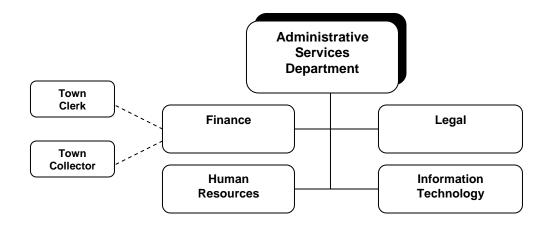
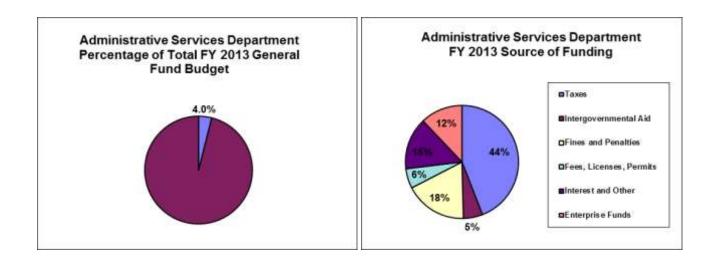
# ADMINISTRATIVE SERVICES DEPARTMENT

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.



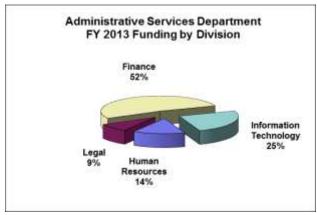
#### **FY 2013 DEPARTMENT FINANCIAL DATA**

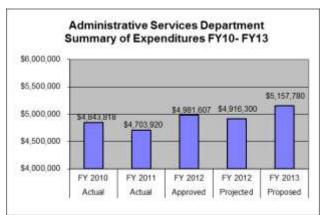


The Administrative Services Department represents four percent of the overall general fund budget. Taxes provide 44 percent of the funding for this operation followed by 18 percent from fines and penalties, 15 percent from intergovernmental aid, 12 percent from enterprise funds and the remaining 11 percent from fees and interest on investments.

#### SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES

	Actual	Actual	-	Approved	F	Projected	F	Proposed	Change	Percent
Expenditure Category	FY 2010	FY 2011		FY 2012		FY 2012		FY 2013	FY12 - 13	Change
Personnel	\$ 3,777,250	\$ 3,775,496	\$	3,915,032	\$	3,843,200	\$	4,075,411	\$ 160,379	4.10%
Operating Expenses	1,036,458	901,559		961,575		973,100		977,369	15,794	1.64%
Capital Outlay	30,109	26,865		105,000		100,000		105,000	-	0.00%
Total Expenditures	\$ 4,843,818	\$ 4,703,920	\$	4,981,607	\$	4,916,300	\$	5,157,780	\$ 176,173	3.54%
Permanent full-time equivalent employees	61.30	61.30		61.30	]			61.30	_	Ī
Sources of Funds										
Taxes	\$ 1,823,220	\$ 1,470,050	\$	2,387,630	\$	2,034,528	\$	2,274,334	\$ (113,296)	-4.75%
Intergovernmental Aid	302,972	276,886		267,726		289,036		283,636	15,910	5.94%
Fines and Penalties	778,659	897,235		883,650		910,000		919,100	35,450	4.01%
Fees, Licenses, Permits	281,923	239,194		290,800		251,025		290,800	-	0.00%
Charges for Services	1,868	2,134		1,000		1,610		1,000	-	0.00%
Interest and Other	1,181,177	1,348,431		610,850		890,150		766,730	155,880	25.52%
Enterprise Funds	473,999	469,990		539,951		539,951		622,180	82,229	15.23%
Total Sources	\$ 4,843,818	\$ 4,703,920	\$	4,981,607	\$	4,916,300	\$	5,157,780	\$ 176,173	3.54%





The Finance Division is the largest operation in this department representing 52% of the total budget. This includes the two elective offices of the Town Clerk and Town Collector. The Information Technology operation represents 25% of the department budget with Human Resources and the Legal Division comprising the remaining 23%. Expenses have increased from \$4.844 million in FY10 to \$5.158 million in FY13, or 6.5% over a three year period.

#### SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DEPARTMENT

There are no significant changes to the Administrative Services Department for FY13. The FY13 budget is increasing \$176,173 or 3.5% over the approved FY12 budget. Personnel costs are increasing \$160,379 or 4%. This includes funds to cover all contractual pay increases covering 61.3 full-time equivalents. Operating expenses are \$15,794 more than the FY12 budget. Additional funds are provided for increases in software support and licensing fees (\$10,244) and \$5,550 for office furniture replacement in the Town Clerk operations. Operating capital is level funded at \$105,000. This funds the replacement of computers and laser printers throughout the municipal operations as well as the cost of creating additional capacity and redundancy for our Information Technology systems.

Tax support for this operation is decreasing \$113,296 as other funding sources are increasing. The largest increase is \$150,000 in investment income as investment returns have improved. Funding from enterprise funds are increasing \$82,000 and an increase in fine and penalty revenue of \$35,000 is also projected. The intergovernmental aid category includes aid received for exemptions provided to the elderly, blind, surviving spouses and veterans. These exemptions are processed by the Assessing operations.

#### **FY 2013 DEPARTMENT GOALS**

#### **Finance**

#### **Short Term**

- 1. Successfully complete the Department of Revenue's (DOR) triennial recertification review in time to issue timely FY 2013 tax bills. (Strategic Plan: Finance)
- 2. Conduct and complete personal property valuation study, required every 6 years by the DOR, to satisfy recertification requirements for FY13. (Strategic Plan: Finance)
- Explore alternative options to the Cape Cod Municipal Health Group for providing health insurance coverage for the Town of Barnstable's workforce in time for the development of the FY14 budget. (Strategic Plan: Finance)
- 4. Provide monthly financial reporting information on the town's website. (Strategic Plan: Finance)
- 5. Working in conjunction with the Green Team and other departments, explore the options for expanding the development of green energy generation on town owned land. (Strategic Plan: Finance)
- 6. Continue to practice and promote sound financial policies and procedures in order to assist in maintaining Town's AAA bond rating for FY13. (Strategic Plan: Finance)
- 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. Work on expansion of the physical storage of town records. (Strategic Plan: Environment and Natural Resources)

#### Long Term

- 1. Implement an historical record archive conversion project, to meet the Secretary of State's requirements and preserve property record data in a permanent format that is more user-friendly for staff handling taxpayer and legal requests for data. (Strategic Plan: Finance)
- 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 Statement of Values where all Town buildings are listed. (Strategic Plan: Finance)
- 3. To continue 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. (Strategic Plan: Finance)
- 4. Establish an insurance reserve through good risk management practices for self-insured worker's compensation program. (Strategic Plan: Finance)
- 5. Conduct a property auction of town owned land. (Strategic Plan: Finance)
- 6. Facilitate the implementation of MUNIS Self-serve between Finance, Human Resources and Information Technology. (Strategic Plan: Finance)
- 7. 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. (Strategic Plan: Environment and Natural Resources)

#### 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. Continue to 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).
- 4. Continue to work with the Town Council to determine whether there are desired charter amendments to be promulgated. (Strategic Plan: Regulatory Access and Accountability).
- 5. Promote cost-effective dispute resolution through mediation. (Strategic Plan: Finance).
- 6. Work with the town and regional entities 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).

- 7. Work with town entities to implement legislative and regulatory initiatives to enhance the quality of life for town residents and visitors 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)
- 8. Work with Town entities to explore creative strategies to promote economic development. (Strategic Plan: Finance, Economic Development and Quality of Life).

