

Administrative Services Department



Finance

- Includes Elected Town Clerk
- Includes Elected Town Collector



Legal



Human Resources

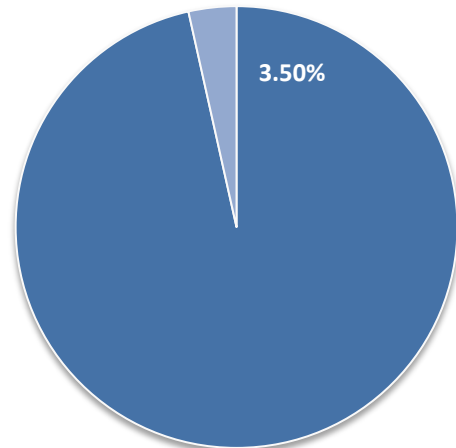


Information Technology

Department Description

The Administrative Services Department is comprised of four sub-departments providing a variety of professional services including financial, legal, human resources, and information technology to all components of town government.

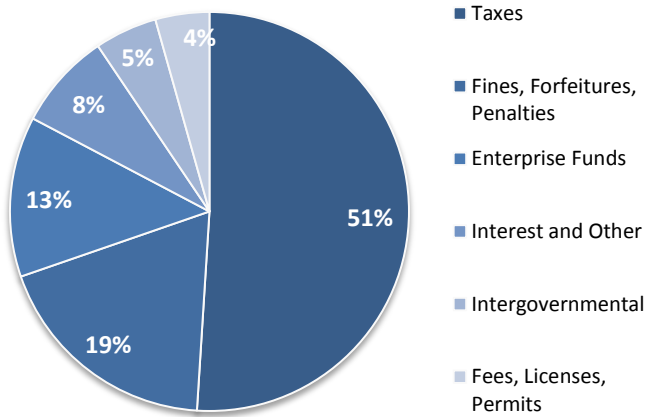
Percentage of FY19 General Fund Budget



The Administrative Services Department budget represents 3.50% of the overall General Fund budget.

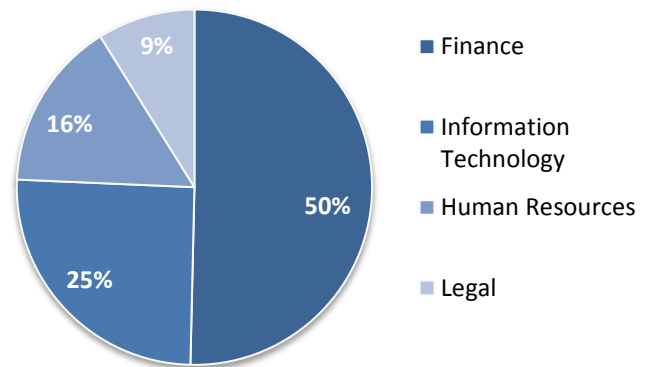
Administrative Services Department Financial Summary

FY19 Source of Funding



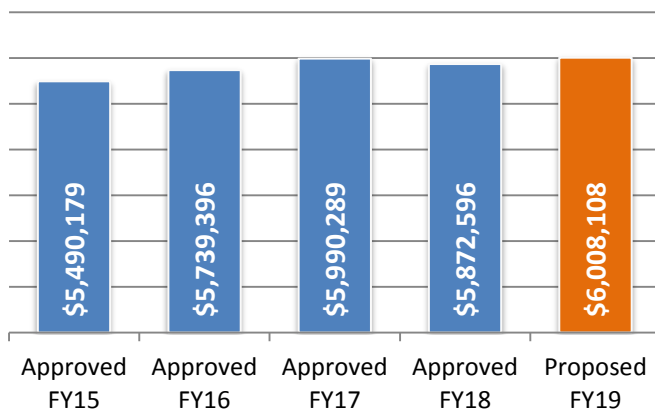
Taxes provide 51% of the funding for this department. The next largest funding sources are penalties and interest on the late payment of taxes 19%, and enterprise funds representing 13%.

Administrative Services Department FY19 Budget By Division



The Finance Division is the largest division in this department representing 50% of the department's proposed budget.

Administrative Services Department Budget History



The department's budget has increased from \$5.49 million in FY15 to \$6 million in FY19 over the last five years or 1.89% annually.

Administrative Services Dept.	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 2,295,516	\$ 2,855,560	\$ 2,324,063	\$ 3,064,322	\$ 208,762	7.31%
Intergovernmental	306,473	300,156	299,194	304,288	4,132	1.38%
Fines, Forfeitures, Penalties	1,303,311	1,192,900	1,333,952	1,124,000	(68,900)	-5.78%
Fees, Licenses, Permits	301,748	259,000	275,320	262,700	3,700	1.43%
Charges for Services	326	-	1,720	-	-	0.00%
Interest and Other	754,083	416,000	723,103	471,500	55,500	13.34%
Special Revenue Funds	30,000	30,000	30,000	-	(30,000)	-100.00%
Enterprise Funds	727,903	818,980	818,980	781,298	(37,682)	-4.60%
Total Sources	\$ 5,719,360	\$ 5,872,596	\$ 5,806,332	\$ 6,008,108	\$ 135,512	2.31%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 4,386,112	\$ 4,473,183	\$ 4,440,851	\$ 4,565,318	\$ 92,135	2.06%
Operating Expenses	1,254,003	1,294,413	1,260,481	1,337,790	43,377	3.35%
Capital Outlay	79,245	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$ 5,719,360	\$ 5,872,596	\$ 5,806,332	\$ 6,008,108	\$ 135,512	2.31%

Employee Benefits Allocation:	
Life Insurance	\$ 435
Medicare	56,703
Health Insurance	271,432
County Retirement	848,424
Total Employee Benefits (1)	\$ 1,176,994

Total Expenditures Including Benefits	\$ 6,896,354
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Full-time Equivalent Employees	58.30	57.55	56.55	-1.00
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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 Administration Department's FY19 proposed budget will increase by \$135,512 or 2.31% over the FY18 budget. Personnel costs will increase by \$92,135 due to contractual obligations as well as adding one full-time Purchasing Agent position. Two full-time positions in the assessing operations have been eliminated resulting in a savings of \$98,368. Operating costs will increase by \$43,377 due to annual increases in software licensing (\$21,377) and outside contract services for the assessing operations (\$28,000), offset by the reduction of \$6,000 from one-time costs included in the FY18 Town Clerk budget. Capital outlay costs will remain level funded to support the Information Technology Department's software and hardware upgrades. Tax support is expected to increase by \$208,762 as other revenue sources are estimated to decline.

Additional Funding Recommended

Information Technology

1. Software/Hardware Maintenance Increases	\$21,377 Requested \$21,377 Recommended
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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.

2. Valuation Contract Assistance	\$28,000 Requested \$28,000 Recommended
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The Assessing operation has reorganized its staff and workflow in order to eliminate two full-time positions. The elimination of these two positions will require the operation to supplement its work plan with some outside contract assistance.

3. Maintain Existing Operating Capital	\$105,000 Requested \$105,000 Recommended
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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 2019 include replacement of printers, servers, and plotters, networking equipment, hardware for virtual servers, firewalls, and Storage Area Networks (SAN) and security appliances.

