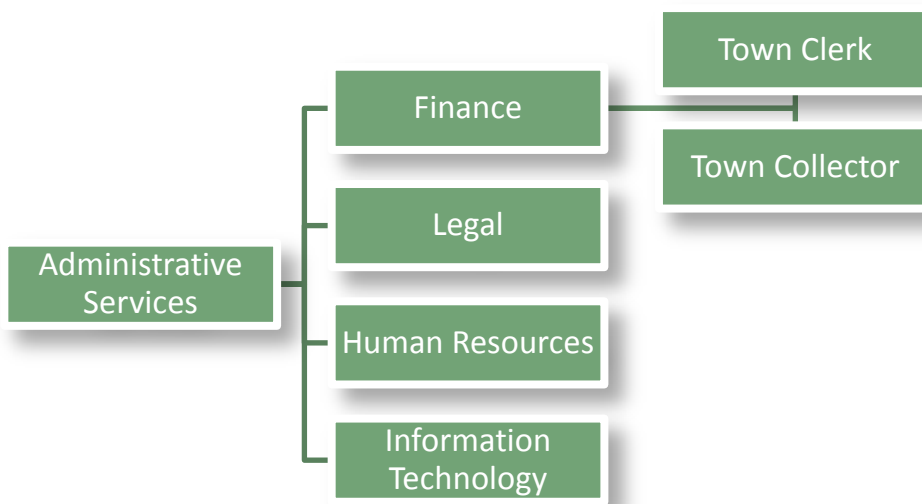


Administrative Services Department

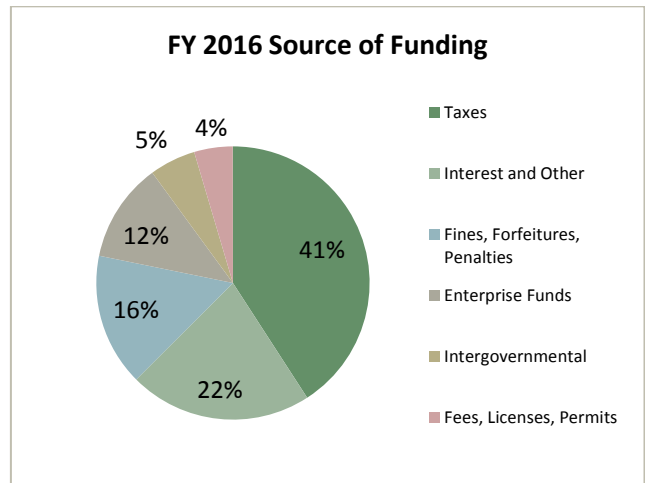
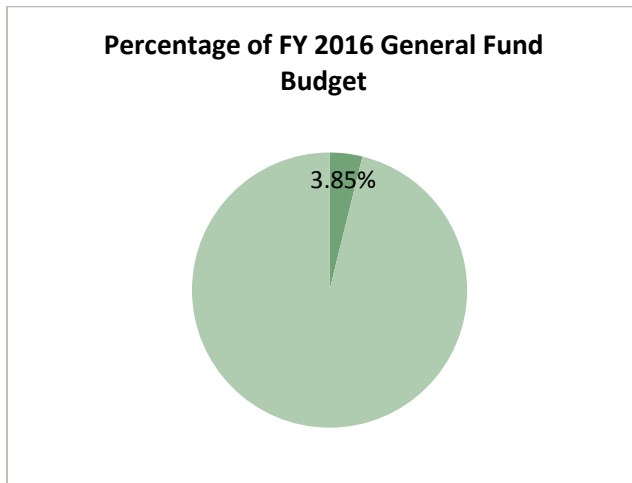
Department Description

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 to all components of town government.

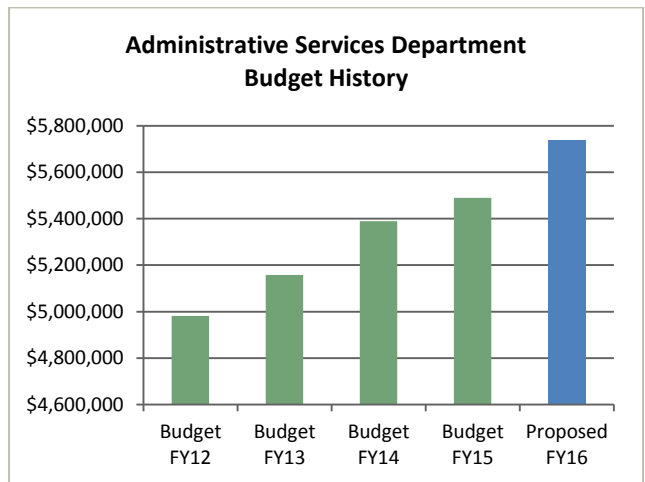
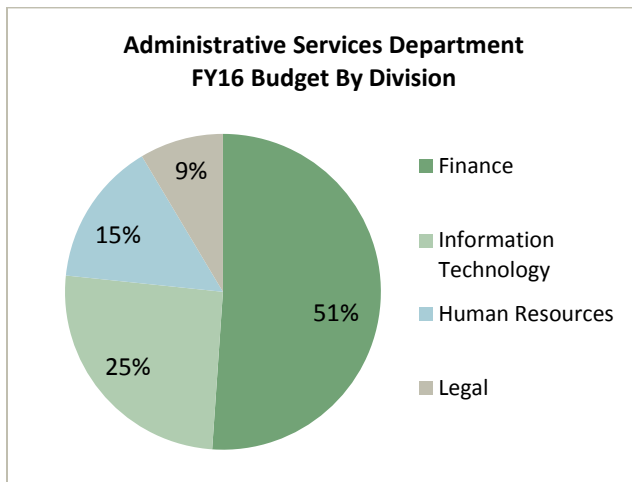


The Backbone of the Organization, Providing Services to All Line Operations and the Community

Fiscal Year 2016 Department Financial Data



The Administrative Services Department budget represents 3.9% of the overall General Fund budget. Taxes provide 41% of the funding for this department. The next largest funding source is investment earnings on cash deposits managed by the Treasury Division. Enterprise funds provide 12% of the department’s funding for support received from the Finance, Human Resource and Information Technology divisions.



The Finance Division is the largest division in this department representing 51% of the department’s FY16 proposed budget. The department’s budget has increased from \$4.981 million to \$5.739 million over the last five years or 15.21%.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 4,082,409	\$ 4,305,423	\$ 4,250,602	\$ 4,473,640	\$ 168,218	3.91%
Operating Expenses	1,056,503	1,079,756	1,132,643	1,160,756	81,000	7.50%
Capital Outlay	115,502	105,000	108,258	105,000	-	0.00%
Total Appropriation	5,254,413	5,490,179	5,491,503	5,739,396	249,218	4.54%
<u>Employee Benefits Allocation:</u>						
Life Insurance	472		495			
Medicare	51,441		51,641			
Health Insurance	264,509		262,646			
County Retirement	583,248		796,033			
Total Employee Benefits (1)	899,671		1,110,815			
Total Expenditures Including Benefits	\$ 6,154,084		\$ 6,602,318			
Full-time Equivalent Employees	61.50	60.85		60.85	0.00	
<u>Source of Funding</u>						
Taxes	\$ 1,224,779	\$ 2,401,850	\$ 1,660,779	\$ 2,344,967	\$ (56,882)	-2.37%
Intergovernmental	304,896	304,896	304,896	313,805	8,909	2.92%
Fines, Forfeitures, Penalties	1,054,309	822,500	954,550	900,000	77,500	9.42%
Fees, Licenses, Permits	250,786	262,060	250,222	262,060	-	0.00%
Charges for Services	20,951	21,000	850	1,000	(20,000)	-95.24%
Interest and Other	1,776,146	997,150	1,639,483	1,243,147	245,997	24.67%
Enterprise Funds	622,547	680,723	680,723	674,417	(6,306)	-0.93%
Total Sources	\$ 5,254,413	\$ 5,490,179	\$ 5,491,503	\$ 5,739,396	\$ 249,218	4.54%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The Administrative Services Department budget is increasing \$249,218 or 4.5% over the FY15 approved budget. The increase in personnel cost of \$168,218 includes all contractual obligations. There are no changes to staffing levels. Operating expenses are increasing \$81,000. This includes increases for the Information Technology Division for software support and licensing fees, and funding for a Human Resource safety training initiatives.

The largest source of funding for this operation is tax support which is decreasing \$56,882 as the estimates for investment income, fines and penalties are increasing based on prior years and current year collection rates.

Additional Funding Recommended

1. Increase Hourly Rate for Temporary Clerical Help

\$3,900 Requested

\$3,900 Recommended

With the mandated increase in the minimum wage to \$9.00/hour effective January 1, 2015, there will be an issue of wage compression with several seasonal and temporary positions in the Town. This issue, combined with the difficulty in attracting and retaining qualified temporary clerical employees warrants the increase in the hourly rate. The increase in the hourly rate of Temporary Clerical Employees would alleviate the wage

compression issue caused by the minimum wage increase and would attract more qualified candidates into the temporary clerical pool.