#### **Human Resources**

#### **Short Term**

- 1. Work to develop updated job descriptions for school department positions.
- 2. Implement the Self-Service Module of MUNIS to better allow employees to access information. (Strategic Plan: Communication)
- 3. Continue to develop joint school/municipal personnel policies for consistency and uniformity. (Strategic Plan: Communication)

#### Long Term

- 1. Implement an on-line application process. (Strategic Plan: Communication)
- 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. 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. Continue migrating servers into the new virtual server platform saving costs on electricity, environmentals and hardware.
- 7. Implement additional GIS server applications to streamline and enhance GIS functions within Town departments.

#### Long Term

- 1. Continue building on 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 of the fiber optic cabling. All pole licensing has finally been obtained.
- Develop and implement a training plan to train staff from other departments to perform more GIS tasks for their departments.

#### **DESCRIPTION OF SERVICE PRIORITY PACKAGES**

#### 1. Office Desks & File Cabinets Revitalization (Town Clerk)

\$5,550 Requested \$5,550 Recommended

The Town Clerk's office staff is being moved together into one large space – windows will be enlarged and quicker service will be provided for customers without their having to go from one end of Town Hall to the other. The staff will be better cross-trained. Desks and cabinets are old and falling apart – therefore we are requesting new desks and additional file cabinets. These will look better to the public and will also provide a

safer environment. One desk is being held up by a 2 X 4, the drawers of others are falling out or no longer open, and are missing screws that hold them together. They are just old and do not work well. We would like to get them replaced as soon as possible before someone gets hurt. One staff person has already had a drawer fall on her. The file cabinets out front date back to the 1960's and scream so loud when you open them that people cringe. They also look horrible and do not open well.

#### 2. Software Maintenance (Information Technology)

\$10,244 Requested \$10,244 Recommended

An increase to cover software and hardware maintenance fees is necessary to keep the town from falling behind the technological curve. Technology allows the town to provide seamless and transparent services throughout the town. The fees cover the following software: Munis, General Code, Satori (postal certification software), Visions (assessing software), Retrac (recreation and COA software), Vipre (PC and server anti-virus sfoftware), GFI Languard (network security software), Forefront (Email server protection), BackUp Ex (server back-up software), Maine Tech (GIS, GPS analyst software) and Neopost (folder stuffer machine).

#### 3. Operating Capital (Information Technology)

\$105,000 Requested \$105,000 Recommended

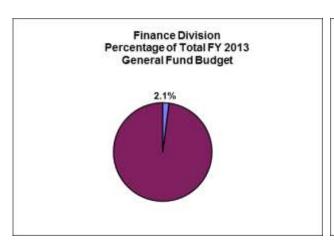
Operating Capital allows the town to remain current in technology. These funds are used for PC's, printers, scanners, servers, software and networking equipment. Over 400 PC's are supported throughout the municipal departments. This funding level allows for approximately a 5 year turnover rate for PC's and printers.

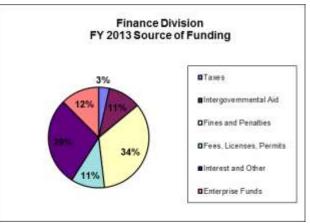
### FINANCE DIVISION

#### **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.

#### **FY 2013 DIVISION FINANCIAL DATA**

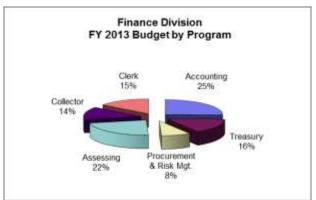


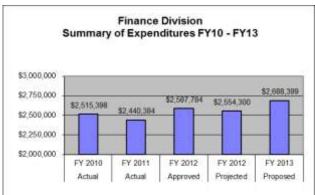


The Finance Division represents about 2% of the overall general fund operating budget. 97% of this budget is provided from revenue sources other than taxes. Fines and penalties on the late payment of taxes as well as investment income provide more than 60% of the funding for this division.

#### SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

	Actual	Actual	-	Approved	F	Projected	F	roposed	Change	Percent
Expenditure Category	 FY 2010	FY 2011		FY 2012		FY 2012		FY 2013	FY12 - 13	Change
Personnel	\$ 2,116,492	\$ 2,079,420	\$	2,202,359	\$	2,149,200	\$	2,297,424	\$ 95,065	4.32%
Operating Expenses	398,906	360,964		385,425		405,100		390,975	5,550	1.44%
Capital Outlay	 -	-		-		-				0.00%
Total Expenditures	\$ 2,515,398	\$ 2,440,384	\$	2,587,784	\$	2,554,300	\$	2,688,399	\$ 100,615	3.89%
Permanent full-time equivalent employees	37.75	37.75		37.75	]			37.75	-	
Sources of Funds										
Taxes	\$ -	\$ -	\$	245,713	\$	-	\$	91,831	\$ (153,882)	-62.63%
Intergovernmental Aid	302,972	276,886		267,726		289,036		283,636	15,910	5.94%
Fines and Penalties	778,659	897,235		883,650		910,000		919,100	35,450	4.01%
Fees, Licenses, Permits	281,923	239,194		290,800		251,025		290,800	-	0.00%
Charges for Services	1,868	2,134		1,000		1,610		1,000	-	0.00%
Interest and Other	1,167,568	1,345,287		610,850		889,500		766,730	155,880	25.52%
Enterprise Funds	247,625	245,004		288,045		288,045		335,302	47,257	16.41%
Total Sources	\$ 2,780,615	\$ 3,005,740	\$	2,587,784	\$	2,629,216	\$	2,688,399	\$ 100,615	3.89%





The Accounting operation is the largest operation comprising 25% of the division's budget followed by the Assessing operations at 22%. Expenditures in this operation have risen from \$2.515 million in FY10 to \$2.688 million in FY13, or 6.9% over the four year period.

#### SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The Finance Division budget is increasing \$100,615 over the FY12 approved amount. This represents a 3.9% increase. There are no changes to staffing levels in FY13. Personnel cost increases include all contractual requirements. Operating expenses are increasing \$5,550. The additional funding is for the replacement of desks and file cabinets for the Town Clerk's operation. This is a one-time funding request that will not be repeated in FY14.

Tax support is decreasing \$154,000 for FY13 as all other funding sources are increasing including \$16,000 in intergovernmental aid, \$35,000 from fines and penalties on the late payment of taxes, \$156,000 in investment and other income and \$47,000 from enterprise funds.

#### **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 three activities: accounting, 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
- 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 PROGRAM EXPENDITURES AND FUNDING SOURCES ACCOUNTING OPERATIONS ACTIVITY

Expenditure Category	Actual FY 2010	Actual FY 2011	pproved FY 2012	rojected FY 2012	roposed FY 2013	Change FY12 - 13	
Personnel	\$ 536,892	\$ 536,267	\$ 558,398	\$ 553,200	\$ 586,062	\$ 27,664	4.95%
Operating Expenses	91,554	88,746	88,650	91,100	93,150	4,500	5.08%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 628,446	\$ 625,013	\$ 647,048	\$ 644,300	\$ 679,212	\$ 32,164	4.97%
Permanent full-time equivalent employees	7.50	7.25	7.25		7.25	-	
Sources of Funds							
Taxes	\$ 504,247	\$ 501,756	\$ 502,267	\$ 499,519	\$ 504,513	\$ 2,246	0.45%
Interest and Other	6,681	8,274	-	-	-	-	0.00%
Enterprise Funds	117,518	114,983	144,781	144,781	174,699	29,918	20.66%
Total Sources	\$ 628,446	\$ 625,013	\$ 647,048	\$ 644,300	\$ 679,212	\$ 32,164	4.97%

Treasury Operations Activity - 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 liened 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 AND FUNDING SOURCES TREASURY OPERATIONS ACTIVITY

