

ADMINISTRATIVE SERVICES DEPARTMENT

Department Purpose Statement

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.

Sub-Department Areas



Finance

- Includes Elected Town Clerk



Legal

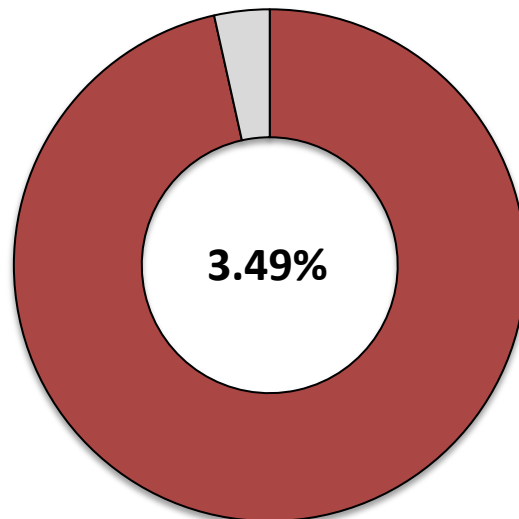


Human Resources



Information Technology

Percentage of FY21 General Fund Budget



The Administrative Services Department budget represents 3.49% of the overall General Fund budget.

ADMINISTRATIVE SERVICES DEPARTMENT

Department Budget Comparison

Administrative Services Dept. Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$1,722,905	\$1,476,191	\$2,997,498	\$3,347,250	\$349,752	11.67%
Intergovernmental	319,991	319,856	323,505	323,505	-	0.00%
Fines, Forfeitures, Penalties	1,590,629	2,168,586	1,204,000	995,000	(209,000)	-17.36%
Fees, Licenses, Permits	289,448	259,378	267,700	213,994	(53,706)	-20.06%
Charges for Services	144	229	-	-	-	0.00%
Interest and Other	1,099,392	1,103,608	621,678	521,500	(100,178)	-16.11%
Enterprise Funds	781,298	745,962	745,962	770,803	24,841	3.33%
Reserves	-	-	162,500	67,735	(94,765)	-58.32%
Total Sources	\$5,803,807	\$6,073,810	\$6,322,843	\$6,239,787	(\$83,056)	-1.31%

Expenditure Category						
Personnel	\$4,461,157	\$4,642,657	\$4,724,153	\$4,644,658	(\$79,495)	-1.68%
Operating Expenses	1,227,913	1,242,153	1,409,690	1,490,129	80,439	5.71%
Capital Outlay	114,737	189,000	189,000	105,000	(84,000)	-44.44%
Total Appropriation	\$5,803,807	\$6,073,810	\$6,322,843	\$6,239,787	(\$83,056)	-1.31%

Budget Reconciliation	Personnel	Operating	Capital Outlay	Totals	FTE
FY 2020 Approved Budget				\$6,322,843	
Contractual Obligations Net of Staff Turnover	(26,803)	-	-	(26,803)	-
One-time Charges	-	-	(84,000)	(84,000)	-
FY 2021 Budget Changes					
1. Legal Clerk Position Reduced Hours	(13,174)	-	-	(13,174)	(0.20)
2. Temporary Positions Budget Reduction	(25,818)	-	-	(25,818)	-
3. Overtime Budget	(13,700)	-	-	(13,700)	-
4. Various Budget Line Items	-	(71,400)	-	(71,400)	-
5. Transfer Vehicle Lease	-	(3,600)	-	(3,600)	-
6. Drug Test Monitoring	-	3,600	-	3,600	-
7. Driver Licenses Monitoring	-	7,250	-	7,250	-
8. MPA Program	-	40,000	-	40,000	-
9. Vision Appraisal Software	-	67,735	-	67,735	-
10. Software Licenses	-	30,854	-	30,854	-
11. Utility Valuation	-	6,000	-	6,000	-
FY 2021 Proposed Budget	(\$79,495)	\$80,439	(\$84,000)	\$6,239,787	(0.20)