2. Employee training funds in HR budget

\$15,000 Requested

\$15,000 Recommended

Human Resources respectfully requests \$15,000 to conduct a safety assessment of our Municipal Departments and begin a multi-year training and awareness program regarding employee safety. HR would partner with our workers compensation third party administrator to conduct a general assessment of safety issues within our organization. This would cover all aspects of safety including compliance with regulations and industry best practices. With the information and recommendations from the assessment, a multi-year training program will be established. Working with the consultant and the Town Safety Committee, Human Resources will identify the 2-3 major areas of training for FY 2016.

3. Software/Hardware Maintenance Increases

\$52,000 Requested

\$52,000 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 provides us a license to use it.

4. Financial transparency software

\$14,000 Requested

\$14,000 Recommended

Local governments are increasingly expected to provide information to help citizens understand how their tax dollars are being used, build trust and engage the public in the civic process. This funding will allow the town to implement a web-based service that the public can access allowing them to see detailed revenue and expenditure information of the town. This information can be organized by department, fund and vendor. It may also provide budget versus actual spending so budget performance can be monitored.

5. Software support & licensing IT

\$105,000 Requested

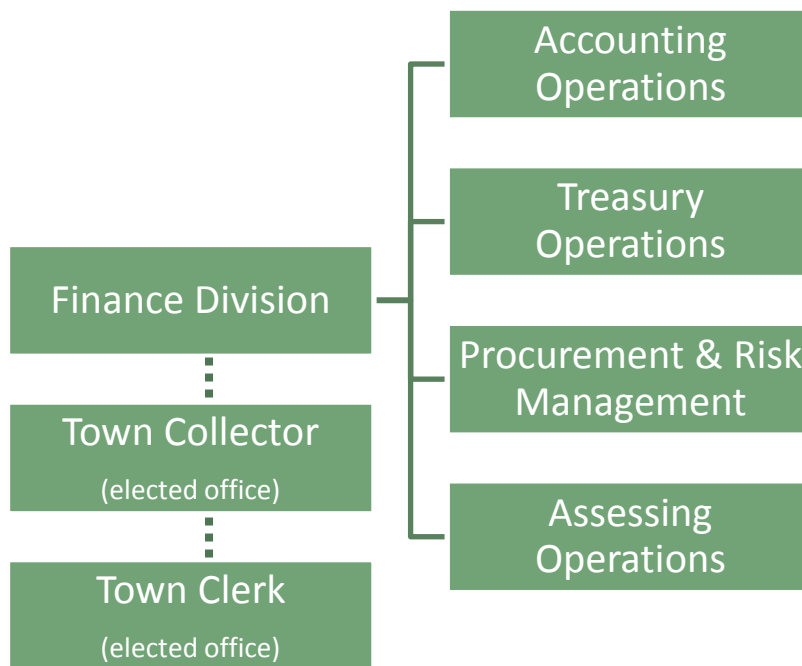
\$105,000 Recommended

The Operating Capital funds for PC's/Printers/Software/Servers/Networking and Technology are to ensure we keep as current as realistically possible with our technology infrastructure. Information Technology would like to stress the importance of the Operating Capital it receives. This has allowed us to build a core infrastructure of virtualized servers replacing 40 physical servers into one highly redundant machine/server and Storage Area Network (SAN). Using Operating Capital, the SAN has been recently upgraded from 1Gb to 10Gb allowing for high speed server and data response times.

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.

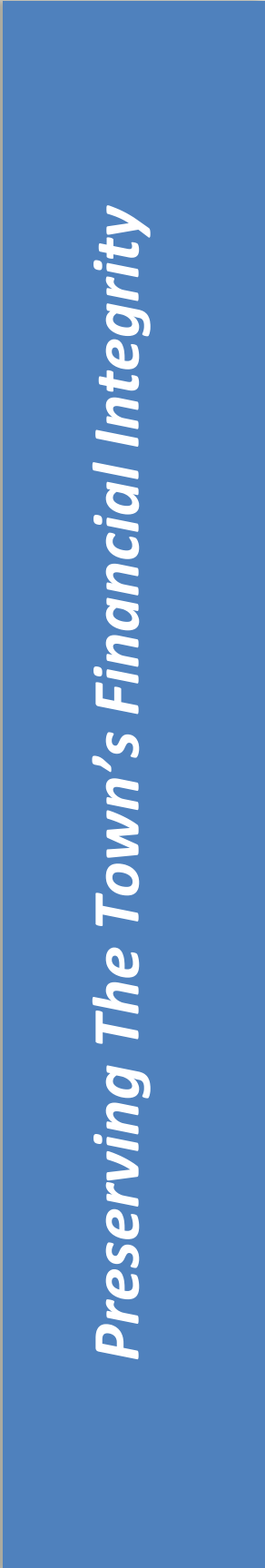


Description of Services Provided

Finance Operation

The Finance Operation consists of all accounting and budgeting functions. It is responsible for oversight of all financial transactions of the Town including the School Department and enterprise fund operations. The operation 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, auditors and the general public. The operation also provides support to the Town’s Comprehensive Finance Advisory Committee. The Accounting Operation conducts the following functions:

1. General ledger maintenance



RECENT ACCOMPLISHMENTS

1. Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA for the June 30, 2013 CAFR.
2. Received the Distinguished Budget Presentation Award from the GFOA for the Fiscal Year 2015 budget.
3. Maintained the Town's AAA bond rating for the issuance of the January 2015 bond issue.
4. Refinanced \$18 million of bonds resulting in a budgetary savings of over \$2 million.
5. Issued \$6.2 million in new bonds at a rate of 1.57%.
6. Completed turnover of tax mapping procedure from DPW engineering to GIS to improve compliance with DOR tax bill cycle requirements.
7. Expanded the use of credit card payment processing in various locations.
8. Implemented a credit card payment solution for vendor payments that resulted in a \$25,000 dividend payment for the town.
9. Completed the conversion of assessing archives from hardcopy and microfiche to laser fiche.

2. Budget preparation
3. Budget monitoring
4. Capital improvement program development
5. Short and long range financial forecasting
6. Audit coordination
7. Vendor payment processing
8. Monthly and annual financial reporting
9. Cost of service analysis
10. Cost/benefit analysis
11. Encumbrance processing
12. MUNIS system training
13. Fixed asset inventory and reporting
14. Grant monitoring and reporting
15. Special projects

Treasury Operation

The Treasury Operation is responsible for the Town's payroll processing, the management of its cash and debt activity and the Town's tax title program. The operation interacts with all departments and many outside organizations. The operation also offers staff liaison support to the Barnstable Trust Fund Advisory Committee, The Barnstable Elderly and Disabled Taxation Committee 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. The Treasury Operation conducts the following functions:

1. Debt management (issuance and payment of bonds)
2. Banking services
3. Delinquent tax billing and collection
4. Revenue collection and forecasting
5. Cashiering
6. Payroll processing
7. Federal and State wage reporting and tax deposits
8. Remitting payroll deductions to vendors
9. The issuance of all vendor checks

Procurement & Risk Management Operation

The Procurement and Risk Management (PRM) Operation provides expertise in the areas of acquisition, management, insurance, inventory, and disposal of assets held by the Town. In addition, it provides oversight of policies, procedures and enforcement of procurement laws on a town-wide basis, including schools and enterprise accounts. 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 such

as public official's liability, and the processing of claims and loss control activities. The operation also provides 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.

Assessing Operation

The Assessing Operation provides services in the areas of property valuation, property listing and customer service. Property valuation deals with functions of the Town consisting within 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.

Property listing services are the result of a State mandate, which requires each taxing district to inspect all residential properties 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.

Customer Service activities are 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.

Town Clerk Operation (Elected Office)

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.

The Town Clerk also serves as the Clerk of the Town Council; maintaining 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 licenses, and business licenses; performs an annual registration of all underground storage tanks and issues raffle permits.

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.

Town Collector Operation (Elected Office)

The Town Collector Operation provides services in the area of tax billing and collection and customer services. The operation is responsible for the collection of property and other taxes due and payable to the Town of Barnstable, as well as the five Fire Districts, located in the Town of Barnstable. Receipts collected are paid over to the Town Treasurer and the five Fire District Treasurers on a weekly basis. In addition, the Town Collector collects fees on behalf of the Hyannis Main Street Business Improvement District which

encompasses most of the Main Street, Hyannis property owners, and submits the fees weekly to the district's treasurer. Property taxes and sewer utility charges are billed on a quarterly basis. Motor vehicle excise taxes are billed when tax commitments are received from the State; usually once a month. The operation also issues the annual boat excise tax.

