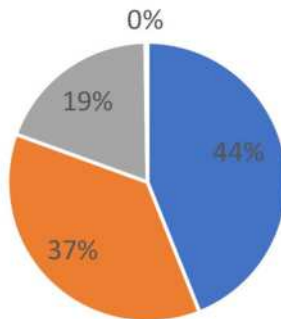


# FACILITIES DEPARTMENT FY 2025 PROPOSED BUDGET

## FACILITIES

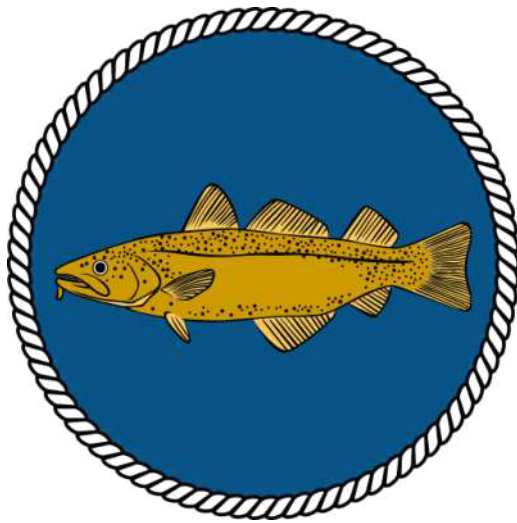
Personnel	1,320,025
Operating Expenses	1,099,075
Fringe Benefits	576,277
Capital	8,000
<b>Total</b>	<b>\$ 3,003,376</b>

Facilities Expenditures



■ Personnel ■ Operating Expenses ■ Fringe Benefits ■ Capital





# **Fiscal Year 2025 Departmental Budget Requests**

**FINANCE**



# FINANCE

## FY 2025 BUDGET NARRATIVE



It is the mission of the Department of Finance to facilitate the exchange of accurate financial information to all members of the public, departments of the county, elected officials, and communities served. A firm commitment to safeguarding the financial interest of the County, upholding effective budgeting and budgetary controls, and preserving the internal control structure to ensure the integrity of financial and accounting information. The department maintains a high level of compliance with all pertinent federal, state, and local laws and regulations.

Comprised of eleven full-time employees, the department holds the responsibility for all financial transactions, is charged with collection, administration, and enforcement responsibilities for all expenditures and receipts of the County, including excise taxes, fees, loan payments, bonds, donations, grants, and municipal assessments, as well as all payroll responsibilities. Timely and prudent cash management of all funds received by the County is an essential function and fiduciary responsibility of the department. The Finance Director/Treasurer is a County Commissioner-appointed position and charged with fiscal fiduciary duties to the taxpayers and agencies of Barnstable County under the General Laws of the Commonwealth and Barnstable County's Charter.

The Treasury functions of the department require stringent governance which includes taking custody of all monies belonging to the County along with scrupulous accounting for those monies. The treasurer must determine the cash needs of the County and ensure that sufficient liquid assets are available to pay current obligations. All money not required to be kept liquid for purposes of distribution must be invested by the treasurer in such a manner as to require the payment of interest on the money at the highest possible rate reasonably available, taking account of safety, liquidity, and yield. The treasurer's responsibilities also include a major role in the issuance of governmental debt.

The Purchasing Division adheres to the procurement policies for local governments set by the Massachusetts Legislature through [Chapter 30B](#), [Chapter 30,39M](#) and [Chapter 149](#) of the Massachusetts General Laws. These regulations were enacted to foster effective competition and to avoid price discrimination and unfair methods of competition. They also help to prevent "favoritism" in the awarding of contracts as bids are awarded to the responsive, responsible bidder offering the lowest price.

The accounting function is responsible for the payroll, vendor, internal control of all payments and receipts governed by the department; thus, it manages all financial controls and internal systems that govern the department of finance, the most crucial internal controls necessary to maintain adequate and adherence to standard financial practices of the government.

Originally established in 1994, the Grant Fiscal Officers, formerly known as the Resource Development Office, and founded on the belief that shared concerns can be solved through regional solutions and is committed to the advancement of grant programs and creative uses of existing resources on Cape Cod. The division has worked to build, strengthen, and expand the capacity and resources of Barnstable County Departments and the 15 towns they serve. Recently transferred to the Finance Department, the shared mission is achieved through communication and collaboration with county departments and municipalities with a focus on grant development, fiscal management, community outreach, and education.





# FINANCE

## FY 2025 BUDGET NARRATIVE

Overall, the Finance Department manages 180 funds which range from operating budgets, federal and state grant funds, trust and agency funds, dredge enterprise, septic and home loan funds and other special revenue funds. Within the most recent fiscal year the department managed financial transactions of more than \$96,000,000.

Recent accomplishments include the following:

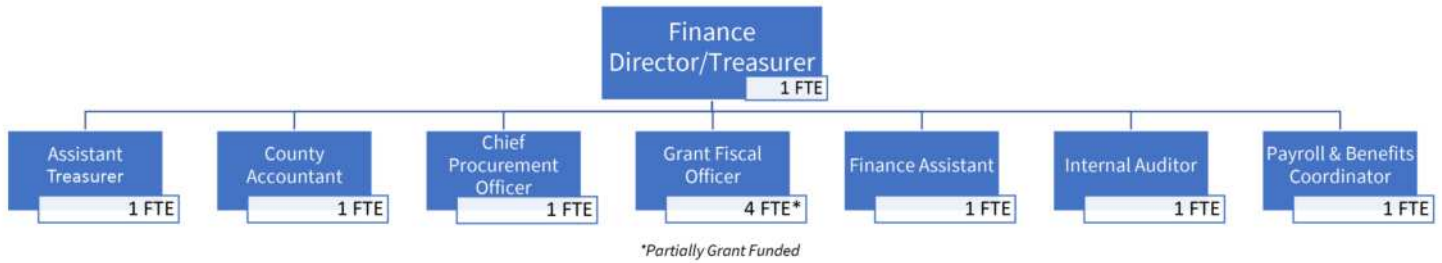
- Maintained AA bond rating for the County from Standard & Poor's,
- Received unqualified (clean) audit opinions on the June 30, 2022 and 2023, independent audit reports,
- Completed a general obligation borrowing for Bond Anticipation Notes (BANs) at a very desirable interest cost of 4.3%,
- Initiated deployment of Open Finance/Budget for extensive and interactive measures by which the public can gain access to Barnstable County's financial data (anticipated deployment date, February 2024)
- Expand Vendor Self Service options to allow vendors to send invoices electronically through the County's ERP system (anticipated deployment Spring – Summer 2024),
- Initiated deployment of Time Entry to departments for seamless payroll processing,
- Expand use of General Billing ERP module for enhanced tracking of customer invoices,
- Utilization of Application Programming Interface (API) to provide customer receipts and billings from Aquifund software to ERP system, eliminating the need for duplication of manual entries,
- Preparation of Annual Comprehensive Financial Report for enhanced financial reporting and submission to the Government Finance Officers Association for their consideration of the Award in Excellence of Financial Reporting; the first County in the state to undertake this important project,
- Manage 56 federal, state, and local grants totaling just under 57 million dollars.

### Fiscal Year 2025 Initiatives

- Require all departments to utilize CommBuys to purchase supplies (thereby saving the County and taxpayers precious tax dollars),
- Create, prepare and publish Annual Comprehensive Financial Report (ACFR) for purposes of bond financing and the establishment of financial transparency and credibility with creditors, oversight agencies, and the public.
- Continue to prepare comprehensive financial budget document to inform County government and public on financial initiatives,
- Recruit and retain highly qualified financial subject matter experts; even if those experts are contracted services,
- Explore options for additional automated and manual incoming and outgoing payments systems, reporting enhancements, and transparency.
- Commitment to timely independent audit.
- Continue collaboration with Aquifund Loan, and Home Loan and Laboratory departments to implement enhanced software systems
- Collaborate with subject matter experts to deliver exceptional procurement, grant management and finance industry standards,
- Continue cross-training personnel especially within the areas of procurement, grant fiscal officers, and accounts payable.



# FINANCE DEPARTMENT FY 2025 ORGANIZATIONAL CHART



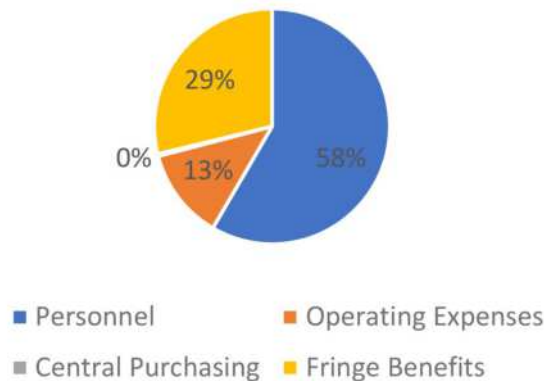
## Finance Department Full-Time Equivalents

Position	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Difference
Assistant Treasurer	1	1	1	1	1	0
Chief Procurement Officer	1	1	1	1	1	0
Deputy Director/County Accountant	1	1	1	1	1	0
Finance Assistant	1	1	1	1	1	0
Finance Director/Treasurer	1	1	1	1	1	0
Internal Auditor	1	1	1	1	1	0
Grant Fiscal Officer*	3	4	4	4	4	0
Payroll & Benefits Coordinator	0	0	0	0	1	1
<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>1</b>

### FINANCE

Personnel	1,039,041
Operating Expenses	222,897
Central Purchasing	5,400
Fringe Benefits	512,206
<b>Total</b>	<b>\$ 1,779,544</b>

### Finance Expenditures

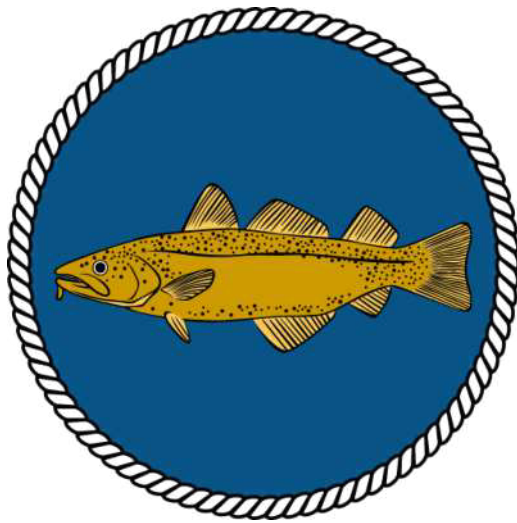


# FINANCE DEPARTMENT FY 2025 PROPOSED BUDGET

FINANCE	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-REGULAR	794,950	761,424	827,779	821,540	887,925	887,925	993,234	369,817	1,039,041
BANK FEES	1,200	1,200	1,200	900	275	-25	1,200	0	1,200
TELEPHONES	6,380	3,710	3,525	1,718	3,060	1,566	3,600	306	1,080
ELECTRICITY CHARGES	7,000	2,741	7,000	3,275	5,000	1,337	6,250	0	0
HEATING FUEL	7,000	2,660	7,000	3,884	6,000	4,027	7,500	220	0
WATER/SEWER	2,500	964	2,500	1,003	2,500	1,514	2,500	389	0
PROFESSIONAL/TECHNICAL SERVICE	9,868	7,309	9,747	8,732	18,599	10,121	19,769	1,638	52,079
EDUCATION OF EMPLOYEES	9,869	3,780	10,436	8,647	9,530	8,432	12,835	236	19,795
SOFTWARE/HARDWARE MAINTENANCE	62,936	59,661	66,534	66,529	68,132	68,132	111,097	78,031	117,413
MACHINE/EQUIP MAINT/REPAIRS	0	0	100	0	0	0	0	0	0
OUT OF STATE TRAVEL	2,500	0	1,000	0	1,000	0	1,000	0	0
IN-STATE TRAVEL	3,612	0	1,441	0	2,291	1,190	2,500	0	2,500
ADVERTISING	100	0	600	500	500	150	750	0	500
FREIGHT/SHIPPING/EXPRESS	400	70	450	297	150	0	300	0	150
PRINTING/COPYING/BINDING	4,800	0	800	0	581	64	800	69	300
MISC CONTRACTUAL	5,000	0	20,600	7,702	0	0	1,800	45	0
FOOD SUPPLIES	300	0	0	0	0	0	0	0	0
POSTAGE	3,800	2,869	3,480	2,811	3,480	3,815	3,480	1,180	3,700
REFERENCE/LAW BOOKS	1,000	0	500	0	0	0	500	0	500
OFFICE SUPPLIES & MATERIALS	7,600	3,044	4,349	2,867	4,287	2,625	5,510	710	5,510
SUPPLIES	2,000	0	2,000	0	226	35	2,000	0	500
CENTRAL PURCHASING	0	0	4,300	4,279	3,934	3,905	4,800	1,363	5,400
ASSOCIATION DUES	2,400	640	2,470	2,030	1,000	883	3,195	1,960	3,605
SUBSCRIPTIONS	1,000	0	900	0	0	0	0	0	0
GENERAL LIABILITY INSURANCE	3,200	2,775	4,274	4,274	2,900	2,541	3,280	0	3,280
EQUIPMENT RENTAL	4,512	2,912	3,660	3,262	3,660	3,381	3,660	1,236	3,660
MISC RENTALS	6,000	2,635	3,160	2,992	3,060	3,050	2,625	815	2,625
MISC CHARGES	0	0	0	0	0	0	0	0	800
COMPUTER EQUIPMENT	4,644	1,644	3,000	2,844	2,500	1,474	2,700	0	2,700
MISCELLANEOUS EQUIPMENT	1,000	274	2,800	1,177	500	486	1,000	0	1,000
RETIREMENT	186,533	183,240	173,545	173,545	205,432	205,433	230,189	238,565	238,942
GROUP INSURANCE	148,430	131,428	150,996	153,707	200,616	186,757	228,295	74,531	215,733
MEDICARE	10,466	10,348	11,114	11,114	11,235	11,912	13,175	4,977	15,067
ERIP Retirement	0	0	42,322	42,322	42,810	42,809	42,662	42,662	42,464
<b>FINANCE Total</b>	<b>\$1,301,000</b>	<b>\$1,185,328</b>	<b>\$1,373,582</b>	<b>\$1,331,951</b>	<b>\$1,491,183</b>	<b>\$1,453,539</b>	<b>\$1,712,206</b>	<b>\$818,749</b>	<b>\$1,779,544</b>

\*Data as of 11/30/2023





# **Fiscal Year 2025 Departmental Budget Requests**

## **HEALTH & ENVIRONMENT**



# HEALTH & ENVIRONMENT FY 2025 BUDGET NARRATIVE



The Barnstable County Department of Health and Environment has been providing the people and communities on Cape Cod with comprehensive public health and environmental services since 1926.

The mission of Barnstable County Department of Health and Environment (BCDHE) is to promote a healthy Cape Cod community through disease prevention and control, health and safety education, environmental protection, and emergency preparedness. Through the department's eight divisions, we are able to offer services such as : tobacco education and compliance, public health nursing services including a comprehensive vaccination program, landfill post closure groundwater and soil gas monitoring, Title 5 services, hazardous materials tracking, loans for septic system and sewer connection installations through Aquafund, emergency preparedness support including regional disaster management and sheltering, beach and surface water quality monitoring, water quality laboratory services, an alternative wastewater treatment technology test center and much more.

## **Fiscal Challenges for the Department if the Fiscal Year 2025 Budget is Level Funded.**

The original BCDHE FY '24 proposed budget was reduced by \$329,000.00 due to concerns regarding a forecast of revenue shortfalls for the fiscal year. Line-item reductions included staff education, laboratory supplies, contractual accounts, equipment lines, equipment maintenance and others. The Director, Deputy Director and Division managers are meeting monthly to review budget balances and forecast spending needs until June 30. Some costs, especially for office supplies, laboratory supplies and laboratory shipping, continue to increase. We review these lines often and are not expecting to request any supplemental funding to assist with FY'24 departmental operations.

A level funded budget for Fiscal Year 2025 could prove very difficult for the operation of the Department of Health and Environment. In each new fiscal year's proposed budget, we always see an increase in personnel costs such as retirement, insurance, and salary. Salary alone for this proposed budget has increased by approximately 5%. Personnel line items equal to the FY'24 budget for this proposed budget would prove to be unsustainable for maintaining current staffing levels and current services we provide to the citizens of Barnstable County.

A level funded budget would also prove troublesome for the laboratory. There are constant increases in laboratory supplies, equipment maintenance agreements, contractual costs, and shipping costs. Increases in these lines must be considered each year to maintain the current services offered to the public.

## OUR PARTNERS



FEMA





## Goals and Objectives for Fiscal Year 2025

- The Department of Health and Environment will continue to expend American Rescue Plan Act (ARPA) funds to support programs and Projects at the Massachusetts Alternative Septic System Test Center, The Barnstable County Laboratory, The Barnstable County Regional Emergency Planning Committee, and the Barnstable County Community Services Division.
- The Barnstable County Department of Health and Environment is restructuring the Laboratory Division by transferring the Beach Sampling Program from supervision under the Community Services Division to the Laboratory. Since the Beach Program primarily works in the laboratory, it is more efficient to have it managed by the Laboratory Director. This transfer will accomplish two additional things. First, it will eliminate the use of a special revenue account, the operations of the program will now be supported by the FY'25 budget. Second, all revenue generated by the Beach Program will now be General Fund revenue.
- The Massachusetts Alternative Septic System Test Center (MASSTC) will continue development of a Responsible Management Entity Program for the maintenance and compliance of alternative septic systems in Barnstable County. This initiative is funded by EPA, ARPA and the Nature Conservancy.
- Aquafund and for Fiscal Year 2025 will continue to expand low interest loan opportunities for Barnstable County residents looking to replace failed septic systems or connect to municipal sewer systems.
- The Barnstable County Nursing Program will continue to offer public health prevention through vaccinations to the citizens of Barnstable County. The addition of a contractual Epidemiologist will also expand the county's ability to conduct disease surveillance for the region.
- The Barnstable County Public Health Excellence staff will continue to develop a shared services template and comprehensive training programs for health departments in the region.
- The Barnstable County Laboratory will continue to expand cyanobacteria toxin analysis for freshwater ponds on Cape Cod. This FY'25 initiative is to provide comprehensive testing for local boards of health and non-profit organizations who monitor our lakes and ponds.

## 2024 Budget Highlights

- The Department of Health and Environment anticipates a service level equal to that of previous fiscal years. Our overall FY'25 departmental budget is 16.6% above that of the FY'24 budget due to increases in salaries from cost-of-living adjustments and step increases, increased supply costs for the laboratory and environmental programs and increased professional and technical service costs to support emergency preparedness programs. Transferring the Beach Program to the Laboratory did result in increases to the laboratory supply budget. Please note, though the FY'25 budget has an increase of 16.6%, it is compared to a FY'24 budget that was reduced by 10 %. A short summary of our budget changes are as follows:
- The Department of Health and Environment FY'25 salaries for all divisions increased by 7.3% over the FY'24 budget due to a new salary schedule, cost-of-living adjustments, step increases and merit pay. Insurance costs increased for the department by approximately 21%.



# HEALTH & ENVIRONMENT

## FY 2025 BUDGET NARRATIVE

- Temporary salaries under the Environmental Division were reduced by 63% while they were increased for the Laboratory by almost 400%, This was due to moving the Beach Program to the Laboratory.
- Instate travel for the Environmental Division was reduced by 40% while Instate travel for the laboratory was increased by \$12,000.00 to support the Beach program summer staff.
- The Department of Health and Environment budgets for the utility costs for both the Old Jail Building and the Barnstable County Laboratory. For the FY'25 budget we reviewed the actuals for the last five fiscal years of all our utility lines for both buildings for electricity, gas service, water, and wastewater to have a greatly reduced request.
- The Laboratory is requesting an increase in the Laboratory Supply line of 25% (\$35,000.00) due to increases in supply costs and transportation and the additional need for supplies for the Beach Program; in the Miscellaneous Rentals line of 68% (\$8100.00) due to an increase of tank rental rates and in the Lab Equipment Maintenance and Repair line of 90% (\$30,000.00) for maintenance contracts on the Laboratory Instruments. The Maintenance and Repair line was greatly reduced for the FY'24 budget.

### Grants Administered by Health and Environment in Fiscal Year 2024:

Grant Name	Funder	Awarded
COVID TRACE	MA Department of Public Health	\$ 250,000.00
Public Health Emergency Preparedness	MA Department of Public Health	\$ 142,690.00
Public Health Excellence	MA Department of Public Health	\$ 481,594.00
Regional Training Hub	MA Department of Public Health	\$ 549,700.00
MA Tobacco Cessation & Prevention	MA Department of Public Health	\$ 141,076.00
EPA STAR -	US Environmental Protection Agency	\$ 1,239,655.00
The Nature Conservancy - Responsible Management Entity	The Nature Conservancy	\$ 250,000.00
EPA SNEP - Responsible Management Entity	US Environmental Protection Agency	\$ 1,150,000.00
Project 22-03/319	MA Department of Environmental Protection	\$ 72,385.00
<b>TOTAL</b>		<b>\$ 4,277,100.00</b>





# HEALTH DEPARTMENT FY 2025 ORGANIZATIONAL CHART

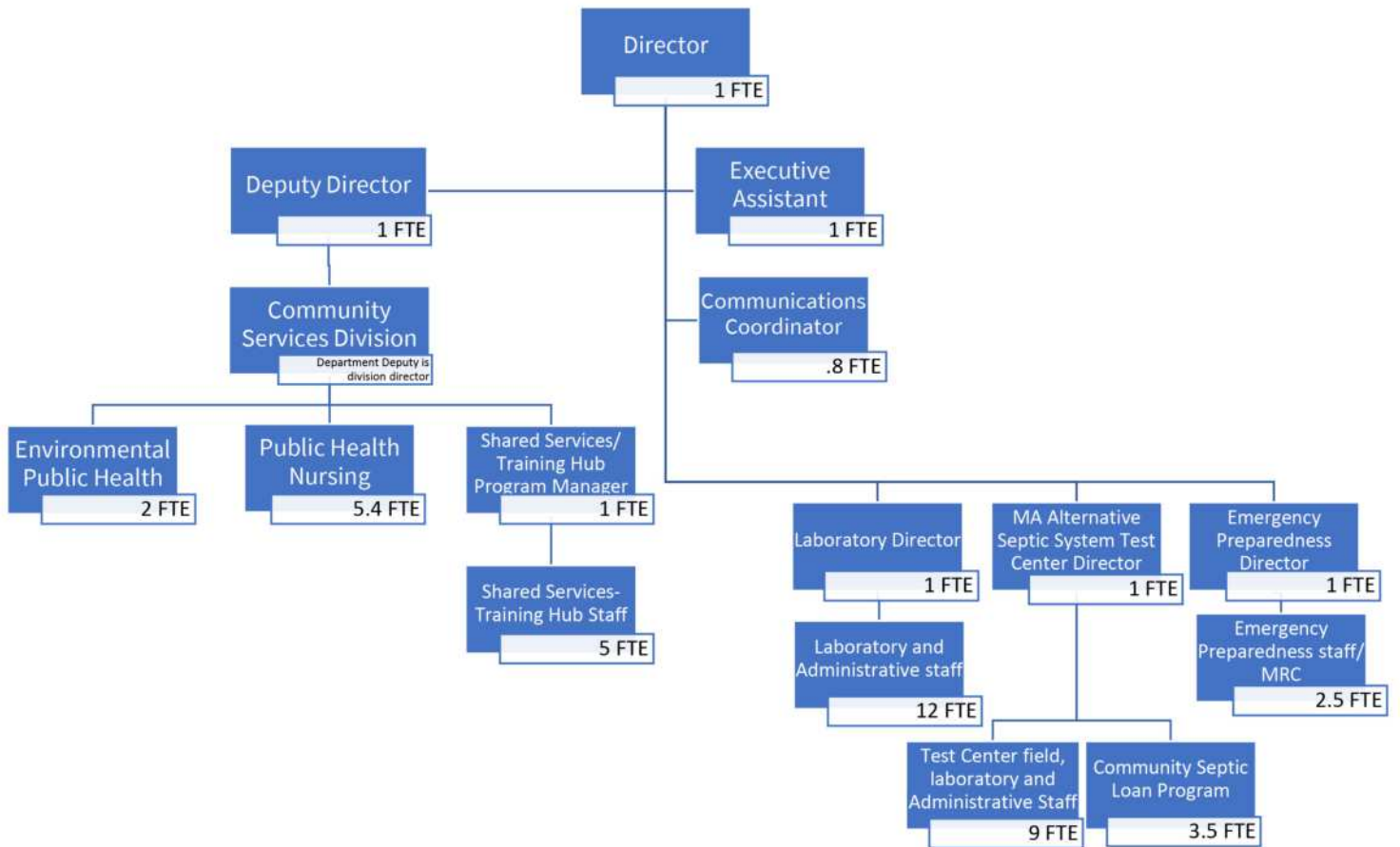
## Department of Health and Environment

### Full-Time Equivalents

Position	FY 2021	FY2022	FY2023	FY 2024	FY 2025	Difference
Department Director	1	1	1	1	1	0
Executive Assistant	1	1	1	1	1	0
Communications Coordinator		1	1	0.8	0.8	0
Aquifund Program Manager	1	1	1	1	1	0
Aquifund Loan Billing Clerk	0.6	0.6	0.6	0.6	0.6	0
Aquifund Loan Manager	1	1	1	1	1	0
Aquifund Loan Specialist	0	0	0	1	1	0
Tobacco ED Director	1	1	1	1	1	0
Deputy Director,PH Sanitarian	1	1	1	1	1	0
PH Sanitarian	1	1	1	1	1	0
Environmental Project Assistant Beach	0.5	1	1	1	1	0
Environmental Project Assistant Beach	0.5	0	0	0	0	0
MASSTC Director	1	1	1	1	1	0
MASSTC Env. Proj Assistant	1	1	1	1	1	0
MASSTC Env. Proj Specialist	0.5	0.5	0.5	0.5	0.5	0
MASSTC Microbio	1	1	1	1	1	0
MASSTC Operator	1	1	1	1	1	0
MASSTC Admin	1	1	1	1	1	0
MASSTC Virus Proj Assistant	0	0	1	1	1	0
MASSTC Lab Assistant	0	1	1	1	1	0
MASSTC RME Tech	0	0	0	1	1	0
MASSTC RME Administrative Assistant	0	0	0	1	1	0
MASSTC RME Coordinator	0	0	1	1	1	0
Laboratory Director	1	1	1	1	1	0
Laboratory Admin Assistant	1	1	1	1	1	0
Chemist II	2.5	2.5	2.5	2.5	3.5	1
Chemist I	2	2.5	2.5	2.5	4.5	2
Lab Business Manager	0.5	0.5	0.5	0.5	0.5	0
Lab Microbiologist	1	1	1	1	1	0
Laboratory Assistant I	1.5	1.5	1.5	1.5	1.5	0
Public Health Nurse	1	1	1	1	1	0
PHN Admin Asst.	0.5	0.5	0.6	0.6	0.6	0
Assistant PH Nurses	0	2	2	2	1.6	-0.4
Contact Tracers	0	0	3	3	3	0
Hazard Materials Specialist	1	1	1	1	1	0
Emergency Preparedness Specialist	1	1	1	1	1	0
EP IMT Coordinator	0.5	0.5	0.5	0.5	0.5	0
MRC Director	0.5	0.5	0.5	0.5	0.5	0
MRC Volunteer Coordinator	0.5	0.5	0.32	0.32	0.5	0.18
MRC Admin Assistant	0.26	0.26	0.26	0.26	0	-0.26
Shared Services Program Manager	0	0	0	1	1	0
Shared Services Administrative Assistant	0	0	0	1	1	0
Regional Public Health Trainers	0	0	0	3	3	0
<b>Total</b>	<b>26.86</b>	<b>30.36</b>	<b>35.28</b>	<b>43.28</b>	<b>45.8</b>	<b>2.52</b>



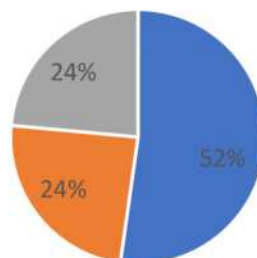
# HEALTH DEPARTMENT FY 2025 ORGANIZATIONAL CHART



## HEALTH & ENVIRONMENT

Personnel	2,224,354
Operating Expenses	1,031,495
Fringe Benefits	1,002,697
<b>Total</b>	<b>\$ 4,258,546</b>

## Health & Environment Expenditures



■ Personnel ■ Operating Expenses ■ Fringe Benefits

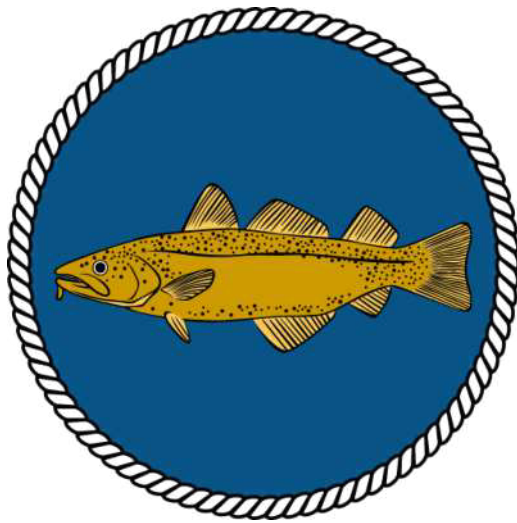


# HEALTH DEPARTMENT FY 2025 PROPOSED BUDGET

HEALTH & ENVIRONMENT	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-REGULAR	1,565,118	1,424,790	1,743,525	1,664,193	1,999,418	1,742,127	1,956,975	711,366	2,110,954
SALARIES-COUNTY MATCH	10,428	10,428	0	6,540	0	1,476	0	0	0
SALARIES-TEMPORARY	68,850	51,008	76,950	64,599	94,050	87,120	94,050	58,692	113,400
TELEPHONES	10,380	5,393	11,460	6,239	11,460	5,941	11,340	1,994	10,160
ELECTRICITY CHARGES	87,300	58,593	85,900	57,110	84,250	59,996	106,250	20,592	99,000
HEATING FUEL	15,500	7,726	15,600	10,388	19,500	10,107	19,625	1,141	12,500
WATER/SEWER	5,000	3,746	6,300	3,443	8,500	6,047	8,125	1,120	6,200
CABLE TV	1,200	903	1,200	890	1,200	1,032	1,800	396	1,800
PROFESSIONAL/TECHNICAL SERVICE	167,536	125,021	246,675	215,054	397,800	368,151	339,300	102,926	384,800
EDUCATION OF EMPLOYEES	4,920	993	5,020	2,310	6,150	2,795	0	0	5,200
EDUCATION OF NON EMP	2,200	0	2,200	0	0	0	0	0	0
VEHICLE REPRS/MAINT	6,000	97	4,000	552	8,000	2,968	7,000	135	6,000
LAB EQUIP REPRS/MAINT	27,000	24,148	5,477	5,477	16,620	14,904	33,000	1,580	63,000
MACHINE/EQUIP MAINT/REPAIRS	10,750	5,963	25,703	18,849	14,661	12,221	16,000	142	17,000
OUT OF STATE TRAVEL	3,000	0	2,100	384	3,000	1,649	0	0	0
IN-STATE TRAVEL	39,900	16,627	34,800	21,748	34,000	20,488	30,050	12,513	30,500
ADVERTISING	250	0	250	0	250	250	250	0	250
FREIGHT/SHIPPING/EXPRESS	11,550	9,627	13,610	11,688	23,089	20,474	20,800	6,406	21,500
PRINTING/COPYING/BINDING	4,000	1,729	4,000	2,006	6,642	4,735	2,200	1,414	3,200
MISC CONTRACTUAL	76,414	67,983	67,250	60,886	62,350	66,887	56,950	12,026	62,700
VEHICLE FUEL	1,500	991	3,000	1,375	3,000	1,867	4,000	1,001	4,500
FOOD SUPPLIES	1,500	533	1,500	1,240	2,000	1,598	2,000	525	2,000
LABORATORY SUPPLIES	185,400	176,395	171,844	170,406	246,584	243,886	180,000	78,118	225,000
POSTAGE	7,000	2,987	7,000	4,247	5,500	3,137	6,000	529	5,000
OFFICE SUPPLIES & MATERIALS	15,450	8,261	9,307	5,534	7,460	7,514	6,660	1,332	8,000
UNIFORMS	1,000	0	562	62	770	769	1,100	0	1,000
SUPPLIES	23,320	12,187	19,410	12,557	33,310	26,716	16,615	2,724	17,320
ASSOCIATION DUES	570	225	502	100	1,070	873	1,335	895	465
SUBSCRIPTIONS	140	0	0	0	140	0	140	0	140
LICENSES/REGISTRATIONS/PERMITS	300	68	68	66	300	68	0	0	0
BUILDING/LAND RENTAL	1,000	0	1,000	0	0	0	0	0	0
MISC RENTALS	18,860	15,852	20,081	17,154	21,860	17,463	15,800	6,489	24,460
OFFICE FURNITURE/EQUIPMENT	3,550	0	400	0	6,250	1,287	0	0	0
COMPUTER EQUIPMENT	10,900	6,062	6,564	3,756	22,088	16,278	7,000	134	9,800
LABORATORY EQUIPMENT	6,500	128	6,326	6,315	1,296	1,296	2,500	0	5,000
MISCELLANEOUS EQUIPMENT	6,000	3,097	8,400	1,089	8,900	8,238	3,150	304	5,000
RETIREMENT	324,430	318,710	329,575	323,022	452,422	452,422	461,344	478,131	578,823
WORKERS COMP	411	410	0	255	0	8	0	0	0
GROUP INSURANCE	238,058	197,234	384,950	228,530	301,675	235,684	278,896	93,302	337,197
MEDICARE	30,428	20,497	34,010	23,952	34,864	25,305	30,034	10,678	31,031
MISC FRINGES	322	321	0	199	0	6	0	0	0
ERIP Retirement	100	0	55,470	55,468	56,098	56,099	55,905	55,905	55,646
<b>HEALTH &amp; ENVIRONMENT Total</b>	<b>\$2,994,035</b>	<b>\$2,578,734</b>	<b>\$3,411,990</b>	<b>\$3,007,680</b>	<b>\$3,996,527</b>	<b>\$3,529,880</b>	<b>\$3,776,194</b>	<b>\$1,662,512</b>	<b>\$4,258,546</b>

\*Data as of 11/30/2023





# **Fiscal Year 2025 Departmental Budget Requests**

## **HUMAN SERVICES**



# HUMAN SERVICES

## FY 2025 BUDGET NARRATIVE



The mission of the Barnstable County Department of Human Services is to plan, develop, and implement programs which enhance the overall delivery of human services in Barnstable County, to promote the health and social well-being of County residents through regional efforts designed to improve coordination and efficiency of human services, and designed to strengthen the fabric of community care available to all.