Expenditure Category	Actual FY 2010	Actual FY 2011	A	Approved FY 2012	F	Projected FY 2012	F	Proposed FY 2013	Change Y12 - 13	Percent Change
Personnel	\$ 315,614	\$ 317,457	\$	336,523	\$	331,000	\$	354,297	\$ 17,774	5.28%
Operating Expenses	67,786	74,081		69,500		85,500		67,800	(1,700)	-2.45%
Capital Outlay	-	-		-		-		-	-	0.00%
Total Expenditures	\$ 383,400	\$ 391,538	\$	406,023	\$	416,500	\$	422,097	\$ 16,074	3.96%
Permanent full-time equivalent employees	6.00	6.00		6.00	]			6.00	-	]
Sources of Funds										
Taxes	\$ -	\$ -	\$	-	\$	-	\$	-	\$ -	0.00%
Fines & Penalties	49,777	26,331		47,500		35,000		47,500	-	0.00%
Fees, Licenses, Permits	2,634	1,644		2,000		1,025		2,000	-	0.00%
Interest and Other	1,122,136	1,237,051		533,500		718,000		692,380	158,880	29.78%
Enterprise Funds	59,476	58,256		68,370		68,370		78,146	9,776	14.30%
Total Sources	\$ 1,234,023	\$ 1,323,282	\$	651,370	\$	822,395	\$	820,026	\$ 168,656	25.89%

**Procurement and Risk Management Activity -** The Procurement and Risk Management activity 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 AND FUNDING SOURCES PROCUREMENT AND RISK MANAGEMENT PROGRAM

Expenditure Category	Actual FY 2010	Actual FY 2011	pproved FY 2012	1	Projected FY 2012	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 190,721	\$ 196,675	\$ 201,968	\$	201,000	\$ 213,397	\$11,429	5.66%
Operating Expenses	7,459	6,980	7,150		7,000	7,150	-	0.00%
Capital Outlay	-	-	-		-	-	-	0.00%
Total Expenditures	\$ 198,180	\$ 203,655	\$ 209,118	\$	208,000	\$ 220,547	\$11,429	5.47%
Permanent full-time equivalent employees	3.00	3.00	3.00			3.00	-	]
Sources of Funds								
Taxes	\$ 159,328	\$ 163,669	\$ 166,188	\$	165,070	\$ 171,189	\$ 5,001	3.01%
Fees, Licenses, Permits	1	12	-		-	-	-	0.00%
Interest and Other	25	-	-		-	-	-	0.00%
Enterprise Funds	38,826	39,974	42,930		42,930	49,358	6,428	14.97%
Total Sources	\$ 198,180	\$ 203,655	\$ 209,118	\$	208,000	\$ 220,547	\$11,429	5.47%

#### 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 AND FUNDING SOURCES VALUATION SERVICES ACTIVITY

Actual FY 2010		Actual FY 2011		• •		rojected FY 2012		•	Change FY12 - 13	
\$ 182,124	\$	209,991	\$	234,940	\$	230,000	\$	258,229	\$23,289	9.91%
61,159		46,458		55,400		55,000		55,400	-	0.00%
-		-		-		-		-	-	0.00%
\$ 243,283	\$	256,449	\$	290,340	\$	285,000	\$	313,629	\$ 23,289	8.02%
\$ 236,183	\$	248,331	\$	281,340	\$	275,500	\$	304,629	\$23,289	8.28%
100		118		1,000		1,500		1,000	-	0.00%
7,000		8,000		8,000		8,000		8,000	-	0.00%
\$ 243,283	\$	256,449	\$	290,340	\$	285,000	\$	313,629	\$ 23,289	8.02%
\$	FY 2010 \$ 182,124 61,159 - \$ 243,283  \$ 236,183 100 7,000	FY 2010 \$ 182,124 \$ 61,159	FY 2010     FY 2011       \$ 182,124     \$ 209,991       61,159     46,458       -     -       \$ 243,283     \$ 256,449       \$ 236,183     \$ 248,331       100     118       7,000     8,000	FY 2010     FY 2011       \$ 182,124     \$ 209,991     \$ 61,159       -     -     -       \$ 243,283     \$ 256,449     \$ 236,183       \$ 236,183     \$ 248,331     \$ 100     118       7,000     8,000	FY 2010         FY 2011         FY 2012           \$ 182,124         \$ 209,991         \$ 234,940           61,159         46,458         55,400           -         -         -           \$ 243,283         \$ 256,449         \$ 290,340           \$ 236,183         \$ 248,331         \$ 281,340           100         118         1,000           7,000         8,000         8,000	FY 2010         FY 2011         FY 2012           \$ 182,124         \$ 209,991         \$ 234,940         \$ 61,159           61,159         46,458         55,400           -         -         -           \$ 243,283         \$ 256,449         \$ 290,340           \$ 236,183         \$ 248,331         \$ 281,340           100         118         1,000           7,000         8,000         8,000	FY 2010         FY 2011         FY 2012         FY 2012           \$ 182,124         \$ 209,991         \$ 234,940         \$ 230,000           61,159         46,458         55,400         55,000           -         -         -         -           \$ 243,283         \$ 256,449         \$ 290,340         \$ 285,000           \$ 236,183         \$ 248,331         \$ 281,340         \$ 275,500           100         118         1,000         1,500           7,000         8,000         8,000         8,000	FY 2010         FY 2011         FY 2012         FY 2012           \$ 182,124         \$ 209,991         \$ 234,940         \$ 230,000         \$ 61,159         46,458         55,400         55,000         55,000         \$ 243,283         \$ 256,449         \$ 290,340         \$ 285,000         \$ 285,000         \$ 285,000         \$ 100         \$ 275,500         \$ 275,500         \$ 275,500         \$ 275,500         \$ 275,000         \$ 27	FY 2010         FY 2011         FY 2012         FY 2012         FY 2013           \$ 182,124         \$ 209,991         \$ 234,940         \$ 230,000         \$ 258,229           61,159         46,458         55,400         55,000         55,400           -         -         -         -         -           \$ 243,283         \$ 256,449         \$ 290,340         \$ 285,000         \$ 313,629           \$ 236,183         \$ 248,331         \$ 281,340         \$ 275,500         \$ 304,629           100         118         1,000         1,500         1,000           7,000         8,000         8,000         8,000         8,000	FY 2010         FY 2011         FY 2012         FY 2012         FY 2013         FY12-13           \$ 182,124         \$ 209,991         \$ 234,940         \$ 230,000         \$ 258,229         \$ 23,289           61,159         46,458         55,400         55,000         55,400         -           -         -         -         -         -         -           \$ 243,283         \$ 256,449         \$ 290,340         \$ 285,000         \$ 313,629         \$ 23,289           \$ 236,183         \$ 248,331         \$ 281,340         \$ 275,500         \$ 304,629         \$ 23,289           100         118         1,000         1,500         1,000         -           7,000         8,000         8,000         8,000         8,000         -

**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 AND FUNDING SOURCES LISTING SERVICES ACTIVITY

Category	Actual Y 2010	Actual FY 2011	pproved FY 2012	rojected FY 2012	roposed FY 2013	_	Percent Change
Personnel	\$ 66,600	\$ 41,394	\$ 66,317	\$ 40,000	\$ 62,508	\$ (3,809)	-5.74%
Operating Expenses	6,918	3,698	4,150	4,000	7,150	3,000	72.29%
Capital Outlay	-	-	-	-	-	-	0.00%
TOTAL APPROPRIATION	\$ 73,518	\$ 45,092	\$ 70,467	\$ 44,000	\$ 69,658	\$ (809)	-1.15%
SOURCES OF FUNDS							
Taxes	\$ 73,518	\$ 45,092	\$ 70,467	\$ 44,000	\$ 69,658	\$ (809)	-1.15%
TOTAL SOURCES	\$ 73,518	\$ 45,092	\$ 70,467	\$ 44,000	\$ 69,658	\$ (809)	-1.15%