Customer services involves providing information to taxpayers, mortgage companies, attorneys, and the general public by telephone and in the Collector's Office regarding all tax accounts and providing general information relating to the Town of Barnstable. Another facet is the preparation of municipal lien certificates showing the status of real estate taxes for banks, attorneys, and taxpayers when property is sold or refinanced. Certificates of discharge are also 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.

Fiscal Year 2016 Goals and Objectives

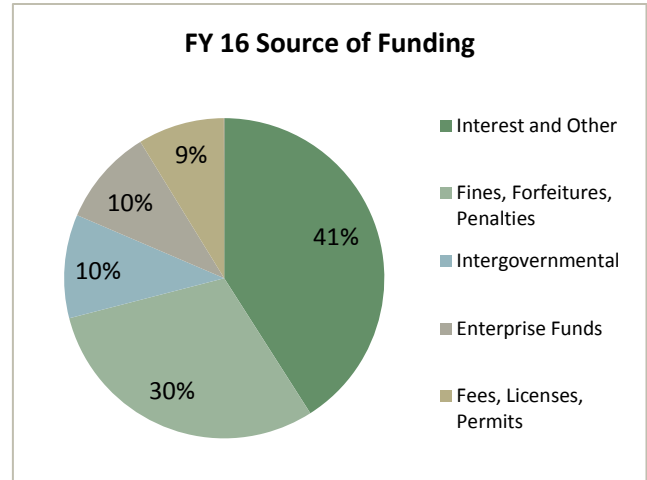
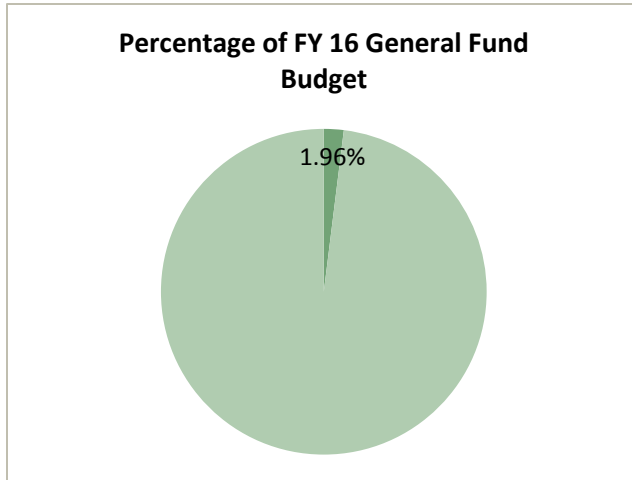
Short Term: (All Goals / Objectives apply to the Strategic Plan (SP): Finance)

1. Implement a financial transparency software solution that will allow internal and external parties the ability to monitor actual revenue and expenditure budgets against budgetary estimates and appropriations.
2. Continue to practice and promote sound financial policies and procedures in order to assist in maintaining the town's AAA bond rating for FY16.
3. Obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguish Budget Presentation Award for the fiscal year ending June 30, 2015 financial statements and the FY16 budget document promoting the continuance of a commitment to report financial information to its highest level of openness and transparency.
4. Develop the framework for a Popular Annual Financial Report that will give employees, elected officials and the general public a snapshot of the most popular financial information and current highlights regarding the town's finances.

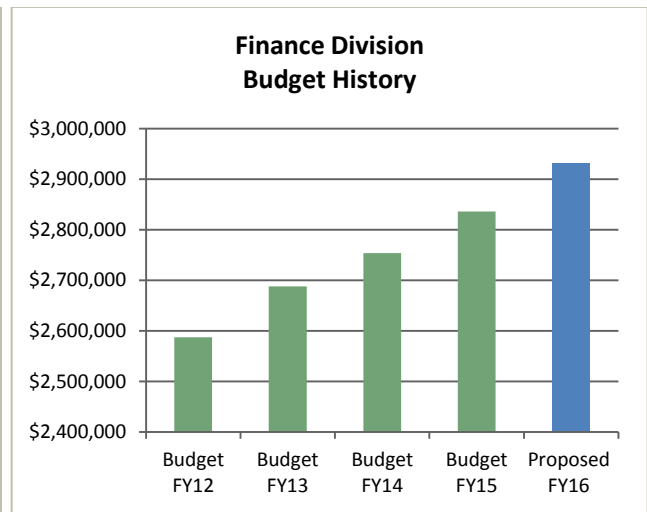
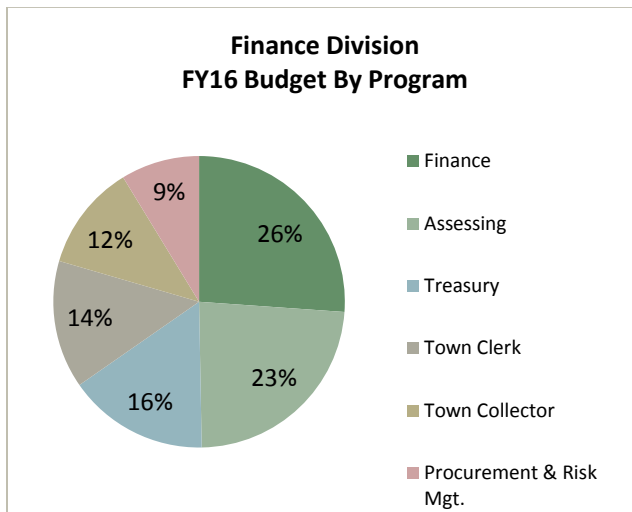
Long Term:

1. Educate and encourage departments in the use of performance measures for the purpose of measuring progress towards goals.
2. Expand the analysis and reporting of financial information to improve the town's openness and transparency for this type of information.
3. Conduct a tax possession auction in order raise funds for the town and reestablish properties on the tax rolls.

Fiscal Year 2016 Division Financial Data



The Finance Division represents 1.96% of the overall General Fund budget. The largest funding sources for this operation are investment income and fees charged on the late payment of taxes. These two categories comprise 71% of the Division’s funding. Enterprise funds support 10% of the operation.



The Finance Program is the largest area of this division’s budget comprising 26% followed by the Assessing Program which comprises 23% of the budget. The division’s budget has increased from \$2.587 million in FY12 to \$2.932 million proposed in FY16; or 13.30% over this five year period.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 2,263,276	\$ 2,453,285	\$ 2,419,821	\$ 2,549,227	\$ 95,942	3.91%
Operating Expenses	378,492	382,835	407,909	382,835	-	0.00%
Total Appropriation	2,641,769	2,836,120	2,827,730	2,932,062	95,942	3.38%
<u>Employee Benefits Allocation:</u>						
Life Insurance	323		334			
Medicare	29,786		28,684			
Health Insurance	146,139		148,642			
County Retirement	220,663		430,361			
Total Employee Benefits (1)	396,910		608,021			
Total Expenditures Including Benefits	\$ 3,038,679		\$ 3,435,751			
Full-time Equivalent Employees	37.75	38.10		38.10	0.00	
<u>Source of Funding</u>						
Taxes	\$ -	\$ 64,749	\$ -	\$ -	\$ (64,749)	-100.00%
Intergovernmental	304,896	304,896	304,896	313,805	8,909	2.92%
Fines, Forfeitures, Penalties	1,054,309	822,500	954,550	900,000	77,500	9.42%
Fees, Licenses, Permits	250,786	262,060	250,222	262,060	-	0.00%
Charges for Services	951	1,000	850	1,000	-	0.00%
Interest and Other	1,776,134	997,150	1,639,483	1,228,147	230,997	23.17%
Enterprise Funds	321,840	383,765	383,765	293,262	(90,503)	-23.58%
Total Sources	\$ 3,708,916	\$ 2,836,120	\$ 3,533,766	\$ 2,998,274	\$ 162,154	5.72%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes on

Summary of Significant Budget Changes

The proposed FY16 budget is increasing \$95,942 or 3.38%. This covers all contractual obligations. There are no proposed changes to staffing levels. Operating expenses are to remain unchanged.

Return on cash deposits is expected to contribute the largest source of funding increasing nearly \$231,000. Enterprise fund support is decreasing \$90,503 and tax support is decreasing \$64,749.

