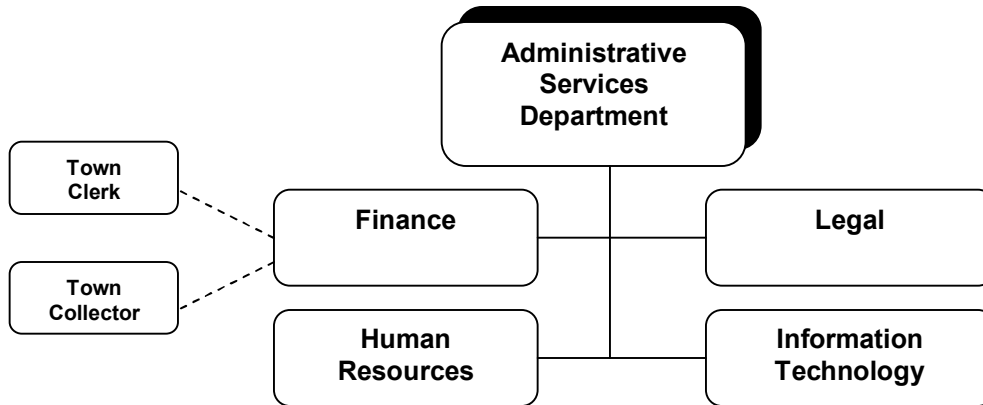


ADMINISTRATIVE SERVICES DEPARTMENT

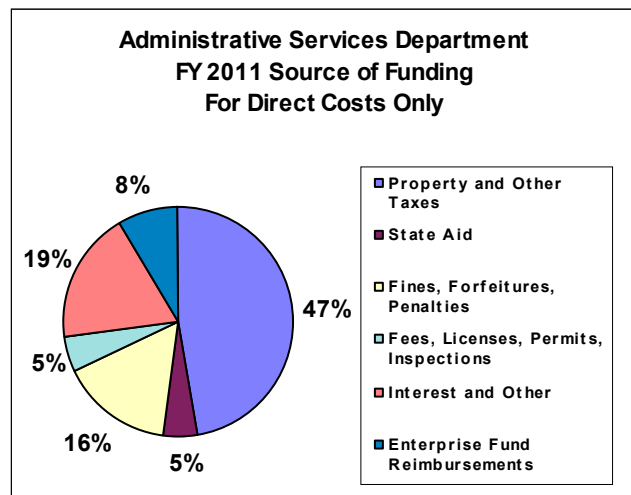
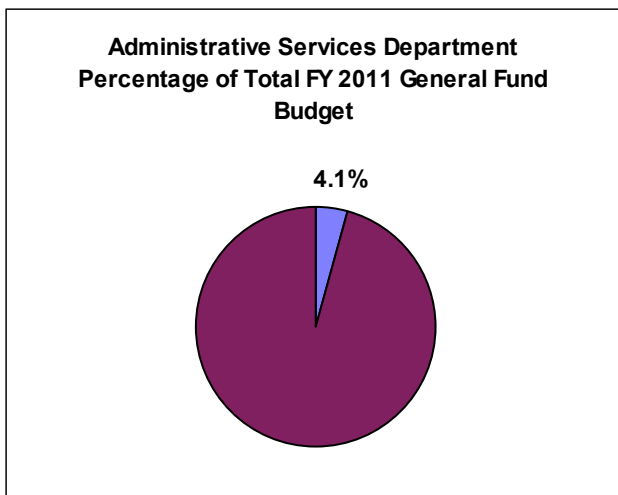
The Administrative Services Department is comprised of four sub-departments, identified as divisions for organizational purposes, providing a variety of professional services including financial, legal, human resources, and information technology services to all components of Town government.



DEPARTMENT POSITIONS (FTE's)

Division	General Fund	Other Funds	Total
Finance	37.75	0.00	37.75
Legal	4.55	0.20	4.75
Human Resources	8.00	0.00	8.00
Information Technology	11.00	4.00	15.00
Total Department FTEs	61.30	4.20	65.50

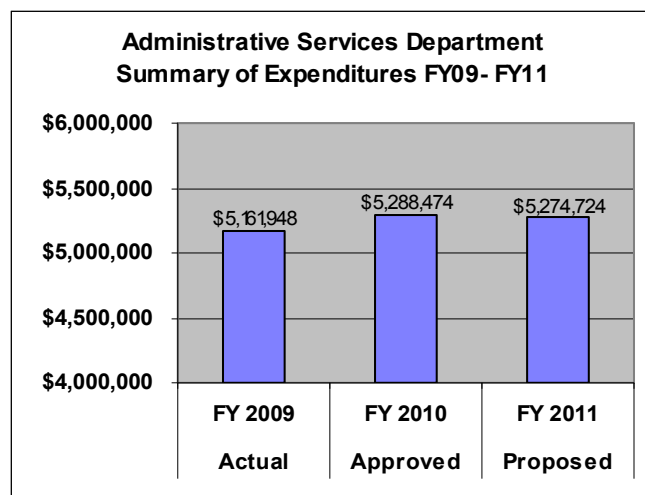
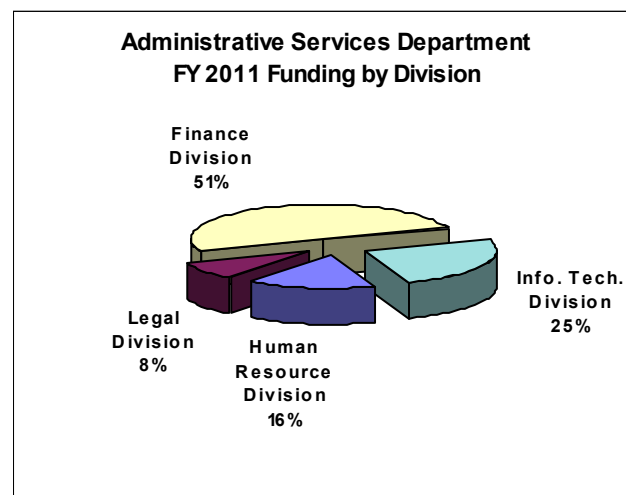
FY 2011 DEPARTMENT FINANCIAL DATA



The Administrative Services Department represents just over 4 percent of the overall General Fund budget. Fifty-three percent of this operation is financed with non-tax revenue comprised of state aid, investment income, fees, permits, licenses, fines, penalties, and enterprise fund reimbursements. Forty-seven percent of the budget is supported by taxes.

SUMMARY OF DEPARTMENT EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES ADMINISTRATIVE SERVICES DEPARTMENT

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 3,617,183	\$ 3,687,988	\$ 3,636,850	\$ 3,706,094		\$ 3,683,810	\$ (4,178)	-0.11%
Benefits	463,753	502,705	487,275	530,433		530,433	27,728	5.52%
Operating Expenses	983,377	1,042,781	1,012,565	1,010,481		1,005,481	(37,300)	-3.58%
Operating Capital	97,634	55,000	55,000	55,000		55,000	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 5,161,948	\$ 5,288,474	\$ 5,191,690	5,302,008		\$ 5,274,724	\$ (13,751)	-0.26%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
REDUCTIONS AND RECLASSIFICATIONS:								
1. Reduction in part-time help in Collector's office					\$ (10,604)			
2. Reduction in outside legal counsel expenses					(5,000)			
3. Reduction in temp wages in Human Resources					(4,000)			
4. Transfer portion of staff salary to Community Preservation Fund					(7,680)			
SUBTOTAL					(27,284)			
TOTAL				\$ 5,302,008	\$ (27,284)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 2,166,517	\$ 2,321,383	\$ 2,224,074	\$ 2,513,362		\$ 2,486,078	\$ 164,694	7.09%
State Aid	254,750	254,750	254,750	251,315		251,315	(3,435)	-1.35%
Fines, Forfeitures, Penalties	852,283	850,000	800,000	838,500		838,500	(11,500)	-1.35%
Fees, Licenses, Permits, Inspections	294,734	297,929	262,100	262,200		262,200	(35,729)	-11.99%
Charges for Services	3,135	9,560	4,000	1,500		1,500	(8,060)	-84.31%
Interest and Other	1,195,017	999,861	1,091,775	1,001,152		1,001,152	1,291	0.13%
Enterprise Fund Reimbursements	395,511	428,991	428,991	433,979		433,979	4,988	1.16%
Free Cash/Surplus Funds	-	126,000	126,000	-		-	(126,000)	-100.00%
TOTAL SOURCES	\$ 5,161,948	\$ 5,288,474	\$ 5,191,690	\$ 5,302,008		\$ 5,274,724	\$ (13,751)	-0.26%
REVOLVING FUND ACTIVITY								
Revenues	\$ 2,775	\$ 20,000	\$ 3,000	\$ 20,000		\$ 20,000	\$ -	0.00%
Expenditures	(8,578)	(20,000)	(5,000)	(20,000)		(20,000)	-	0.00%
Excess (Deficiency)	(5,803)	-	(2,000)	-		-	\$ -	0.00%
Beginning Fund Balance	12,830	7,027	7,027	5,027		5,027		
Ending Fund Balance	\$ 7,027	\$ 7,027	\$ 5,027	\$ 5,027		\$ 5,027		



The Finance Division is the largest operation in this department representing fifty-one percent of the total budget. This includes the two elective offices of the Town Clerk and Town Collector. The Information Technology operation represents 25 percent of the department budget with Human Resources and the Legal Division comprising the remaining 24 percent.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DEPARTMENT

There are no significant changes to the Administrative Services Department for FY11 and the proposed budget is decreasing \$13,751, or 0.26 percent. A total of \$14,600 in temporary help is being reduced, most of it in the Town Collector's operation. The continued success of using an outside service for tax bill processing has reduced the need to hire temporary workers to assist in processing over-the-counter tax payments. In addition, a portion of one staff person in the Legal Division will be paid for out of the Community Preservation Fund for the support it receives from this operation. Benefits are increasing \$27,728 as a result of changes to health insurance plans. Operating expense are decreasing \$32,300 as the FY10 budget included funds for several additional elections that took place last year and the legal operation is reducing their line item for outside counsel by \$5,000. Operating capital is maintained at \$55,000 for the replacement of computer hardware and software.

Tax support for this operation is increasing \$164,694 in FY11 mainly as a result of a one-time appropriation from surplus funds in FY10 to cover additional election costs in the Town Clerks budget. Additionally, several other resources are expected to decline including; fees, licenses and permits (\$35,729) and fines and penalties (\$11,500). Enterprise fund reimbursements are budgeted to increase almost \$5,000 to help offset the tax support needed to fund this department.

FY 2011 DEPARTMENT GOALS

Finance

Short Term

1. Negotiate a settlement or prepare to defend all pending ATB Cases. The goal is to dispose of all appeals within one year of the filing.
2. Successfully complete the Department of Revenue's interim review in time to issue timely FY 2011 tax bills.
3. Complete the re-qualification of all properties receiving the residential exemption and issue omitted bills to those receiving it improperly. Implement position control feature in the MUNIS financial management system for the School Department in order to increase budgetary control for the 2012 budget development.
4. Conduct successful property auction in fiscal year 2011 in order to increase the number of properties added back to the tax rolls by the end of fiscal year 2011.
5. Increase staff training efforts in the area of the MUNIS financial management system.
6. Continue to practice and promote sound financial policies and procedures in order to assist in maintaining town's AAA bond rating.
7. Prepare a Comprehensive Annual Financial Report (CAFR) and achieve an unqualified audit opinion for the fiscal year ending June 30, 2010.
8. Achieve the GFOA's Distinguished Budget Presentation Award for the FY 2011 budget document and the Certificate of Achievement for Excellence in Financial Reporting for the FY 2010 CAFR.
9. To prepare for and supervise two State/Federal elections in the fall of 2010 and any other elections that may come before us; conduct an annual town census, and aid in the Federal census process of 2010.
10. To conduct annual licensing programs of dogs, underground storage renewals as well as new business and other such licenses and permits.

Long Term

1. Continue to monitor and review Town owned properties to constantly manage the highest and best use of the property, or in some cases to recommend the disposal of properties through standing Town policies.
2. Continue efforts to minimize the Town's loss exposure from an insurance and risk management standpoint through proactive training and procedural improvements to Town functions. Specific attention to updating a vehicle's accident procedure for all Town vehicles.

3. Develop a five and ten year forecast of improvements needed for properties owned by the Town, but leased out to others. This effort will allow the town to maximize rents by keeping properties in good condition.
4. To support the Town Manager and DPW in the development of energy efficiency measures for town buildings and vehicles in order to reduce energy consumption and greenhouse gas emissions.
5. To continue the process of indexing and scanning all Town Records onto the Laser Fiche program; and ultimately complete the project, which will include CD's and web access.
6. Develop and institute a program to develop the professional capabilities of the assistant assessors. The program will include formal training through classes, workshops, and seminars and practical work experience. The goal is to develop a professional staff with a full understanding of all the aspects of assessing, making them capable of assuming greater amounts of responsibility.