The Department of Human Services is pleased to present its FY25 budget which conforms with the instructions provided requiring Departments develop a level-services budget. Within our proposal, as has historically been the case, the increases are driven largely by cost-of-living adjustments, benefits, and contractual obligations.

In addition to annual allocations from the County, the Department continues to be the recipient of numerous private, state, and federal grants which subsidize operations. Of note, grants sustain four programmatic areas: Continuum of Care; Homeless Management Information System; Substance Use Prevention; and Older Adult Social Services resulting in zero cost to the County, and great benefit to the Region. The Department charges a 10% de minimis on grants it receives.

As presently constituted, the Human Services Department functions across nine programmatic areas under the umbrellas of Housing and Homelessness; Aging Well and Healthy Living; Behavioral Health; SHINE and Substance Use and Prevention. Through our work the Department sustained its collaboration with other County Departments including Health and Environment, The Children's Cove, Cape Cod Commission, Dredge and Cooperative Extension. Our initiatives include convening key stakeholders to address substance use, homelessness, and behavioral health. In addition, we compile and disseminate regional human service information and resources. The Department is immersed in the Barnstable County communities we serve and looks forward to a busy FY25 which includes the administration of two ARPA funded projects: the Children's Behavioral Health Baseline Needs Assessment and the Shared Regional Housing Services Pilot Program. Our goal is to create a "Healthy Connected Cape Cod".

Like other Departments, Human Services sustained budget reductions in FY24 to accommodate the corresponding decline in revenue. Despite these reductions, the Department continued to be a visible presence in the community, and a credible partner.

New to the Department in FY24 was the cross-departmental sharing of a Communications Coordinator with our colleagues in Health & Environment. The inclusion of this position has allowed us to enhance our outbound communication and interact with key stakeholders on a more consistent, and elevated level. Importantly, this position was not a new FTE to the County and therefore did not result in an increased cost to the County budget. It is imperative to note that while the inclusion of this .20 FTE position in the Department has been helpful, the need for a full-time position remains.

Capacity remains a challenge throughout the Department. With the exception of SHINE, each program area is staffed by one employee. While this lean administration of services should be lauded, long-term it would be beneficial to further explore staffing levels. While SHINE has two full-time employees and seasonal staff during Open Enrollment, similarly here, capacity is an issue with demand for service outpacing available resources.

In FY25, the directive to present a level-services budget ensured that no substantially adverse effects to programming would occur. With a requested overall increase of only 2.08%, a level-funded budget would have necessitated staffing reductions simply to cover the increase to salaries and wages – that is before factoring in the increased cost of insurance, retirement and any non-employee contractual increases.



# HUMAN SERVICES FY 2025 BUDGET NARRATIVE

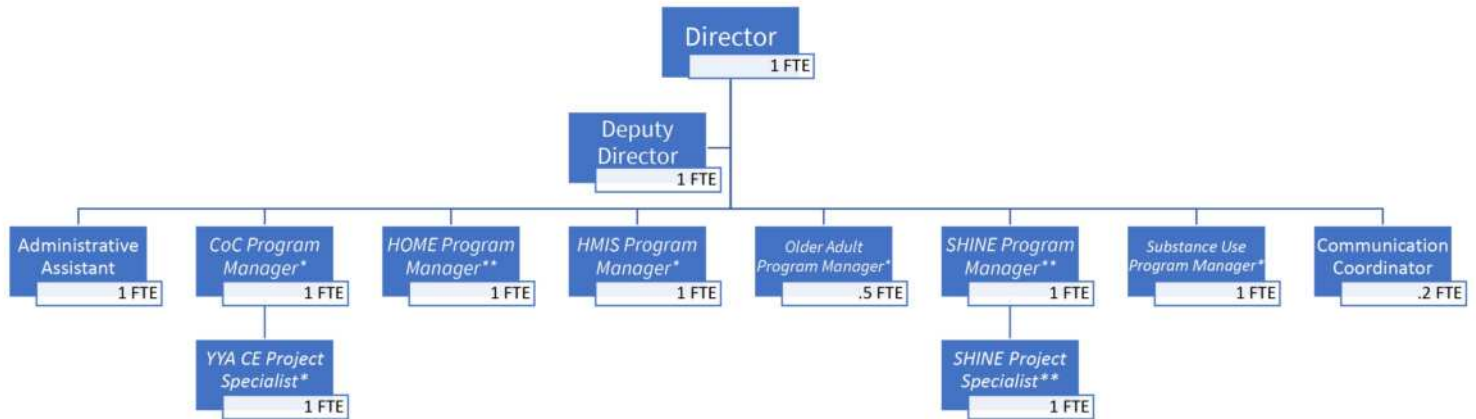
## Grants Administered by the Department of Human Services in Fiscal Year 2024

Grant Name	Funder	Awarded
SHINE	MA Executive Office of Elder Affairs	\$256,840.74
SHINE supplemental	MA Executive Office of Elder Affairs	\$126,149.00
HMIS	US Dept of Housing & Urban Development	\$112,356.00
CoC/Planning	US Dept of Housing & Urban Development	\$66,791.00
YHDP	US Dept of Housing & Urban Development	\$1,357,556
YYA	MA Executive Office of Health & Human Services	\$672,000
CES	US Dept of Housing & Urban Development	\$85,292.00
HOME	US Dept of Housing & Urban Development	\$500,251.00
HOME-ARP	US Dept of Housing & Urban Development	\$1,556,508.00
ARPA (County award)	Barnstable County	\$440,813.00
MassCall3 (Substance Use)	MA Bureau of Substance Addiction Services	\$250,000.00
SHINE	Cape Cod Health	\$30,000.00
Public Health Workforce Expansion	MA Executive Office of Elder Affairs	\$200,000.00
<b>TOTAL</b>		<b>\$5,654,556.74</b>

## OUR PARTNERS



# HUMAN SERVICES FY 2025 ORGANIZATIONAL CHART



\*Fully grant funded  
\*\*Partially grant funded

## Human Services Department Full-Time Equivalents

Position	FY21	FY22	FY23	FY24	FY25	Difference
Director	1	1	1	1	1	0
Deputy Director	1	1	1	1	1	0
Administrative Assistant	1	0	1	1	1	0
SHINE Program Manager**	1	1	1	1	1	0
SHINE Project Specialist**	0	1	1	1	1	0
HOME Program Manager**	1	1	1	1	1	0
Project Specialist	1	1	0	0	0	0
Communications Coordinator	0	0	0	0.2	0.2	0
CoC Program Manager*	1	1	1	1	1	0
HMIS Program Manager*	1	1	1	1	1	0
Substance Use Program Manager*	1	1	1	1	1	0
Older Adult Program Manager*	0	0	0	1	1	0
YYA CE Project Specialist*	0	0	0	1	1	0
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>11.2</b>	<b>11.2</b>	<b>0</b>

\*Fully grant funded; \*\* Partially grant funded





# HUMAN SERVICES

## FY 2025 PROPOSED BUDGET

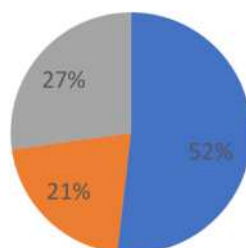
HUMAN SERVICES	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-REGULAR	363,175	221,772	399,968	251,651	417,649	272,622	440,422	157,485	475,512
SALARIES-COUNTY MATCH	35,918	35,918	0	39,554	0	53,019	0	9,296	0
TELEPHONES	2,880	1,796	2,880	928	1,920	1,452	1,950	650	1,974
LEGAL SERVICES	5,250	315	6,750	0	6,750	1,711	7,425	0	7,425
PROFESSIONAL/TECHNICAL SERVICE	177,450	59,749	128,700	118,119	120,450	107,931	126,035	24,569	133,365
EDUCATION OF EMPLOYEES	875	0	875	546	1,125	475	2,900	330	3,900
SOFTWARE/HARDWARE MAINTENANCE	300	0	0	0	300	0	270	0	300
MACHINE/EQUIP MAINT/REPAIRS	700	0	1,000	0	3,000	0	3,000	0	3,000
OUT OF STATE TRAVEL	1,000	0	1,000	0	2,800	0	1,041	0	2,000
IN-STATE TRAVEL	2,501	0	2,553	1,015	2,494	1,288	2,589	424	2,675
TRAVEL-NON-EMPLOYEE	250	0	250	0	250	0	250	0	250
ADVERTISING	1,750	713	2,750	624	2,700	1,421	2,900	183	2,900
FREIGHT/SHIPPING/EXPRESS	450	82	280	43	280	224	280	56	280
PRINTING/COPYING/BINDING	5,230	657	4,121	394	4,330	1,131	5,288	520	5,913
MISC CONTRACTUAL	15,000	0	1,800	180	900	541	1,050	0	1,410
FOOD SUPPLIES	400	0	400	0	400	192	3,615	1,932	4,325
POSTAGE	1,950	393	1,900	558	2,100	174	2,100	82	2,000
OFFICE SUPPLIES & MATERIALS	2,599	1,293	3,136	988	2,861	1,963	3,820	665	4,177
SUPPLIES	1,900	1,285	2,000	554	2,125	1,915	500	0	2,375
ASSOCIATION DUES	0	0	0	0	50	50	75	0	0
SUBSCRIPTIONS	1,859	385	1,873	1,191	1,873	1,323	1,735	1,366	1,735
MISC RENTALS	3,208	2,001	3,208	1,667	3,008	991	3,028	473	3,028
OFFICE FURNITURE/EQUIPMENT	0	0	1,000	472	1,503	1,503	1,000	0	1,000
COMPUTER EQUIPMENT	12,150	5,434	7,872	4,338	7,114	497	7,797	0	8,207
RETIREMENT	144,404	141,860	146,402	143,596	167,815	172,713	171,124	178,085	180,492
WORKERS COMP	1,134	1,134	0	1,337	0	2,178	0	69	0
GROUP INSURANCE	49,934	37,707	63,237	47,896	87,208	54,743	102,262	22,833	62,190
MEDICARE	5,789	3,540	5,793	3,959	6,027	4,187	6,243	2,286	6,917
MISC FRINGES	11,318	884	12,458	987	0	1,253	0	75	0
<b>HUMAN SERVICES Total</b>	<b>\$849,374</b>	<b>\$516,917</b>	<b>\$802,205</b>	<b>\$620,595</b>	<b>\$847,032</b>	<b>\$685,498</b>	<b>\$898,699</b>	<b>\$401,380</b>	<b>\$917,349</b>

\*Data as of 11/30/2023

### HUMAN SERVICES

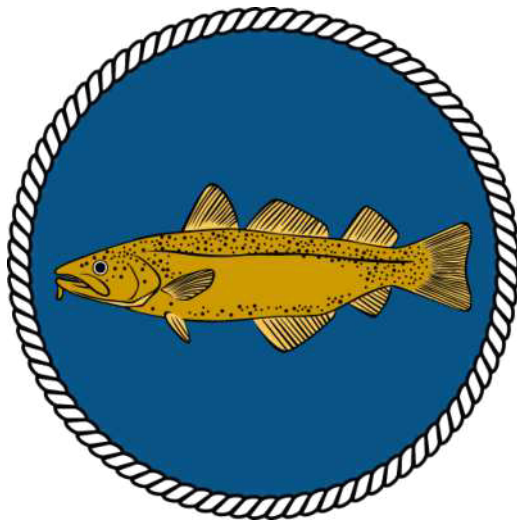
Personnel	475,512
Operating Expenses	192,238
Fringe Benefits	249,599
<b>Total</b>	<b>\$ 917,349</b>

### Human Services Expenditures



■ Personnel ■ Operating Expenses ■ Fringe Benefits





# **Fiscal Year 2025 Departmental Budget Requests**

## **INFORMATION TECHNOLOGY**



# INFORMATION TECHNOLOGY FY 2025 BUDGET NARRATIVE



The Barnstable County Information Technology Department (BCIT) was formed in July of 2005. The mission of the Department is to provide the strategy and support needed for the successful employment of technology within the County of Barnstable and its municipal customers throughout the region.

While the focus of the Department is to further the success of Barnstable County by directly supporting other departments, BCIT is also a rare example of an internal service and support department which generates revenue for the organization by providing services externally.

The department's vision in service of the County and the region is to improve services while reducing risk securely and efficiently by following industry best practices and employing a cloud-first approach toward service delivery.

## FISCAL YEAR 2024 INITIATIVES

### Regional IT Services

The IT department has ongoing service arrangements with (4) towns, Wellfleet, Truro, Harwich, and Bourne, with ad-hoc services provided as needed to other municipalities and is on-track to exceed revenue projections for the fiscal year. The department also continues to facilitate a regional IT group and participates in regional IT focus groups facilitated by the Commonwealth.

Regional service efforts continue to center around strategic alignment with customers, where support costs are minimized by assisting organization toward migration to cloud-services already supported by the County.

The IT department has also begun exploring grant opportunities to fund a formal review of the regional IT services program, with the goal of producing actionable recommendations to improve overall efficiency and scalability of the program in the most efficient manner possible.

### New Position - Executive Assistant

Early in FY24, the IT department onboarded a new Executive Assistant, and has achieved the initial efficiency improvement goals related to reducing time spent on departmental administrative tasks in IT and the Finance Department, allowing more effective allocation of internal staff resources. Such tasks include invoicing, procurement, vendor management, supplementing customer-facing communication on support requests, customer satisfaction surveys, and assisting with organizing internal training and onboarding efforts. This position has also been instrumental in moving forward with plans toward providing essential cybersecurity training for employees within the County, Bourne, and Wellfleet over the coming months via a State-funded program.

### Organizational Governance

The IT department successfully began the rollout of newly adopted IT policies and procedures that were developed and formalized in early FY24, with per-department introductions underway. In the pursuit of procedural improvements, the IT department has worked closely with key stakeholders to improve the onboarding process for new employees County-wide.

Starting toward the end of the first quarter of FY24, the IT department began implementing data compliance measures introduced by policies, by leveraging advanced cloud services which intelligently classify data sensitivity levels to help ensure the appropriate handling of such information and reduce risk of data breaches.



# INFORMATION TECHNOLOGY FY 2025 BUDGET NARRATIVE

Additional efforts toward improving overall support communication and responsiveness have also been made, supported by internal policies and increased staffing. Positive improvements are reflected in service metrics and visible in responses to customer satisfaction surveys. The usage of third-party managed service vendors to provide baseline technical support needs for end-users while more effectively scaling to meet service demand is also being explored to assist in this area.

## **Other Initiatives**

A significant upgrade of the County's financial software platform, which is hosted on cloud-based infrastructure, took place at the start of the year. This has enabled the continued rollout of related capability improvements aimed at improving operational efficiency for all departments in key business areas, such as payroll processing.

In August, the IT department organized the removal of over 10,000lbs of e-waste from County facilities, which needed to be expedited due to the flooding of storage areas caused by severe weather. Work to establish recurring e-waste pickups and secure disposal of data storage equipment, potentially region-wide, is in progress.

Cost control measures were put into place for cloud-based infrastructure hosting services, including recurring service commitments, resulting in a 10-20% reduction in service costs. This shift allows further scalability with minimal cost-impact.

Efforts to work with the State Trial Courts to assist in the migration of their phone services to their in-house platform continue, and in the end will provide further flexibility by eliminating overhead costs associated with related network infrastructure support, which will free up capacity to support other priority initiatives.

Numerous other projects related to improving critical services outside of basic support continue for the County and its municipal customers. All initiatives follow the previously mentioned vision of securely and efficiently improving services while reducing risk by following industry best practices and employing a cloud-first approach toward service delivery.

## **FISCAL YEAR 2025 BUDGET**

The FY25 operating budget request for the Information Technology Department carries with it adjustments made the previous fiscal year that prioritize improving service capacity and quality, while limiting funding for services with capabilities that overlap more widely established platforms.

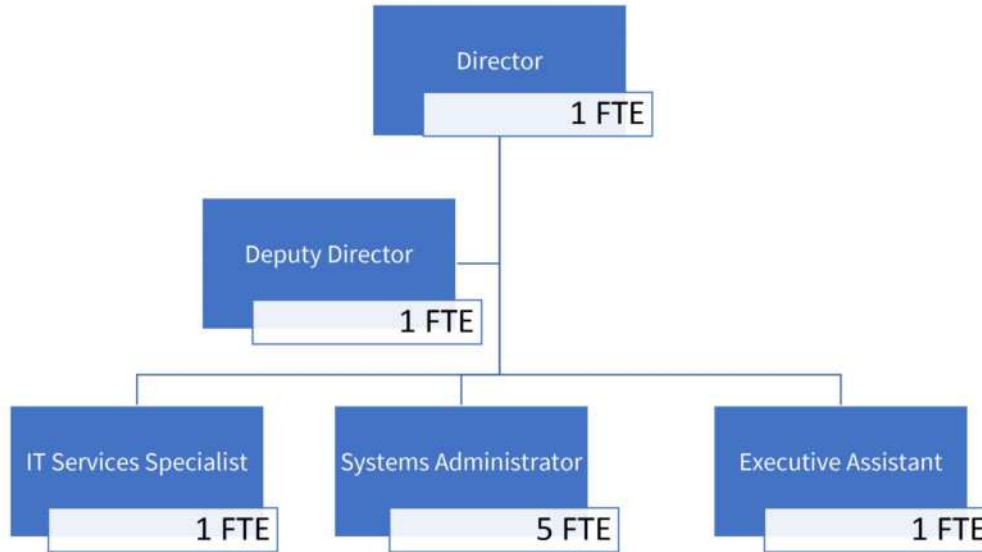
The resulting budget sees an increase of 10% over the previous fiscal year, due to salary increases resulting from the County Compensation and Classification study recommendations implemented at the start of FY24, which were not included in the initial budget request for that fiscal year. Additional costs projected for employee retirement also contribute to this increase. The FY25 budget is intended to provide a service level equivalent to that of FY24 and continue new initiatives aimed at further improving efficiencies for the County and sharing these benefits via strategic alignment regionally.

Due to FY25 increases being fixed salary costs for staffing, maintaining funding levels equivalent to the previous fiscal year inherently necessitates a reduction to other non-salary budget lines. It is not feasible to offset this increase by reducing non-salary lines as it would compromise critical IT services relied upon by other County departments and agencies for day-to-day business operations. Changes to or reduction of the staffing level within the department would in turn limit the department's ability to generate revenue from regional services and impact internal service management capabilities associated with security and compliance, potentially leading to increased organization-wide risk.

Projected departmental revenue for FY25 remains unchanged from the previous fiscal year and is intended to accommodate for unanticipated changes in service demand or capacity.



# INFORMATION TECHNOLOGY FY 2025 ORGANIZATIONAL CHART



## Information Technology Department Full-Time Equivalents

Position	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Difference
Director	1	1	1	1	1	0
Deputy Director	1	1	1	1	1	0
Systems Administrator	4	4	5	5	5	0
IT Services Specialist	1	1	1	1	1	0
Executive Assistant	0	0	0	1	1	0
<b>Total</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>0</b>



# INFORMATION TECHNOLOGY FY 2025 PROPOSED BUDGET

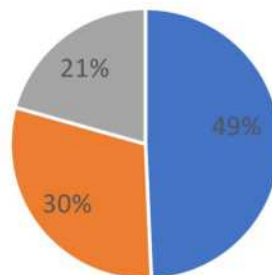
INFORMATION TECHNOLOGY SERVICES	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-REGULAR	577,801	577,800	667,630	598,829	684,533	683,478	791,134	306,318	903,482
SALARIES-OVERTIME	1,000	91	1,000	182	1,000	0	1,000	190	1,000
TELEPHONES	8,600	7,505	6,040	5,690	6,065	6,057	7,300	2,379	7,300
INTERNET	37,076	33,633	41,740	40,827	42,086	39,605	40,776	16,819	30,636
ELECTRICITY CHARGES	8,600	8,600	8,600	8,140	8,600	8,600	10,750	10,000	15,588
HEATING FUEL	1,600	706	1,600	1,083	1,600	1,392	2,000	77	2,100
WATER/SEWER	1,500	867	1,100	1,082	1,100	1,071	1,100	394	1,100
PROFESSIONAL/TECHNICAL SERVICE	87,707	79,001	85,634	74,582	137,229	124,111	92,058	54,645	92,160
EDUCATION OF EMPLOYEES	5,000	0	800	0	0	0	240	240	3,000
VEHICLE REPRS/MAINT	1,393	527	1,830	86	1,100	629	300	0	2,000
SOFTWARE/HARDWARE MAINTENANCE	204,730	200,121	255,220	253,222	352,831	352,003	358,570	334,572	354,200
IN-STATE TRAVEL	6,000	4,558	6,500	5,515	9,525	8,307	12,000	3,044	10,008
FREIGHT/SHIPPING/EXPRESS	200	0	200	0	200	0	200	0	200
VEHICLE FUEL	600	460	1,200	838	1,200	916	2,400	296	1,400
POSTAGE	50	2	50	0	0	0	0	0	
OFFICE SUPPLIES & MATERIALS	400	147	400	0	0	0	0	0	
SUPPLIES	60	25	60	0	40	36	149	87	200
GENERAL LIABILITY INSURANCE	750	750	750	750	750	750	938	750	1,031
OFFICE FURNITURE/EQUIPMENT	1,500	0	1,210	0	994	0	0	0	1,500
COMPUTER EQUIPMENT	23,266	3,663	38,500	21,889	54,666	42,616	18,130	2,518	28,500
MISCELLANEOUS EQUIPMENT	0	0	0	0	834	834	0	0	
RETIREMENT	117,917	117,810	134,895	132,213	170,330	170,330	173,689	180,009	193,719
GROUP INSURANCE	114,460	114,460	143,715	109,439	153,237	144,408	178,807	59,848	171,336
MEDICARE	8,349	7,812	8,622	8,143	8,294	9,199	7,298	4,150	13,100
<b>INFORMATION TECHNOLOGY Total</b>	<b>\$1,208,559</b>	<b>\$1,158,540</b>	<b>\$1,407,296</b>	<b>\$1,262,509</b>	<b>\$1,636,214</b>	<b>\$1,594,343</b>	<b>\$1,698,839</b>	<b>\$976,337</b>	<b>\$1,833,560</b>

\*Data as of 11/30/2023

## INFORMATION TECHNOLOGY SERVICES

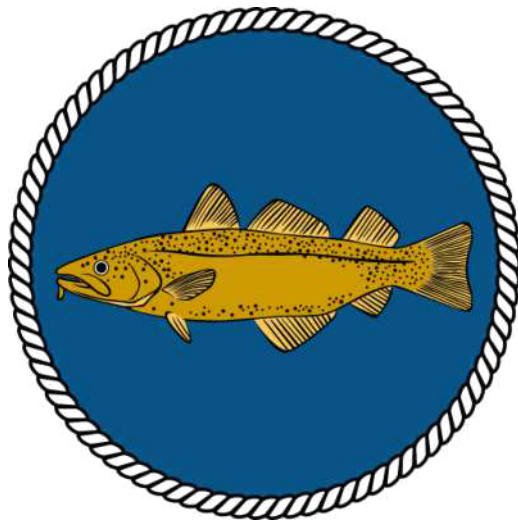
Personnel	904,482
Operating Expenses	550,923
Fringe Benefits	378,155
<b>Total</b>	<b>\$ 1,833,560</b>

### IT Expenditures



■ Personnel ■ Operating Expenses ■ Fringe Benefits







# **Fiscal Year 2025 Departmental Budget Requests**

## **REGISTRY OF DEEDS**



# REGISTRY OF DEEDS FY 2025 BUDGET NARRATIVE



The mission of the Barnstable County Registry of Deeds is to receive, review and record all documents, instruments and plans that purport to affect the title to real property in our county and to preserve that record in perpetuity.

Our goal each year is to limit our budget increases to contractually obligated step raises, cost of living increases and rises in health insurance premiums beyond our control, while also delivering the same level of service and quality to which the public is accustomed. We have been able to accomplish this year over year by implementing new technology to supplant staff departures and retirements. We will enter FY2025 with 20 full-time budgeted positions, which is less than half of what we had twenty years ago.

Our budget is straightforward, over 93% of our total expenditures can be attributed to personnel costs (salary, health & retirement). The remaining 7% are fixed costs for office supplies, off-site archival storage, software & hardware support, and book printing and digital image backup. Since our largest cost center is our staff, it has been vital for us to continue to implement new and innovative ways to handle our work processes and avail ourselves of new technology as we try to keep costs in line.

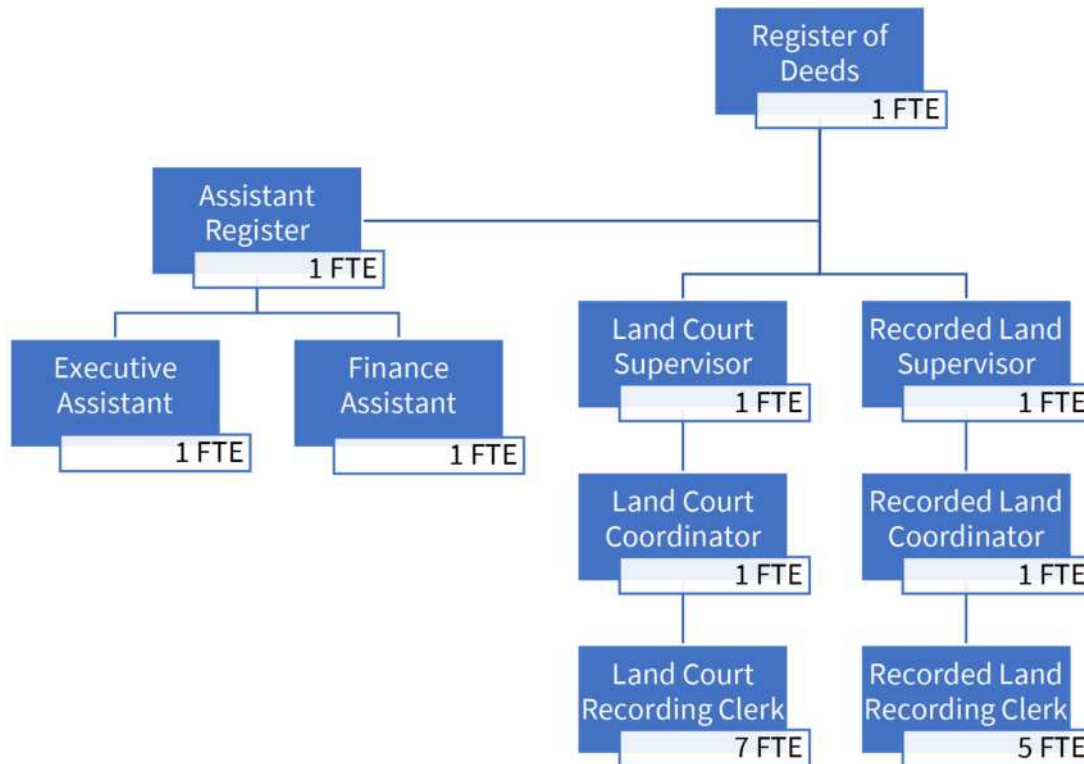
We continue to benefit from our technological improvements. We recently upgraded our server and network infrastructure while adding a new fiber cable running directly from the County network center to our building. This has optimized our network capacity and increased reliability as we handle more than 75% of our business electronically. These improvements have allowed us to continue to reduce staff and overall costs as employees seek opportunities elsewhere or retire. FY2025 is no exception as we have further reduced staff by 2 full time and one half-time position(s). This reduction has served to balance out contractual step and (proposed) cost of living increases.

After several consecutive years of revenue growth and high recording volume, FY2023 took a step back, despite revenue exceeding budget estimates. This downward trend has continued into FY2024, and we expect to come close to estimated revenue with the chance of a \$500,000 surplus or deficit depending on how well the market continues to weather inflationary pressures. The driver of business post-pandemic was historically low interest rates which have seen a meteoric rise in the last 12 to 18 months. A prolonged high interest rate environment may cool the market heading into FY2025 and have downward pressure on home values which in turn will affect our excise revenue. Estimated revenues for FY2025 have taken this into consideration and can be seen as a relatively safe bet. Recent statements by policymakers have lent credence to the belief that there may be a pullback in interest rates in calendar 2024, which may have positive effects on our revenue. At this point it is our recommendation to remain conservative about revenue figures. If rates do drop leading to greater revenue and business, we feel our current staffing levels should be sufficient to handle whatever increase comes our way.

As stated previously our goal is to remain level funded, our request for FY2025 adheres to that goal. Based on our submitted figures our budget request comes in at approximately 2% lower than FY2024 and nearly 6% lower than our request for FY2023. If the County deems it necessary to level fund across the board, there should be no adverse impact on our operations as we have already budgeted at or below that level.



