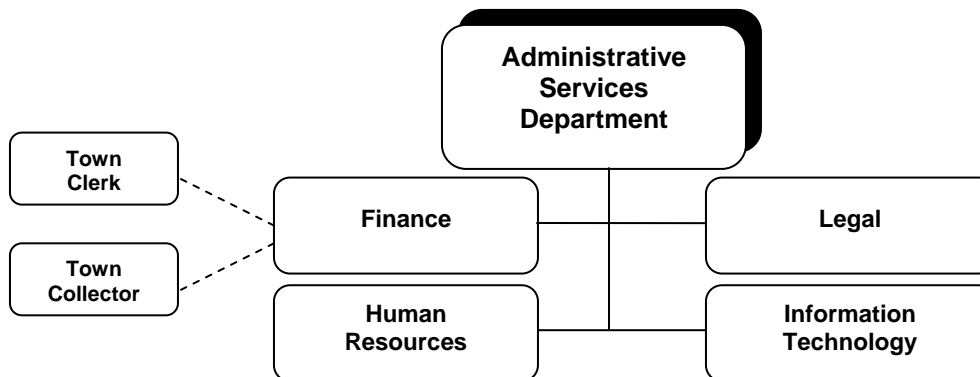
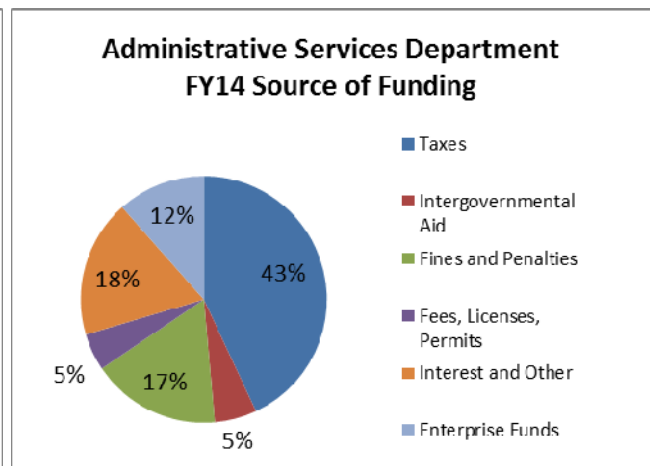
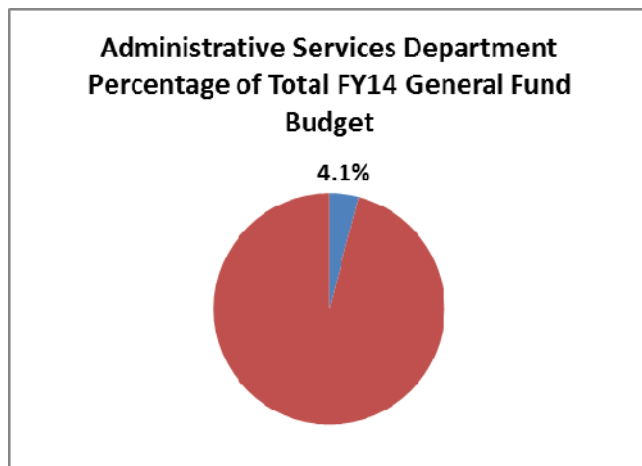


# ADMINISTRATIVE SERVICES DEPARTMENT

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.



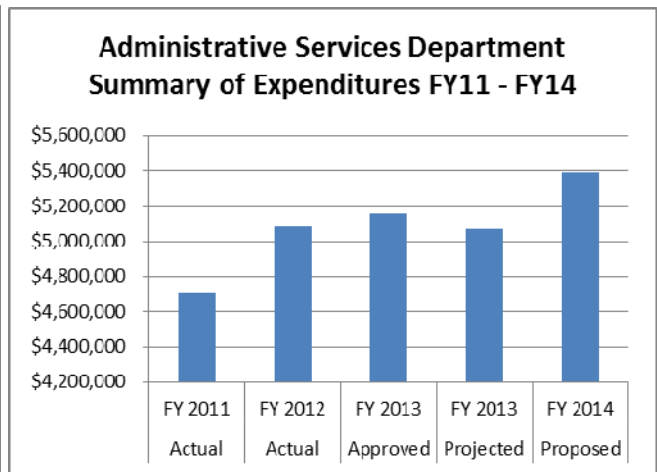
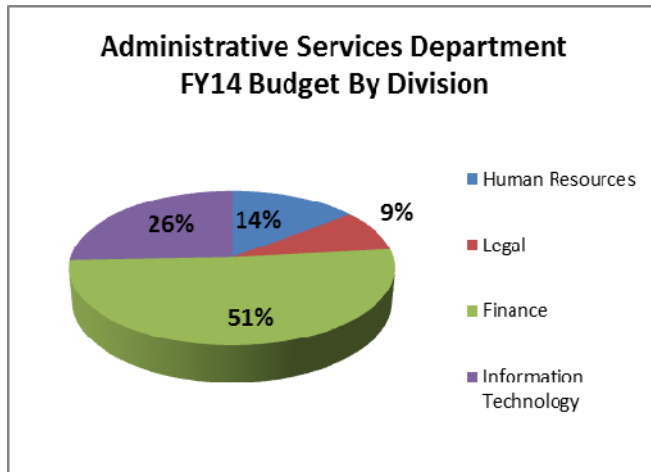
## FY 2014 DEPARTMENT FINANCIAL DATA



The Administrative Services Department represents 4.1% of the overall general fund budget. Taxes provide 43% of the funding for this operation followed by 18% from interest and other revenue, 17% from fines and penalties, 12% from enterprise funds, and the remaining 10% from intergovernmental aid and fees.

**SUMMARY OF DEPARTMENT EXPENDITURES AND FUNDING SOURCES  
ADMINISTRATIVE SERVICES DEPARTMENT**

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 3,775,496	\$ 3,887,759	\$ 4,075,411	\$ 4,022,500	\$ 4,214,234	\$ 138,823	3.41%
Operating Expenses	901,485	1,044,074	977,369	943,900	1,070,056	92,687	9.48%
Capital Outlay	26,865	153,666	105,000	105,000	105,000	-	0.00%
<b>Total Expenditures</b>	<b>\$ 4,703,846</b>	<b>\$ 5,085,499</b>	<b>\$ 5,157,780</b>	<b>\$ 5,071,400</b>	<b>\$ 5,389,290</b>	<b>\$ 231,510</b>	<b>4.49%</b>
<b>Permanent full-time equivalent employees</b>	<b>61.30</b>	<b>61.30</b>	<b>61.30</b>		<b>61.50</b>	<b>0.20</b>	
<b>Sources of Funds</b>							
Taxes	\$ 1,356,422	\$ 1,823,448	\$ 2,068,133	\$ 1,898,308	\$ 2,319,235	\$ 251,102	12.14%
Intergovernmental Aid	276,886	289,088	285,486	304,352	298,449	12,963	4.54%
Fines and Penalties	897,235	1,019,421	918,100	960,000	914,000	(4,100)	-0.45%
Fees, Licenses, Permits	239,193	273,619	298,000	261,500	262,060	(35,940)	-12.06%
Charges for Services	2,133	2,298	1,000	1,460	1,000	-	0.00%
Interest and Other	1,461,985	1,137,675	964,881	1,023,600	972,000	7,119	0.74%
Enterprise Funds	469,990	539,951	622,180	622,180	622,546	366	0.06%
<b>Total Sources</b>	<b>\$ 4,703,846</b>	<b>\$ 5,085,499</b>	<b>\$ 5,157,780</b>	<b>\$ 5,071,400</b>	<b>\$ 5,389,290</b>	<b>\$ 231,510</b>	<b>4.49%</b>



The Finance Division is the largest operation in this department representing 51% of the total budget. This includes the two elective offices of the Town Clerk and Town Collector. The Information Technology operation represents 26% of the department budget with Human Resources and the Legal Division comprising the remaining 23%. Expenses have increased from \$4,703,846 in FY11 to \$5,389,290 in FY14, or 14% over the four year period.

## SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DEPARTMENT

The Administrative Services Department budget is increasing \$231,510 or 4.5% over the FY 2013 approved budget. The increase in personnel cost of \$139,173 includes all contractual pay increases, as well as an additional 0.20 full-time equivalents (FTE) in the Legal Division. This increase in staff is due to a change in accounting. Previously, 0.20 FTE's were charged to the Community Preservation Special Revenue Fund. The increase in staff is offset by a new general fund revenue source; a charge to the Community Preservation Special Revenue Fund for support provided by all of the divisions within the department.

Operating expenses are increasing \$92,687. This includes \$31,900 added to the Human Resources Division budget for training; \$25,000 for sworn officers; \$2,500 for employees within the AFSCME union; and \$4,400 for the increase in costs for lifeguard recertification. \$11,962 is being added to the Information Technology Division's budget for the increase in cost for software support and licensing, and \$54,625 for cell phone expenses. The \$54,625 increase for cell phone expenses is offset by corresponding decreases to other operating budgets as the management of the bill will be centralized in the Information Technology Division improving efficiencies. Operating capital is level funded at \$105,000. This funds the replacement of computer technology throughout the municipal operations, with the exception of the Police Department which funds its own. An increase in tax support will fund the increase in the operating budget.