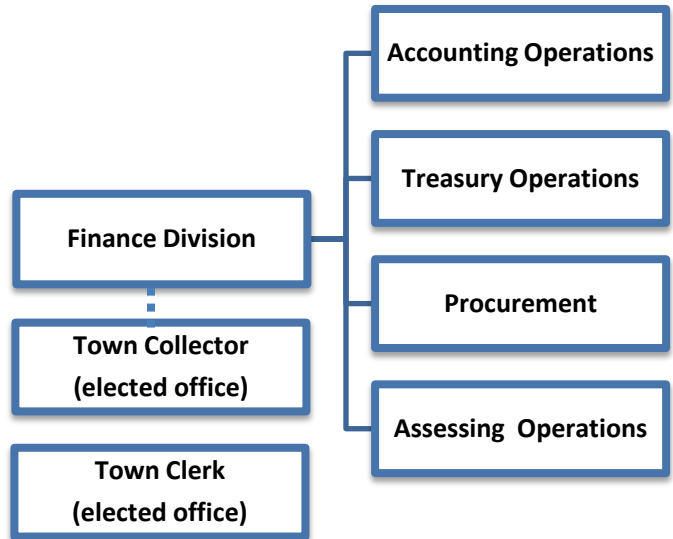
Finance Division

Purpose Statement

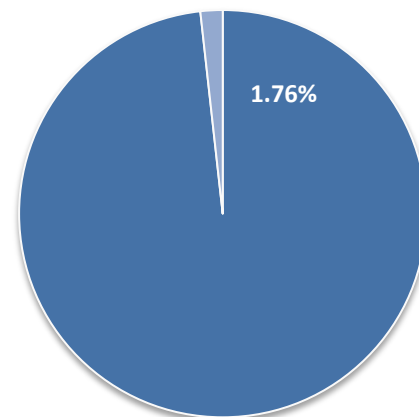
The purpose of the Finance Division is to safeguard the financial assets, vital records and elections process of the town using professional financial and administrative practices in order to preserve the town’s financial integrity, preservation of vital and historical records, and the integrity in elections.

Recent Accomplishments

- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 16th year in a row for the June 30, 2016 Comprehensive Annual Financial Report (CAFR).
- Received the Distinguished Budget Presentation Award from the GFOA for the 17th year in a row for the FY 2018 annual budget document.
- Maintained a AAA bond rating for the town.
- Assisted with the disposition of 23 tax possession properties raising funds for the town and placing properties back on the tax rolls.
- Received a clean audit opinion on the June 30, 2017 CAFR and there were no audit findings.
- Reviewed the workflow process in the assessing operation resulting in the reduction of 2 full-time positions proposed for FY 2019.
- Expanded the number of vendors participating in the town’s ACI payment process generating additional revenue of approximately \$25,000 per year.



Percentage of FY19 General Fund Budget



The Finance Division represents 1.76% of the overall General Fund budget.

Fiscal Year 2019 Goals and Objectives

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

Short-Term:

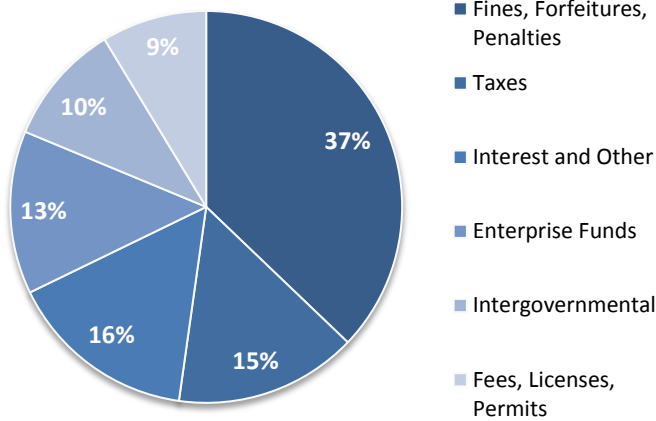
1. Implement a paperless invoice processing system in order to improve efficiency, reduce paper costs and storage needs. **(SP: Communication, and Finance)**
2. Practice and promote sound financial policies and procedures in order to maintain the Town's AAA bond rating. **(SP: Finance)**
3. Work with the Marine & Environmental Affairs Department on enhancing revenue generated from the use of the town's waterways. **(SP: Finance)**
4. Conduct a property tax lien sale in order to reduce the amount of outstanding tax liens receivable. **(SP: Finance)**
5. Explore ways to enhance the town's Open Budget website. **(SP: Communication)**
6. Work with the Public Works Department on the creation of a systems development charge for the wastewater operations. **(SP: Finance)**

Long-Term:

1. Continue to participate in the GFOA award programs for budgeting and financial reporting. **(SP: Finance)**
2. Continue to enhance the funding provided for the town's annual snow removal program (\$125,000 per year) and OPEB liability (\$50,000 per year). **(SP: Finance)**
3. Identify areas where the town can expand the use of Content Manager in order to reduce the consumption of paper and improve staff efficiency. **(SP: Finance)**
4. Evaluate department workflow processes in order to identify additional areas for efficiency gains without compromising effectiveness. **(SP: Finance)**

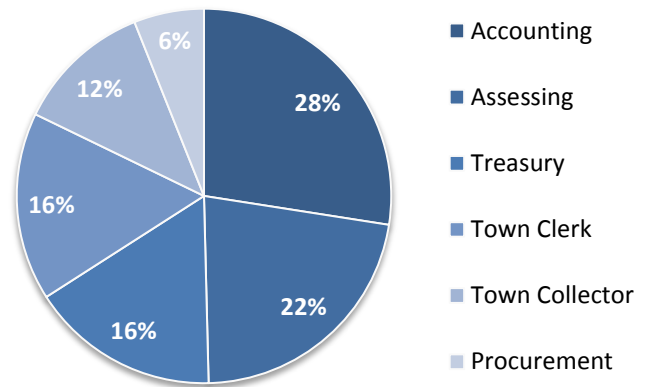
Finance Division Financial Summary

FY19 Source of Funding



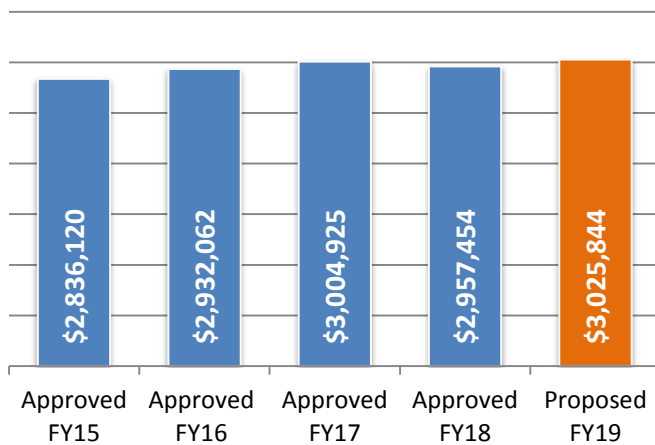
The largest funding sources for this operation are taxes and fees charged on the late payment of taxes. These two categories comprise 52% of the division’s funding. Taxes provide 15% of the funding sources for the division. Enterprise Fund support is 13% of all funding sources.

Finance Division FY19 Budget By Program



The Accounting program is the largest area of this division’s budget comprising 28% followed by the Assessors at 22% of the budget.

Finance Division Budget History



The division’s budget has increased from \$2.836 million in FY15 to \$3.025 million proposed in FY19 over this five-year period, or 1.34% annually.