Legal

Short Term

1. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources, Quality of Life)
2. Continue to devote attention to decreasing defensive litigation by education and training. (Strategic Plan: Finance, Regulatory Access and Accountability, Communications)
3. Promote cost-effective dispute resolution through mediation. (Strategic Plan: Finance)
4. Work with Growth Management and the Department of Public Works to develop a comprehensive approach for the Town-wide management of wastewater disposal. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources, Quality of Life)
5. Work with town entities to implement legislative and regulatory initiatives that are consistent with the Town Council's Strategic Plan and Local Comprehensive Plan. (Strategic Plan: Public Health and Safety, Infrastructure, Economic Development, Education, Housing, Regulatory Access and Accountability, Environment and Natural Resources, Quality of Life)
6. Provide advice and assistance on the implementation of recent legislation designed to promote energy efficiency to effectuate cost savings. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources, Quality of Life)

Human Resources

Short Term

1. Establish a joint Municipal/School Safety Committee to increase safety awareness among employees. (Strategic Plan: Regulatory Access and Accountability)
2. Redesign of the employee orientation program in partnership with the Employee Leadership Academy. (Strategic Plan: Communications)
3. Implement Personnel Actions and Applicant Tracking components of the MUNIS Software system. (Strategic Plan: Finance)
4. Develop and conduct an internal customer service survey to better determine the effectiveness of Human Resources and to determine the need for new programs or initiatives. (Strategic Plan: Communications)

Long Term

1. Create a train-the-trainer program to reduce outside training costs. (Strategic Plan: Finance)
2. Develop a first-time supervisor training program. (Strategic Plan: Regulatory Access and Accountability)
3. Implement an internal Alternative Dispute Resolution program. (Strategic Plan: Regulatory Access and Accountability)

Information Technology

Short Term

1. Continue growth on the web site. (Strategic Plan: Regulatory Access and Accountability, Communications)
2. Continue integration between CH18 and the web site. (Strategic Plan: Regulatory Access and Accountability, Communications)
3. Continue to expand CH18 programming and video production. (Strategic Plan: Regulatory Access and Accountability, Communications)
4. Continue to enhance the communication networking capabilities of the Town including the office automation system to improve the overall efficiency and effectiveness of Town employees.

5. Broadcast/Record virtually all the Boards and Commissions from Town Hall Hearing Room or Selectmen's conference room for improved quality. (Strategic Plan: Regulatory Access and Accountability, Communications)
6. Test and upgrade all GIS desktop and server software to new version.
7. Develop a map of current and future road and infrastructure projects to better coordinate projects between departments and to keep the public informed.
8. Update street centerline maps.
9. Implement new GIS server applications using the latest technologies to streamline the user interface and enhance performance.

Long Term

1. Continue building the "corporate database" that enables all departments to track history back to a Parcel Number or Address.
2. Continued work in establishing a Town-wide Institutional Network (INET) with actual build out the fiber optic cabling.
3. Implement 3D and network analysis tools.
4. Develop and implement a training plan to train staff from other departments to perform more GIS tasks for their departments.

FINANCE DIVISION

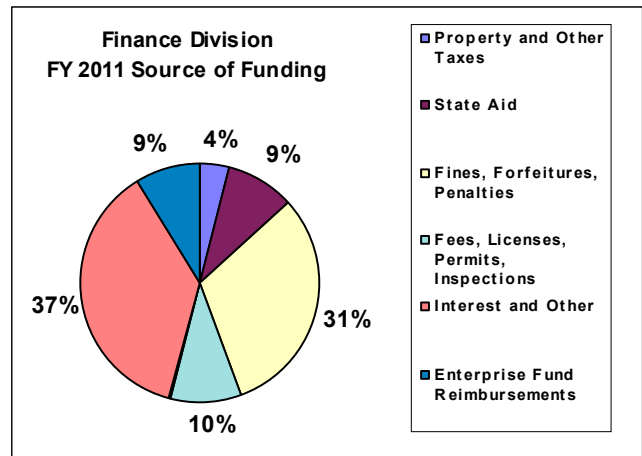
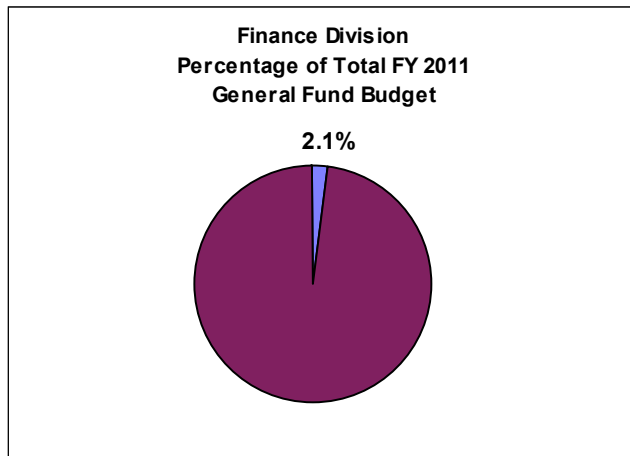
MISSION STATEMENT

The mission of the Finance Division is to safeguard the financial assets, vital records and elections process of the Town through the use of professional financial and administrative practices in order to preserve the Town's financial integrity, preservation of vital and historical records and the integrity in elections.

PERMANENT POSITIONS (FTE's)

Program	General Fund	Other Funds
Treasury Operations	6.00	0.00
Accounting & Budget Operations	7.25	0.00
Procurement & Risk Management	3.00	0.00
Assessing	11.00	0.00
Town Collector	5.00	0.00
Town Clerk	5.50	0.00
Division Total FTE's	37.75	0.00

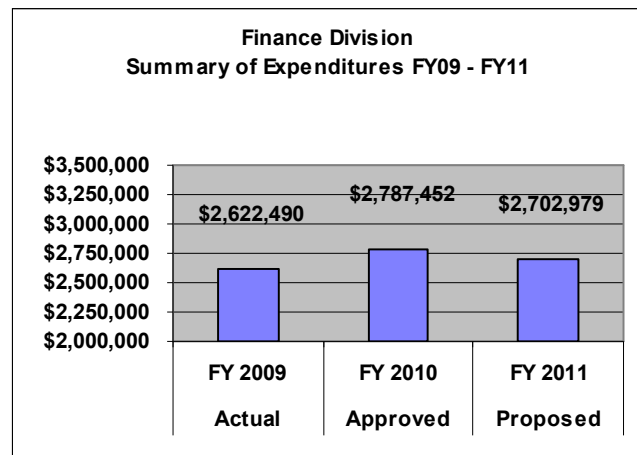
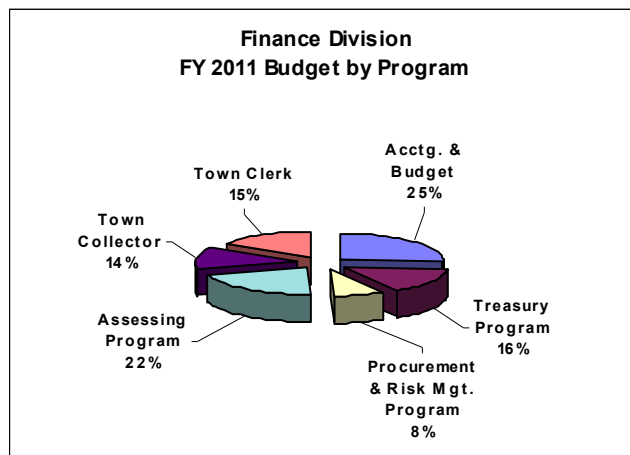
FY 2011 DIVISION FINANCIAL DATA



The Finance Division represents about 2 percent of the overall General Fund operating budget. Ninety-six percent of this budget is financed with resources other than taxes including; state aid, fines and penalties, fees, investment income and enterprise fund reimbursements. Taxes provide 4 percent of the resources necessary to run this operation.

SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES FINANCE DIVISION

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Adjustments FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 2,060,540	\$ 2,149,009	\$ 2,109,050	\$ 2,114,743		\$ 2,104,139	\$ (44,870)	-2.09%
Benefits	198,392	218,594	207,000	211,291		211,291	(7,303)	-3.34%
Operating Expenses	363,557	419,849	400,815	387,549		387,549	(32,300)	-7.69%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 2,622,490	\$ 2,787,452	\$ 2,716,865	2,713,583		\$ 2,702,979	\$ (84,473)	-3.03%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
REDUCTIONS AND RECLASSIFICATIONS:								
1. Reduction in part-time help in Collector's office					\$ (10,604)			
SUBTOTAL					(10,604)			
TOTAL				\$ 2,713,583	\$ (10,604)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ -	\$ 18,308	\$ -	\$ 119,011		\$ 108,407	\$ 90,099	492.13%
State Aid	254,750	254,750	254,750	251,315		251,315	(3,435)	-1.35%
Fines, Forfeitures, Penalties	852,283	850,000	800,000	838,500		838,500	(11,500)	-1.35%
Fees, Licenses, Permits, Inspections	294,734	297,829	262,000	262,100		262,100	(35,729)	-12.00%
Charges for Services	3,135	2,500	2,000	1,500		1,500	(1,000)	-40.00%
Interest and Other	1,194,605	999,761	1,078,075	1,001,052		1,001,052	1,291	0.13%
Enterprise Fund Reimbursements	215,589	238,304	238,304	240,105		240,105	1,801	0.76%
Free Cash/Surplus Funds	-	126,000	126,000	-		-	(126,000)	-100.00%
TOTAL SOURCES	\$ 2,815,097	\$ 2,787,452	\$ 2,761,129	\$ 2,713,583		\$ 2,702,979	\$ (84,473)	-3.03%



The Accounting and Budget operations comprise the largest portion of this division's budget at 25 percent followed by the Assessing operation at 22 percent. A majority of the personnel dedicated to supporting the School Department's financial operations are included in the Accounting and Budget operations.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The Finance Division's budget is decreasing \$84,473 from the FY10 approved budget to \$2,722,979. This represents a decrease of 3 percent. Most of the decrease is attributable to \$126,000 of one-time election costs included in the FY10 budget that are not repeated in FY11. Additionally, the Town Collector's operation is reducing part-time help by \$10,604.

Tax support for this division is increasing \$90,000 in FY11 mainly as a result of the elimination of surplus funds used to finance the FY10 budget. Other revenue sources are decreasing as well requiring more tax support to run this operation.

FY 2010 DIVISION GOALS (All Goals relate to Strategic Plan Priority: Finance)

Short Term

1. Implement position control feature in the MUNIS financial management system for the School Department in order to increase budgetary control for the 2012 budget development.
2. Conduct successful property auction in fiscal year 2011 in order to increase the number of properties added back to the tax rolls by the end of fiscal year 2011.
3. Increase staff training efforts in the area of the MUNIS financial management system.
4. Continue to practice and promote sound financial policies and procedures in order to assist in maintaining town's AAA bond rating.
5. Prepare a Comprehensive Annual Financial Report (CAFR) and achieve an unqualified audit opinion for the fiscal year ending June 30, 2010.
6. Achieve the GFOA's Distinguished Budget Presentation Award for the FY 2011 budget document and the Certificate of Achievement for Excellence in Financial Reporting for the FY 2010 CAFR.
7. To scan additional historical documents into the Laser Fiche program; and continue the indexing of scanned ancient records in order to preserve town records through volunteer and in office staff efforts.
8. To continue the rebinding and deacidification project of all ancient books in order to preserve town records through our CPC grant.
9. Continue to update the commercial & industrial mass appraisal income & expense information to more accurately generate income values for Commercial & Industrial properties.

Long Term

1. Continue to monitor and review Town owned properties to constantly manage the highest and best use of the property, or in some cases to recommend the disposal of properties through standing Town policies.
2. Continue efforts to minimize the Town's loss exposure from an insurance and risk management standpoint through proactive training and procedural improvements to Town functions. Specific attention to updating a vehicles accident procedure for all Town vehicles.
3. Develop a five and ten year forecast of improvements needed for properties owned by the Town, but leased out to others. This effort will allow the town to maximize rents by keeping properties in good condition.
4. To support the Town Manager and DPW in the development of energy efficiency measures for town buildings and vehicles in order to reduce energy consumption and greenhouse gas emissions.
5. To continue the process of indexing and scanning all Town Records onto the Laser Fiche program; and ultimately complete the project, which will include CD's and web access.
6. Develop and institute a program to develop the professional capabilities of the assistant assessors. The program will include formal training through classes, workshops, and seminars and practical work experience. The goal is to develop a professional staff with a full understanding of all the aspects of assessing, making them capable of assuming greater amounts of responsibility.
7. Provide additional training and cross-training of the administrative staff. The goal is to provide each individual with the training and experience necessary to allow each one to perform any of the job functions of the front-end staff. Expand the dissemination of financial data to the general public by creating a quarterly financial report.
8. Continue the Town's examination of the delivery of program services. Annual program audits, as well as additional audit services in various financial activities will be explored and put out to bid.
9. To continue the historical program of preserving over 370 years of records and putting them in a computer format in order to be able to create a searchable cd and terminal based program for researchers.
10. Provide additional training and cross-training of all administrative staff. The goal is to provide each individual with the training and experience necessary to allow each staff member to be able to perform any of the job functions of the office in order to address customer needs immediately.