Fiscal Year 2016 Program Financial Data

Finance Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 623,294	\$ 668,494	\$ 678,856	\$ 679,464	\$ 10,970	1.64%
Operating Expenses	94,469	86,250	108,808	86,250	-	0.00%
Total Appropriation	717,763	754,744	787,664	765,714	10,970	1.45%

Employee Benefits Allocation:

Life Insurance	83		85	
Medicare	8,241		8,411	
Health Insurance	28,537		29,080	
County Retirement	113,639		89,577	
Total Employee Benefits (1)	150,500		127,153	

Total Expenditures Including Benefits	\$ 868,263		\$ 914,816	
--	-------------------	--	-------------------	--

Full-time Equivalent Employees	7.25	8.25	8.25	0.00
---------------------------------------	-------------	-------------	-------------	-------------

Source of Funding

Taxes	\$ 481,894	\$ 525,465	\$ 558,385	\$ 606,392	\$ 80,927	15.40%
Interest and Other	71,367	3,000	3,000	15,000	12,000	400.00%
Enterprise Funds	164,502	226,279	226,279	144,322	(81,957)	-36.22%
Total Sources	\$ 717,763	\$ 754,744	\$ 787,664	\$ 765,714	\$ 10,970	1.45%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Treasury Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 359,436	\$ 371,152	\$ 364,904	\$ 389,967	\$ 18,815	5.07%
Operating Expenses	67,744	67,800	66,789.22	67,800	-	0.00%
Total Appropriation	427,180	438,952	431,693	457,767	18,815	4.29%

Employee Benefits Allocation:

Life Insurance	36		37	
Medicare	4,737		4,820	
Health Insurance	21,269		21,364	
County Retirement	62,291		75,705	
Total Employee Benefits (1)	88,333		101,926	

Total Expenditures Including Benefits	\$ 515,512		\$ 533,619	
--	-------------------	--	-------------------	--

Full-time Equivalent Employees	6.00	6.00	6.00	0.00
---------------------------------------	-------------	-------------	-------------	-------------

Source of Funding

Fines, Forfeitures, Penalties	133,191	47,500	169,194	47,500	-	0.00%
Fees, Licenses, Permits	2,040	2,000	2,060	2,000	-	0.00%
Interest and Other	1,335,456	718,000	1,297,212	888,147	170,147	23.70%
Enterprise Funds	69,358	76,836	76,836	70,511	(6,325)	-8.23%
Total Sources	\$ 1,540,045	\$ 844,336	\$ 1,545,302	\$ 1,008,158	\$ 163,822	19.40%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Procurement & Risk Management Program

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 204,953	\$ 244,721	\$ 237,575	\$ 248,284	\$ 3,563	1.46%
Operating Expenses	5,981	7,460	6,540	7,460	-	0.00%
Total Appropriation	210,934	252,181	244,115	255,744	3,563	1.41%
Employee Benefits Allocation:						
Life Insurance	12		13			
Medicare	2,951		746			
Health Insurance	11,938		11,598			
County Retirement	44,733		43,284			
Total Employee Benefits (1)	59,634		55,641			
Total Expenditures Including Benefits	\$ 270,568		\$ 299,756			
Full-time Equivalent Employees	3.00	3.35		3.35	0.00	
Source of Funding						
Taxes	\$ 34,595	\$ 79,643	\$ 70,407	\$ 78,568	\$ (1,075)	-1.35%
Interest and Other	121,878	121,150	122,320	130,000	8,850	7.30%
Enterprise Funds	54,461	51,388	51,388	47,176	(4,212)	-8.20%
Total Sources	\$ 210,934	\$ 252,181	\$ 244,115	\$ 255,744	\$ 3,563	1.41%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Assessing Program

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 562,091	\$ 592,303	\$ 595,006	\$ 620,943	\$ 28,640	4.84%
Operating Expenses	59,662	71,000	66,675	71,000	-	0.00%
Total Appropriation	621,754	663,303	661,681	691,943	28,640	4.32%
Employee Benefits Allocation:						
Life Insurance	117		122			
Medicare	7,390		7,702			
Health Insurance	40,917		41,952			
County Retirement	110,012		119,727			
Total Employee Benefits (1)	158,436		169,503			
Total Expenditures Including Benefits	\$ 780,190		\$ 831,184			
Full-time Equivalent Employees	11.00	11.00		11.00	0.00	
Source of Funding						
Taxes	\$ 307,364	\$ 350,407	\$ 348,785	\$ 370,138	\$ 19,731	5.63%
Intergovernmental	304,896	304,896	304,896	313,805	8,909	2.92%
Charges for Services	644	-	-	-	-	0.00%
Interest and Other	850	-	-	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
Total Sources	\$ 621,754	\$ 663,303	\$ 661,681	\$ 691,943	\$ 28,640	4.32%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Town Collector Program

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 219,963	\$ 232,909	\$ 227,499	\$ 246,619	\$ 13,710	5.89%
Operating Expenses	93,197	98,250	99,748	98,250	-	0.00%
Total Appropriation	313,160	331,159	327,247	344,869	13,710	4.14%
Employee Benefits Allocation:						
Life Insurance	36		38			
Medicare	2,921		3,042			
Health Insurance	15,416		15,993			
County Retirement	-		45,822			
Total Employee Benefits (1)	18,373		64,895			
Total Expenditures Including Benefits	\$ 331,533		\$ 392,142			
Full-time Equivalent Employees	5.00	4.00		4.00	0.00	
Source of Funding						
Fines, Forfeitures, Penalties	921,118	775,000	785,356	852,500	77,500	10.00%
Fees, Licenses, Permits	75,184	100,500	82,294	90,500	(10,000)	-9.95%
Interest and Other	199,556	150,000	201,921	190,000	40,000	26.67%
Enterprise Funds	25,519	21,262	21,262	23,253	1,991	9.36%
Total Sources	\$ 1,221,377	\$ 1,046,762	\$ 1,090,833	\$ 1,156,253	\$ 109,491	10.46%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Town Clerk Program

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 293,539	\$ 343,706	\$ 315,980	\$ 363,950	\$ 20,244	5.89%
Operating Expenses	57,439	52,075	59,349	52,075	-	0.00%
Total Appropriation	350,978	395,781	375,329	416,025	20,244	5.12%
Employee Benefits Allocation:						
Life Insurance	39		40			
Medicare	3,545		3,963			
Health Insurance	28,063		28,655			
County Retirement	44,132		56,246			
Total Employee Benefits (1)	75,778		88,904			
Total Expenditures Including Benefits	\$ 426,756		\$ 464,233			
Full-time Equivalent Employees	5.50	5.50		5.50	0.00	
Source of Funding						
Taxes	\$ 130,082	\$ 230,221	\$ 193,581	\$ 240,465	\$ 10,244	4.45%
Fees, Licenses, Permits	173,562	159,560	165,868	169,560	10,000	6.27%
Charges for Services	307	1,000	850	1,000	-	0.00%
Interest and Other	47,027	5,000	15,030	5,000	-	0.00%
Total Sources	\$ 350,978	\$ 395,781	\$ 375,329	\$ 416,025	\$ 20,244	5.12%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Performance Measures

Finance Operation

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.

	FY 2012	FY 2013	FY 2014	FY 2015
Central financial operating costs as a percentage of the overall general fund budget	2.00%	1.77%	1.98%	1.99%

Assessing Operation

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 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected
Total Properties Assessed	29,000	28,953	28,888	28,850
Number of Abatements Filed	335	348	186	250
% of Properties Filing Abatements	0.0116%	0.012%	0.0064%	0.008%
Number of Abatements Granted	169	154	56	100
Average Abatement Dollar per Appeal Filed	\$944.56	\$1,051.39	\$1,397.45	\$1,200.00
Total Tax Dollar Value for Appeals Granted	\$159,631	\$154,476	\$78,257	\$120,000
Percentage of FY Tax Levy for Appeals Granted	0.0016%	0.0016%	0.00077%	0.0011%

Town Collector Operation

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 2011 Levy	FY 2012 Levy	FY 2013 Levy	FY 2014 Levy
Percentage of the net property tax levy collected in the fiscal year levied	96.24%	97.77%	97.88%	97.99%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.39%	99.25%	98.97%	97.99%

Workload Indicators

	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected
Accounting				
Vendor Payments Processed	36,854	36,192	36,435	37,000
G/L Accounts Maintained	18,957	19,344	19,898	20,135
G/L Transactions Processed	260,925	258,787	271,117	270,000
Treasury				
Vendor Checks Processed	25,074	22,971	23,510	24,000
Payroll Checks Processed	56,393	59,568	57,869	58,000
Assessing				
Appellate Tax Board Appeals Settled	19	41	71	11
Exemptions Processed	2241	771	732	750
RE/PP Abatements Processed	307	348	186	250
MVE Abatements Processed	1799	2318	2190	2400
Building Permits Inspected	1821	572	1824	1900
Re-listing Inspections	2381	2515	2641	2800
Property Transfers (Deeds) Processed	2473	2650	2635	2800
Procurement & Risk Management				
RFP's Issued	22	26	20	23
Sealed Bids Issued	29	42	44	50
Contracts Processed	21	46	75	90
Quotes Conducted or Reviewed	145	164	160	160
Requisitions Reviewed for Compliance	675	750	586	650
Avoided Bids	25	22	26	30
Collaborative Contracts (State & County)	24	26	24	25
Surplus Property Designations	15	21	25	25
Town Clerk				
Births Recorded	906	946	778	800
Marriages Recorded	443	481	361	350
Deaths Recorded	973	767	829	800
Dogs Licensed	2,610	2,698	2,750	2,800
New Voters Registered	1,900	2,875	1,436	1,400
Business Licenses Issued	258	364	360	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."