**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 AND FUNDING SOURCES CUSTOMER SERVICE ACTIVITY

		Actual	Actual	Α	pproved	Р	rojected	Р	roposed	Cl	nange	Percent
Expenditure Category		FY 2010	FY 2011		FY 2012		FY 2012		FY 2013	FY	12 - 13	Change
Personnel	\$	212,419	\$ 212,961	\$	212,676	\$	210,000	\$	212,545	\$	(131)	-0.06%
Operating Expenses		7,973	10,670		10,000		12,500		10,000		-	0.00%
Capital Outlay		-	-		-		-		-		-	0.00%
Total Expenditures	\$	220,392	\$ 223,631	\$	222,676	\$	222,500	\$	222,545	\$	(131)	-0.06%
Sources of Funds												
Taxes	\$	-	\$ -	\$	-	\$	-	\$	-	\$	-	0.00%
Federal and State Aid		251,315	267,726		267,726		283,636		283,636	1	15,910	5.94%
Charges for Services		729	992		-		510		-		-	0.00%
	\$	252,044	\$ 268,718	\$	267,726	\$	284,146	\$	283,636	\$1	15,910	5.94%
Total Sources	<del></del>											

#### **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 AND FUNDING SOURCES ELECTIONS, REGISTRATION AND CENSUS ACTIVITY

Expenditure Category	Actual FY 2010	Actual FY 2011	Approved FY 2012	ı	Projected FY 2012	roposed FY 2013	hange Y12 - 13	Percent Change
Personnel	\$ 174,338	\$ 114,927	\$ 125,855	\$	125,000	\$ 128,733	\$ 2,878	2.29%
Operating Expenses	42,735	20,694	31,295		31,000	29,345	(1,950)	-6.23%
Capital Outlay	-	-	-		-	-	-	0.00%
Total Expenditures	\$ 217,073	\$ 135,621	\$ 157,150	\$	156,000	\$ 158,078	\$ 928	0.59%
Sources of Funds								
Taxes	\$ 165,416	\$ 126,461	\$ 152,300	\$	150,600	\$ 156,228	\$ 3,928	2.58%
Federal and State Aid	51,657	9,160	-		5,400	-	-	0.00%
Interest and Other	-	-	4,850		-	1,850	(3,000)	-61.86%
Total Sources	\$ 217,073	\$ 135,621	\$ 157,150	\$	156,000	\$ 158,078	\$ 928	0.59%

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 AND FUNDING SOURCES ADMINISTRATION AND LICENSING ACTIVITY

Expenditure Category	Actual FY 2010	Actual FY 2011	pproved FY 2012	Projected FY 2012	roposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 206,303	\$ 209,545	\$ 210,369	\$ 207,000	\$ 215,301	\$ 4,932	2.34%
Operating Expenses	18,710	22,704	21,030	21,000	22,730	1,700	8.08%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 225,013	\$ 232,249	\$ 231,399	\$ 228,000	\$ 238,031	\$ 6,632	2.87%
Sources of Funds							
Taxes	\$ 66,817	\$ 72,633	\$ 61,599	\$ 76,900	\$ 68,231	\$ 6,632	10.77%
Fees, Licenses, Permits	157,057	158,224	168,800	150,000	168,800	-	0.00%
Charges for Services	1,139	1,142	1,000	1,100	1,000	-	0.00%
Interest and Other	-	250	-	-	-	-	0.00%
Total Sources	\$ 225,013	\$ 232,249	\$ 231,399	\$ 228,000	\$ 238,031	\$ 6,632	2.87%

#### 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 proving 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 AND FUNDING SOURCES CUSTOMER SERVICE ACTIVITY

Expenditure Category	Actual Y 2010	Actual Y 2011	pproved FY 2012	ojected FY 2012	roposed FY 2013	Change FY12 - 13	
Personnel	\$ 41,783	\$ 48,040	\$ 49,484	\$ 49,000	\$ 51,933	\$ 2,449	4.95%
Operating Expenses	-	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
Total Expenditures	\$ 41,783	\$ 48,040	\$ 49,484	\$ 49,000	\$ 51,933	\$ 2,449	4.95%
Sources of Funds							
Taxes	\$ 41,783	\$ 48,040	\$ 49,484	\$ 49,000	\$ 51,933	\$ 2,449	4.95%
Total Sources	\$ 41,783	\$ 48,040	\$ 49,484	\$ 49,000	\$ 51,933	\$ 2,449	4.95%

**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. Payovers are processed for the Hyannis Business Improvement District. Accounts receivables are reconciled with the Finance Department monthly.

# SUMMARY OF ACTIVITY EXPENDITURES AND FUNDING SOURCES BILLING AND COLLECTION ACTIVITY

Actual		Actual	A		F	•		•		-	Percent
FY 2010		FY 2011		FY 2012		FY 2012		FY 2013	_ <u>F</u>	Y12 - 13	Change
\$ 189,698	\$	192,163	\$	205,829	\$	203,000	\$	214,419	\$	8,590	4.17%
94,612		86,933		98,250		98,000		98,250		-	0.00%
-		-		-		-		-		-	0.00%
\$ 284,310	\$	279,096	\$	304,079	\$	301,000	\$	312,669	\$	8,590	2.82%
\$ -	\$	-	\$	-	\$	-	\$	-	\$	-	0.00%
728,882		870,904		836,150		875,000		871,600		35,450	4.24%
122,231		79,314		120,000		100,000		120,000		-	0.00%
38,626		99,594		71,500	•	170,000		71,500		-	0.00%
24,805		23,791		23,964		23,964		25,099		1,135	4.74%
\$ 914,544	\$	1,073,603	\$	1,051,614	\$	1,168,964	\$	1,088,199	\$	36,585	3.48%
\$	FY 2010 \$ 189,698 94,612 - \$ 284,310  \$ - 728,882 122,231 38,626 24,805	FY 2010  \$ 189,698 \$ 94,612   \$ 284,310 \$  \$ - \$ 728,882 122,231 38,626 24,805	FY 2010         FY 2011           \$ 189,698         \$ 192,163           94,612         86,933           -         -           \$ 284,310         \$ 279,096           \$ -         -           728,882         870,904           122,231         79,314           38,626         99,594           24,805         23,791	FY 2010     FY 2011       \$ 189,698     \$ 192,163     \$ 86,933       -     -     -       \$ 284,310     \$ 279,096     \$       \$ -     \$ 728,882     870,904       122,231     79,314     38,626     99,594       24,805     23,791	FY 2010         FY 2011         FY 2012           \$ 189,698         \$ 192,163         \$ 205,829           94,612         86,933         98,250           -         -         -           \$ 284,310         \$ 279,096         \$ 304,079           \$ -         \$ -         \$ -           728,882         870,904         836,150           122,231         79,314         120,000           38,626         99,594         71,500           24,805         23,791         23,964	FY 2010         FY 2011         FY 2012           \$ 189,698         \$ 192,163         \$ 205,829         \$ 94,612           \$ 94,612         \$ 86,933         \$ 98,250           -         -         -         -           \$ 284,310         \$ 279,096         \$ 304,079         \$           \$ 728,882         \$ 870,904         \$ 836,150         \$ 336,266           \$ 122,231         79,314         \$ 120,000         \$ 38,626         \$ 99,594         \$ 71,500         \$ 70,000	FY 2010         FY 2011         FY 2012         FY 2012           \$ 189,698         \$ 192,163         \$ 205,829         \$ 203,000           94,612         86,933         98,250         98,000           -         -         -         -           \$ 284,310         \$ 279,096         \$ 304,079         \$ 301,000           \$ -         \$ -         \$ -         \$ -           728,882         870,904         836,150         875,000           122,231         79,314         120,000         100,000           38,626         99,594         71,500         170,000           24,805         23,791         23,964         23,964	FY 2010         FY 2011         FY 2012         FY 2012           \$ 189,698         \$ 192,163         \$ 205,829         \$ 203,000         \$ 94,612           \$ 94,612         \$ 86,933         \$ 98,250         \$ 98,000           -         -         -         -           \$ 284,310         \$ 279,096         \$ 304,079         \$ 301,000           \$ -         \$ -         \$ -         \$ -           \$ 728,882         \$ 870,904         \$ 836,150         \$ 875,000           \$ 122,231         \$ 79,314         \$ 120,000         \$ 100,000           \$ 38,626         \$ 99,594         \$ 71,500         \$ 170,000           \$ 24,805         \$ 23,791         \$ 23,964         \$ 23,964	FY 2010         FY 2011         FY 2012         FY 2012         FY 2013           \$ 189,698         \$ 192,163         \$ 205,829         \$ 203,000         \$ 214,419           94,612         86,933         98,250         98,000         98,250           -         -         -         -         -           \$ 284,310         \$ 279,096         \$ 304,079         \$ 301,000         \$ 312,669           \$ -         \$ -         \$ -         \$ -         \$ -           728,882         870,904         836,150         875,000         871,600           122,231         79,314         120,000         100,000         120,000           38,626         99,594         71,500         170,000         71,500           24,805         23,791         23,964         23,964         25,099	FY 2010         FY 2011         FY 2012         FY 2012         FY 2013         FY 2014         \$ 214,419	FY 2010         FY 2011         FY 2012         FY 2012         FY 2013         FY12 - 13           \$ 189,698         \$ 192,163         \$ 205,829         \$ 203,000         \$ 214,419         \$ 8,590           94,612         \$ 86,933         98,250         98,000         98,250         -           -         -         -         -         -         -           \$ 284,310         \$ 279,096         \$ 304,079         \$ 301,000         \$ 312,669         \$ 8,590           \$ -         -<