PROGRAMS

FINANCE PROGRAM

Program Description. This program exists as a necessity in accordance with Massachusetts General Laws, principally Chapters 40, 41 and 44. This program includes oversight for all financial transactions of the Town

including the School Department and enterprise fund operations. The program consists of four operations activities: accounting, budget, treasury and procurement/risk management operations. The program interacts with all departments and many outside organizations, including Federal and State granting agencies, the State Department of Revenue and Department of Elementary and Secondary Education, vendors, financial institutions, insurance agencies, investment managers, civic associations, the citizenry and independent auditors. The program also offers staff liaison support to the Barnstable Trust Fund Advisory Committee, The Barnstable Elderly and Disabled Taxation Committee, The Comprehensive Finance Advisory Committee, the Town's Green Team and represents the Town on the steering committee and the Board of Directors of the Cape Cod Municipal Health Group; a municipal joint purchase medical insurance consortium.

Accounting Operations Activity - Accounting operations provide oversight and expertise in the following areas:

- general ledger maintenance
- MUNIS system training
- accounts payable processing
- encumbrance processing
- audit coordination
- fixed asset inventory and reporting
- monthly and annual financial reporting
- grant monitoring and reporting

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES ACCOUNTING OPERATIONS ACTIVITY

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 258,777	\$ 263,626	\$ 261,850	\$ 269,132		\$ 269,132	\$ 5,506	2.09%
Benefits	23,551	29,496	28,700	30,848		30,848	1,352	4.58%
Operating Expenses	7,860	13,145	13,000	13,145		13,145	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 290,189	\$ 306,267	\$ 303,550	313,125		\$ 313,125	\$ 6,858	2.24%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTALS				\$ 313,125	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 221,893	\$ 225,117	\$ 222,400	\$ 543,687		\$ 230,562	\$ 5,445	2.42%
Enterprise Fund Reimbursements	68,296	81,150	81,150	82,563		82,563	1,413	1.74%
TOTAL SOURCES	\$ 290,189	\$ 306,267	\$ 303,550	\$ 626,250		\$ 313,125	\$ 6,858	2.24%

Budget Operations Activity - Budget operations provide oversight and expertise in the following areas:

- budget preparation
- budget monitoring
- cost of service analysis
- capital improvement program development
- short and long range financial forecasting
- cost/benefit analysis
- special projects

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES BUDGET OPERATIONS ACTIVITY

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 254,312	\$ 249,845	\$ 249,000	\$ 264,214		\$ 264,214	\$ 14,369	5.75%
Benefits	26,086	30,924	30,000	29,441		29,441	(1,484)	-4.80%
Operating Expenses	86,457	85,003	80,000	85,003		85,003	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 366,856	\$ 365,772	\$ 359,000	378,658		\$ 378,658	\$ 12,886	3.52%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 378,658	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 344,090	\$ 338,723	\$ 331,951	\$ 351,136		\$ 351,136	\$ 12,413	3.66%
Enterprise Fund Reimbursements	22,766	27,049	27,049	27,522		27,522	473	1.75%
TOTAL SOURCES	\$ 366,856	\$ 365,772	\$ 359,000	\$ 378,658		\$ 378,658	\$ 12,886	3.52%

Treasury Operations Program - Treasury operations provide oversight and expertise in the following areas:

- debt management
- banking services
- delinquent tax billing and collection
- revenue collection and forecasting
- cashiering
- payroll processing
- Federal and State wage reporting and timely payroll tax deposits
- remitting authorized payroll deductions to appropriate vendors
- the issuance and disbursement of all vendor checks

Payroll Processing Activity - Producing the weekly town payroll and biweekly payroll for approximately 2,500 full and part-time and seasonal employees. This involves the coordination and direction of data entry of over fifty town and school units. Production must be in compliance with Massachusetts General Laws and with state and federal regulations pertaining to labor and industry standards and to retirement and insurance benefits. Monitoring conformity with the Town of Barnstable's personnel bylaws and numerous collective bargaining agreements is essential. This program is responsible for receiving, accounting for, and disbursing and maintenance of all personnel deduction amounts including taxes, retirement, insurances, annuities and all other withholdings. Finally, this activity continues to provide assistance to all employees, departments, boards and officials on issues relating to payroll.

Cash and Debt Management Activity - Overall, the Treasurer serves as a municipality's cash manager. In this role, the treasurer receives and maintains custody of all municipal funds and possesses responsibility for the deposit and disbursement of these monies. The Treasurer must administer the municipality's resources to ensure the availability of adequate liquid assets to pay obligations as they become due. The Treasurer's duties also include prudent investment of the Town's funds and arranging for capital projects through the issuance of bonds and other various financing mechanisms.

Tax Title Activity - Charged with collecting and maintaining delinquent real estate taxes that have been lienied by the Tax Collector. Custodian of all tax deeds and instruments of taking and maintaining records on all properties in tax title. Proper maintenance of tax title records for accurate determination of the amounts necessary for redemption or for a petition for foreclosure.

Affiliated Activity - The Treasury division supports the following groups and committees:

- Barnstable Trust Fund Advisory Committee
- Barnstable Elderly and Disabled Taxation Aid Committee

- Cape Cod Municipal Health Group – Steering Committee & Board of Directors
- Barnstable County Retirement Board
- JFK Memorial Trust Fund Committee
- JFK Memorial Scholarship Committee

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES TREASURY OPERATIONS PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 308,599	\$ 322,756	\$ 319,200	\$ 329,350		\$ 329,350	\$ 6,594	2.04%
Benefits	27,554	30,057	29,000	29,052		29,052	(1,005)	-3.34%
Operating Expenses	68,689	69,532	67,000	69,532		69,532	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 404,841	\$ 422,345	\$ 415,200	427,934		\$ 427,934	\$ 5,589	1.32%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 427,934	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.00%
Fines, Forfeitures, Penalties	57,840	148,000	100,000	148,000		148,000	-	0.00%
Fees, Licenses, Permits, Inspections	2,695	2,000	2,000	2,000		2,000	-	0.00%
Interest and Other	1,103,894	921,710	1,004,500	923,000		923,000	1,290	0.14%
Enterprise Fund Reimbursements	54,240	59,475	59,475	58,255		58,255	(1,220)	-2.05%
TOTAL SOURCES	\$ 1,218,669	\$ 1,131,185	\$ 1,165,975	\$ 1,131,255		\$ 1,131,255	\$ 70	0.01%

Procurement and Risk Management Program - The Procurement and Risk Management Program provides expertise in the areas of acquisition, management, insurance, inventory, and disposal of assets held by the town. In addition, the oversight of policies, procedures and enforcement of procurement laws on a Town wide basis (including schools and enterprise accounts), falls directly under this program's management. Included in this program's responsibilities, is the function of risk management for the Town's property and casualty insurance as well as the specialty insurance policies including public official's liability insurance and the processing of claims and loss control activities.

Purchasing Activity - Under this activity, responsibilities center on providing procurement expertise and assistance in vendor management to all Town Departments including the schools, and the enterprise accounts. Responsibilities also include the disposal of surplus assets, and the development of cooperative purchasing bids and contracts between departments. This activity is defined through a number of specific general laws of the Commonwealth of Massachusetts when acquiring goods and services as well as construction projects.

Risk Management Activity - The primary task is to list, insure and protect Town assets. This includes hard assets like equipment and buildings as well as real property or land. In addition, we are tasked with the identification of liability and risk for elected officials, employees, volunteers, students and visitors. The careful selection of insurance coverages to minimize the chance of catastrophic losses to people and assets continues to be more complex each year as the value of the assets and the exposure to risk grows annually. The responsibilities under this heading also include specialty insurance policies for airport and Police, Student athlete insurance for the schools and a full coverage Workers Compensation policy. Additionally, the implementation of loss control measures as well as the monitoring of claims against the Town through the legal division adds to the complexities of this work.

Due to the continued threats of law suits, a greater involvement in contract development and review in regards to insurance provisions has become a priority for this function. Careful tracking of insurance certificates provided by outside vendors as well as providing proof of insurance to other groups has proven to be a necessary, but tedious effort all with the interest of protecting the Towns assets and resources.

Energy Activity - Extensive involvement in the negotiation of energy contracts for all segments of the Town, the promotion of energy efficiency measures, the researching of alternative energy projects and the active participation and leadership of the Town's Green team round out responsibilities associated with this program.

Property Management Activity - This program continues to provides assistance to all town boards and officials on issues relating to property management. The insurance and disposal of property, buildings, and the other assets falls within this program and PRM continues to be actively involved in leasing and selling property, maintaining an accurate inventory, and making sure that Town owned assets are properly insured

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES PROCUREMENT AND RISK MANAGEMENT PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 185,262	\$ 190,668	\$ 190,500	\$ 195,331		\$ 195,331	\$ 4,663	2.45%
Benefits	14,080	14,873	14,500	14,979		14,979	106	0.71%
Operating Expenses	14,229	7,148	7,100	7,148		7,148	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 213,571	\$ 212,689	\$ 212,100	217,458		\$ 217,458	\$ 4,769	2.24%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 217,458	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 177,195	\$ 173,864	\$ 173,250	\$ 177,484		\$ 177,484	\$ 3,620	2.08%
Interest and Other	301	-	25	-		-	-	0.00%
Enterprise Fund Reimbursements	35,722	38,825	38,825	39,974		39,974	1,149	2.96%
TOTAL SOURCES	\$ 213,571	\$ 212,689	\$ 212,100	\$ 217,458		\$ 217,458	\$ 4,769	2.24%

ASSESSING PROGRAM

Program Description - The Assessing program includes three sub-program activities: Valuation Services, Listing Services and Customer Services, as follows:

Valuation Services Activity: Valuation Services deal with functions that are required of us to perform under the statutory requirements of the Commonwealth of Massachusetts. They include the re-valuing of real estate and personal property on an annual basis. Also, the processing of motor vehicle and boat excise, abatements and exemptions, title research, defense of values, sales verification, and tax rate setting for the Town and all Fire Districts. Massachusetts General Laws that govern taxation are: Chapters 58, 59, 60A, 60B, 61, 61A, 61B, and 80.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES ASSESSING PROGRAM

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 205,297	\$ 186,335	\$ 180,000	\$ 193,408		\$ 193,408	\$ 7,072	3.80%
Benefits	22,410	21,368	19,000	21,828		21,828	459	2.15%
Operating Expenses	30,682	56,034	55,000	56,034		56,034	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 258,389	\$ 263,738	\$ 254,000	271,269		\$ 271,269	\$ 7,532	2.86%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 271,269	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 251,289	\$ 255,738	\$ 246,500	\$ 262,269		\$ 262,269	\$ 6,532	2.55%
Interest and Other	100	1,000	500	1,000		1,000	-	0.00%
Enterprise Fund Reimbursements	7,000	7,000	7,000	8,000		8,000	1,000	14.29%
TOTAL SOURCES	\$ 258,389	\$ 263,738	\$ 254,000	\$ 271,269		\$ 271,269	\$ 7,532	2.86%

Listing Services Activity: Part of this program is the result of a State mandate, which requires each Taxing District to inspect all residential properties (M.G.L., Sec. 59) on a cyclical basis. The purpose of this inspection program is to verify all data relating to the establishment of fair and equitable assessments. Listing also encompasses field investigation of building permit applications to capture new homes, additions and similar real improvements to all property types.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES LISTING SERVICES ACTIVITY

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 83,146	\$ 66,734	\$ 66,000	\$ 64,505		\$ 64,505	\$ (2,230)	-3.34%
Benefits	5,113	2,798	2,800	3,280		3,280	482	17.21%
Operating Expenses	7,813	7,385	7,000	7,385		7,385	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 96,073	\$ 76,917	\$ 75,800	75,169		\$ 75,169	\$ (1,748)	-2.27%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 75,169				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 96,073	\$ 76,917	\$ 75,800	\$ 75,169		\$ 75,169	\$ (1,748)	-2.27%
TOTAL SOURCES	\$ 96,073	\$ 76,917	\$ 75,800	\$ 75,169		\$ 75,169	\$ (1,748)	-2.27%

Customer Service Activity: Customer Service involves services generally unrelated to valuation and listing processing. It deals with telephone and counter assistance, verification of ownership, interdepartmental needs, and informational reports for the general public.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES CUSTOMER SERVICE ACTIVITY

