

BCC Adopted FY21 Budget Message

Greetings;

Pursuant to the Acts of 1988, Chapter 163, the so called Home Rule Charter, Section 5-3, the County's Board of Regional Commissioners recognizing that the County's role in meeting the needs of Cape Cod's citizens and working in collaboration with local municipal officials especially in the areas of rising water and thus coastal resiliency, the challenges to meet and monitor clean water requirements while meeting the obligation to employ innovative, and alternative strategies for the prevention and mitigation of nutrient accumulation in our waters, protecting the public against safety and health threats borne by our natural and wild environment from insects to protected mammals, while continuing to provide the menu of ongoing regional services that this County provides, we offer this outline that sets the parameters for a FY 20~~20~~²¹ Budget. The Budget Message recognizes that controlling costs remains a priority and thus utilizing collaboration and innovation from the County's talented and committed network of employees will best achieve our mission to meet the multiple challenges Cape Cod faces with an effective and flexible plan of action that holds the bottom line on spending. Thus FY~~20~~²¹ will be on par with the County's past four budgets, to the credit of our staff.

PROPOSED FY 21 BUDGET MESSAGE & BUDGET DEVELOPMENT GUIDELINES

1. FY2021 will require continued restraint to ensure good fiscal management.
2. Creation of a Capital Reserve Account to be set aside for capital investments and maintenance.
3. Creation of a stabilization reserve. When evaluating our current unreserved fund balance compounded by our capital deficit, we are underperforming in the category of financial planning in terms of stabilization availability limiting our ability to make budget corrections in time of economic recession. Corrections must be made to prevent dramatic reductions to services.
4. Enterprise and other business accounts. Audit and reviews of management, pricing and depreciation accounting to create sustainable business planning and financing.
5. Commissioners have adopted a New Hire Policy in July 2017; all Departments shall follow these Guidelines. New position requests will be reviewed on an as needed basis weighing and balancing value added with potential for new revenue growth. No position will be added without a corresponding revenue offset. Pay as you grow.
6. Any proposed increase of hours to a part-time employee shall be supported by a direct increase in Department Revenue to cover all related salary costs.
7. All departments shall continue reporting and budget requests on similar forms. The Finance Department shall create a Budget form which all Departments shall use. (simple and same format).
8. All Capital Budget Requests with funding source shall be listed on the Departments Request Form and compiled on a separate sheet with all projected funding sources. These items shall be included in the FY21 Budget Ordinance, and a separate Bonding Ordinance shall be prepared listing each project and

amount with term of Bond anticipation. Capital Bonding Budget shall follow the time line within the County Charter.

9. Each Department shall continue to allocate an estimate of related cost of utilities, phone service, custodial service as relates to the space allocated to the Department. This exercise will begin to establish the future true costs of each Department and be a useful tool in the allocation of space, and ability of County Departments becoming self-sustaining.
10. The Budget shall contain a line item of Debt Budget, i.e. principal and interest on debt. A recurring funding source should be allocated for this continuing expense. Staff is requested to attempt to address this allocation for future bonding expenses.
11. The Budget shall contain a line item for Short Term Debt Interest and a line item for Short Term Debt paydown. Staff is requested to allocate this for annual renewal of Short-Term Debt or BANS.
12. Staff shall continue to address the outstanding Bonding of projects that have been completed with budgeted and available revenue. This includes the re-vote of Ordinances to change funding from Bonding to a funding source such as Stabilizations Fund, Other Available Funds, Reserves, or sources recommended by the Finance Director, and reconsideration on votes of projects not yet started.
13. The Budget shall reflect (if any) the effects of the new State and Federal laws that deal with Earned Sick Time, Overtime Calculation, Health related increases and Massachusetts Wage & Hour Laws. Staff shall continue to keep the Commissioners informed as to any changing laws and their effect on County operation
14. The FY21 Budget shall be balanced with projected Revenues with consideration the use or transfer of Reserves, or new Tax increase.
15. The County Commissioners plan to create a 3-year Strategic Plan for Barnstable County. Staff shall review all services related to their Departments and establish a Cost vs Effectiveness of these services. This exercise will aid the Commissioners in establishing a Strategic Plan.
16. Projected Revenues shall reflect, along with other projection tools and practices, a three-year average of actual Revenue collected. Consideration of unusual years maybe be noted.
17. Each Department shall identify a reduction within their respective Budgets in the event the Commissioners are faced with Budget Deficit steaming from rising fixed cost such as Health, operating costs and possible litigation settlement costs.
18. Staff shall continue to identify a fixed funding source to be allocated to OPEB reserve account.
19. Staff need to evaluate all positions which have been established using a Grant funding source, each position and Grant shall be reviewed to determine that the County still receives Grant funding and is adequate to cover the expense of the Position. Positions which have been determined the Grant Funding is coming to an end, or ended, will need to be re-evaluated as to their continuing funding within the General Fund of the Budget. New funding sources shall be identified for their continuing support

20. The Administrator shall continue to work with the County's Real Estate Committee and review all existing properties to insure all County assets are utilized to their highest and best use and draft a space needs plan with projections for growth or contraction as needed consistent with the County's Capital Plan.
21. General management reviews shall be encouraged for the County at large and within all Departments as internal guides to insure County needs are being met at a regional and municipal level especially in areas such as water quality management, waste water programing and solid waste strategies.
22. Growth potential in increasing the County's investment in energy efficient utility replacement, solar development and electric vehicle accommodations.
23. Relocation of County Extension Department.
24. Collaborate between departments to facilitate dredge services, coastal resiliency projects, rising water strategies towards prevention and protection of people and properties, and developing long term strategies that anticipate Cape Cod's changing climate challenges.