Legal Division

Staff
Advise,
Training &
Counseling

Board
Advise,
Training &
Counseling

Litigation

Description of Services Provided

It is the goal of the Legal Division to prevent and/or minimize legal problems for the Town. The Legal 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.

*Providing Accessible and Readily Available In-House
Legal Services.*

RECENT ACCOMPLISHMENTS

1. Completed negotiations with the state Division of Fish and Wildlife for the layout of the Cape Cod Rail Trail Bicycle and Pedestrian recreational path.
2. Helped resolve a myriad of legal issues, the resolution of which facilitated the completion of the solar arrays at the Barnstable Transfer Station, the Airport, the Senior Center, Barnstable High School and West Villages Elementary.
3. Successfully defended the Department of Public Works in a bid protest by a low bidder with some unfortunate past performance issues.
4. Continued to work closely with both the Attorney General's Office and the Regulatory Services Department on issues relating to problem properties. Thirty-seven identified foreclosed bank-owned properties have been sold and returned to productive use, thereby significantly improving the quality of life in the affected neighborhoods.
5. Successfully defended the Board of Assessors in a lawsuit which challenged the applicability of Proposition 2 ½ to fire districts.
6. Successfully defended the Zoning Board of Appeals in two separate court appeals involving the upholding of the determinations made by the building commissioner

As part of its in-house counsel services, the Legal Division 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.

Fiscal Year 2016 Goals and Objectives

Short Term:

1. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. (SP: Quality of Life, Economic Development, Regulatory Process and Performance, Environment, Natural Resources, Public Safety and Housing)
2. Continue to devote attention to decreasing defensive litigation by education and training. (SP: Finance, Economic Development, Regulatory Process and Performance Communications)
3. Continue to assist the Community Preservation Committee in reviewing the eligibility of projects for funding and in reviewing restrictions and other legal documents. (SP:

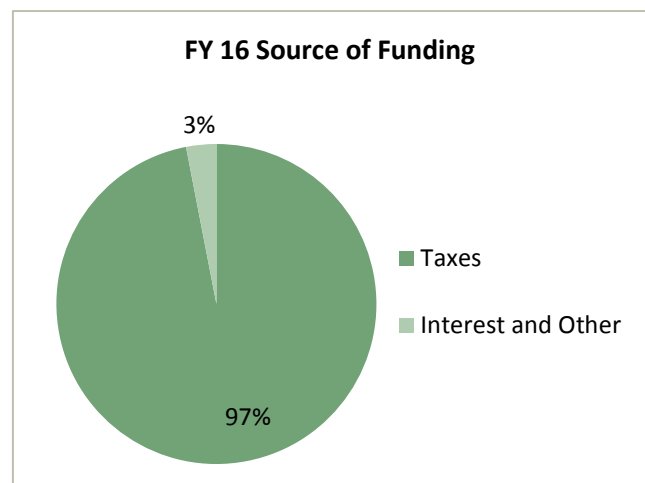
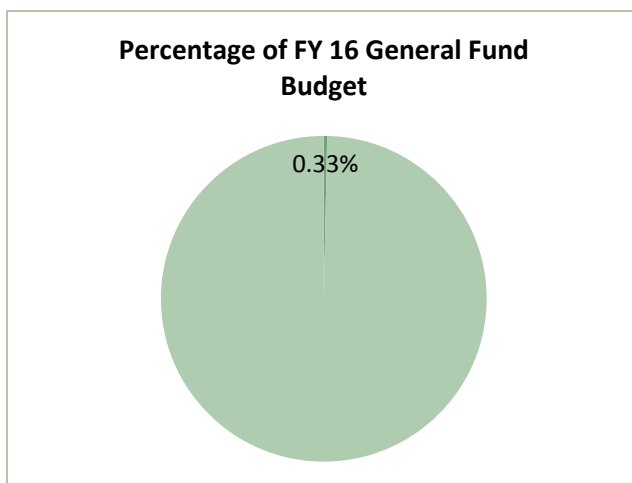
Quality of Life, Finance, Environment, Natural Resources and Housing)

4. Continue to work with the Growth Management Department on legal issues relating to growth and the quality of life including downtown revitalization, coastal access and economic development. (SP: Economic Development, Environment and Natural Resources, Housing and Quality of Life)
5. Continue to provide advice and assistance on the implementation of legislation designed to promote energy efficiency to effectuate cost savings. (SP: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources)

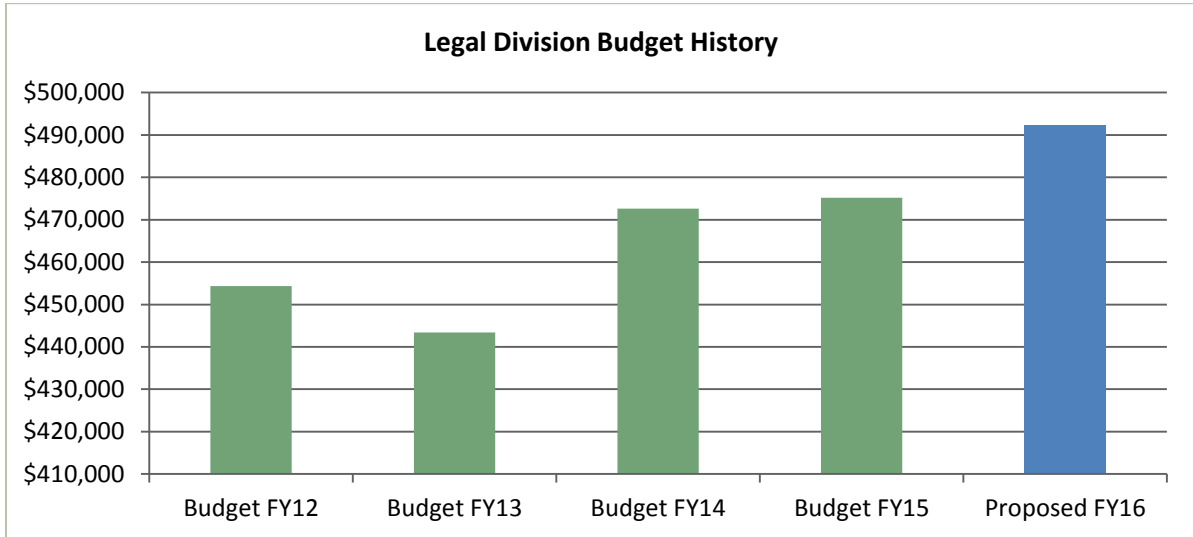
Long Term:

1. Continue efforts to work legislatively to establish a housing court serving the Cape. (SP: Public Health and Safety, Economic Development, Environment and Natural Resources, and Quality of Life)
2. Coordinate with Town entities and the Attorney General’s Office to continue to address issues related to abandoned, foreclosed and problem properties. (SP: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources and Quality of Life)
3. Work with Town Council on requested charter changes. (SP: Quality of Life)
4. 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. (SP: Public Health and Safety, Infrastructure, Economic Development, Education, Housing, Environment and Natural Resources)
5. Work with the town and regional entities to develop a comprehensive approach to clean water management. (SP: Finance, Public Health and Safety, Infrastructure, Economic Development, Environment and Natural Resources)

Fiscal Year 2016 Division Financial Data



The Legal Division comprises 0.33% of the overall General Fund budget. Taxes support 97% of this operation with the other 3% coming from the Community Preservation Fund for which the operation provides support in reviewing applications for funding and associated legal assistance.



The Legal Division’s budget has increased from \$454,341 in FY12 to \$492,355 in FY16 or 8.37% over the five year period. The larger increase in the FY14 budget was due to a change in accounting for one position in the division. There have been no changes to staffing levels over this time period.

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 429,571	\$ 435,477	\$ 430,214	\$ 452,656	\$ 17,179	3.94%
Operating Expenses	37,498	39,700	38,567	39,700	-	0.00%
Total Appropriation	467,068	475,177	468,781	492,356	17,179	3.62%
Employee Benefits Allocation:						
Life Insurance	28		29			
Medicare	5,111		5,677			
Health Insurance	19,879		14,119			
County Retirement	78,967		71,777			
Total Employee Benefits (1)	103,985		91,602			
Total Expenditures Including Benefits	\$ 571,053		\$ 560,383			
Full-time Equivalent Employees	4.75	4.75		4.75	0.00	
Source of Funding						
Taxes	\$ 447,057	\$ 455,177	\$ 468,781	\$ 477,356	\$ 22,179	4.87%
Charges for Services	20,000	20,000	-	-	(20,000)	-100.00%
Interest and Other	11	-	-	15,000	15,000	0.00%
Total Sources	\$ 467,068	\$ 475,177	\$ 468,781	\$ 492,356	\$ 17,179	3.62%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The proposed FY16 budget for the division is increasing \$17,179 or 3.62%. There are no changes to staffing levels and operating expenses are level funded at \$39,700.