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 213,366	\$ 209,877	\$ 200,000	\$ 215,983		\$ 215,983	\$ 6,106	2.91%
Benefits	19,411	22,827	20,000	19,599		19,599	(3,228)	-14.14%
Operating Expenses	17,003	6,226	6,000	6,226		6,226	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 249,779	\$ 238,930	\$ 226,000	241,808		\$ 241,808	\$ 2,878	1.20%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 241,808	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.00%
State Aid	254,750	254,750	254,750	251,315		251,315	(3,435)	-1.35%
Charges for Services	2,337	1,000	1,000	1,000		1,000	-	0.00%
Interest and Other	-	50	50	50		50	-	0.00%
TOTAL SOURCES	\$ 257,087	\$ 255,800	\$ 255,800	\$ 252,365		\$ 252,365	\$ (3,435)	-1.34%

TOWN CLERK

Program Description. The Town Clerk includes two programs: Elections, Registration & Census; and Administration and Licensing Services as follows:

Elections, Registration and Census Activity: The Town Clerk's office registers all citizens in the community to vote through in-person, mail-in and computer registration through the RMV; organizes and conducts all elections; and conducts an annual census of all permanent residents. The Town's annual census keeps the voter and census information up-to-date and in compliance with the Federal Motor Voter Law and other State statutes.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES TOWN CLERK

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 125,338	\$ 210,588	\$ 200,000	\$ 125,192		\$ 125,192	\$ (85,396)	-40.55%
Benefits	8,544	8,848	8,000	9,086		9,086	238	2.69%
Operating Expenses	30,901	56,103	50,000	23,803		23,803	(32,300)	-57.57%
LEVEL PERSONNEL SERVICE	\$ 164,784	\$ 275,539	\$ 258,000	158,081		\$ 158,081	\$ (117,458)	-42.63%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 158,081	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 156,840	\$ 272,539	\$ 255,000	\$ 155,081		\$ 155,081	\$ (117,458)	-43.10%
Interest and Other	7,944	3,000	3,000	3,000		3,000	-	0.00%
TOTAL SOURCES	\$ 164,784	\$ 275,539	\$ 258,000	\$ 158,081		\$ 158,081	\$ (117,458)	-42.63%

Administration and Licensing Activity: The Clerk is the Clerk of the Town Council; maintains all minutes and records of the Council, as well as other Town Committee actions. The Clerk records, preserves and issues certified copies of vital records, public records, decisions and other filed items. The Clerk and the staff also issue marriage licenses, dog, hunting, fishing and business licenses; performs an annual registration of all underground storage tanks, issues raffle permits and is certified by the U.S. Department of State as a passport acceptance agency. In addition, the office serves as a public information dispenser. As the records management office for the Town, the office continues to record all new documents that are going into storage and monitors the disposal of those items that are ready for destruction; as well as indexing and inputting records into a computer database for genealogical research.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES ADMINISTRATION AND LICENSING ACTIVITY

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 199,659	\$ 196,222	\$ 195,000	\$ 206,445		\$ 206,445	\$ 10,223	5.21%
Benefits	23,632	25,929	25,000	26,426		26,426	496	1.91%
Operating Expenses	22,046	21,020	20,000	21,020		21,020	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 245,337	\$ 243,171	\$ 240,000	253,890		\$ 253,890	\$ 10,719	4.41%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 253,890	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 73,655	\$ 92,071	\$ 79,000	\$ 98,790		\$ 98,790	\$ 6,719	7.30%
Fees, Licenses, Permits, Inspections	170,884	149,600	160,000	154,600		154,600	5,000	3.34%
Charges for Services	799	1,500	1,000	500		500	(1,000)	-66.67%
TOTAL SOURCES	\$ 245,337	\$ 243,171	\$ 240,000	\$ 253,890		\$ 253,890	\$ 10,719	4.41%

TOWN COLLECTOR

Program Description. The Town Collector is an elected official who is responsible for the collection of accounts due and payable to the Town of Barnstable. Receipts collected are paid over to the Town Treasurer, the five Fire District Treasurers, and the Hyannis Main Street BID weekly with appropriate accounting reports. Each year there is a tax-taking for unpaid real estate taxes. Legal documents are prepared for betterment discharges and municipal lien certificates. The Town Collector's Office has two primary functions:

Customer Service Activity. This activity involves providing information to taxpayers, mortgage companies, attorneys, and the general public by telephone and in the Collector's Office regarding all tax accounts and providing general information relating to the Town of Barnstable. Another facet is the preparation of municipal

lien certificates showing the status of real estate taxes for banks, attorneys, and taxpayers when property is sold or refinanced. In FY 2006, 3,009 municipal lien certificates were produced; 704 less than FY 2005. Certificates of discharge are prepared when road, sewer, water, and Title V Septic betterments are paid in full so the betterment lien can be removed from the deed at the Registry of Deeds. In FY 2006, 145 certificates of discharge were processed.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES TOWN COLLECTOR

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 40,819	\$ 47,617	\$ 47,500	\$ 43,209		\$ 43,209	\$ (4,408)	-9.26%
Benefits	5,213	6,188	6,000	5,294		5,294	(894)	-14.45%
Operating Expenses	1,227	735	715	735		735	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 47,260	\$ 54,540	\$ 54,215	49,238		\$ 49,238	\$ (5,302)	-9.72%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 49,238	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 47,260	\$ 54,540	\$ 54,215	\$ 49,238		\$ 49,238	\$ (5,302)	-9.72%
TOTAL SOURCES	\$ 47,260	\$ 54,540	\$ 54,215	\$ 49,238		\$ 49,238	\$ (5,302)	-9.72%

Billing and Collection Activity: This activity centers on the timely collection of 28,000 real estate bills and 7,200 personal property tax bills. After many years of semi-annual tax billing, the Town of Barnstable adopted quarterly tax billing commencing in FY 2006. Quarterly tax billing should provide a more even cash flow and increased earnings for the Town.

Motor vehicle excise are mailed at various times based on information supplied by the Registry of Motor Vehicles. The first commitments of excise in 2009 (over 44,000) were mailed February 9, 2009. Demand bills for unpaid taxes are issued as needed throughout the fiscal year. Many other bills are processed such as quarterly sewer usage bills, sewer, road, water and septic betterments, boat excise, and BID assessments. Deposits are made on a daily basis and pay-overs to the Town and Fire District Treasurers are weekly. Pay-overs are processed for the Hyannis Business Improvement District. Accounts receivables are reconciled with the Finance Department monthly.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES BILLING AND COLLECTION ACTIVITY

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 185,965	\$ 204,741	\$ 200,000	\$ 207,975		\$ 197,371	\$ (7,370)	-3.60%
Benefits	22,798	25,285	24,000	21,459		21,459	(3,826)	-15.13%
Operating Expenses	76,649	97,518	95,000	97,518		97,518	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 285,412	\$ 327,544	\$ 319,000	326,952		\$ 316,348	\$ (11,196)	-3.42%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
REDUCTIONS AND RECLASSIFICATIONS:								
1. Reduction in part-time counter help					\$ (10,604)			
SUBTOTAL					(10,604)			
TOTAL				\$ 326,952	\$ (10,604)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.00%
Fines, Forfeitures, Penalties	794,443	702,000	700,000	690,500		690,500	(11,500)	-1.64%
Fees, Licenses, Permits, Inspections	120,802	146,229	100,000	105,500		105,500	(40,729)	-27.85%
Interest and Other	82,366	74,000	70,000	74,000		74,000	-	0.00%
Enterprise Fund Reimbursements	27,565	24,805	24,805	23,791		23,791	(1,014)	-4.09%
TOTAL SOURCES	\$ 1,025,176	\$ 947,034	\$ 894,805	\$ 893,791		\$ 893,791	\$ (53,243)	-5.62%

FY 2010 MAJOR ACCOMPLISHMENTS

1. Developed new reporting capabilities for Personnel Action Forms.
2. Facilitated the formation and circulation of Town's tax possession properties to determine potential future sales as a revenue source.
3. Assisted DPW in preparing and administering bids and contracts for numerous public works and building projects including numerous roads and water treatment plant projects.
4. Supported the Airport Commission through the selection of a CM-at-Risk firm to construct the new terminal at the Barnstable Municipal Airport.
5. For the third year in a row, and based on the strength of our policy management, loss control measures and strong asset management, insurance renewals came in under the projected renewal premiums despite changes to certain coverages associated with increased wind and water exposures. Blanket limit for buildings of \$75,000,000 for any single loss was upgraded to \$100,000,000.
6. Continued to work to promote renewable and alternative energy projects for municipal divisions including Wind at Water Pollution Control and Solar at the Barnstable Transfer Station. Possible roof top mounted solar array in connection with roof upgrades was pursued through the Cape and Vineyard COOP.
7. Three more ancient books were indexed due to the help of volunteers. Four more ancient books were deacidified and rebound and one was scanned and added to the Laser Fiche program. All current vitals and council minutes were bound.
8. Awarded the Government Finance Officers' Association Distinguished Budget Presentation Award for the FY 2010 budget document.
9. Received the Government Finance Officers' Association Excellence in financial Reporting Award for the FY 2009 Comprehensive Annual Financial Report.
10. Maintain the Town's AAA bond rating with standard and Poors'.
11. Successfully reviewed and issued decisions on all 606 FY2009 abatement applications in a timely manner.
12. Defended and successfully settled or had withdrawn 23 appellate tax board (ATB) cases.
13. Completed a re-certification revaluation of all town property and submitted all documentation to DOR prior to November 1, 2009.
14. Completed and had certified the cyclical inspection requirement for the DOR as of FY2010. Next required year of completion is FY2019.
15. Devised and administered a residential exemption re-qualification program covering almost 15,000 properties to verify qualification of recipients and eliminate non-qualified or double-dipping property owners.

PERFORMANCE INDICATORS

Accounting and Budgeting Performance Measurements:

Department Name	Department Mission			
Administrative Services Department	The mission of the Administrative Services Division is to provide the town government and its citizens with professional services including: legal, financial, human resources, planning, information systems, property management, housing, and community and economic development.			
Division Name	Division Mission			
Finance	The mission of the Finance Division, a sub-department of the Administrative Services Department, is to safeguard the financial assets, vital records and elections process of the Town through the use of professional financial and administrative practices in order to preserve the Town's financial integrity, preservation of vital and historical records and the integrity in elections.			
Program Name	Program Goal			Program Outcome Measure
Accounting & Budgeting	The goal of the accounting and budgeting program is to provide professional services in managing all the financial transactions of the town including the schools and enterprise funds. The program oversees the budget process, general ledger maintenance, audits, vendor payments, capital improvement program development and 10 year financial forecasting.			Bond rating of the Town this year: AA+ Town's prior year bond rating: AA
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Annual Financial Audit	\$82,547.04	Comprehensive Annual Financial Report (CAFR) with unqualified auditor opinion.	\$82,547 per CAFR	Unqualified opinion received by December each year and certificate of achievement for excellence in financial reporting received.
FY Operating budget	\$41,550.00	Annual Budget Document	\$41,550 per annual budget document	GFOA budget award certificate issued.
10 year financial forecast	\$9,666.67	10 Year Financial Forecast	\$9,667 per forecast	Completed by December each year.
General Ledger Maintenance	\$123,358.33	Balanced and accurate general ledger	\$6.20 per active account managed	100% accuracy in account balances.
Explanatory Data: The \$82,547 budget for the annual financial audit includes \$56,000 for the independent auditor fee. The balance of \$26,547 represents the estimated cost of staff time within the accounting and budgeting program to perform this annual function.				

Treasury Performance Measurements:

Department Name	Department Mission			
Administrative Services Department	The mission of the Administrative Services Division is to provide the town government and its citizens with professional services including: legal, financial, human resources, planning, information systems, property management, housing, and community and economic development.			
Division Name	Division Goal			
Finance	The mission of the Finance Division, a sub-department of the Administrative Services Department, is to safeguard the financial assets, vital records and elections process of the Town through the use of professional financial and administrative practices in order to preserve the Town's financial integrity, preservation of vital and historical records and the integrity in elections.			
Program Name	Program Goal			Program Outcome Measure
Treasury	The goal of the Treasury is to maintain a professional environment for sound cash management procedures, the effective investment of surplus funds, servicing existing debt and issuing new debt, minimizing the amount of delinquent taxes outstanding and producing accurate payrolls for both school and municipal departments.			% of the town's investment earnings that are equal to, or better than, the MMDT investment benchmark % of the town's borrowing costs that are equal to or better than same rated communities
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Earnings On Investments	\$46,733	\$3,811,436	82 Times Return Over Cost	Exceed MMDT Benchmark By Minimum Of 25%
Debt Issuance	\$46,733	\$73,800,000	\$1.58 Per Thousand Borrowed	Improved Credit Rating to AAA. Sold Bonds At Coupon Rates Equal Or Better Than Market Conditions At Sale. Net Interest Cost of 3.97%.
Reduce Tax Lien Receivable	\$103,751	\$287,693	2.8 Times Return Over Cost	Reduce Number Of Accounts To Fewer Than 50 By 06/30/07. 81% Of Remaining Accounts On Payment Plan
Payroll	\$142,478	58,000 Checks & Direct Deposits	\$2.45 Per item	Accurate/Timely Payrolls, No IRS Penalties From Tax Reporting, Accurate W-2s, Accurate P-4s & Withholdings
Explanatory Data Earnings: Dollar Values May Fluctuate Due To Non-Predictive Conditions In The Financial Market Debt Issuance: Figures Also Include Debt Servicing Responsibilities. Tax Liens: Estimated Figures Include Both Cash Collections And Amounts Moved From Tax Lien To Tax Possession. Payroll: This Program Is Far More Involved Than Producing Weekly Payroll Checks. School And Town Payrolls Must Be Integrated For Tax Reporting Purposes. Employee Additions, Deletions, Direct Deposit Changes, Processing Court Ordered Garnishments, Correcting Timesheet Input Errors, Balancing Accounts, Are Some Of The Tasks Involved To Make Each Payroll Appear Seamless.				

