Revenues

Estimated Revenues for FY2021
Revenues Overview

For a County, the budget process begins with estimating revenues and continues throughout the year with monitoring the revenues monthly. The revenue assumptions and projections give the County choices in allocating resources. Estimating revenues is a balance of trying to reduce the impact of the cost of government on taxpayers, providing a stable portfolio of reserves, and equating the cost of services to the revenues received.

Revenues are updated monthly throughout the year and analyzed closely for fluctuations. This allows the County to react in a timely manner in the event of any shortfalls and in time to maintain fiscal stability.

Many of the revenue sources have formulas and rates that cannot be changed by the County:

County Tax Assessments on the Towns of Cape Cod, registry fees, excise tax and certain fines are set by the State. The County does have the ability to set lab fees, service fees, as well as other departmental fees. We are limited on grants and how much we can charge for retirement and administrative reimbursements.
Barnstable County recognizes (5) primary sources of revenue:

- County Tax Assessment
- County Excise Taxes
- Registry of Deeds Business Revenues
- Departmental Revenues
- Court Rentals

### Revenues Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Tax Assess</td>
<td>3,447,248</td>
</tr>
<tr>
<td>County Excise</td>
<td>10,500,000</td>
</tr>
<tr>
<td>Registry</td>
<td>2,450,000</td>
</tr>
<tr>
<td>Court Rental</td>
<td>1,750,241</td>
</tr>
<tr>
<td>Intergovernment Dept</td>
<td>370,000</td>
</tr>
<tr>
<td>Enterprise Indirects</td>
<td>1,124,000</td>
</tr>
<tr>
<td>Investment Income</td>
<td>181,895</td>
</tr>
<tr>
<td>Reserves</td>
<td>175,000</td>
</tr>
<tr>
<td>Budget Reserve</td>
<td>446,200</td>
</tr>
<tr>
<td>Total</td>
<td>15,000,000</td>
</tr>
</tbody>
</table>

### Percentage of Revenue Sources

- County Tax Assess: 17%
- County Excise: 51%
- Registry: 12%
- Court Rental: 8%
- Intergovernment Dept: 5%
- Enterprise Indirects: 2%
- Investment Income: 1%
- Reserves: 1%
- Budget Reserve: 2%
Barnstable County Revenues have not always exceeded the expenses.

- It is a best practice to conservatively estimate revenues.
- We had several years where the expenses exceeded the revenues.
- The County’s actual revenues did not meet the estimated number in 6 of the past 10 years.
- The last 3 years we have exceeded the estimate and have estimated to exceed in FY2020, this is a positive trend.
Budget Overview
FY2021
Budget Overview

The budget document is the instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body.

The legalistic view is that a budget is a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

In a much more general sense, budgets may be regarded as devised to aid management to operate an organization more effectively. In the general sense, budgets are the financial expression of plans prepared by managers for operating an organization during a time period and for changing its physical facilities and its capital structure.

The budget establishes the plan and legal appropriations to allow the County to operate during the fiscal year. The budget provides specific direction for departments and agencies for management of resources. It also provides broad goals related to the County’s overall financial position and identifies business decisions required to keep the County financially viable and strong. It is developed using all available financial and planning reviews, including the five-year rolling Capital Improvement Program.
The Barnstable County FY2021 Budget of $20,594,545 is an overall increase of 2.4% or $500,228 over FY2020 and was crafted around the following:

- Personnel wages increase of Cola of 2% and 3% steps, overall increase of all wages $53,431
- Health Insurance increase of 8%, overall increase of $21,455
- Early Retirement 2019 Additional Annual Assessment of $187,700
  - The County is required to pay this amount annually for 10 years
  - The amounts were budgeted within the departments affected
- Sheriff Retirement Assessment increase of 6% or $101,000
- Short Term Debt paydown increase of $97,877
- Retirement Assessment increase of $69,163

The total of these obligatory increases of $530,626 is $30,398 more than the overall budget increase, which makes the percentage increase of departmental expenses .33%
## Budget Funding Sources

<table>
<thead>
<tr>
<th>Estimated Revenues:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>County Tax Assessments</td>
<td>3,447,248</td>
</tr>
<tr>
<td>County Excise Tax</td>
<td>10,500,000</td>
</tr>
<tr>
<td>Registry of Deeds Business Revenue</td>
<td>2,450,000</td>
</tr>
<tr>
<td>Court House Rental</td>
<td>1,750,241</td>
</tr>
<tr>
<td>Intergovernmental</td>
<td>370,000</td>
</tr>
<tr>
<td>Departmental</td>
<td>1,124,000</td>
</tr>
<tr>
<td>Investment Income/(loss)</td>
<td>175,000</td>
</tr>
<tr>
<td>Unreserved Fund Balance</td>
<td>346,200</td>
</tr>
<tr>
<td>Budget Reserve</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Total Estimated Revenues (Receipts)</strong></td>
<td><strong>20,262,689</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Available Funds:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Workers Comp Reserve Fund (8005)</td>
<td>50,000</td>
</tr>
<tr>
<td>Unemploy/Retirement Reserve Fund (8006)</td>
<td>100,000</td>
</tr>
<tr>
<td>Dredge Indirects</td>
<td>181,895</td>
</tr>
<tr>
<td><strong>Total Other Available Funds</strong></td>
<td><strong>331,895</strong></td>
</tr>
</tbody>
</table>

**Total Revenues & Available Funds**          **20,594,584**
Budget Analogy

» Budgeting is not an exact science and there are some pieces that are based on a snapshot in time.

• The Retirement assessment is based on the aggregate of wages on 9/30/2019. Additions or deletions are not recognized for the following Fiscal Year assessment past this date.