# REGISTRY OF DEEDS FY 2025 ORGANIZATIONAL CHART



**Registry Of Deeds  
Full-Time Equivalents**

Position	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Difference
Register of Deeds	1	1	1	1	1	1	0
Asst. Reg. of Deeds	1	1	1	1	1	1	0
Exec. Adm. Assistant	1	1	1	1	1	1	0
Finance Assistant	1	1	1	1	1	1	0
Land Court Supervisor	1	1	1	1	1	1	0
Rec. Land Supervisor	1	1	1	1	1	1	0
Land Court Coordinator	1	1	1	1	1	1	0
Rec. Land Coordinator	1	1	1	1	1	1	0
Land Court Rec. Clerk	9	8	8	7.5	7.5	7	-0.5
Rec. Land Rec. Clerk	9	9	9	9	7	5	-2
<b>Total</b>	<b>26</b>	<b>25</b>	<b>25</b>	<b>24.5</b>	<b>22.5</b>	<b>20</b>	<b>-2.5</b>



# REGISTRY OF DEEDS FY 2025 PROPOSED BUDGET

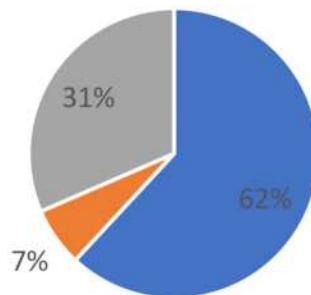
REGISTRY OF DEEDS	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARIES-REGULAR	1,603,801	1,448,292	1,575,980	1,501,107	1,629,015	1,490,735	1,598,451	551,559	1,537,258
SALARIES-OTHER	0	0	5,457	0	22,331	0	7,087	0	3,499
LONGEVITY	6,609	5,100	7,100	4,400	7,600	3,800	0	1,600	0
TELEPHONES	1,000	155	1,000	0	0	0	0	0	0
PROFESSIONAL/TECHNICAL SERVICE	124,850	117,483	126,083	124,076	126,250	126,034	126,531	55,441	124,850
MACHINE/EQUIP MAINT/REPAIRS	10,000	9,728	8,767	7,222	9,600	8,128	8,319	2,114	10,000
IN-STATE TRAVEL	750	0	750	46	750	148	750	39	750
FREIGHT/SHIPPING/EXPRESS	150	67	150	99	150	36	150	0	150
POSTAGE	1,750	988	1,750	532	1,750	497	1,750	304	1,750
OFFICE SUPPLIES & MATERIALS	10,000	7,812	10,000	4,853	10,000	9,958	10,000	14	10,000
SUPPLIES	11,000	8,686	11,000	8,578	10,340	8,553	11,000	732	11,000
ASSOCIATION DUES	170	170	170	170	170	170	170	0	170
SUBSCRIPTIONS	4,215	3,805	4,215	2,878	4,215	4,145	4,191	1,778	4,195
MISC RENTALS	400	364	400	388	400	398	424	424	450
MISCELLANEOUS EQUIPMENT	1,000	0	1,000	871	1,000	607	1,000	0	1,000
RETIREMENT	327,932	322,147	340,420	333,651	321,407	321,407	327,745	339,671	336,724
GROUP INSURANCE	411,520	358,539	411,520	404,341	415,714	334,382	399,039	127,739	399,080
MEDICARE	23,000	19,279	23,000	20,233	23,950	19,970	23,280	7,373	22,290
ERIP Retirement	22,800	0	26,293	26,293	26,578	26,578	26,486	26,486	26,363
<b>REGISTRY OF DEEDS Total</b>	<b>\$2,560,948</b>	<b>\$2,302,615</b>	<b>\$2,555,055</b>	<b>\$2,439,737</b>	<b>\$2,611,219</b>	<b>\$2,355,545</b>	<b>\$2,546,372</b>	<b>\$1,115,275</b>	<b>\$2,489,529</b>

\*Data as of 11/30/2023

## REGISTRY OF DEEDS

Personnel	1,540,757
Operating Expenses	164,315
Fringe Benefits	784,457
<b>Total</b>	<b>\$ 2,489,529</b>

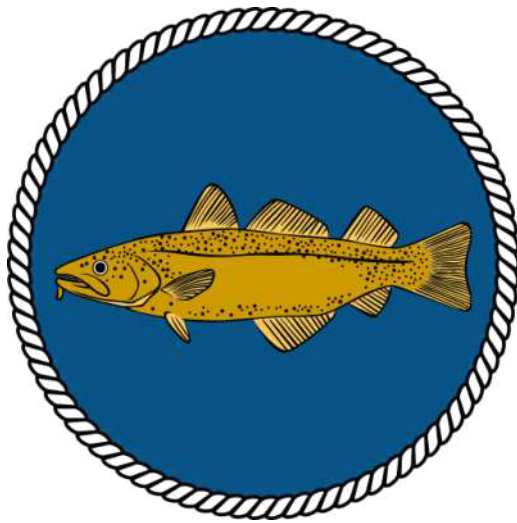
## Registry of Deeds Expenditures



■ Personnel ■ Operating Expenses ■ Fringe Benefits







# **Fiscal Year 2025 Departmental Budget Requests**

**SALARY RESERVE, MISC,  
FRINGE & DEBT**



# FRINGE, MISC & CONTINGENCY, DEBT FY25 BUDGET NARRATIVE

## Fringe Benefits

Retirees of the County are provided group health benefits, including health, dental and life insurance benefits. The County absorbs the cost attributable to 75% of these benefits for retired employees under the age of 65 as well as those Medicare eligible. Retired employees under Medicare eligibility partake in the current active employee rates while those Medicare eligible are segregated on the Medicare Supplemental plans. The County currently has 15 individuals, families' retired employees on active plans (under the age of Medicare eligible (plans) and 155 on inactive Medicare supplemental plans. Coverage for these employees, their spouse and families will continue for the remainder of their lives. Barnstable County is currently anticipating 6 new employees planning to retire in FY 2025. Medicare supplement enrolled retirees will currently experience an increase of 7.2% in their calendar year costs while all others are anticipated an 8% increase in health care premiums.

This category also includes worker's compensation for all employees of the County. Worker's compensation is an insurance premium the county contributes to annually. Wages are paid to injured employees while performing work on behalf of Barnstable County.

The remaining category refers to Barnstable County Retirement Association assessments to retired employees, the retirement assessment is based on current wages paid to employees; assessed as of September 30, 2023.

## Miscellaneous & Contingency

The category of Miscellaneous & Contingency consists of expenses associated with audit services, legal consultations and opinions, transfers to support Dredge Enterprise fund subsidy. Barring a dredge rate increase the subsidy will increase to just under \$1.2 Million for FY 2025. Transfers also support the County's portion of capital to support Court projects (\$3.750). Administration and Finance support the proposed increase to \$500,000 to support the long-term liability of the County for Other Post Employment Benefits (OPEB). Other expenditures include general insurance, anticipated to increase 12%, transfers to OPEB totaling \$500K as well as an increase to support unanticipated expenditures, which includes a financial reserve of \$100K.

## Debt Service

The category of debt service includes bonds sold on the open market, those attributable to the Massachusetts Clean Water Trust (MCWT) and those sold short term. A summary of the existing debt is provided below. The most recent long-term debt is associated with the MCWT, borrowed at a zero percent interest rate for the capping of the space located at the old fire training facility. Future debt, associated with per-and polyfluoroalkyl substance (PFAS), is also anticipated to be borrowed at zero percent. The remaining debt, not already addressed, is labeled as short-term debt, borrowed for under one year, and repaid annually.





# FRINGE, MISC & CONTINGENCY FY25 PROPOSED BUDGET

FRINGE BENEFITS	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
RETIREMENT	139,801	137,340	138,389	138,244	162,490	146,504	139,852	139,852	139,602
WORKERS COMP	57,200	54,374	95,000	43,839	104,500	66,332	72,000	59,035	62,684
GROUP INSURANCE	1,041,785	955,347	964,810	909,694	932,377	932,376	1,064,341	366,969	1,209,563
<b>FRINGE BENEFITS Total</b>	<b>\$1,238,786</b>	<b>\$1,147,061</b>	<b>\$1,198,199</b>	<b>\$1,091,778</b>	<b>\$1,199,367</b>	<b>\$1,145,212</b>	<b>\$1,276,193</b>	<b>\$565,856</b>	<b>\$1,411,849</b>

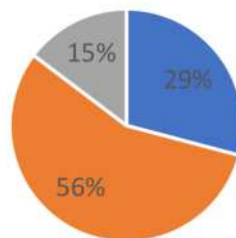
MISC & CONTINGENCY	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
AUDIT/ACCTG SVCS	55,000	40,100	65,000	47,100	75,000	77,555	82,000		82,000
COURT JUDGEMENT	187,143	187,142	221,152	199,502	221,152	182,142	221,152	49,861	221,152
LEGAL SERVICES	110,210	82,270	160,000	128,776	100,000	76,853	130,000	18,927	150,000
EDUCATION OF EMPLOYEES	5,000	0	0	0	0	0	0	0	0
IN-STATE TRAVEL	1,000	0	0	0	0	0	0	0	0
ADVERTISING	20,000	13,117	20,000	13,708	18,114	18,875	33,570	5,225	33,570
MISC CONTRACTUAL	15,000	950	25,000	5,050	31,886	4,474	35,000	0	50,000
POSTAGE	0	-2,803	5,000	3,618	0	1,330	5,000	7,915	5,000
SUBSCRIPTIONS	3,120	3,120	3,120	3,120	3,120	2,902	3,120	2,902	3,120
GENERAL LIABILITY INSURANCE	134,752	134,752	133,100	143,847	176,570	146,193	162,241	168,928	189,200
BOILER/MACHINE INSURANCE	3,123	3,123	3,410	3,387	3,821	3,474	3,821	3,681	4,123
PUBLIC OFFICIALS INSURANCE	90,977	89,483	100,100	101,224	115,000	106,640	117,304	124,532	139,476
AUTOMOTIVE INSURANCE	31,248	27,570	38,100	24,854	38,100	22,115	34,073	19,123	25,418
EMAC SUPPLEMENTAL CONTRIBUTION	790	0	4,000	0	0	0	0	0	0
UNEMPLOYMENT INSURANCE	65,000	49,131	0	-2,253	0	21,512	0	-4,261	25,000
MISC CHARGES	42,409	139,880	5,000	9,615	5,000	0	5,000	0	5,000
RESERVE FUND	0	0	0	0	0	0	0	0	100,000
TRANSFERS OUT	1,750,000	1,750,000	897,064	1,079,635	5,596,882	5,597,383	1,482,993	640,447	1,185,535
TRANSFERS TO OPEB TRUST	0	0	100,000	100,000	2,502,627	2,502,627	150,000	0	500,000
TRANSFERS TO STABILIZATION	3,000,000	3,000,000	0	0	0	0	0	0	0
TRANSFERS TO UNEMPLOYMENT	0	0	100,000	100,000	0	0	0	396	0
UNPAID BILLS	5,000	1,544	5,000	2,272	5,000	0	5,000	0	5,000
<b>MISC &amp; CONTINGENCY Total</b>	<b>\$5,519,772</b>	<b>\$5,519,380</b>	<b>\$1,885,046</b>	<b>\$1,963,455</b>	<b>\$8,892,272</b>	<b>\$8,764,073</b>	<b>\$2,470,274</b>	<b>\$1,037,675</b>	<b>\$2,723,594</b>

\*Data as of 11/30/2023

## FRINGE, MISC & CONTINGENCIES, DEBT

Fringe Benefits	1,411,849
Operating Expenses	2,723,594
Debt	711,721
<b>Total</b>	<b>\$ 4,847,164</b>

Fringe Benefits, Misc. & Contingency, Debt Service Expenditures



■ Fringe Benefits ■ Operating Expenses ■ Debt



# DEBT SERVICE, SALARY RESERVES FY 2025 PROPOSED BUDGET

DEBT SERVICE	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
DEBT- PRINCIPAL	498,844	498,844	496,421	496,421	499,049	499,049	236,730	100,000	273,160
SHORT TERM DEBT PAYDOWNS	293,313	270,689	293,911	293,911	200,000	106,569	285,000	0	285,000
DEBT - INTEREST	121,052	117,181	118,980	98,050	75,351	75,351	61,045	31,772	53,561
SHORT TERM DEBT INTEREST	0	0	1,981	8,907	3,812	64,600	175,000	0	100,000
<b>DEBT SERVICE Total</b>	<b>\$913,209</b>	<b>\$886,714</b>	<b>\$911,293</b>	<b>\$897,289</b>	<b>\$778,211</b>	<b>\$745,569</b>	<b>\$757,775</b>	<b>\$131,772</b>	<b>\$711,721</b>

RESERVES	FY2021		FY2022		FY2023		FY2024		FY2025
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual*	Proposed
SALARY RESERVES	0	0	0	0	66,119	0	225,000	0	0
<b>RESERVES Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 66,119</b>	<b>\$ -</b>	<b>\$225,000</b>	<b>\$ -</b>	<b>\$ -</b>

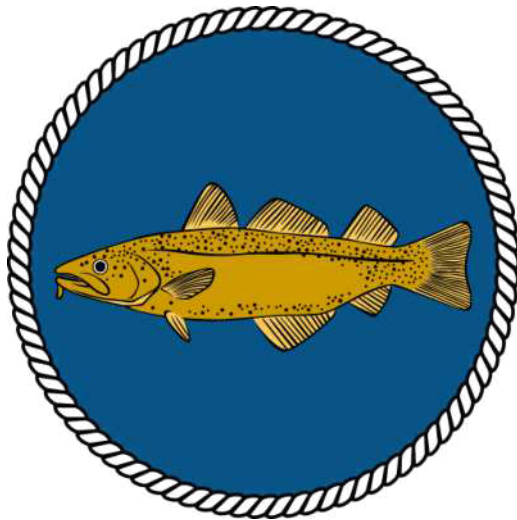
\*Data as of 11/30/2023

## OUTSTANDING DEBT AS OF JUNE 30, 2023

Purpose of Loan	Issue Date	Maturity Date	Original Note/Bond	Rate %	Payable	Outstanding Principal	New Debt Issued	FY23 Retirements	06-30-2023 O/S Principal	FY 24 Retirements	06/30/2024 O/S Principal
T5-05-1685 Community Septic Mgt Program Bond	03/18/09	07/15/27	2,850,000	0%	Annually	900,000	0	150,000	750,000	150,000	600,000
T5-05-1685-A Community Septic Mgt Program Bond	11/22/10	07/15/29	2,550,000	0%	Annually	1,073,680	0	134,210	939,470	134,210	805,260
T5-05-1685-B Community Septic Mgt Program Bond	11/22/10	07/15/30	3,600,000	0%	Annually	1,620,000	0	180,000	1,440,000	180,000	1,260,000
T5-05-1685-C Community Septic Mgt Program Bond	07/08/10	07/15/30	3,000,000	0%	Annually	1,350,000	0	150,000	1,200,000	150,000	1,050,000
T5-05-1685-D Community Septic Mgt Program Bond	05/22/13	01/15/33	4,000,000	0%	Annually	2,200,000	0	200,000	2,000,000	200,000	1,800,000
T5-05-1685-E Community Septic Mgt Program Bond	05/22/13	01/15/33	3,000,000	0%	Annually	1,650,000	0	150,000	1,500,000	150,000	1,350,000
T5-05-1685-F Community Septic Mgt Program Bond	05/22/13	01/15/33	5,000,000	0%	Annually	2,750,000	0	250,000	2,500,000	250,000	2,250,000
T5-05-1685-G Community Septic Mgt Program Bond	11/15/15	01/15/35	5,000,000	0%	Annually	3,250,000	0	250,000	3,000,000	250,000	2,750,000
Multiple Purpose Bond 2017	09/20/17	09/15/32	4,387,000	5%	Annually	2,360,000	0	500,000	1,860,000	235,000	1,625,000
MCWT Bond - Fire Capping	TBD	TBD	0	0%	Annually	0	873,885	0	873,885	0	873,885
Bond Anticipation Notes	06/01/23	05/31/24	4,527,000	4.3%	At Maturity	4,527,000	943,782	1,193,723	4,277,059	393,333	TBD
			<b>\$37,914,000</b>			<b>\$21,680,680</b>	<b>\$1,817,667</b>	<b>\$3,157,933</b>	<b>\$20,340,414</b>	<b>\$2,092,543</b>	<b>\$14,364,145</b>







# **GLOSSERY OF FINANCIAL TERMS**



# GLOSSARY OF FINANCIAL TERMS

**Advance Refunding of Debt** – This occurs when new debt is issued to replace or redeem old debt before the maturity or call date of the old debt. Under these circumstances, the proceeds of the new debt must be placed in escrow and used to pay interest on old, outstanding debt as it becomes due and to pay the principal on the old debt, either as it matures or at an earlier call date. (See Refunding of Debt, Current Refunding of Debt)

**Agency Fund** – One of the four types of fiduciary funds. It is used to report resources in a purely custodial capacity by a governmental unit. Agency funds generally involve only the receipt, temporary investment, and periodic transfer of money to fulfill legal obligations to individuals, private organizations, or other governments. For example, certain employee payroll withholdings typically accumulate in an agency fund until due and subsequently forwarded to the federal government, health care provider, and so forth.

**Appropriation** – An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage** – As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation** – A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors. (See Ad Valorem; Full And Fair Cash Value)

**Audit** – An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor) resulting in a report on the fairness of financial statements and local compliance with statutes and regulations. The audit serves as a valuable management tool for evaluating a community's fiscal performance.

**Audit Management Letter** – An independent auditor's written communication to government officials, separate from the community's audit. It generally identifies deficient areas, if any, and presents recommendations for improving accounting procedures and other internal controls.

**Audit Report** – Prepared by an independent auditor, an audit report includes: (a) a statement of the audit's scope; (b) explanatory comments as to the application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) supplementary comments, recommendations and statistical tables. It is very often accompanied by a management letter.

**Available Funds** – Balances in the various fund types that represent nonrecurring revenue sources. As a matter of sound practice, they are frequently appropriated for unforeseen expenses, capital expenditures, or other one-time costs. Examples of available funds include free cash, stabilization funds, overlay surplus, water surplus, and retained earnings.

**Balance Sheet** – A statement that discloses the assets, liabilities, reserves, and equities of a fund or governmental unit as of a specified date.

**Bank Qualified** – When a municipality issues \$10,000,000 or less in bonds or notes in a calendar year, these issuances are designated as "bank qualified." The bank that purchases the security receives a tax deduction (80% of the interest cost) for this type of purchase. This deduction makes bank qualified bonds and notes attractive purchases.

**Betterments (Special Assessments)** – Whenever part of a community benefits from a public improvement or betterment (e.g., water, sewer, sidewalks, etc.), special property taxes may be assessed to that area's property owners to reimburse the governmental entity for all or part of the costs it incurred to complete the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost, which may be paid in full or apportioned over a period of up to 20 years. If spread over the years, the community adds one year's apportionment along with one year's committed interest computed from October 1 to October 1 to the associated tax bills until the betterment has been paid.



# GLOSSARY OF FINANCIAL TERMS

**Bond** – A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

**Bond and Interest Record (Bond Register)** – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue. (See Debt Statement)

**Bond Anticipation Note (BAN)** – Short-term debt instrument used to generate cash for initial project costs with the expectation the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be reissued for up to 10 years, provided principal repayment begins after two years (MGL c. 44 § 17).

**Bond Authorization** – The action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor or the board of selectmen. (See Bond Issue)

**Bond Counsel** – An attorney or law firm engaged to review and submit an opinion on the legal aspects of a municipal bond or note issue.

**Bond Issue** – The actual sale of the entire, or portion of, the bond amount authorized by a town meeting or city council.

**Bond Premium** – The difference between the market price of a bond and its face value (when the market price is higher). A premium occurs when the bond's stated interest rate is set higher than its true interest cost (the market rate). Premiums received at the time of sale must be used to pay project costs and reduce the amount borrowed by the same amount or be reserved for appropriation for purposes for which debt has or may be authorized for an equal or longer period than the original loan. Additions to the levy limit for a Proposition 2 ½ debt exclusion are restricted to the true interest cost incurred to finance the excluded project.

If the premium is not used to pay project costs and reduce the amount of a debt-excluded borrowing, the annual debt exclusion must be adjusted to reflect the true interest rate.

**Bond Rating (Municipal)** – A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard & Poor's, use rating systems that designate a letter or a combination of letters and numerals, where AAA is the highest rating and C1 is very low.

**Bonds Authorized and Unissued** – Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes but must be rescinded by town meeting or the city council to be removed from community's books.

**Bureau of Accounts (BOA)** – A bureau within the Division of Local Services charged with overseeing municipal execution of financial management laws, rules and regulations.

**Bureau of Local Assessment (BLA)** – Bureau within the Division of Local Services charged with overseeing municipal execution of state laws, rules and regulations involving real and personal property assessments. BLA is also responsible for determining equalized valuations and overseeing the valuation of state-owned land.

**Capital Asset** – Any tangible property used in the operation of government that is not easily converted into cash and that has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure, such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and minimum initial cost.



# GLOSSARY OF FINANCIAL TERMS

**Capital Budget** – An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method to finance each recommended expenditure (e.g., tax levy or rates) and identify those items that were not recommended.

**Capital Improvement Program** – A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital plan. It coordinates community planning, fiscal capacity, and physical development. While all the community's needs should be identified in the program, there is a set of criteria that prioritize the expenditures.

**Capital Outlay** – The exchange of one asset (cash) for another (capital asset) with no ultimate effect on net assets. Also known as "pay as you go," it is the appropriation and use of available cash to fund a capital improvement, as opposed to incurring debt to cover the cost.

**Capital Outlay Expenditure Exclusion** – A temporary increase in the tax levy to fund a capital project or to make a capital acquisition. Such an exclusion requires a two-thirds vote of the selectmen or city council (sometimes with the mayor's approval) and a majority vote in a communitywide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.

**Cash Book** – A source book of original entry that a treasurer is required to maintain for the purpose of recording municipal receipts, adjustments to balances, deposits to municipal accounts, and disbursements through warrants.

**Categorical Grant** – A type of intergovernmental payment that is characterized by extensive restrictions on the uses to which the funds may be "spent" by the recipient government.

**Code of Ethics** – The provisions and requirements of MGL c. 286A pertaining to the standards of behavior and conduct to which all public officials and employees are held. (See State Ethics Commission)

**Contingent Liabilities** – Items that may become liabilities as the result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal, unsettled disputed claims, unfilled purchase orders, and uncompleted contracts.

**Corporations Book (the Corp Book)** – Annually updated and published by DLS, the Corp Book provides a listing of the domestic and foreign corporations doing business in Massachusetts as of January 1 that are subject to a tax or excise under MGL Chap. 59 (local property tax), 60A (motor vehicle excise), or 63 (corporation excises). The listing provides useful information to assessors about the taxable status of businesses located in their community.

**Current Refunding of Debt** – The process of immediately applying proceeds of refunding debt to redeem the old debt. That is, the maturity date on the old debt coincides with the issuance date of the new borrowing obligation. (See Refunding of Debt and Advance Refunding of Debt)

**Debt Authorization** – Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in MGL c. 44 §§ 1, 2, 3, 4a, 6-15.

**Debt Burden** – The amount of debt carried by an issuer usually expressed as a measure of value (e.g., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Limit** – The maximum amount of debt a municipality may authorize for qualified purposes under state law. Under MGL c. 44 § 10, debt limits are set at 5 percent of EQV. By petition to the Municipal Finance Oversight Board, a community can receive approval to increase its debt limit to 10 percent of EQV.

**Debt Service** – The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Debt Service Fund** – Governmental fund type used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. In Massachusetts, these are only allowed by special legislation.





# GLOSSARY OF FINANCIAL TERMS

**Debt Statement** – A report that local treasurers are required to file with DLS showing the authorized and issued debt, retired debt, and interest paid by a community during the prior fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."

**Deferred Revenue** – Amounts that do not meet the criteria for revenue recognition. Also, earned amounts that are not yet available to liquidate liabilities of a current period.

**Designated Unreserved Fund Balance** – A limitation on the use of all or part of the expendable balance in a governmental fund.

**DLS** – The Department of Revenue's Division of Local Services

**Encumbrance** – A reservation of funds to cover an obligation arising from a purchase order, contract, or salary commitment chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Fund** – Authorized by MGL c. 44 § 53F½, an enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of a service's total costs recovered through user charges and the portion subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital --are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus," or retained earnings, generated by the enterprise operation rather than closing this out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

**Equalized Valuations (EQVs)** – An estimate of the full and fair cash value (FFCV) of all property in the state as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and in determining county assessments and other costs. The Commissioner of Revenue, in accordance with MGL c. 58 § 10C, is charged with the responsibility of biennially determining an equalized valuation for each city and town in the state.

**Expenditure** – An outlay of money made by a municipality to provide the programs and services within its approved budget.

**Federal Aid Anticipation Note (FAAN)** – Short-term debt instrument used to generate cash with the expectation that the debt will be paid from anticipated federal aid. As with a note, FAANs are typically issued for a term of less than one year and are full faith and credit obligations.

**Fiduciary Funds** – Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.

**Finance Control Board** – A board created by special legislation and comprised of state officials to oversee the financial management of a community, which may have received deficit borrowing authorization or state loans to finance operating deficits.

**Financial Advisor** – An individual or institution that assists municipalities in the issuance of tax exempt bonds and notes. The public finance department of a commercial bank or a non-bank advisor usually provides this service.

**Financial Disclosure Law** – MGL c. 268B requires certain individuals, officials and candidates for elected office to file statements of financial interests with the State Ethics Commission.

**Financial Statement** – A presentation of the assets and liabilities of a community as of a particular date, most often after the close of the fiscal year.

**Fiscal Year (FY)** – Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. Since 1976, the federal government fiscal year has begun on October 1 and ended September 30. In each case, the designation of the fiscal year is that of the calendar year in which the fiscal year ends.

**Fixed Assets** – Long-lived, tangible assets, such as buildings, equipment and land, obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs** – Costs legally or contractually mandated, such as retirement, FICA/Social Security, insurance, debt service, or interest on loans.



# GLOSSARY OF FINANCIAL TERMS

The calculation of free cash is based on the June 30 balance sheet, which is submitted by the community's auditor, accountant, or comptroller. Free cash is not available for appropriation until certified by the Director of Accounts. (See Available Funds)

**Full and Fair Cash Value** – The Massachusetts Supreme Judicial Court defines fair cash value as the "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January 1 of any taxable year in the hands of any owner, including the present owner." (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956))

**Full Faith and Credit Obligations** – A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full-faith-and-credit bonds.

**Fund** – An accounting entity with a self-balancing set of accounts that is segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations. Within a fund, financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently. Examples of funds include the general fund and enterprise funds.

**Fund Accounting** – Organizing the financial records of a municipality into multiple, segregated locations for money. Communities whose accounts are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**Fund Balance** – The difference between assets and liabilities reported in a governmental fund. Also known as fund equity.

**General Fund** – The fund used to account for most financial resources and activities governed by the normal town meeting or city council appropriation process.

**General Fund Subsidy** – Most often used in the context of enterprise funds. When the revenue generated by rates or user fees is insufficient to cover the cost to provide a particular service, general fund money is used to close the gap in the form of a subsidy. The subsidy may or may not be recovered by the general fund in subsequent years.

**General Ledger (GL)** – The accountant's record of original entry, a general ledger is a set of numbered accounts used to track financial transactions and prepare financial reports. Each account is a distinct record summarizing each type of asset, liability, equity, revenue and expense. A chart of accounts lists all the accounts in the general ledger.

**General Obligation Bonds** – Bonds issued by a municipality that are backed by the full faith and credit of its taxing authority.

**Government Finance Officers Association (GFOA)** – A nationwide association of public finance professionals.

**Governmental Accounting Standards Board (GASB)** – The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

**Governmental External Investment Pool** – An arrangement that commingles money of multiple, legally separate entities and invests in an investment portfolio on the participants' behalf. A pool can be sponsored by an individual government, jointly by multiple governments, or by a nongovernmental entity. An example is the Massachusetts Municipal Depository Trust.

**Governmental Funds** – Funds generally used to account for tax-supported activities. There are five different types of governmental funds: general, special revenue, capital project, debt service, and permanent.

**Grant Anticipation Notes (GAN)** – Short-term, interest-bearing notes issued by a government to raise capital to be repaid by grant proceeds anticipated at a later date. GANs allow the recipient of the grant to begin carrying out the purpose of the grant immediately.

**Home Rule** – Refers to the power of municipalities to regulate their affairs by bylaws/ordinances or home rule charters subject to certain limitations.



# GLOSSARY OF FINANCIAL TERMS

**Home Rule Charter** – An alternative, under MGL c. 43B, to create a charter commission by which cities and towns may create, adopt, revise and amend local charters.

**Indirect Cost** – Costs of a service not reflected in the operating budget of the entity providing the service. The matter of indirect costs arises most often in the context of enterprise funds. An example of an indirect cost of providing water service would be the value of time spent by non-water-department employees who process water bills. A determination of these costs is necessary to analyze the total cost of service delivery.

**Informational Guideline Release (IGR)** – Provided on the DLS website, IGRs are DLS publications that outline a policy or administrative procedure or that provide a law update related to municipal finance.

**Interest** – Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis but are paid every six months.

**Interest Rate** – The interest payable, expressed as a percentage of the principal available, for use during a specified period of time. It is always expressed in annual terms.

**Internal Service Fund** – A municipal accounting fund used to accumulate the cost of central services, such as data processing, printing, postage, and motor pool. Costs or charges to an internal service fund are then allocated to other departments or funds within the governmental unit.

**Investments** – Securities and real estate held for the production of income in the form of interest, dividends, rentals, or lease payments. The term does not include fixed assets used in governmental operations.

**Joint Labor Management Committee (JLMC)** – The JLMC's purpose is to mediate police officer or fire fighter collective bargaining disputes with municipalities when negotiations reach impasses.

**Legal Opinion (re: debt issuance)** - An opinion by an attorney or law firm that bonds have been legally issued by a public body, and, usually, that the bonds are exempt from federal income taxes and some Massachusetts taxes under existing laws, regulations, and rulings.

**Line-item Budget** – A budget that stratifies spending into categories of greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Line-item Transfer** – The reallocation of a budget appropriation between two line items within an expenditure category (e.g., salaries, expenses). Employed as a management tool, line-item transfer authority allows department heads to move money where a need arises for a similar purpose without altering the bottom line. Whether or not line-item transfers are permitted depends on how the budget is presented (i.e., its format) and what level of budget detail town meeting approves.

**Local Receipts** – Locally generated revenues other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges.

**Long-term Debt** – Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more. (See Permanent Debt)

**Massachusetts Certified Public Purchasing Official (MCPPO)** – A certification and designation program for public officials responsible for municipal procurements in Massachusetts. (See Uniform Procurement Act)

**Massachusetts Municipal Depository Trust (MMDT)** – An investment program, founded in 1977 under the supervision of the State Treasurer, in which municipalities may pool excess cash for investment.

**Material Weakness** – An audit term for a significant deficiency in a community's internal financial controls. It is a reportable condition (internal control weakness) of such magnitude as to potentially result in material misstatements of financial condition.

**Maturity Date** – The date that the principal of a bond becomes due and payable in full.

**MGL** – Massachusetts General Laws

**Municipal(s) (As used in the bond trade)** - "Municipal" refers to any state or subordinate governmental unit. Municipals (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, and special districts but also bonds of the state and agencies of the state.



# GLOSSARY OF FINANCIAL TERMS

**Nonrecurring Revenue Source** – A one-time source of money available to a city or town. By its nature, a nonrecurring revenue source cannot be relied upon in future years, and therefore, such funds should not be used for operating or other expenses that continue from year to year.

**Note** – A short-term loan, typically with a maturity date of a year or less.

**Official Statement** – A document prepared for potential investors containing information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale and sometimes called an offering circular or prospectus.

**Offset Receipts** – A local option that allows a particular department's estimated receipts to be earmarked for the department's use and appropriated to offset its annual operating budget. If accepted, MGL c. 44 § 53E limits the amount of offset receipts appropriated to no more than the actual receipts collected for the prior fiscal year. The Director of Accounts must approve any use of a higher amount before appropriation. Actual collections that are greater than the amount appropriated close to the general fund at year-end. If actual collections are less, the deficit must be raised in the next year's tax rate.

**OPEB (Other Postemployment Benefits)** – Many public employees earn benefits over their years of service that they do not receive until after their government employment ends. While pensions are the most common of these, other postemployment benefits generally include combinations of health, dental, vision, and life insurances. These are provided to eligible retirees and sometime to their beneficiaries, and as a group, are referred to as OPEB.

**Operating Budget** – The plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Pension (or other employee benefit) Trust Funds** – A fiduciary fund type used to report resources that are required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, other postemployment benefit (OPEB) plans, or other employee benefit plans.

**Pension Cost** – A measure of the periodic cost of an employer's participation in a defined benefit pension plan.

**Pension Plan** – An arrangement for the provision of pension benefits to employees upon their retirements. All assets accumulated are used to pay benefits (including refunds of member contributions) to plan members or beneficiaries, as defined by the plan's terms.

**PERAC (Public Employee Retirement Administration)** – Oversees and directs the state retirement system and administers benefits for members.

**Permanent Debt** – Borrowing by a community typically involving a debt service amortization period of greater than one year. (See Long-term Debt)

**Permanent Funds** – A fiduciary fund type used to report resources that are legally restricted to the extent that only earnings, and not principal, may be used for purposes that support the reporting government's programs (that is, for the benefit of the government for its citizenry). An example is a cemetery perpetual care fund.

**Principal** – The face amount of a bond, exclusive of accrued interest.

**Private-purpose Trust Funds** – A fiduciary trust fund type used to report all trust arrangements (other than those properly reported in pension trust funds or investment trust funds), under which the principal and income benefits individuals, private organizations, or other governments. An example is a scholarship fund.

**Proposition 2½** – A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund municipal operations.

**Purchase Order** – An official document or form authorizing the purchase of products and services.

**Qualified Bond** – A program unique to Massachusetts for municipalities with marginal credit ratings, in which the State Treasurer pays the debt service directly from a community's local aid, thereby reinforcing the security of the bond and improving its marketability. The Municipal Finance Oversight Board authorizes issuance



# GLOSSARY OF FINANCIAL TERMS

**Raise and appropriate** – A phrase used to identify an expenditure's funding source as money generated by the tax levy or other local receipt.

**Real Property** – Land, buildings, and the rights and benefits inherent in owning them.

**Receipts Reserved for Appropriation** – Proceeds earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, ambulance charges may be appropriated to offset expenses in providing ambulance services.

**Receivables** – An expectation of payment of an amount certain accruing to the benefit of a city or town.

**Reconciliation of Cash** – The process whereby the accountant and treasurer compare records to confirm available cash in community accounts.