Procurement and Risk Management Performance Measures:

Dept. Name	Department Mission			
Administrative Services Department	The mission of the Administrative Services Division is to provide the town government and its citizens with professional services including: legal, financial, human resources, planning, information systems, property management, housing and community and economic development.			
Division Name	Division Goal			
Procurement and Risk Management	The goal of Procurement and Risk Management is to provide professional services in supporting the other Town Departments, Divisions, Enterprise accounts and the schools in obtaining and insuring the goods and services they need to function. In addition, the division supports Growth Management in the purchase, liquidation and leasing of all town owned property. The division also provides support to the school department in direct management and budgeting of its utilities, lowering its consumption and pursuing alternative energy initiatives. Finally, the program provides leadership of the Town's Green Team initiatives.			
Program Name	Program Goal	Program Outcome Measure		
Procurement Program	This program offers the professional management and oversight of the procurement function for all Town departments, division and programs, through the preparation, review or auditing of bids, Request for Proposals and Contracts to procure goods and services as needed by the Town and School. The functions of this program also include the review of requisitions in the MUNIS systems, the sourcing of vendors for goods and services needed by other divisions or departments, answering general contracting questions, and disposing of surplus items no longer needed by the Town.	This Program has three outcome measures. 1) The 100% compliance with the controlling procurement laws found in Massachusetts General Laws including Chapter 30B, Chapter 149, Chapter 30 section 39M and Chapter 7. 2) expanding the use of existing State, County or multi town contracts to avoid the costly and time consuming bid/RFP process. 3) expand collaborative procurements between Town Departments, including the schools, for goods and services to lower unit costs for commonly used items.		
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Documents in Compliance With MGL (1)	\$ 52,483.20	Challenges or protests avoided	\$328.02 avg cost per procurement item	100 % OF ALL Bids, RFPs and Contracts successfully prepared and awarded by Division
Documents in Compliance With MGL (2)	\$ 4,315.89	Challenges or protests avoided	\$148.82 avg cost per review	100 % OF ALL Bids and Contracts reviewed for compliance, and awarded by other Divisions and Departments
Requisition Review (3)	\$ 6,442.80	Valid Justification	\$8.26 per review activity	100 % of all requisitions comply with Procurement laws, spot audits performed and exemptions determined/awarded
Avoided Soft Dollars due to Division Involvement (4)	\$ 25,792.00	Instances where a procurement process is shortened or eliminated	\$416 average per activity	Identification of areas where bulk purchasing, multi jurisdictional purchasing, and use of state or county contracts can be used to avoid cost and time of procurement activity. Estimated savings of \$200 to \$1,000 per occurrence when avoiding a bid.
Explanatory Data (1) 160 procurements completed by the division for other divisions and departments. Includes RFPS (36) Bids (44) Contracts (36) and other procurement activities requiring compliance review (44). (2) 29 bids, contracts and proposal reviewed prior to advertising and issue from other departments. (3) 780 requisitions reviewed/justified total dollar volume of requisitions reviewed \$25,000,000+ (4) There were 29 avoided bids/RFPs due to division involvement, and 33 contracts written using county or state contracts.				

- (1) 50% of CPO charged to Purchasing Program, 25% of CPO and 60% of PA that involved in this function review.
 (2) 50% of CPO charged to Purchasing Program, 15% of PA that involved in this function review.
 (3) 50% of CPO charged to Purchasing Program, 10% of PA involved in requisition review.
 (4) 50% of CPO charged to Purchasing Program, 10% of CPO and 15% of PA that involved in this function review.

Assessing Program Performance/Workload Indicators

Workload Indicator	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Appellate Tax Board Appeals Settled	23	50	50
Exemptions Processed(w/residential exemptions)	1276	1300	1300
Real Estate/Personal Property Abatements Processed	606	450	350
Motor Vehicle/Boat Excise Abatements Processed	2106	2300	2300
Building Permits Inspected	855	900	1200
Re-listing Inspections	3260	4000	4000
Property Transfers (Deeds)	3892	4200	5000

Town Clerk Performance/Workload Indicators

Workload Indicators	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Passports Issued	199	200	200
Births Recorded	901	950	10000
Marriages Recorded	439	450	460
Deaths Recorded	774	800	825
Dogs Licensed	3,824	3,900	3,900
Total New Voters Registered	2,523	2,000	2,000
Business Licenses Issued	333	350	350

LEGAL DIVISION

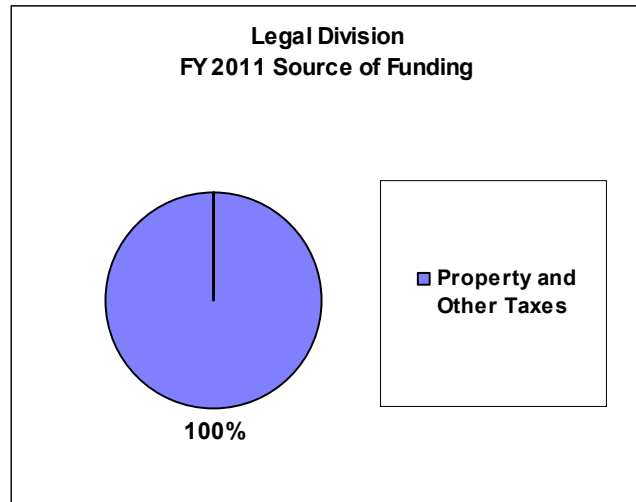
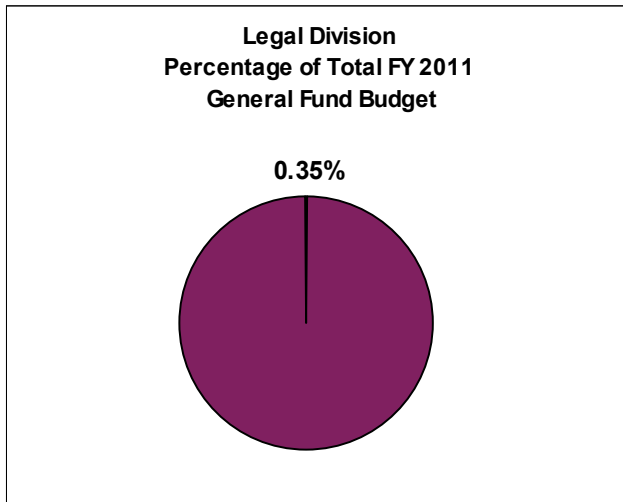
MISSION STATEMENT

The Legal Division is dedicated to providing professional legal services to all the components of Town government. This must be carried out consistent with the oath of office each attorney is obliged to take under Section 38 of Chapter 221 of the General Laws: "I solemnly swear that I will do no falsehood, nor consent to the doing of any in court; I will not wittingly or willingly promote or sue any false, groundless or unlawful suit, nor give aid or consent to the same; I will delay no man for lucre or malice; but I will conduct myself in the office of an attorney within the courts according to the best of my knowledge and discretion, and with all good fidelity as well to the courts as my clients. So help me God."

PERMANENT POSITIONS (FTE's)

Program	General Fund	Other Funds	Total
All Programs	4.55	0.20	4.55
Total Division FTEs	4.55	0.20	4.55

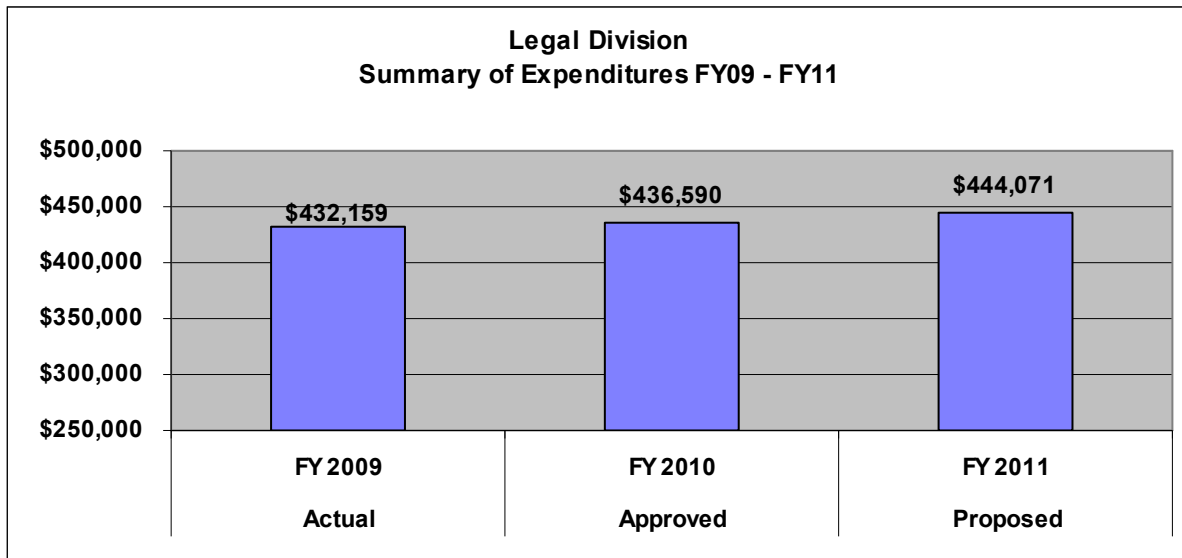
FY 2011 DIVISION FINANCIAL DATA



The Legal Division represents 0.35 percent of the overall General Fund budget. One hundred percent of this operation is financed with taxes.

SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES LEGAL DIVISION

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 370,672	\$ 357,772	\$ 362,000	\$ 378,310		\$ 370,630	\$ 12,858	3.59%
Benefits	29,980	33,488	33,000	33,111		33,111	(377)	-1.13%
Operating Expenses	31,507	45,330	45,000	45,330		40,330	(5,000)	-11.03%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 432,159	\$ 436,590	\$ 440,000	456,751		\$ 444,071	\$ 7,481	1.71%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
REDUCTIONS AND RECLASSIFICATIONS:								
1. Reduction in outside legal counsel expenses					\$ (5,000)			
2. Transfer portion of staff funding to Community Preservation Fund					(7,680)			
SUBTOTAL					(12,680)			
TOTAL				\$ 456,751	\$ (12,680)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 431,746	\$ 430,030	\$ 438,000	\$ 456,751		\$ 444,071	\$ 14,041	3.27%
Charges for Services	-	6,560	2,000	-		-	(6,560)	-100.00%
Interest and Other	412	-	-	-		-	-	0.00%
TOTAL SOURCES	\$ 432,159	\$ 436,590	\$ 440,000	\$ 456,751		\$ 444,071	\$ 7,481	1.71%



SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The Legal Division's operating budget is increasing \$7,481 in FY11, or 1.7 percent. Personnel costs are increasing \$12,481, which are partially offset by a decrease of \$5,000 in operating expenses.

Tax support will increase \$14,041 in FY11 to cover the budget increase of \$7,481 as well as a decrease in enterprise fund reimbursements of \$6,560.

FY 2011 GOALS

- Continue to provide professional, in-house law firm services to the officials and agencies of the Town. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources, Quality of Life).

2. Continue to devote attention to decreasing defensive litigation by education and training. (Strategic Plan: Finance, Regulatory Access and Accountability, Communications)
3. Promote cost-effective dispute resolution through mediation. (Strategic Plan: Finance)
4. Work with Growth Management and the Department of Public Works to develop a comprehensive approach for the Town-wide management of wastewater disposal.(Strategic Plan: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources, Quality of Life)
5. Work with town entities to implement legislative and regulatory initiatives that are consistent with the Town Council's Strategic Plan and Local Comprehensive Plan. (Strategic Plan: Public Health and Safety, Infrastructure, Economic Development, Education, Housing, Regulatory Access and Accountability, Environment and Natural Resources, Quality of Life)
6. Provide advice and assistance on the implementation of recent legislation designed to promote energy efficiency to effectuate cost savings. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources, Quality of Life)

PROGRAMS

It is the goal of the Legal Division to prevent and/or minimize legal problems for the Town. The Division functions as an in-house corporate law office in providing and/or supervising the provision of legal services to the elements of the governmental structure and to the citizens, depending on their relationship to the Town. The availability of in-house legal staff to offer advice and counsel on an as-needed basis, has created an ability to address concerns and issues in a timely and efficacious fashion. In this regard, the Division continues to implement a system similar to that used in the private sector for accounting for time spent on each issue associated with each client agency. Together with the relatively-easily-derived hourly cost of legal service, which is quite susceptible of comparison with the private sector, such a system can provide an accurate management tool leading toward greater accountability, as well as better management understanding of problem areas.