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.



Description of Services Provided

Staffing, Benefits, and Compensation Program

Purpose 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 Division include:

Creating a Competent and Diverse Workforce

RECENT ACCOMPLISHMENTS

1. Assisted in the hiring of several high-level positions including the Assistant Airport Manager, Comptroller, and an Elementary School Principal.
2. Assisted the Town Council Town Manager Review Subcommittee with the redesign of the Town Manager Performance Evaluation Process.
3. Partnered with the School Department to successfully implement new fingerprinting background requirement.
4. Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.



Human Resources
Director Bill Cole
presenting the
“Years of Service Awards”

- 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.

Employee/Labor Relation Program

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 have 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 coordinate 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 have 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.

Fiscal Year 2016 Goals and Objectives

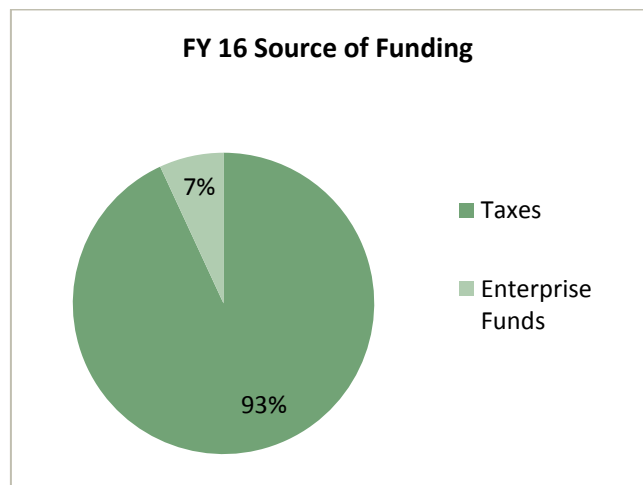
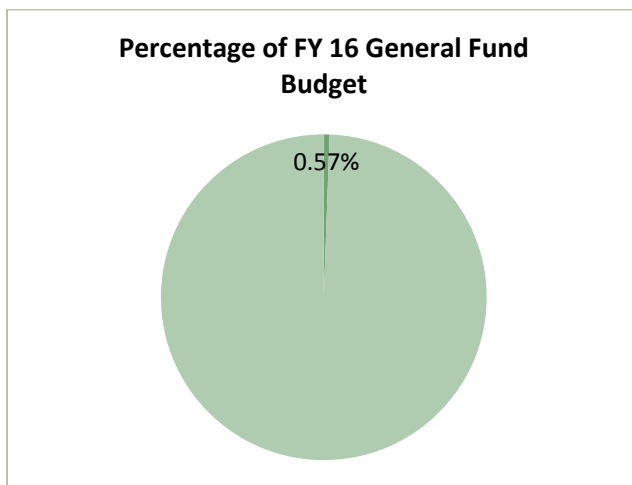
Short-Term:

1. Implement a uniform employee orientation program for new Municipal/School employees.
2. Successfully negotiate all municipal collective bargaining agreements.
3. Partner with Town Manager’s office to host MMA/Suffolk Government Leadership Certificate Program.

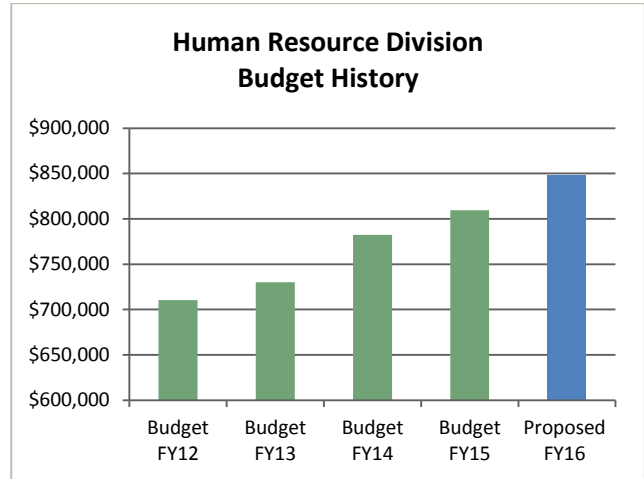
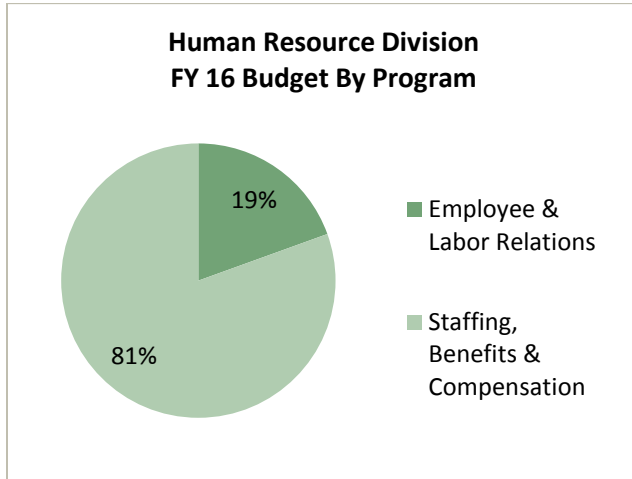
Long Term:

1. Implement a new classification system for municipal positions.
2. Work with Departments to develop a succession plan to identify and train the next generation of managers.

Fiscal Year 2016 Division Financial Data



The Human Resources Division comprises 0.57% of the overall general fund budget. Most of the funding for this operation is derived from tax support (93%) with the remaining 7% coming from support provided to the town’s enterprise funds.



The largest program area in this division is the Staffing, Benefits and Compensation Program comprising 81% of the budget. The budget for this division has increased from \$710,245 in FY12 to \$847,957 in FY16, or 19.39% over the five year period.

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 637,434	\$ 647,217	\$ 639,062	\$ 670,757	\$23,540	3.64%
Operating Expenses	138,441	162,200	162,880	177,200	15,000	9.25%
Total Appropriation	775,875	809,417	801,942	847,957	38,540	4.76%

Employee Benefits Allocation:

Life Insurance	39	41
Medicare	8,650	9,095
Health Insurance	49,328	49,832
County Retirement	104,515	113,666
Total Employee Benefits (1)	162,532	172,634

Total Expenditures Including Benefits **\$ 938,407** **\$ 974,576**

Full-time Equivalent Employees **8.00** **8.00** **8.00** **0.00**

Source of Funding

Taxes	\$ 709,873	\$ 753,192	\$ 745,717	\$ 789,393	\$36,201	4.81%
Enterprise Funds	66,002	56,225	56,225	58,564	2,339	4.16%
Total Sources	\$ 775,875	\$ 809,417	\$ 801,942	\$ 847,957	\$38,540	4.76%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The proposed FY16 budget is increasing \$38,540 or 4.76%. Personnel costs are increasing \$23,540. This includes all contractual obligations and there are no changes to the staffing levels. Operating expenses are expected to increase \$15,000 to support a safety assessment and training.

Funding for this operation is comprised of tax and enterprise fund support.

Fiscal Year 2016 Program Financial Data

Employee & Labor Relations Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 139,288	\$ 173,370	\$ 151,000	\$ 150,218	\$ (23,152)	-13.35%
Operating Expenses	9,403	15,000	13,250	15,000	-	0.00%
Total Appropriation	148,691	188,370	164,250	165,218	(23,152)	-12.29%
Employee Benefits Allocation:						
Life Insurance	9		10			
Medicare	1,740		1,796			
Health Insurance	11,802		12,032			
Total Employee Benefits (1)	13,551		13,838			
Total Expenditures Including Benefits	\$ 162,242		\$ 178,088			
Full-time Equivalent Employees	2.35	2.35		2.35	0.00	
Source of Funding						
Taxes	\$ 148,691	\$ 188,370	\$ 164,250	\$ 165,218	\$ (23,152)	-12.29%
Total Sources	\$ 148,691	\$ 188,370	\$ 164,250	\$ 165,218	\$ (23,152)	-12.29%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Staffing, Benefits & Compensation Program

Expenditure Category	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 498,146	\$ 473,847	\$ 488,062	\$ 520,539	\$ 46,692	9.85%
Operating Expenses	129,038	147,200	149,630	162,200	15,000	10.19%
Total Appropriation	627,184	621,047	637,692	682,739	61,692	9.93%
Employee Benefits Allocation:						
Life Insurance	30		31			
Medicare	6,910		7,299			
Health Insurance	37,526		37,800			
County Retirement	104,515		113,666			
Total Employee Benefits (1)	148,981		158,796			
Total Expenditures Including Benefits	\$ 776,165		\$ 796,488			
Full-time Equivalent Employees	5.65	5.65		5.65	0.00	
Source of Funding						
Taxes	\$ 561,182	\$ 564,822	\$ 581,467	\$ 624,175	\$ 59,353	10.51%
Enterprise Funds	66,002	56,225	56,225	58,564	2,339	4.16%
Total Sources	\$ 627,184	\$ 621,047	\$ 637,692	\$ 682,739	\$ 61,692	9.93%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

