

# ADMINISTRATIVE SERVICES DEPARTMENT



## Finance

- Includes Elected Town Clerk
- Includes Elected Town Collector



## Legal



## Human Resources

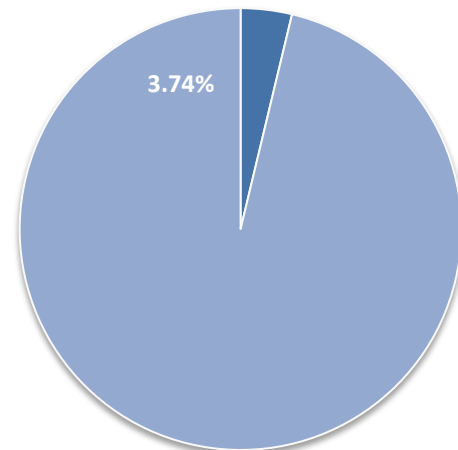


## Information Technology

### 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.

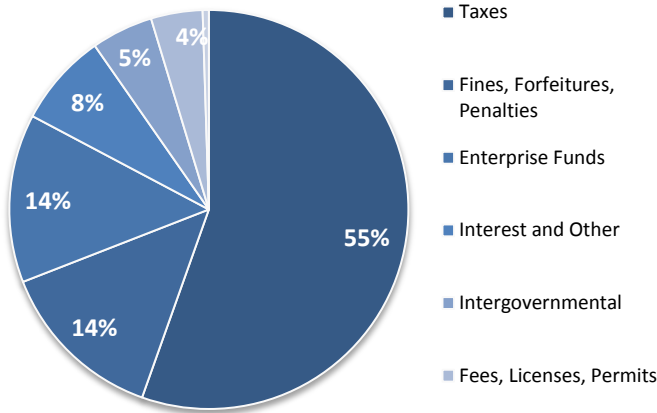
Percentage of FY18 General Fund Budget



The Administrative Services Department budget represents 3.74% of the overall General Fund budget.

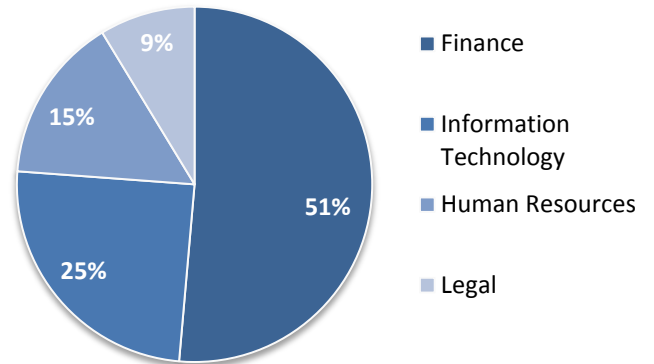
Administrative Services Department Financial Summary

FY18 Source of Funding



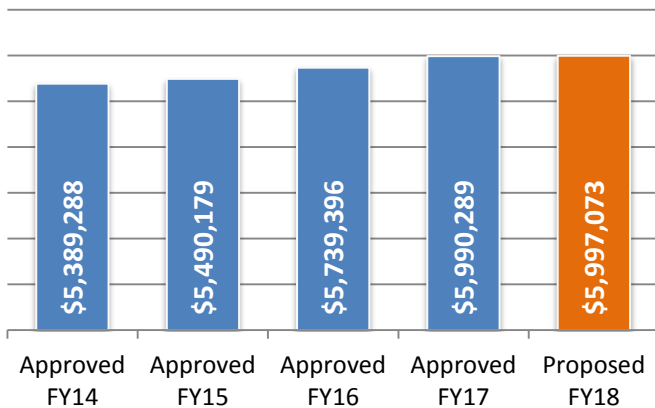
Taxes provide 55% of the funding for this department. The next largest funding sources are penalties and interest on the late payment of taxes and enterprise fund representing 14% each. Investment earnings provide 8% of the division’s funding sources.

Administrative Services Department FY18 Budget By Division



The Finance Division is the largest division in this department representing 51% of the department’s FY18 proposed budget.

Administrative Services Department Budget History



The department’s budget has increased from \$5.389 million in FY14 to \$5.997 million in FY18 over the last five years or 11.28%.

Administrative Services Dept.	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 1,702,651	\$ 3,168,730	\$ 2,185,134	\$ 3,324,437	\$ 155,707	4.91%
Intergovernmental	287,096	287,096	298,230	300,156	13,060	4.55%
Fines, Forfeitures, Penalties	912,202	850,000	1,177,907	819,000	(31,000)	-3.65%
Fees, Licenses, Permits	271,605	262,060	287,708	250,500	(11,560)	-4.41%
Charges for Services	1,310	1,000	300	-	(1,000)	-100.00%
Interest and Other	1,707,108	663,500	827,054	454,000	(209,500)	-31.57%
Special Revenue Funds	30,000	30,000	30,000	30,000	-	0.00%
Enterprise Funds	674,417	727,903	727,903	818,980	91,077	12.51%
<b>Total Sources</b>	<b>\$ 5,586,389</b>	<b>\$ 5,990,289</b>	<b>\$ 5,534,236</b>	<b>\$ 5,997,073</b>	<b>\$ 6,784</b>	<b>0.11%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 4,369,751	\$ 4,611,433	\$ 4,518,788	\$ 4,606,460	\$ (4,973)	-0.11%
Operating Expenses	1,080,333	1,239,856	1,015,448	1,285,613	45,757	3.69%
Capital Outlay	136,306	139,000	-	105,000	(34,000)	-24.46%
<b>Total Appropriation</b>	<b>\$ 5,586,389</b>	<b>\$ 5,990,289</b>	<b>\$ 5,534,236</b>	<b>\$ 5,997,073</b>	<b>\$ 6,784</b>	<b>0.11%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 468
Medicare	57,051
Health Insurance	264,379
County Retirement	848,402
<b>Total Employee Benefits (1)</b>	<b>\$ 1,170,298</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 6,756,688</b>

\$ 672
57,864
282,430
878,972
<b>\$ 1,219,938</b>
<b>\$ 6,754,174</b>

<b>Full-time Equivalent Employees</b>	<b>60.60</b>	<b>60.30</b>	<b>59.55</b>	<b>-0.75</b>
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(1) Employee benefits are not included in the department's appropriation and are allocated for informational purposes only.

### Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$6,784 or 0.11% over the FY17 approved budget. Personnel costs are decreasing \$4,973 mainly due to a transfer of one full-time position from Information Technology to the Community Services Department and reduced cost in overtime. Other costs included in personnel are contractual obligations, and \$13,000 for 0.25 FTE's to increase hours for a part-time Public Record Assistant position in the Town Clerk's Office. Operating costs are increasing \$45,757, which will fund the increased cost for software and hardware maintenance/licenses (\$35,198), cell phone services (\$10,559), property valuation services (\$28,000), and public records requests software (\$6,000). These increases are offset by a reduction to the budget in the Information Technology Division for outside consultants. Capital outlay includes \$105,000 for the continuation of software and hardware upgrades throughout the municipal operations managed by the Information Technology Division. Tax support is expected to increase \$155,707 or 4.91% to cover the cost increases as well as the reduction in other funding sources. The largest reduction in other funding sources is for special assessments issued by the Assessing operation. Assessments for the failure to file an updated income and expense report by commercial property owners will not be issued in FY18 as the reports will not be required.

## Additional Funding Recommended

### Town Clerk

#### 1. Public Records Assistance

**\$19,000 Requested**  
**\$19,000 Recommended**

The new Public Records Law requires the Town to assign a Records Access Officer. The Town Clerk is this officer. The law requires all requests for public information to be tracked and responded to within 10 business days. Departments across the Town receive public records requests on a regular basis and a central clearinghouse has been set up under the Town Clerk's office to manage the flow of the requests and responses. This does not include the School Department which handles their own public information requests. This funding will provide the additional staff and software needed to track and manage the requirements under the new law.

### Assessing

#### 2. Valuation Contract Assistance

**\$28,000 Requested**  
**\$28,000 Recommended**

The Assessing Division's primary responsibility is to determine the full and fair cash value of property in the Town of Barnstable, so that the taxpayer pays only their fair share of taxes. This funding request will help the division by outsourcing to Real Estate Research Consultants, Inc. (RRC), which specializes in both personal property and business appraisal and valuation.

### Information Technology

#### 3. Software/Hardware License Support

**\$35,198 Requested**  
**\$35,198 Recommended**

Information Technology (I.T.) provides software and hardware for every department in the Town. The majority of this software/hardware 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. For hardware, it provides timely replacement of critical hardware that has failed or is about to fail. By keeping current on maintenance, the Town will benefit by having up-to-date software and the ability to legally use the software with valid licenses. By keeping hardware under maintenance the Town can be more assured that there would be as little down time as possible from hardware failures.

#### 4. Cell Phone Contract

**\$10,559 Requested**  
**\$10,559 Recommended**

26 new devices have been added to the Town's contract including 22 in Public Works that includes 16 new tablets used by department staff for field related work.