GENERAL LEGAL SERVICES PROGRAM

Program Description. The General Legal Services program provides all town entities with panoply of legal support ranging from advice, training and counseling to litigation services. Litigation represents the end stage in the resolution of disputes in which the Town is a party. At that point, issues are brought before other tribunals, judicial and quasi-judicial, at the county, state and federal level, for resolution. Occasionally, the Town brings the matter as plaintiff; more often, we are a party defendant, or an appellant or appellee. Litigation is thus the end of a continuum if the program is seen as merely one of bringing disputes to an end. Every effort is made to avoid it by providing legal counseling in advance of decision-making or otherwise committing to a course of action that will lead to litigation. Of course, not every matter is most advantageously settled for the Town by avoiding litigation at all costs, but it is always desirable to have the legal options and alternatives spelled out. That is the function of legal counseling. In this regard, some of the most effective counseling occurs when the lawyers are reporting to the client agencies the developments and results in litigation. Lessons are rarely more vivid than when the earlier decisions of a Town Board are dissected by a judge or a hearing officer. Therefore, the most realistic view of the proper delivery of legal services is that the function is one integrated whole, best measured by the time spent as required by the client, consistent with professional quality.

FY 2010 MAJOR ACCOMPLISHMENTS

1. The division successfully defended the Town's overcrowding ordinance, chapter 59 of the Code, in a Barnstable Superior Court case challenging its validity.
2. The division defeated the request for further appellate review to the Supreme Judicial Court of judgments which the Land Court and Appeals Court had rendered in favor of the Building Commissioner's and Zoning Board of Appeals' decisions concerning the buildability of a lot.

3. The division assisted the Town Manager in an initiative to compel a competitive bidding process for the Town's electrical load and its natural gas supply. As a direct result, with regard to electricity expenditures, the Town will save an estimated \$794,000 through July, 2011 compared to rates in place before the initiative. With regard to natural gas supply, the division assisted in the procurement of a contract that will save the Town approximately \$140,000 over a twelve month period.
4. The division continued to work closely with the Growth Management Department on implementing regulations for the district of critical planning concern in Centerville and on several curative zoning amendments which enabled property owners to extend the time in which they could exercise relief granted to them under a special permit.
5. Through the division's efforts, the Town, on behalf of the Hyannis Water Division, received an additional \$300,000 as part of the previously reported settlement of a nationwide class action lawsuit, against some of the nation's largest oil companies stemming from the use of gasoline additive Methyl Tertiary Butyl Ether (MTBE). The settlement also includes treatment of the water supply in the event that it becomes contaminated with MTBE in the future.
- 6.. The Legal Department continued to work with the Growth Management Department on legal issues relating to growth and the quality of life including downtown revitalization, coastal access, affordable housing and the adoption of the local comprehensive plan.
7. The Department continued to assist the Community Preservation Committee in reviewing the eligibility of projects for funding and in reviewing restrictions and other legal documents.

HUMAN RESOURCES DIVISION

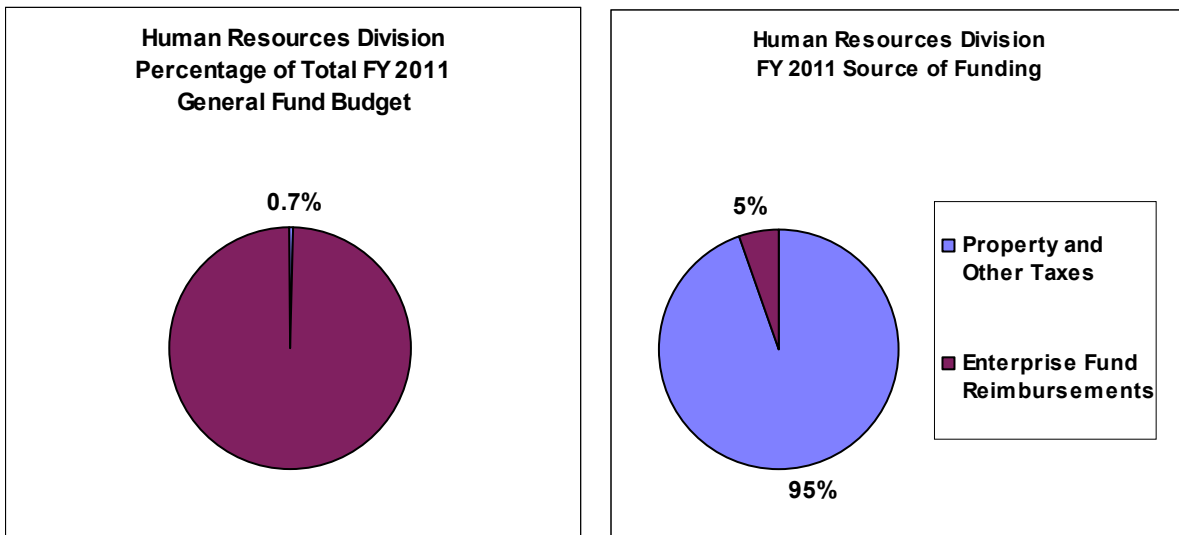
MISSION STATEMENT

The mission of Human Resources is to deliver reliable and innovative services that attract and retain a knowledgeable labor pool, foster professional development, promote a harmonious work environment, and help our multicultural workforce attain its goals through education, training, and awareness.

PERMANENT POSITIONS (FTEs)

Program	General Fund	Other Funds	Total
Staffing, Benefits, Compensation	4.8	0.00	4.8
Employee Labor Relations	3.2	0.00	3.2
Total Division FTE's	8.00	0.00	8.00

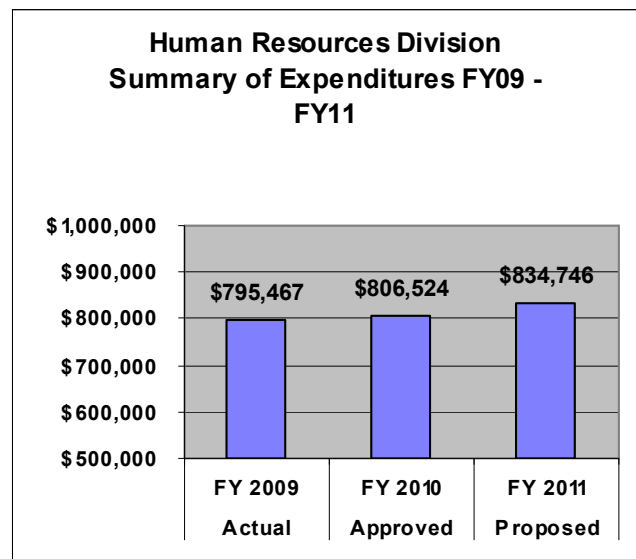
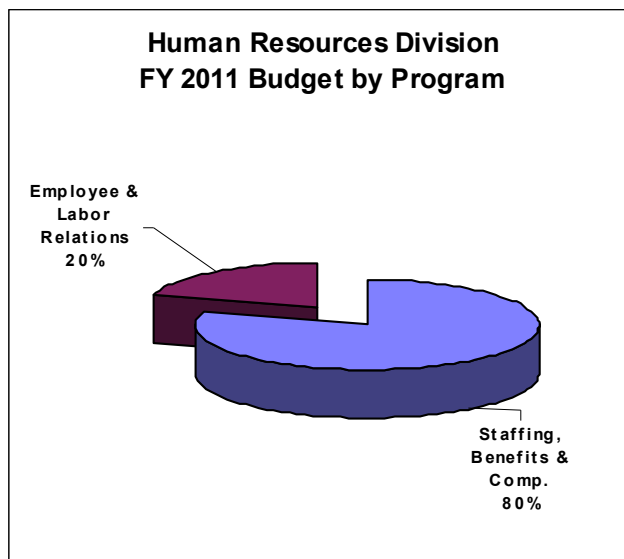
FY 2011 DIVISION FINANCIAL DATA



The Human Resource Division represents 0.7 percent of the overall General Fund operating budget. Ninety five percent of this operation is financed with tax support. The remaining 5 percent is financed through enterprise fund reimbursements.

SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES HUMAN RESOURCES DIVISION

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 456,773	\$ 478,957	\$ 478,800	\$ 485,431		\$ 481,431	\$ 2,474	0.52%
Benefits	172,369	189,721	189,075	215,469		215,469	25,748	13.57%
Operating Expenses	166,324	137,846	137,250	137,846		137,846	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 795,467	\$ 806,524	\$ 805,125	838,746		\$ 834,746	\$ 28,222	3.50%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
REDUCTIONS AND RECLASSIFICATIONS:								
1. Reduction in temp wages				\$ (4,000)				
SUBTOTAL				(4,000)				
TOTAL				\$ 838,746	\$ (4,000)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 758,048	\$ 764,172	\$ 749,173	\$ 793,821		\$ 789,821	\$ 25,649	3.36%
Enterprise Fund Reimbursements	37,419	42,352	42,352	44,925		44,925	2,573	6.08%
TOTAL SOURCES	\$ 795,467	\$ 806,524	\$ 805,125	\$ 838,746		\$ 834,746	\$ 28,222	3.50%



Eighty percent of this operation is dedicated to managing town-wide staff, benefits and compensation. The remaining twenty percent is dedicated to managing labor relations.

SUMMARY OF SIGNIFICANT BUDGET CHANGES

The FY11 budget is increasing \$28,222. The increase is a result of personnel costs increases including additional health insurance costs for staff and longevity increases for all town employees.

Tax support for this operation will increase \$25,649 in FY11, covering most of the budget increase. The remaining budget increase will be covered by an increase in enterprise fund reimbursements of \$2,573.

FY 2011 GOALS

Short Term

1. Establish a joint Municipal/School Safety Committee to increase safety awareness among employees. (Strategic Plan: Regulatory Access and Accountability)

2. Redesign of the employee orientation program in partnership with the Employee Leadership Academy. (Strategic Plan: Communications)
3. Implement Personnel Actions and Applicant Tracking components of the MUNIS Software system (Strategic Plan: Finance)
4. Develop and conduct an internal customer service survey to better determine the effectiveness of Human Resources and to determine the need for new programs or initiatives. (Strategic Plan: Communications)

Long Term

1. Create a train-the-trainer program to reduce outside training costs. (Strategic Plan: Finance)
2. Develop a first-time supervisor training program. (Strategic Plan: Regulatory Access and Accountability)
3. Implement an internal Alternative Dispute Resolution program. (Strategic Plan: Regulatory Access and Accountability)

PROGRAMS

STAFFING, BENEFITS, AND COMPENSATION PROGRAM

Program Description. The purpose of the Staffing, Benefits, and Compensation Program is to recruit, select, manage and retain a qualified, diverse, knowledgeable, effective and productive workforce so that other Municipal and School Departments are able to successfully meet the goals of the Strategic Plan.

Staffing:

When a vacancy occurs or a new position is created, Human Resources will insure the accuracy of the current job description, that all relevant employment laws are followed, and that each position is filled with the most qualified applicant. The department will also strive to recruit a diverse applicant pool. Responsibilities of the Human Resources Department include:

- creating/revising/updating job descriptions
- receipt and processing of all relevant paperwork
- composing, posting, and tracking of vacancy announcements
- external and internal recruitment efforts
- development and review of selection criteria
- preparation of interview package and review of hiring package
- insuring compliance with applicable state/federal laws and regulations
- maintaining teacher certification database

Benefits:

The offering of a comprehensive benefits package is one of the most important tools in the recruitment and retention of talented and motivated employees. The administration of these benefit programs is comprised of two distinct areas. The first area is that of benefit maintenance, including the paying of bills and the processing of paperwork. The second area is that of benefit research, development, and implementation. Due to the increasing costs of employee benefit programs, Human Resources must closely review and analyze every existing program and complete a thorough cost/benefit analysis before any new or revised program is introduced to the Town. Examples of employee benefits include:

- health, dental, and life insurance
- long and short-term disability
- flexible spending accounts
- employee assistance program (EAP)
- deferred compensation
- workers compensation and unemployment compensation administration
- pre-employment testing (drug, alcohol, physical and skill-set tests)
- new employee orientations

Compensation:

Maintaining a competitive and equitable compensation system is critical to the recruitment and retention of qualified employees. All positions are described with accurate job descriptions that reflect their responsibilities, lines of authority, education and experience requirements, and overall complexity. These job descriptions also establish a baseline for recruitment and fair compensation. Uniform and equitable pay plans have the effect of insuring that employees are compensated at rates comparable to like organizations in similar labor markets. The Town's pay plans take into account changes in cost of living and budgetary constraints.