## FY 2014 DEPARTMENT GOALS

### *Finance*

#### **Short Term**

1. Continue to practice and promote sound financial policies and procedures in order to assist in maintaining the town's AAA bond rating for FY14. (Strategic Plan: Finance)
2. Obtain the Government Finance Officers Association awards for Excellence in Financial Reporting and Distinguished Budget Presentation Award in order to continue our efforts in presenting comprehensive and meaningful financial information. (Strategic Plan: Finance)
3. Implement an Epayables solution for our vendor payments reducing the town's payment processing costs and creating a new revenue source for the town. (Strategic Plan: Finance)
4. Revisit the town's buy-recycle policy in order to enhance town's green initiatives. (Strategic Plan: Finance). Pursue a worker's compensation reinsurance policy in order to reduce the town's financial exposure. (Strategic Plan: Finance)
5. Conduct a tax possession auction in order raise funds for the town and reestablish properties on the tax rolls. (Strategic Plan: Finance)
6. Complete the filing transition of all zoning filings in the Town Clerk's operation from alpha by year to map and parcel number in the Town clerk's operation in order to improve historical research. (Strategic Plan: Regulatory Access and Accountability)
7. Continue with Laser Fiche scanning and indexing in order to preserve historical documents. (Strategic Plan: Communications)
8. Successfully complete the Department of Revenue's (DOR) interim valuation review in time to issue timely FY 2014 tax bills. (Strategic Plan: Finance)
9. Convert permanent hardcopy and microfilm property record archives in Assessing operation into Laser fiche storage and access format in order to comply with State regulations. (Strategic Plan: Finance)
10. Reconfigure commercial/industrial income model in order to achieve more consistent balance between cost and income model valuations for all income-producing property types. (Strategic Plan: Finance)
11. Research and identify land-to-building ratios of commercial/industrial properties in order to develop target ranges and statistical evidence of prime site requirements according to property use. (Strategic Plan: Finance)
12. Install and utilize check endorsing system for daily deposits. (Strategic Plan: Finance)
13. Complete MWPAT Pool 17 GOB borrowing. (Strategic Plan: Finance)
14. Facilitate and establish Senior Tax Work-off procedures with HR, Assessing, Legal and Accounting. (Strategic Plan: Finance)
15. Conduct borrowing for recently authorized Capital projects. (Strategic Plan: Finance)
16. Coordinate and conduct, with Comptroller, Internal Control Assessment site visits for Solid Waste and Sandy Neck enterprises. (Strategic Plan: Finance)

### **Long Term**

1. Digitize entire Lombard Trust files in order to preserve trust documents and enhance accessibility. (Strategic Plan: Finance)
2. Implement a performance management system in order to better track the effective delivery of strategic and operational goals. (Strategic Plan: Finance)
3. Continue the historical archive conversion project in the Town Clerk's operation in order to meet the Commonwealth's Secretary of State's requirements and preserve property data records. (Strategic Plan: Finance)
4. Preservation of all records into an historical index and computer format in the Town Clerk's operation in order to allow researchers easier access. (Strategic Plan: Finance)
5. Ensure assistant assessors are fully trained and competent to successfully conduct and complete yearly residential revaluation cycles, and plan and implement a similar program for commercial/industrial property revaluation requirements. (Strategic Plan: Finance)
6. Complete training of a new construction field inspector in field techniques and requirements that meet the standards of the Director and the requirements of the DOR. (Strategic Plan: Finance)
7. Prepare for upgrade/conversion of Vision mass appraisal software and data from Version 6.4 to Version 7.0 during FY2014, which includes moving platforms from Oracle to Sequel Server. (Strategic Plan: Finance)
8. Complete Vision software sketching of all residential/ commercial/ industrial condominium footprints as directed by the DOR by FY2016. (Strategic Plan: Finance)
9. Coordinate and conduct, with Comptroller, Internal Control Assessment site visits for Airport and Golf enterprises. (Strategic Plan: Finance)
10. Complete Tailings Process for un-cashed checks. (Strategic Plan: Finance)
11. Continue to pursue collections for Tax Title accounts. (Strategic Plan: Finance)
12. Work toward establishing a GASB Qualified OPEB Trust. (Strategic Plan: Finance)
13. Work with CCMHG to analyze and review a proposed MA Municipal Multi-Level Reinsurance Pooling arrangement. (Strategic Plan: Finance)

### **Legal**

#### **Short Term**

1. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources, Quality of Life)
2. Continue to devote attention to decreasing defensive litigation by education and training. (Strategic Plan: Finance, Regulatory Access and Accountability, Communications)
3. Promote cost effective dispute resolution through mediation. (Strategic Plan: Finance)
4. Continue to provide advice and assistance on the implementation of 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)
5. 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)
6. Work with the Town entities to develop a comprehensive approach for the town-wide management of solid waste disposal. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources, Quality of Life)

### **Human Resources**

#### **Short Term**

1. Work to develop updated job descriptions for school department positions.
2. Implement an on-line application process. (Strategic Plan: Communication)
3. Continue to develop joint school/municipal personnel policies for consistency and uniformity. (Strategic Plan: Communication)

#### **Long Term**

1. Continue to expand training opportunities to all Town of Barnstable Employees.
2. 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).
1. Continued integration between CH18 and the web site. (Strategic Plan: Regulatory Access and Accountability, Communications).
2. Continue to expand CH18 programming and video production. (Strategic Plan: Regulatory Access and Accountability, Communications).
3. 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.
4. Broadcast/Record virtually all the Boards and Commissions from Town Hall Hearing Room or Selectmen's Conference Room for improved quality. (Strategic Plan: Regulatory Access and Accountability, Communications).
5. Review and compare MassGIS Level 3 parcel map with Town's GIS parcel map, reconcile differences and integrate the two maps into one.
6. Begin bringing Town and School sites up on the Barnstable Fiber Optic Network (BFON).

### **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 designing and implementing a new network architecture using BFON.
3. Develop specifications and RFP for next aerial flyover project to occur in FY 2015.
4. Begin analyzing voice over internet protocol.

## **DESCRIPTION OF SERVICE PRIORITY PACKAGES**

### **1. Software Maintenance (Information Technology)**

**\$11,962 Requested**

**\$11,962 Recommended**

Information Technology (I.T.) provides software for every department in the town. The majority of this software is subject to an annual maintenance fee. This fee entitles the town to support and maintenance releases of the software and gives us a license to use it. The Munis software is the core application software used by the Town. It enables the Town to perform all of the critical business functions (Billings, Financial, Payroll etc.). The Visions software is used by the Assessing operations for parcel data storage, appraisals and the tax billings. Neopost is the folder/stuffer machine used for billings and mailings. It is a very mechanical machine often requiring maintenance. VM Protect is software that backs up and restores the virtual servers and is used for disaster recovery of failed servers. Mail Archiver software archives all email to and from the town. It is used for Freedom of Information Act (FOIA) requests and allows I.T. to meet legal regulations for email retention.

### **2. Operating Capital (Information Technology)**

**\$105,000 Requested**

**\$105,000 Recommended**

Network servers are a crucial piece of the I.T. infrastructure as they provide the platform on which all the software applications run. These software applications allow the town to perform its daily business and provide services to the citizens. The networking infrastructure provides the connectivity to the servers that run the software applications. In addition, the software applications themselves need to be upgraded to remain up to date and bug free, along with providing new and improved functionality. A breakdown in any of the levels above, directly affects the remaining levels. All of these levels need to remain current in order for the town to function properly.