#### 5. Maintain Existing Operating Capital

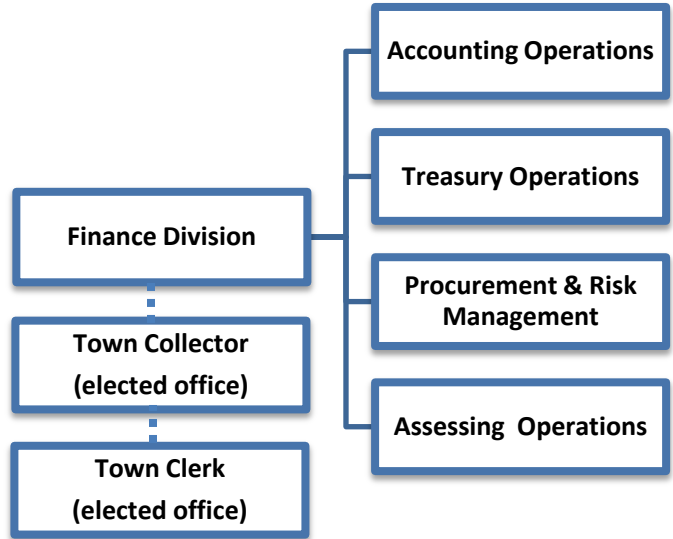
**\$105,000 Requested**  
**\$105,000 Recommended**

Information Technology relies on this funding to keep things moving forward in this ever-changing industry. This is the lifeblood that keeps the Town current with its technology. It has been important to the Town's success for many years. The operating capital in Fiscal 2017 has benefited every department in the area of technology and computing from new PC's and printers to network upgrades to the highly redundant virtual servers and SAN's (Storage Area Network) that run applications and store data. Items this operating capital will cover in Fiscal 2018 include replacement, printers, servers, and plotters, networking equipment, hardware for virtual servers, firewalls, and Storage Area Networks (SAN) and security appliances.

# FINANCE DIVISION

## Mission Statement

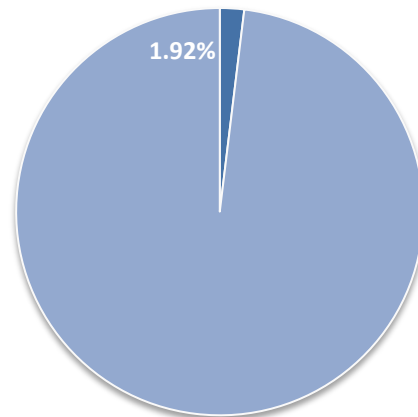
The mission of the Finance Division is to safeguard the financial assets, vital records and elections process of the town using professional financial and administrative practices in order to preserve the Town’s financial integrity, preservation of vital and historical records, and the integrity in elections.



## Recent Accomplishments

- Successfully implemented the Open Budget website expanding the Town’s financial reporting capabilities.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the GFOA.
- Received the distinguished Budget Presentation Award from the GFOA.
- Issued \$10.7 million in new bonds at a rate of 2.74% and received a AAA bond rating.
- Worked with the Asset Management Sub-committee on evaluating town tax possessions identifying opportunities for revenue production.
- Developed an internal control document to satisfy the Committee of Sponsoring Organizations (COSO) requirements.
- Assisted with the changeover in vendors for a new school bussing contract.
- Received an unmodified audit opinion on the June 30, 2016 financial report.

Percentage of FY18 General Fund Budget



The Finance Division represents 1.92% of the overall General Fund budget.

## Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

### Short Term:

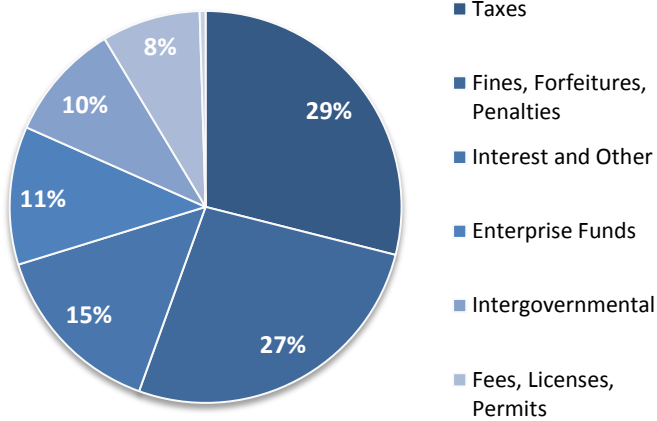
1. Implement a new tracking system to comply with the new public records law in order to maintain compliance with the new law. **(SP: Communication, and Finance)**
2. Implement a new paperless invoice processing system in order to improve efficiency, reduce paper costs and storage needs. **(SP: Finance)**
3. Complete a compressive review of all Town-owned property to identify those that could be sold and placed back on the tax roll and to identify opportunities where Town properties can be better utilized. **(SP: Finance)**
4. Practice and promote sound financial policies and procedures in order to maintain the Town's AAA bond rating. **(SP: Finance)**
5. Evaluate the possibility of contracting out property valuation services as opposed to performing them in-house in order to ensure property values are updated in a timely and accurate manner. **(SP: Finance)**
6. Expand vendor list participating in the Town's ACI payment program in order to enhance the Town's revenue stream. **(SP: Finance)**
7. Assist with the education of the voting public of the tax consequences associated with the regional school district's new building project. **(SP: Communication, and Finance)**
8. Conduct a special election in October for the regional school district's new building project. **(SP: Finance)**
9. Implement automatic budget updating for all revolving type funds eliminating manual budget entries in order to improve efficiency. **(SP: Finance)**

### Long Term:

1. Continue to participate in the GFOA Distinguished Budget Award and Financial Reporting Award programs to ensure the Town adheres to the highest levels of budgetary and financial reporting. **(SP: Finance)**
2. Explore ways to enhance the Town's transparency in financial reporting. **(SP: Communication)**
3. Work on a financial plan to reduce the deficit spending incurred for snow and ice removal in order to protect the town's reserves. **(SP: Finance)**
4. Enhance funding for the Town's OPEB liability in order to protect its bond rating. **(SP: Finance)**
5. Participate in the evaluation of expanding photovoltaic systems in Town to enhance the Town's revenue stream and reduce the purchase of energy from the electric grid. **(SP: Finance)**
6. Expand the use of Content Manager to reduce the consumption of paper and improve the efficiency of staff time. **(SP: Finance)**

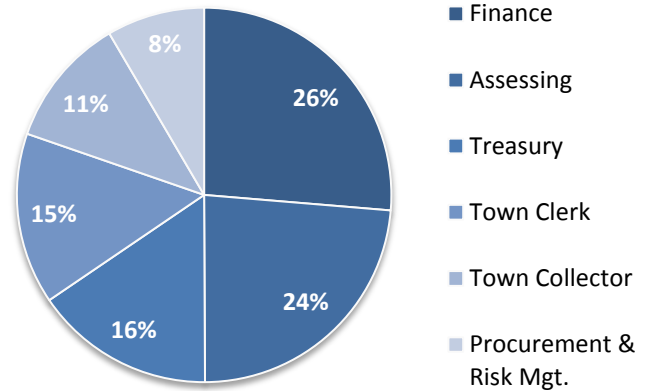
Finance Division Financial Summary

FY18 Source of Funding



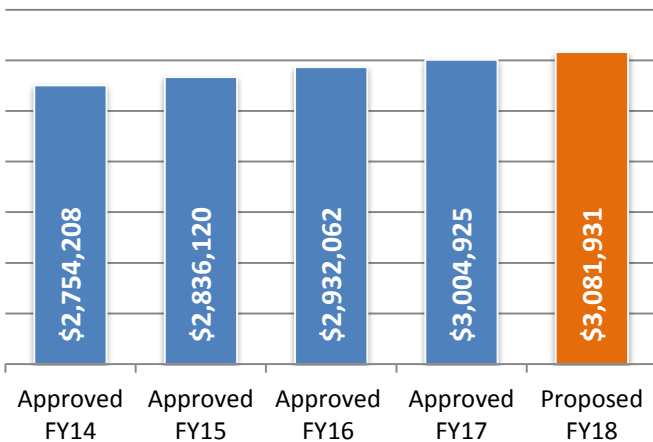
The largest funding sources for this operation are taxes and fees charged on the late payment of taxes. These two categories comprise 56% of the Division’s funding. Taxes provide 29% of the funding sources for the division. Enterprise funds support 11% of the operation.

Finance Division FY18 Budget By Program



The Finance Program is the largest area of this division’s budget comprising 26% followed by the Assessors, which comprises 24% of the budget.

Finance Division Budget History



The division’s budget has increased from \$2.754 million in FY14 to \$3.081 million proposed in FY18 or 11.9% over this five-year period.