Summary of Budget Changes

The Department's proposed FY 2021 budget is decreasing 1.31%. Personnel and capital outlay costs combined are decreasing by \$163,495. Operating expenses are increasing \$80,439, which includes a one-time expense of \$67,735 for the upgrade to the Vision Appraisal software. Most of the increase in operating costs are due to the technology requirements. The Information Technology Division is responsible for most of the town-wide software licenses and replacement of technology hardware. The Department also includes the Human Resources Division, which manages most of the funding for town-wide employee training as well as employment policies. Operating expenses include an increase of \$50,850 for employee training and CDL license monitoring requirements.

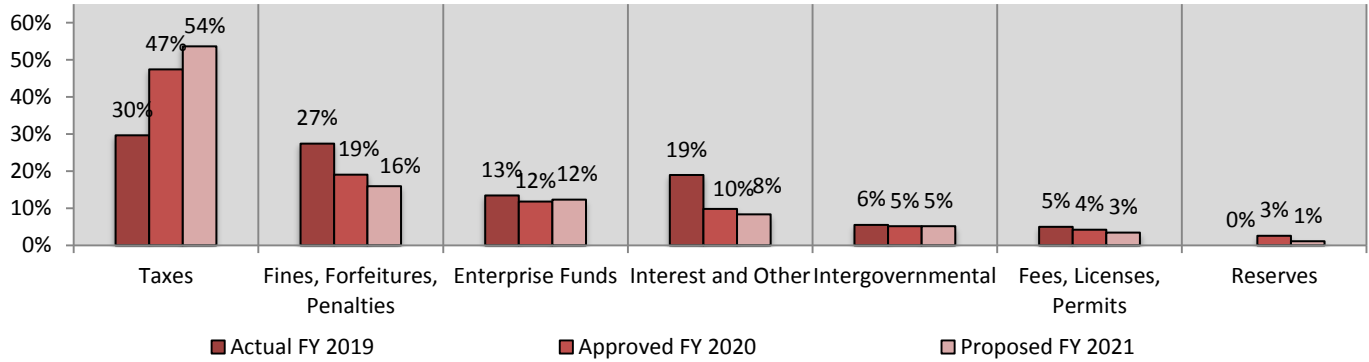
Department Budget Comparison (Continued)

1. **Legal Clerk Hours** – The Legal Clerk hours are being reduced from 32hrs to 24hrs per week.
2. **Temporary Positions** – Fewer funds will be available for temporary clerical positions and accounting support.
3. **Overtime** – The department’s overtime budget is being reduced across all programs.
4. **Various Budget Line Items Reduced** – A town wide exercise was conducted for department managers to review their budgets for recommended budget reductions. This is a summation of budget lines that are small and not consider as detrimental to services.
5. **Transfer Budget Line Item** – Transferred budget line to Inspectional Services for leased vehicle costs.
6. **Drug Testing Monitoring Through Federal Clearinghouse:** Beginning January 6, 2020, employers of CDL employees will be required to report drug and alcohol violations to a central Federal clearinghouse. Employers are also required to conduct queries to check if prospective employees are prohibited from performing safety-sensitive functions, such as operating CMVs, due to an unresolved drug and alcohol program violation. Employers are also required to query all current employees at least annually. This request will cover the additional cost of the queries and electronic employee record-keeping and also hiring a third-party administrator to manage the new clearinghouse program.
7. **Driver License Monitoring:** This decision package would allow the Town to hire a vendor to begin real-time license monitoring of all CDL and regular drivers of Town vehicles. This is a recommended best practice in both the HR and Risk Management fields. Currently CDL driver’s license status is checked annually. Non-CDL driver’s license status is only checked at time of hire. We rely on the honor system of employees voluntarily divulging issues with their licenses.
8. **Master of Public Administration** – This request will provide an opportunity to support a town employer succession plan. The Suffolk University’s is providing a Master of Public Administration program on Cape Cod for those individuals interested in a career in government and municipal leadership.
9. **Visions Appraisal System Upgrade to version 8:** The Vision Assessment system is the main database for property information and maintained by the Assessing Office. The property data is transferred nightly to many other database systems, Tax Billing, Permitting, GIS, Roads, Parcels, and Property Management. The current version is very old, and support will expire at the end of the year. It is essential to upgrade both the hardware and software to utilize new technology and new functionality. It is necessary to keep current, so that the Assessing Office has the tools and support needed to maintain the property and assessment information, and that the town is able to transfer the data to multiple systems used by the Town and Citizens.
10. **Software Licenses:** 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 it a license to use it. For hardware, it provides timely replacement of critical hardware that has failed or is about to fail.
11. **Utility Valuation:** The appraisal of the Utility Companies in the Town of Barnstable for ad valorem purposes. The Bureau of Local Assessment has advised communities that they will accept another methodology approach as an indicator of full and fair cash value for utility property based on recent court cases. This work will be performed by an outside contractor.