• Group Insurance is based on the employees who have insurance at the time of setting the budget. Vacant positions that we plan to fill are budgeted for the maximum benefits that are available. We estimate the premium increase based on market trends and Cape Cod Municipal Health Group performance. Last year we used 10% and it came in at 0%. This year we estimated 8% and just received word that it will once again be 0%.

• The overall budget for Group insurance has gone up .74% from FY2020.
Increases
» Commissioners
  • Increase of 17% or $164,047: Wages $186,444
  • The Assistant County Administrator position has been paid from the Dredge and the Fire Academy clean up budgets. Now in General Fund and offset by revenue from Dredge.
  • Communication manager split with Human Services now 100% under Commissioners.
  • Part time Human Rights admin added

» Finance
  • Increase of 15% or $128,077: Retirement $29,529, ERIP $36,700, Group Ins $26,358, Wages $37,650
  • Transfer of Admin from RDO to Finance
  • However, FY2020 budget is short by $28,355: Wages short $15,614, Group Ins short $12,741. Once these adjustments are made the true increase will be 12%. The Wages will be up $22,036 and the Group Ins will be up $13,617

Decreases
» Resource Development Office
  • Decrease of 3% or $19,657: Wages and Fringe
  • Transfer of Admin to Finance

» Assembly of Delegates
  • Decrease of 3% or $6,299: Group insurance and Legal

» Cooperative Extension
  • Decrease of 1.4% or $28,255: Realigning departmental direction. Decreases and Increases in various lines.

» Registry of Deeds
  • Decrease of 4.3% or $108,794: Wages and Fringe
  • Vacancies have been replaced with technology

» Health Department
  • Decrease of 0.5% or $14,215: Wages
  • Increases in Fringe of $67K are offset by decreases in ordinary expenses of $65K
Budget Increases/Decreases

Increases

» Facilities
  • Increase of 3% or $85,884: Ordinary Expenses $69,362, Utilities $20,650

» Human Services
  • Increase of .9% or $7,382: Wages and Fringe increased by $54,333 and Ordinary Expenses decreased by $49,268
    • Note: The FY2019 revised budget was $772,116 of which $257,286 was turned back to reserves. Human Services applies for a variety of grants that may have a salary match. There salary budget was $372,608, and only $251,000 was expended.

» Childrens Cove
  • Increase of 4% or $19,897:
    • The overall budget has a decrease of $21,196, however, there was a change made in how we are budgeting the Retirement Assessment. The increase in that line is $41,093

Decreases

» Miscellaneous & Contingency
  • Decrease of 1.6% or $11,814:
    • The overall decrease in this budget would be $61,814, however, we added $50,000 to fund the OPEB Trust Fund
    • We decreased each line item except for 7, 4 of which are level and 3 had slight increases
Dredge Enterprise Budget
FY2021
The Barnstable County FY2021 Dredge Enterprise Budget of $1,849,437 has an overall decrease of 33.53% or $694,106 over FY2020:

**Increases**
- Equipment Maintenance: $55,000 for equipment repair
- ERIP: New line item $18,600
- Indirect Costs: $181,896 - This is a new expense line to capture the costs of General Fund operations that support the Dredge Enterprise. This transfers to the GF as a revenue source
  - Percentage of department budgets that support the Dredge
  - Percentage of General Liability Insurances
  - Cost of Automobile Liability Insurances
  - Workers Compensation Insurance

**Decreases**
- Wages: $385,077
- Liability Insurance: $65,000
- Group insurance: $68,364
- Retirement: $25,446
- Dredge Reserve: $300,000
A comparison of the Cape Cod Environmental Protection Fund (CCEPF) budget request for FY2021 to its actual FY2019 expended as presented in the FY2021 budget proposal does not provide a complete picture.

The actual FY2019 expended from the CCEPF is accurately presented at $4,721,162, however the total expended and audited for Cape Cod Commission (Commission) activities was $6,092,697. The difference of $1,371,241 represents expenditures made from special revenue funds held outside of the CCEPF. Most of these expenditures are related to grant funded projects while $408k represents payments made to towns from mitigation funds held by the Commission.

The Commission budgets for its staffing needs within the CCEPF to provide an understanding of its full cost. This cost is offset by grant funds awarded to the Commission for specific projects and is identified in the budget proposal as anticipated grant revenue. Clear identification of receipts and expenditures for specific grant awards is required under Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards, generally accepted accounting principles and grant agreements executed for specific projects. This is accomplished with the County’s existing fund accounting system.

A comparison of the CCEPF approved budget for FY2020 and its proposed budget for FY2021 indicates a $330k or 5.5% reduction.
The Barnstable County FY2021 Cape Cod Commission Budget of $5,719,095 has an overall decrease of 5.75% or $329,090 over FY2020:

**Increases**
- Ordinary expenses increased by $73,017
- ERIP new line item $75,300

**Decreases**
- Wages: $249,492
- Group insurance: $70,196
- Retirement: $157,469

**Funding Sources:**

<table>
<thead>
<tr>
<th>Funding Sources</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCEPF Assessment</td>
<td>3,695,920</td>
</tr>
<tr>
<td>Grant Funds</td>
<td>1,129,649</td>
</tr>
<tr>
<td>Department Revenues</td>
<td>140,000</td>
</tr>
<tr>
<td>Bond Funds</td>
<td>0</td>
</tr>
<tr>
<td>License Plate Funds</td>
<td>200,000</td>
</tr>
<tr>
<td>Other - CCEPF/Committed Funds</td>
<td>553,526</td>
</tr>
<tr>
<td><strong>Total Estimated Revenues (Receipts)</strong></td>
<td><strong>5,719,095</strong></td>
</tr>
</tbody>
</table>