Finance Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ -	\$ 606,376	\$ -	\$ 891,896	\$ 285,520	47.09%
Intergovernmental	287,096	287,096	298,230	300,156	13,060	4.55%
Fines, Forfeitures, Penalties	912,202	850,000	1,177,907	819,000	(31,000)	-3.65%
Fees, Licenses, Permits	271,605	262,060	287,708	250,500	(11,560)	-4.41%
Charges for Services	1,310	1,000	300	-	(1,000)	-100.00%
Interest and Other	1,707,058	663,500	827,054	454,000	(209,500)	-31.57%
Special Revenue Funds	15,000	15,000	15,000	15,000	-	0.00%
Enterprise Funds	293,262	319,892	319,892	351,379	31,487	9.84%
<b>Total Sources</b>	<b>\$ 3,487,533</b>	<b>\$ 3,004,924</b>	<b>\$ 2,926,091</b>	<b>\$ 3,081,931</b>	<b>\$ 77,007</b>	<b>2.56%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,465,568	\$ 2,622,089	\$ 2,560,814	\$ 2,665,096	\$ 43,007	1.64%
Operating Expenses	359,630	382,835	328,023	416,835	\$ 34,000	8.88%
<b>Total Appropriation</b>	<b>\$ 2,825,197</b>	<b>\$ 3,004,924</b>	<b>\$ 2,888,837</b>	<b>\$ 3,081,931</b>	<b>\$ 77,007</b>	<b>2.56%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 314
Medicare	32,899
Health Insurance	157,678
County Retirement	477,643
<b>Total Employee Benefits (1)</b>	<b>\$ 668,532</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 3,493,730</b>

\$ 532
32,616
170,166
503,530
<b>\$ 706,844</b>
<b>\$ 3,595,681</b>

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

### Summary of Significant Budget Changes

The FY18 proposed budget is increasing \$77,007 or 2.56%. Personnel costs increases include contractual obligations and a 0.25 FTE increase for the Town Clerk's operation. Overtime funding has been decreased by \$5,600. Tax support is increasing \$285,220 as other resources used to balance the budget are declining. Most notably are special assessments for commercial properties who fail to file an updated income and expense report with the assessing operations. These reports will not be needed in FY18; therefore, no assessments will be issued.



**Full-time Equivalent Employees**

Job Title	FY 2016	FY 2017	FY 2018	Change
Accounting Officer	1.00	1.00	1.00	-
Assistant Assessor	1.00	1.00	1.00	-
Assistant Tax Collector	1.00	1.00	1.00	-
Assistant Town Clerk	1.00	1.00	1.00	-
Assistant Treasurer	1.00	1.00	1.00	-
Chief Procurement Officer	1.00	1.00	1.00	-
Collection Assistant	1.00	1.00	1.00	-
Comptroller	1.00	1.00	1.00	-
Data Collection/Field Inspector	1.00	1.00	1.00	-
Deputy Finance Director	1.00	1.00	1.00	-
Dir. of Property & Risk Mgt.	1.00	1.00	1.00	-
Director of Finance	1.00	1.00	1.00	-
Financial/Budget Analyst	2.00	2.00	2.00	-
Insurance & Asset Coordinator	1.00	1.00	1.00	-
Lister	1.00	1.00	1.00	-
Office Manager	1.00	1.00	1.00	-
Payroll Coordinator	1.00	1.00	1.00	-
Principal Assessor Assistant	3.00	3.00	3.00	-
Principal Dept/Div Assistant	5.50	5.50	5.75	0.25
Property Management Coordinator	0.35	-	-	-
Property Transfer Assistant	1.00	1.00	1.00	-
Senior Assistant Assessor	1.00	1.00	1.00	-
Staff Auditor-accounts payable	2.00	2.00	2.00	-
Staff Auditor-cash receipts	1.00	1.00	1.00	-
Staff Auditor-payroll	2.00	2.00	2.00	-
Town Assessor	1.00	1.00	1.00	-
Town Clerk	1.00	1.00	1.00	-
Town Collector	1.00	1.00	1.00	-
Town Treasurer	1.00	1.00	1.00	-
<b>Full-time Equivalent Employees</b>	<b>37.85</b>	<b>37.50</b>	<b>37.75</b>	<b>0.25</b>

Description of Division Services Provided

Accounting 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:

- General ledger maintenance;
- Budget preparation/ monitoring;
- Capital improvement program development;
- Short and long range financial forecasting;
- Audit coordination;
- Vendor payment processing;
- Monthly and annual financial reporting;
- Cost of service analysis;
- Cost/benefit analysis;
- Open Budget website maintenance;
- MUNIS system training;
- Fixed asset inventory and reporting; and
- Grant monitoring and reporting.

Accounting Source of Funding	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	Change FY17 - 18	Percent Change
Taxes	\$ 599,286	\$ 598,771	\$ 578,840	\$ 590,144	\$ (8,627)	-1.44%
Interest and Other	419	-	-	-	-	0.00%
Special Revenue Funds	15,000	15,000	15,000	15,000	-	0.00%
Enterprise Funds	144,322	183,220	183,220	206,102	22,882	12.49%
<b>Total Sources</b>	<b>\$ 759,027</b>	<b>\$ 796,991</b>	<b>\$ 777,060</b>	<b>\$ 811,246</b>	<b>\$ 14,255</b>	<b>1.79%</b>

Expenditure Category	Actual FY 2016	Approved FY 2017	Projected FY 2017	Proposed FY 2018	Change FY17 - 18	Percent Change
Personnel	\$ 671,023	\$ 710,741	\$ 707,415	\$ 724,996	\$ 14,255	2.01%
Operating Expenses	88,005	86,250	69,645	86,250	-	0.00%
<b>Total Appropriation</b>	<b>\$ 759,027</b>	<b>\$ 796,991</b>	<b>\$ 777,060</b>	<b>\$ 811,246</b>	<b>\$ 14,255</b>	<b>1.79%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 80	\$ 77
Medicare	8,869	8,830
Health Insurance	40,521	49,507
County Retirement	117,946	138,237
<b>Total Employee Benefits (1)</b>	<b>\$ 167,415</b>	<b>\$ 196,651</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 926,443</b>	<b>\$ 973,711</b>

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

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:

- Debt management (issuance and payment of bonds);
- Banking services;
- Delinquent tax billing and collection;
- Revenue collection and forecasting;
- Cashiering;
- Payroll processing;
- Federal and State wage reporting and tax deposits;
- Remitting payroll deductions to vendors; and
- The issuance of all vendor checks.

Treasury	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ -	\$ -	\$ -	\$ 5,370	\$ 5,370	0.00%
Fines, Forfeitures, Penalties	165,713	47,500	215,320	94,000	46,500	97.89%
Fees, Licenses, Permits	2,209	2,000	2,300	3,000	1,000	50.00%
Interest and Other	1,371,604	364,000	506,661	314,000	(50,000)	-13.74%
Enterprise Funds	70,511	59,160	59,160	63,570	4,410	7.45%
<b>Total Sources</b>	<b>\$ 1,610,038</b>	<b>\$ 472,660</b>	<b>\$ 783,441</b>	<b>\$ 479,940</b>	<b>\$ 7,280</b>	<b>1.54%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Personnel	\$ 381,238	\$ 399,371	\$ 391,908	\$ 412,140	\$ 12,769	3.20%
Operating Expenses	70,307	67,800	61,794	67,800	-	0.00%
<b>Total Appropriation</b>	<b>\$ 451,544</b>	<b>\$ 467,171</b>	<b>\$ 453,702</b>	<b>\$ 479,940</b>	<b>\$ 12,769</b>	<b>2.73%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 24	\$ 23
Medicare	5,114	5,099
Health Insurance	24,054	26,155
County Retirement	78,997	80,752
<b>Total Employee Benefits (1)</b>	<b>\$ 108,188</b>	<b>\$ 112,029</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 559,733</b>	<b>\$ 565,731</b>

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

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 are the functions 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.



Procurement & Risk Mgt	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 33,105	\$ 74,001	\$ 67,226	\$ 74,258	\$ 257	0.35%
Interest and Other	158,090	133,500	119,950	138,000	4,500	3.37%
Enterprise Funds	47,176	46,467	46,467	48,177	1,710	3.68%
<b>Total Sources</b>	<b>\$ 238,371</b>	<b>\$ 253,968</b>	<b>\$ 233,643</b>	<b>\$ 260,435</b>	<b>\$ 6,467</b>	<b>2.55%</b>
<b>Expenditure Category</b>						
Personnel	\$ 230,721	\$ 246,508	\$ 229,060	\$ 252,975	\$ 6,467	2.62%
Operating Expenses	7,650	7,460	4,583	7,460	-	0.00%
<b>Total Appropriation</b>	<b>\$ 238,371</b>	<b>\$ 253,968</b>	<b>\$ 233,643</b>	<b>\$ 260,435</b>	<b>\$ 6,467</b>	<b>2.55%</b>
<b>Employee Benefits Allocation:</b>						
Life Insurance	\$ 24		\$ 23			
Medicare	3,380		3,226			
Health Insurance	14,115		13,636			
County Retirement	45,769		46,690			
<b>Total Employee Benefits (1)</b>	<b>\$ 63,288</b>		<b>\$ 63,576</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 301,658</b>		<b>\$ 297,219</b>			

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

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.