### **3. Red Cross Recertification Increases (Human Resources)**

**\$4,400 Requested**

**\$4,400 Recommended**

In order to maintain Safety Services at our beaches, we provide Red Cross training for staff. The current fee of \$5 has been paid every three years. The time between re-certifications has changed to every two years and the fee has increased to \$27 for each recertification in Lifeguard Training, First Aid, and CPR for both the

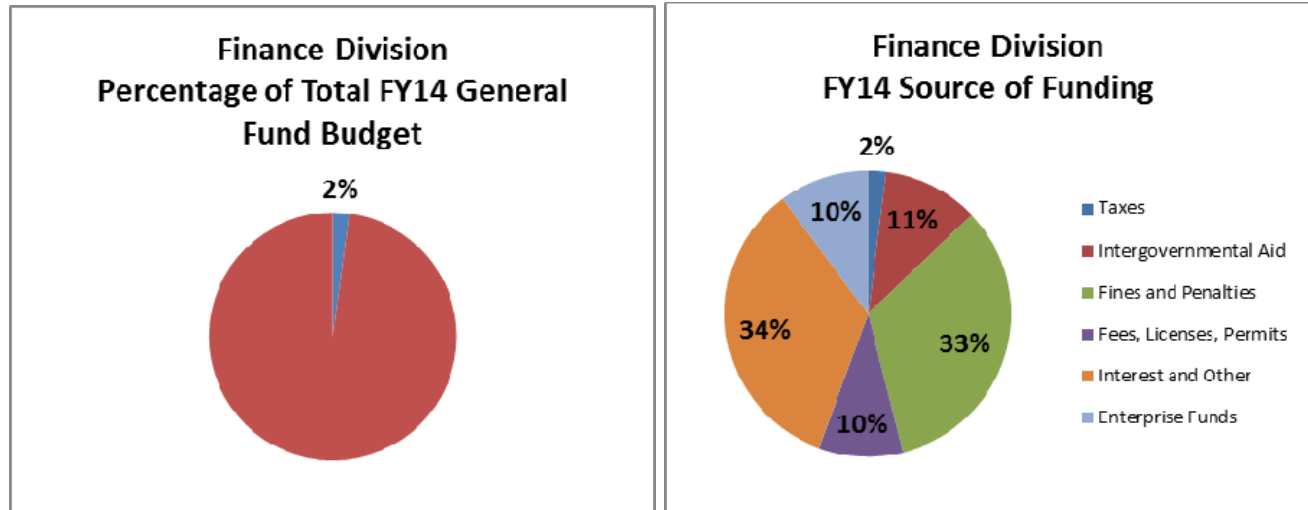
professional rescuer (Lifeguards) and Community (Adult, Child and Infant) CPR. To maintain our current safety standards, all staff is required to be certified before they are eligible for hire.

## 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.

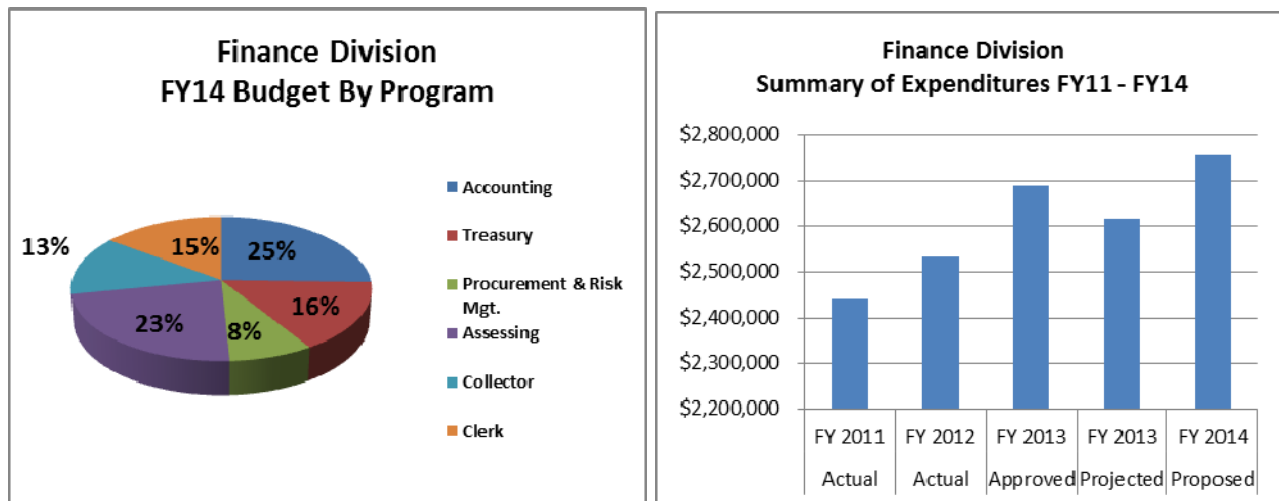
### FY 2014 DIVISION FINANCIAL DATA



The Finance Division represents about 2% of the overall general fund operating budget. 98% 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 almost 67% of the funding for this division.

### SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 2,079,420	\$ 2,140,461	\$ 2,297,424	\$ 2,248,500	\$ 2,366,533	\$ 69,109	3.01%
Operating Expenses	360,962	392,575	390,975	367,900	387,675	(3,300)	-0.84%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 2,440,382</b>	<b>\$ 2,533,036</b>	<b>\$ 2,688,399</b>	<b>\$ 2,616,400</b>	<b>\$ 2,754,208</b>	<b>\$ 65,809</b>	<b>2.45%</b>
<b>Permanent full-time equivalent employees</b>	<b>37.75</b>	<b>37.75</b>	<b>37.75</b>		<b>37.75</b>	<b>-</b>	
<b>Sources of Funds</b>							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ 46,433	\$ 46,433	0.00%
Intergovernmental Aid	276,886	289,088	285,486	304,352	298,449	12,963	4.54%
Fines and Penalties	897,235	1,019,421	918,100	960,000	914,000	(4,100)	-0.45%
Fees, Licenses, Permits	239,193	273,619	298,000	261,500	262,060	(35,940)	-12.06%
Charges for Services	2,133	2,298	1,000	1,460	1,000	-	0.00%
Interest and Other	1,458,841	1,133,872	964,881	1,023,600	952,000	(12,881)	-1.33%
Enterprise Funds	245,004	288,045	335,302	335,302	280,266	(55,036)	-16.41%
<b>Total Sources</b>	<b>\$ 3,119,293</b>	<b>\$ 3,006,343</b>	<b>\$ 2,802,769</b>	<b>\$ 2,886,214</b>	<b>\$ 2,754,208</b>	<b>\$ (48,561)</b>	<b>-1.73%</b>



The Accounting operation is the largest operation comprising 25% of the division's budget followed by the Assessing operations at 23%. Expenditures in this operation have risen from \$2.44 million in FY11 to \$2.75 million in FY14, or 12.7% over the four year period. Most of the increase has been in the personnel costs category as a result of contractual obligations.

## SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The Finance Division budget is increasing \$65,809 or 2.4% over the FY13 approved amount. The increase is a result of an increase in contractual pay. There are no changes to the staffing levels proposed. Operating expenses are decreasing \$3,300 as this amount has been transferred to the Information Technology Division for the Finance Division's cell phone coverage. A majority of this operation is funded from non-tax resources. Only \$56,433 of tax support will be used to fund the FY14 proposed budget.

## 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 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 536,267	\$ 560,763	\$ 586,062	\$ 585,000	\$ 609,022	\$ 22,960	3.92%
Operating Expenses	88,746	110,459	93,150	90,000	91,250	(1,900)	-2.04%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 625,013</b>	<b>\$ 671,221</b>	<b>\$ 679,212</b>	<b>\$ 675,000</b>	<b>\$ 700,272</b>	<b>\$ 21,060</b>	<b>3.10%</b>
<b>Permanent full-time equivalent employees</b>	<b>7.50</b>	<b>7.25</b>	<b>7.25</b>		<b>7.25</b>	<b>-</b>	
<b>Sources of Funds</b>							
Taxes	\$ 509,947	\$ 526,440	\$ 504,513	\$ 500,301	\$ 577,344	\$ 72,831	14.44%
Enterprise Funds	114,983	144,781	174,699	174,699	122,928	(51,771)	-29.63%
<b>Total Sources</b>	<b>\$ 625,013</b>	<b>\$ 671,221</b>	<b>\$ 679,212</b>	<b>\$ 675,000</b>	<b>\$ 700,272</b>	<b>\$ 21,060</b>	<b>3.10%</b>

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

**Cash and Debt Management Activity** - Overall, the Treasurer serves as a municipality's cash manager. In this role, the treasurer receives and maintains custody of all municipal funds and possesses responsibility for the deposit and disbursement of these monies. The Treasurer must administer the municipality's

resources to ensure the availability of adequate liquid assets to pay obligations as they become due. The Treasurer's duties also include prudent investment of the Town's funds and arranging for capital projects through the issuance of bonds and other various financing mechanisms.

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

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

- Barnstable Trust Fund Advisory Committee
- Barnstable Elderly and Disabled Taxation Aid Committee
- Cape Cod Municipal Health Group – Steering Committee & Board of Directors
- Barnstable County Retirement Board
- JFK Memorial Trust Fund Committee
- Martin J. Flynn Scholarship Committee.

#### SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES TREASURY OPERATIONS ACTIVITY

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 317,456	\$ 333,322	\$ 354,297	\$ 350,000	\$ 363,446	\$ 9,149	2.58%
Operating Expenses	74,080	44,906	67,800	51,500	67,800	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 391,537</b>	<b>\$ 378,228</b>	<b>\$ 422,097</b>	<b>\$ 401,500</b>	<b>\$ 431,246</b>	<b>\$ 9,149</b>	<b>2.17%</b>
<b>Permanent full-time equivalent employees</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>		<b>6.00</b>	<b>-</b>	
<b>Sources of Funds</b>							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fines & Penalties	26,331	49,151	47,500	90,000	47,500	-	0.00%
Fees, Licenses, Permits	1,644	1,097	2,000	1,500	2,000	-	0.00%
Interest and Other	1,237,051	820,402	683,500	709,500	703,000	19,500	2.85%
Enterprise Funds	58,256	68,370	78,146	78,146	69,358	(8,788)	-11.25%
<b>Total Sources</b>	<b>\$ 1,323,282</b>	<b>\$ 939,021</b>	<b>\$ 811,146</b>	<b>\$ 879,146</b>	<b>\$ 821,858</b>	<b>\$ 10,712</b>	<b>1.32%</b>

**Procurement and Risk Management Activity** - The Procurement and Risk Management (PRM) 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 Town's 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 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 196,676	\$ 203,535	\$ 213,397	\$ 212,500	\$ 217,521	\$ 4,124	1.93%
Operating Expenses	6,980	6,572	7,150	7,400	6,350	(800)	-11.19%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 203,656</b>	<b>\$ 210,106</b>	<b>\$ 220,547</b>	<b>\$ 219,900</b>	<b>\$ 223,871</b>	<b>\$ 3,324</b>	<b>1.51%</b>
<b>Permanent full-time equivalent employees</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>		<b>3.00</b>	<b>-</b>	
<b>Sources of Funds</b>							
Taxes	\$ 84,005	\$ 86,218	\$ 90,455	\$ 90,300	\$ 92,247	\$ 1,792	1.98%
Fees, Licenses, Permits	12	-	-	-	-	-	0.00%
Interest and Other	121,692	128,577	123,000	124,000	125,000	2,000	1.63%
Enterprise Funds	39,974	42,930	49,358	49,358	54,461	5,103	10.34%
<b>Total Sources</b>	<b>\$ 245,682</b>	<b>\$ 257,725</b>	<b>\$ 262,813</b>	<b>\$ 263,658</b>	<b>\$ 271,708</b>	<b>\$ 8,895</b>	<b>3.38%</b>

## 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**

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 209,991	\$ 242,453	\$ 258,229	\$ 255,000	\$ 265,765	\$ 7,536	2.92%
Operating Expenses	46,458	56,284	55,400	55,000	55,400	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 256,449</b>	<b>\$ 298,737</b>	<b>\$ 313,629</b>	<b>\$ 310,000</b>	<b>\$ 321,165</b>	<b>\$ 7,536</b>	<b>2.40%</b>
<b>SOURCES OF FUNDS</b>							
Taxes	\$ 248,331	\$ 288,935	\$ 304,629	\$ 302,000	\$ 313,165	\$ 8,536	2.80%
Interest and Other	118	1,802	1,000	-	-	(1,000)	-100.00%
Enterprise Fund Reimbursements	8,000	8,000	8,000	8,000	8,000	-	0.00%
<b>Total Sources</b>	<b>\$ 256,449</b>	<b>\$ 298,737</b>	<b>\$ 313,629</b>	<b>\$ 310,000</b>	<b>\$ 321,165</b>	<b>\$ 7,536</b>	<b>2.40%</b>

**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**

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 41,394	\$ 40,651	\$ 62,508	\$ 58,000	\$ 63,204	\$ 696	1.11%
Operating Expenses	3,698	3,199	7,150	7,000	7,150	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 45,092</b>	<b>\$ 43,849</b>	<b>\$ 69,658</b>	<b>\$ 65,000</b>	<b>\$ 70,354</b>	<b>\$ 696</b>	<b>1.00%</b>
<b>SOURCES OF FUNDS</b>							
Taxes	\$ 45,092	\$ 43,849	\$ 69,658	\$ 65,000	\$ 70,354	\$ 696	1.00%
<b>Total Sources</b>	<b>\$ 45,092</b>	<b>\$ 43,849</b>	<b>\$ 69,658</b>	<b>\$ 65,000</b>	<b>\$ 70,354</b>	<b>\$ 696</b>	<b>1.00%</b>

**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**

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 212,961	\$ 186,840	\$ 212,545	\$ 210,000	\$ 224,603	\$ 12,058	5.67%
Operating Expenses	10,670	12,125	10,000	10,000	9,400	(600)	-6.00%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 223,631</b>	<b>\$ 198,965</b>	<b>\$ 222,545</b>	<b>\$ 220,000</b>	<b>\$ 234,003</b>	<b>\$ 11,458</b>	<b>5.15%</b>
<b>Sources of Funds</b>							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Federal and State Aid	267,726	283,636	283,636	293,449	293,449	9,813	3.46%
Charges for Services	992	927	-	460	-	-	0.00%
Interest and Other	53	-	-	100	-	-	0.00%
<b>Total Sources</b>	<b>\$ 268,771</b>	<b>\$ 284,563</b>	<b>\$ 283,636</b>	<b>\$ 294,009</b>	<b>\$ 293,449</b>	<b>\$ 9,813</b>	<b>3.46%</b>

## 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 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 114,927	\$ 114,589	\$ 128,733	\$ 128,000	\$ 131,351	\$ 2,618	2.03%
Operating Expenses	20,694	28,275	23,795	23,000	23,640	(155)	-0.65%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 135,620</b>	<b>\$ 142,864</b>	<b>\$ 152,528</b>	<b>\$ 151,000</b>	<b>\$ 154,991</b>	<b>\$ 2,463</b>	<b>1.61%</b>
<b>Sources of Funds</b>							
Taxes	\$ 126,460	\$ 137,412	\$ 150,678	\$ 140,097	\$ 149,991	\$ (687)	-0.46%
Federal and State Aid	9,160	5,452	1,850	10,903	5,000	3,150	170.27%
<b>Total Sources</b>	<b>\$ 135,620</b>	<b>\$ 142,864</b>	<b>\$ 152,528</b>	<b>\$ 151,000</b>	<b>\$ 154,991</b>	<b>\$ 2,463</b>	<b>1.61%</b>

**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 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 209,545	\$ 210,539	\$ 215,301	\$ 215,000	\$ 223,793	\$ 8,492	3.94%
Operating Expenses	22,704	24,167	28,280	28,000	28,435	155	0.55%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 232,249</b>	<b>\$ 234,706</b>	<b>\$ 243,581</b>	<b>\$ 243,000</b>	<b>\$ 252,228</b>	<b>\$ 8,647</b>	<b>3.55%</b>
<b>Sources of Funds</b>							
Taxes	\$ 72,633	\$ 67,877	\$ 73,581	\$ 82,000	\$ 91,668	\$ 18,087	24.58%
Fees, Licenses, Permits	158,224	165,458	169,000	160,000	159,560	(9,440)	-5.59%
Charges for Services	1,142	1,372	1,000	1,000	1,000	-	0.00%
Interest and Other	250	-	-	-	-	-	0.00%
<b>Total Sources</b>	<b>\$ 232,249</b>	<b>\$ 234,706</b>	<b>\$ 243,581</b>	<b>\$ 243,000</b>	<b>\$ 252,228</b>	<b>\$ 8,647</b>	<b>3.55%</b>

## 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 2012, 2,656 municipal lien certificates were produced. 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 2012, 125 certificates of discharge were processed.

### SUMMARY OF ACTIVITY EXPENDITURES AND FUNDING SOURCES CUSTOMER SERVICE ACTIVITY

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 48,040	\$ 49,255	\$ 51,933	\$ 45,000	\$ 51,332	\$ (601)	-1.16%
<b>Total Expenditures</b>	<b>\$ 48,040</b>	<b>\$ 49,255</b>	<b>\$ 51,933</b>	<b>\$ 45,000</b>	<b>\$ 51,332</b>	<b>\$ (601)</b>	<b>-1.16%</b>
<b>Sources of Funds</b>							
Taxes	\$ 48,040	\$ 49,255	\$ 51,933	\$ 45,000	\$ 51,332	\$ (601)	-1.16%
<b>Total Sources</b>	<b>\$ 48,040</b>	<b>\$ 49,255</b>	<b>\$ 51,933</b>	<b>\$ 45,000</b>	<b>\$ 51,332</b>	<b>\$ (601)</b>	<b>-1.16%</b>

**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 2013 (over 45,000) were mailed in February 2013. Demand bills for unpaid taxes are issued as needed throughout the fiscal year. Many other bills are processed such as quarterly sewer usage bills, sewer, road, water and septic betterments, boat excise, and BID assessments. Deposits are made on a daily basis, and pay-overs to the Town and Fire District Treasurers are weekly. Pay-overs are processed for the Hyannis Business Improvement District. Accounts receivables are reconciled with the Finance Department monthly.