Finance Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ -	\$ 423,019	\$ -	\$ 456,306	\$ 33,287	7.87%
Intergovernmental	306,473	300,156	299,194	304,288	4,132	1.38%
Fines, Forfeitures, Penalties	1,303,311	1,192,900	1,333,952	1,124,000	(68,900)	-5.78%
Fees, Licenses, Permits	301,748	259,000	275,320	262,700	3,700	1.43%
Charges for Services	326	-	1,720	-	-	0.00%
Interest and Other	754,066	416,000	721,304	471,500	55,500	13.34%
Special Revenue Funds	15,000	15,000	15,000	-	(15,000)	-100.00%
Enterprise Funds	319,892	351,379	351,379	407,050	55,671	15.84%
Total Sources	\$ 3,000,816	\$ 2,957,454	\$ 2,997,869	\$ 3,025,844	\$ 68,390	2.31%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 2,404,556	\$ 2,531,819	\$ 2,509,394	\$ 2,578,209	\$ 46,390	1.83%
Operating Expenses	386,719	425,635	410,481	447,635	22,000	5.17%
Total Appropriation	\$ 2,791,275	\$ 2,957,454	\$ 2,919,875	\$ 3,025,844	\$ 68,390	2.31%

Employee Benefits Allocation:	
Life Insurance	\$ 291
Medicare	30,932
Health Insurance	161,298
County Retirement	472,982
Total Employee Benefits (1)	\$ 665,503

	\$ 315
	32,748
	191,116
	506,555
Total	\$ 730,734

Total Expenditures Including Benefits	\$ 3,456,778
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Total	\$ 3,650,609
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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 Finance Division's FY19 proposed budget will increase by \$68,390 or 2.3% over FY18 budget. Personnel costs will increase by \$46,390 due to contractual obligations. This includes the net impact of the reduction of two positions in the assessing operation and one additional position in the procurement operation. Operating costs will increase by \$22,000. The operating cost increase includes \$28,000 to support assessing with outside contract services, offset by the reduction of \$6,000 from one-time costs included in the FY18 Town Clerk budget. Tax support for the division will increase by \$33,287 in FY19. Enterprise Fund support will increase \$55,671. This offsets the \$68,900 estimated reduction in revenue from fines and penalties.

Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	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	-
Director of Finance	1.00	1.00	1.00	-
Financial/Budget Analyst	2.00	2.00	2.00	-
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	5.75	5.75	-
Property Transfer Assistant	1.00	1.00	1.00	-
Purchasing Agent	-	-	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	-
Full-time Equivalent Employees	35.50	35.75	34.75	(1.00)

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	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 545,185	\$ 590,144	\$ 544,879	\$ 599,329	\$ 9,185	1.56%
Special Revenue Funds	15,000	15,000	15,000	-	(15,000)	-100.00%
Enterprise Funds	183,220	206,102	206,102	231,761	25,659	12.45%
Total Sources	\$ 780,756	\$ 811,246	\$ 806,740	\$ 831,090	\$ 19,844	2.45%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 695,040	\$ 724,996	\$ 721,380	\$ 744,840	\$ 19,844	2.74%
Operating Expenses	85,716	86,250	85,360	86,250	-	0.00%
Total Appropriation	\$ 780,756	\$ 811,246	\$ 806,740	\$ 831,090	\$ 19,844	2.45%

Employee Benefits Allocation:			
Life Insurance	\$ 77		\$ 82
Medicare	8,914		9,354
Health Insurance	48,060		55,160
County Retirement	138,237		148,049
Total Employee Benefits (1)	\$ 195,288		\$ 212,645
Total Expenditures Including Benefits	\$ 976,044		\$ 1,019,385

(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 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Fines, Forfeitures, Penalties	\$ 349,582	\$ 273,400	\$ 405,329	\$ 276,000	\$ 2,600	0.95%
Fees, Licenses, Permits	20,732	2,000	1,980	2,200	200	10.00%
Interest and Other	515,808	414,000	582,598	466,500	52,500	12.68%
Enterprise Funds	59,160	63,570	63,570	64,022	452	0.71%
Total Sources	\$ 945,282	\$ 752,970	\$ 1,053,477	\$ 808,722	\$ 55,752	7.40%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 397,028	\$ 412,140	\$ 409,000	\$ 426,243	\$ 14,103	3.42%
Operating Expenses	86,774	67,800	60,000	67,800	-	0.00%
Total Appropriation	\$ 483,802	\$ 479,940	\$ 469,000	\$ 494,043	\$ 14,103	2.94%

Employee Benefits Allocation:	
Life Insurance	\$ 23
Medicare	5,202
Health Insurance	26,394
County Retirement	80,752
Total Employee Benefits (1)	\$ 112,371
Total Expenditures Including Benefits	\$ 596,173

\$ 25
5,516
31,506
86,484
\$ 123,531
\$ 592,531

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

Procurement Operation

The Procurement Operation provides oversight of policies, procedures and enforcement of procurement laws on a Town-wide basis, including schools and enterprise accounts. The operation also provides extensive involvement in the negotiation of energy contracts for all segments of the Town.



Procurement Management	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 31,496	\$ 57,781	\$ 57,023	\$ 104,191	\$ 46,410	80.32%
Enterprise Funds	46,467	48,177	48,177	78,914	30,737	63.80%
Total Sources	\$ 77,963	\$ 105,958	\$ 105,200	\$ 183,105	\$ 77,147	72.81%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 71,264	\$ 98,498	\$ 98,000	\$ 175,645	\$ 77,147	78.32%
Operating Expenses	6,699	7,460	7,200	7,460	-	0.00%
Total Appropriation	\$ 77,963	\$ 105,958	\$ 105,200	\$ 183,105	\$ 77,147	72.81%

Employee Benefits Allocation:	
Life Insurance	\$ 6
Medicare	965
Health Insurance	4,466
County Retirement	16,142
Total Employee Benefits (1)	\$ 21,579
Total Expenditures Including Benefits	\$ 99,542

\$ 6
1,019
4,981
17,287
\$ 23,293
\$ 128,493

(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 public.

Assessing	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 355,227	\$ 419,252	\$ 405,619	\$ 357,586	\$ (61,666)	-14.71%
Intergovernmental	306,473	300,156	299,194	304,288	4,132	1.38%
Charges for Services	320	-	87	-	-	0.00%
Interest and Other	4,050	-	-	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
Total Sources	\$ 674,070	\$ 727,408	\$ 712,900	\$ 669,874	\$ (57,534)	-7.91%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 593,751	\$ 628,408	\$ 617,000	\$ 542,874	\$ (85,534)	-13.61%
Operating Expenses	80,319	99,000	95,900	127,000	28,000	28.28%
Total Appropriation	\$ 674,070	\$ 727,408	\$ 712,900	\$ 669,874	\$ (57,534)	-7.91%

Employee Benefits Allocation:	
Life Insurance	\$ 101
Medicare	7,803
Health Insurance	47,062
County Retirement	127,930
Total Employee Benefits (1)	\$ 182,896
Total Expenditures Including Benefits	\$ 856,966

\$ 102
7,809
59,098
137,011
\$ 204,020
\$ 916,920

(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 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 243,098	\$ 317,592	\$ 287,668	\$ 310,727	\$ (6,865)	-2.16%
Fees, Licenses, Permits	189,052	166,500	192,720	176,000	9,500	5.71%
Charges for Services	6	-	1,633	-	-	0.00%
Interest and Other	17,256	2,000	-	5,000	3,000	150.00%
Total Sources	\$ 449,412	\$ 486,092	\$ 482,021	\$ 491,727	\$ 5,635	1.16%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 404,524	\$ 419,217	\$ 417,000	\$ 430,852	\$ 11,635	2.78%
Operating Expenses	44,888	66,875	65,021	60,875	(6,000)	-8.97%
Total Appropriation	\$ 449,412	\$ 486,092	\$ 482,021	\$ 491,727	\$ 5,635	1.16%