#### FY 2011/2012 MAJOR ACCOMPLISHMENTS

- 1. Conducted an \$11.7 million bond refinancing that resulted in a budgetary savings of over \$1.3 million over the next 10 year period.
- 2. Received affirmation of the Town's AAA bond rating with Standard & Poor's.
- 3. Received the Government Finance Officers Association Distinguished Budget Presentation Award for the Fiscal Year 2012 budget document the 12<sup>th</sup> consecutive year.
- 4. Received the Government Finance Officers Association Excellence in Financial Reporting Award for the fiscal year ending June 30<sup>th</sup>, 2010 financial statements the 9<sup>th</sup> consecutive year.
- 5. Created a monthly financial report for all budgeted funds.
- 6. Three more ancient books were indexed due to the help of volunteers. Six 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. Council minutes were also added to the laser fiche program.
- Successfully managed insurance transition after bidding out insurance coverages for all property, casualty and specialty insurance.
- 8. Successfully managed transition to self-insured workers compensation program for town employees in 2012.
- Conducted in house procurement training for town staff in coordination with the State Inspector General's office and Attorney General's office.
- 10. Played critical role on team that successfully awarded Solar Panel project for capped landfill with operation expected December 2012.
- 11. Successfully managed financial audit by the Commonwealth of Massachusetts of ARRA funds used on town hall windows project.
- 12. Diversified and rebalanced investment portfolios to mitigate losses and preserve capital during economic downturn and maximize future returns.
- 13. Facilitated the formation and circulation of Town's tax possession properties to determine potential future sales as a revenue source.
- 14. Facilitated credit card accounts for departments and Hyannis Youth and Community Center.
- 15. Worked with the Cape Cod Municipal Health Group (CCMHG) to make plan design changes for adoption of new Municipal Health Insurance Reform legislation.
- 16. Worked with CCMHG Steering Committee to continue to promote Wellness programs to reduce future health insurance costs.
- 17. Revised Investment Policy.
- 18. Successfully reviewed and issued Board of Assessor decisions on all 307 FY2011 abatement applications in a timely manner.
- 19. Defended, successfully settled, or had withdrawn 203 appellate tax board (ATB) cases, leaving a total of 28 unresolved ATB cases for the Town through FY2011.
- 20. Completed an interim revaluation of all town property and submitted all documentation to DOR by October 26, 2011.

#### PERFORMANCE MEASURES

Accuracy in Property Valuations – One goal of the assessing program is to accurately value all town property through the property assessment procedures so that the allocation of the tax levy is fairly distributed. The abatement process allows taxpayers to submit evidence and recommend valuation adjustments to the Board of Assessors for the equalization of such assessments so that the burden of taxation rests equally upon all taxpayers. The effectiveness of this program can be measured by the number of abatements filed and the dollar value of abatements granted.

	FY 2011	FY 2012	FY2013
Expenditures	Actual \$64,800	Estimated \$66,500	Projected* \$68,500
FTE's	1.0	1.0	1.0
Total properties assessed	28,858	29,000	29,100
# of appeals filed	307	350	500
% of properties filing abatements	.011%	.012%	.017%
# of appeals granted	171	175	200
Average cost per appeal filed	\$211.08	\$190.00	\$137.00
Total in tax dollar value for appeals granted	\$356,619	\$400,000	\$375,000
% of fiscal year tax levy for appeals granted	0.0038%	0.0041%	0.0037%

<sup>\*</sup>Recertification year – appeals generally increase in a recertification year as base costs are reset.

**Cost of Financial Operations** – Maintaining a cost effective financial operation by measuring its cost as a percentage of the overall general fund operating budget for the government. This includes the accounting, treasury and procurement related activities.

treasury and presurement related detrition				
	FY 2010	FY 2011	FY 2012	FY 2013
	Actual	Actual	Budget	Budget
Central financial operating costs as a percentage of the overall general fund budget	1.02%	1.01%	0.97%	1.01%

**Property Tax Collection Rates** – Collection rates are a good indication of the Town's efficiency and financial stability. The net tax levy is used for calculating the rates. The net tax levy is calculated by subtracting the amount set aside for abatements and exemptions from the gross tax levy.

-	FY 2008	FY 2009	FY 2010	FY 2011
	Levy	Levy	Levy	Levy
Percentage of the net property tax levy collected in the fiscal year levied	96.3%	97.9%	97.1%	96.9%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied – (includes amounts collected through March 2012)	100.1%	99.5%	99.1%	99.0%

# **WORKLOAD INDICATORS**

**Assessing Program** 

Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013* Projected
Appellate Tax Board Appeals Settled	203	28	20
Exemptions Processed(w/residential exemptions)	858	800	800
Real Estate/Personal Property Abatements Processed	307	350	500
Motor Vehicle/Boat Excise Abatements Processed	1,943	1,900	1,900
Building Permits Inspected	1,643	1,700	1,800
Re-listing Inspections	1,200**	1,800**	3,600
Property Transfers (Deeds)	2,415	2,500	2,500

<sup>\*</sup>Recertification year; \*\*Position Vacant as of 10/15/2010

**Procurement Activity** 

Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Request for proposals issued	24	22	25
Sealed Bids Issued	38	29	30
Other Procurement related	31	26	35
Contracts	32	21	35
Quotes conducted or reviewed	143	145	150
Requisitions reviewed for compliance	724	675	700
Avoided Bids	31	25	25
Collaborative contracts (state or county)	27	24	25
Surplus Designations	27	15	20

# **Town Clerk**

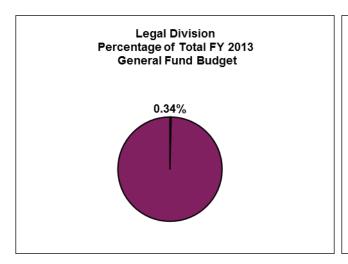
Workload Indicator	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Passports Issued	197	110	0
Births Recorded	860	925	950
Marriages Recorded	810	475	480
Deaths Recorded	471	825	850
Dogs Licensed	3,199	2,500	3,500
Total New Voters Registered	1,486	1,700	1,900
Business Licenses Issued	514	350	350