**Reconciliation of Receivables** – The process whereby the accountant and collector compare records to confirm the amount of outstanding taxes.

**Records Disposition Schedule** – Published by the Secretary of State's Records Management Division and pursuant to MGL c. 66, these guidelines on municipal records inform local officials as to how long and in what form records must be maintained and identifies those that may be lawfully disposed.

**Recurring Revenue Source** – A source of money used to support municipal expenditures, which by its nature can be relied on, at some level, in future years. (See Nonrecurring Revenue Source)

**Refunding of Debt** – Transaction whereby one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer. (See Current and Advance Refunding of Debt)

**Requisition** – Form used by the requesting department when ordering products and services from external vendors. This document generates a purchase order.

**Reserve Fund** – An amount (not to exceed 5 percent of the tax levy for the preceding year) set aside annually within a community's budget to provide a funding source for extraordinary or unforeseen expenditures.

**Retained Earnings** – An equity account reflecting the accumulated earnings of an enterprise fund, which may be used to fund capital improvements, reimburse the general fund for prior-year subsidies, reduce user charges, or provide for enterprise revenue deficits (operating losses).

**Revenue Anticipation Borrowing** – Cities, towns, and districts may issue temporary notes in anticipation of taxes (TANs) or other revenue (RANs). The amount of this type of borrowing is limited to the total of the prior year's tax levy, the net amount collected in motor vehicle and trailer excise in the prior year, and payments made by the state in lieu of taxes in the prior year. According to MGL c. 44 § 4, cities, towns, and districts may borrow for up to one year in anticipation of such revenue.

**Revenue Anticipation Note (RAN)** – A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations. (See Tax Anticipation Notes, Bond Anticipation Notes)

**Revenue Bond** – A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revenue Deficit** – The amount by which actual revenues at year-end fall short of projected revenues and appropriation turnbacks and are insufficient to fund the amount appropriated. Unless otherwise funded, a revenue deficit must be raised in the following year's tax rate.

**Revolving Fund** – A fund that allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service, which the city or town is authorized to borrow for a period of five years or more.

**Short-term Debt** – The outstanding balance, at any given time, on amounts borrowed with maturity dates of 12 months or less. (See Note)

**Single Audit Act** – For any community that expends \$750,000 or more per year in federal grant awards, the Single Audit Act establishes audit guidelines that reduce to only one the number of annual audits to be completed to satisfy the requirements of the various federal agencies from which grants have been received.

**Special Assessment** – (See Betterments)



# GLOSSARY OF FINANCIAL TERMS

**Special Assessment Exemption** – Full discharge from the payment of betterments and special exemptions, granted only to government properties occupied for public purposes.

**Special Revenue Fund** – Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, grants from governmental entities, and gifts from private individuals or organizations.

**Stabilization Fund** – A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL c. 40 § 5B). Communities may establish one or more stabilization funds for different purposes and may appropriate any amounts into them. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from a stabilization fund. A majority vote of town meeting or city council is required to appropriate money into a stabilization fund.

**State Aid Anticipation Note (SAAN)** – A short-term loan issued in anticipation of a state grant or aid (MGL c. 44 § 6A).

**State Ethics Commission** – This state agency was established to foster integrity in government and promote public trust. The Commission enforces a code of ethics and the Financial Disclosure Law.

**State House Notes** – Debt instruments for cities, towns, counties, and districts certified by the Director of Accounts. Payable annually, they are usually limited to maturities of five years and principal amounts of \$2,250,000. The notes are particularly attractive to smaller communities because certification fees are low, they require neither full disclosure nor official statements, and they are issued in a short period of time.

**State Receivership** – (See Finance Control Board)

**Surety Bond** – A performance bond that protects a municipality against financial loss arising from a breach of public trust by an employee who collects money on its behalf.

**Surplus Revenue** – The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**Tailings** – Unclaimed municipal funds in the custody of a municipality, which are retained in a repository (referred to as a tailings account) until eventual disposition (MGL c. 200A). Tailings include unclaimed tax refunds, uncashed payroll checks, vendor payments yet to clear, etc.

**Tax Anticipation Notes (TAN)** – A short-term note issued to provide cash to cover operating expenses in anticipation of tax proceeds.

**Tax Maps** – Used to determine the location of properties, indicate the size and shape of each parcel, and show their relation to features that affect value. Maps also provide a complete inventory of all land parcels, helping to minimize the problems of omitted parcels and duplication of listing. Also referred to as assessors' maps.

**Tax Rate** – The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Temporary Debt** – Borrowing by a community in the form of notes and for a term of one year or less. (See Short-term Debt)

**Trust Fund** – In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds, or by town meeting. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Turnover Sheet** – A form completed by municipal departments that accompanies the physical transfer of departmental revenues (or bank deposit slips reflecting revenues) to the treasurer.

**Uncollected Funds** – Recently deposited checks that are included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks.



# GLOSSARY OF FINANCIAL TERMS

These funds may not be loaned or used as part of the bank's reserves, and they are not available for disbursement.

**Undesignated Fund Balance** – Monies in the various government funds as of June 30 that are neither encumbered nor reserved and are therefore available for expenditure once certified as part of free cash. (See Designated Fund Balance)

**Unfunded OPEB Liability** – This is the difference between the value assigned to the benefits (other than retirement) already earned by a municipality's employees and the assets the local government will have on hand to meet these obligations. (See OPEB)

**Unfunded Pension Liability** – This is the difference between the value assigned to the retirement benefits already earned by a municipality's employees and the assets the local retirement system will have on hand to meet these obligations. The dollar value of the unfunded pension liability is redetermined every three years and driven by assumptions about the interest rates at which a retirement system's assets will grow and the rate of the pensioners' future costs of living increases. (See Pension Plan)

**Uniform Municipal Accounting System (UMAS)** – UMAS succeeded the statutory accounting system (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting Principles (GAAP), offers increased consistency in reporting and recordkeeping, and enhances the comparability of data among cities and towns.

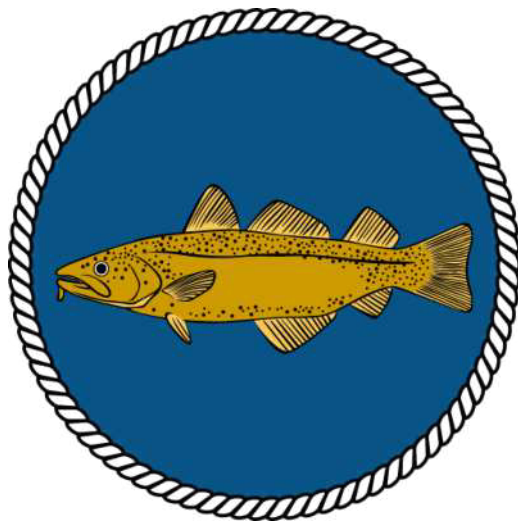
**Uniform Procurement Act** – MGL c. 30B establishes uniform procedures for local government to use when contracting for supplies, equipment, services, and real estate.

**Unreserved Fund Balance (Surplus Revenue Account)** – The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**Valuation** – The legal requirement that a community's assessed value on property must reflect its market, or full and fair, cash value.

**Warrant** – An authorization for an action. For example, a town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The assessors' warrant authorizes the tax collector to collect taxes in the amounts and from the persons listed.







**Barnstable County  
Capital Improvement Program (CIP)  
FY25-FY29**





# **Barnstable County Capital Improvement Program (CIP) FY25-FY29**

**Submitted 12/20/23**

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**Definition: Capital Improvement Program**

A **Capital Improvement Program** is composed of two parts – a **Capital Plan** and a **Capital Budget**. The CIP is a management tool that spans 5-10 years, identifies capital items, and provides a planning schedule and financing options.

**Capital budgeting**, and the associated investment needs analysis, is the planning process used to determine whether the County's long-term investments, such as new machinery, replacement of existing assets, new buildings and renovations are essential for the ongoing operations of Barnstable County. The process of allocating resources for major capital expenditures is dependent upon the County's ability to raise capital, attract support from state and federal agencies as well as careful preplanning to meet future capital needs.

## **A. Executive Summary**

The Barnstable County 5-Year Capital Improvement Program (CIP) for the years FY25-FY29 is hereby submitted for approval by the Barnstable County Board of Regional Commissioners. Staff have developed a sustainable plan that will safeguard the County's assets and ensure that County services to its towns and residents are sustained and expanded where needed.

This document presents the County's **Capital Budget** (Section B) and discusses, in summary, existing debt, authorized and unissued debt, and proposed debt. The budget incorporates the debt-related implications of all projects, existing and proposed.

The **FY25-FY29 Capital Improvement Plan (CIP)** (Section C) is accompanied by the **departmental project submissions** (Section D). Each submission was reviewed for project justification, timeliness, and proposed funding source. Each project being put forward for approval is judged by the County Administrator and Finance Director to be in alignment with County priorities and affordable in terms of grant funding or borrowing.

### **FY25-FY29 Capital Budget**

Capital spending of **\$30,778,465** is proposed for the period **FY25-FY29**. \$16.5 million of that amount will be funded either by reimbursement from the state courts (\$10.4 million) or by grants (6.1 million), leaving \$14.3 million to be funded by the County via borrowing and/or use of the proposed Capital Improvement Fund (CIF) during the 5-year period.

**In FY25 \$21,547,750** is proposed for appropriation. Section C of this document provides further detail.

### **Debt**

The County sells bonds to finance major capital improvements that require large outlays of cash. General obligation bonds (GOB) have been sold to fund capital purchases and improvements for County owned buildings. The County also borrows long-term through the Massachusetts Clean Water Trust (MCWT) to fund septic loans to residential homeowners and, most recently, a project to remediate PFAS at the former fire training academy. Loans from MCWT have historically been issued at a 0% interest rate. While

all debt is supported by the full faith and credit of the County, not all is repaid from general fund revenue. Septic loan repayments support the incurred debt as well as the debt incurred to purchase equipment for the Dredge Enterprise fund is also self-supporting. While general fund revenue is pledged as collateral for enterprise debt, debt incurred for an enterprise fund are repaid with revenue generated by dredging.

As of June 30, 2023, Barnstable County, with the exception of septic loan debt, had total bonded debt outstanding of \$2.7 million (**existing debt**). The County issued debt to support the former Fire Training Academy totaling \$873,000 in November 2023.

In addition to existing debt the County also has a number of projects that have been authorized for borrowing. This category of debt, commonly referred to as **authorized and unissued debt**, totals \$14.7 million of which \$4.1 million will be reimbursed by the State, \$4 million is authorized for the purchase or construction of a building for the Cape Cod Commission, and \$1.5 million supports the Dredge Enterprise Fund.

Reimbursements from the State are a result of the current leasing structure for County-owned buildings utilized by the court system.

Proposed capital improvement projects contained within this plan encompass capital needs over the next five years. New borrowings (**proposed debt**) in the form of GOB and through MCWT total \$24.4 million, expanding the timeframe for repayment out to 2046.

### **FY25-29 Capital Planning**

Following the adoption of a County Financial Policy in September of 2022 (FY23), Administration and Finance began review of the County's Capital Improvement Program. In FY24 staff continued to enhance the County's capital planning process to ensure capital needs are considered and to establish a process for addressing maintenance, replacement, and fixed asset accounting over the life of the capital asset. An inventory of capital assets was begun in FY24.

Recommendation of Capital Improvement Fund (CIF)

The County Administrator convened an ad hoc finance team<sup>1</sup> which met during the summer and fall of 2023 to discuss recommendations for the County's Unreserved Fund Balance (\$27,761,774 as of June 30, 2023). Among the team's recommendations were to establish a Capital Improvement Fund (\$15 million) which may be used to pay for capital projects which lack a funding source or that are eligible for reimbursement, in whole or part, by the state, rather than borrowing money and incurring debt.

Section 4.7 of the Financial Policy provides for establishing a Capital Improvement Fund (CIF). Many of the planned capital improvement projects are to maintain and improve facilities which are owned by the County and leased to the Trial Court. Court facility capital projects are reimbursed by the state based upon the percentage of occupancy in each building. By establishing a Capital Improvement Fund the County could pay for reimbursable capital projects directly instead of borrowing the funds, as is done now.

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<sup>1</sup> Board of Regional Commissioners Chairman Mark Forest, Assembly of Delegates Speaker Patrick Princi and Delegate Susan Warner, Lynne Welch (Unibank Financial Advisor, Fixed Income), Dave Murphy (Assistant Registrar of Deeds), Michele Randazzo and John Giorgio (KP-Law), Beth Albert (County Administrator), Carol Coppola (County Finance Director), Vaira Harik (Assistant County Administrator), Owen Fletcher (Assembly Clerk)

## B. Capital Budget

Funds for capital projects come from a variety of sources, each having its own set of conditions for use. Generally, the funds fall into three categories: revenue funds or unexpended budget surplus, debt funds, and other grant opportunities.

- **Revenue funds** are funds available through the county’s revenue collection – cash on hand for that fiscal year or budget surplus from prior years. Specific Capital Reserves or Trust funds can also be utilized for pre-planning of major capital improvements. If approved, the Capital Improvement Fund could become a source of revenue.
- **Debt funds** are generally bonds, or loans borrowed against future revenue streams.
- **Other funds** include state and federal grants, local donations and state reimbursements for capital expenditures contained within county owned buildings and properties. Reimbursements for this category of expenditures typically occurs 12 to 18 months after the outlay of cash.

Historically, the county has borrowed short-term through Bond Anticipation Notes (BANs) and repays these notes with annually calculated paydowns. The County’s Finance Department sets the level of available funds for each fiscal year based on best practices for issuing debt in alignment of adopted fiscal policies.

### Proposed Funding for Capital Improvement Program (CIP) FY25-FY29

The proposed Capital Improvement Program as presented is supported by General Obligation Debt, ARPA funding, and other grant funds. A summary of the proposed funding is presented in the table and chart on the next page.

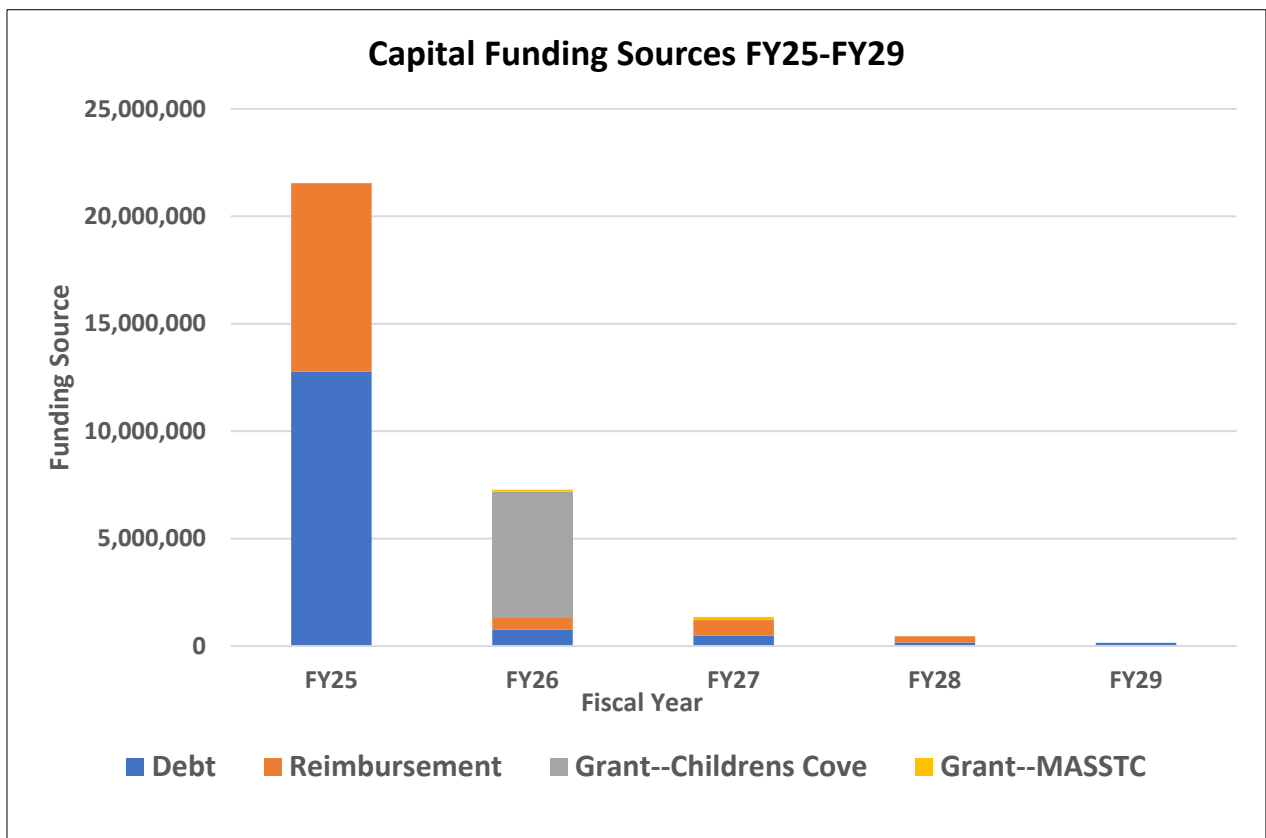
Expenditure of \$30,778,465 in capital projects is proposed for FY25-FY29, to be funded as follows:

Reimbursement from the state courts	\$10.4 million
Grants	\$ 6.1 million
Debt	\$14.3 million (via borrowing and/or CIF)



### Capital Funding Sources, FY25 – FY29

Barnstable County Capital Funding Sources, FY25-FY29							
Source	FY25	FY26	FY27	FY28	FY29	Total	%
Debt	12,762,306	763,400	485,000	168,250	150,000	14,328,956	47%
Reimbursement	8,785,444	556,600	725,000	286,750		10,353,794	34%
Grant--Childrens Cove		5,862,715				5,862,715	19%
Grant--MASSTC		90,000	143,000			233,000	1%
<b>Total</b>	<b>21,547,750</b>	<b>7,272,715</b>	<b>1,353,000</b>	<b>455,000</b>	<b>150,000</b>	<b>30,778,465</b>	<b>100%</b>



#### B.1. Debt Limitations

Unlike other municipal governments, counties within the Commonwealth are not restricted to debt limitations as prescribed by Massachusetts statutes, rather locally imposed restrictions govern limitations on debt issuance levels. Among the County’s adopted financial policies, two govern debt limitations:

- The County has set a **debt service ceiling of 10%**. The annual debt service payable on bonded general fund debt, net of aid subsidies, reimbursements, and offsets, shall not exceed 10% of the annual operating budget.
- **Debt financing** for projects supported by General Fund revenue shall be reserved for capital projects and expenditures which either cost **in excess of \$100,000 or have an anticipated life span of five years or more.**

## **B.2. General Obligation Debt: Existing, Authorized & Unissued, and Proposed**

The table below summarizes County debt payments for the years 2024-2033, covering existing debt, authorized but unissued debt, and proposed debt. Additional discussion of each sub-section follows.

**B.2.a. Existing General Obligation debt**, issued in 2017, to support county government operations, outstanding balances as of June 30, 2023 includes general fund obligations of \$589,385 and dredge obligations of \$1,493,013 with respective fiscal year 2024 annual requirements of \$117,363 and \$173,250. Additionally, in fiscal year 2024 the State Revolving Loan Fund, through the Massachusetts Clean Water Trust, closed on additional long-term debt for PFAS remediation at a 0% interest rate totaling \$873,900, payments on this debt begin in fiscal year 2025. See page 12.

**B.2.b. Authorized and Unissued Debt.** The county has a number of capital projects which have been authorized for borrowing, both short and long-term; these projects are categorized as authorized & unissued debt, a ten-year estimated repayment schedule is reflected on the next page. Assumptions ranging from times of expenditures, borrowing dates and estimated interest rates were necessary to reflect the most conservative market conditions. Estimated debt payment schedules presented in summary below are provided net of state reimbursements. See page 13.

**B.2.c. Proposed Debt.** The Capital Improvement Program includes proposed debt to finance major capital improvements that require large cash outlays. General Obligation Bonds (G.O.B.) were last sold in 2017 to fund various capital improvements including dredge fund equipment. General Obligation Bonds are supported by the full faith and credit of the County and repaid from current and future revenues through approved appropriations. See page 13.

The table on the next page summarizes all debt issued and scheduled payments-- Existing, Authorized & Unissued, and Proposed Debt—for FY24-FY33. See page 11.

The table that follows (p.12) sets forth the General Obligation Bond payments in summary for the County's general fund. While the estimated debt schedules extend to fiscal year 2046, the information presented summarizes, in part, the estimated obligations, concurring with the assumptions presented above.

On page 13 the summary schedules of authorized/unissued debt payments and proposed debt payments are presented net of state reimbursements.

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Barnstable County Capital Improvement Program (CIP) 2025-2029

Summary of All Debt: Existing, Authorized & Unissued, and Proposed Debt Payments FY24-FY33

<b>Barnstable County Debt Summary</b>												
<b>Existing Debt</b>												
Description	Fund	Issued Amount	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Total Outstanding Principal	GF	Principal	100,000	133,695	123,695	118,695	108,695	68,695	68,695	68,695	68,695	68,695
Total Outstanding Interest	GF	Interest	17,363	12,613	8,363	5,238	3,463	2,563	2,047	1,500	922	313
Total Outstanding Admin	GF	Admin Fee	0	1,507	1,245	1,180	1,114	1,049	983	918	852	787
<b>Total Outstanding Debt</b>	<b>GF</b>		<b>117,363</b>	<b>147,815</b>	<b>133,303</b>	<b>125,113</b>	<b>113,272</b>	<b>72,307</b>	<b>71,725</b>	<b>71,113</b>	<b>70,469</b>	<b>69,795</b>
Total Outstanding Principal	Dredge	Principal	135,000	135,000	135,000	135,000	135,000	130,000	130,000	130,000	130,000	130,000
Total Outstanding Interest	Dredge	Interest	38,250	31,500	24,750	19,350	15,975	13,325	10,644	7,800	4,794	1,625
<b>Total Outstanding Debt</b>	<b>Dredge</b>		<b>173,250</b>	<b>166,500</b>	<b>159,750</b>	<b>154,350</b>	<b>150,975</b>	<b>143,325</b>	<b>140,644</b>	<b>137,800</b>	<b>134,794</b>	<b>131,625</b>
Principal Outstanding	All Funds	Principal	235,000	268,695	258,695	253,695	243,695	198,695	198,695	198,695	198,695	198,695
Interest Outstanding	All Funds	Interest	55,613	44,113	33,113	24,588	19,438	15,888	12,691	9,300	5,716	1,938
Admin Fee Outstanding	All Funds	Admin Fee	0	1,507	1,245	1,180	1,114	1,049	983	918	852	787
<b>TOTAL Outstanding Debt</b>	<b>All Funds</b>		<b>290,613</b>	<b>314,315</b>	<b>293,053</b>	<b>279,463</b>	<b>264,247</b>	<b>215,632</b>	<b>212,369</b>	<b>208,913</b>	<b>205,263</b>	<b>201,420</b>
<b>Authorized/Unissued Debt</b>			<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
Total Auth/Unissued Principal	GF	Principal	0	342,018	351,718	421,718	421,718	421,718	358,218	358,218	358,218	358,218
Total Auth/Unissued Interest	GF	Interest	0	69,000	156,769	210,877	191,485	172,093	152,701	133,310	117,093	100,876
Total Auth/Unissued Admin	GF	Admin Fee	0	0	1,359	276	262	248	232	218	204	190
<b>Total Auth/Unissued Debt</b>	<b>GF</b>		<b>0</b>	<b>411,018</b>	<b>509,846</b>	<b>632,871</b>	<b>613,465</b>	<b>594,059</b>	<b>511,152</b>	<b>491,746</b>	<b>475,515</b>	<b>459,284</b>
Total Auth/Unissued Principal	Dredge	Principal	0	101,616	101,616	101,616	101,616	101,616	101,616	101,616	101,616	101,616
Total Auth/Unissued Interest	Dredge	Interest	0	76,212	71,131	66,050	60,969	55,889	50,808	45,727	40,646	35,566
<b>Total Auth/Unissued Debt</b>	<b>Dredge</b>		<b>0</b>	<b>177,828</b>	<b>172,747</b>	<b>167,666</b>	<b>162,585</b>	<b>157,504</b>	<b>152,424</b>	<b>147,343</b>	<b>142,262</b>	<b>137,181</b>
Total Auth/Unissued Principal	CCC	Principal	0	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Total Auth/Unissued Interest	CCC	Interest	0	0	200,000	190,000	180,000	170,000	160,000	150,000	140,000	130,000
<b>Total Auth/Unissued Debt</b>	<b>CCC</b>		<b>0</b>	<b>0</b>	<b>400,000</b>	<b>390,000</b>	<b>380,000</b>	<b>370,000</b>	<b>360,000</b>	<b>350,000</b>	<b>340,000</b>	<b>330,000</b>
Principal Auth/Unissued	All Funds	Principal	0	443,634	653,334	723,334	723,334	723,334	659,834	659,834	659,834	659,834
Interest Auth/Unissued	All Funds	Interest	0	145,212	427,900	466,927	432,455	397,982	363,509	329,037	297,739	266,441
Admin Auth/Unissued	All Funds	Admin Fee	0	0	1,359	276	262	248	232	218	204	190
<b>TOTAL Auth/Unissued Debt</b>	<b>All Funds</b>		<b>0</b>	<b>588,846</b>	<b>1,082,593</b>	<b>1,190,537</b>	<b>1,156,051</b>	<b>1,121,564</b>	<b>1,023,575</b>	<b>989,089</b>	<b>957,777</b>	<b>926,465</b>
<b>Proposed Debt</b>			<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>
Total Proposed Principal	GF	Principal	0	0	663,071	750,051	820,251	837,076	852,076	787,805	778,325	750,625
Total Proposed Interest	GF	Interest	0	0	91,068	125,224	142,087	135,677	127,513	111,099	97,899	85,173
Total Proposed Admin	GF	Admin Fee	0	0	73,332	14,928	14,142	13,356	12,572	11,786	11,000	10,214
<b>TOTAL Proposed Debt</b>	<b>GF</b>		<b>0</b>	<b>0</b>	<b>827,471</b>	<b>890,203</b>	<b>976,480</b>	<b>986,109</b>	<b>992,161</b>	<b>910,690</b>	<b>887,224</b>	<b>846,012</b>
<b>All Debt</b>												
Principal	GF		100,000	475,713	1,138,484	1,290,464	1,350,664	1,327,489	1,278,989	1,214,718	1,205,238	1,177,538
Interest	GF		17,363	81,613	256,200	341,339	337,035	310,333	282,261	245,909	215,913	186,361
Admin Fees	GF		0	1,507	75,936	16,384	15,518	14,653	13,787	12,922	12,056	11,191
<b>Total</b>	<b>GF</b>		<b>117,363</b>	<b>558,833</b>	<b>1,470,620</b>	<b>1,648,187</b>	<b>1,703,217</b>	<b>1,652,475</b>	<b>1,575,038</b>	<b>1,473,548</b>	<b>1,433,208</b>	<b>1,375,090</b>
Principal	Dredge		135,000	236,616	236,616	236,616	236,616	231,616	231,616	231,616	231,616	231,616
Interest	Dredge		38,250	107,712	95,881	85,400	76,944	69,214	61,452	53,527	45,440	37,191
<b>Total</b>	<b>Dredge</b>		<b>173,250</b>	<b>344,328</b>	<b>332,497</b>	<b>322,016</b>	<b>313,560</b>	<b>300,829</b>	<b>293,068</b>	<b>285,143</b>	<b>277,056</b>	<b>268,806</b>
Principal	CCC		0	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Interest	CCC		0	0	200,000	190,000	180,000	170,000	160,000	150,000	140,000	130,000
<b>Total</b>	<b>CCC</b>		<b>0</b>	<b>0</b>	<b>400,000</b>	<b>390,000</b>	<b>380,000</b>	<b>370,000</b>	<b>360,000</b>	<b>350,000</b>	<b>340,000</b>	<b>330,000</b>
All Funds Principal			235,000	712,329	1,575,100	1,727,080	1,787,280	1,759,105	1,710,605	1,646,334	1,636,854	1,609,154
All Funds Interest			55,613	189,325	552,081	616,740	593,979	549,547	503,713	449,436	401,354	353,552
All Funds Admin Fees			0	1,507	75,936	16,384	15,518	14,653	13,787	12,922	12,056	11,191
<b>TOTAL All Funds Principal, Interest, and Fees</b>			<b>290,613</b>	<b>903,160</b>	<b>2,203,117</b>	<b>2,360,203</b>	<b>2,396,778</b>	<b>2,323,304</b>	<b>2,228,105</b>	<b>2,108,691</b>	<b>2,050,264</b>	<b>1,973,896</b>

**Existing General Fund and Dredge Program Debt Payments FY24-FY33**

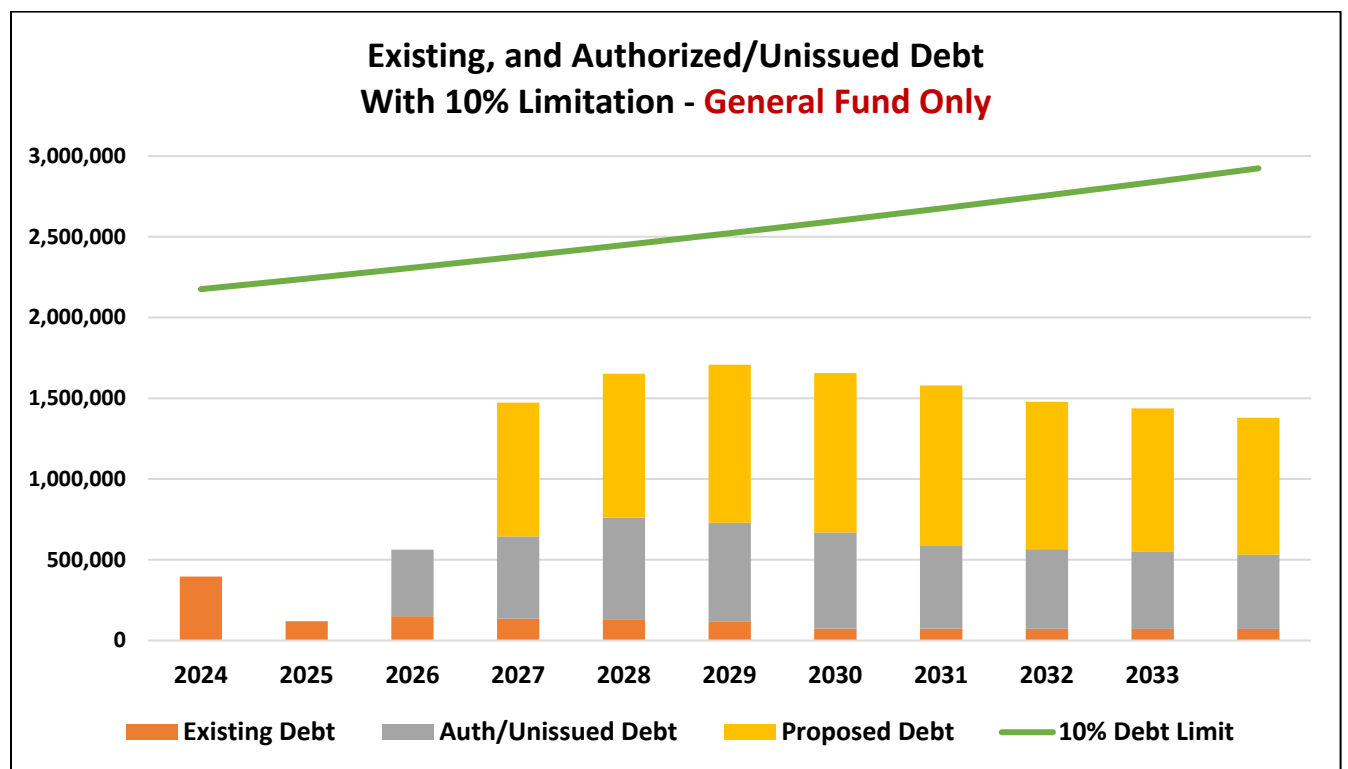
<b>Barnstable County</b>													
<b>Existing GF &amp; Dredge Debt</b>													
Description	Issue Date	Int Rate	Issued Amount	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
<b>GO Debt</b>	<b>9/20/2017</b>	<b>5.00%</b>	<b>2,387,000</b>										
			Principal	100,000	90,000	80,000	75,000	65,000	25,000	25,000	25,000	25,000	25,000
			Interest	17,363	12,613	8,363	5,238	3,463	2,563	2,047	1,500	922	313
<b>Fire Capping</b>	<b>11/21/2023</b>	<b>0.00%</b>	<b>873,885</b>										
			Principal		43,695	43,695	43,695	43,695	43,695	43,695	43,695	43,695	43,695
			Interest										
			Admin Fee		1,507	1,245	1,180	1,114	1,049	983	918	852	787
<b>GO Debt - Dredge</b>	<b>9/20/2017</b>	<b>5.00%</b>	<b>2,000,000</b>										
			Principal	135,000	135,000	135,000	135,000	135,000	130,000	130,000	130,000	130,000	130,000
			Interest	38,250	31,500	24,750	19,350	15,975	13,325	10,644	7,800	4,794	1,625
Total Outstanding Principal	GF		Principal	100,000	133,695	123,695	118,695	108,695	68,695	68,695	68,695	68,695	68,695
Total Outstanding Interest	GF		Interest	17,363	12,613	8,363	5,238	3,463	2,563	2,047	1,500	922	313
Total Outstaing Admin	GF		Admin Fees	0	1,507	1,245	1,180	1,114	1,049	983	918	852	787
<b>Total Outstanding Debt</b>	<b>GF</b>			<b>117,363</b>	<b>147,815</b>	<b>133,303</b>	<b>125,113</b>	<b>113,272</b>	<b>72,307</b>	<b>71,725</b>	<b>71,113</b>	<b>70,469</b>	<b>69,795</b>
Total Outstanding Principal	Dredge		Principal	135,000	135,000	135,000	135,000	135,000	130,000	130,000	130,000	130,000	130,000
Total Outstanding Interest	Dredge		Interest	38,250	31,500	24,750	19,350	15,975	13,325	10,644	7,800	4,794	1,625
<b>Total Outstanding Debt</b>	<b>Dredge</b>			<b>173,250</b>	<b>166,500</b>	<b>159,750</b>	<b>154,350</b>	<b>150,975</b>	<b>143,325</b>	<b>140,644</b>	<b>137,800</b>	<b>134,794</b>	<b>131,625</b>
Principal Outstanding	All Funds		Principal	235,000	268,695	258,695	253,695	243,695	198,695	198,695	198,695	198,695	198,695
Interest Outstanding	All Funds		Interest	55,613	44,113	33,113	24,588	19,438	15,888	12,691	9,300	5,716	1,938
Admin Outstanding	All Funds		Admin Fees	0	1,507	1,245	1,180	1,114	1,049	983	918	852	787
<b>TOTAL Outstanding Debt</b>	<b>All Funds</b>			<b>290,613</b>	<b>314,315</b>	<b>293,053</b>	<b>279,463</b>	<b>264,247</b>	<b>215,632</b>	<b>212,369</b>	<b>208,913</b>	<b>205,263</b>	<b>201,420</b>