Employee Benefits Allocation:		
Life Insurance	\$ 48	\$ 50
Medicare	4,673	5,515
Health Insurance	27,193	31,058
County Retirement	60,435	64,725
Total Employee Benefits (1)	\$ 92,349	\$ 101,348
Total Expenditures Including Benefits	\$ 541,761	\$ 583,369

(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 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Fines, Forfeitures, Penalties	\$ 953,729	\$ 919,500	\$ 928,623	\$ 848,000	\$ (71,500)	-7.78%
Fees, Licenses, Permits	91,964	90,500	80,620	84,500	(6,000)	-6.63%
Interest and Other	179,601	-	97,947	-	-	0.00%
Enterprise Funds	23,045	25,530	25,530	24,353	(1,177)	-4.61%
Total Sources	\$ 1,248,339	\$ 1,035,530	\$ 1,132,720	\$ 956,853	\$ (78,677)	-7.60%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 242,949	\$ 248,560	\$ 247,014	\$ 257,755	\$ 9,195	3.70%
Operating Expenses	82,323	98,250	97,000	98,250	-	0.00%
Total Appropriation	\$ 325,272	\$ 346,810	\$ 344,014	\$ 356,005	\$ 9,195	2.65%

Employee Benefits Allocation:	
Life Insurance	\$ 36
Medicare	3,375
Health Insurance	8,123
County Retirement	49,486
Total Employee Benefits (1)	\$ 61,020
Total Expenditures Including Benefits	\$ 386,292

\$ 50
3,535
9,313
52,999
\$ 65,897
\$ 409,911

(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 2015	FY 2016	FY 2017	FY 2018
Central financial operating costs as a percentage of the overall General Fund budget	1.99%	1.96%	1.92%	1.92%

Accounting Operation

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated
Vendor Payments Processed	41,187	41,406	40,481	41,550
G/L Accounts Maintained	18,970	19,087	19,770	19,810
G/L Transactions Processed	276,092	300,081	291,122	301,236

Treasury Operation

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated
Vendor Checks Processed	22,149	23,331	24,352	24,500
Payroll Checks Processed	55,821	59,730	59,653	60,130

Procurement Operation

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated
RFP's Issued	23	28	21	25
Sealed Bids Issued	50	30	43	40
Contracts Processed	90	138	157	150
Quotes Conducted or Reviewed	160	144	135	150
Requisitions Reviewed for Compliance	650	625	665	650
Avoided Bids	30	24	32	32
Collaborative Contracts (State & County)	25	45	30	30
Surplus Property Designations	25	50	52	60

Assessing Operation

Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Total Properties Assessed	28,797	28,766	28,830	28,894
Number of Abatements Filed	273	146	200	235
% of Properties Filing Abatements	0.009%	0.005%	0.007%	0.004%
Number of Abatements Granted	85	25	75	83
Average Abatement Dollar per Appeal Filed	\$ 759.39	\$ 734.80	\$ 750.00	\$ 800.00
Total Tax Dollar Value for Appeals Granted	\$ 64,548	\$ 29,392	\$ 56,250	\$ 62,500
Percentage of FY Tax Levy for Appeals Granted	0.00058%	0.00026%	0.00047%	0.00058%

Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Appellate Tax Board Appeals Settled	23	-	10	25
Exemptions Processed	677	681	700	725
RE/PP Abatements Processed	186	59	125	85
MVE Abatements Processed	2,442	2,162	1,600	2,000
Building Permits Inspected	2,227	1,719	2,300	2,625
Re-listing Inspections	1,592	3,220	3,000	3,000
Property Transfers (Deeds) Processed	2,442	2,580	2,600	2,715

Town Clerk Operation (Elected Office)

Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Projected
Births Recorded	800	792	800	800
Marriages Recorded	350	437	473	450
Deaths Recorded	800	878	843	800
Dogs Licensed	2,800	3,500	2,944	2,900
New Voters Registered	1,400	2,825	3,188	2,900
Business Licenses Issued	350	360	360	350

Town Collector Operation (Elected Office)

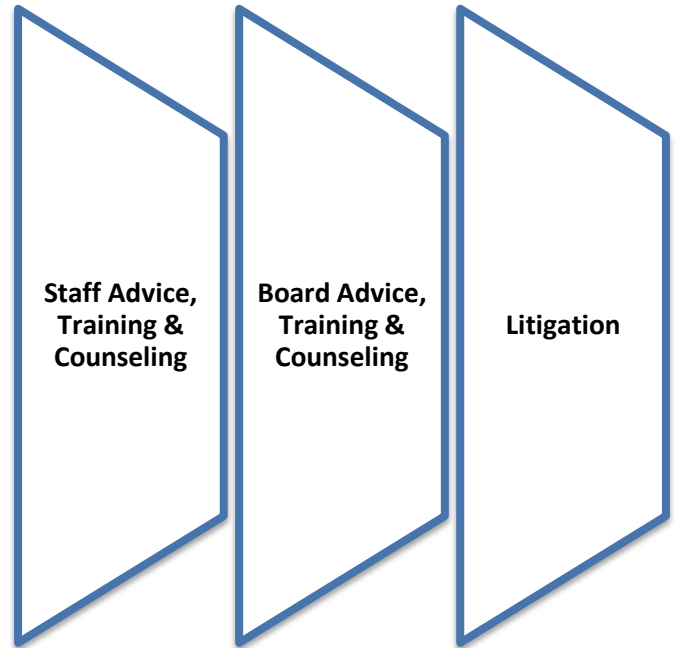
Property Tax Collection Rates - Collection rates are a good indication of the Town’s efficiency and financial stability. The net tax levy is used for calculating the rates. The net tax levy is calculated by subtracting the amount set aside for abatements and exemptions from the gross tax levy.

Performance Measures	FY 2014 Levy	FY 2015 Levy	FY 2016 Levy	FY 2017 Levy	FY 2018 Levy Estimated
Percentage of the net property tax levy collected in the fiscal year levied	97.99%	97.18%	97.25%	98%	98%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.35%	99.37%	98.40%	98%	98%

Legal Division

Purpose Statement

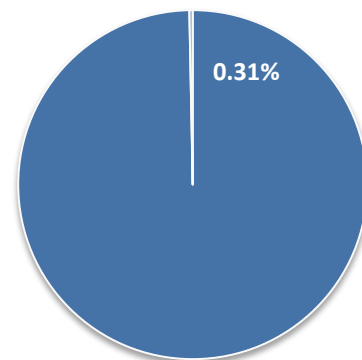
The Legal Division is dedicated to providing professional legal services to all the components of town government. This must be carried out consistent with the oath of office each attorney is obliged to take under Section 38 of Chapter 221 of the General Laws: "I solemnly swear that I will do no falsehood,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

After a more recent series of successful challenges to the ill-conceived Cape Wind project that resulted in Cape Wind's state permits being terminated, and after a new challenge was filed by the legal department with the Federal Department of the Interior, Cape Wind elected to surrender its federal lease of the Nantucket Sound site in December of 2017. The Town had actively opposed the project for more than eleven years in state administrative proceedings and ultimately before the Supreme Judicial Court, as well as in various Federal Courts in Boston and the District of Columbia. Efforts to permanently protect the Sound from industrial development continue before the state legislature, Congress, and the Department of the Interior.

Percentage of FY19 General Fund Budget



The Legal Division comprises 0.31% of the overall General Fund budget.