Assessing	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 354,689	\$ 420,252	\$ 347,806	\$ 419,252	\$ (1,000)	-0.24%
Intergovernmental	287,096	287,096	298,230	300,156	13,060	4.55%
Charges for Services	1,119	-	300	-	-	0.00%
Interest and Other	270	-	2,750	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
<b>Total Sources</b>	<b>\$ 651,174</b>	<b>\$ 715,348</b>	<b>\$ 657,086</b>	<b>\$ 727,408</b>	<b>\$ 12,060</b>	<b>1.69%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 585,463	\$ 644,348	\$ 592,909	\$ 628,408	\$ (15,940)	-2.47%
Operating Expenses	65,711	71,000	64,177	99,000	28,000	39.44%
<b>Total Appropriation</b>	<b>\$ 651,174</b>	<b>\$ 715,348</b>	<b>\$ 657,086</b>	<b>\$ 727,408</b>	<b>\$ 12,060</b>	<b>1.69%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 108
Medicare	7,848
Health Insurance	41,994
County Retirement	127,666
<b>Total Employee Benefits (1)</b>	<b>\$ 177,617</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 828,791</b>

\$ 325
7,567
45,967
127,930
<b>\$ 181,789</b>
<b>\$ 838,875</b>

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

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 Registry of Motor Vehicles (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 Clerk	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 221,353	\$ 252,214	\$ 244,344	\$ 289,092	\$ 36,878	14.62%
Fees, Licenses, Permits	180,468	169,560	187,440	165,000	(4,560)	-2.69%
Charges for Services	191	1,000	-	-	(1,000)	-100.00%
Interest and Other	8,628	2,000	17,256	2,000	-	0.00%
<b>Total Sources</b>	<b>\$ 410,639</b>	<b>\$ 424,774</b>	<b>\$ 449,040</b>	<b>\$ 456,092</b>	<b>\$ 31,318</b>	<b>7.37%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Personnel	\$ 365,562	\$ 372,699	\$ 399,307	\$ 398,017	\$ 25,318	6.79%
Operating Expenses	45,078	52,075	49,733	58,075	6,000	11.52%
<b>Total Appropriation</b>	<b>\$ 410,639</b>	<b>\$ 424,774</b>	<b>\$ 449,040</b>	<b>\$ 456,092</b>	<b>\$ 31,318</b>	<b>7.37%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 48	\$ 47
Medicare	4,491	4,635
Health Insurance	24,865	26,879
County Retirement	59,260	60,435
<b>Total Employee Benefits (1)</b>	<b>\$ 88,664</b>	<b>\$ 91,996</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 499,303</b>	<b>\$ 541,036</b>

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

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 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. 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.

Town Collector	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Fines, Forfeitures, Penalties	746,489	802,500	962,587	725,000	(77,500)	-9.66%
Fees, Licenses, Permits	88,928	90,500	97,968	82,500	(8,000)	-8.84%
Interest and Other	168,047	164,000	180,437	-	(164,000)	-100.00%
Enterprise Funds	23,253	23,045	23,045	25,530	2,485	10.78%
<b>Total Sources</b>	<b>\$ 1,026,717</b>	<b>\$ 1,080,045</b>	<b>\$ 1,264,037</b>	<b>\$ 833,030</b>	<b>\$ (247,015)</b>	<b>-22.87%</b>

Expenditure Category						
Personnel	\$ 231,561	\$ 248,423	\$ 240,215	\$ 248,560	\$ 137	0.06%
Operating Expenses	82,880	98,250	78,091	98,250	-	0.00%
<b>Total Appropriation</b>	<b>\$ 314,441</b>	<b>\$ 346,673</b>	<b>\$ 318,306</b>	<b>\$ 346,810</b>	<b>\$ 137</b>	<b>0.04%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 29	\$ 35
Medicare	3,197	3,259
Health Insurance	12,129	8,023
County Retirement	48,006	49,486
<b>Total Employee Benefits (1)</b>	<b>\$ 63,360</b>	<b>\$ 60,803</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 377,802</b>	<b>\$ 379,109</b>

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

## Performance Measures / Workload Indicators

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.

Performance Measures	FY 2014	FY 2015	FY 2016	FY 2017
Central financial operating costs as a percentage of the overall General Fund budget	1.98%	1.99%	1.96%	1.92%

### Accounting Operation

Workload Indicators	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated
Vendor Payments Processed	36,435	41,187	41,406	41,560
G/L Accounts Maintained	19,898	18,970	19,087	19,113
G/L Transactions Processed	271,117	276,092	300,081	302,030

### Treasury Operation

Workload Indicators	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated
Vendor Checks Processed	23,510	22,149	23,331	24,000
Payroll Checks Processed	57,869	55,821	59,730	60,000

### Procurement & Risk Management Operation

Workload Indicators	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated
RFP's Issued	20	23	28	30
Sealed Bids Issued	44	50	30	30
Contracts Processed	75	90	138	125
Quotes Conducted or Reviewed	160	160	144	145
Requisitions Reviewed for Compliance	586	650	625	625
Avoided Bids	26	30	24	25
Collaborative Contracts (State & County)	24	25	45	45
Surplus Property Designations	25	25	50	50



### Assessing Operation

Performance Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Total Properties Assessed	28,925	28,797	28,766	28,770
Number of Abatements Filed	106	273	143	200
% of Properties Filing Abatements	0.004%	0.009%	0.005%	0.007%
Number of Abatements Granted	52	85	40	75
Average Abatement Dollar per Appeal Filed	\$ 776.09	\$ 759.39	\$ 734.80	\$ 750.00
Total Tax Dollar Value for Appeals Granted	\$ 40,357	\$ 64,548	\$ 29,392	\$ 56,250
Percentage of FY Tax Levy for Appeals Granted	0.00038%	0.00058%	0.00026%	0.00047%

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Appellate Tax Board Appeals Settled	11	23	14	10
Exemptions Processed	715	677	700	700
RE/PP Abatements Processed	106	186	143	200
MVE Abatements Processed	2,419	2,442	1,500	1,600
Building Permits Inspected	1,165	2,227	2,400	2,300
Re-listing Inspections	2,697	1,592	2,800	2,800
Property Transfers (Deeds) Processed	2,412	2,442	2,500	2,600

### Town Clerk Operation (Elected Office)

Workload Indicators	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated
Births Recorded	778	800	792	810
Marriages Recorded	361	350	437	420
Deaths Recorded	829	800	878	893
Dogs Licensed	2,750	2,800	3,500	3,755
New Voters Registered	1,436	1,400	2,825	2,850
Business Licenses Issued	360	350	360	362

Town Collector Operation (Elected Office)

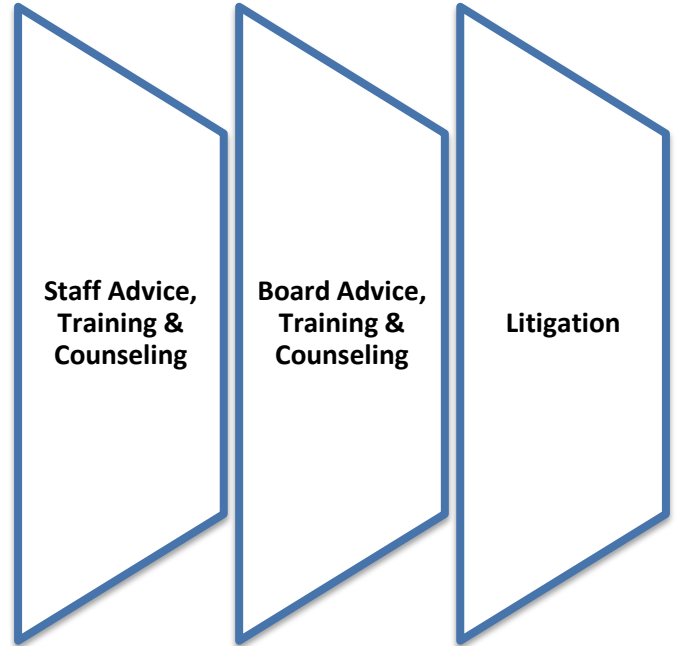
Property Tax Collection Rates - Collection rates are a good indication of the Town’s efficiency and financial stability. The net tax levy is used for calculating the rates. The net tax levy is calculated by subtracting the amount set aside for abatements and exemptions from the gross tax levy.

Performance Measures	FY 2013 Levy	FY 2014 Levy	FY 2015 Levy	FY 2016 Levy	FY 2017 Levy - Estimated
Percentage of the net property tax levy collected in the fiscal year levied	97.88%	97.99%	97.18%	97.25%	98%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.22%	99.35%	99.37%	98.40%	98%

# Legal Division

## Mission Statement

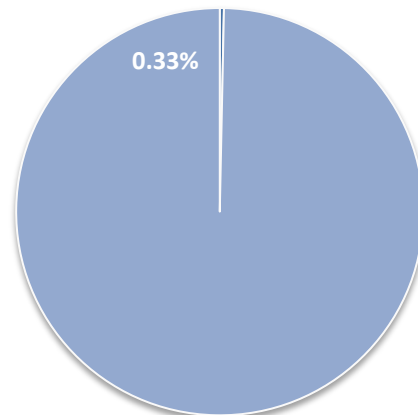
The Legal Division is dedicated to providing professional legal services to all the components of town government. This must be carried out consistent with the oath of office each attorney is obliged to take under Section 38 of Chapter 221 of the General Laws: "I solemnly swear that I will do no falsehood, 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."



## Recent Accomplishments

- With the passage of the special legislation necessary to effectuate the Cape Cod Rail Trail Bicycle and Pedestrian recreational path across the east end of Town from the Yarmouth Town line to the intersection of Mary Dunn Road and Independence Drive, our office is working with several state agencies to ensure that the necessary legal documents are drafted to implement the special legislation.
- After attempts to negotiate with Barnstable County to reimburse the Hyannis ratepayers for the Perfluorooctane Sulfate ("PFOS") contamination in several Hyannis wells from the County's Fire Training and Rescue Academy. The Town was forced to institute litigation against the County to seek reimbursement for their current and future response costs to ensure that the Hyannis drinking water remains safe. Our office has also been involved with the drafting of Inter Municipal Agreements to provide additional water to Hyannis customers and in the preparation of contracts involving the carbon filtration systems installed in the three Mary Dunn wells.