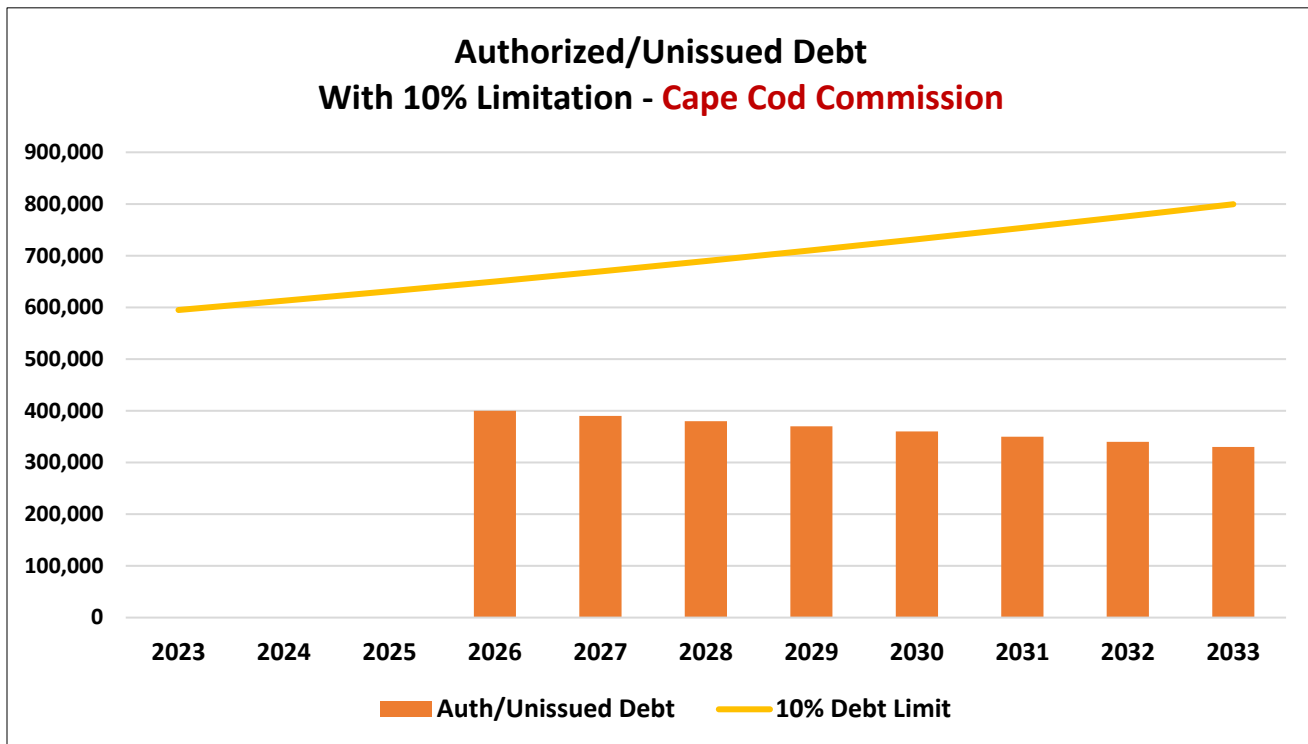
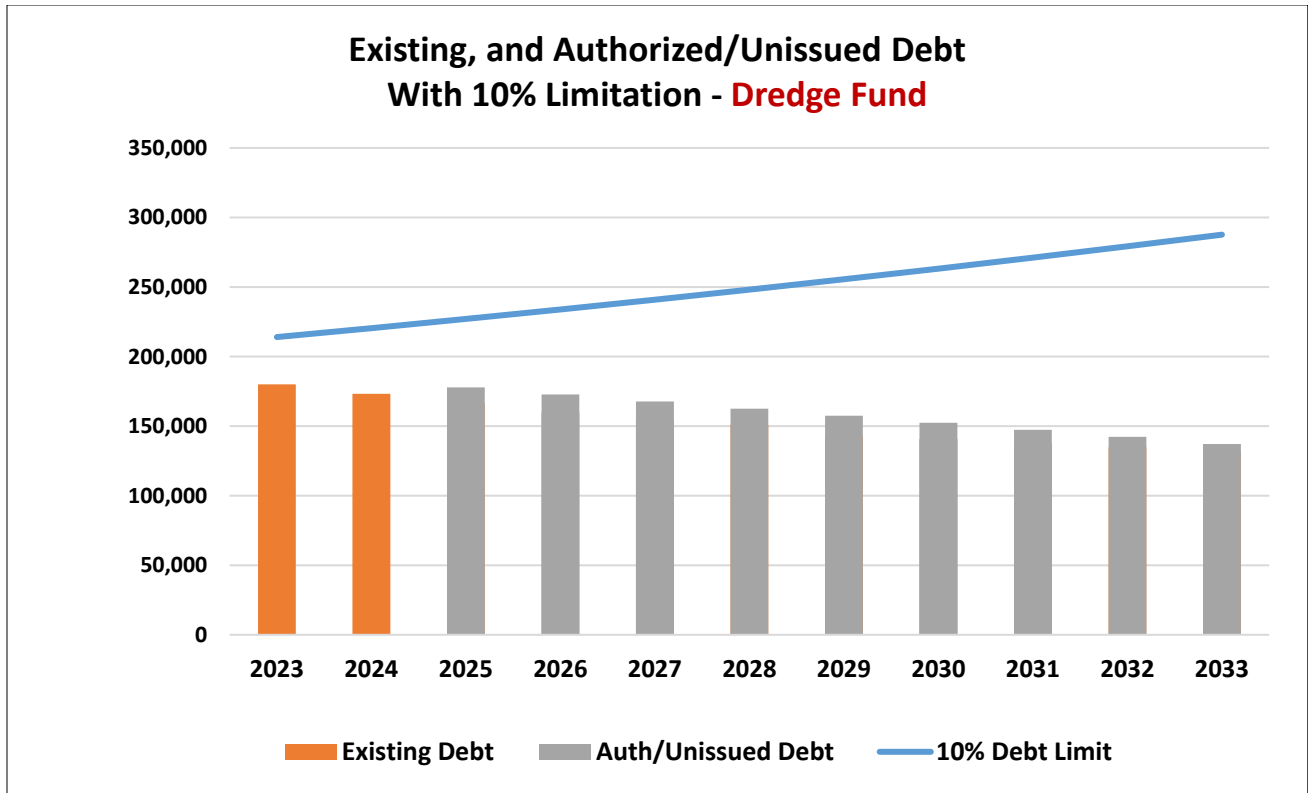
**Authorized and Unissued Debt, and Proposed Debt FY24-FY33**

<b>Barnstable County</b>													
<b>Authorized/Unissued Debt</b>													
<b>General Fund, Dredge, Cape Cod Commission</b>													
Description	Issue Date	Est Rate	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Total Auth/Unissued Principal	GF	Principal	0	342,018	351,718	421,718	421,718	421,718	358,218	358,218	358,218	358,218	
Total Auth/Unissued Interest	GF	Interest	0	69,000	156,769	210,877	191,485	172,093	152,701	133,310	117,093	100,876	
Total Auth/Unissued Admin	GF	Admin Fee	0	0	1,359	276	262	248	232	218	204	190	
<b>Total Auth/Unissued Debt</b>	<b>GF</b>		<b>0</b>	<b>411,018</b>	<b>509,846</b>	<b>632,871</b>	<b>613,465</b>	<b>594,059</b>	<b>511,152</b>	<b>491,746</b>	<b>475,515</b>	<b>459,284</b>	
Total Auth/Unissued Principal	Dredge	Principal	0	101,616	101,616	101,616	101,616	101,616	101,616	101,616	101,616	101,616	
Total Auth/Unissued Interest	Dredge	Interest	0	76,212	71,131	66,050	60,969	55,889	50,808	45,727	40,646	35,566	
<b>Total Auth/Unissued Debt</b>	<b>Dredge</b>		<b>0</b>	<b>177,828</b>	<b>172,747</b>	<b>167,666</b>	<b>162,585</b>	<b>157,504</b>	<b>152,424</b>	<b>147,343</b>	<b>142,262</b>	<b>137,181</b>	
Total Auth/Unissued Principal	CCC	Principal	0	0	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
Total Auth/Unissued Interest	CCC	Interest	0	0	200,000	190,000	180,000	170,000	160,000	150,000	140,000	130,000	
<b>Total Auth/Unissued Debt</b>	<b>CCC</b>		<b>0</b>	<b>0</b>	<b>400,000</b>	<b>390,000</b>	<b>380,000</b>	<b>370,000</b>	<b>360,000</b>	<b>350,000</b>	<b>340,000</b>	<b>330,000</b>	
Principal Auth/Unissued	All Funds	Principal	0	443,634	653,334	723,334	723,334	723,334	659,834	659,834	659,834	659,834	
Interest Auth/Unissued	All Funds	Interest	0	145,212	427,900	466,927	432,455	397,982	363,509	329,037	297,739	266,441	
Admin Auth/Unissued	All Funds	Interest	0	0	1,359	276	262	248	232	218	204	190	
<b>Auth/Unissued Debt</b>	<b>All Funds</b>		<b>0</b>	<b>588,846</b>	<b>1,082,593</b>	<b>1,190,537</b>	<b>1,156,051</b>	<b>1,121,564</b>	<b>1,023,575</b>	<b>989,089</b>	<b>957,777</b>	<b>926,465</b>	
<b>Proposed Debt</b>													
<b>General Fund &amp; Dredge</b>													
Description	Issue Date	Est Rate	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	
Total Proposed Principal	GF	Principal	0	0	663,071	750,051	820,251	837,076	852,076	787,805	778,325	750,625	
Total Proposed Interest	GF	Interest	0	0	91,068	125,224	142,087	135,677	127,513	111,099	97,899	85,173	
Total Proposed Admin	GF	Admin Fees	0	0	73,332	14,928	14,142	13,356	12,572	11,786	11,000	10,214	
<b>Total Proposed Debt</b>	<b>GF</b>		<b>0</b>	<b>0</b>	<b>827,471</b>	<b>890,203</b>	<b>976,480</b>	<b>986,109</b>	<b>992,161</b>	<b>910,690</b>	<b>887,224</b>	<b>846,012</b>	

### B.3. Affordability of Debt

Debt analysis, future debt projections, and locally imposed debt limitations help to determine the amount of general obligation debt the County can afford to issue and support. As shown in the figures below, the County’s debt limitations show moderate amounts of debt if the proposed plan is approved, and no other funding sources are identified. For the General Fund and Cape Cod Commission, debt service expenses remain well below the 10% debt ceiling (debt service expenses net of reimbursements and offsets as a percentage of annual operating budget) discussed above in Section B.1.







**C. Capital Plan**

The Capital Plan is summarized below. Details of each project are contained in Section D (Budget Request Forms by Department). Each submission was reviewed for project justification, timeliness, and proposed funding source. Each project being put forward for approval is judged by the County Administrator and Finance Director to be in alignment with County priorities and affordable in terms of grant funding or borrowing.

<b>Barnstable County: Capital Projects Summary by Department, FY25-FY29</b>								
	Proposed Project Cost (FY25-FY29)	Proposed FY 2025	Proposed FY 2026	Proposed FY 2027	Proposed FY 2028	Proposed FY 2029	FY25-FY29 Grant/Other Revenue Anticipated	FY25-FY29 Reimb. Anticipated
<b>NAME OF DEPARTMENT</b>								(From State Courts)
<b>ADMINISTRATION, 5-Year</b>	11,478,500	11,478,500	0	0	0	0	0	408,394
<b>CHILDRENS COVE, 5-Year</b>	5,862,715	0	5,862,715	0	0	0	5,862,715	0
<b>COOPERATIVE EXTENSION, 5-Year</b>	111,250	51,250	0	60,000	0	0	0	0
<b>FACILITIES, 5-Year</b>	12,713,000	10,018,000	1,170,000	1,150,000	375,000	0	0	9,945,400
<b>HEALTH, 5-Year</b>	613,000	0	240,000	143,000	80,000	150,000	233,000	0
<b>TOTAL</b>	<b>30,778,465</b>	<b>21,547,750</b>	<b>7,272,715</b>	<b>1,353,000</b>	<b>455,000</b>	<b>150,000</b>	<b>6,095,715</b>	<b>10,353,794</b>
							<b>16,449,509</b>	
							<b>Grants + Reimbursement, FY25-FY29</b>	

As noted, capital spending of **\$30,778,465** is proposed for the period **FY25-FY29**. \$16.5 million of that amount will be funded by either by reimbursement from the state courts (\$10.4 million) or by grants (6.1 million), leaving \$14.3 million to be funded by the County via borrowing and/or use of the proposed Capital Improvement Fund (CIF) during the 5-year period.

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The \$30.8 million in capital projects is largely attributable (85%) to four projects, requiring \$25.9 million in appropriations during this 5-year period. \$17.6 million of the \$25.9 million will be funded via grants or reimbursement.

1. PFAS Pump and Treat System at Former Fire Training Academy Site (\$15M)
  - a. \$10.8 million additional costs identified during FY24, added to FY25-FY29 CIP.
  - b. \$4.2 million appropriated in prior years.
  - c. Funding: \$4M ARPA grant, \$11M County (CIF and/or borrow, \$5M; borrow from MA Clean Water Trust, \$6M).
2. Children's Cove Office Renovation and Expansion (\$5.9M)
  - a. Project schematics and costing completed in FY24.
  - b. Funding: Grant solicitation (TBD).
3. Second District Court HVAC Replacement (\$5.25M)
  - a. \$3.25M added for appropriation in FY25.
  - b. \$2M appropriated in prior years. Prior estimated cost of the project increased from \$2M to \$5.25M.
  - c. Funding: 100% reimbursed by the Courts. County must fund expenditures for 18 months (CIF and/or borrow).
4. Superior Courthouse Exterior Renovation (\$7M)
  - a. \$6M added for appropriation in FY25.
  - b. \$1M appropriated in prior years. Prior estimated cost of the project increased from \$4.5M to \$7M.
  - c. Funding: 75% reimbursed by the Courts. County must fund reimbursable portion for 18 months and fund the County portion (\$1.5M) (CIF and/or borrow).

#### Fiscal Year 2025

Of the \$30,778,465 in capital projects proposed for FY25-FY29, \$21,547,750 will require appropriation in FY25. \$9.25 million of that amount will launch the 2<sup>nd</sup> District Court and Superior Courthouse projects noted above.

The remaining \$1.6 million in FY25 capital projects will fund a 10-year facility assessment/plan, a vehicle purchase (Cooperative Extension/AmeriCorps), and other Facilities Department projects.

**C.1. 5-Year Capital Plan FY25-FY29, Summary by Department (25 Projects)**

<b>Barnstable County: Capital Projects List by Department, FY25-FY29 (25 Projects)</b>						
	<b>Proposed Project Cost (FY25-FY29)</b>	<b>Proposed FY 2025</b>	<b>Proposed FY 2026</b>	<b>Proposed FY 2027</b>	<b>Proposed FY 2028</b>	<b>Proposed FY 2029</b>
<b>NAME OF DEPARTMENT</b>						
<b>ADMINISTRATION, 5-Year</b>	<b>11,478,500</b>	<b>11,478,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
PFAS Remediation Pump and Treat System	10,800,000	10,800,000				
10-Year Facility Plan, Buildings and Site Conditions Assessment	678,500	678,500				
<b>CHILDRENS COVE, 5-Year</b>	<b>5,862,715</b>	<b>0</b>	<b>5,862,715</b>	<b>0</b>	<b>0</b>	<b>0</b>
Children's Cove, Renovation & Expansion	5,862,715		5,862,715			
<b>COOPERATIVE EXTENSION, 5-Year</b>	<b>111,250</b>	<b>51,250</b>	<b>0</b>	<b>60,000</b>	<b>0</b>	<b>0</b>
Vehicle Replacement: AmeriCorps: 2012 Ford F-150 ("Great White")	51,250	51,250				
Vehicle Replacement: AmeriCorps: 2014 Ford F-150 ("Big Blue")	60,000			60,000		
<b>FACILITIES, 5-Year</b>	<b>12,713,000</b>	<b>10,018,000</b>	<b>1,170,000</b>	<b>1,150,000</b>	<b>375,000</b>	<b>0</b>
<b>First District Courthouse (97% Reimbursed)</b>						
First District - Holding Cell Fixture Replacement	325,000		325,000			
First District - Building Operating System Upgrade	25,000				25,000	
<b>Deeds/Probate (50% Reimbursed)</b>						
Deeds/Probate - Replace Rooftop HVAC Units (3)	150,000			150,000		
<b>Second District Courthouse (100% Reimbursed)</b>						
Second District HVAC Replacement	3,250,000	3,250,000				
Second District - Lockup Fixture Replacement	325,000	325,000				
Second District - Window Replacement	650,000			650,000		
<b>Superior Courthouse (75% Reimbursed)</b>						
Superior Courthouse - Repair Ancient Wall	275,000		275,000			
Superior Court Restoration - 3 year project	6,000,000	6,000,000				
Superior Court Boiler Upgrade	350,000				350,000	
<b>County Complex (78% Reimbursed)</b>						
County Complex - Vehicle Replacement (Pick-up for plowing/recycling)	45,000		45,000			
<b>Old Jail Building (0% Reimbursed)</b>						
Health Administration - Heating System (former HOC) (Design in FY25; Install in FY26)	625,000	100,000	525,000			
Health Admin (HOC) - Repoint/Seal Exterior	350,000			350,000		
<b>Facilities, Other Projects</b>						
Flood Prevention Improvements (1st & 2nd District) (98.5% Reimb.)	250,000	250,000				
OPM Services (Owner's Project Management), at 3% of Facilities Project Costs for FY25 and Prior (60% Reimb.) (Excl. ADMIN.1, FAC.12., FAC.20)	93,000	93,000				
<b>HEALTH, 5-Year</b>	<b>613,000</b>	<b>0</b>	<b>240,000</b>	<b>143,000</b>	<b>80,000</b>	<b>150,000</b>
<b>Lab Equipment Replace/Upgrade</b>						
Purchase and upgrade ICPMS	150,000					150,000
Replace and Upgrade GC/MS (2 of 2, FY26) for Landfill Water Analysis	150,000		150,000			
Purchase of PCR Analyzer	80,000				80,000	
<b>Vehicles--Health</b>						
Purchase Backhoe for MASSTC; (Replaces 12 year-old model)	90,000		90,000			
Purchase Compact Excavator for MASSTC	68,000			68,000		
Purchase Ford F550 Dump Truck 4WD or similar for MASSTC Installations	75,000			75,000		
<b>TOTAL</b>	<b>30,778,465</b>	<b>21,547,750</b>	<b>7,272,715</b>	<b>1,353,000</b>	<b>455,000</b>	<b>150,000</b>

**C.1. 5-Year Capital Plan FY25-FY29, by Department and Project (25 Projects)**

<b>Barnstable County: Capital Projects List by Department, FY25-FY29 (25 Projects)</b>						
	<b>Proposed Project Cost (FY25-FY29)</b>	<b>Proposed FY 2025</b>	<b>Proposed FY 2026</b>	<b>Proposed FY 2027</b>	<b>Proposed FY 2028</b>	<b>Proposed FY 2029</b>
<b><u>NAME OF DEPARTMENT</u></b>						
<b><u>ADMINISTRATION, 5-Year</u></b>	<b><u>11,478,500</u></b>	<b><u>11,478,500</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
PFAS Remediation Pump and Treat System	10,800,000	10,800,000				
10-Year Facility Plan, Buildings and Site Conditions Assessment	678,500	678,500				
<b><u>CHILDRENS COVE, 5-Year</u></b>	<b><u>5,862,715</u></b>	<b><u>0</u></b>	<b><u>5,862,715</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
Children's Cove, Renovation & Expansion	5,862,715		5,862,715			
<b><u>COOPERATIVE EXTENSION, 5-Year</u></b>	<b><u>111,250</u></b>	<b><u>51,250</u></b>	<b><u>0</u></b>	<b><u>60,000</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
Vehicle Replacement: AmeriCorps: 2012 Ford F-150 ("Great White")	51,250	51,250				
Vehicle Replacement: AmeriCorps: 2014 Ford F-150 ("Big Blue")	60,000			60,000		

<b>Barnstable County: Capital Projects List by Department, FY25-FY29 (25 Projects)</b>						
	<b>Proposed Project Cost (FY25-FY29)</b>	<b>Proposed FY 2025</b>	<b>Proposed FY 2026</b>	<b>Proposed FY 2027</b>	<b>Proposed FY 2028</b>	<b>Proposed FY 2029</b>
<b><u>NAME OF DEPARTMENT</u></b>						
<b><u>FACILITIES, 5-Year</u></b>	<b><u>12,713,000</u></b>	<b><u>10,018,000</u></b>	<b><u>1,170,000</u></b>	<b><u>1,150,000</u></b>	<b><u>375,000</u></b>	<b><u>0</u></b>
<b>First District Courthouse (97% Reimbursed)</b>						
<b>First District - Holding Cell Fixture Replacement</b>	325,000		325,000			
<b>First District - Building Operating System Upgrade</b>	25,000				25,000	
<b>Deeds/Probate (50% Reimbursed)</b>						
<b>Deeds/Probate - Replace Rooftop HVAC Units (3)</b>	150,000			150,000		
<b>Second District Courthouse (100% Reimbursed)</b>						
<b>Second District HVAC Replacement</b>	3,250,000	3,250,000				
<b>Second District - Lockup Fixture Replacement</b>	325,000	325,000				
<b>Second District - Window Replacement</b>	650,000			650,000		

<b>Barnstable County: Capital Projects List by Department, FY25-FY29 (25 Projects)</b>						
	<b>Proposed Project Cost (FY25-FY29)</b>	<b>Proposed FY 2025</b>	<b>Proposed FY 2026</b>	<b>Proposed FY 2027</b>	<b>Proposed FY 2028</b>	<b>Proposed FY 2029</b>
<b><u>NAME OF DEPARTMENT</u></b>						
<b><u>FACILITIES, 5-Year</u></b>	<b><u>12,713,000</u></b>	<b><u>10,018,000</u></b>	<b><u>1,170,000</u></b>	<b><u>1,150,000</u></b>	<b><u>375,000</u></b>	<b><u>0</u></b>
Superior Courthouse (75% Reimbursed)						
Superior Courthouse - Repair Ancient Wall	275,000		275,000			
Superior Court Restoration - 3 year project	6,000,000	6,000,000				
Superior Court Boiler Upgrade	350,000				350,000	
County Complex (78% Reimbursed)						
County Complex - Vehicle Replacement (Pick-up for plowing/recycling)	45,000		45,000			
Old Jail Building (0% Reimbursed)						
Health Administration - Heating System (former HOC) (Design in FY25; Install in FY26)	625,000	100,000	525,000			
Health Admin (HOC) - Repoint/Seal Exterior	350,000			350,000		
Facilities, Other Projects						
Flood Prevention Improvements (1st & 2nd District) (98.5% Reimb.)	250,000	250,000				
OPM Services (Owner's Project Management), at 3% of Facilities Project Costs for <u>FY25 and Prior</u> (60% Reimb.) (Excl. ADMIN.1, FAC.12., FAC.20)	93,000	93,000				

<b>Barnstable County: Capital Projects List by Department, FY25-FY29 (25 Projects)</b>						
	<b>Proposed Project Cost (FY25-FY29)</b>	<b>Proposed FY 2025</b>	<b>Proposed FY 2026</b>	<b>Proposed FY 2027</b>	<b>Proposed FY 2028</b>	<b>Proposed FY 2029</b>
<b><u>NAME OF DEPARTMENT</u></b>						
<b><u>HEALTH, 5-Year</u></b>	<b><u>613,000</u></b>	<b><u>0</u></b>	<b><u>240,000</u></b>	<b><u>143,000</u></b>	<b><u>80,000</u></b>	<b><u>150,000</u></b>
<b>Lab Equipment Replace/Upgrade</b>						
Purchase and upgrade ICPMS	150,000					150,000
Replace and Upgrade GC/MS (2 of 2, FY26) for Landfill Water Analysis	150,000		150,000			
Purchase of PCR Analyzer	80,000				80,000	
<b>Vehicles--Health</b>						
Purchase Backhoe for MASSTC; (Replaces 12 year-old model)	90,000		90,000			
Purchase Compact Excavator for MASSTC	68,000			68,000		
Purchase Ford F550 Dump Truck 4WD or similar for MASSTC Installations	75,000			75,000		
<b>TOTAL</b>	<b>30,778,465</b>	<b>21,547,750</b>	<b>7,272,715</b>	<b>1,353,000</b>	<b>455,000</b>	<b>150,000</b>

### C.2. Capital Projects Proposed for County Funding, FY25

As noted, of the \$30,778,465 in capital projects proposed for FY25-FY29, \$21,547,750 will require appropriation in FY25. \$9.25 million of that amount will launch the 2<sup>nd</sup> District Court and Superior Courthouse projects noted above.

The remaining \$1.6 million in FY25 capital projects will fund a 10-year facility assessment and plan, a vehicle purchase (Cooperative Extension/AmeriCorps), and other Facilities Department projects.

In the preceding tables projects planned for FY25 (9 in number) can be identified by yellow highlighted rows with values in the highlighted “Proposed FY25” column. They are summarized again here.

<b>Barnstable County: Capital Projects List, FY25 (9 Projects)</b>									
Request Form Ref.		Prior Year Appropriations (FY17-FY24)	Proposed Project Cost (FY25-FY29)	Proposed FY 2025	Proposed FY 2026	Proposed FY 2027	Proposed FY 2028	Proposed FY 2029	Funding Source
	<b>NAME OF DEPARTMENT</b>								
	<b>ADMINISTRATION, 5-Year</b>								
ADMIN.1	PFAS Remediation Pump and Treat System	4,200,000	10,800,000	10,800,000					ARPA (\$4M in FY23); Borrow/CIF (\$11M)
ADMIN.3	10-Year Facility Plan, Buildings and Site Conditions Assessment	0	678,500	678,500					Borrow/CIF
	<b>COOPERATIVE EXTENSION, 5-Year</b>								
EXT.6a	Vehicle Replacement: AmeriCorps: 2012 Ford F-150 ("Great White")	0	51,250	51,250					Borrow/CIF
	<b>FACILITIES, 5-Year</b>								
	<b>Second District Courthouse (100% Reimbursed)</b>								
FAC.12	Second District HVAC Replacement	2,000,000	3,250,000	3,250,000					Courts--100% Reimbursement
FAC.13	Second District - Lockup Fixture Replacement		325,000	325,000					Courts--100% Reimbursement
	<b>Superior Courthouse (75% Reimbursed)</b>								
FAC.20	Superior Court Restoration - 3 year project	1,000,000	6,000,000	6,000,000					Borrow/CIF; Courts Partial Reimb.
	<b>Old Jail Building (0% Reimbursed)</b>								
FAC.29	Health Administration - Heating System (former HOC) (Design in FY25; Install in FY26)		625,000	100,000	525,000				Borrow/CIF
	<b>Facilities, Other Projects</b>								
FAC.32	Flood Prevention Improvements (1st & 2nd District) (98.5% Reimb.)		250,000	250,000					Borrow/CIF; Courts Partial Reimb.
FAC.33	OPM Services (Owner's Project Management), at 3% of Facilities Project Costs for FY25 and Prior (60% Reimb.)		93,000	93,000					Borrow/CIF; Courts Partial Reimb.
	<b>TOTAL</b>	<b>7,200,000</b>	<b>22,072,750</b>	<b>21,547,750</b>	<b>525,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	



Borrowing, or use of Capital Improvement Funds (CIF), will be necessary for \$12.8 million of the \$21.5 million FY25 projects. Reimbursements from the state courts will fund the remainder in that year (\$8.8 million). However, it should be remembered that reimbursements from the courts can take 18 months to arrive. In the intervening period between the County's payment for courts-related capital expenses and receipt of reimbursement the County must either borrow (short-term) or self-fund (CIF) the amounts.

At this time the FY25 Capital Budget does not include projects being funded by Barnstable County's ARPA grant funds. ARPA funds for County projects were appropriated in FY23 for expenditure in FY24 and (if necessary) beyond. However, in early FY25 the County may again be faced with allocation and appropriation decisions if it is determined that present ARPA sub-awardees will not be able to spend their funds by 2026. All ARPA funds must be obligated by 12/31/24, otherwise unobligated funds must be returned to the US Treasury.

#### **D. Budget Request Forms by Department**

For FY25-FY29 twenty-nine project requests were submitted, four of which (vehicle replacements) were not recommended for inclusion in this CIP. Each submission was reviewed for project justification, timeliness, and proposed funding source. Each project being put forward for approval is judged by the County Administrator and Finance Director to be in alignment with County priorities and affordable in terms of grant funding or borrowing.

In the pages that follow the new CIP Request Forms pertaining to the period FY25-FY29 are presented. The forms provide project information and financial detail.

In addition, a project from a previous year (EXT.5 FY21, Cooperative Extension Farmhouse Renovation) is also included due to the availability of additional cost and implementation information. Funds for EXT.5 (\$1,400,000) were appropriated in FY20 and FY21. The project will begin in FY25.