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

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 192,163	\$ 198,515	\$ 214,419	\$ 190,000	\$ 216,496	\$ 2,077	0.97%
Operating Expenses	86,933	106,588	98,250	96,000	98,250	-	0.00%
<b>Total Expenditures</b>	<b>\$ 279,095</b>	<b>\$ 305,103</b>	<b>\$ 312,669</b>	<b>\$ 286,000</b>	<b>\$ 314,746</b>	<b>\$ 2,077</b>	<b>0.66%</b>
<b>Sources of Funds</b>							
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0.00%
Fines, Forfeitures, Penalties	870,904	970,270	870,600	870,000	866,500	(4,100)	-0.47%
Fees, Licenses, Permits	79,314	107,064	127,000	100,000	100,500	(26,500)	-20.87%
Interest and Other	99,593	183,091	157,381	190,000	124,000	(33,381)	-21.21%
Enterprise Funds	23,791	23,964	25,099	25,099	25,519	420	1.67%
<b>Total Sources</b>	<b>\$ 1,073,603</b>	<b>\$ 1,284,389</b>	<b>\$ 1,180,080</b>	<b>\$ 1,185,099</b>	<b>\$ 1,116,519</b>	<b>\$ (63,561)</b>	<b>-5.39%</b>

## FY 2012/2013 MAJOR ACCOMPLISHMENTS

1. Received affirmation of the Town's AAA bond rating with Standard & Poor's.
2. Received the Government Finance Officers Association Distinguished Budget Presentation Award for the Fiscal Year 2013 budget document – the 13<sup>th</sup> consecutive year.
3. Received the Government Finance Officers Association Excellence in Financial Reporting Award for the Fiscal Year ending June 30<sup>th</sup>, 2011 financial statements – the 10<sup>th</sup> consecutive year.
4. In conjunction with Human Resources, successfully implemented plan design changes for the town's health insurance plans effective July 1, 2012.
5. Managed Insurance claims specific to the Lopes Field Press Box fire, water damage to Senior Center and Hurricane/storm damage to Town Facilities.
6. Performed procurement training for all applicable staff early 2013.
7. Successfully reviewed and issued Board of Assessor decisions for FY2013 on all 347 abatement applications in a timely manner.
8. Defended, successfully settled, or had withdrawn 41 Appellate Tax Board (ATB) cases, leaving a total of 47 unresolved ATB cases for the Town through FY2013.
9. Completed a triennial recertification revaluation of all town property and submitted all documentation to DOR by October 24, 2013 with tax bills issued on schedule.
10. Successfully completed residential personal property study for DOR certification, required every 6 years.
11. Managed the Evaluation and Analysis of the Town's participation in the CCMHG.
12. Conducted a Debt Service Refunding of \$11,715,000 for a savings of \$1,310,000.
13. Facilitated the implementation of a credit card acceptance system for Hyannis Youth and Community Center.
14. Implemented disability insurance programs.
15. Transitioned Flexible Spending account to new vendor.
16. Achieved a positive determination from IRS for 403(b) and 457 compliance audit.
17. Created OPEB Investment Policy.

## 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.

	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated*</b>	<b>FY2014* Projected</b>
Total properties assessed	29,000	28,953	28,940
Number of appeals filed	335	347	350
Percentage of properties filing abatements	.0116%	.0119%	.012%
Number of appeals granted	169	154	158
Average abatement dollar per appeal filed	\$944.56	\$1,051.39	\$1,012.66
Total in tax dollar value for appeals granted	\$159,631	\$161,914	\$160,000
Percentage of fiscal year tax levy for appeals granted	0.0016%	0.0016%	0.0015%

<b>Cost of Financial Operations</b> – 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.				
	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Budget</b>	<b>FY 2014 Budget</b>
Central financial operating costs as a percentage of the overall general fund budget	1.02%	0.98%	0.96%	1.00%

<b>Property Tax Collection Rates</b> – 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.				
	<b>FY 2009 Levy</b>	<b>FY 2010 Levy</b>	<b>FY 2011 Levy</b>	<b>FY 2012 Levy</b>
Percentage of the net property tax levy collected in the fiscal year levied	97.9%	97.1%	96.9%	98.52%
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 2013)	99.5%	99.1%	99.9%	99.3%

## WORKLOAD INDICATORS

### Assessing Program

<b>Workload Indicator</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014** Projected</b>
Appellate Tax Board Appeals Settled	41	27	44
Exemptions Processed(w/residential exemptions)	845	850	850
Real Estate/Personal Property Abatements Processed	335	347	350
Motor Vehicle/Boat Excise Abatements Processed	1,698	1,750	1,800
Building Permits Inspected (Vacant Position-Part Year **)	752**	1,200**	1,600
Re-listing Inspections (Vacant Position-Part Year **)	1,657**	2,200	2,800
Property Transfers (Deeds)	2,567	2,650	2,800



**Procurement Activity**

<b>Workload Indicator</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
Request for proposals issued	33	25	35
Sealed Bids Issued	22	30	30
Other Procurement related	28	35	25
Contracts	41	35	45
Quotes conducted or reviewed	157	150	140
Requisitions reviewed for compliance	735	700	750
Avoided Bids	26	25	25
Collaborative contracts (state or county)	27	25	25
Surplus Designations	34	20	35

**Town Clerk**

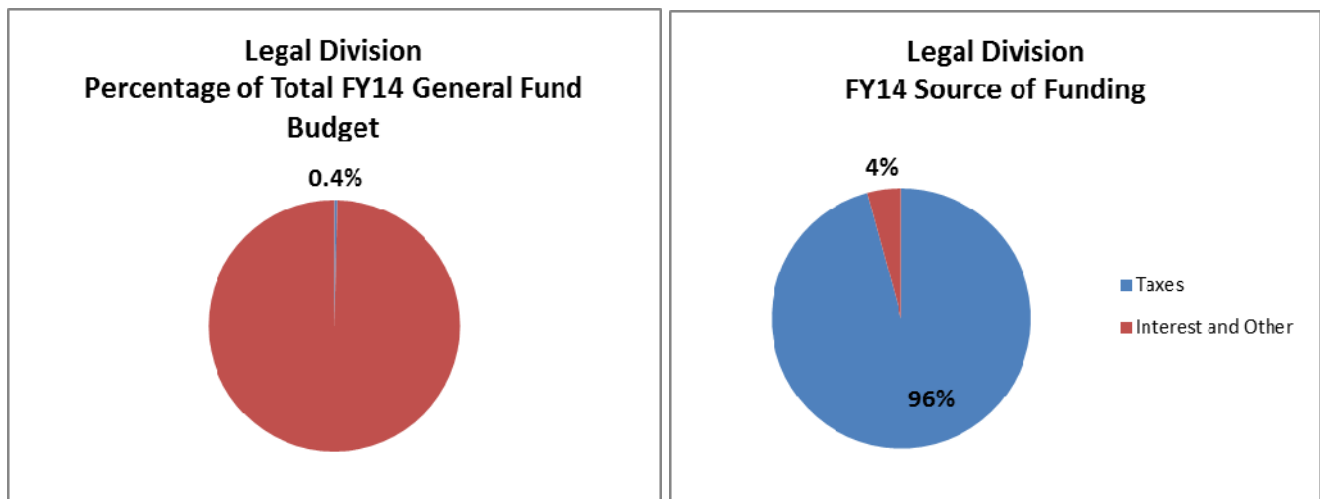
<b>Workload Indicator</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
Births Recorded	906	925	925
Marriages Recorded	443	450	460
Deaths Recorded	973	950	970
Dogs Licensed	2,698	2,800	2,900
Total New Voters Registered	1,900	2,400	2,000
Business Licenses Issued	258	325	330

## 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 2014 DIVISION FINANCIAL DATA



The Legal Division represents 0.4% of the overall General Fund budget. 96% of the operation is funded from taxes with the other 4% funded from other resources including a payment received from the Community Preservation Special Revenue Fund for legal support provided to the Community Preservation Committee.

### SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 366,076	\$ 376,942	\$ 403,074	\$ 403,000	\$ 432,924	\$ 29,850	7.41%
Operating Expenses	53,584	38,563	40,300	40,000	39,700	(600)	-1.49%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 419,660</b>	<b>\$ 415,505</b>	<b>\$ 443,374</b>	<b>\$ 443,000</b>	<b>\$ 472,624</b>	<b>\$ 29,250</b>	<b>6.60%</b>
<b>Permanent full-time equivalent employees</b>	<b>4.55</b>	<b>4.55</b>	<b>4.55</b>		<b>4.75</b>	<b>0.20</b>	
<b>Sources of Funds</b>							
Taxes	\$ 419,660	\$ 412,337	\$ 443,374	\$ 443,000	\$ 452,624	\$ 9,250	2.09%
Interest and Other	-	3,168	-	-	20,000	20,000	0.00%
<b>Total Sources</b>	<b>\$ 419,660</b>	<b>\$ 415,505</b>	<b>\$ 443,374</b>	<b>\$ 443,000</b>	<b>\$ 472,624</b>	<b>\$ 29,250</b>	<b>6.60%</b>

This division's operating expenses have increased from \$419,660 in FY11 to \$472,624 in FY14, or 12.6% over this four year period.

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

The Legal Division's operating budget is increasing \$29,250 or 6.6% over the approved FY13 budget. The increase includes the cost of adding 0.20 full-time staff equivalents to the general fund budget. Previously, this was paid directly out of the Community Preservation Special Revenue Fund. In FY14, the position will be entirely funded in the general fund, and the Community Preservation Fund will transfer \$35,000 to the general fund to offset this cost, as well as all the other support it receives from the Administrative Service Department divisions. Tax support for this operation increases \$9,250 for FY14, while the payment from the Community Preservation Fund covers the balance of the FY14 budget increase.