Percentage of FY18 General Fund Budget



The Legal Division comprises 0.33% of the overall General Fund budget.

## Additional Recent Accomplishments

- With the strong support of the Town Council and the Town administration, the decade long effort to protect the Town's citizens against the documented risks posed by the Cape Wind project (which proposed to construct 131, approximately 430-foot high wind turbines in Nantucket Sound), realized several significant legal victories this year at both the state and federal levels. At the state level, the Town prevailed before the Department of Public Utility's (DPU) Energy Facilities Siting Board (EFSB), which refused to further extend Cape Wind's so-called composite permit. Cape Wind appealed the EFSB's decision to the Supreme Judicial Court but subsequently withdrew that appeal. The result is that Cape Wind now has no state permits in place to allow construction of its electric cables in Nantucket Sound or ashore. Additionally, we recently won a D.C. Circuit ruling that overturned the Department of the Interior's approval of inadequate Cape Wind mitigation regarding protection of endangered species.



**Legal Team: Charlie McLaughlin, Ruth Weil, Amber Patterson, Susan Robbins, Dave Houghton**

## Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

### Short Term:

1. Continue to provide professional, in-house law firm services to the officials and agencies of the Town. **(SP: Finance, Economic Development, Public Health and Safety, Infrastructure, Housing, Environment and Natural Resources).**
2. Continue to devote attention to decreasing defensive litigation by education and training. **(SP: Finance, Economic Development, Regulatory Process and Performance).**
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: Finance, Environment and Natural Resources, Housing).**
4. Continue to work with the Town Council on legal issues relating to growth and the quality of life including Hyannis revitalization, coastal access and economic development. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources, Housing).**
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).**
6. Continue efforts to work legislatively to establish a housing court serving the Cape. **(SP: Public Health and Safety, Economic Development, Environment and Natural Resources).**

### Long Term:

1. 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)**
2. Work on the recodification of the Zoning Ordinance to promote predictability and streamlined permitting. **(SP: Finance, Economic Development).**
3. Work with the Town Council to amend the Zoning Ordinance to allow for the creation of more multifamily rental housing. **(SP: Housing, Economic Development).**
4. Continue to address legal issues related to the implementation of the Cape Cod Rail Trail Bicycle and Pedestrian recreational path. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources).**

## FY17 Goals and Results

1. Continue to devote attention to decreasing defensive litigation by education and training. **(SP: Finance, Economic Development, Regulatory Process and Performance)**

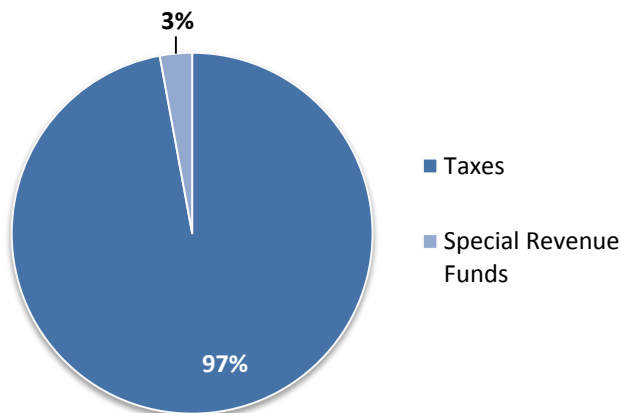
*Action:* Conducted several training sessions with Town staff prior to the effective date of substantial amendments to the Public Records Law to ensure that Town staff was prepared to implement the provisions of the new law.

2. Continue to address legal issues related to the implementation of the Cape Cod Rail Trail Bicycle and Pedestrian Recreational Path. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources).**

Worked with the legislative delegation to provide all necessary documentation to ensure that passage of the Special Legislation authorizing the “land swap” which will allow the Town to obtain the necessary easements for the Cape Cod Rail Bicycle and Pedestrian Recreational Path.

### Legal Division Financial Summary

FY18 Source of Funding



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.

Legal Division Budget History



The Legal Division’s budget has increased from \$472,624 in FY14 to \$521,628 in FY18 or 10.37% over the five-year period.

**Description of Division 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 tenements 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. 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, 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 ending disputes. 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 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.



Legal Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 472,882	\$ 495,272	\$ 459,775	\$ 506,628	\$ 11,356	2.29%
Interest and Other	50	-	-	-	-	0.00%
Special Revenue Funds	15,000	15,000	15,000	15,000	-	0.00%
<b>Total Sources</b>	<b>\$ 487,932</b>	<b>\$ 510,272</b>	<b>\$ 474,775</b>	<b>\$ 521,628</b>	<b>\$ 11,356</b>	<b>2.23%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 446,313	\$ 470,572	\$ 451,874	\$ 481,928	\$ 11,356	2.41%
Operating Expenses	41,619	39,700	22,901	39,700	-	0.00%
<b>Total Appropriation</b>	<b>\$ 487,932</b>	<b>\$ 510,272</b>	<b>\$ 474,775</b>	<b>\$ 521,628</b>	<b>\$ 11,356</b>	<b>2.23%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 24	\$ 23
Medicare	6,345	6,255
Health Insurance	11,867	13,008
County Retirement	85,550	86,883
<b>Total Employee Benefits (1)</b>	<b>\$ 103,786</b>	<b>\$ 106,169</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 591,718</b>	<b>\$ 580,944</b>

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

**Summary of Significant Budget Changes**

The FY18 proposed budget is increasing \$11,356 or 2.23% entirely due to personnel cost increases. Operating expenses are level funded at \$39,700.

**Full-time Equivalent Employees**

Job Title	FY 2016	FY 2017	FY 2018	Change
Town Attorney	1.00	1.00	1.00	-
Assistant Town Attorney	2.00	2.00	2.00	-
Legal Assistant	1.00	1.00	1.00	-
Legal Clerk	0.75	0.80	0.80	-
<b>Full-time Equivalent Employees</b>	<b>4.75</b>	<b>4.80</b>	<b>4.80</b>	<b>0.00</b>

**Performance Measures / Workload Indicators**

Workload Indicators	Pending Matters	Matters Opened	Matters Closed
Fiscal Year 2013	1,642	296	124
Fiscal Year 2014	1,791	265	306
Fiscal Year 2015	1,547	300	251
Fiscal Year 2016	1,620	306	119



# Human Resources Division

## Mission Statement

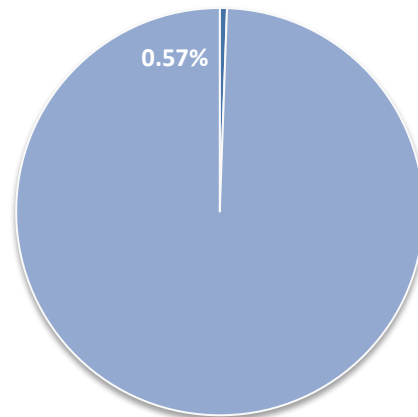
The mission of Human Resources is to deliver reliable and innovative services that allow the Town of Barnstable to provide the best possible service to its citizens.



## Recent Accomplishments

- Assisted in the hiring of several high-level positions including Assistant Town Manager, Building Commissioner, and Director of Growth Management.
- Partnered with the Police Department to sponsor active threat/first aid training for municipal employees.
- Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.

Percentage of FY18 General Fund Budget



The Human Resources Division comprises 0.57% of the overall General Fund budget.

## Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

### Short Term:

1. Implement a uniform employee orientation program for new Municipal/School employees. (SP: Education, Communication)
2. Increase the functionality of the municipal applicant tracking system. (SP: Education, Communication, Finance)
3. Successfully negotiate all school and municipal collective bargaining agreements. (SP: Communication, Finance)

### Long Term:

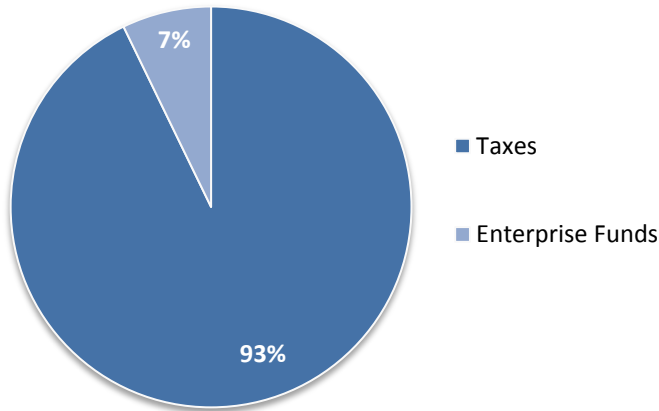
1. Implement a new classification system for municipal positions. (SP: Education, Communication)
2. Work with Departments to develop a succession plan to identify and train the next generation of managers. (SP: Education, Communication)