**D.1. Administration Capital Budget Request(s)**

**ADMIN.1, FY23, PFAS Pump & Treat System, IRA/Phase IV Clean-Up**

Date: 12/12/23

1.0 PROJECT OVERVIEW	
Department: Administration	CIP Contact: Paul Ruzala, P.E./Beth Albert
CIP Start Date: 7/24      CIP End Date: 5/25	Contact Email: paul.ruzala@capecod.gov
Estimated Useful Life (Years): 25 years	Project Cost (All Years, from below) : \$15,000,000
Project Priority Level: 1	Total County Cost (All Years, from below): \$11,000,000
Evaluation Criteria Response:	Ordinance Number(s): 24.xx (to be numbered)

2.0 PROJECT COST ESTIMATE AND FUNDING SOURCE(S)	
Project Cost (All Years): \$15,000,000	Borrowing Cost (Estimated): \$0
<b>TOTAL PROJECT COST (Project + Borrowing): \$15,000,000</b>	<b>TOTAL COUNTY COST: \$11,000,000</b>

FUNDING SOURCE(s) Check all that apply & enter amounts:	FUNDING APPROVED, PRIOR YEARS			----- FUNDING REQUESTED FOR FY25-FY29 -----				
	FY22 and Prior	FY23	FY24	FY25	FY26	FY27	FY28	FY29
<input checked="" type="checkbox"/> County (Reserve Funds or Borrow)	\$	\$	\$	\$5,000,000	\$	\$	\$	\$
<input checked="" type="checkbox"/> Reimbursement (Facilities) (Enter Percentage: )	\$	\$	\$	\$	\$	\$	\$	\$
<input checked="" type="checkbox"/> Grant (State) Clean Water Trust Loan, 0%	\$	\$	\$	\$6,000,000	\$	\$	\$	\$
<input checked="" type="checkbox"/> Grant (Federal) ARPA	\$	\$	\$4,000,000	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Other)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> User Fees	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Other:	\$	\$	\$	\$	\$	\$	\$	\$
<b>TOTAL</b>	\$	\$	\$4,000,000	\$11,000,000	\$	\$	\$	\$

**Basis for Cost Estimates and Funding Sources:**

The estimated design and construction costs of a permanent groundwater pump/treat system are estimated at \$15 million. The County’s UFB Finance Team has proposed that the total cost be split between ARPA (\$4 million, already appropriated), a loan from the Massachusetts Clean Water Trust (CWT) (\$6 million), and unreserved fund balance (\$5 million). Using UFB will reduce the amount of debt the county would incur if the entire amount were borrowed.

### 3.0 ANNUAL OPERATING COST IMPACT

**Describe project impact on annual operating costs and potential savings:**

Annual operations and maintenance costs associated with the groundwater treatment system and MassDEP required associated licensed site professional services are anticipated to be between \$450,000 to \$500,000.

### 4.0 PROJECT DETAILS

**Project Title: Barnstable County Former Fire Training Academy PFAS Release Site - Groundwater Treatment System**

**Location** (Address if avail.): 155 South Flint Rock Rd, Hyannis, MA 02601 (former Fire Training Academy Site)

**Project Description:**

The project includes design, permitting and construction of a groundwater treatment system to remediate PFAS within soils and groundwater at the FTA. The system will utilize a series of groundwater extraction wells, which convey groundwater to an onsite groundwater treatment system. The system will include iron and sediment removal, carbon filtration to remove PFAS, and backwash system to clean the carbon units in place and extend media life. The treated groundwater will be discharged back into aquifer at strategic locations to assist in controlling the travel of the PFAS plume.

In a May 2019 IRA Request (Immediate Response Action), MassDEP requested two expedited IRAs of Barnstable County:

- 1) Phase I: Capping of the former Barnstable County Fire Training Academy (the Site) to prevent infiltration of precipitation through PFAS-contaminated soil--COMPLETED (November 2021);
- 2) **Immediate Response Action (IRA)/Phase IV - Remediation Design and Construction: Expansion of the groundwater PFAS recovery and treatment system, per a summary of major Massachusetts Contingency Plan (MCP) tasks and milestones proposed for the former FTA Site that was presented to MassDEP in August 2022.**

As of January 2023, the County's Licensed Site Professional (LSP) for the project estimated the entire cost of the clean-up emanating from PFAS contamination at the former municipal fire training site could exceed \$60 million dollars. This amount includes costs associated with the Town of Barnstable (TOB) settlement, completion of MCP Immediate Response Actions (IRA), Phases II, III, and IV, and ongoing costs associated with maintaining the interim groundwater pump and treat system until MCP requirements are fulfilled and the project is closed out. **The capital project proposed here addresses the groundwater pump and treat component of the IRA and Phase IV – Remediation Design and Construction costs within the immediate vicinity of the 155 South Flint Road property. This project scope is based off discussions with our LSP and MassDEP officials and it is not anticipated further groundwater treatment down gradient from the site will be required.**

In addition, the currently operating pumping and treatment systems need replacement. The systems are inadequate to meet project objectives and they are reaching the end of their useful lives with operational and maintenance problems occur regularly.

**Justification:** Barnstable County is mandated to perform this work.

Under the Massachusetts Contingency Plan (MCP) regulated by the Massachusetts Department of Environmental Protection (DEP), Barnstable County was named the responsible party for remediating polyfluoroalkyl substances (PFAS) contamination emanating from the former municipal fire training site. It should be noted that the County never purchased

fire-fighting foam (AFFF) used at the site that caused the contamination. AFFF was purchased and used by other parties including municipal fire departments and other entities who used the training facility. It should also be noted that the costs associated with the MCP regulated PFAS clean up at the former training site is separate from the 2017 settlement agreement that the County reached with the Town of Barnstable (TOB) for groundwater treatment at the Mary Dunn Wells, where the terms of this settlement and associated costs ends in 2037.

**Impact of Denial/Postponement:** Failure to act would result in a MassDEP issued enforcement order with monetary penalties for the County. The County has an additional obligation to perform the work given environmental concerns, public health and quality of life for cape cod visitors and residents.

**Insert Reference Photos with Titles:** None included.

### **Priority Level**

**Priority 1: Imperative (Must-Do) (4 points)** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- a.  Corrects a condition dangerous to employee or public health or safety.
- b.  Satisfies a legal, regulatory or statutory obligation or requirement.
- c.  Alleviates an emergency service disruption or deficiency.
- d.  Prevents irreparable damage to a valuable public facility or equipment.

**Priority 2: Essential (Should-Do) (3 points)** – Projects that address clearly demonstrated needs or objectives.

- a.  Rehabilitates or replaces an obsolete public facility or equipment.
- b.  Stimulates economic growth and/or environmental protection.
- c.  Reduces future operating and maintenance costs.
- d.  Leverages available state or federal funding.

**Priority 3: Important (Could-Do) (2 points)** – Projects that benefit the community but may be delayed without detrimental effects to basic services.

- a.  Provides a new or expanded level of service.
- b.  Promotes intergovernmental cooperation.
- c.  Reduces energy consumption.
- d.  Enhances services and/or cultural or natural resources.

**Priority 4: Desirable (Nice-To-Do) (1 point)** –

- a.  County funding needed (GF or Borrow).
- b.  County funding NOT needed (grant or other funding available)

ADMIN.1 Debt Service Calculator

12/11/2023

ADMIN.1

	B	C	D	E	F	G	H	I	J	K	
1	<b><u>Debt Service Calculator</u></b>										
2											
3	This calculator is provided by the Division of Local Services only as a guide to assist communities in projecting debt service. Refer to M.G.L. Ch. 44 s.7 (inside debt limit) and Ch. 44 s.8 (outside debt limit) to determine allowable borrowing terms for various financing purposes. Any premiums or costs of borrowing (i.e., legal or bond counsel fees) are not accounted for. We strongly advise municipalities to confirm borrowing conditions and calculations with the city or town treasurer and financial advisor.										
4											
5											
6	1)	<b>Enter amount to be borrowed.</b>								\$6,000,000	
7											
8											
9	2)	<b>Enter borrowing conditions:</b>				Interest Rate (e.g., 3.5% as 3.5):					percent
10						Term ( enter 5 or more)				20	years
11											
12	3)	<b>Indicate ("x") payment type. Check both for comparisons.</b>									
13											
14						Level Debt Service				x	
15											
16						Level Principal				x	
17											
18											
19		<u>Projected annual payment</u>									
20											
21		Level Debt Service					\$300,000				
22											
23		Level Principal (Year One)					\$300,000				
24											
25											
26		<u>Projected total payments over term.</u>					Principal & Interest			Interest only	
27											
28		Level Debt Service					\$6,000,000				
29											
30		Level Principal					\$6,000,000				
31											scroll down
32											
33											
34		<u>Year</u>	<u>Level debt service (\$)</u>	<u>Level principal (\$)</u>							
35		1	300,000	300,000							
36		2	300,000	300,000							
37		3	300,000	300,000							
38		4	300,000	300,000							
39		5	300,000	300,000							
40		6	300,000	300,000							
41		7	300,000	300,000							
42		8	300,000	300,000							
43		9	300,000	300,000							
44		10	300,000	300,000							
45		11	300,000	300,000							
46		12	300,000	300,000							
47		13	300,000	300,000							
48		14	300,000	300,000							
49		15	300,000	300,000							
50		16	300,000	300,000							
51		17	300,000	300,000							
52		18	300,000	300,000							
53		19	300,000	300,000							
54		20	300,000	300,000							
55											

**ADMIN.3, FY25, 10-Year Facility Plan, Buildings and Site Conditions Assessment**

Date: 12/12/23

1.0 PROJECT OVERVIEW	
Department: Administration	CIP Contact: Paul Ruzala, P.E./ Don Reynolds
CIP Start Date: 7/24      CIP End Date: 5/25	Contact Email: paul.ruzala@capecod.gov
Estimated Useful Life (Years): 5 years	Project Cost (All Years, from below) : \$678,500
Project Priority Level: 1	Total County Cost (All Years, from below): \$310,622
Evaluation Criteria Response:	Ordinance Number(s): 24.xx (to be numbered)

2.0 PROJECT COST ESTIMATE AND FUNDING SOURCE(S)	
Project Cost (All Years): \$678,500	Borrowing Cost (Est., Level Principal): \$40,516
TOTAL PROJECT COST (Project + Borrowing): \$719,016	TOTAL COUNTY COST: \$310,622 (Excl. Reimb.)

FUNDING SOURCE(s) Check all that apply & enter amounts:	FUNDING APPROVED, PRIOR YEARS			----- FUNDING REQUESTED FOR FY25-FY29 -----				
	FY22 and Prior	FY23	FY24	FY25	FY26	FY27	FY28	FY29
<input checked="" type="checkbox"/> County (Reserve Fund(s) or Borrow)	\$	\$	\$	\$270,106	\$	\$	\$	\$
<input checked="" type="checkbox"/> Reimbursement (Facilities) (Enter Percentage: 60% (Blended; see table in cost estimate section )	\$	\$	\$	\$408,394	\$	\$	\$	\$
<input type="checkbox"/> Grant (State)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Federal)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Other)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> User Fees	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Other:	\$	\$	\$	\$	\$	\$	\$	\$
<b>TOTAL</b>	\$	\$	\$	\$678,500	\$	\$	\$	\$

**Basis for Cost Estimates and Funding Sources:**

The estimate below was prepared by County staff and ClearPath Advisors based on assumptions of work to be performed. The project and the associated cost for its funding will be partially reimbursed under the terms of the lease with the Trial Court. Detailed cost estimate can be provided upon request.

BUILDING	ASSESSMENT COST	REIMBURSEMENT %	REIMBURSEMENT
Old Jail/Lab	\$150,000	0%	\$0
First District Courthouse	\$120,000	97%	\$116,400
Deeds & Probate	\$120,000	50%	\$60,000
Superior Courthouse	\$100,000	75%	\$75,000
Second District Courthouse	\$100,000	100%	\$100,000
15% Contingency	\$88,500	64.4%	\$56,994
Totals	\$678,500	-	\$408,394

### 3.0 ANNUAL OPERATING COST IMPACT

Describe project impact on annual operating costs and potential savings:

### 4.0 PROJECT DETAILS

**Project Title:** 10-Year Facility Plan, Buildings and Site Conditions Assessment, Cost Estimation

**Location** (Address if avail.): 3195 Main Street, Barnstable, MA and 237 Rock Harbor Road, Orleans, MA

**Project Description:** Barnstable County Facilities Department is responsible for the operations and maintenance of property and buildings County wide, with focus on five large sized buildings requiring significant effort. Given the age and heavy use, many of the features are approaching the end of their useful life and require upgrades and/or replacement. The preliminarily identified work is outside of the facilities group maintenance staff's capacity, with specialized and large scale construction projects required. Facilities and County Administration are looking to pursue a 10-year facilities plan to identify and prioritize required projects and associated costs. The plan will consist of a separate evaluation for the Old Jail/Lab, First District Courthouse, Registry of Deeds/Probate, Superior Courthouse, and Second District Courthouse with specific focus on code review, building envelope (roof, windows, walls), structural, MEP systems (mechanical, electrical and plumbing), accessibility, cost estimating and site review. The projects will be identified with detailed cost estimates to plan the projects both internally and with the MA Trial Courts.

**Justification:** The anticipated projects are large scale and complex, where specialty professional services are required to identify and cost estimate needed work for planning purposes. Given the potential for significant expenses associated with the work, a detailed plan is needed for both Barnstable County Finance Department and the MA Trial Courts to determine when projects can be taken on and reimbursed accordingly.

**Impact of Denial/Postponement:** Delaying the work will result in building and property damage from wear and tear and increasingly costly repairs and potential for insurance claims. No action will result in building damage and air quality hazard to staff and public.

**Insert Reference Photos with Titles:** None included.

## **Priority Level**

**Priority 1: Imperative (Must-Do) (4 points)** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- a.  Corrects a condition dangerous to employee or public health or safety.
- b.  Satisfies a legal, regulatory or statutory obligation or requirement.
- c.  Alleviates an emergency service disruption or deficiency.
- d.  Prevents irreparable damage to a valuable public facility or equipment.

**Priority 2: Essential (Should-Do) (3 points)** – Projects that address clearly demonstrated needs or objectives.

- a.  Rehabilitates or replaces an obsolete public facility or equipment.
- b.  Stimulates economic growth and/or environmental protection.
- c.  Reduces future operating and maintenance costs.
- d.  Leverages available state or federal funding.

**Priority 3: Important (Could-Do) (2 points)** – Projects that benefit the community but may be delayed without detrimental effects to basic services.

- a.  Provides a new or expanded level of service.
- b.  Promotes intergovernmental cooperation.
- c.  Reduces energy consumption.
- d.  Enhances services and/or cultural or natural resources.

**Priority 4: Desirable (Nice-To-Do) (1 point)** –

- a.  County funding needed (GF or Borrow).
- b.  County funding NOT needed (grant or other funding available)



### ADMIN.3 Debt Service Calculator ADMIN.3

12/12/2023

	B	C	D	E	F	G	H	I	J	K	
1	<b><u>Debt Service Calculator</u></b>										
2											
3	This calculator is provided by the Division of Local Services only as a guide to assist communities in projecting debt service. Refer to M.G.L. Ch. 44 s.7 (inside debt limit) and Ch. 44 s.8 (outside debt limit) to determine allowable borrowing terms for various financing purposes. Any premiums or costs of borrowing (i.e., legal or bond counsel fees) are not accounted for. We strongly advise municipalities to confirm borrowing conditions and calculations with the city or town treasurer and financial advisor.										
4											
5											
6	1)	Enter amount to be borrowed.								\$270,106	
7											
8											
9	2)	Enter borrowing conditions:				Interest Rate (e.g., 3.5% as 3.5):				5.0000	percent
10						Term ( enter 5 or more)				5	years
11											
12	3)	Indicate ("x") payment type. Check both for comparisons.									
13											
14						Level Debt Service		<input type="checkbox"/>			
15											
16						Level Principal		<input checked="" type="checkbox"/>			
17											
18											
19		<u>Projected annual payment</u>									
20											
21		Level Debt Service									
22											
23		Level Principal (Year One)					\$67,527				
24											
25											
26		<u>Projected total payments over term.</u>					Principal & Interest		Interest only		
27											
28		Level Debt Service									
29											
30		Level Principal					\$310,622		\$40,516		
31											scroll down
32											
33											
34			<u>Year</u>		<u>Level principal (\$)</u>						
35			1		67,527						
36			2		64,825						
37			3		62,124						
38			4		59,423						
39			5		56,722						
40											

**D.2. Children’s Cove Capital Budget Request(s)**

**COVE.3 FY26, Childrens Cove Renovation & Addition**

**COVE**

Date: 12/12/2023

**1.0 PROJECT OVERVIEW**

Department: Children’s Cove	CIP Contact: Stacy Gallagher
CIP Start Date:                      CIP End Date:	Contact Email: sgallagher@childrenscove.org
Estimated Useful Life (Years): 50+ years	Project Cost (All Years, from below): <b>\$6,612,715</b>
Project Priority Level: <b>2</b>	Total County Cost (All Years, from below): <b>\$1,143,750</b> (FY23 and Prior)
Evaluation Criteria Response	Ordinance Number(s): 21-07, 22-09, 24.xx (to be numbered)

**2.0 PROJECT COST ESTIMATE AND FUNDING SOURCE(S)**

Project Cost (All Years): <b>\$ 6,612,715</b>	Borrowing Cost (Est., Level Principal): \$393,750
<b>TOTAL PROJECT COST</b> (Project + Borrowing): \$7,006,465	<b>TOTAL COUNTY COST: \$1,143,750</b> (FY23 and Prior)

FUNDING SOURCE(s) Check all that apply & enter amounts:	FUNDING APPROVED, PRIOR YEARS			----- FUNDING REQUESTED FOR FY25-FY29 -----				
	FY22 and Prior	FY23	FY24	FY25	FY26	FY27	FY28	FY29
<input checked="" type="checkbox"/> County (Reserve Fund(s) or Borrow)	\$140,000 (COVE.1, Design/Bid. BORROWED Bal. avail. @ 8/2023 = \$47,000)	\$610,000 (COVE.2, Med. Suite ADA Renov. Costs. NOT BORROWED)	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Reimbursement (Facilities) (Enter Percentage: -- )	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (State)	\$	\$	\$\$	\$	\$\$	\$\$	\$\$	\$\$
<input type="checkbox"/> Grant (Federal)	\$	\$	\$	\$	\$	\$	\$	\$
<input checked="" type="checkbox"/> Grant (Other)	\$	\$	\$	\$	<b>\$5,862,715</b>	\$	\$	\$
<input type="checkbox"/> User Fees	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Other:	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Dredge Enterprise Fund	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Cape Cod Commission	\$	\$	\$	\$	\$	\$	\$	\$
<b>TOTAL</b>	<b>\$140,000</b>	<b>\$610,000</b>	<b>\$</b>	<b>\$</b>	<b>\$5,862,715</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

**Basis for Cost Estimates and Funding Sources:**

In fiscal years FY22 and FY23 the County appropriated \$140,000 (Design/Bid) and \$610,000 (Medical Suite ADA-Related Upgrades) respectively for improvements to the present Children's Cove office building. Borrowing costs associated with those appropriations will cost the General Fund an additional \$393,750, for a total County Cost of \$1,143,750.

The additional ~\$6 million to construct a new building in FY26 (as proposed here) may come from grant funding (to be determined). Future funding sources may also include reimbursement monies through utility companies and Cape Light Compact incentives and rebates with respect to utilizing high performance HVAC and lighting systems. The non-profit arm of Childrens Cove, "*Friends of Childrens Cove*" will likely contribute end of project funds to offset some of the projected furniture and technology equipment costs.

We are utilizing a two-stage cost estimating process for this capital request. With the assistance of our full development team, inclusive of a project architect and OPM/ Owner's Project Manager, who are under contract; we have prepared the attached full project budget based upon schematic-level design documents dated 9/27/23, and the architect's "opinion of value" for construction costs.

Projections for additional *non-construction* costs have also been included herein based on inputs by the OPM and Childrens Cove staff. The full schematic design documents (drawings + outline specifications) will be completed by mid-October. At that time, a more detailed independent cost estimate will be prepared by mid-November to further clarify the total estimated costs for this funding request.

**3.0 ANNUAL OPERATING COST IMPACT****Describe project impact on annual operating costs and potential savings:**

- 1.) Estimated annual increased utility costs above current levels: Electric (+\$5495), Propane/ heat (+\$3641), water (+\$805) = **\$9,941** (2.5 times current utility operating costs)
- 2) Any additional staff would be funded by non-general fund sources.
- 3) Any additional volunteers or Interns planned under this expansion would be funded by non-general fund sources.

**4.0 PROJECT DETAILS**

**Project Title:** Childrens Cove Child Advocacy Center Renovation and Addition

**Location :** 1225 Mary Dunn Rd. Barnstable MA

**Project Description:**

The Children's Cove's (CC), current facility has a significant need for a major expansion of its building and site improvements to meet the continued and expanding operational needs of Children's Cove staff, their constituents, and service and community partners.

Children's Cove, an agency within Barnstable County government, is the primary, accredited regional child advocacy organization for sexual and physical abuse. The existing 3,995 gross SF facility is located at 1225 Mary Dunn Rd. in Barnstable on a 4.74 acre County-owned parcel of land.

According to town records, the existing building was built in 1975 and utilizes residential-grade construction materials and systems. The current facility consists of a range of undersized and inadequate office spaces, interview rooms, medical exam space, playroom, conference room and associated support spaces. As an original single-family residence, the existing layout, size, functionality, and basic construction systems are deficient in terms of spaces required, operational efficiencies, security and access controls, and most critically, providing visual and acoustical separation to maintain the highest level of confidentiality, all the while allowing staff to continue working unimpeded during a victim-interview process.

After conducting a detailed space needs analysis and conceptual design process, the final proposed project design consists of a significant renovation and reconfiguration of the existing two-story building, in conjunction with a single-story addition to the westerly side of the building and a two story, plus lower level walk-out, addition to the easterly side.

**The new gross building area will be 10,346 SF and will consist of the following:**

- New reception/ greeter-waiting area with proper access controls to the interview or clinical wings of the facility
- Two distinct “MDT Suites” consisting of two distinct waiting, interview and Multi-Disciplinary Team (MDT) observation/ conference rooms to allow simultaneous, yet separate, interviews
- Expanded medical suite with adequate office/ meeting area, exam room and private toilet room
- New clinical wings consisting of a dedicated waiting area, 4 clinician offices, a “SMART” therapy and counseling space and conference room for clinical staff
- Office spaces for existing and projected staffing needs with a separate conference room for acoustical and visual separation from the “MDT Suites”
- New staff breakroom with dedicated staff toilet separate from visitor patron use
- New lower-level Training Room for up to 48 occupants with separate entry vestibule and restroom facilities to allow internal and external training and workshop sessions without interaction with main level staff, patron or MDT usage
- Education and outreach staff shared office/ workspace for education staff, interns and/or volunteers
- New ADA required elevator, toilet rooms and adequate internal circulation
- Required support spaces including HC-accessible restrooms, IT equipment closets, miscellaneous storage spaces, laundry closet, custodial space and various mechanical and electrical equipment rooms
- New or modified mechanical, electrical, and plumbing systems as well as the addition of a new code-required automatic fire suppression system.

**The proposed site work alterations include:**

- Play area for visiting/waiting family members
- Respite garden/ outdoor space for staff use
- New handicapped accessible walkways
- Expansion and proper drainage and site lighting at the existing lower level parking lot
- Construction of a new upper level parking lot for total parking of 50 spaces
- Addition of proper stormwater management and recharge systems at all parking areas
- Finished landscaping at all affected areas.

The attached design and project budget documents have been prepared in conjunction with the Childrens Cove staff, a working design committee of county staff, the selected project architect and an Owner’s Project Manager. Pending approval of this project and additional funding, this group is prepared to continue with the full development of the project inclusive of obtaining all local regulatory approvals, completion of all construction bid documents, obtaining of public bids and execution of the full construction.

It is anticipated that the Childrens Cove operation will need to be provided off-site during the construction period through partial work-from-home and leased space from a partner-agency. Moving and temporary relocation costs have been included in this preliminary project cost estimate.

**Justification:**

The purpose of the Children's Cove renovation is to increase services and improve service delivery for families that are referred to Children's Cove, the only Child Advocacy Center on the Cape and Islands. Children's Cove is currently located in a centralized location on Cape Cod enabling easy access for the families we serve. The location of the building, which is situated in the woods and set back from the main road, allows for the confidentiality and privacy that is needed for a facility where security is a priority for both staff and families.

The current physical space within Children's Cove has several ADA compliance deficiencies and functional workflow issues. At this time, only one function of Children's Cove can be conducted at a time due to sound interference leading to privacy and confidentiality concerns and lack of meeting space. The design of the new building will allow for increased security giving all individuals that enter Children's Cove the feeling of safety.

Children's Cove is increasing services to meet the needs of the community by including evidence-based mental health trauma treatment to the families that are referred.

The renovation will also include a training room that will ensure Children's Cove can provide training to our community and multidisciplinary partners in accordance with our accreditation standards with limited expense. The increased ability to facilitate training will ensure all individuals investigating crimes or care for children have the best tools to investigate and are trauma informed.

**The prior capital requests** for renovations were based on providing a solution to the medical suite ADA compliance deficiencies (**COVE.1** [Design/Bid, \$140K], and **COVE.2** [Medical Suite ADA Renovation, \$610K]). After completing an assessment of the true needs of Children's Cove for the future this new construction plan was thoughtfully completed and resulted in a comprehensive plan for next steps.

**1. Growing programs to meet the needs of the children and families served**

Children's Cove has seen an increase in referrals for all types of abuse allegations. Families and other community agencies are unable to manage the increased mental health needs of the children with significant trauma. Children's Cove does not have the physical office space to offer mental health services for the children seen at Children's Cove to meet the need. With the additional clinical space, children will be assigned and provided evidence-based clinical services to address their trauma symptoms.

**2. ADA compliance: medical and interview space; office space**

As a public building, ADA compliance is a major concern for the existing space at Children's Cove for both staff and families that are served. There is currently no compliant access to the upper level that is accessed by both staff and families receiving medical care, a lack of internal circulation for all floors in the existing space and improper clearances throughout the entire building.

The medical suite that provides specialized physical examinations, evidence collection and overall wellness does not currently meet ADA compliance since it is located on the 2<sup>nd</sup> floor of the building with no wheelchair access. This creates a barrier for anyone with physical limitations who must then seek medical care in a Cape Cod emergency room for a much longer and more difficult process. Additionally, the current medical suite is located within the corridor leading to office spaces where staff have meetings and conduct their work. As a result of this location, there is a minimal amount of privacy and confidentiality for our child clients and their non-offending family members who may be present. The current medical suite is a very small area (10'x12' room) where there are typically four people present at the time of the examination: one child on the exam table, the nurse, a chaperone, and a parent. There is no waiting room adjacent to the examination room. There is an adjacent bathroom, but this is a shared space for the staff with a door opening into the corridor. Privacy is a serious concern for our clients.

The proposed space allows for a client meeting space, exam room and bathroom. The client meeting space would be a place for the child/caregiver to meeting with the nurse separate from the exam room to reduce the anxiety of the child. The client space would give the Pedi-SANE Nurse Practitioner a place to complete documentation and complete medical history information for the child. The exam room would house a medical exam table, storage, and counter space to collect medical evidence in a case. The bathroom attached to the medical suite would allow the child privacy and confidentiality during the exam.

Currently, Children's Cove is not ADA-compliant for staff as well. The staff offices are on the 2<sup>nd</sup> and basement levels. Long-term office accommodation wouldn't be possible for staff members in need of an elevator. Additionally, the new proposed space would address all appropriate clearances and internal circulation issues that currently exist.

### **3. Acoustical Issues**

Children's Cove is housed in a residential type building leaving the building vulnerable to privacy and confidentiality concerns. Sound easily travels through the walls and floors of the existing space making it difficult to have confidential conversations during work hours.

The sound issues are prominent in the forensic interview space located in the basement. The floor on the 1<sup>st</sup> floor makes a creaking sound when it is walked on and staff have to lightly walk through the building or remain in their offices whenever an interview takes place. The sound is magnified in the forensic interview space due to the recording equipment. This loud sound can impact the ability of the child to disclose due to them hearing walking above them. This ultimately leads to staff inefficiencies in their work as they cannot access spaces within the building for other meetings or tasks while an interview takes place.

### **4. Workflow issues: building shut down due to sound/security**

As a part of the cases that we see at Children's Cove, safety is an enormous concern for staff and the client and families we serve:

- Children's Cove has one entrance to the building for all staff, families served and members of our multidisciplinary team. This one access point creates security concerns when child abuse cases are seen at Children's Cove.
- Currently all areas inside the building are unsecured. If there was a security concern in one part of the building, there isn't a way to ensure the person remains in one area of the building, leaving the entire building vulnerable to risk.

With the new building all hallway doors will have key card access limiting the security risk for the building and increasing safety for families and staff members. The new building will also be equipped with video monitoring to ensure the families have privacy when needed but can still be monitored by a staff member.

### **Impact of Denial/Postponement:**

Children's Cove has a functioning building that meets the bare minimum of need for Children's Cove. If the project is postponed or tailored down to just one portion of the concept, it will not address the full needs of the center as outlined in the above section.

Each of the programmatic areas included within this proposed plan specifically addresses an important area of the Childrens Cove operations. At present, staff operations and the ability to maneuver within the building, while a forensic interview is occurring, are greatly impacted.

At an immediate level, the medical suite needs to be completed to address the ADA compliance deficiencies but to complete this one portion would only fix one issue and create more due to the cost of construction and displacement while construction is completed.

Due to the difficulty of off-site relocation during any construction project, we are envisioning that this project will be completed as a single phase and will serve the long term (50+ year) needs of the organization.