## **FY 2014 GOALS**

1. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. (Strategic Plan: Finance, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources, Quality of Life)
2. Continue to devote attention to decreasing defensive litigation by education and training. (Strategic Plan: Finance, Regulatory Access and Accountability, Communications)
3. Promote cost effective dispute resolution through mediation. (Strategic Plan: Finance)
4. Continue to provide advice and assistance on the implementation of 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)
5. 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)
6. Work with the Town entities to develop a comprehensive approach for the town-wide management of solid waste 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 2012-13 ACCOMPLISHMENTS**

1. To enjoin the use of hazardous materials in close proximity to critical water supply wells, the Legal Division working with the Licensing Authority and the Hyannis Water Division, instituted suit against the violator and obtained a negotiated Agreement for Judgment banning such use of hazardous materials on the property and establishing protocols to facilitate future inspections.

2. With direction from the Town Council, the Legal Division has continued to press Federal administrators to re-examine the Cape Wind project because of its threats to public and emergency responder safety, the environment, the local economy, and public safety budgets. Following the Town's successful challenge to the Federal Aviation Administration's approval of the project, the Court sent the matter back to the FAA for reconsideration, where the FAA again approved the project on the same analysis previously found wanting in the initial appeal. The matter is again before the United States Court of Appeals. In the meantime, numerous parties including the Town have challenged the Secretary of the Interior's approval of the project and those cases will be argued in 2013.

3. The Legal Division has collaborated with other town departments to identify additional appropriate sites for future solar arrays. These joint efforts have resulted in a bid and contract for new rooftop solar facilities at Barnstable High School and the West Villages School, as well as ground-mounted deployments at the Barnstable Senior Center and at the Barnstable Municipal Airport. When fully constructed, these facilities will reduce Barnstable's electric bills by more than 70%.

4. The Legal Division continued to assist the Community Preservation Committee in reviewing the eligibility of projects for funding, and in reviewing restrictions and other legal documents, and has provided training and analysis relating to recent amendments to the Community Preservation Act.

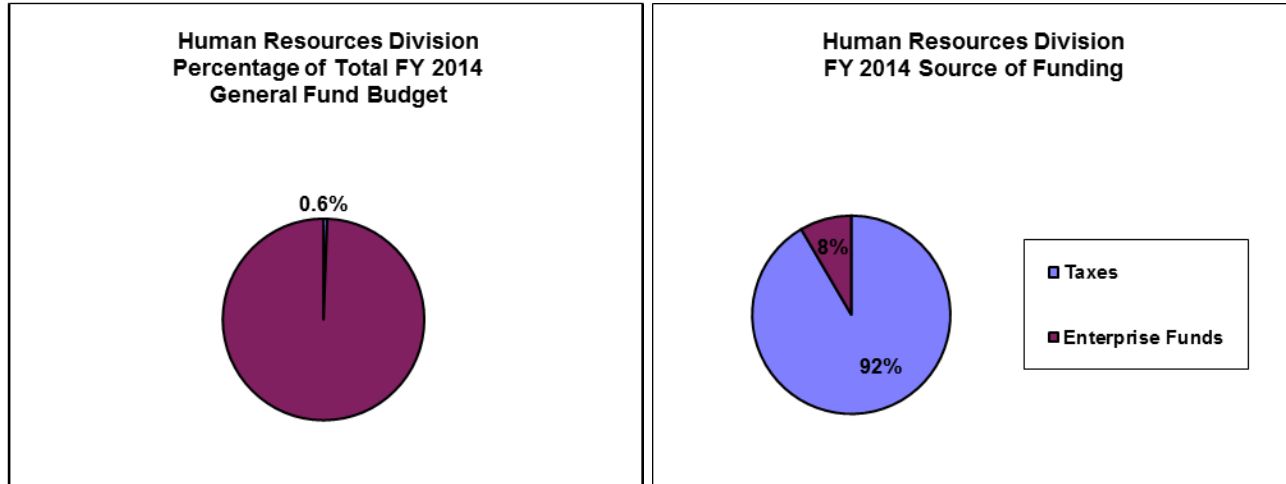
5. The Legal Division continued to work with the Growth Management Department on legal issues relating to growth and the quality of life including downtown revitalization, coastal access, affordable housing and economic development.

## HUMAN RESOURCES DIVISION

### MISSION STATEMENT

The mission of Human Resources is to deliver reliable and innovative services that allow the Town of Barnstable to provide the best possible service to its citizens.

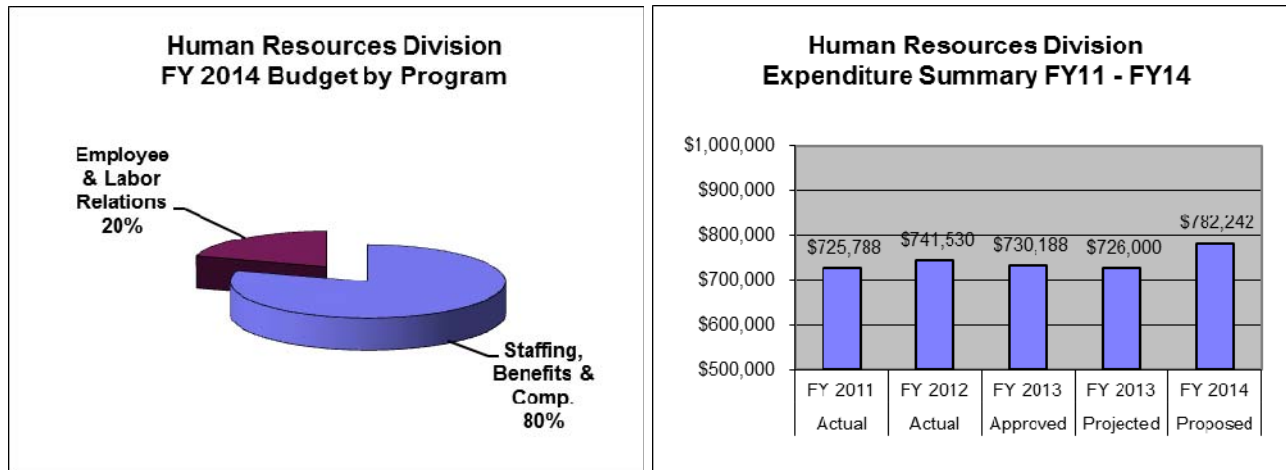
### FY 2014 DIVISION FINANCIAL DATA



The Human Resource Division represents 0.6% of the overall General Fund budget. Taxes provided 92% of the funding for this operation with enterprise funds supporting the other 8%.

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

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 617,607	\$ 633,221	\$ 592,988	\$ 592,000	\$ 615,042	\$ 22,054	3.72%
Operating Expenses	108,181	108,309	137,200	134,000	167,200	30,000	21.87%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 725,788</b>	<b>\$ 741,530</b>	<b>\$ 730,188</b>	<b>\$ 726,000</b>	<b>\$ 782,242</b>	<b>\$ 52,054</b>	<b>7.13%</b>
<b>Permanent full-time equivalent employees</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>		<b>8.00</b>	<b>-</b>	
<b>Sources of Funds</b>							
Taxes	\$ 677,717	\$ 679,173	\$ 663,445	\$ 659,257	\$ 716,240	\$ 52,795	7.96%
Interest and Other	3,144	635	-	-	-	-	0.00%
Enterprise Funds	44,926	61,722	66,743	66,743	66,002	(741)	-1.11%
<b>Total Sources</b>	<b>\$ 725,788</b>	<b>\$ 741,530</b>	<b>\$ 730,188</b>	<b>\$ 726,000</b>	<b>\$ 782,242</b>	<b>\$ 52,054</b>	<b>7.13%</b>



The staffing, benefits and compensation program comprises 80% of this division's budget. Expenditures for the division have increased from \$725,788 in FY11 to \$782,242 in FY14, or 7.8% over the four year period.

### SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The division's budget is increasing \$52,054 or 7.1% in FY14. The increase in personnel of \$22,054 includes funds to cover all contractual pay increases. There are no changes to staffing levels. The increase in operating expenses of \$30,000 includes \$31,900 of additional training funds for sworn officers, AFSCME union members and lifeguard recertification, reduced by \$1,900 transferred to the Information Technology Division for the operations cell phone expenditures. An increase in tax support will provide for the proposed budget increase.