Additional Recent Accomplishments

With the guidance and leadership from the Town Manager and the Town Council, the Town settled the litigation against Barnstable County regarding the contamination of the Mary Dunn Wells by Perfluoroalkyl Substances (PFAS). Under the terms of the settlement, the County will cover the cost of the debt service for the required remediation of the Mary Dunn Wells as well as the ongoing operation and maintenance costs. A significant part of the settlement is a commitment by both the Town and the County to work cooperatively to address critical water quality issues in the future.

Our office engaged with the Town Council and its Charter Review Committee in a public process which extended over a two year period to review Barnstable's Charter to determine if any changes were necessary. The Committee recommended and the Town Council approved Special Legislation proposing several changes to the Charter including the elimination of Preliminary Elections, clarification of the term limits and charter objection provisions. The Special Legislation required that the charter amendments would only go into effect if approved by a majority of the voters at the November 7, 2017 biennial election. The voters did approve the Charter Amendments by a vote of 1992 to 972 and the Charter and the Charter Amendments are now in effect.



LEGAL TEAM: CHARLIE MCLAUGHLIN, ASSIST. TOWN ATTORNEY; RUTH WEIL, TOWN ATTORNEY; AMBER PATTERSON, LEGAL ASSIST.; SUSAN ROBBINS, LEGAL CLERK; DAVE HOUGHTON, ASSIST. TOWN ATTORNEY

Fiscal Year 2019 Goals and Objectives

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

Short-Term:

1. Continue to devote attention to decreasing defensive litigation by education and training. **(SP: Finance, Economic Development, Regulatory Process and Performance).**
2. 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).**
3. 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).**
4. 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).**

Long-Term:

1. Continue to work with the Town Council on legal issues relating to growth and the quality of life including Hyannis revitalization. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources, Housing).**
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).**
5. With direction from the Town Council, review the provisions of the Administrative Code relating to multiple member Boards. **(SP: Economic Development, Regulatory Process and Performance, Environment and Natural Resources, Housing).**

FY19 Goals and Results

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).**

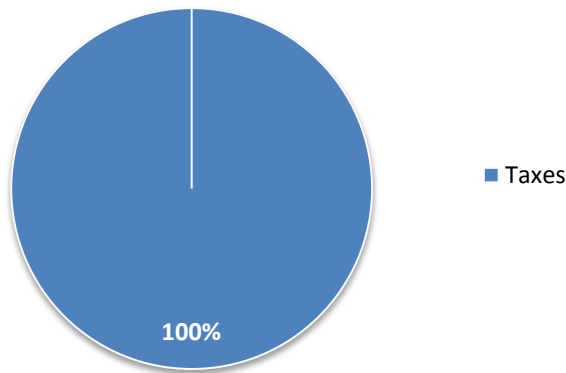
Action: Worked with the Massachusetts Bar Association, Massachusetts Law Reform Institute and the Cape delegation to effectuate the creation of the Housing Court to serve the Cape.

2. 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).**

Action: In late 2016, Eversource filed a rate-setting petition with the Department of Public Utilities where it proposed rates would have cut Barnstable’s financial benefits from solar by about 50%. Our office challenged the proposal in contested hearings and succeeded in defeating the proposal, at least for the time being. Efforts are now underway to seek a legislative solution that will stabilize the solar market so that future investments can be undertaken with confidence.

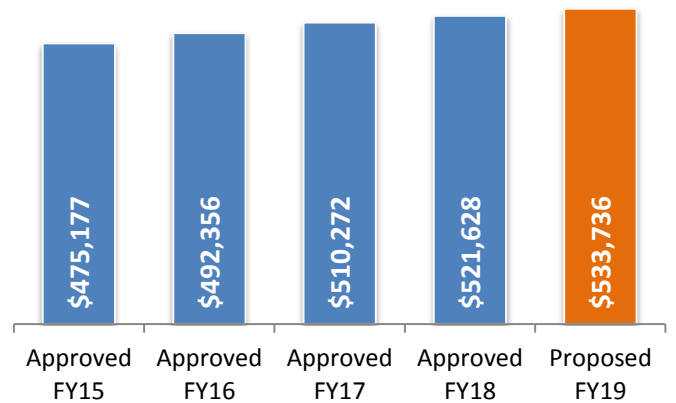
Legal Division Financial Summary

FY19 Source of Funding



Taxes support 100%.

Legal Division Budget History



Legal Division’s budget has increased from \$475,177 in FY15 to \$533,736 in FY19 over the five-year period, or 2.46% annually.

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 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 468,881	\$ 506,628	\$ 503,201	\$ 533,736	\$ 27,108	5.35%
Interest and Other	17	-	1,799	-	-	0.00%
Special Revenue Funds	15,000	15,000	15,000	-	(15,000)	-100.00%
Total Sources	\$ 483,898	\$ 521,628	\$ 520,000	\$ 533,736	\$ 12,108	2.32%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 456,307	\$ 481,928	\$ 481,000	\$ 494,036	\$ 12,108	2.51%
Operating Expenses	27,591	39,700	39,000	39,700	-	0.00%
Total Appropriation	\$ 483,898	\$ 521,628	\$ 520,000	\$ 533,736	\$ 12,108	2.32%

Employee Benefits Allocation:		
Life Insurance	\$ 24	\$ 25
Medicare	6,382	6,953
Health Insurance	13,185	15,193
County Retirement	86,883	93,050
Total Employee Benefits (1)	\$ 106,474	\$ 115,221
Total Expenditures Including Benefits	\$ 590,372	\$ 635,221

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

Summary of Significant Budget Changes

Legal Division's FY19 proposed budget is increasing by \$12,108 due to contract obligations.

Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	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	0.80	0.80	0.80	-
Full-time Equivalent Employees	4.80	4.80	4.80	-

Performance Measures / Workload Indicators

Workload Indicators	Pending Matters	Matters Opened	Matters Closed
Fiscal Year 2017	1,630	271	261
Fiscal Year 2016	1,620	306	119
Fiscal Year 2015	1,547	300	251

Human Resources Division

Purpose Statement

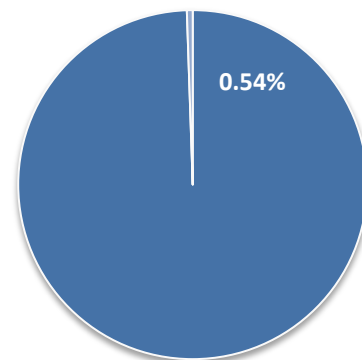
The purpose of Human Resources is to deliver reliable and innovative services that allow the Town of Barnstable to provide the best possible service to its citizens.



Recent Accomplishments

- Assisted in the hiring of several high-level positions including Police Chief, Building Commissioner, Director of Assessing, and Elementary School Principal.
- Coordinated the implementation of a new substitute teacher tracking/application system.
- Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.
- Partnered with the Town Manager’s Office in the offering of a Municipal Leadership Certificate Program from Suffolk University.
- Offered employees the option of participating in Health Savings Accounts (HSA) to better manage their health care.
- Successfully negotiated all municipal and school collective bargaining agreements.

Percentage of FY19 General Fund Budget



The Human Resources Division comprises 0.54% of the overall General Fund budget.

Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's 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. Assist with the restructuring of the Regulatory Services, Community Services, and Planning and Development Departments. **(SP: Communication)**
3. Increase the functionality of the municipal applicant tracking system. **(SP: Education, Communication, Finance)**

Long-Term:

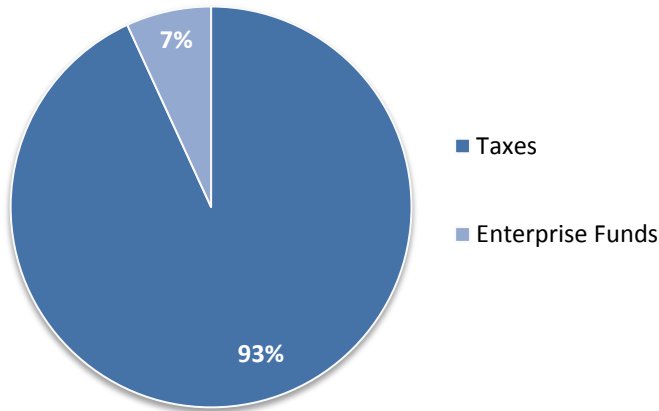
1. Implement a new classification system for municipal positions. **(SP: Education, Communication)**
2. Work with Departments to develop a succession plan to identify and train the next generation of managers. **(SP: Education, Communication)**



**WILLIAM COLE, HUMAN RESOURCE DIRECTOR
YEARS OF SERVICE AWARDS CEREMONY**

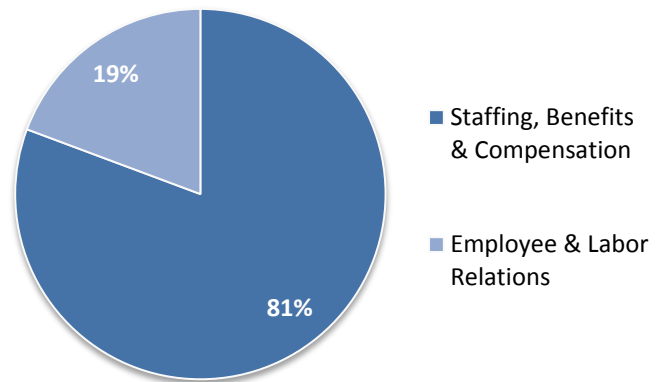
Human Resources Division Financial Summary

FY19 Source of Funding



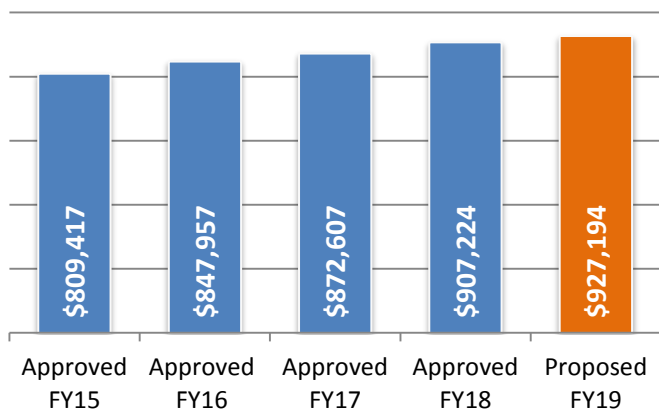
Tax support represents 93% of funding sources with the remaining 7% coming from Enterprise Fund support.

Human Resources Division FY19 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 \$809,417 in FY15 to \$927,194 in FY19 over the five-year period, or 2.91% annually.

Human Resources Division	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 827,522	\$ 841,965	\$ 833,741	\$ 863,531	\$ 21,566	2.56%
Enterprise Funds	57,528	65,259	65,259	63,663	(1,596)	-2.45%
Total Sources	\$ 885,050	\$ 907,224	\$ 899,000	\$ 927,194	\$ 19,970	2.20%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 714,536	\$ 730,024	\$ 728,000	\$ 749,994	\$ 19,970	2.74%
Operating Expenses	170,514	177,200	171,000	177,200	-	0.00%
Total Appropriation	\$ 885,050	\$ 907,224	\$ 899,000	\$ 927,194	\$ 19,970	2.20%

Employee Benefits Allocation:	
Life Insurance	\$ 37
Medicare	10,160
Health Insurance	44,935
County Retirement	125,134
Total Employee Benefits (1)	\$ 180,266
Total Expenditures Including Benefits	\$ 1,065,316

\$ 37
12,579
44,512
134,016
\$ 191,144
\$ 1,090,144

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

Summary of Significant Budget Changes

Human Resources FY19 proposed budget is increasing by \$19,970 over FY18 budget due to contractual obligations.



YEARS OF SERVICE AWARDS CEREMONY

Full-time Equivalent Employees

Job Title	FY 2017	FY 2018
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
Full-time Equivalent Employees	8.00	8.00

FY 2019	Change
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
1.00	-
2.00	-
8.00	-



HUMAN RESOURCE TEAM: WILLIAM COLE, HUMAN RESOURCE DIRECTOR; TARA WAY, BENEFITS ASSIST.; DEBORAH GILBERT, PRINCIPAL ASSSIST.; ANGELA WHELAN, ADMIN ASSIST.; TAMMY CUNNINGHAM, ASSIST. DIRECTOR; ERIN HURD, PRINCIPAL ASSIST; SUSAN ATKINS, HR COORDINATOR; LAURA SCROGGINS, BENEFITS ADMIN.

Description of Division Services Provided

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
- 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)

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 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 668,368	\$ 667,177	\$ 659,741	\$ 684,474	\$ 17,297	2.59%
Enterprise Funds	57,528	65,259	65,259	63,663	(1,596)	-2.45%
Total Sources	\$ 725,896	\$ 732,436	\$ 725,000	\$ 748,137	\$ 15,701	2.14%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 558,402	\$ 571,486	\$ 570,000	\$ 587,187	\$ 15,701	2.75%
Operating Expenses	167,494	160,950	155,000	160,950	-	0.00%
Total Appropriation	\$ 725,896	\$ 732,436	\$ 725,000	\$ 748,137	\$ 15,701	2.14%

Employee Benefits Allocation:			
Life Insurance	\$ 28		\$ 28
Medicare	8,106		10,335
Health Insurance	33,660		33,110
County Retirement	125,134		134,016
Total Employee Benefits (1)	\$ 166,928		\$ 177,489
Total Expenditures Including Benefits	\$ 892,824		\$ 902,489

(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
- 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.

Employee/Labor Relations	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 159,154	\$ 174,788	\$ 174,000	\$ 179,057	\$ 4,269	2.44%
Total Sources	\$ 159,154	\$ 174,788	\$ 174,000	\$ 179,057	\$ 4,269	2.44%
Expenditure Category						
Personnel	\$ 156,134	\$ 158,538	\$ 158,000	\$ 162,807	\$ 4,269	2.69%
Operating Expenses	3,020	16,250	16,000	16,250	-	0.00%
Total Appropriation	\$ 159,154	\$ 174,788	\$ 174,000	\$ 179,057	\$ 4,269	2.44%
Employee Benefits Allocation:						
Life Insurance	\$ 9		\$ 9			
Medicare	2,054		2,244			
Health Insurance	11,275		11,402			
Total Employee Benefits (1)	\$ 13,338		\$ 13,655			
Total Expenditures Including Benefits	\$ 172,492		\$ 187,655			