**Insert Reference Photos with Titles:**

CHILDRENS COVE  
RENDERING - UPPER ENTRY  
SEPTEMBER 27, 2023



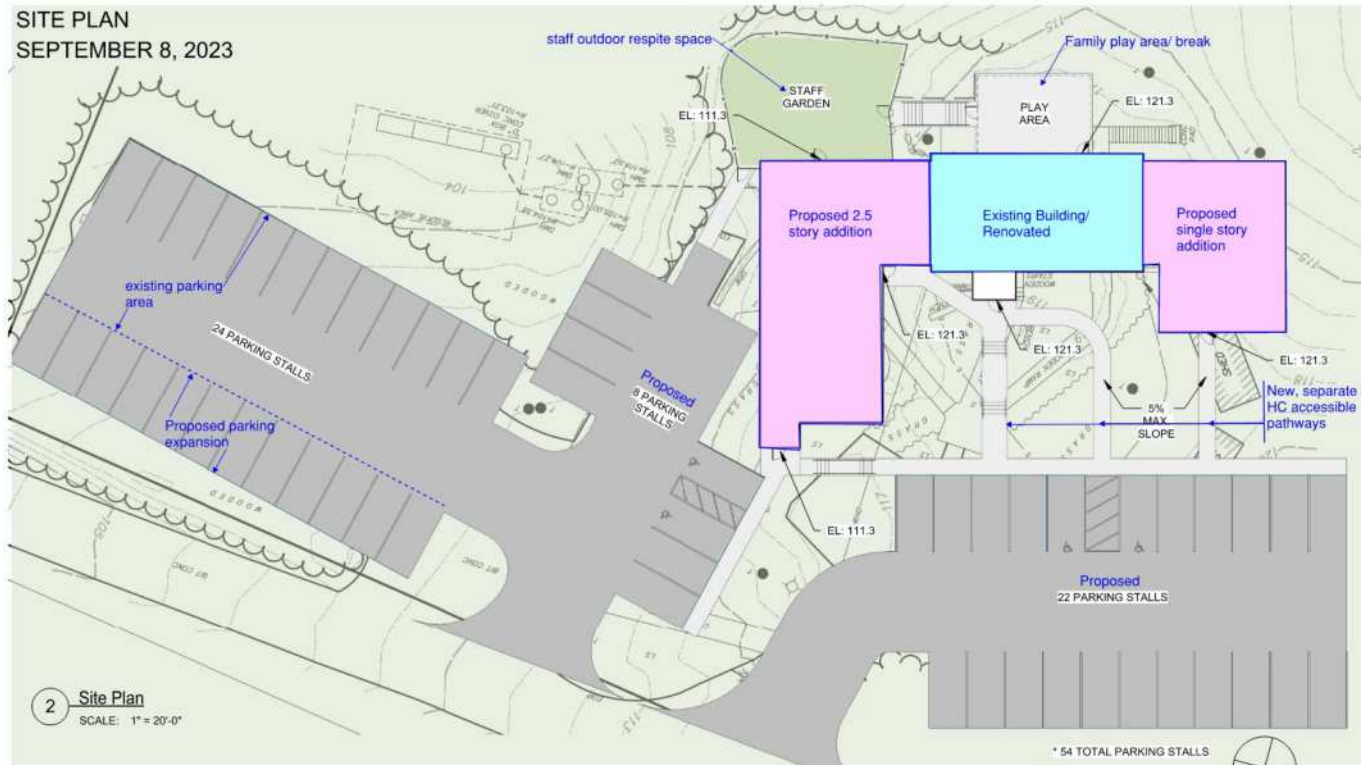
# CHILDRENS COVE

RENDERING - LOWER ENTRY

SEPTEMBER 27, 2023



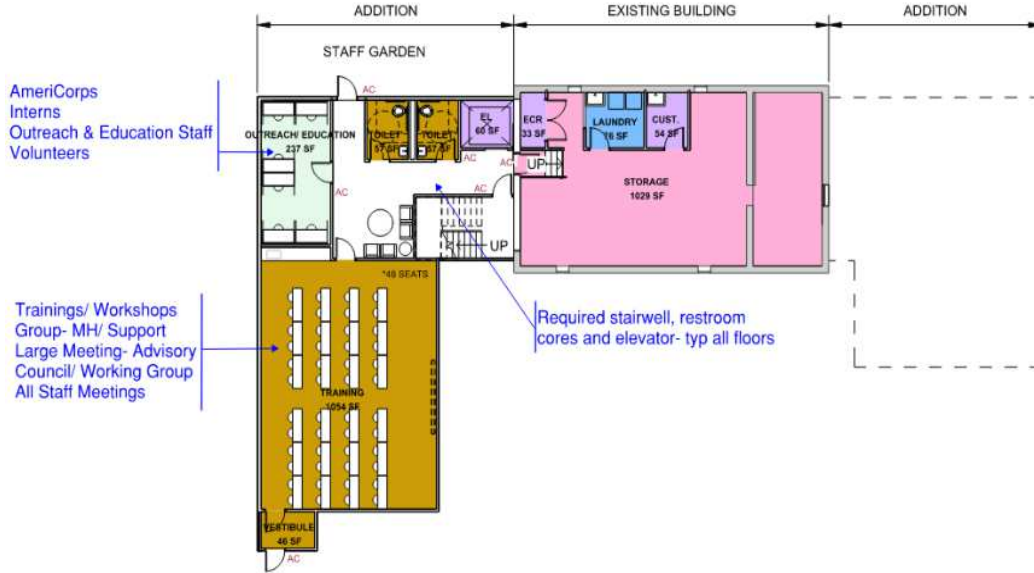
SITE PLAN  
SEPTEMBER 8, 2023





CONVERSION / ADDITION

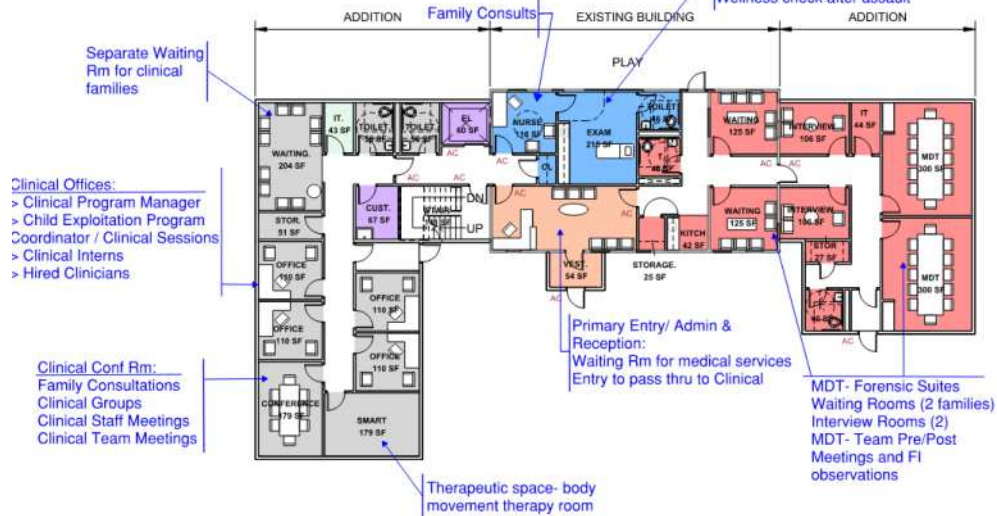
- ENTRY / WAITING
- FORENSIC INTERVIEW
- MEDICAL SUITE
- TRAINING
- OFFICE
- CLINICAL
- MECHANICAL / ELECTRICAL
- STORAGE
- AC ACCESS CONTROL DEVICE



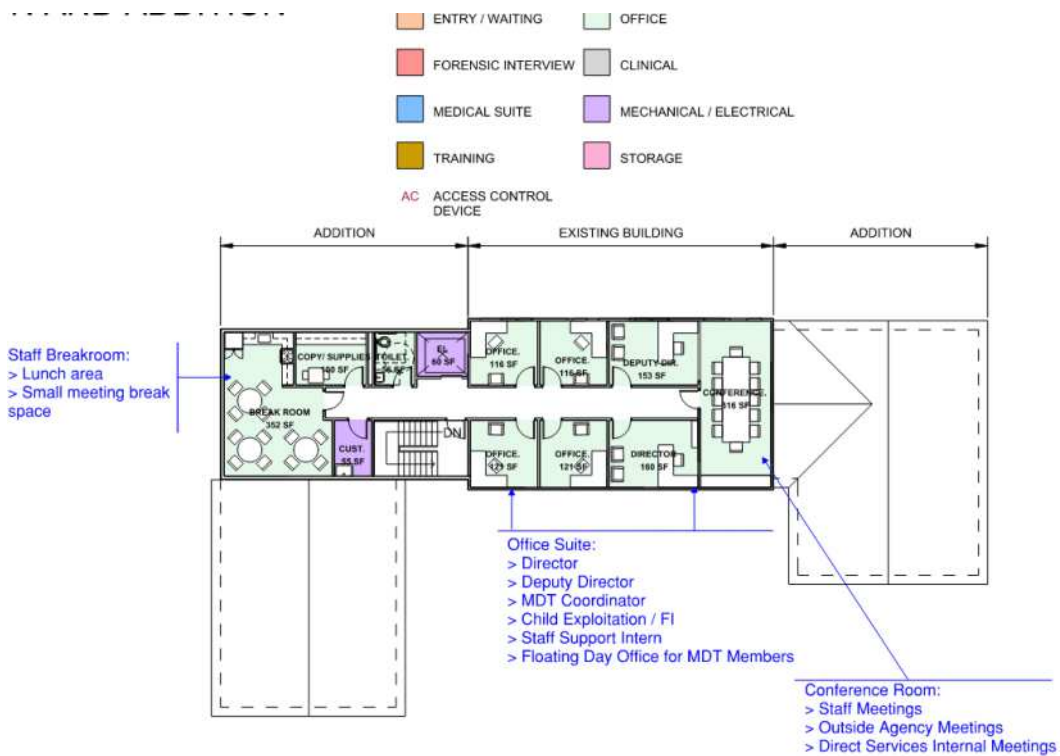
1 LOWER LEVEL PLAN w/ programmatic notes by space  
SCALE: 1/16" = 1'-0"

CONVERSION / ADDITION

- ENTRY / WAITING
- FORENSIC INTERVIEW
- MEDICAL SUITE
- TRAINING
- OFFICE
- CLINICAL
- MECHANICAL / ELECTRICAL
- STORAGE
- AC ACCESS CONTROL DEVICE



1 FIRST FLOOR PLAN w/ programmatic notes by space  
SCALE: 1/16" = 1'-0"



1 2ND FLOOR PLAN w/ programmatic notes by space  
SCALE: 1/16" = 1'-0"

Preliminary Project Budget- Proposed Expansion & Renovation/ Childrens Cove, Barnstable MA- Version 2.0				Date: 10/4 2023	
The following cost estimate is based upon the preliminary "Square Foot" estimate from Hebeeb & Associates Architects, and their Schematic Design Drawings dated 9/27/23. ClearPath Advisors (OPM) has provided allowances for additional "Misc Project Expenses" anticipated for non-construction contract related project expenses, and Childrens Cove staff have advised on furniture/ equipment, moving/ storage and IT technology Allowances outlined herein.					
Vertical Construction (Hard Costs)	x	y	Per 10/4/2023 Cost Opinion	Category	Notes
Conceptual expansion + renovation of existing building & related site improvements • Proposed New Gross Area ±10,346gsf (@\$325/sf)	\$325.00	10,346	\$3,362,450	Vertical/Building Construction	upfront install costs Not Included
Additional costs for CCTV security system, A.V Systems + Elevator			\$212,000	Special Systems	
<b>Sub-Total for Vertical Building Construction</b>			<b>\$3,574,450</b>		
<b>Demo /Site Construction &amp; Improvement Costs (Hard Costs)</b>					
Site Development Work (New parking lots, drainage, utilities, site lighting,landscaping, waste management area..)			\$595,000	Site Work	Includes \$20K allowance for septic leaching field expansion
Note: Possible additional hard costs not yet included: Septic System Upgrade/ Replacement, Landscaped garden/ play area, playground equipment				Site Work	
<b>Sub-Total for Site Improvements</b>			<b>\$595,000</b>		
<b>Sub-Total for Site &amp; Building Improvements</b>			<b>\$4,169,450</b>		
• Escalation for assumed Spring 2024 Construction Start (4-5%)	0.00%		\$0	Included in base estimate above	
• Design / Estimating Contingency					
<b>Sub-Total Direct Costs for Site &amp; Building Improvements w/ Escalation</b>			<b>\$4,169,450</b>		
<b>Contractor Costs and Other Adjustments</b>					
• General Conditions / General Requirements	10.00%		\$416,945	Construction	
• Performance & Payment Bonds + Insurance	0.015%		\$62,542		
• Insurance GL/ PL (Included in P+P Bonds - line 29 above)	1.25%	N/A			
• Contractor Overhead and Profit	10.00%		\$416,945		
<b>Sub-Total for Contractor Costs and Other Adjustments</b>			<b>\$896,432</b>		
<b>Sub-Total Construction Contract Value</b>			<b>\$5,065,882</b>		
Additional Design Phase Contingency	5%		\$253,294	Contingency	
Additional Overall Construction/ Owners Contingency @ 5% X base construction costs	5%		\$253,294	Contingency	
<b>Sub-Total Construction Contract Costs + 10% Design + Construction Contingencies</b>			<b>\$5,572,470</b>		
<b>Miscellaneous Project Expenses (Soft Costs)</b>					
Owner's Grant Administrator- assumed part-time	N/A		\$0	Administrative & Legal	
Furnishings - Furniture - Equipment (FFE) (by Owner's Vendor)	Allowance		\$50,000	Misc. Office Equipment/ Mid Level Allowance- assumes re-use of existing furniture +	
Architectural & Engineering Fees (Includes Site Engineer, MEP/FP & Structural)(Construction Cost x 8.5%)	8.5%		\$473,660	Architectural & Engineering	
Optional- Special Interior Design & Furniture Procurement Services	NIC		\$0		
Surveying Fee, Civil Engineering, Environmental & Site Permitting	Fee Quote		\$0	Included in A/E Fees above	
Legal & Audit Fees (Contracts Review, Regulatory Permitting, etc.)	N/A		\$0	Administrative & Legal	
Owner's Project Management (OPM) Fees (3.5% x base construction costs)	Allowance		\$145,931	Project Management	
Independent Cost Estimator (Updated estimate @ 75% complete Bid Documents Phase)	Allowance		\$7,500	Cost Estimating Processes	
Traffic Engineering Consultant	N/A		\$0	Other Architectural & Engineering	
Hazardous Materials Testing & Report for Existing Building	N/A		\$0	Assume Not Required, Confirm w/ Arch.	
Soil Borings & Geotechnical Report	Allowance		\$7,500	Other Architectural & Engineering	
Owner's Moving and/or Temporary Storage Expenses	Allowance		\$10,000		
Environmental Site Assessment (ESA) and Site Testing	N/A			Other Architectural & Engineering	
Building Security System - Basic (by Owner's Vendor)	Allowance		\$0	Included in Construction estimate	
Materials Testing During Construction (compaction, concrete, possible steel..)	Allowance		\$20,000		
Builder's Risk Insurance during Construction Period	Allowance		\$13,000	Confirm w/ County if applicable	
Special Utility Co. Back Charges (Change from single to three phase power, Fire Service Tap fees (sprinkler)	Allowance		\$125,000	Change from Single phase to three phase power could be between \$100-150K	Habeeb team + Eversource input needed to quantify/ Increased from \$30K prior
Estimated Reimbursable Expenses (i.e. shipping, postage, misc. printing)	Allowance		\$0		
Special IT/ Technology relocation during construction	N/A		\$0	Assumed by internal county IT staff	
Special IT Equipment (Recording Equip.,Access Control Keycards, Security)	Allowance		\$38,500		
Temporary Off-Site Office Rental for Child Cove Ops during Construction	Allowance		\$12,000	Assumes office rental from "partner agency"	
<b>Sub-Total</b>			<b>\$903,091</b>		
5% Misc. Soft Cost Contingency			\$45,155	Miscellaneous	
<b>Soft Cost Sub-Total w/ Contingency</b>			<b>\$948,245</b>		
<b>Total Estimated Project Cost</b>			<b>\$6,520,715</b>		

**Priority Level**

**Priority 1: Imperative (Must-Do) (4 points)** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- a.  Corrects a condition dangerous to employee or public health or safety.
- b.  Satisfies a legal, regulatory or statutory obligation or requirement.
- c.  Alleviates an emergency service disruption or deficiency.
- d.  Prevents irreparable damage to a valuable public facility or equipment.

**Priority 2: Essential (Should-Do) (3 points)** – Projects that address clearly demonstrated needs or objectives.

- a.  Rehabilitates or replaces an obsolete public facility or equipment.
- b.  Stimulates economic growth and/or environmental protection.
- c.  Reduces future operating and maintenance costs.
- d.  Leverages available state or federal funding.

**Priority 3: Important (Could-Do) (2 points)** – Projects that benefit the community but may be delayed without detrimental effects to basic services.

- a.  Provides a new or expanded level of service.
- b.  Promotes intergovernmental cooperation.
- c.  Reduces energy consumption.
- d.  Enhances services and/or cultural or natural resources.

**Priority 4: Desirable (Nice-To-Do) (1 point)** –

- a.  County funding needed (GF or Borrow).
- b.  County funding NOT needed (grant or other funding available)

**D.3. Cooperative Extension Capital Budget Request(s)**

**EXT.5 FY21, CCCE: Renovate County Farm Buildings**

**COOP. EXTENSION**

**(Additional information and project detail provided)**

**Date: 12/12/23**

**1.0 PROJECT OVERVIEW**

Department: Cooperative Extension	CIP Contact: Michael Maguire
CIP Start Date: 7/1/24 CIP End Date: 6/30/27	Contact Email: mmaguire@capecod.gov
Estimated Useful Life (Years): 30	Project Cost (All Years, from below): \$1,400,000
Project Priority Level: 1	Total County Cost (All Years, from below): \$2,135,000
Evaluation Criteria Response	Ordinance Number(s): 19-03 (\$600K), 20-03 (\$800K)

**2.0 PROJECT COST ESTIMATE AND FUNDING SOURCE(S)**

Project Cost (All Years): \$1,400,000	Borrowing Cost (Estimated): \$735,000
<b>TOTAL PROJECT COST (Project + Borrowing): \$2,135,000</b>	<b>TOTAL COUNTY COST: \$2,135,000</b>

FUNDING SOURCE(s) Check all that apply & enter amounts:	FUNDING APPROVED, PRIOR YEARS			----- FUNDING REQUESTED FOR FY25-FY29 -----				
	FY22 and Prior	FY23	FY24	FY25	FY26	FY27	FY28	FY29
<input checked="" type="checkbox"/> County (Reserve Fund(s) or Borrow)	\$1,400,000	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Reimbursement (Facilities) (Enter Percentage: -- )	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (State)	\$	\$	\$\$	\$\$	\$\$	\$\$	\$\$	\$\$
<input type="checkbox"/> Grant (Federal)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Other)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> User Fees	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Other:	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Dredge Enterprise Fund	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Cape Cod Commission	\$	\$	\$	\$	\$	\$	\$	\$
<b>TOTAL</b>	<b>\$1,400,000</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

**Basis for Cost Estimates and Funding Sources:**

Conversations with Facilities staff using best estimates based on experience with similar projects for other County departments or past projects. Some estimates have been requested but are still pending.

**3.0 ANNUAL OPERATIING COST IMPACT**

**Describe project impact on annual operating costs and potential savings:**

Further deferring maintenance will result in more costly upkeep in the future.

## 4.0 PROJECT DETAILS

**Project Title:** CCCE: Renovate County Farm Office Building, Other Buildings, and Grounds Maintenance

**Location** (Address if avail.): 3675 Main Street, Barnstable MA

**Project Description:** Farmhouse Grounds and Building Maintenance and Improvements

### Phase 1 (FY25)

#### Phase 1, Priority 1

	Est. Cost (@ Oct. 2023)
<p><b>Electric utility access</b>, restoration of 3-phase service, and vegetation management. Trees and vegetation have grown into power lines and some vegetation has overtaken poles and lines; 3-phase service to some buildings was damaged and has not yet been restored. Issue with power equipment located on county owned power pole need to be addressed to restore third phase of electric service.</p>	<b>\$30,000</b>
<p><b>Farmhouse Office Building interior layout redesign and construction</b>, to include upgrade to bathroom, redesign of kitchen space, improvements to existing office space for more practical office use to include replacement of paneling and drywall and flooring as needed, electrical improvements to correct existing issues with insufficient power to equipment, backup generator replacement, proper electrical layout for staff use and functionality.</p>	<b>\$400,000</b>
<p><b>Farmhouse basement repairs</b>, improvements to address problems related to rainfall flooding. This would include removing all items from the basement, cleaning then sealing foundation and floor, improving drain in floor, work to exterior egress stairs and landing that cause rain driven flooding across the stairwell threshold, and repurposing of space in the basement for marine staff to utilize for processing shellfish samples.</p>	<b>\$100,000</b>
<p><b>Restore solar display on roof of Farmhouse Office Building.</b> Existing solar panels (at the end of their useful lives) were removed when the roof was replaced in summer of 2023. The roof is ideally situated for new panels to be installed and solar installation would be consistent with green energy policies desired by the County.</p>	<b>\$30,000</b>
<p><b>Heating update: propane conversion</b> (high efficiency boiler, tank set up, extension to greenhouse, etc.). This improvement would be similar to what was done at Children’s Cove 3 years ago.</p>	<b>\$30,000</b>
<p><b>Farm 3-bay garage maintenance and upkeep.</b> Cleaning, maintenance to retain full functionality for program use.</p>	<b>\$30,000</b>

**Total—Phase 1, Priority 1      \$620,000**

**Phase 1, Priority 2**

**Restoration/establishment of water line to Heifer House.** This will allow greenhouses to be usable for Horticultural Program. Will require engineering plans, working with Barnstable Water, permitting, and installation. **\$75,000**

**Maintenance and repairs for Chicken House, Quonset Hut, and Egg Washing House** which have fallen into disrepair. These repairs are structural repairs to roofs, sidewall, and structural supports of the buildings as well as painting and exterior maintenance, preserving important systems. Quonset Hut contains a well head; Egg House contains electrical panel(s). **\$75,000**

**Total--Phase 1, Priority 2      \$150,000**

**Phase 2 (FY26)**

**Contingency:** Previous experience with county repairs to structure leads staff to believe it is prudent to plan and budget for additional unforeseen costs associated with the nature of repairing structures this age and in this condition. It is anticipated that the renovations and improvements made to the buildings will expose additional needs and costs. **\$630,000**

**Total--Phase 1 + Phase 2      \$1,400,000**

**Justification:**

The County Farm is a County-owned property. Many of the facilities and grounds have fallen into disrepair and have become a liability. As Extension services return post-covid, more staff, volunteers, and members of the public are and will continue to use the farm. The farmhouse offices are degraded and not as functional as they could be. The Extension Marine Team needs more usable and safe lab space, the basement needs to be cleaned and repurposed, and flooding/structural issues need to be addressed. The Horticulture program would improve functionality with heat, water, and 3-phase electricity to new greenhouse and restored heifer house.

**Impact of Denial/Postponement:**

Further degradation of the farm property and continued/expanded liability from use by the public and staff. Changes to the farmhouse office space have been delayed several years while the county and department determined how to pivot from the original plan to tear down the building and build a new one. Staff in the farmhouse are working in a challenging office setting and their productivity and ability to function efficiently and invite other staff, community partners, and the public into their office would be a benefit to all. Overall the proposed improvements will provide a more functional and safe office space and working environment.

**Insert Reference Photos with Titles:** (Limit to this page)



Basement door that floods/rotted decking



Farmhouse kitchen to be renovated



Egg Washing House in need of new roof  
(this structure houses electrical panel/infrastructure)



Overgrown utility/electrical services



Generator to be replaced



New roof to receive solar panels



## Priority Level

**Priority 1: Imperative (Must-Do) (4 points)** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- a.  Corrects a condition dangerous to employee or public health or safety.
- b.  Satisfies a legal, regulatory or statutory obligation or requirement.
- c.  Alleviates an emergency service disruption or deficiency.
- d.  Prevents irreparable damage to a valuable public facility or equipment.

**Priority 2: Essential (Should-Do) (3 points)** – Projects that address clearly demonstrated needs or objectives.

- a.  Rehabilitates or replaces an obsolete public facility or equipment.
- b.  Stimulates economic growth and/or environmental protection.
- c.  Reduces future operating and maintenance costs.
- d.  Leverages available state or federal funding.

**Priority 3: Important (Could-Do) (2 points)** – Projects that benefit the community but may be delayed without detrimental effects to basic services.

- a.  Provides a new or expanded level of service.
- b.  Promotes intergovernmental cooperation.
- c.  Reduces energy consumption.
- d.  Enhances services and/or cultural or natural resources.

**Priority 4: Desirable (Nice-To-Do) (1 point)** –

- a.  County funding needed (GF or Borrow).
- b.  County funding NOT needed (grant or other funding available)

**EXT.5 Debt Service Calculator**

12/12/2023

**EXT.5**

	B	C	D	E	F	G	H	I	J	K	
1	<b><u>Debt Service Calculator</u></b>										
2											
3	This calculator is provided by the Division of Local Services only as a guide to assist communities in projecting debt service. Refer to M.G.L. Ch. 44 s.7 (inside debt limit) and Ch. 44 s.8 (outside debt limit) to determine allowable borrowing terms for various financing purposes. Any premiums or costs of borrowing (i.e., legal or bond counsel fees) are not accounted for. We strongly advise municipalities to confirm borrowing conditions and calculations with the city or town treasurer and financial advisor.										
4											
5											
6	1)	Enter amount to be borrowed.								\$1,400,000	
7											
8											
9	2)	Enter borrowing conditions:				Interest Rate (e.g., 3.5% as 3.5):			5.0000	percent	
10						Term ( enter 5 or more)			20	years	
11											
12	3)	Indicate ("x") payment type. Check both for comparisons.									
13											
14						Level Debt Service		<input type="checkbox"/>			
15											
16						Level Principal		<input checked="" type="checkbox"/>			
17											
18											
19		<u>Projected annual payment</u>									
20											
21		Level Debt Service									
22											
23		Level Principal (Year One)					\$140,000				
24											
25											
26		<u>Projected total payments over term.</u>					Principal & Interest		Interest only		
27											
28		Level Debt Service									
29											
30		Level Principal					\$2,135,000		\$735,000		
31											scroll down
32											
33											
34			<u>Year</u>		<u>Level principal (\$)</u>						
35			1		140,000						
36			2		136,500						
37			3		133,000						
38			4		129,500						
39			5		126,000						
40			6		122,500						
41			7		119,000						
42			8		115,500						
43			9		112,000						
44			10		108,500						
45			11		105,000						
46			12		101,500						
47			13		98,000						
48			14		94,500						
49			15		91,000						
50			16		87,500						
51			17		84,000						
52			18		80,500						
53			19		77,000						
54			20		73,500						
55											

**EXT.6a FY25, AmeriCorps: Replace 2012 Ford F-150 (“Great White”)**

**COOP. EXT.**  
Date: 12/11/23

1.0 PROJECT OVERVIEW	
Department: AmeriCorps Cape Cod	CIP Contact: Kat Garofoli
CIP Start Date: 7/1/24      CIP End Date: 6/30/26	Contact Email: katherine.garofoli@capecod.gov
Estimated Useful Life (Years): 10	Project Cost (All Years, from below) : \$51,250
Project Priority Level: <b>1</b>	Total County Cost (All Years, from below): \$58,938
Evaluation Criteria Response	Ordinance Number(s): 24.xx (to be numbered)

2.0 PROJECT COST ESTIMATE AND FUNDING SOURCE(S)	
Project Cost (All Years): \$51,250	Borrowing Cost (Estimated): \$7,688
<b>TOTAL PROJECT COST</b> (Project + Borrowing): \$58,938	<b>TOTAL COUNTY COST: \$58,938</b>

FUNDING SOURCE(s) <b>Check all that apply &amp; enter amounts:</b>	FUNDING APPROVED, PRIOR YEARS			----- FUNDING REQUESTED FOR FY25-FY29 -----				
	FY22 and Prior	FY23	FY24	FY25	FY26	FY27	FY28	FY29
<input checked="" type="checkbox"/> County (Reserve Fund(s) or Borrow)	\$	\$	\$	\$51,250		\$	\$	\$
<input type="checkbox"/> Reimbursement (Facilities) (Enter Percentage: -- )	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (State)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Federal)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Other)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> User Fees	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Other:	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Dredge Enterprise Fund	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Cape Cod Commission	\$	\$	\$	\$	\$	\$	\$	\$
<b>TOTAL</b>	\$	\$	\$	\$51,250	\$	\$	\$	\$

**Basis for Cost Estimates and Funding Sources:**

Recent online research to estimate current vehicle costs.  
Replace 2012 Ford F-150 (“Great White”) with a 2024 Ford F-150 STX (estimated cost \$51,250) or equivalent.

### 3.0 ANNUAL OPERATING COST IMPACT

**Describe project impact on annual operating costs and potential savings:**

This would reduce annual operating expenses in the following ways: 1- a newer vehicle requires less maintenance in the first five years of ownership in comparison to the current 12-year-old vehicle. 2- Newer vehicle will be safer and more efficient for staff.

### 4.0 PROJECT DETAILS

**Project Title:** AmeriCorps: Replace 2012 Ford F-150 (“Great White”)

**Location** (Address if avail.): 3195 Main Street, Barnstable. MA 02630

**Project Description:** The AmeriCorps Cape Cod program is proposing to replace its 2012 Ford F-150 (“Great White”) in FY25 with a 2024 Ford F-150 STX (estimated cost \$51,250) or equivalent.

**Justification:** The 2012 F-150 (“Great White”) has substantial bodywork issues (rotting) creating potential unsafe conditions. An effort was made to fix the areas of concern, but several automotive body shops did not feel that the work would be worth the expense. Maintenance costs have also increased each year, and we are concerned about reliability with the continuous use and high mileage. Major systems, such as odometer, are no longer working. Program trucks are critically important as they are used to carry power tools, fuel, and other conservation equipment to conduct service.

**Impact of Denial/Postponement:** Maintenance costs will continue to increase as the vehicle ages and it will become even less reliable for staff to use.

**Insert Reference Photos with Titles:**



2012 F-150 – Driver side rot



2012 F-150 – Passenger side rot

## **Priority Level**

**Priority 1: Imperative (Must-Do) (4 points)** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- a.  Corrects a condition dangerous to employee or public health or safety.
- b.  Satisfies a legal, regulatory or statutory obligation or requirement.
- c.  Alleviates an emergency service disruption or deficiency.
- d.  Prevents irreparable damage to a valuable public facility or equipment.

**Priority 2: Essential (Should-Do) (3 points)** – Projects that address clearly demonstrated needs or objectives.

- a.  Rehabilitates or replaces an obsolete public facility or equipment.
- b.  Stimulates economic growth and/or environmental protection.
- c.  Reduces future operating and maintenance costs.
- d.  Leverages available state or federal funding.

**Priority 3: Important (Could-Do) (2 points)** – Projects that benefit the community but may be delayed without detrimental effects to basic services.

- a.  Provides a new or expanded level of service.
- b.  Promotes intergovernmental cooperation.
- c.  Reduces energy consumption.
- d.  Enhances services and/or cultural or natural resources.

**Priority 4: Desirable (Nice-To-Do) (1 point)** –

- a.  County funding needed (GF or Borrow).
- b.  County funding NOT needed (grant or other funding available)

**EXT.6a Debt Service Calculator**

12/12/2023

**EXT.6a**

	B	C	D	E	F	G	H	I	J	K	
1	<b><u>Debt Service Calculator</u></b>										
2											
3	This calculator is provided by the Division of Local Services only as a guide to assist communities in projecting debt service. Refer to M.G.L. Ch. 44 s.7 (inside debt limit) and Ch. 44 s.8 (outside debt limit) to determine allowable borrowing terms for various financing purposes. Any premiums or costs of borrowing (i.e., legal or bond counsel fees) are not accounted for. We strongly advise municipalities to confirm borrowing conditions and calculations with the city or town treasurer and financial advisor.										
4											
5											
6	1)	<b>Enter amount to be borrowed.</b>								<input type="text" value="\$5,120"/>	
7											
8											
9	2)	<b>Enter borrowing conditions:</b>				Interest Rate (e.g., 3.5% as 3.5):			<input type="text" value="5.0000"/>	percent	
10						Term ( enter 5 or more)			<input type="text" value="5"/>	years	
11											
12	3)	<b>Indicate ("x") payment type. Check both for comparisons.</b>									
13											
14						Level Debt Service		<input type="checkbox"/>			
15											
16						Level Principal		<input checked="" type="checkbox"/>			
17											
18											
19	<b>Projected annual payment</b>										
20											
21		Level Debt Service									
22											
23		Level Principal (Year One)					\$1,280				
24											
25											
26	<b>Projected total payments over term.</b>					<b>Principal &amp; Interest</b>		<b>Interest only</b>			
27											
28		Level Debt Service									
29											
30		Level Principal					\$5,888		\$768		
31											
32											
33											
34		<u>Year</u>				<u>Level principal (\$)</u>					
35		1				1,280					
36		2				1,229					
37		3				1,178					
38		4				1,126					
39		5				1,075					
40											

scroll down

**EXT.6b FY27, AmeriCorps: Replace 2014 Ford F-150 ("Big Blue)**

OUT-YEAR, FY 27    \$60,000

**D.4. Facilities Department Capital Budget Request(s)**

**FAC.6 FY26, Barn. First District Court Holding Cell Fixture Replacement**

Out Year, FY26	\$325,000
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**FAC.7 FY28, Barn. First District Court Building Operating System Upgrade**

Out Year, FY28                      \$25,000

**FAC.11 FY27, Deeds/Probate Rooftop HVAC Units (3) Replacement**

Out-Year, FY27                      \$150,000

**FAC.12 FY25, Orleans Second District Court HVAC Replacement**

**FACILITIES**

Date: 11/8/23

**1.0 PROJECT OVERVIEW**

Department: Facilities	CIP Contact: Don Reynolds/Paul Ruzala, P.E.
CIP Start Date: 10/22      CIP End Date: 05/25	Contact Email: paul.ruzala@capecod.gov
Estimated Useful Life (Years): 25 years	Project Cost (All Years, from below): \$5,250,000
Project Priority Level: <b>1</b>	Total County Cost (All Years, from below): \$ 0
Evaluation Criteria Response:	Ordinance Number(s): 24.xx (to be numbered)

**2.0 PROJECT COST ESTIMATE AND FUNDING SOURCE(S)**

Project Cost (All Years): \$5,250,000	Borrowing Cost (Estimated): \$ 0
<b>TOTAL PROJECT COST (Project + Borrowing): \$ 5,250,000</b>	<b>TOTAL COUNTY COST: \$ 0</b>

FUNDING SOURCE(s) <b>Check all that apply &amp; enter amounts:</b>	FUNDING APPROVED, PRIOR YEARS			----- FUNDING REQUESTED FOR FY25-FY29 -----				
	FY22 and Prior	FY23	FY24	FY25	FY26	FY27	FY28	FY29
<input type="checkbox"/> County (Reserve Fund(s) or Borrow)	\$	\$	\$	\$	\$	\$	\$	\$
<input checked="" type="checkbox"/> Reimbursement (Facilities) (Enter Percentage: <b>100</b> )	\$1,150,000	\$850,000	\$	\$3,250,000	\$	\$	\$	\$
<input type="checkbox"/> Grant (State)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Federal)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Other)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> User Fees	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Other:	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Dredge Enterprise Fund	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Cape Cod Commission	\$	\$	\$	\$	\$	\$	\$	\$
<b>TOTAL</b>	\$1,150,000	\$850,000	\$	\$3,250,000	\$	\$	\$	\$

**Basis for Cost Estimates and Funding Sources:**  
**100% reimbursable by the Courts.** An HVAC systems replacement study was completed in June 2023 and can be provided for more detailed information relative to the work required. Project cost estimate included with the study was \$2.5 million for HVAC system replacement, which included, design phase and construction costs. Construction administration, building modifications to accommodate new pipe configuration, electrical upgrades, demolition and abatement were not included with the estimate, but will be a considerable component of the project.  
  
 The project and any associated costs for its funding are reimbursed under the terms of the lease with the Trial Court at 100% or \$5,250,000.

### 3.0 ANNUAL OPERATING COST IMPACT

**Describe project impact on annual operating costs and potential savings:**

Replacing the 1970's HVAC system with a modern efficiency system will result in considerable savings in operational costs. A detailed energy consumption and direct savings evaluation was not performed and therefore the cost benefits have not been identified.