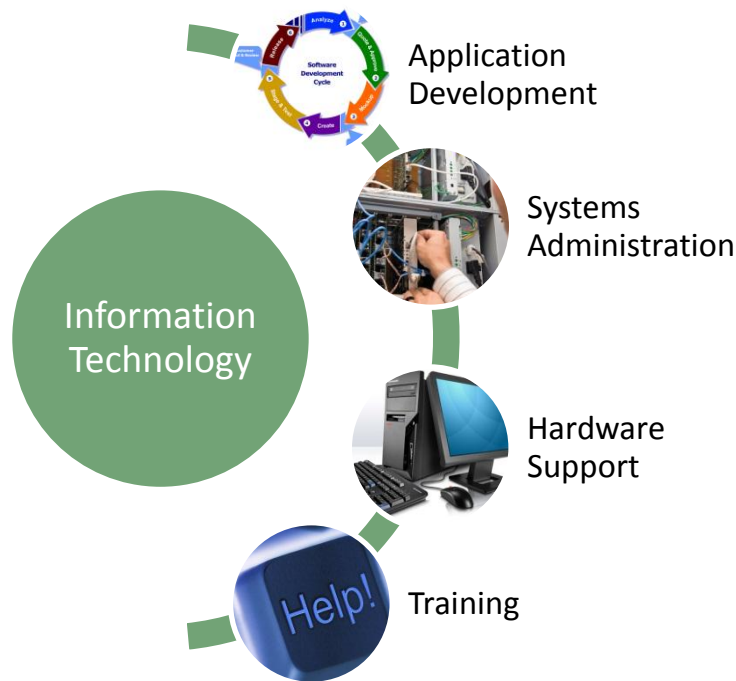
Performance Measures/Workload Indicators

Workload Indicator	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Estimated	FY 2016 Projected
Personnel Forms Processed	1,625	976	1,102	1,190	1,100
Employment Applications Processed	1,825	1,136	1,520	1,170	1,225
Permanent Position Vacancies	225	90	149	88	100
Avg. # of Applications per vacancy	8	12.6	10.2	13	12

Information Technology Division

Mission Statement

The mission of the Information Technology Division 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.



Description of Services Provided

Application Production and Development Program

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, ViewPoint), Visions, RRC (Assessment), RecTrac (Recreation and Senior Services) 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

Developing and Maintaining the Organization’s Technology Infrastructure

RECENT ACCOMPLISHMENTS

1. Completed the transition to an all-digital, GIS based annual update process of the Assessor's parcel maps.
2. Created an interactive web mapping application and implemented iPads at the Water Pollution Control Division to more easily access the sewer system map and associated data both in the office and the field.
3. Worked with the Cape Cod Commission and other Towns to develop specifications for upcoming regional aerial flyover / mapping project.
4. Reviewed multiple vendors for the selection of E-Permitting software with ViewPoint being determined to be the most advantageous for the Town.
5. Begin the conversion and deployment of ViewPoint software.
6. Analyzed the Verizon accounts and made plan changes saving the Town approximately \$500 a month.
7. Upgrade Munis to version 10, TMA, Structures and Grounds work order system.
8. Implemented offsite Disaster Recovery server.
9. Installed additional security cameras covering various Town assets using BFON for connectivity.

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 etc.)
- Motor Vehicle Excise Billing support (data imports/exports, testing etc.)
- Boat Excise support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Tax Title support
- Accounts Payables and Payroll support
- Miscellaneous mailings
- Creation of reports and spreadsheets
- Web site development/growth

In Geographic Information Systems (GIS), 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/updates/verification/reformatting
- Map production

Systems Administration Program

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 and server infrastructure to ensure a reliable and secure environment. Samplings of functions are included below:

- Monitor network traffic for performance related issues
- 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
- Virtualize new servers when older servers are outgrown
- Monitor and maintain Wide Area Networking Environment (65 miles of fiber optic cable, 54 buildings)
- Database administration
- Operating systems administration (2 Linux, 36 Windows Servers)
- Maintain users on all the systems
- Maintain Data Integrity (Backups, off-site vault storage etc.)
- Software license & maintenance contract management
- Maintain Channel 18 (CH18) broadcasting and video equipment
- Security Cameras
- Blackberry & Smartphone Administration

Hardware Program

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.

Training Program

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 GIS users is also grouped into this program. As the GIS expands into different departments, the number of users that require training and support is increasing. Some of the GIS software can be very complex and requires a significant amount of training for users to become proficient. The GIS 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

Administration Program

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, and procedures
- Project management
- Software license and maintenance contract management
- GIS project management
- Policies and Procedures
- Video and CH18 technical hardware
- System Administration
- Network Connectivity

Fiscal Year 2016 Goals and Objectives

While it is sometimes 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.

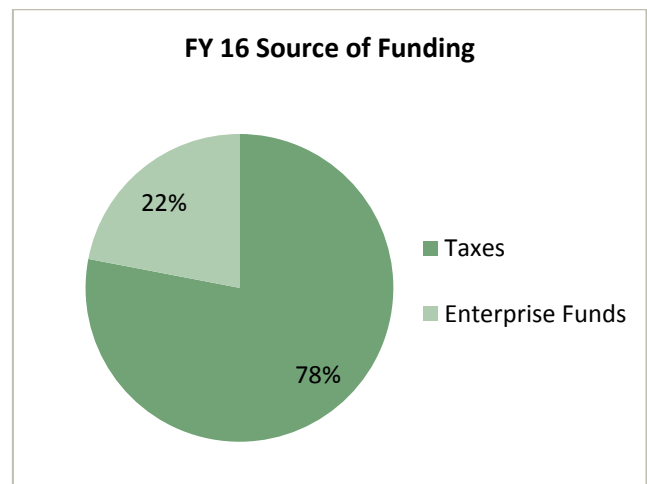
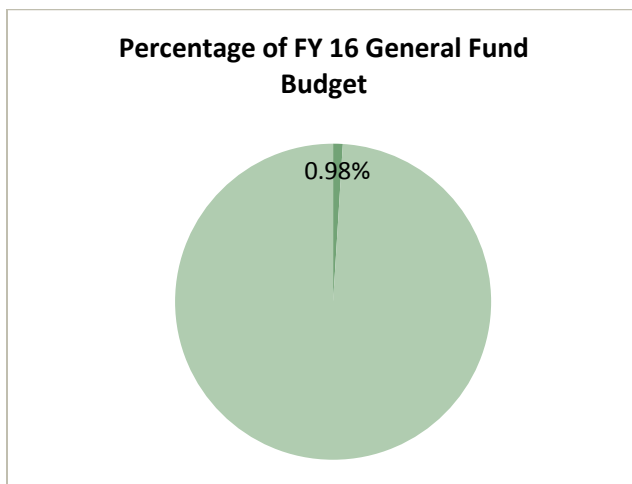
Short Term:

1. Continued growth on the web site. (SP: Regulatory Access and Accountability, Communications)
2. Continued integration between CH18 and the web site. (SP: Regulatory Access and Accountability, Communications)
3. Continue to expand CH18 programming and video production. (SP: 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. (SP: Infrastructure, Communications)
5. Broadcast/Record virtually all the Boards and Commissions from Town Hall Hearing Room or Selectman's Conference Room for improved quality. (SP: Regulatory Access and Accountability, Communications)
6. Review various mobile computing devices (tablets) to determine a standard device which can be utilized for E-Permitting in the field, boards and committee's meetings and in the field data collection for various departments. (SP: Communications)
7. Analyze Town buildings internal network wiring and determine if upgrades are needed if the Town is to pursue a VOIP (Voice over internet protocol) strategy in FY17. (SP: Infrastructure, Communications)