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 342,292	\$ 353,773	\$ 353,650	\$ 362,176		\$ 358,176	\$ 4,403	1.24%
Benefits	161,944	177,970	177,500	199,826		199,826	21,856	12.28%
Operating Expenses	130,840	110,320	110,000	110,320		110,320	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 635,077	\$ 642,064	\$ 641,150	672,322		\$ 668,322	\$ 26,258	4.09%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
REDUCTIONS AND RECLASSIFICATIONS:								
1. Reduction in temp wages					\$ (4,000)			
SUBTOTAL					(4,000)			
TOTAL				\$ 672,322	\$ (4,000)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 616,367	\$ 620,888	\$ 606,374	\$ 649,859		\$ 645,859	\$ 24,971	4.02%
Interest and Other	-	-	13,600	-		-	-	0.00%
Enterprise Fund Reimbursements	18,710	21,176	21,176	22,463		22,463	1,287	6.08%
TOTAL SOURCES	\$ 635,077	\$ 642,064	\$ 641,150	\$ 672,322		\$ 668,322	\$ 26,258	4.09%

EMPLOYEE/LABOR RELATIONS PROGRAM

Program Description. The objective of this program is to create an environment where management and employees can work together in order to achieve the goals of the Strategic Plan. This program includes collective bargaining, employee relations and training, and workplace diversity.

Collective Bargaining:

The goal of collective bargaining is to create an environment where supervisor and employee issues can be addressed and where changes can be implemented through negotiations. The Town of Barnstable administers six municipal and eight school collective bargaining agreements, covering over 90% of the Town's workforce. Human Resources has the following responsibilities in the area of collective bargaining:

- mediation and conflict resolution
- union contract interpretation
- grievance processing
- arbitration hearings

Employee Relations/Training:

Providing training and morale-building events help foster an effective and productive workforce. To that end, Human Resources coordinates a variety of employee recognition programs. These programs include an ice-cream social and employee appreciation luncheons. The establishment of comprehensive training programs helps keep employees current with important workplace issues as well as assisting with individual professional development. Human Resources has also been responsible for implementing training in the following areas:

- sexual harassment/illegal harassment
- conflict of interest/ethics
- performance appraisal/documentation
- workplace violence
- diversity
- labor/management issues

In addition, the division is responsible for the administration of various union and non-union education incentive programs. These programs allow employees to further their education and training.

Workplace Diversity/Compliance:

The Town of Barnstable is required to review and revise its Affirmative Action and Minority/Women Business Enterprise plans annually. To do so, assistance and consultation is provided to all Town and School departments so that Equal Employment Opportunity data can be collected and analyzed and problem areas can be identified. To insure that legal requirements applicable to affirmative action are disseminated to all levels of employees, numerous workshops and training programs are utilized to orient and educate employees, supervisors and senior management. Periodic reports to local, state and federal agencies and commissions are required. Local outreach programs to minority and women's organizations are also utilized, and every good faith effort will be made to eliminate underutilization of eligible minority and female employees and applicants.

**SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES
EMPLOYEE/LABOR RELATIONS PROGRAM**

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 114,481	\$ 125,184	\$ 125,150	\$ 123,255		\$ 123,255	\$ (1,929)	-1.54%
Benefits	10,425	11,751	11,575	15,643		15,643	3,892	33.12%
Operating Expenses	35,485	27,526	27,250	27,526		27,526	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 160,390	\$ 164,461	\$ 163,975	166,424		\$ 166,424	\$ 1,963	1.19%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 166,424	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 141,681	\$ 143,285	\$ 142,799	\$ 143,962		\$ 143,962	\$ 677	0.47%
Enterprise Fund Reimbursements	18,709	21,176	21,176	22,462		22,462	1,286	6.07%
TOTAL SOURCES	\$ 160,390	\$ 164,461	\$ 163,975	\$ 166,424		\$ 166,424	\$ 1,963	1.19%

FY 2010 MAJOR ACCOMPLISHMENTS

1. Worked with School Administration and Payroll office to implement the Applicant Tracking Module of MUNIS. (Priorities: Finance and Communication)
2. Implemented Town-wide Safety Committee to increase safety awareness.
3. Implemented a internal customer service survey. (Priority: Communication)
4. Assisted School Department in successfully negotiating union contracts. (Priorities: Finance and Education)

PERFORMANCE/WORKLOAD INDICATORS

Workload Indicators - Fiscal Year	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Personnel Forms Processed	923	943	826	900	890
Employment Applications Processed	1560	1120	827	845	925
Permanent Position Vacancies	123	98	76	68	70
Avg. # of Applications per vacancy	12	11	11	12	13

Workload Indicators – Calendar Year	CY 2005 Actual	CY 2006 Actual	CY 2007 Actual	CY 2008 Actual	CY 2009 Actual
Unemployment Costs	\$133,306	\$134,092	\$255,478	\$332,795	\$ 569,820
Health Insurance Costs	\$10,889,840	\$11,855,934	\$11,983,745	\$13,989,562	\$13,981,731

INFORMATION TECHNOLOGY DIVISION

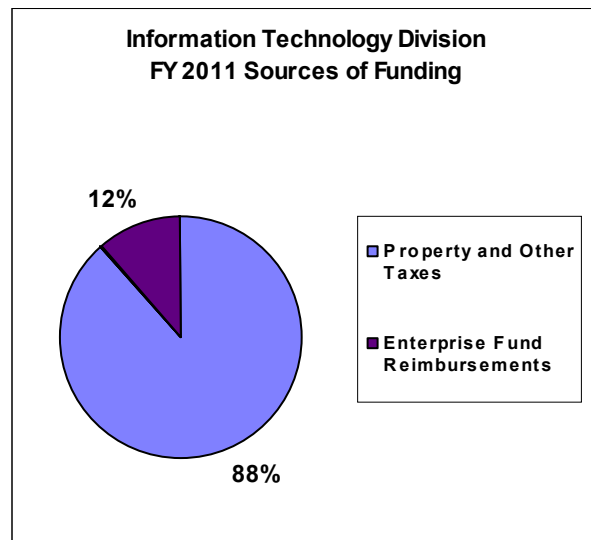
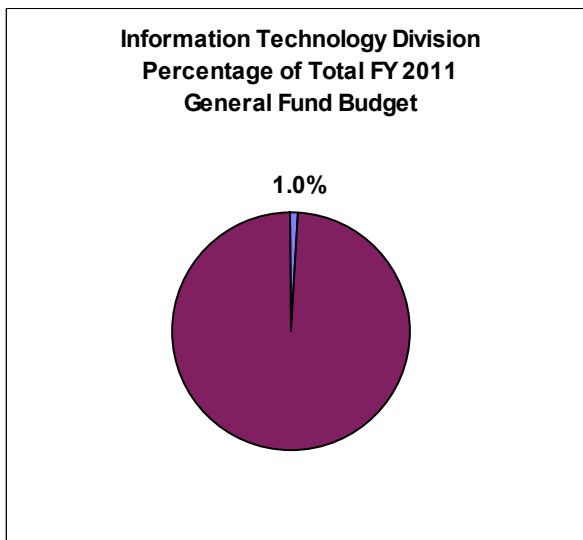
MISSION STATEMENT

The mission of the Information Technology Division, a sub-department of the Administrative Services Department, is to plan, implement and manage the effective and efficient utilization of information technology for the Town of Barnstable in its provision of services to the citizens.

PERMANENT POSITIONS (FTE's)

Division	General Fund	Other Funds	Total
Application Development	4.35	0.00	4.35
System Administration	0.95	0.00	0.95
Hardware Support	1.45	0.00	1.45
Training	1.70	0.00	1.70
Office Administration	2.55	4.00	6.55
Total Division FTE's	11.00	4.00	15.00

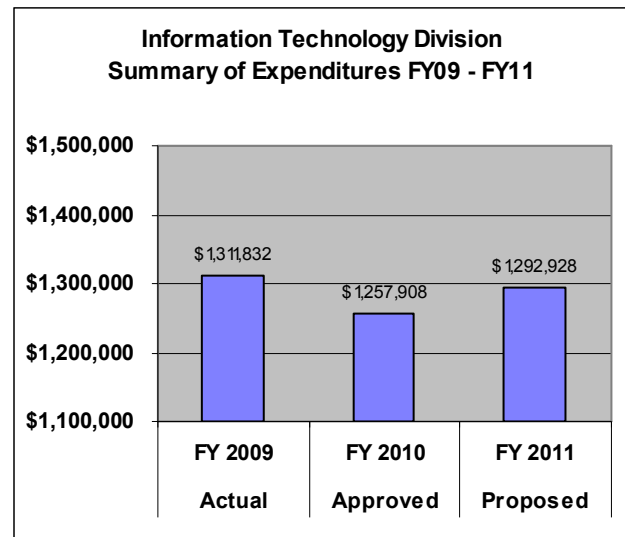
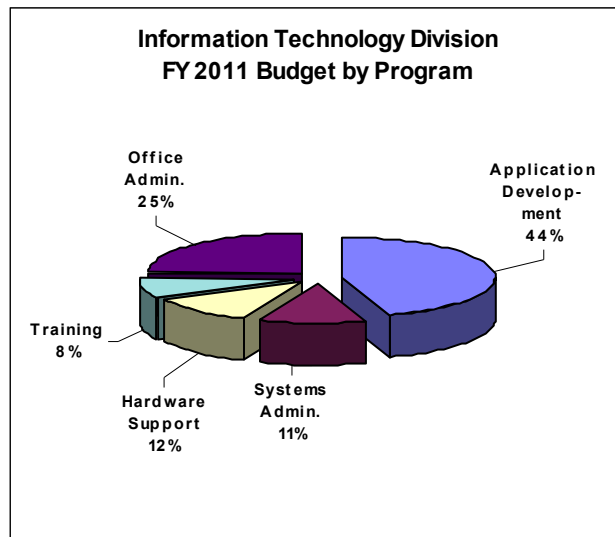
FY 2011 DIVISION FINANCIAL DATA



The Information Technology Division comprises one percent of the overall General Fund operating budget. Eighty eight percent of the operation is funded through tax support. The remaining 12 percent is financed with enterprise fund reimbursements.

SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES INFORMATION TECHNOLOGY DIVISION

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 729,198	\$ 702,250	\$ 692,000	\$ 727,610		\$ 727,610	\$ 25,360	3.61%
Benefits	63,012	60,902	58,200	70,562		70,562	9,660	15.86%
Operating Expenses	421,988	439,756	429,500	439,756		439,756	-	0.00%
Operating Capital	97,634	55,000	55,000	-		55,000	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 1,311,832	\$ 1,257,908	\$ 1,234,700	1,237,928		\$ 1,292,928	\$ 35,020	2.78%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS:								
1. Increase in Funds for Computer Hardware and Software				55,000	\$ -			
SUBTOTAL				55,000	-			
TOTAL				\$ 1,292,928	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 1,169,329	\$ 1,108,873	\$ 1,086,165	\$ 1,143,779		\$ 1,143,779	\$ 34,906	3.15%
Fees, Licenses, Permits, Inspections	-	100	100	100		100	-	0.00%
Charges for Services	-	500	-	-		-	(500)	-100.00%
Interest and Other	-	100	100	100		100	-	0.00%
Enterprise Fund Reimbursements	142,503	148,335	148,335	148,949		148,949	614	0.41%
TOTAL SOURCES	\$ 1,311,832	\$ 1,257,908	\$ 1,234,700	\$ 1,292,928		\$ 1,292,928	\$ 35,020	2.78%
REVOLVING FUND ACTIVITY								
Revenues	\$ 2,775	\$ 20,000	\$ 3,000	\$ 20,000		\$ 20,000	\$ -	0.00%
Expenditures	(8,578)	(20,000)	(5,000)	(20,000)		(20,000)	-	0.00%
Excess (Deficiency)	(5,803)	-	(2,000)	-		-	\$ -	0.00%
Beginning Fund Balance	12,830	7,027	7,027	5,027		5,027		
Ending Fund Balance	\$ 7,027	\$ 7,027	\$ 5,027	\$ 5,027		\$ 5,027		



Application development is the largest program operation in the Information Technology Division. This represents 44 percent of the budget. Office administration is the second largest program area at 25 percent.

SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The FY11 operating budget is increasing \$35,020; or 2.78 percent. The increase is comprised of personnel costs increases. This includes contractual pay and benefit increases, mainly in health insurance. Operating expense and operating capital remain level with the FY10 approved amounts. The increase in this budget will be provided for with an increase in tax support as the amount for enterprise fund reimbursements remain essentially level with FY10's.

FY 2011 GOALS

While it is difficult to state which specific Council's Strategic Plan to which these goals apply, it is important to note, virtually ALL the strategic goals are supported by Information Technology in one form or another.