**William Cole, Human Resources Director – Years of Service Awards Ceremony**

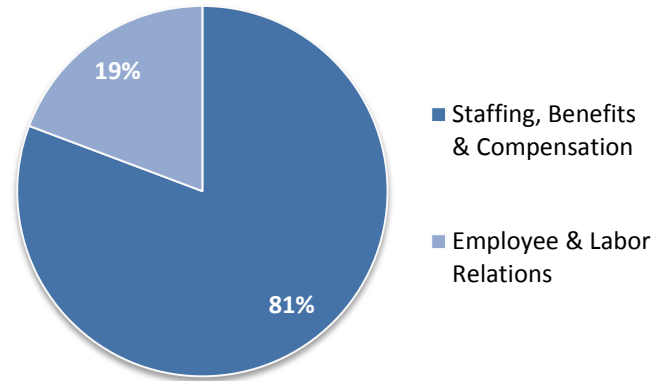
Human Resources Division Financial Summary

FY18 Source of Funding



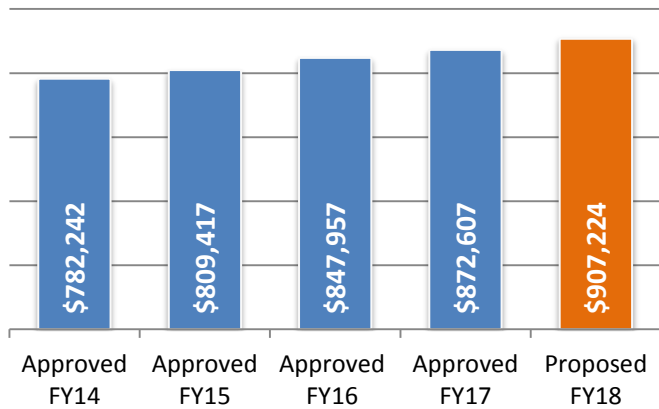
Most of the funding for this operation is derived from tax support 93% with the remaining 7% coming from support provided to the Town’s enterprise funds.

Human Resources Division FY18 Budget By Program



The largest program area in this division is the Staffing, Benefits and Compensation Program comprising 81% of the budget.

Human Resources Division Budget History



The budget for this division has increased from \$782,242 in FY14 to \$907,224 in FY18, or 15.98% over the five-year period.

**FISCAL YEAR 2018 BUDGET**

**HUMAN RESOURCES DIVISION**

**GENERAL FUND**

Human Resources Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 749,131	\$ 815,079	\$ 776,711	\$ 841,965	\$ 26,886	3.30%
Enterprise Funds	58,564	57,528	57,528	65,259	7,731	13.44%
<b>Total Sources</b>	<b>\$ 807,695</b>	<b>\$ 872,607</b>	<b>\$ 834,239</b>	<b>\$ 907,224</b>	<b>\$ 34,617</b>	<b>3.97%</b>
Expenditure Category						
Personnel	\$ 674,945	\$ 695,407	\$ 712,519	\$ 730,024	\$ 34,617	4.98%
Operating Expenses	132,750	177,200	121,720	177,200	-	0.00%
<b>Total Appropriation</b>	<b>\$ 807,695</b>	<b>\$ 872,607</b>	<b>\$ 834,239</b>	<b>\$ 907,224</b>	<b>\$ 34,617</b>	<b>3.97%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 49		\$ 36			
Medicare	9,374		9,913			
Health Insurance	41,342		45,603			
County Retirement	121,166		125,134			
<b>Total Employee Benefits (1)</b>	<b>\$ 171,931</b>		<b>\$ 180,686</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 979,626</b>		<b>\$ 1,014,925</b>			

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

**Summary of Significant Budget Changes**

The FY18 proposed budget is increasing \$34,617 or 3.97% entirely due to personnel cost associated with all contractual obligations. Tax support will increase by \$26,886 to fund the increase in the budget.

**Full-time Equivalent Employees**

Job Title	FY 2016	FY 2017
Admin. Assistant to HR Director	1.00	1.00
Assistant HR Director	1.00	1.00
Benefits Administrator	1.00	1.00
Benefits Assistant	1.00	1.00
Director of Human Resources	1.00	1.00
Human Resources Coordinator	1.00	1.00
Principal Assistant HR	2.00	2.00
<b>Full-time Equivalent Employees</b>	<b>8.00</b>	<b>8.00</b>

FY 2018	Change
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
2.00	-
<b>8.00</b>	<b>0.00</b>



**William Cole, Human Resources Director; Mark Ells, Town Manager; Jessica Rapp Grassetti, Town Councilor; James Benoit, GIS Coordinator – Years of Service Awards Ceremony**

## Description of Division Services

### Staffing, Benefits, and Compensation Program

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 municipal and school departments are able to 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; and
- 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; and
- pre-employment testing (drug, alcohol, physical and skill-set tests).

**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.

Staffing & Compensation	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 589,006	\$ 644,651	\$ 615,060	\$ 667,177	\$ 22,526	3.49%
Enterprise Funds	58,564	57,528	57,528	65,259	7,731	13.44%
<b>Total Sources</b>	<b>\$ 647,570</b>	<b>\$ 702,179</b>	<b>\$ 672,588</b>	<b>\$ 732,436</b>	<b>\$ 30,257</b>	<b>4.31%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 525,028	\$ 541,229	\$ 558,439	\$ 571,486	\$ 30,257	5.59%
Operating Expenses	122,542	160,950	114,149	160,950	-	0.00%
<b>Total Appropriation</b>	<b>\$ 647,570</b>	<b>\$ 702,179</b>	<b>\$ 672,588</b>	<b>\$ 732,436</b>	<b>\$ 30,257</b>	<b>4.31%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 37	\$ 27
Medicare	7,355	7,879
Health Insurance	31,427	34,204
County Retirement	121,166	125,134
<b>Total Employee Benefits (1)</b>	<b>\$ 159,985</b>	<b>\$ 167,244</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 807,555</b>	<b>\$ 839,832</b>

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

### 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, 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; and
- 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; and
- 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.

Employee/Labor Relations	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 160,125	\$ 170,428	\$ 161,651	\$ 174,788	\$ 4,360	2.56%
<b>Total Sources</b>	<b>\$ 160,125</b>	<b>\$ 170,428</b>	<b>\$ 161,651</b>	<b>\$ 174,788</b>	<b>\$ 4,360</b>	<b>2.56%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 149,917	\$ 154,178	\$ 154,080	\$ 158,538	\$ 4,360	2.83%
Operating Expenses	10,208	16,250	7,571	16,250	-	0.00%
<b>Total Appropriation</b>	<b>\$ 160,125</b>	<b>\$ 170,428</b>	<b>\$ 161,651</b>	<b>\$ 174,788</b>	<b>\$ 4,360</b>	<b>2.56%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 12	\$ 9
Medicare	2,019	2,033
Health Insurance	9,915	11,399
<b>Total Employee Benefits (1)</b>	<b>\$ 11,946</b>	<b>\$ 13,441</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 172,071</b>	<b>\$ 175,092</b>

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

**Performance Measures / Workload**

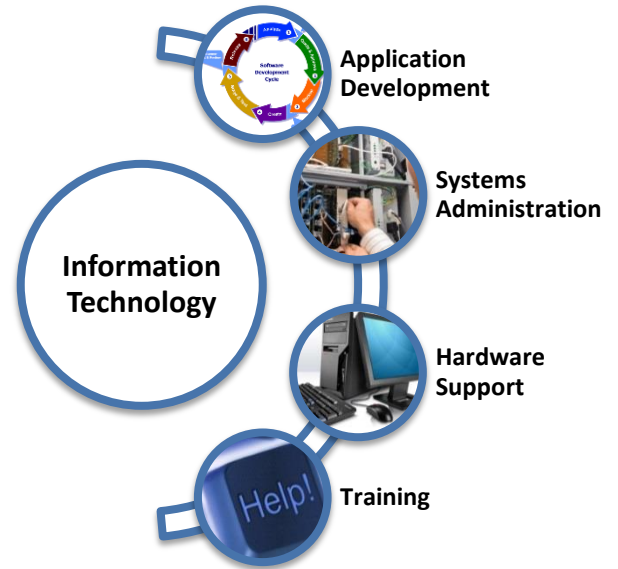
Performance Measures /Workload Indicators	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Personnel Forms Processed	1,102	1,050	1,006	950	1,000
Employment Applications Processed	1,520	1,629	1,624	1,700	1,200
Permanent Position Vacancies	149	160	158	125	120
Avg. # of Applications per vacancy	10.3	10.2	10.3	13.5	10.0



# Information Technology Division

## Mission Statement

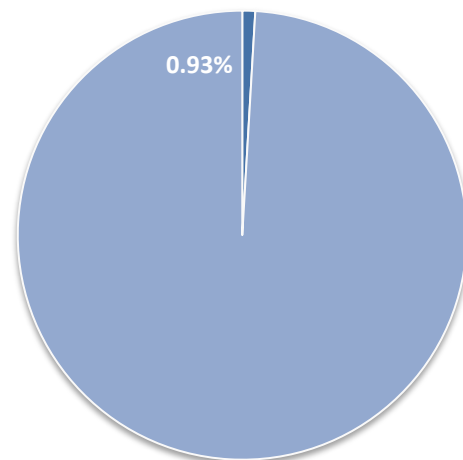
The mission of the Information Technology Division, a sub-department of the Administrative Services Department, is to plan, implement and manage the effective and efficient utilization of information technology for the Town of Barnstable in its provision of services to the citizens.