### 4.0 PROJECT DETAILS

**Project Title:** Orleans Second District Court HVAC Replacement

**Location** (Address if avail.): 237 Rock Harbor Road, Orleans, MA

**Project Description:** The Orleans Second District Courthouse requires a major HVAC system replacement project. Necessary renovations will include replacement of HVAC systems including hot water boiler plant with high efficiency units capable of on demand operation, chiller system, dehumidification system, corresponding building control system and roof exhaust units, and repair of damaged walls and ceilings due to failing units and associated piping. No major improvements have been made to the Orleans Second District Courthouse HVAC system since 1970, except for a boiler and chiller replacement in the 1990's.

**Justification:** The work is critical to maintain the Barnstable County asset functional as the MA Trial Court Second District Courthouse. Further degradation of the system will directly impact health and welfare of staff and public who utilize the building. The MA Trial Courts have approved and included this project as part of their capital plan.

**Impact of Denial/Postponement:** Delaying the work will result in further building degradation and increasingly costly repairs. No action will result in critical structural damage and hazard to staff and public.

**Insert Reference Photos with Titles:**



Air-Cooled Chiller Mounted at Ground Level



Gas Fired Modular Boilers in Basement



Hot and Chilled Water Distribution Piping in Basement

### Priority Level

**Priority 1: Imperative (Must-Do) (4 points)** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- a.  Corrects a condition dangerous to employee or public health or safety.
- b.  Satisfies a legal, regulatory or statutory obligation or requirement.
- c.  Alleviates an emergency service disruption or deficiency.
- d.  Prevents irreparable damage to a valuable public facility or equipment.

**Priority 2: Essential (Should-Do) (3 points)** – Projects that address clearly demonstrated needs or objectives.

- a.  Rehabilitates or replaces an obsolete public facility or equipment.
- b.  Stimulates economic growth and/or environmental protection.
- c.  Reduces future operating and maintenance costs.
- d.  Leverages available state or federal funding.

**Priority 3: Important (Could-Do) (2 points)** – Projects that benefit the community but may be delayed without detrimental effects to basic services.

- a.  Provides a new or expanded level of service.
- b.  Promotes intergovernmental cooperation.
- c.  Reduces energy consumption.
- d.  Enhances services and/or cultural or natural resources.

**Priority 4: Desirable (Nice-To-Do) (1 point)** –

- a.  County funding needed (GF or Borrow).
- b.  County funding NOT needed (grant or other funding available)

**FAC.13 FY25, Orleans Second District Court Lockup Fixture Replace. FACILITIES**

Date: 12/12/23

**1.0 PROJECT OVERVIEW**

Department: Facilities	CIP Contact: Don Reynolds/Paul Ruzala, P.E.
CIP Start Date: 7/24      CIP End Date: 6/25	Contact Email: paul.ruzala@capecod.gov
Estimated Useful Life (Years): 25 years	Project Cost (All Years, from below) : \$325,000
Project Priority Level: <b>3</b>	Total County Cost (All Years, from below): \$ 0
Evaluation Criteria Response: ---	Ordinance Number(s): 24.xx (to be numbered)

**2.0 PROJECT COST ESTIMATE AND FUNDING SOURCE(S)**

Project Cost (All Years): \$325,000	Borrowing Cost (Estimated): \$ 0
<b>TOTAL PROJECT COST</b> (Project + Borrowing): \$ 325,000	<b>TOTAL COUNTY COST: \$ 0</b>

FUNDING SOURCE(s) <b>Check all that apply &amp; enter amounts:</b>	FUNDING APPROVED, PRIOR YEARS			----- FUNDING REQUESTED FOR FY25-FY29 -----				
	FY22 and Prior	FY23	FY24	FY25	FY26	FY27	FY28	FY29
<input type="checkbox"/> County (Reserve Fund(s) or Borrow)	\$	\$	\$	\$	\$	\$	\$	\$
<input checked="" type="checkbox"/> Reimbursement (Facilities) (Enter Percentage: <b>100</b> )	\$	\$	\$	\$325,000	\$	\$	\$	\$
<input type="checkbox"/> Grant (State)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Federal)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Other)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> User Fees	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Other:	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Dredge Enterprise Fund	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Cape Cod Commission	\$	\$	\$	\$	\$	\$	\$	\$
<b>TOTAL</b>	\$1,150,000	\$850,000	\$	\$325,000	\$	\$	\$	\$

**Basis for Cost Estimates and Funding Sources:**  
**100% reimbursable by the Courts.** Addresses maintenance needs of fixtures in lockup areas (sinks, toilets).  
  
 The project and any associated costs for its funding are reimbursed under the terms of the lease with the Trial Court at 100% or \$325,000.

### 3.0 ANNUAL OPERATING COST IMPACT

**Describe project impact on annual operating costs and potential savings:**

A direct savings evaluation was not performed and therefore the cost benefits have not been identified.

### 4.0 PROJECT DETAILS

**Project Title:** Orleans Second District Court Lockup Fixture Replacement

**Location** (Address if avail.): 237 Rock Harbor Road, Orleans, MA

**Project Description:** Addresses maintenance needs of fixtures in lockup areas (sinks, toilets).

**Justification:** The work maintains the Barnstable County asset functional as the MA Trial Court Second District Courthouse. The MA Trial Courts have approved and included this project as part of their capital plan.

**Impact of Denial/Postponement:** Continual repairs to existing fixtures.

**Insert Reference Photos with Titles:** (None submitted)

#### Priority Level

**Priority 1: Imperative (Must-Do) (4 points)** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- a.  Corrects a condition dangerous to employee or public health or safety.
- b.  Satisfies a legal, regulatory or statutory obligation or requirement.
- c.  Alleviates an emergency service disruption or deficiency.
- d.  Prevents irreparable damage to a valuable public facility or equipment.

**Priority 2: Essential (Should-Do) (3 points)** – Projects that address clearly demonstrated needs or objectives.

- a.  Rehabilitates or replaces an obsolete public facility or equipment.
- b.  Stimulates economic growth and/or environmental protection.
- c.  Reduces future operating and maintenance costs.
- d.  Leverages available state or federal funding.

**Priority 3: Important (Could-Do) (2 points)** – Projects that benefit the community but may be delayed without detrimental effects to basic services.

- a.  Provides a new or expanded level of service.
- b.  Promotes intergovernmental cooperation.
- c.  Reduces energy consumption.
- d.  Enhances services and/or cultural or natural resources.

**Priority 4: Desirable (Nice-To-Do) (1 point)** –

- a.  County funding needed (GF or Borrow).
- b.  County funding NOT needed (grant or other funding available)

**FAC.14 FY27, Orleans Second District Court Window Replacement**

Out-Year, FY27                      \$650,000



**FAC.17 FY26, Superior Courthouse, Repair Ancient Wall**

Out-Year, FY26                      \$275,000

**FAC.20 FY25, Superior Courthouse Exterior Restoration**

**FACILITIES**

Date: 12/12/23

1.0 PROJECT OVERVIEW	
Department: <b>Facilities</b>	CIP Contact: <b>Don Reynolds/Paul Ruzala, P.E.</b>
CIP Start Date: <b>10/23</b> CIP End Date: <b>11/25</b>	Contact Email: <b>paul.ruzala@capecod.gov</b>
Estimated Useful Life (Years): <b>25 years</b>	Project Cost (All Years, from below): <b>\$7,000,000</b>
Project Priority Level: <b>1</b>	Total County Cost (All Years, from below): <b>\$2,287,500</b>
Evaluation Criteria Response:	Ordinance Number(s): <b>24.xx</b> (to be numbered)

2.0 PROJECT COST ESTIMATE AND FUNDING SOURCE(S)	
Project Cost (All Years): <b>\$7,000,000</b>	Borrowing Cost (On County Portion): <b>\$787,500</b>
TOTAL PROJECT COST (Project + Borrowing/County Portion): <b>\$7,787,000</b>	TOTAL COUNTY COST: <b>\$2,287,500</b>

FUNDING SOURCE(s) <b>Check all that apply &amp; enter amounts:</b>	FUNDING APPROVED, PRIOR YEARS			----- FUNDING REQUESTED FOR FY25-FY29 -----				
	FY22 and Prior	FY23	FY24	FY25	FY26	FY27	FY28	FY29
<input checked="" type="checkbox"/> <b>County</b> (Reserve Fund(s) or Borrow)	\$	\$	\$250,000	\$1,500,000	\$	\$	\$	\$
<input checked="" type="checkbox"/> <b>Reimbursement</b> (Facilities) (Enter Percentage: <b>75</b> )	\$	\$	\$750,000	\$4,500,000	\$	\$	\$	\$
<input type="checkbox"/> <b>Grant</b> (State)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> <b>Grant</b> (Federal)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> <b>Grant</b> (Other)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> <b>User Fees</b>	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> <b>Other:</b>	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> <b>Dredge Enterprise Fund</b>	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> <b>Cape Cod Commission</b>	\$	\$	\$	\$	\$	\$	\$	\$
<b>TOTAL</b>	\$	\$	\$1,000,000	\$6,000,000	\$	\$	\$	\$

**Basis for Cost Estimates and Funding Sources:**  
**75% reimbursable by the Courts.** A building architectural study was completed in 2021 and can be provided for more detailed information relative to the restorations needed. Project cost estimate has been adjusted from the 2021 study of \$3.4 million to \$5.5 million by accounting for inflation, design phase costs, construction administration. An additional \$1.5 million has been carried for a full window replacement.  
  
 The project and the associated cost for its funding are reimbursed under the terms of the lease with the Trial Court at 75% or \$5,250,000.

### 3.0 ANNUAL OPERATING COST IMPACT

**Describe project impact on annual operating costs and potential savings:**

If optioned, thermally insulating replacement windows may decrease utility costs by 8-10% or up to \$5,500 per year.

### 4.0 PROJECT DETAILS

**Project Title: Superior Court Exterior Renovation**

**Location** (Address if avail.): **3195 Main Street, Barnstable MA**

**Project Description:** The Superior Courthouse is in need of a major exterior renovation project. Necessary renovations will include all facets of the exterior envelope from the original 1832 build to the 7th addition built in 1972. This project will include work updates to the mortar, granite, brick, cast stone, wood columns, cornice, windows, trim, and some structural work to the brick arches in the basement of the original building. No major renovations have been performed to the Superior Courthouse since the last addition of 1972.

**Justification:** The work is critical to maintain the historic Barnstable County asset functional as the MA Trial Court Superior Courthouse.

**Impact of Denial/Postponement:** Delaying the work will result in further building degradation and increasingly costly repairs. No action will result in critical structural damage and hazard to staff and public.

**Insert Reference Photos with Titles:**



Superior Courthouse – Column Paint Failure



Superior Courthouse – Cornice Stone Failure



Superior Courthouse – Column Paint Failure 2



Superior Courthouse – Wood Cornice Paint Failure



Superior Courthouse – Wood Cornice Paint Failure 2



Superior Courthouse – Plan View Showing Additions

**Priority Level**

**Priority 1: Imperative (Must-Do) (4 points)** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- a.  Corrects a condition dangerous to employee or public health or safety.
- b.  Satisfies a legal, regulatory or statutory obligation or requirement.
- c.  Alleviates an emergency service disruption or deficiency.
- d.  Prevents irreparable damage to a valuable public facility or equipment.

**Priority 2: Essential (Should-Do) (3 points)** – Projects that address clearly demonstrated needs or objectives.

- a.  Rehabilitates or replaces an obsolete public facility or equipment.
- b.  Stimulates economic growth and/or environmental protection.
- c.  Reduces future operating and maintenance costs.
- d.  Leverages available state or federal funding.

**Priority 3: Important (Could-Do) (2 points)** – Projects that benefit the community but may be delayed without detrimental effects to basic services.

- a.  Provides a new or expanded level of service.
- b.  Promotes intergovernmental cooperation.
- c.  Reduces energy consumption.
- d.  Enhances services and/or cultural or natural resources.

**Priority 4: Desirable (Nice-To-Do) (1 point)** –

- a.  County funding needed (GF or Borrow).
- b.  County funding NOT needed (grant or other funding available)

**FAC.20 Debt Service Calculator**

12/12/2023

**FAC.20**

	B	C	D	E	F	G	H	I	J	K	
1	<b><u>Debt Service Calculator</u></b>										
2											
3	This calculator is provided by the Division of Local Services only as a guide to assist communities in projecting debt service. Refer to M.G.L. Ch. 44 s.7 (inside debt limit) and Ch. 44 s.8 (outside debt limit) to determine allowable borrowing terms for various financing purposes. Any premiums or costs of borrowing (i.e., legal or bond counsel fees) are not accounted for. We strongly advise municipalities to confirm borrowing conditions and calculations with the city or town treasurer and financial advisor.										
4											
5											
6	1)	Enter amount to be borrowed.								\$1,500,000	
7											
8											
9	2)	Enter borrowing conditions:				Interest Rate (e.g., 3.5% as 3.5):			5.0000	percent	
10						Term ( enter 5 or more)			20	years	
11											
12	3)	Indicate ("x") payment type. Check both for comparisons.									
13											
14						Level Debt Service		<input type="checkbox"/>			
15											
16						Level Principal		<input checked="" type="checkbox"/>			
17											
18											
19	<u>Projected annual payment</u>										
20											
21		Level Debt Service									
22											
23		Level Principal (Year One)					\$150,000				
24											
25											
26	<u>Projected total payments over term.</u>					Principal & Interest		Interest only			
27											
28		Level Debt Service									
29											
30		Level Principal					\$2,287,500		\$787,500		
31											
32											
33											
34		<u>Year</u>				<u>Level principal (\$)</u>					
35		1				150,000					
36		2				146,250					
37		3				142,500					
38		4				138,750					
39		5				135,000					
40		6				131,250					
41		7				127,500					
42		8				123,750					
43		9				120,000					
44		10				116,250					
45		11				112,500					
46		12				108,750					
47		13				105,000					
48		14				101,250					
49		15				97,500					
50		16				93,750					
51		17				90,000					
52		18				86,250					
53		19				82,500					
54		20				78,750					

**FAC.21 FY28, Superior Courthouse Boiler Upgrade**

Out-Year, FY28                      \$350,000

**FAC.23 FY26, County Complex, Vehicle Replacement (Plowing/Recycling)**

Out-Year, FY26                      \$45,000

**FAC.29 FY25, Health Admin./Old Jail Heating System**

**FACILITIES**

Date: 12/12/23

**1.0 PROJECT OVERVIEW**

Department: Facilities	CIP Contact: Don Reynolds/Paul Ruzala, P.E.
CIP Start Date: 10/23      CIP End Date: 11/25	Contact Email: paul.ruzala@capecod.gov
Estimated Useful Life (Years): 15 years	Project Cost (All Years, from below): \$625,000
Project Priority Level: <b>3</b>	Total County Cost (All Years, from below): \$796,875
Evaluation Criteria Response:	Ordinance Number(s): 24.xx (to be numbered)

**2.0 PROJECT COST ESTIMATE AND FUNDING SOURCE(S)**

Project Cost (All Years): \$625,000	Borrowing Cost (On County Portion): \$171,875
TOTAL PROJECT COST (Project + Borrowing/County Portion): \$796,875	TOTAL COUNTY COST: \$796,875

FUNDING SOURCE(s) <b>Check all that apply &amp; enter amounts:</b>	FUNDING APPROVED, PRIOR YEARS			----- FUNDING REQUESTED FOR FY25-FY29 -----				
	FY22 and Prior	FY23	FY24	FY25	FY26	FY27	FY28	FY29
<input checked="" type="checkbox"/> County (Reserve Fund(s) or Borrow)	\$	\$	\$0	\$100,000	\$525,000	\$	\$	\$
<input type="checkbox"/> Reimbursement (Facilities) (Enter Percentage: <b>0</b> )	\$	\$	\$0	\$0	\$	\$	\$	\$
<input type="checkbox"/> Grant (State)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Federal)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Other)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> User Fees	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Other:	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Dredge Enterprise Fund	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Cape Cod Commission	\$	\$	\$	\$	\$	\$	\$	\$
<b>TOTAL</b>	\$	\$	\$0	\$100,000	\$525,000	\$	\$	\$

**Basis for Cost Estimates and Funding Sources:**  
Review by Facilities Director and Asset Manager.

**3.0 ANNUAL OPERATING COST IMPACT**

Describe project impact on annual operating costs and potential savings:  
Pending.



## 4.0 PROJECT DETAILS

**Project Title:** Health Admin./Old Jail Heating System Upgrade/Replacement

**Location** (Address if avail.): **3195 Main Street, Barnstable MA**

**Project Description:** Upgrade/replacement of heating system that serves Health Administration offices and work areas

**Justification:** Correction of inconsistency in heating system output is necessary.

**Impact of Denial/Postponement:** Project will enhance the work spaces and public spaces of the facility.

**Insert Reference Photos with Titles:** (None Submitted)

### Priority Level

**Priority 1: Imperative (Must-Do) (4 points)** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- a.  Corrects a condition dangerous to employee or public health or safety.
- b.  Satisfies a legal, regulatory or statutory obligation or requirement.
- c.  Alleviates an emergency service disruption or deficiency.
- d.  Prevents irreparable damage to a valuable public facility or equipment.

**Priority 2: Essential (Should-Do) (3 points)** – Projects that address clearly demonstrated needs or objectives.

- a.  Rehabilitates or replaces an obsolete public facility or equipment.
- b.  Stimulates economic growth and/or environmental protection.
- c.  Reduces future operating and maintenance costs.
- d.  Leverages available state or federal funding.

**Priority 3: Important (Could-Do) (2 points)** – Projects that benefit the community but may be delayed without detrimental effects to basic services.

- a.  Provides a new or expanded level of service.
- b.  Promotes intergovernmental cooperation.
- c.  Reduces energy consumption.
- d.  Enhances services and/or cultural or natural resources.

**Priority 4: Desirable (Nice-To-Do) (1 point)** –

- a.  County funding needed (GF or Borrow).
- b.  County funding NOT needed (grant or other funding available)

FAC.29 Debt Service Calculator

12/12/2023

FAC.29

	B	C	D	E	F	G	H	I	J	K	
1	<b><u>Debt Service Calculator</u></b>										
2											
3	This calculator is provided by the Division of Local Services only as a guide to assist communities in projecting debt service. Refer to M.G.L. Ch. 44 s.7 (inside debt limit) and Ch. 44 s.8 (outside debt limit) to determine allowable borrowing terms for various financing purposes. Any premiums or costs of borrowing (i.e., legal or bond counsel fees) are not accounted for. We strongly advise municipalities to confirm borrowing conditions and calculations with the city or town treasurer and financial advisor.										
4											
5											
6	1)	<b>Enter amount to be borrowed.</b>								\$625,000	
7											
8											
9	2)	<b>Enter borrowing conditions:</b>				Interest Rate (e.g., 3.5% as 3.5):			5.0000	percent	
10						Term ( enter 5 or more)			10	years	
11											
12	3)	<b>Indicate ("x") payment type. Check both for comparisons.</b>									
13											
14		Level Debt Service						<input type="checkbox"/>			
15		Level Principal						<input checked="" type="checkbox"/>			
16											
17											
18											
19		<u>Projected annual payment</u>									
20											
21		Level Debt Service									
22		Level Principal (Year One)					\$93,750				
23											
24											
25											
26		<u>Projected total payments over term.</u>					Principal & Interest		Interest only		
27											
28		Level Debt Service									
29		Level Principal					\$796,875		\$171,875		
30											
31											
32											
33											
34		<u>Year</u>				<u>Level principal (\$)</u>					
35		1				93,750					
36		2				90,625					
37		3				87,500					
38		4				84,375					
39		5				81,250					
40		6				78,125					
41		7				75,000					
42		8				71,875					
43		9				68,750					
44		10				65,625					
45											

**FAC.30 FY27, Health Admin./Old Jail, Repoint & Seal Exterior**

Out-Year, FY27                      \$350,000

**FAC.32 FY25, First and Second District Courthouses Flood Prevention Improve.**

Date: 12/12/23

**1.0 PROJECT OVERVIEW**

Department: Facilities	CIP Contact: Don Reynolds/Paul Ruzala, P.E.
CIP Start Date: 7/24      CIP End Date: 5/25	Contact Email: paul.ruzala@capecod.gov
Estimated Useful Life (Years): 25 years	Project Cost (All Years, from below): \$250,000
Project Priority Level: <b>1</b>	Total County Cost (All Years, from below): \$4,313
Evaluation Criteria Response:	Ordinance Number(s): 24.xx (to be numbered); 23.06 (\$1M)

**2.0 PROJECT COST ESTIMATE AND FUNDING SOURCE(S)**

Project Cost (All Years): \$250,000	Borrowing Cost (County Portion): \$563
<b>TOTAL PROJECT COST (Project + Borrowing): \$250,563</b>	<b>TOTAL COUNTY COST: \$4,313</b>

FUNDING SOURCE(s) Check all that apply & enter amounts:	FUNDING APPROVED, PRIOR YEARS			----- FUNDING REQUESTED FOR FY25-FY29 -----				
	FY22 and Prior	FY23	FY24	FY25	FY26	FY27	FY28	FY29
<input checked="" type="checkbox"/> County (Reserve Fund(s) or Borrow)	\$	\$	\$	\$ 3,750	\$	\$	\$	\$
<input checked="" type="checkbox"/> Reimbursement (Facilities) (Enter Percentage: <b>98.5</b> )	\$	\$	\$	\$246,250	\$	\$	\$	\$
<input type="checkbox"/> Grant (State)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Federal)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Other)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> User Fees	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Other:	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Dredge Enterprise Fund	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Cape Cod Commission	\$	\$	\$	\$	\$	\$	\$	\$
<b>TOTAL</b>	\$	\$	\$	\$250,000	\$	\$	\$	\$

**Basis for Cost Estimates and Funding Sources:**

**98.5% reimbursable by the Courts.** The estimate was prepared by County staff based on assumptions of work to be performed. Upon completion of the flood prevention evaluation, additional information will be available to refine the cost estimate.

The project and the associated cost for its funding are reimbursed under the terms of the lease with the Trial Court at 98.5% or \$250,000.

### 3.0 ANNUAL OPERATING COST IMPACT

**Describe project impact on annual operating costs and potential savings:**

Barnstable County is currently soliciting proposals from qualified firms to perform a flood prevention evaluation on the Barnstable County First and Second District Courthouses located at 3195 Main Street, Barnstable, MA and 237 Rock Harbor Road, Orleans, MA, respectively. The need for the evaluation became evident during a recent weather event that occurred on August 8, 2023, where both properties saw over 4-inches of rainfall occur in less than one hour of time and significant flooding occurred. The storm event overwhelmed the existing roof and basement stormwater collection systems causing stormwater to backup through the basement floor drains and underneath doorway sills resulting in flooding of 1 to 6-inches in depth. The facilities group was onsite during the event attempting to contain and pump out the flooded areas but efforts were overwhelmed with the heavy influx of stormwater. Upon conclusion of the storm, roof leaders, drain lines and the stormwater collection systems were investigated with closed circuit camera and no deficiencies or clogs were noted.

The recent flood event resulted in a County insurance claim, with current emergency response, abatement and restoration costs at over \$1 million. The insurance adjuster informed the County that no increase to the insurance premiums are anticipated from the flood event, but repeat events could impact future insurance rates.

### 4.0 PROJECT DETAILS

**Project Title:** Orleans Second District Court HVAC Replacement

**Location** (Address if avail.): 3195 Main Street, Barnstable, MA and 237 Rock Harbor Road, Orleans, MA

**Project Description:** The First and Second District Courthouse need flood prevention upgrades as determined in an evaluation planned for Winter 2023.

**Justification:** The follow up flood response, hazardous materials abatement and restoration (anticipated to occur mid-November), is anticipated to be extremely disruptive to the Massachusetts's Trial Courts with temporary relocation and scheduling being very time intensive for all staff involved. Given the chances of a similar event happening in the future with higher intensity storms in recent years, Barnstable County is taking a proactive approach with the evaluation to identify and then implement stormwater prevention measures. The flood evaluation will be funded through the facilities operating budget emergency fund. The resulting improvements are included in this FY 25 CIP request.

**Impact of Denial/Postponement:** Delaying the work will result in similar damage from significant future rain events and increasingly costly repairs and insurance claims. No action will result in building damage and air quality hazard to staff and public.

**Insert Reference Photos with Titles:** None included.

## **Priority Level**

**Priority 1: Imperative (Must-Do) (4 points)** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- a.  Corrects a condition dangerous to employee or public health or safety.
- b.  Satisfies a legal, regulatory or statutory obligation or requirement.
- c.  Alleviates an emergency service disruption or deficiency.
- d.  Prevents irreparable damage to a valuable public facility or equipment.

**Priority 2: Essential (Should-Do) (3 points)** – Projects that address clearly demonstrated needs or objectives.

- a.  Rehabilitates or replaces an obsolete public facility or equipment.
- b.  Stimulates economic growth and/or environmental protection.
- c.  Reduces future operating and maintenance costs.
- d.  Leverages available state or federal funding.

**Priority 3: Important (Could-Do) (2 points)** – Projects that benefit the community but may be delayed without detrimental effects to basic services.

- a.  Provides a new or expanded level of service.
- b.  Promotes intergovernmental cooperation.
- c.  Reduces energy consumption.
- d.  Enhances services and/or cultural or natural resources.

**Priority 4: Desirable (Nice-To-Do) (1 point)** –

- a.  County funding needed (GF or Borrow).
- b.  County funding NOT needed (grant or other funding available)

**FAC.33 FY25, OPM--Owner's Project Management**

**FACILITIES**

Date: 12/14/23

**1.0 PROJECT OVERVIEW**

Department: Administration	CIP Contact: Paul Ruzala, P.E./ Don Reynolds
CIP Start Date: 7/24      CIP End Date: 5/25	Contact Email: paul.ruzala@capecod.gov
Estimated Useful Life (Years): 5 years	Project Cost (All Years, from below): \$93,000
Project Priority Level: 2	Total County Cost (All Years, from below): \$42,780
Evaluation Criteria Response:	Ordinance Number(s): 24.xx (to be numbered)

**2.0 PROJECT COST ESTIMATE AND FUNDING SOURCE(S)**

Project Cost (All Years): \$93,000	Borrowing Cost (Est., Level Principal): \$5,580
<b>TOTAL PROJECT COST</b> (Project + Borrowing): \$98,580	<b>TOTAL COUNTY COST: \$42,780</b>

FUNDING SOURCE(s) Check all that apply & enter amounts:	FUNDING APPROVED, PRIOR YEARS			----- FUNDING REQUESTED FOR FY25-FY29 -----				
	FY22 and Prior	FY23	FY24	FY25	FY26	FY27	FY28	FY29
<input checked="" type="checkbox"/> County (Reserve Fund(s) or Borrow)	\$	\$	\$	\$37,200	\$	\$	\$	\$
<input checked="" type="checkbox"/> Reimbursement (Facilities) (Enter Percentage: 60% (Blended; see table in cost estimate section )	\$	\$	\$	\$55,800	\$	\$	\$	\$
<input type="checkbox"/> Grant (State)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Federal)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Grant (Other)	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> User Fees	\$	\$	\$	\$	\$	\$	\$	\$
<input type="checkbox"/> Other:	\$	\$	\$	\$	\$	\$	\$	\$
<b>TOTAL</b>	\$	\$	\$	\$93,000	\$	\$	\$	\$

**Basis for Cost Estimates and Funding Sources:**

The estimate for percentage reimbursement expected from the Courts (60%) is shown below was taken from assumptions and results prepared by County staff and ClearPath Advisors in costing the ADMIN.3 project (FY25, 10-Year Facility Plan/Building and Site Assessment).

The project and the associated cost for its funding will be partially reimbursed under the terms of the lease with the Trial Court. Detailed cost estimate can be provided upon request.

### 3.0 ANNUAL OPERATING COST IMPACT

Describe project impact on annual operating costs and potential savings:

### 4.0 PROJECT DETAILS

**Project Title:** OPM—Organizational Project Management to Support the Facilities Department

**Location** (Address if avail.): 3195 Main Street, Barnstable, MA

**Project Description:** Barnstable County Facilities Department is responsible for the operations and maintenance of property and buildings County wide, with focus on five large sized buildings requiring significant effort. Given the age and heavy use, many of the features are approaching the end of their useful life and require upgrades and/or replacement. Management of the numerous projects pending before the Facilities Department is beyond its scope, as presently staffed, due to the specialized and large scale construction projects required.

Facilities and County Administration have proposed developing a 10-year Facilities Plan (ADMIN.3 FY25) to identify and prioritize required projects and associated costs. Contracted Project Managers (“OPMs”) will implement that plan under the direction of the County’s Facilities Director and Asset Manager.

**Justification:** The anticipated projects are large scale and complex, where specialty professional services are required to identify and cost estimate needed work for planning purposes. Given the potential for significant expenses associated with the work, specialized Project Managers will be needed for implementation.

**Impact of Denial/Postponement:** Delays in work plans developed under the 10-Year Facilities Plan will likely result in building and property damage from wear and tear and increasingly costly repairs and potential for insurance claims. No action will result in building damage and air quality hazard to staff and public.

**Insert Reference Photos with Titles:** None included.

#### **Priority Level**

**Priority 1: Imperative (Must-Do) (4 points)** – Projects that cannot reasonably be postponed in order to avoid harmful or otherwise undesirable consequences.

- e.  Corrects a condition dangerous to employee or public health or safety.
- f.  Satisfies a legal, regulatory or statutory obligation or requirement.
- g.  Alleviates an emergency service disruption or deficiency.
- h.  Prevents irreparable damage to a valuable public facility or equipment.

**Priority 2: Essential (Should-Do) (3 points)** – Projects that address clearly demonstrated needs or objectives.

- e.  Rehabilitates or replaces an obsolete public facility or equipment.
- f.  Stimulates economic growth and/or environmental protection.
- g.  Reduces future operating and maintenance costs.
- h.  Leverages available state or federal funding.



**Priority 3: Important (Could-Do) (2 points)** – Projects that benefit the community but may be delayed without detrimental effects to basic services.

- e.  Provides a new or expanded level of service.
- f.  Promotes intergovernmental cooperation.
- g.  Reduces energy consumption.
- h.  Enhances services and/or cultural or natural resources.

**Priority 4: Desirable (Nice-To-Do) (1 point)** –

- c.  County funding needed (GF or Borrow).
- d.  County funding NOT needed (grant or other funding available)

**FAC.33 Debt Service Calculator**

12/12/2023

**FAC.33**

	B	C	D	E	F	G	H	I	J	K	
1	<b><u>Debt Service Calculator</u></b>										
2											
3	This calculator is provided by the Division of Local Services only as a guide to assist communities in projecting debt service. Refer to M.G.L. Ch. 44 s.7 (inside debt limit) and Ch. 44 s.8 (outside debt limit) to determine allowable borrowing terms for various financing purposes. Any premiums or costs of borrowing (i.e., legal or bond counsel fees) are not accounted for. We strongly advise municipalities to confirm borrowing conditions and calculations with the city or town treasurer and financial advisor.										
4											
5											
6	1)	<b>Enter amount to be borrowed.</b>								\$37,200	
7											
8											
9	2)	<b>Enter borrowing conditions:</b>				Interest Rate (e.g., 3.5% as 3.5):				5.0000	percent
10						Term ( enter 5 or more)				5	years
11											
12	3)	<b>Indicate ("x") payment type. Check both for comparisons.</b>									
13											
14						Level Debt Service				<input type="checkbox"/>	
15											
16						Level Principal				<input checked="" type="checkbox"/>	
17											
18											
19		<b>Projected annual payment</b>									
20											
21		Level Debt Service									
22											
23		Level Principal (Year One)							\$9,300		
24											
25											
26		<b>Projected total payments over term.</b>							<b>Principal &amp; Interest</b>	<b>Interest only</b>	
27											
28		Level Debt Service									
29											
30		Level Principal							\$42,780	\$5,580	
31											scroll down
32											
33											
34			<u>Year</u>			<u>Level principal (\$)</u>					
35			1			9,300					
36			2			8,928					
37			3			8,556					
38			4			8,184					
39			5			7,812					
40											

**D.5. Health Department Capital Budget Request(s)**

**HLTH.6 FY29, Lab: Purchase and Upgrade ICPMS**

Out-Year, FY29	\$150,000
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**HLTH.10 FY26, Lab: Purchase and Upgrade GC/MS for Landfill Water Analysis**

Out-Year, FY26                      \$150,000

**HLTH.12 FY28, Lab: Purchase PCR Analyzer**

Out-Year, FY28                      \$80,000

**HLTH.34 FY26, MASSTC: Purchase Backhoe**

Out-Year, FY26                      \$90,000

**HLTH.35 FY27, MASSTC: Purchase Compact Excavator**

Out-Year, FY27                      \$68,000

**HLTH.36 FY27, MASSTC: Purchase Dump Truck, 4WD (Ford F-550/Equiv.)**

Out-Year, FY27                      \$75,000