### FY 2014 GOALS

#### Short Term

1. Work to develop updated job descriptions for school department positions (Strategic Plan: Communication)
2. Implement an on-line application process. (Strategic Plan: Communication)
3. Continue to develop joint school/municipal personnel policies for consistency and uniformity. (Strategic Plan: Communication)

#### Long Term

1. Continue to expand training opportunities to all Town of Barnstable employees. (Strategic Plan: Communication)
2. Implement an internal Alternative Dispute Resolution program. (Strategic Plan: Regulatory Access and Accountability)

## PROGRAMS

### STAFFING, BENEFITS, AND COMPENSATION PROGRAM

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

#### Staffing:

When a vacancy occurs or a new position is created, Human Resources will insure the accuracy of the current job description, that all relevant employment laws are followed, and that each position is filled with the most

qualified applicant. The department will also strive to recruit a diverse applicant pool. Responsibilities of the Human Resources Department include:

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

#### **Benefits:**

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

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

#### **Compensation:**

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

### **SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES**

<b>Expenditure Category</b>	<b>Actual FY 2011</b>	<b>Actual FY 2012</b>	<b>Approved FY 2013</b>	<b>Projected FY 2013</b>	<b>Proposed FY 2014</b>	<b>Change FY13 - 14</b>	<b>Percent Change</b>
Personnel	\$ 494,647	\$ 506,400	\$ 459,230	\$ 459,000	\$ 477,579	\$ 18,349	4.00%
Operating Expenses	89,574	93,588	117,200	115,000	147,200	30,000	25.60%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 584,220</b>	<b>\$ 599,988</b>	<b>\$ 576,430</b>	<b>\$ 574,000</b>	<b>\$ 624,779</b>	<b>\$ 48,349</b>	<b>8.39%</b>
<b>Sources of Funds</b>							
Taxes	\$ 558,613	\$ 568,492	\$ 543,058	\$ 540,628	\$ 591,778	\$ 48,720	8.97%
Interest and Other	3,144	635	-	-	-	-	0.00%
Enterprise Funds	22,463	30,861	33,372	33,372	33,001	(371)	-1.11%
<b>Total Sources</b>	<b>\$ 584,220</b>	<b>\$ 599,988</b>	<b>\$ 576,430</b>	<b>\$ 574,000</b>	<b>\$ 624,779</b>	<b>\$ 48,349</b>	<b>8.39%</b>

## EMPLOYEE / LABOR RELATIONS PROGRAM

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

### Collective Bargaining:

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

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

### Employee Relations/Training:

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

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

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

### Workplace Diversity/Compliance:

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

## SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 122,960	\$ 126,821	\$ 133,758	\$ 133,000	\$ 137,463	\$ 3,705	2.77%
Operating Expenses	18,607	14,720	20,000	19,000	20,000	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 141,567</b>	<b>\$ 141,542</b>	<b>\$ 153,758</b>	<b>\$ 152,000</b>	<b>\$ 157,463</b>	<b>\$ 3,705</b>	<b>2.41%</b>
<b>Sources of Funds</b>							
Taxes	\$ 119,104	\$ 110,681	\$ 120,387	\$ 118,629	\$ 124,462	\$ 4,075	3.38%
Enterprise Funds	22,463	30,861	33,371	33,371	33,001	(370)	-1.11%
<b>Total Sources</b>	<b>\$ 141,567</b>	<b>\$ 141,542</b>	<b>\$ 153,758</b>	<b>\$ 152,000</b>	<b>\$ 157,463</b>	<b>\$ 3,705</b>	<b>2.41%</b>



## **FY 2013 MAJOR ACCOMPLISHMENTS**

1. Assisted in the hiring of several high-level positions including the Assistant Town Manager, Director of Public Works, Assistant Director of Public Works, and School Facilities Director.
2. Partnered with the Massachusetts Municipal Association and the Collins Center at UMASS Boston to host a Supervisory Leadership Development Program for ten Town of Barnstable Employees.
3. Helped coordinate a Municipal Customer Service Training Program for Town of Barnstable Employees with the Workforce Education Resource Center at Cape Cod Community College.
4. Completed a reclassification study of the Senior Services Division.
5. Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.

## **WORKLOAD INDICATORS**

<b>Workload Indicators</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Estimated</b>	<b>FY 2014 Projected</b>
Personnel Forms Processed	1,674	1,698	1,625	1,630	1,650
Employment Applications Processed	1,575	2,060	1,825	1,750	1,800
Permanent Position Vacancies	215	279	225	218	220
Avg. # of Applications per vacancy	7.5	7.4	8	8.25	8

## **PERFORMANCE MEASURE:**

Human Resources is measuring the time to hire an employee. This represents the time from when a requisition to fill a position is received by Human Resources to the time that the employee starts work. Improving this time will enhance productivity by reducing the number of days a position remains vacant.

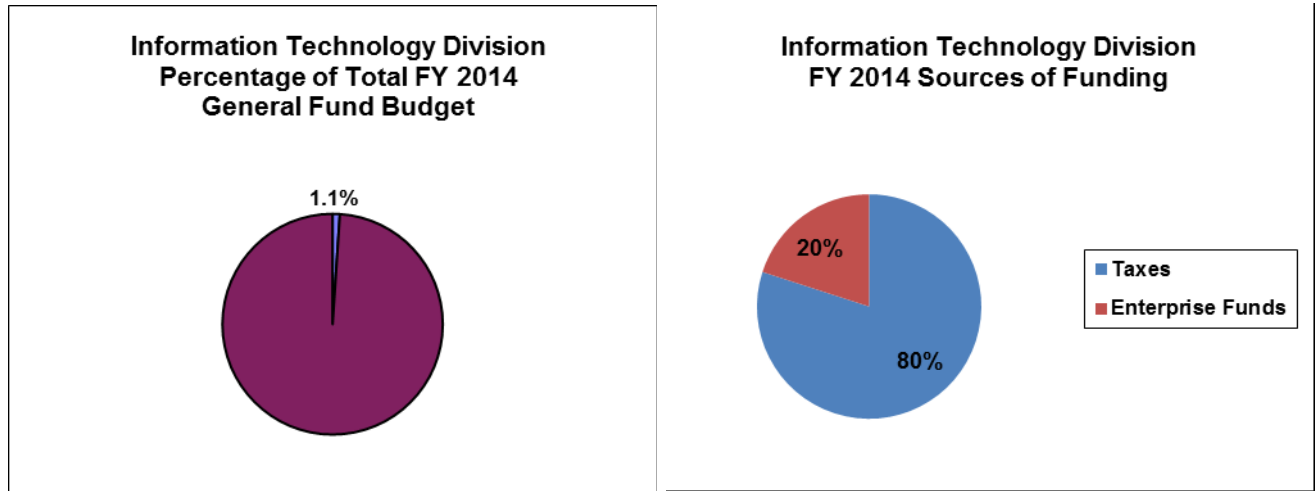
<b>Performance Measure</b>	<b>FY 2010 Actual</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Actual</b>	<b>FY 2013 Target</b>
Time to Hire (Calendar Days)	65.2	71.5	58.5	50

## 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.

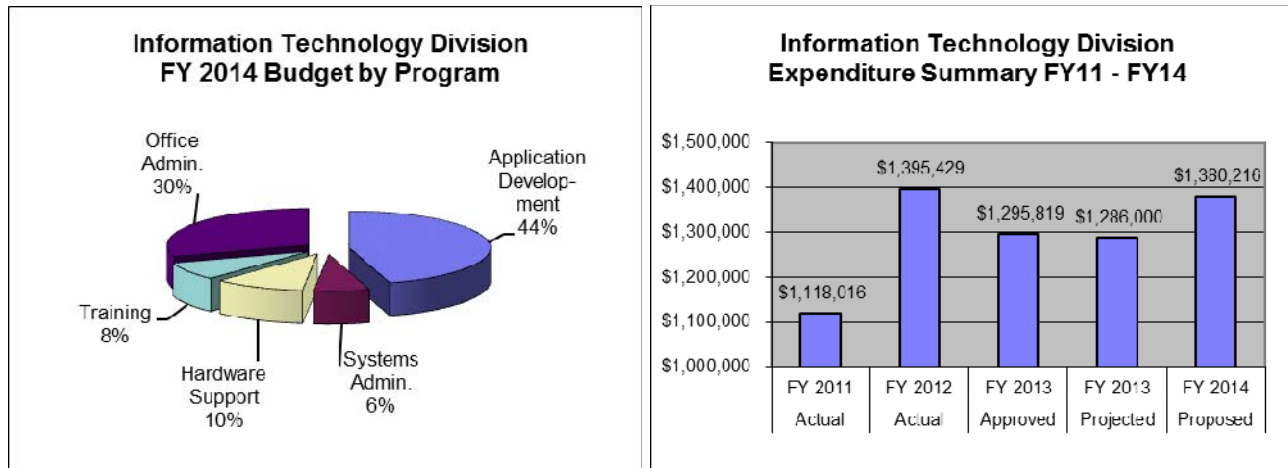
### FY 2014 DIVISION FINANCIAL DATA



This division represents 1.1% of the overall general fund operating budget. Funding for the division is mainly provided from tax support at 80%. 20% of the operation is funded from enterprise fund charges.