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

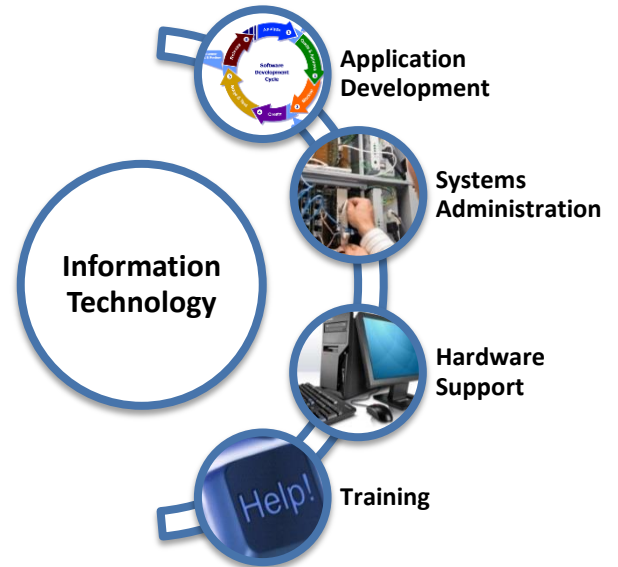
Performance Measures / Workload Indicators

Performance Measures /Workload Indicators	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Personnel Forms Processed	1,050	1,006	1,117	1,200	1,100
Employment Applications Processed	1,629	1,624	2,508	2,400	2,400
Permanent Position Vacancies	160	158	116	95	110
Avg. # of Applications per vacancy	10.2	10.3	21.5	25.2	21.8

Information Technology Division

Purpose Statement

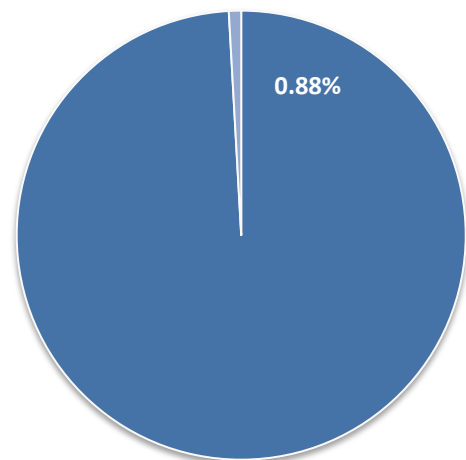
The purpose of the Information Technology Division, a sub-department of the Administrative Services Department, is to plan, implement and manage the effective and efficient utilization of information technology for the Town of Barnstable in its provision of services to the citizens.



Recent Accomplishments

- Replaced 134 PC's with new PC's upgraded with Microsoft Office.
- Cemetery Database is now online on the Town's website with public search capabilities.
- Upgraded the technology in the main Hearing Room in Town Hall (Projectors, screens, confidence monitors etc.)
- Upgraded the Selectman's Conference Room with a 75-inch ClearTouch display smartboard. The ClearTouch screen is on a mobile cart, which can be used in main Hearing Room as well.
- Enhanced the GIS web based applications used by DPW for managing drainage and water mains. Added new functionality to streamline editing and retrieval of infrastructure data.
- Developed a GIS application to facilitate the wastewater planning efforts of the Water Resources Advisory Committee.
- Completed a drone overflight of the Barnstable Harbor aquaculture grants producing high-resolution aerial images to assist management of the grants by MEA.

Percentage of FY19 General Fund Budget



The Information Technology Division comprises 0.88% of the overall General Fund budget.

Fiscal Year 2019 Goals and Objectives

(All Goals relate to the nine areas of the Town Council's 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:

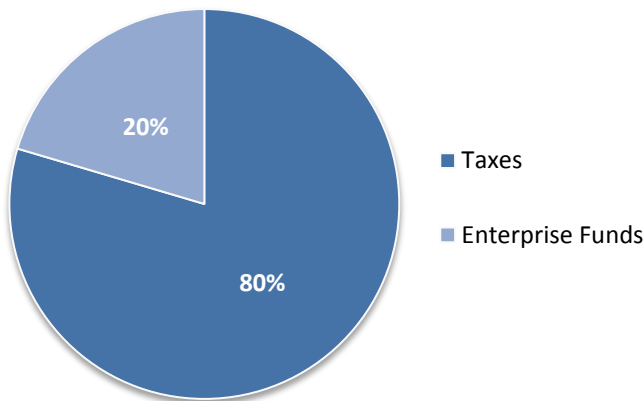
1. Continued expansion of the ViewPoint E-Permitting application across other departments. **(SP: Regulatory Access and Accountability, Communications, Education)**
FY17/FY18, Met expectations. More permits available online for the Building and Health Departments. Ongoing.
2. Complete development of the Site Finder GIS application to be used by businesses searching for available commercial sites on the Business Barnstable website.

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)**
FY17/FY18, 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)**
FY17/FY18, Met expectations. Upgraded network switches and ran internal fiber between all floors in Town Hall. Ongoing.
3. 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)**
FY17/FY18, Met expectations. G.I.S. Developed a GIS application to facilitate the wastewater planning efforts of the Water Resources Advisory Committee.

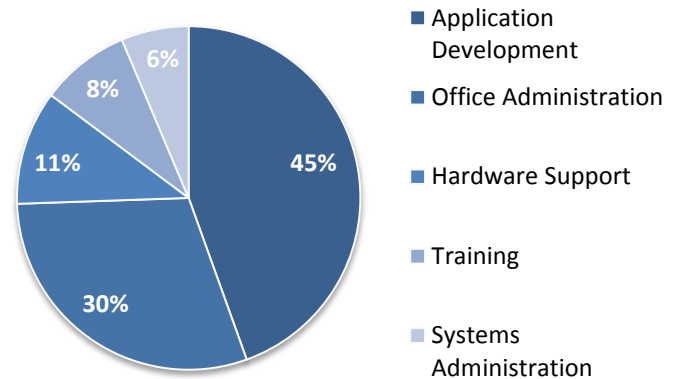
Information Technology Division Financial Summary

FY19 Source of Funding



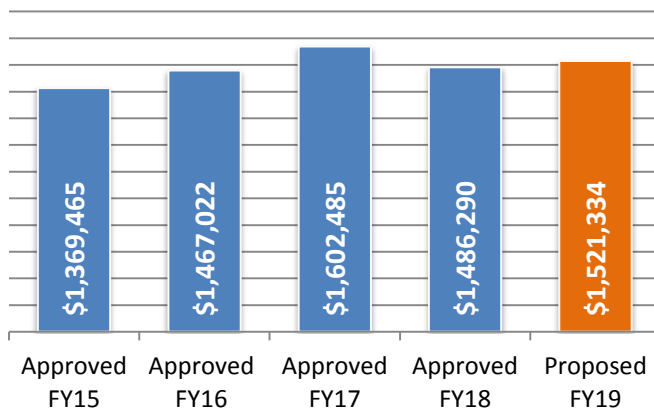
Tax support represents 80% of all funding sources with the remaining 20% coming from Enterprise Fund support.