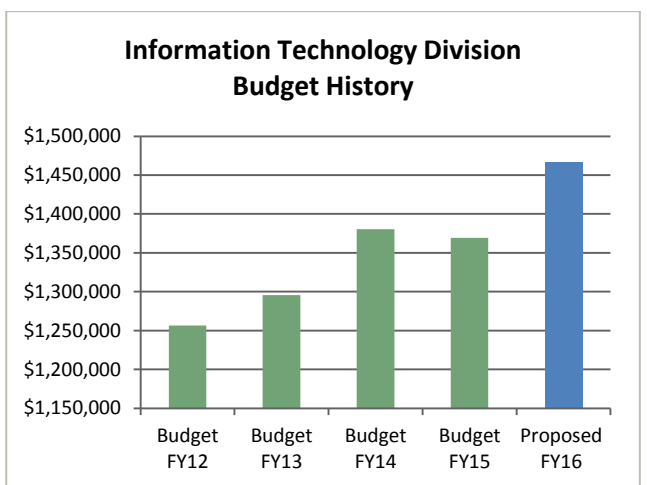
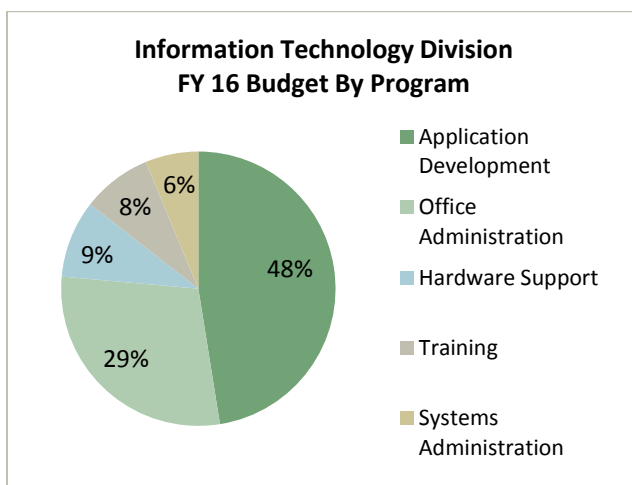
Long Term:

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 utilizing the new BFON (Barnstable Fiber Optic Network) including VIOP (Voice over Internet Protocol) or other alternatives to the current phone system with the goal of saving the Town significant money.
3. Develop a Disaster Recovery Plan (DRP) that will enable the Town to be back functional with critical systems in a reasonable time should a disaster happen and the data center in Town Hall is destroyed.
4. Manage the Aerial Flyover and Mapping Update project during FY2015/16 - QA/QC all deliverable data and integrate the new data back into the Town's GIS
5. Continue website growth to meet the expanding needs of the Town's Departments.

Fiscal Year 2016 Division Financial Data



The Information Technology Division comprises 0.98% of the overall General Fund budget. Most of the funding for this operation is derived from tax support 78% with the remaining 22% coming from support provided to the town's enterprise funds.



Application Development is the largest program area in this budget at 48% followed by Office Administration at 29%. Capital outlays for hardware and software replacements are included in the Office Administration program area. This budget has increased from \$1.256 million in FY12 to \$1.467 million in FY16 or 16.74%. The spike in the FY14 budget represents the transfer of all cell phone budgets to this division as this service is now consolidated and managed by this operation. The reduction in FY14 was the result of one full-time position being eliminated.

<u>Expenditure Category</u>	<u>Actual FY 2014</u>	<u>Approved FY 2015</u>	<u>Projected FY 2015</u>	<u>Proposed FY 2016</u>	<u>Change FY15 - 16</u>	<u>Percent Change</u>
Personnel	\$ 752,127	\$ 769,444	\$ 761,505	\$ 801,001	\$31,557	4.10%
Operating Expenses	502,072	495,021	523,287	561,021	66,000	13.33%
Capital Outlay	115,502	105,000	108,258	105,000	-	0.00%
Total Appropriation	1,369,701	1,369,465	1,393,050	1,467,022	97,557	7.12%
Employee Benefits Allocation:						
Life Insurance	83		91			
Medicare	7,894		8,185			
Health Insurance	49,164		50,053			
County Retirement	179,103		180,229			
Total Employee Benefits (1)	236,244		238,558			
Total Expenditures Including Benefits	\$ 1,605,945		\$ 1,631,608			
Full-time Equivalent Employees	11.00	10.00		10.00	0.00	
Source of Funding						
Taxes	\$ 1,134,996	\$ 1,128,732	\$ 1,152,317	\$ 1,144,431	\$15,699	1.39%
Enterprise Funds	234,705	240,733	240,733	322,591	81,858	34.00%
Total Sources	\$ 1,369,701	\$ 1,369,465	\$ 1,393,050	\$ 1,467,022	\$97,557	7.12%

(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

Summary of Significant Budget Changes

The proposed FY16 budget for this division is increasing by \$97,557. Personnel cost will increase \$31,557 due to contractual obligations. Operating expenses are increasing \$66,000 for software support and licensing fees. Operating capital is level funded at \$105,000.

Funding for this operation is comprised of tax and enterprise fund support. Enterprise fund support is increasing \$81,858 reducing the increase in tax support to \$15,699 in order to fund the FY16 budget increase.

Fiscal Year 2016 Program Financial Data

Application Development

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 314,966	\$ 320,858	\$ 317,170	\$ 333,348	\$ 12,490	3.89%
Operating Expenses	316,555	306,193	317,273	363,179	56,986	18.61%
Total Appropriation	631,521	627,051	634,443	696,527	69,476	11.08%
Full-time Equivalent Employees	4.35	3.85		3.85	0.00	
<u>Source of Funding</u>						
Taxes	\$ 396,816	\$ 386,318	\$ 393,710	\$ 423,885	\$ 37,567	9.72%
Enterprise Funds	234,705	240,733	240,733	272,642	31,909	13.25%
Total Sources	\$ 631,521	\$ 627,051	\$ 634,443	\$ 696,527	\$ 69,476	11.08%

Systems Administration

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 74,910	\$ 76,073	\$ 76,545	\$ 79,072	\$ 2,999	3.94%
Operating Expenses	1,332	12,635	3,200	12,635	-	0.00%
Total Appropriation	76,242	88,708	79,745	91,707	2,999	3.38%
Full-time Equivalent Employees	0.95	0.95		0.95	0.00	
<u>Source of Funding</u>						
Taxes	\$ 76,242	\$ 88,708	\$ 79,745	\$ 91,707	\$ 2,999	3.38%
Total Sources	\$ 76,242	\$ 88,708	\$ 79,745	\$ 91,707	\$ 2,999	3.38%

Hardware Support

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 73,269	\$ 68,068	\$ 68,848	\$ 70,795	\$ 2,727	4.01%
Operating Expenses	76,318	51,718	77,521	63,332	11,614	22.46%
Total Appropriation	149,587	119,786	146,369	134,127	14,341	11.97%
Full-time Equivalent Employees	1.45	0.95		0.95	0.00	
<u>Source of Funding</u>						
Taxes	\$ 149,587	\$ 119,786	\$ 146,369	\$ 134,127	\$ 14,341	11.97%
Total Sources	\$ 149,587	\$ 119,786	\$ 146,369	\$ 134,127	\$ 14,341	11.97%

Training

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 106,522	\$ 114,582	\$ 112,004	\$ 120,280	\$ 5,698	4.97%
Total Appropriation	106,522	114,582	112,004	120,280	5,698	4.97%
Full-time Equivalent Employees	1.70	1.70		1.70	0.00	
<u>Source of Funding</u>						
Taxes	\$ 106,522	\$ 114,582	\$ 112,004	\$ 120,280	\$ 5,698	4.97%
Total Sources	\$ 106,522	\$ 114,582	\$ 112,004	\$ 120,280	\$ 5,698	4.97%

Office Administration

<u>Expenditure Category</u>	Actual FY 2014	Approved FY 2015	Projected FY 2015	Proposed FY 2016	Change FY15 - 16	Percent Change
Personnel	\$ 182,461	\$ 189,863	\$ 186,939	\$ 197,506	\$ 7,643	4.03%
Operating Expenses	107,867	124,475	125,293	121,875	(2,600)	-2.09%
Capital Outlay	115,502	105,000	108,258	105,000	-	0.00%
Total Appropriation	405,830	419,338	420,490	424,381	5,043	1.20%
Full-time Equivalent Employees	2.55	2.55		2.55	0.00	
<u>Source of Funding</u>						
Taxes	\$ 405,830	\$ 419,338	\$ 420,490	\$ 424,381	\$ 5,043	1.20%
Total Sources	\$ 405,830	\$ 419,338	\$ 420,490	\$ 424,381	\$ 5,043	1.20%

Performance Measures

Information Technology is measuring the yearly percentage that critical applications/services are available.

<u>Performance Measure</u>	FY 2012 Actuals	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Target
Percent of availability of database environments*	N/A	99.9	99.9	99.5
Availability of critical core applications*	N/A	99.9	99.9	99.5
Availability of Town’s website including property data and maps*	N/A	99.9	99.9	99.5

*Does not include scheduled down times.

Workload Indicators

Workload Indicators - Fiscal Year	FY 2014 Actuals	FY 2015 Estimated	FY 2016 Projected
New PC's installed	64	60	60
Help Desk work orders completed	1,632	1,700	1,700
CH18 Meetings/Shows produced/Recorded	939	940	970
Completed requests for Maps and geographic analysis	1,511	1,500	1,500
Web requests for website changes or additions	2800	2900	3000
Website visits	275,000	350,000	375,000

THIS PAGE INTENTIONALLY LEFT BLANK