Short Term

1. Continued growth on the web site. (Strategic Plan: Regulatory Access and Accountability, Communications)
2. Continued integration between CH18 and the web site. (Strategic Plan: Regulatory Access and Accountability, Communications)
3. Continue to expand CH18 programming and video production. (Strategic Plan: Regulatory Access and Accountability, Communications)
4. Continue to enhance the communication networking capabilities of the Town including the office automation system to improve the overall efficiency and effectiveness of Town employees.
5. Broadcast/Record virtually all the Boards and Commissions from Town Hall Hearing Room or Selectman's conference room for improved quality. (Strategic Plan: Regulatory Access and Accountability, Communications)
6. Test and upgrade all GIS desktop and server software to new version.
7. Develop a map of current and future road and infrastructure projects to better coordinate projects between departments and to keep the public informed.
8. Update street centerline maps.
9. Implement new GIS server applications using the latest technologies to streamline the user interface and enhance performance.
10. Upgrade Munis, server and software.
11. Implement Munis Employee Self Service Application.
12. Merge smaller existing Health rental databases into the Health Master database.
13. Put programming into place and improve record keeping for parcels with multiple as-built and sewer accounts.

Long Term

1. Continue building the "corporate database" that enables all departments to track history back to a Parcel Number or Address.
2. Continued work in establishing a Town-wide Institutional Network (INET) with actual build out the fiber optic cabling.
3. Implement 3D and network analysis tools.
4. Develop and implement a training plan to train staff from other departments to perform more GIS tasks for their departments.

PROGRAMS

SUPPORT TO APPLICATION PRODUCTION AND DEVELOPMENT PROGRAM

Program Description. The Application Development of this program area is responsible for analyzing needs and creating new applications to meet the Town's requirements for automation where third party applications do not exist or are not cost effective. This area maintains and updates many existing in-house applications. This area is also responsible for conversion work when migrating from one system to another. The Support to the Production System's program area entails support for applications such as Munis (Fund Accounting, Tax Collections, Payroll, Utility Billing, Tax Title, Permit Manager), Visions, RRC (Assessment), RecTrac (Recreation, Council on Aging and Golf) and the myriad of in-house applications written to support the operations of the Town. This area is also responsible for all Web and Intranet development. The following is a sampling of Applications and Support services that Information Technology has provided over the past year:

- Town/School-Payroll/HR support

- Application Support - in-house applications
- Application Support - third party applications
- Tax Billing support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Motor Vehicle Excise Billing support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Boat Excise support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Tax Title support
- Accounts Payables and Payroll support
- Web site development and growth

In G.I.S., analysis and map production services are grouped into this program. These services range from simple topographic site maps to complex analyses resulting in multiple maps and database reports. For example, G.I.S. analysis could be used to produce a map and report of all parcels less than one acre that fall within a groundwater protection district and are within 500 feet of an existing sewer line. Another example might be to produce a map showing the location of existing conservation and protected open space parcels in relation to privately owned, vacant land. A less complex but more common request might be to print a topographic map or aerial photograph of a particular area of Town. The G.I.S. staff provides these services on a daily basis to many Town departments. In addition, site maps and abutter lists are available as a service to the general public. The usefulness of a G.I.S. is dependent upon the quality of its G.I.S. data. Within the G.I.S., the staff also works to maintain, improve, and update the Town's G.I.S. data. This data includes computerized maps and databases (layers) of sewer lines, roads, buildings, voter precincts, traffic signs, wetlands, and school districts are examples of the 150+ layers maintained in the G.I.S. system. Tasks within this program include the following:

- Data creation
- Data updates
- Data cleaning / reformatting
- Data verification
- Map production

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 285,068	\$ 287,294	\$ 280,000	\$ 306,221		\$ 306,221	\$ 18,928	6.59%
Benefits	20,123	23,567	22,000	23,905		23,905	338	1.43%
Operating Expenses	262,914	252,803	250,000	252,803		252,803	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 568,105	\$ 563,664	\$ 552,000	582,929		\$ 582,929	\$ 19,265	3.42%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 582,929	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 539,604	\$ 533,297	\$ 522,133	\$ 552,939		\$ 552,939	\$ 19,642	3.68%
Fees, Licenses, Permits, Inspections		100	100	100		100	-	0.00%
Charges for Services	-	500	-	-		-	(500)	-100.00%
Interest and Other	-	100	100	100		100	-	0.00%
Enterprise Fund Reimbursements	28,501	29,667	29,667	29,790		29,790	123	0.41%
TOTAL SOURCES	\$ 568,105	\$ 563,664	\$ 552,000	\$ 582,929		\$ 582,929	\$ 19,265	3.42%

SUPPORT TO SYSTEMS ADMINISTRATION PROGRAM

Program Description. This critical program area is where all of the Systems Administration takes place. System Administration is maintaining the day-to-day operations of the Town's networking infrastructure to ensure a reliable and secure environment. Samplings of functions are included below:

- Monitor network traffic for performance related problems
- Implement new network topologies to avoid performance problems

- Maintain and monitor all networking hardware to ensure reliability and minimize down-time
- Maintain and monitor all servers for performance, errors and capacities ensuring all are within thresholds
- Design and build new servers when older servers are outgrown
- Monitor and maintain Wide Area Networking Environment
- Database administration
- Operating systems administration (1 Unix, 18 Windows Servers)
- Maintain users on all the systems
- Maintain Data Integrity (Backups, off-site vault storage etc.)
- Software license & maintenance contract management
- Maintain CH-18 broadcasting and video equipment
- Security Cameras
- Blackberry Administration

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 67,029	\$ 68,902	\$ 68,000	\$ 68,883		\$ 68,883	\$ (19)	-0.03%
Benefits	6,955	8,222	8,000	7,882		7,882	(340)	-4.13%
Operating Expenses	60,405	64,553	60,000	64,553		64,553	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 134,390	\$ 141,677	\$ 136,000	141,318		\$ 141,318	\$ (358)	-0.25%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 141,318	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 105,889	\$ 112,010	\$ 106,333	\$ 111,528		\$ 111,528	\$ (481)	-0.43%
Enterprise Fund Reimbursements	28,501	29,667	29,667	29,790		29,790	123	0.41%
TOTAL SOURCES	\$ 134,390	\$ 141,677	\$ 136,000	\$ 141,318		\$ 141,318	\$ (358)	-0.25%

SUPPORT TO HARDWARE PROGRAM

Program Description. This program area is responsible for the installation and on-going maintenance of PC's, printers and all the associated peripherals/software (Microsoft Office upgrades, scanners, modems, faxes etc.) The computer is an essential tool for virtually all town employees and to be without one due to any type of failure cripples their ability to perform their job functions efficiently and effectively.

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 80,494	\$ 83,261	\$ 83,000	\$ 84,231		\$ 84,231	\$ 970	1.16%
Benefits	10,101	10,457	10,000	12,102		12,102	1,645	15.73%
Operating Expenses	34,648	52,379	50,000	52,379		52,379	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 125,244	\$ 146,097	\$ 143,000	148,711		\$ 148,711	\$ 2,614	1.79%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 148,711	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 96,743	\$ 116,430	\$ 113,333	\$ 118,921		\$ 118,921	\$ 2,491	2.14%
Enterprise Fund Reimbursements	28,501	29,667	29,667	29,790		29,790	123	0.41%
TOTAL SOURCES	\$ 125,244	\$ 146,097	\$ 143,000	\$ 148,711		\$ 148,711	\$ 2,614	1.79%

SUPPORT TO TRAINING PROGRAM

Program Description. This program area is responsible for the training and support of the entire Town's software. This includes the Town's standardized Microsoft Office Suite, in-house written application and third party software. Training is either in a structured classroom environment or given on a one-to-one basis. It is this program area that initially receives virtually any problem a user might have. All problems are funneled through the help desk where it is then determined if it is a software or hardware issue and passed on to the appropriate "program area". Support and training for G.I.S. users is also grouped into this program. As the G.I.S. expands into different departments, the number of users that require training and support is increasing. Some of the G.I.S. software can be very complex and requires a significant amount of training for users to become proficient. The G.I.S. staff provides much of this training to users in-house. Additionally, users require day-to-day technical support, troubleshooting, and guidance with their various projects. The G.I.S. staff provides these support services to a growing user base. Tasks within this program include the following:

- Formal and informal software training
- Software technical support
- Technical guidance for specific projects

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 75,299	\$ 95,783	\$ 94,000	\$ 97,992		\$ 97,992	\$ 2,209	2.31%
Benefits	7,251	5,807	5,500	5,204		5,204	(603)	-10.38%
Operating Expenses	1,376	-	-	-		-	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 83,926	\$ 101,590	\$ 99,500	103,196		\$ 103,196	\$ 1,607	1.58%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 103,196	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 55,426	\$ 71,923	\$ 69,833	\$ 73,407		\$ 73,407	\$ 1,485	2.06%
Enterprise Fund Reimbursements	28,500	29,667	29,667	29,789		29,789	122	0.41%
TOTAL SOURCES	\$ 83,926	\$ 101,590	\$ 99,500	\$ 103,196		\$ 103,196	\$ 1,607	1.58%

SUPPORT TO OFFICE ADMINISTRATION PROGRAM

Program Description. This program area, as its name implies is Office Administration. The technical part of CH-18 broadcasting and video production happens to fall under this program as well. Major items that fall under this program:

- General office administration
- Procurements
- Bids
- Budgeting
- Personnel
- Ensuring set goals for the department are met
- Development of standards, policies, & procedures
- Project management
- Software license & maintenance contract management
- GIS project management
- Policies and Procedures
- Video and CH18 technical hardware

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2009	Approved FY 2010	Projected FY 2010	Requested FY 2011	Reductions FY 2011	Proposed FY 2011	Change FY10 - 11	Percent Change
Salaries and Wages	\$ 221,308	\$ 167,010	\$ 167,000	\$ 170,283		\$ 170,283	\$ 3,273	1.96%
Benefits	18,581	12,849	12,700	21,469		21,469	8,620	67.08%
Operating Expenses	62,645	70,021	69,500	70,021		70,021	-	0.00%
Operating Capital	97,634	55,000	55,000	-		55,000	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 400,168	\$ 304,880	\$ 304,200	261,773		\$ 316,773	\$ 11,893	3.90%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS:								
1. Funds for Computer Hardware and Software				55,000	\$ -			
SUBTOTAL				55,000	-			
TOTAL				\$ 316,773	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 371,668	\$ 275,213	\$ 274,533	\$ 286,984		\$ 286,984	\$ 11,771	4.28%
Enterprise Fund Reimbursements	28,500	29,667	29,667	29,789		29,789	122	0.41%
TOTAL SOURCES	\$ 400,168	\$ 304,880	\$ 304,200	\$ 316,773		\$ 316,773	\$ 11,893	3.90%
REVOLVING FUND ACTIVITY								
Revenues	\$ 2,775	\$ 20,000	\$ 3,000	\$ 20,000		\$ 20,000	\$ -	0.00%
Expenditures	(8,578)	(20,000)	(5,000)	(20,000)		(20,000)	-	0.00%
Excess (Deficiency)	(5,803)	-	(2,000)	-		-	\$ -	0.00%
Beginning Fund Balance	12,830	7,027	7,027	5,027		5,027		
Ending Fund Balance	\$ 7,027	\$ 7,027	\$ 5,027	\$ 5,027		\$ 5,027		

FY 2010 MAJOR ACCOMPLISHMENTS

1. Enabled live broadcast on CH-18 from the Knight Auditorium (High School) and Selectmen's Conference Room (Town Hall).
2. Installed additional security cameras covering various town assets.
3. Completed maps and analysis for the 2009 Coastal Resource Management Plan. Produced twenty-six maps for publication in the final report.
4. Completed new re-designed trail maps for the West Barnstable Conservation Area. The new maps will enhance navigation and emergency response within this complicated network of trails.
5. Completed documentation and disaster recovery manual for GIS server to expedite recovery from possible server failures in the future.
6. Ongoing GIS analysis and map production for the Comprehensive Nutrient Management Plan.
7. Building / Facility Database to track essential information, contacts, hazards, etc.
8. Weights & Measures Device and Inspection Tracking.
9. Modifications to Snow & Ice for more efficient tracking of costs and contractors
10. Modifications to Highway Work order system to include routine work and associated costs.
11. Install TimeClock Plus, DPW Highway, Structures, and Solid Waste, efficiently track time and costs. Interface into the Munis Payroll Module.
12. Implement Munis General Billing, Airport.
13. Recreation – new HYCC building, network wiring and building systems integration onto the network.
14. DPW Solid Waste – new facility, network and PC.

FY 2011 DIVISION PERFORMANCE/WORKLOAD INDICATORS

Workload Indicator	FY2009 Actual	FY2010 Estimated	FY2011 Projected
New PC's Installed	47	55	50
Work orders completed	1,566	1,500	1,500
Major New/Converted Applications	4	4	4
Completed requests for maps and geographic analysis	1,597	1,600	1,600

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