## Recent Accomplishments

- Completed new web based GIS property map application for use by the public.
- Completed QA/QC of deliverables from the Spring 2014 aerial flyover and mapping update project and integrated the new mapping data into the Town's GIS.
- Completed conversion of the GIS parcel maps to meet Level III of the MassGIS Standard for Digital Parcel Files.
- Updated and modernized the Barnstable Municipal Airport's section of the website.
- Purchased and setup ArchiveSocial, a cloud-based application that archives all the Town's Social Media sites to meet public records laws.
- Replaced 261 PC's with new PC's and with upgraded Microsoft Office.
- Upgraded Microsoft Exchange email server.
- Replaced the computer room air conditioner.

Percentage of FY18 General Fund Budget



The Information Technology Division comprises 0.93% of the overall General Fund budget.

## Fiscal Year 2018 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's FY18 Quality of Life Strategic Plan- See Introduction Section)

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

### Short Term:

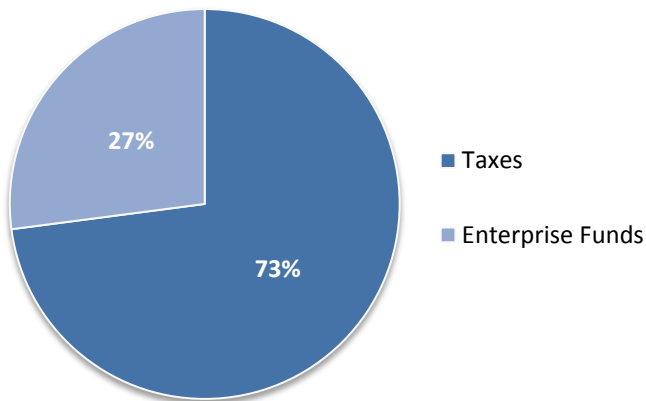
1. Continued growth of the web site and updating to a more modern cleaner look and feel. **(SP: Regulatory Access and Accountability, Communications)**  
*FY16/FY17, Met Expectations. Website areas reworked HYCC, Licensing, Natural Resources, and Parking. Ongoing.*
2. Continued integration between CH18 and the web site. **(SP: Regulatory Access and Accountability, Communications, Education)**  
*FY16/FY17, Met expectations. Website backend reworked to better handle presenting the multiple years of video we have posted. Ongoing.*
3. Continue to expand CH18 programming and video production. **(SP: Regulatory Access and Accountability, Communications)**  
*FY16/FY17, Met expectations. "Voices" show. Ongoing.*
4. Continued expansion of the ViewPoint E-Permitting application across other departments. **(SP: Regulatory Access and Accountability, Communications, Education)**  
*FY16/FY17, Met expectations. Building and a portion of Health went live. Ongoing.*

### Long Term:

1. Continue building on the "corporate database" that enables all departments to track history back to a Parcel Number or Address. **(SP: Communication, Finance)**  
*FY16/FY17, Met expectations. Ongoing.*
2. Continued work in designing and utilizing the BFON (Barnstable Fiber Optic Network) including VIOP (Voice over Internet Protocol) or other alternatives to the current aging phone system in FY18. **(SP: Communication, Finance)**  
*FY16/FY17, Met expectations. Performed physical inventory of existing phones. Mapped network routes. Updated some switching equipment with more to do in FY18. Ongoing.*
3. Develop stage two of the 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. Stage one, daily backup up all town virtual servers to an off-site location (North Side County communications building) completed in FY16. **(SP: Infrastructure, Communication, Finance)**  
*FY16 /FY17, Missed expectations. Completed stage 1, stage 2 delayed due to staffing.*
4. Continue website growth to meet the expanding needs of the Town's Departments. **(SP: Education, Communication)**  
*FY16/FY17, Met expectations (see Performance/Workload measures)*
5. Further expand the use of GIS web mapping applications across all internal Town Departments, replacing older desktop software with modern web based apps. **(SP: Regulatory Access and Accountability, Communication)**  
*FY16/FY17, Met expectations. G.I.S. Created interactive web mapping program for the management of stormwater drainage assets and associated maintenance records for D.P.W.*

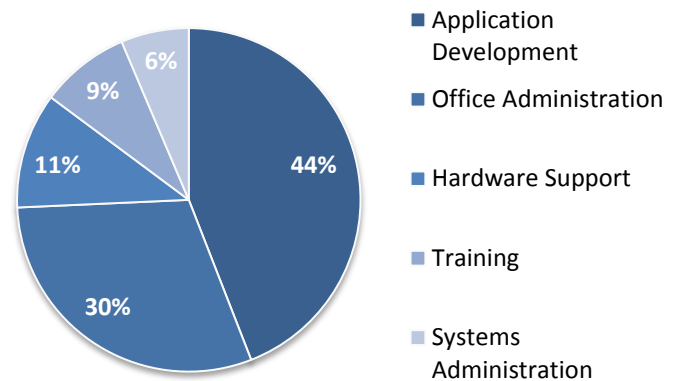
Information Technology Division Financial Summary

FY18 Source of Funding



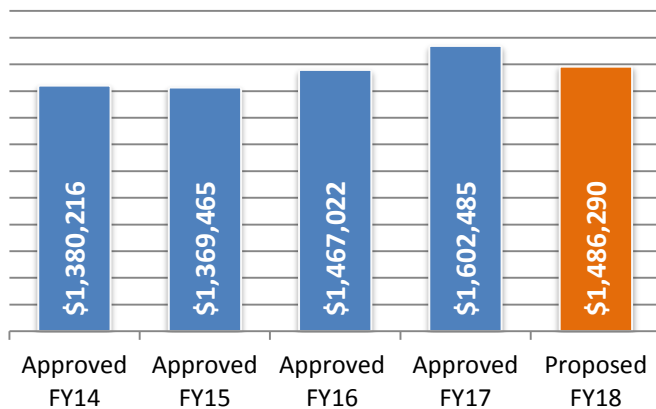
Most of the funding for this operation comes from tax support 73% with the remaining 27% coming from support provided to the Town’s Enterprise Funds.

Information Technology Division FY18 Budget By Program



Application Development is the largest program area in this budget at 44% followed by Office Administration at 30%. Capital outlays for hardware and software replacements are included in the Office Administration program area.

Information Technology Division Budget History



This budget has increased from \$1.380 million in FY14 to \$1.486 million in FY18 or 7.69%. The spike in FY16 was the result of significant cost increase in software and license support, most notably View Point/View Permit newly added annual maintenance agreements. In addition, the spike in the FY17 budget represents one-time capital outlay VOIP consulting. The reduction in FY18 is due to the transfer of the Web/Intranet Developer position to the Community Services Department.

Information Technology	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 1,142,974	\$ 1,252,003	\$ 985,902	\$ 1,083,948	\$ (168,055)	-13.42%
Enterprise Funds	322,591	350,483	350,483	402,342	51,859	14.80%
<b>Total Sources</b>	<b>\$ 1,465,565</b>	<b>\$ 1,602,486</b>	<b>\$ 1,336,385</b>	<b>\$ 1,486,290</b>	<b>\$ (116,196)</b>	<b>-7.25%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 782,925	\$ 823,365	\$ 793,581	\$ 729,412	\$ (93,953)	-11.41%
Operating Expenses	546,334	640,121	542,804	651,878	11,757	1.84%
Capital Outlay	136,306	139,000	-	105,000	(34,000)	-24.46%
<b>Total Appropriation</b>	<b>\$ 1,465,565</b>	<b>\$ 1,602,486</b>	<b>\$ 1,336,385</b>	<b>\$ 1,486,290</b>	<b>\$ (116,196)</b>	<b>-7.25%</b>

Employee Benefits Allocation:	
Life Insurance	\$ 81
Medicare	8,433
Health Insurance	53,492
County Retirement	164,043
<b>Total Employee Benefits (1)</b>	<b>\$ 226,049</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 1,691,614</b>

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

### Summary of Significant Budget Changes

The FY18 proposed budget is decreasing \$116,196 or 7.25%. Personnel cost are decreasing \$93,953, which includes all contractual obligations and the transfer of one full-time position to Community Services. Operating costs are increasing \$11,757. This includes requests for software and hardware maintenance/licenses (\$35,198) and cellular phone services (\$10,559). This is offset by a reduction of \$34,000 for outside consultants. Capital outlay includes funding for network upgrades \$105,000. Taxes provide most of the funding for this budget and enterprise fund reimbursements are increasing \$51,859 for the support this division provides to those operations.

### Full-time Equivalent Employees

Job Title	FY 2016	FY 2017	FY 2018	Change
Assistant Info. Systems Manager	1.00	1.00	1.00	-
Developer/Analyst	1.00	1.00	1.00	-
Geographic Info System Coordinator	1.00	1.00	1.00	-
GIS Specialist	1.00	1.00	1.00	-
Help Desk Coordinator	1.00	1.00	1.00	-
Help Desk/Administrative Assistant	1.00	1.00	1.00	-
Info. Systems Dept. Manager	1.00	1.00	1.00	-
Microcomputer Spec. Appls. Develop.	1.00	1.00	1.00	-
Microcomputer Specialist	1.00	1.00	1.00	-
Web/Intranet Developer	1.00	1.00	-	(1.00)
<b>Full-time Equivalent Employees</b>	<b>10.00</b>	<b>10.00</b>	<b>9.00</b>	<b>-1.00</b>

Description of Division Services

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 Council on Aging) 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.