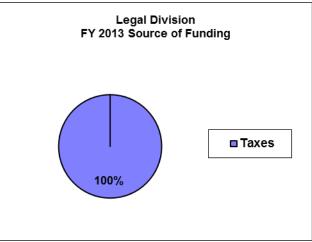
### **LEGAL DIVISION**

#### **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."

#### **FY 2013 DIVISION FINANCIAL DATA**

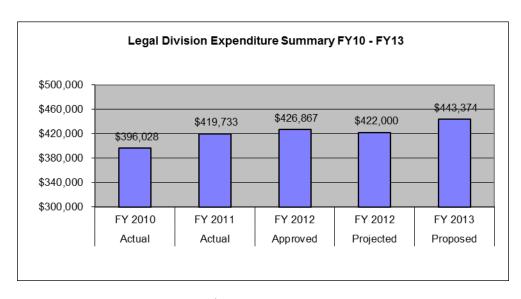




The Legal Division represents 0.34 percent of the overall General Fund budget. One hundred percent of this operation is financed with taxes.

#### SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010		Actual FY 2011	,	Approved FY 2012		Projected FY 2012		roposed FY 2013	Change FY12 - 13	
Personnel	\$ 355,128	\$	366,076	\$	386,567	\$	382,000	\$	403,074	\$16,507	4.27%
Operating Expenses	40,900		53,657		40,300		40,000		40,300	-	0.00%
Capital Outlay	-		-		-		-		-	-	0.00%
Total Expenditures	\$ 396,028	\$	419,733	\$	426,867	\$	422,000	\$	443,374	\$16,507	3.87%
Permanent full-time equivalent employees	4.55		4.55		4.55	]			4.55	-	]
Sources of Funds											
Taxes	\$ 396,028	\$	419,733	\$	426,867	\$	422,000	\$	443,374	\$ 16,507	3.87%
	 396,028	_	419,733	•	426,867	•	422,000	•	443,374	\$ 16,507	3.87%



Expenditures for this operation have increased \$47,000 over the past 4 years or 11.9 percent.

### SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The Legal Division's operating budget is increasing \$16,507 in FY13 or 3.9%. Personnel cost increases account for the change in the budget as operating expenses remain level funded at \$40,300. Taxes provide 100% of the funding for this operation.

#### **FY 2013 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. Continue to 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)
- 4. Continue to work with the Town Council to determine whether there are desired charter amendments to be promulgated. (Strategic Plan: Regulatory Access and Accountability)
- 5. Promote cost-effective dispute resolution through mediation. (Strategic Plan: Finance)
- 6. Work with the town and regional entities 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)
- 7. Work with town entities to implement legislative and regulatory initiatives to enhance the quality of life for town residents and visitors 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)
- 8. Work with Town entities to explore creative strategies to promote economic development. (Strategic Plan: Finance, Economic Development and 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 and responsibility.

#### FY 2011-2012 MAJOR ACCOMPLISHMENTS

- 1. Working collaboratively with the Barnstable Municipal Airport Commission, the Cape Cod Commission and their respective counsel, the division successfully defended several lawsuits filed against the Airport, the Cape Cod Commission and the Town which challenged the approved road improvements for the Airport Terminal Expansion project.
- 2. The Division has worked diligently with outside counsel to achieve a favorable, highly publicized decision issued by the U.S. Court of Appeals for the D.C. Circuit in the Cape Wind litigation. The Circuit Court overturned the FAA approval of the Cape Wind towers while holding that, in determining that the towers presented no hazard to pilots operating under Visual Flight Rules, the FAA had ignored very substantial evidence to the contrary presented by the Town and had utterly ignored its own rules in arriving at that flawed determination. The Court remanded the matter to the FAA with directions to begin the hazard analysis from scratch.
- 3. The legal division has been intimately involved in the procurement process for a renewable solar energy facility atop the Town Landfill in Marstons Mills. During the very detailed public bidding and selection process, this office and members of the specially created Solar Subcommittee of the Town Council attended every bidder interview and actively participated in the final selection process and ensuing contract negotiations. Numerous suggestions for improvements and clarifications in contract terms were incorporated into the final contract which has been described by state officials as a model for the Commonwealth. This project is scheduled for completion in late 2012; it will have a capacity of almost four megawatts of electrical production per hour. State financial incentives know as "net metering credits" is conservatively projected to save the Town more than \$275,000 per year for the twenty-year term of the contract that was awarded.
- 4, In a matter involving an appeal filed by an establishment whose liquor license was revoked, the legal division facilitated the negotiation of a settlement which resulted in an appropriate sanction, while at the same time solving a Hyannis problem, avoiding lengthy litigation and allowing a business to continue to operate.

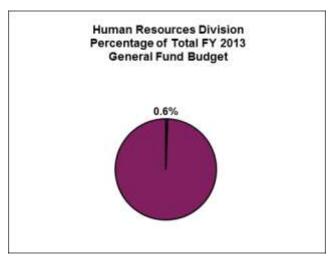
- 5. The legal division continued to work with the Growth Management Department on legal issues relating to growth and the quality of life including downtown revitalization, coastal access, affordable housing and economic development.
- 6. The Division continued to assist the Community Preservation Committee in reviewing the eligibility of projects for funding and in reviewing restrictions and other legal documents.

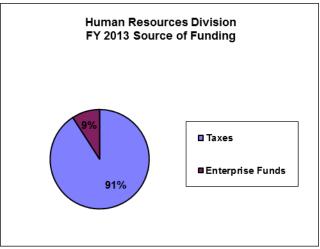
# **HUMAN RESOURCES DIVISION**

#### **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.

#### **FY 2013 DIVISION FINANCIAL DATA**

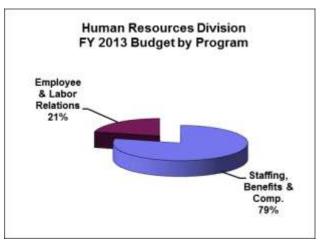


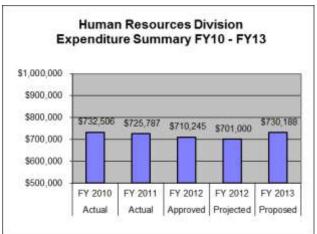


The Human Resources Division represents 0.6% of the overall general fund operating budget. Taxes provide 91% of the funding for this operation.

#### SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	pproved FY 2012		Projected FY 2012	roposed FY 2013	Change Y12 - 13	Percent Change
Personnel	\$ 600,117	\$ 617,606	\$ 573,045	\$	567,000	\$ 592,988	\$ 19,943	3.48%
Operating Expenses	132,389	108,181	137,200		134,000	137,200	-	0.00%
Capital Outlay	-	-	-		-	-	-	0.00%
Total Expenditures	\$ 732,506	\$ 725,787	\$ 710,245	\$	701,000	\$ 730,188	\$ 19,943	2.81%
Permanent full-time equivalent employees	8.00	8.00	8.00	]		8.00	-	]
Sources of Funds								
Taxes	\$ 676,565	\$ 677,717	\$ 648,523	\$	638,628	\$ 663,445	\$ 14,922	2.30%
Interest and Other	13,589	3,144	-		650	-	-	0.00%
Enterprise Funds	42,352	44,926	61,722		61,722	66,743	5,021	8.13%
Total Sources	\$ 732,506	\$ 725,787	\$ 710,245	\$	701,000	\$ 730,188	\$ 19,943	2.81%





The staffing, benefits and compensation program comprises a majority of this division's budget at 79%. Expenditures for the division have decreased slightly over the past four years from \$733,000 in Fy10 to \$730,000 in FY13 mainly due to a decline in benefits paid for sick leave buybacks.

#### SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The Division's operating budget is increasing \$19,943 in FY13 or 2.8%. Personnel cost increases account for the change in the budget as operating expenses remain level funded at \$137,200. Taxes support is increasing \$14,922 and enterprise fund charges are increasing \$5,021 to cover the operating budget increase.

#### **FY 2013 GOALS**

#### **Short Term**

- 1. Work to develop updated job descriptions for school department positions.
- 2. Implement the Self-Service Module of MUNIS to better allow employees to access information. (Strategic Plan: Communication)
- 3. Continue to develop joint school/municipal personnel policies for consistency and uniformity. (Strategic Plan: Communication)

#### Long Term

- 1. Implement an on-line application process. (Strategic Plan: Communication)
- 2. Develop a first-time supervisor training program. (Strategic Plan: Regulatory Access and Accountability)
- 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 AND FUNDING SOURCES

Expenditure Category	Actual TY 2010	Actual FY 2011	pproved FY 2012	F	Projected FY 2012	roposed FY 2013	hange /12 - 13	Percent Change
Personnel	\$ 479,348	\$ 494,646	\$ 445,282	\$	440,000	\$ 459,230	\$ 13,948	3.13%
Operating Expenses	101,583	89,574	117,200		115,000	117,200	-	0.00%
Capital Outlay	-	-	-		-	-	-	0.00%
Total Expenditures	\$ 580,931	\$ 584,220	\$ 562,482	\$	555,000	\$ 576,430	\$ 13,948	2.48%
Sources of Funds								
Taxes	\$ 546,166	\$ 558,613	\$ 531,621	\$	523,489	\$ 543,058	\$ 11,437	2.15%
Interest and Other	13,589	3,144	-		650	-	-	0.00%
Enterprise Funds	21,176	22,463	30,861		30,861	33,372	2,511	8.14%
Total Sources	\$ 580,931	\$ 584,220	\$ 562,482	\$	555,000	\$ 576,430	\$ 13,948	2.48%

#### 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 luncheon. 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 AND FUNDING SOURCES

Expenditure Category	Actual TY 2010	Actual FY 2011	pproved FY 2012	ı	Projected FY 2012	roposed FY 2013	hange '12 - 13	Percent Change
Personnel	\$ 120,769	\$ 122,960	\$ 127,763	\$	127,000	\$ 133,758	\$ 5,995	4.69%
Operating Expenses	30,806	18,607	20,000		19,000	20,000	-	0.00%
Capital Outlay	-	-	-		-	-	-	0.00%
Total Expenditures	\$ 151,575	\$ 141,567	\$ 147,763	\$	146,000	\$ 153,758	\$ 5,995	4.06%
Sources of Funds								
Taxes	\$ 130,399	\$ 119,104	\$ 116,902	\$	115,139	\$ 120,387	\$ 3,485	2.98%
Enterprise Funds	21,176	22,463	30,861		30,861	33,371	2,510	8.13%
Total Sources	\$ 151,575	\$ 141,567	\$ 147,763	\$	146,000	\$ 153,758	\$ 5,995	4.06%

#### **FY 2011-2012 MAJOR ACCOMPLISHMENTS**

- 1. Assisted in the hiring of several high-level positions including the HYCC General Manager and Director of Golf Operations.
- 2. Worked with Town Manager and Finance offices to implement the Municipal Health Insurance Reform Law.
- 3. Successfully negotiated 4 municipal union contracts.
- 4. Assisted the School Department in union contract negotiations.
- 5. Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.

#### **PERFORMANCE MEASURES**

Human Resources is measuring the time to hire an employee. This is the time from when a requisition to fill a position is received by Human Resources to the time that the employee starts work.

Performance Measure	FY 2010	FY 2011	FY 2012
	Actual	Actual	Target
Time to Hire (Calendar Days)	65.2	71.5	60

#### **WORKLOAD INDICATORS**

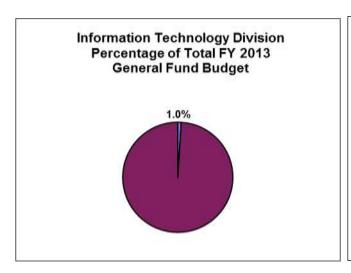
Workload Indicators - Fiscal Year	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimated	FY 2013 Projected
Personnel Forms Processed	1,598	1,674	1,698	1,625	1,630
Employment Applications Processed	1,541	1,575	2,060	1,825	1,800
Permanent Position Vacancies	153	215	279	225	218
Avg. # of Applications per vacancy	10	7.5	7.4	8	8.25

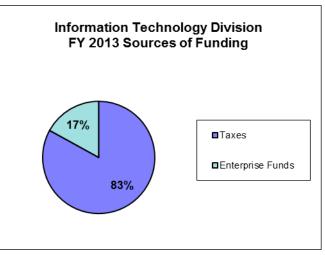
# INFORMATION TECHNOLOGY DIVISION

#### **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.

#### **FY 2013 DIVISION FINANCIAL DATA**





This division represents 1% of the overall general fund operating budget. Funding for the division is mainly provided from tax support at 83%. 17% of the operation is funded from enterprise fund charges.

### SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	,	Approved FY 2012	F	Projected FY 2012	F	Proposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 705,513	\$ 712,394	\$	753,061	\$	745,000	\$	781,925	\$28,864	3.83%
Operating Expenses	464,263	378,757		398,650		394,000		408,894	10,244	2.57%
Capital Outlay	30,109	26,865		105,000		100,000		105,000	-	0.00%
Total Expenditures	\$ 1,199,885	\$ 1,118,016	\$	1,256,711	\$	1,239,000	\$	1,295,819	\$39,108	3.11%
Permanent full-time equivalent employees	11.00	11.00		11.00				11.00	-	
Sources of Funds										
Taxes	\$ 1,015,843	\$ 937,956	\$	1,066,527	\$	1,048,816	\$	1,075,684	\$ 9,157	0.86%
Interest and Other	20	-		-		-		-	-	0.00%
Enterprise Funds	184,022	180,060		190,184		190,184		220,135	29,951	15.75%
Total Sources	\$ 1,199,885	\$ 1,118,016	\$	1,256,711	\$	1,239,000	\$	1,295,819	\$ 39,108	3.11%

#### SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The division's FY13 budget is increasing \$39,108. There are no changes to the staffing levels. The increase is comprised of \$28,864 in personnel costs and \$10,244 in operating expenses to cover the cost increase for various software support and licensing fees.

Enterprise fund charges will cover a majority of the cost increases as they will rise by \$29,951. An increase in tax support of \$9,157 will provide the balance needed to cover the division's FY13 proposed budget.

#### **FY 2013 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. Continue migrating servers into the new virtual server platform saving costs on electricity, environmentals and hardware.
- 7. Implement additional GIS server applications to streamline and enhance GIS functions within Town departments.