### SUMMARY OF DIVISION EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 712,393	\$ 737,134	\$ 781,925	\$ 779,000	\$ 799,735	\$ 17,810	2.28%
Operating Expenses	378,758	504,628	408,894	402,000	475,481	66,587	16.28%
Capital Outlay	26,865	153,666	105,000	105,000	105,000	-	0.00%
<b>Total Expenditures</b>	<b>\$ 1,118,016</b>	<b>\$ 1,395,429</b>	<b>\$ 1,295,819</b>	<b>\$ 1,286,000</b>	<b>\$ 1,380,216</b>	<b>\$ 84,397</b>	<b>6.51%</b>
<b>Permanent full-time equivalent employees</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>		<b>11.00</b>	<b>-</b>	
<b>Sources of Funds</b>							
Taxes	\$ 937,956	\$ 1,205,245	\$ 1,075,684	\$ 1,065,865	\$ 1,103,938	\$ 28,254	2.63%
Enterprise Funds	180,060	190,184	220,135	220,135	276,278	56,143	25.50%
<b>Total Sources</b>	<b>\$ 1,118,016</b>	<b>\$ 1,395,429</b>	<b>\$ 1,295,819</b>	<b>\$ 1,286,000</b>	<b>\$ 1,380,216</b>	<b>\$ 84,397</b>	<b>6.51%</b>



Application Development is the largest program area of this budget representing 44%, followed by Administration at 30%. This operation's expenditures have increased from \$1.118 million in FY11 to \$1.380 million in FY14, or 23.4% over the four year period.

### SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The division's FY14 budget is increasing \$84,397 or 6.5%. The personnel cost increase of \$17,810 includes funding for all contractual obligations. There are no changes to staffing levels. Operating expenses are increasing \$66,587. \$11,962 of additional funding is provided to cover increases in software support and licensing fees. The remaining increase of \$54,625 is to cover the cost of the municipal operations cell phone services. These funds are being transferred from other operations. Consolidating the management and payment of cell phone services will create efficiencies in processing bills and cost savings of approximately \$10,000 per year. Tax support is increasing \$28,254 to cover the proposed budget increase with the remaining \$56,143 increase being covered by enterprise fund charges.

### FY 2014 GOALS

While it is difficult to state which specific Town 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. (Strategic Plan: Communication)
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. Review and compare MassGIS Level 3 parcel map with Town's GIS parcel map, reconcile differences and integrate the two maps into one. (Strategic Plan: Regulatory Access and Accountability, Communications)
7. Begin bringing Town and School sites up on the Barnstable Fiber Optic Network (BFON). (Strategic Plan: Communication)

8. Continue migrating servers into the new virtual server platform saving costs on electricity, environmental and hardware. (Strategic Plan: Communication)
9. Implement additional GIS server applications to streamline and enhance GIS functions within Town departments. (Strategic Plan: Communication)

### **Long Term**

1. Continue building on the "corporate database" that enables all departments to track history back to a Parcel Number or Address. (Strategic Plan: Communication)
2. Continued work in designing and implementing a new network architecture using BFON. (Strategic Plan: Communication, Infrastructure)
3. Develop specifications and RFP for next aerial flyover project to occur in FY 2015. (Strategic Plan: Communication, Infrastructure)
4. Begin analyzing voice over internet protocol (VOIP) technology for use over BFON. (Strategic Plan: Communication, Infrastructure)

## **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 FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 302,932	\$ 312,071	\$ 332,391	\$ 332,000	\$ 338,886	\$ 6,495	1.95%
Operating Expenses	232,695	269,182	273,669	270,000	287,270	13,601	4.97%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 535,627</b>	<b>\$ 581,253</b>	<b>\$ 606,060</b>	<b>\$ 602,000</b>	<b>\$ 626,156</b>	<b>\$ 20,096</b>	<b>3.32%</b>
<b>Sources of Funds</b>							
Taxes	\$ 535,627	\$ 581,253	\$ 606,060	\$ 602,000	\$ 626,156	\$ 20,096	3.32%
<b>Total Sources</b>	<b>\$ 535,627</b>	<b>\$ 581,253</b>	<b>\$ 606,060</b>	<b>\$ 602,000</b>	<b>\$ 626,156</b>	<b>\$ 20,096</b>	<b>3.32%</b>

### 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 CH18 broadcasting and video equipment
- Security Cameras
- Blackberry Administration.

### SUMMARY OF PROGRAM EXPENDITURES AND FUNDING SOURCES

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 69,146	\$ 69,918	\$ 72,877	\$ 72,000	\$ 74,452	\$ 1,575	2.16%
Operating Expenses	66,912	148,891	12,635	12,000	12,635	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 136,058</b>	<b>\$ 218,809</b>	<b>\$ 85,512</b>	<b>\$ 84,000</b>	<b>\$ 87,087</b>	<b>\$ 1,575</b>	<b>1.84%</b>
<b>Sources of Funds</b>							
Taxes	\$ 136,058	\$ 218,809	\$ 85,512	\$ 84,000	\$ 87,087	\$ 1,575	1.84%
<b>Total Sources</b>	<b>\$ 136,058</b>	<b>\$ 218,809</b>	<b>\$ 85,512</b>	<b>\$ 84,000</b>	<b>\$ 87,087</b>	<b>\$ 1,575</b>	<b>1.84%</b>

## 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

Expenditure Category	Actual FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 84,729	\$ 86,719	\$ 89,632	\$ 89,000	\$ 92,112	\$ 2,480	2.77%
Operating Expenses	34,522	32,415	52,580	51,000	50,941	(1,639)	-3.12%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 119,251</b>	<b>\$ 119,134</b>	<b>\$ 142,212</b>	<b>\$ 140,000</b>	<b>\$ 143,053</b>	<b>\$ 841</b>	<b>0.59%</b>
<b>Sources of Funds</b>							
Taxes	\$ 119,251	\$ 119,134	\$ 142,212	\$ 140,000	\$ 143,053	\$ 841	0.59%
<b>Total Sources</b>	<b>\$ 119,251</b>	<b>\$ 119,134</b>	<b>\$ 142,212</b>	<b>\$ 140,000</b>	<b>\$ 143,053</b>	<b>\$ 841</b>	<b>0.59%</b>

## 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 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 89,154	\$ 98,128	\$ 105,771	\$ 105,000	\$ 108,976	\$ 3,205	3.03%
Operating Expenses	(54)	-	-	-	-	-	0.00%
Capital Outlay	-	-	-	-	-	-	0.00%
<b>Total Expenditures</b>	<b>\$ 89,100</b>	<b>\$ 98,128</b>	<b>\$ 105,771</b>	<b>\$ 105,000</b>	<b>\$ 108,976</b>	<b>\$ 3,205</b>	<b>3.03%</b>
<b>Sources of Funds</b>							
Taxes	\$ 89,100	\$ 98,128	\$ 105,771	\$ 105,000	\$ 108,976	\$ 3,205	3.03%
<b>Total Sources</b>	<b>\$ 89,100</b>	<b>\$ 98,128</b>	<b>\$ 105,771</b>	<b>\$ 105,000</b>	<b>\$ 108,976</b>	<b>\$ 3,205</b>	<b>3.03%</b>

## SUPPORT TO OFFICE ADMINISTRATION PROGRAM

**Program Description.** This program area, as its name implies, is Office Administration. The technical part of CH18 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 FY 2011	Actual FY 2012	Approved FY 2013	Projected FY 2013	Proposed FY 2014	Change FY13 - 14	Percent Change
Personnel	\$ 166,433	\$ 170,299	\$ 181,254	\$ 181,000	\$ 185,309	\$ 4,055	2.24%
Operating Expenses	44,682	54,139	70,010	69,000	124,635	54,625	78.02%
Capital Outlay	26,865	153,666	105,000	105,000	105,000	-	0.00%
<b>Total Expenditures</b>	<b>\$ 237,980</b>	<b>\$ 378,104</b>	<b>\$ 356,264</b>	<b>\$ 355,000</b>	<b>\$ 414,944</b>	<b>\$ 58,680</b>	<b>16.47%</b>
<b>Sources of Funds</b>							
Taxes	\$ 57,920	\$ 187,920	\$ 136,129	\$ 134,865	\$ 138,666	\$ 2,537	1.86%
Enterprise Funds	180,060	190,184	220,135	220,135	276,278	56,143	25.50%
<b>Total Sources</b>	<b>\$ 237,980</b>	<b>\$ 378,104</b>	<b>\$ 356,264</b>	<b>\$ 355,000</b>	<b>\$ 414,944</b>	<b>\$ 58,680</b>	<b>16.47%</b>

### FY 2012-2013 MAJOR ACCOMPLISHMENTS

1. Virtualized 75% of Town servers.
2. Created new interactive web mapping application to highlight the locations of new business investments within the Town.
3. Created in house purchase order form for use with Munis.
4. Added photos to Assessing information on web site.
5. Installed additional security cameras covering various town assets.
6. Continued to enhance the information flow on web site.
7. DPW Highway work order system developed.
8. Improved reports, invoices and email notification system for Weights and Measures
9. Installation and training on HYCC hand held device for membership check in
10. Developed beach sticker email application program

## 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 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 website including property database	99%	98%

## WORKLOAD INDICATORS

Workload Indicator	FY2012 Actual	FY2013 Estimated	FY2014 Projected
New PC's Installed	47	52	50
Work orders completed	1,632	1,600	1,700
Major New/Converted Applications	3	3	3
CH18 Meetings/Shows Taped/Produced	940	930	950
Completed requests for maps and geographic analysis	1,419	1,500	1,500
Web Requests for website changes or additions	N/A	3,600	4,000
Website Visits	275,000	450,000	475,000