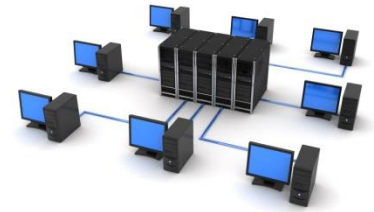
In G.I.S., analysis and map production services are grouped into this program. These services range from simple topographic site maps to complex analyses resulting in multiple maps and database reports. For example, G.I.S. analysis could be used to produce a map and report of all parcels less than one 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 public. The usefulness of a G.I.S. is dependent upon the quality of its G.I.S. data. Within 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.

Application and Development	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 306,602	\$ 363,036	\$ 337,686	\$ 252,842	\$ (110,194)	-30.35%
Enterprise Funds	322,591	350,483	350,483	402,342	51,859	14.80%
<b>Total Sources</b>	<b>\$ 629,193</b>	<b>\$ 713,519</b>	<b>\$ 688,169</b>	<b>\$ 655,184</b>	<b>\$ (58,335)</b>	<b>-8.18%</b>
Expenditure Category						
Personnel	\$ 327,599	\$ 345,077	\$ 333,099	\$ 251,544	\$ (93,533)	-27.10%
Operating Expenses	301,594	368,442	355,070	403,640	35,198	9.55%
<b>Total Appropriation</b>	<b>\$ 629,193</b>	<b>\$ 713,519</b>	<b>\$ 688,169</b>	<b>\$ 655,184</b>	<b>\$ (58,335)</b>	<b>-8.18%</b>
Employee Benefits Allocation:						
Life Insurance	\$ 39		\$ 38			
Medicare	4,004		3,964			
Health Insurance	15,069		15,368			
County Retirement	127,815		128,716			
<b>Total Employee Benefits (1)</b>	<b>\$ 146,927</b>		<b>\$ 148,087</b>			
<b>Total Expenditures Including Benefits</b>	<b>\$ 776,120</b>		<b>\$ 836,256</b>			

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

**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 and maintenance contract management;
- Maintain CH18 broadcasting and video equipment; and
- Security Cameras.

<b>Systems Administration</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY17 - 18</b>	<b>Change</b>
Taxes	\$ 81,071	\$ 93,362	\$ 84,060	\$ 94,981	\$ 1,619	1.73%
<b>Total Sources</b>	<b>\$ 81,071</b>	<b>\$ 93,362</b>	<b>\$ 84,060</b>	<b>\$ 94,981</b>	<b>\$ 1,619</b>	<b>1.73%</b>

<b>Expenditure Category</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
Personnel	\$ 80,293	\$ 80,727	\$ 83,138	\$ 82,346	\$ 1,619	2.01%
Operating Expenses	778	12,635	922	12,635	-	0.00%
<b>Total Appropriation</b>	<b>\$ 81,071</b>	<b>\$ 93,362</b>	<b>\$ 84,060</b>	<b>\$ 94,981</b>	<b>\$ 1,619</b>	<b>1.73%</b>

<b>Employee Benefits Allocation:</b>	
Life Insurance	\$ 9
Medicare	750
Health Insurance	7,729
<b>Total Employee Benefits (1)</b>	<b>\$ 8,488</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 89,559</b>

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

**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 any type of failure cripples their ability to perform their job functions efficiently and effectively.



<b>Hardware Support</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY17 - 18</b>	<b>Change</b>
Taxes	\$ 201,385	\$ 160,403	\$ 152,237	\$ 161,849	\$ 1,446	0.90%
<b>Total Sources</b>	<b>\$ 201,385</b>	<b>\$ 160,403</b>	<b>\$ 152,237</b>	<b>\$ 161,849</b>	<b>\$ 1,446</b>	<b>0.90%</b>

<b>Expenditure Category</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
Personnel	\$ 71,584	\$ 72,234	\$ 73,629	\$ 73,680	\$ 1,446	2.00%
Operating Expenses	129,801	88,169	78,608	88,169	-	0.00%
<b>Total Appropriation</b>	<b>\$ 201,385</b>	<b>\$ 160,403</b>	<b>\$ 152,237</b>	<b>\$ 161,849</b>	<b>\$ 1,446</b>	<b>0.90%</b>

<b>Employee Benefits Allocation:</b>			
Life Insurance	\$ 5		\$ 5
Medicare	802		840
Health Insurance	5,982		6,749
County Retirement	14,536		14,648
<b>Total Employee Benefits (1)</b>	<b>\$ 21,325</b>		<b>\$ 22,242</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 222,710</b>		<b>\$ 174,479</b>

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

**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. This program area 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; and
- Technical guidance for specific projects.

<b>Training Support</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
<b>Source of Funding</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY17 - 18</b>	<b>Change</b>
Taxes	\$ 117,946	\$ 123,496	\$ 121,500	\$ 125,340	\$ 1,844	1.49%
<b>Total Sources</b>	<b>\$ 117,946</b>	<b>\$ 123,496</b>	<b>\$ 121,500</b>	<b>\$ 125,340</b>	<b>\$ 1,844</b>	<b>1.49%</b>

<b>Expenditure Category</b>	<b>Actual</b>	<b>Approved</b>	<b>Projected</b>	<b>Proposed</b>	<b>Change</b>	<b>Percent</b>
	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY17 - 18</b>	<b>Change</b>
Personnel	\$ 117,946	\$ 123,496	\$ 121,500	\$ 125,340	\$ 1,844	1.49%
<b>Total Appropriation</b>	<b>\$ 117,946</b>	<b>\$ 123,496</b>	<b>\$ 121,500</b>	<b>\$ 125,340</b>	<b>\$ 1,844</b>	<b>1.49%</b>

<b>Employee Benefits Allocation:</b>		
Life Insurance	\$ 7	\$ 7
Medicare	1,523	1,524
Health Insurance	11,628	11,622
County Retirement	10,874	10,971
<b>Total Employee Benefits (1)</b>	<b>\$ 24,032</b>	<b>\$ 24,123</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 141,978</b>	<b>\$ 145,623</b>

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



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;
- G.I.S. project management;
- Policies and Procedures;
- Video and CH18 technical hardware;
- System Administration;
- Network Connectivity; and
- Cellular devices.



Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2016	FY 2017	FY 2017	FY 2018	FY17 - 18	Change
Taxes	\$ 435,970	\$ 511,706	\$ 290,419	\$ 448,936	\$ (62,770)	-12.27%
<b>Total Sources</b>	<b>\$ 435,970</b>	<b>\$ 511,706</b>	<b>\$ 290,419</b>	<b>\$ 448,936</b>	<b>\$ (62,770)</b>	<b>-12.27%</b>

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 185,503	\$ 201,831	\$ 182,215	\$ 196,502	\$ (5,329)	-2.64%
Operating Expenses	114,161	170,875	108,204	147,434	(23,441)	-13.72%
Capital Outlay	136,306	139,000	-	105,000	(34,000)	-24.46%
<b>Total Appropriation</b>	<b>\$ 435,970</b>	<b>\$ 511,706</b>	<b>\$ 290,419</b>	<b>\$ 448,936</b>	<b>\$ (62,770)</b>	<b>-12.27%</b>

Employee Benefits Allocation:		
Life Insurance	\$ 21	\$ 23
Medicare	1,354	1,929
Health Insurance	13,084	10,501
County Retirement	10,818	9,090
<b>Total Employee Benefits (1)</b>	<b>\$ 25,277</b>	<b>\$ 21,543</b>
<b>Total Expenditures Including Benefits</b>	<b>\$ 461,247</b>	<b>\$ 311,962</b>

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

## Performance Measures / Workload

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

Performance Measures	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Percent of availability of database environments*	99.9%	99.9%	99.5%	99.5%
Availability of critical core applications*	99.9%	99.9%	95.9%	99.5%
Availability of Town's web site including property data and maps*	99.9%	99.9%	98.7%	99.5%

\*Does not include scheduled down times.

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
New PC's installed	66	60	300	60
Help Desk work orders completed	871	853	900	900
CH18 Meetings/Shows produced/Recorded	942	960	970	970
Completed requests for Maps and geographic analysis	1,158	991	1,000	1,000
Web requests for website changes or additions	N/A	270,000	700,000	710,000

## Application Production and Development Program

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimated	FY 2018 Projected
Number of work orders for Web Developer	2,659	2,103	2,000	2,000
Large print jobs with folding/mailing	N/A	N/A	10	10
<b>Systems Administration Program</b>	<b>942</b>	<b>960</b>	<b>970</b>	<b>970</b>
Network Uptime (not including scheduled down time)	99.5%	99.5%	99.5%	99.5%
Number of security cameras	23	36	48	55
<b>Administration Program</b>	<b>23</b>	<b>36</b>	<b>48</b>	<b>55</b>
Channel 18 Uptime %	99.5%	99.5%	99.5%	99.5%
Number of Personnel	13	12	12	13
<b>Hardware Program</b>	<b>23</b>	<b>36</b>	<b>48</b>	<b>55</b>
Number of PC's and Laptops	420	450	520	550

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