Information Technology Division FY19 Budget By Program



Application Development is the largest program area in this budget at 45% 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 \$1.369 million in FY15 to \$1.521 million in FY19 over the five-year period, or 2.22% annually. The spike in FY16 was the result of significant cost increase in software and license support, most notably View Point 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 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 1,208,654	\$ 1,083,948	\$ 1,065,115	\$ 1,210,749	\$ 126,801	11.70%
Enterprise Funds	350,483	402,342	402,342	310,585	(91,757)	-22.81%
Total Sources	\$ 1,559,137	\$ 1,486,290	\$ 1,467,457	\$ 1,521,334	\$ 35,044	2.36%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 810,713	\$ 729,412	\$ 722,457	\$ 743,079	\$ 13,667	1.87%
Operating Expenses	669,179	651,878	640,000	673,255	21,377	3.28%
Capital Outlay	79,245	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$ 1,559,137	\$ 1,486,290	\$ 1,467,457	\$ 1,521,334	\$ 35,044	2.36%

Employee Benefits Allocation:		
Life Insurance	\$ 83	\$ 75
Medicare	9,229	8,463
Health Insurance	52,014	45,786
County Retirement	163,425	175,025
Total Employee Benefits (1)	\$ 224,751	\$ 229,349
Total Expenditures Including Benefits	\$ 1,783,888	\$ 1,696,806

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

Summary of Significant Budget Changes

Information Technology Division's FY19 proposed budget is increasing by \$35,044 or 2.36% over FY18 budget. Personnel costs are increasing \$13,667 due to contractual obligations. Operating costs are increasing by \$21,377 to cover the cost of annual software licensing agreements. Capital outlay costs are level funded, which supports annual software and hardware upgrades.

Full-time Equivalent Employees

Job Title	FY 2017	FY 2018	FY 2019	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	-	-	-
Full-time Equivalent Employees	10.00	9.00	9.00	-

Description of Division 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 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.



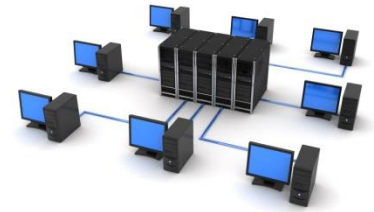
In G.I.S., analysis and map production services are grouped into this program. These services range from simple topographic site maps to complex analyses resulting in multiple maps and database reports. For example, G.I.S. analysis could be used to produce a map and report of all parcels less than one 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 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 397,252	\$ 252,842	\$ 247,658	\$ 366,548	\$ 113,706	44.97%
Enterprise Funds	350,483	402,342	402,342	310,585	(91,757)	-22.81%
Total Sources	\$ 747,735	\$ 655,184	\$ 650,000	\$ 677,133	\$ 21,949	3.35%
Expenditure Category						
Personnel	\$ 335,818	\$ 251,544	\$ 250,000	\$ 252,116	\$ 572	0.23%
Operating Expenses	411,917	403,640	400,000	425,017	21,377	5.30%
Total Appropriation	\$ 747,735	\$ 655,184	\$ 650,000	\$ 677,133	\$ 21,949	3.35%
Employee Benefits Allocation:						
Life Insurance	\$ 39		\$ 29			
Medicare	4,044		2,889			
Health Insurance	15,980		16,076			
County Retirement	128,716		137,853			
Total Employee Benefits (1)	\$ 148,779		\$ 156,847			
Total Expenditures Including Benefits	\$ 896,514		\$ 806,847			

(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
- Security Cameras

Systems Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 84,935	\$ 94,981	\$ 92,000	\$ 96,626	\$ 1,645	1.73%
Total Sources	\$ 84,935	\$ 94,981	\$ 92,000	\$ 96,626	\$ 1,645	1.73%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 84,334	\$ 82,346	\$ 82,000	\$ 83,991	\$ 1,645	2.00%
Operating Expenses	601	12,635	10,000	12,635	-	0.00%
Total Appropriation	\$ 84,935	\$ 94,981	\$ 92,000	\$ 96,626	\$ 1,645	1.73%

Employee Benefits Allocation:			
Life Insurance	\$ 9		\$ 9
Medicare	799		901
Health Insurance	7,161		3,801
Total Employee Benefits (1)	\$ 7,969		\$ 4,711
Total Expenditures Including Benefits	\$ 92,904		\$ 96,711

(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.



Hardware Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 206,341	\$ 161,849	\$ 157,777	\$ 163,672	\$ 1,823	1.13%
Total Sources	\$ 206,341	\$ 161,849	\$ 157,777	\$ 163,672	\$ 1,823	1.13%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
Personnel	\$ 74,061	\$ 73,680	\$ 72,777	\$ 75,503	\$ 1,823	2.47%
Operating Expenses	132,280	88,169	85,000	88,169	-	0.00%
Total Appropriation	\$ 206,341	\$ 161,849	\$ 157,777	\$ 163,672	\$ 1,823	1.13%

Employee Benefits Allocation:	
Life Insurance	\$ 5
Medicare	825
Health Insurance	5,781
County Retirement	14,648
Total Employee Benefits (1)	\$ 21,259
Total Expenditures Including Benefits	\$ 227,600

\$ 5
884
4,160
15,688
\$ 20,737
\$ 178,514

(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
- Technical guidance for specific projects

Training Support	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 122,477	\$ 125,340	\$ 122,457	\$ 128,329	\$ 2,989	2.38%
Total Sources	\$ 122,477	\$ 125,340	\$ 122,457	\$ 128,329	\$ 2,989	2.38%

Expenditure Category	Actual	Approved	Projected	Proposed	Change	Percent
	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Personnel	\$ 122,477	\$ 125,340	\$ 122,457	\$ 128,329	\$ 2,989	2.38%
Total Appropriation	\$ 122,477	\$ 125,340	\$ 122,457	\$ 128,329	\$ 2,989	2.38%

Employee Benefits Allocation:		
Life Insurance	\$ 7	\$ 7
Medicare	1,551	1,644
Health Insurance	12,391	13,716
County Retirement	10,971	11,749
Total Employee Benefits (1)	\$ 24,920	\$ 27,116
Total Expenditures Including Benefits	\$ 147,397	\$ 149,573

(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
- Cellular devices

Administration	Actual	Approved	Projected	Proposed	Change	Percent
Source of Funding	FY 2017	FY 2018	FY 2018	FY 2019	FY18 - 19	Change
Taxes	\$ 397,649	\$ 448,936	\$ 445,223	\$ 455,574	\$ 6,638	1.48%
Total Sources	\$ 397,649	\$ 448,936	\$ 445,223	\$ 455,574	\$ 6,638	1.48%
Expenditure Category						
Personnel	\$ 194,023	\$ 196,502	\$ 195,223	\$ 203,140	\$ 6,638	3.38%
Operating Expenses	124,381	147,434	145,000	147,434	-	0.00%
Capital Outlay	79,245	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$ 397,649	\$ 448,936	\$ 445,223	\$ 455,574	\$ 6,638	1.48%
Employee Benefits Allocation:						
Life Insurance	\$ 23		\$ 25			
Medicare	2,010		2,145			
Health Insurance	10,701		8,033			
County Retirement	9,090		9,735			
Total Employee Benefits (1)	\$ 21,824		\$ 19,938			
Total Expenditures Including Benefits	\$ 419,473		\$ 465,161			

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

Performance Measures / Workload Indicators

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

Performance Measures	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Percent of availability of database environments*	99.90%	95.90%	99.90%	99.90%
Availability of critical core applications*	99.90%	95.90%	99.90%	99.90%
Availability of Town’s web site including property data and maps*	99.90%	98.70%	99.90%	99.90%

***Does not include scheduled down times.**

Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
New PC’s installed	60	60	130	100
Help Desk work orders completed	853	1001	900	950
Completed requests for Maps and geographic analysis	1,158	882	900	900

Application Production and Development Program

Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimated	FY 2019 Projected
Large print jobs with folding/mailing	N/A	9	10	10
Systems Administration Program				
Network Uptime (not including scheduled down time)	99.90%	95.59%	99.90%	99.90%
Number of security cameras	23	36	48	55
Administration Program				
Channel 18 Uptime %	99.50%	99.50%	99.50%	99.50%
Hardware Program				
Number of PC’s, Laptops, Tablets, Devices	420	450	520	550