#### Long Term

- Continue building on 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 of the fiber optic cabling. All pole licensing has finally been obtained.
- 3. 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, these 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 AND FUNDING SOURCES

Expenditure Category	Actual TY 2010	Actual FY 2011	pproved FY 2012	rojected FY 2012	roposed FY 2013	Change FY12 - 13	Percent Change
Personnel	\$ 292,647	\$ 302,932	\$ 320,471	\$ 314,000	\$ 332,391	\$11,920	3.72%
Operating Expenses	249,640	232,695	263,425	260,000	273,669	10,244	3.89%
Capital Outlay	-	-	-			-	0.00%
Total Expenditures	\$ 542,287	\$ 535,627	\$ 583,896	\$ 574,000	\$ 606,060	\$22,164	3.80%
Sources of Funds							
Taxes	\$ 542,267	\$ 535,627	\$ 583,896	\$ 574,000	\$ 606,060	\$22,164	3.80%
Interest and Other	20			-	-	-	0.00%
Total Sources	\$ 542,287	\$ 535,627	\$ 583,896	\$ 574,000	\$ 606,060	\$ 22,164	3.80%

### 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 Linux, 29 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 AND FUNDING SOURCES

Expenditure Category	Actual FY 2010	Actual FY 2011	pproved FY 2012	rojected FY 2012	roposed FY 2013		_	Percent Change
Personnel	\$ 67,784	\$ 69,146	\$ 70,378	70,000	\$ 72,877	_	2,499	3.55%
Operating Expenses	108,635	66,912	12,635	12,000	12,635		-	0.00%
Capital Outlay	-	-	-	-	-		-	0.00%
Total Expenditures	\$ 176,419	\$ 136,058	\$ 83,013	\$ 82,000	\$ 85,512	\$	2,499	3.01%
Sources of Funds								
Taxes	\$ 176,419	\$ 136,058	\$ 83,013	\$ 82,000	\$ 85,512	\$	2,499	3.01%
Total Sources	\$ 176,419	\$ 136,058	\$ 83,013	\$ 82,000	\$ 85,512	\$	2,499	3.01%

#### 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 AND FUNDING SOURCES

					pproved		rojected		roposed	•	hange	Percent
F	Y 2010		FY 2011		FY 2012		FY 2012		FY 2013	FY	12 - 13	Change
\$	81,936	\$	84,729	\$	86,560	\$	86,000	\$	89,632	\$	3,072	3.55%
	44,606		34,522		52,580		52,000		52,580		-	0.00%
	-		-		-		-		-		-	0.00%
\$	126,542	\$	119,251	\$	139,140	\$	138,000	\$	142,212	\$	3,072	2.21%
\$	126,542	\$	119,251	\$	139,140	\$	138,000	\$	142,212	\$	3,072	2.21%
\$	126,542	\$	119,251	\$	139,140	\$	138,000	\$	142,212	\$	3,072	2.21%
•		\$ 81,936 44,606 - <b>\$ 126,542</b> \$ 126,542	\$ 81,936 \$ 44,606 - \$ 126,542 \$	\$ 81,936 \$ 84,729 44,606 34,522 - \$ 126,542 \$ 119,251 \$ 126,542 \$ 119,251	\$ 81,936 \$ 84,729 \$ 44,606 34,522	\$ 81,936 \$ 84,729 \$ 86,560 44,606 34,522 52,580 	\$ 81,936 \$ 84,729 \$ 86,560 \$ 44,606 34,522 52,580	\$ 81,936 \$ 84,729 \$ 86,560 \$ 86,000 44,606 34,522 52,580 52,000 	\$ 81,936 \$ 84,729 \$ 86,560 \$ 86,000 \$ 44,606 34,522 52,580 52,000 \$	\$ 81,936 \$ 84,729 \$ 86,560 \$ 86,000 \$ 89,632 44,606 34,522 52,580 52,000 52,580 	\$ 81,936 \$ 84,729 \$ 86,560 \$ 86,000 \$ 89,632 \$ 44,606 34,522 52,580 52,000 52,580	\$ 81,936 \$ 84,729 \$ 86,560 \$ 86,000 \$ 89,632 \$ 3,072 44,606 34,522 52,580 52,000 52,580 - 

#### 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 AND FUNDING SOURCES

Expenditure Category	Actual FY 2010		Actual FY 2011	,	Approved FY 2012	rojected FY 2012	F	Proposed FY 2013		_	Percent Change
		_		-	_		-		_		
Personnel	\$ 75,540	\$	89,154	\$	101,535	\$ 101,000	\$	105,771	\$	4,236	4.17%
Operating Expenses	(25)		(54)		-	-		-		-	0.00%
Capital Outlay	-		-		-	-		-		-	0.00%
Total Expenditures	\$ 75,515	\$	89,100	\$	101,535	\$ 101,000	\$	105,771	\$	4,236	4.17%
Sources of Funds											
Taxes	\$ 75,515	\$	89,100	\$	101,535	\$ 101,000	\$	105,771	\$	4,236	4.17%
Total Sources	\$ 75,515	\$	89,100	\$	101,535	\$ 101,000	\$	105,771	\$	4,236	4.17%
	 _					_				-	

#### 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 AND FUNDING SOURCES

Expenditure Category	Actual TY 2010	Actual FY 2011	pproved FY 2012	ı	Projected FY 2012	roposed FY 2013	Change Y12 - 13	Percent Change
Personnel	\$ 187,606	\$ 166,433	\$ 174,117	\$	174,000	\$ 181,254	\$ 7,137	4.10%
Operating Expenses	61,407	44,682	70,010		70,000	70,010	-	0.00%
Capital Outlay	30,109	26,865	105,000		100,000	105,000	-	0.00%
Total Expenditures	\$ 279,122	\$ 237,980	\$ 349,127	\$	344,000	\$ 356,264	\$ 7,137	2.04%
Sources of Funds								
Taxes	\$ 95,100	\$ 57,920	\$ 158,943	\$	153,816	\$ 136,129	\$ (22,814)	-14.35%
Enterprise Funds	184,022	180,060	190,184		190,184	220,135	29,951	15.75%
Total Sources	\$ 279,122	\$ 237,980	\$ 349,127	\$	344,000	\$ 356,264	\$ 7,137	2.04%

#### **FY 2011-2012 MAJOR ACCOMPLISHMENTS**

- 1. Installation of virtualization hardware and software.
- 2. Migrated all GIS servers to the new virtualized server environment for more efficient use of hardware resources.
- 3. Completed major upgrade of GIS server to new database platform.
- 4. Completed Town Property Management System.
- 5. Completed Financial Aid System.
- 6. Installed additional security cameras covering various town assets.
- 7. Redesign of entire website.
- 8. Hardened Security for the town's network and introduced SSL (Secure Socket Layer) connectivity from the outside.
- 9. Improved reports, invoices and email notification system for Weights and Measures.
- 10. Installation and training on HYCC hand held device for membership check in.
- 11. Added Crystal reports for a variety of departments for Munis inquiries in report form.
- 12. Migrated to a new client Anti-Virus platform on all PC's and servers (Vipre).
- 13. Added new Virtual Private Networking platform allowing easy secure access to Town network from remote locations.
- 14. Upgraded Code Accuracy Support System (CASS) to Intelligent Mail as required by the U.S. Postal office.
- 15. Integration with the Town's website and the new Barnstable iFORUM by MindMixer.
- 16. Introduced coding to the Town Website to allow conversion to 53 different languages.

#### PERFORMANCE MEASURES

**Systems Availability** – As a majority of the town's workforce must have access to systems and applications to perform their key functions the availability of those systems and applications are a key components that contribute to an effective and efficient workforce.

	YTD Results	YTD Target
Percent of availability of database environments	99%	95%
Availability of critical core applications	99%	98%
Uptime of Town's web site including property database	99%	98%

Systems Utilization		
	YTD Results	YTD Target
Visits to the Town web site	144,378	250,000
Number of Cable programs produced for CH-18	923	800

#### **WORKLOAD INDICATORS**

Workload Indicator	FY2011 Actual	FY2012 Estimated	FY2013 Projected
New PC's Installed	32	40	50
Work orders completed	1,632	1,500	1,600
Major New/Converted Applications	4	4	4
CH-18 Meetings/Shows Taped/Produced		923	950
Completed requests for maps and geographic analysis	1,686	1,600	1,600
Web Requests for website changes or additions	N/A	3,600	4,000
Website Visits	N/A	250,000	260,000

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