ADMINISTRATIVE SERVICES DEPARTMENT

Department Budget Comparison (Continued)

Administrative Services Department
Resources By Category



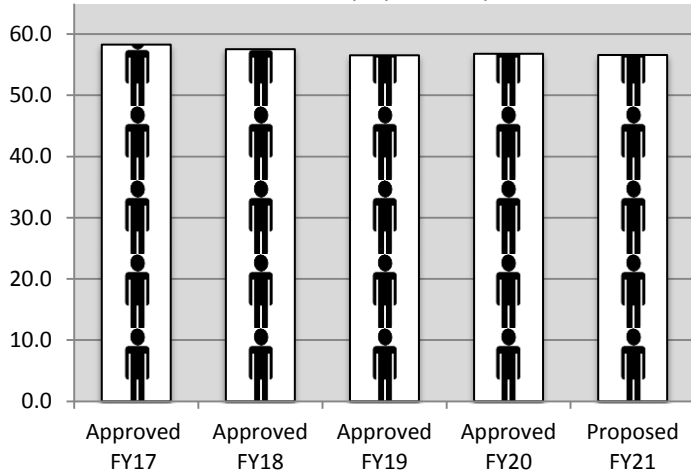
Resources By Category Summary

Funding for the proposed FY 2021 Administrative Services Department includes taxes (54%), penalties and interest on the late payment on taxes (16%), and Enterprise Funds (12%) for services the department provides, such as accounting, payroll, treasury management, IT support, and human resource guidance. Other resources include earnings on investments for Town deposits, vital statistics fees, dog and business licenses, fire district assessments, and state reimbursements for veterans and elderly exemptions.

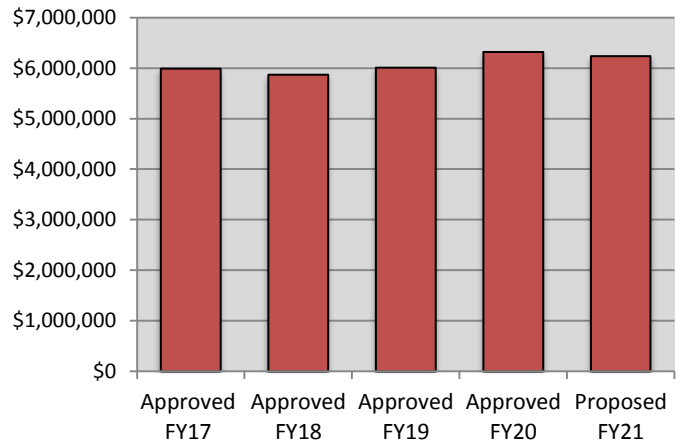
ADMINISTRATIVE SERVICES DEPARTMENT

Department Budget History

Administrative Services Department
Full Time Employee History



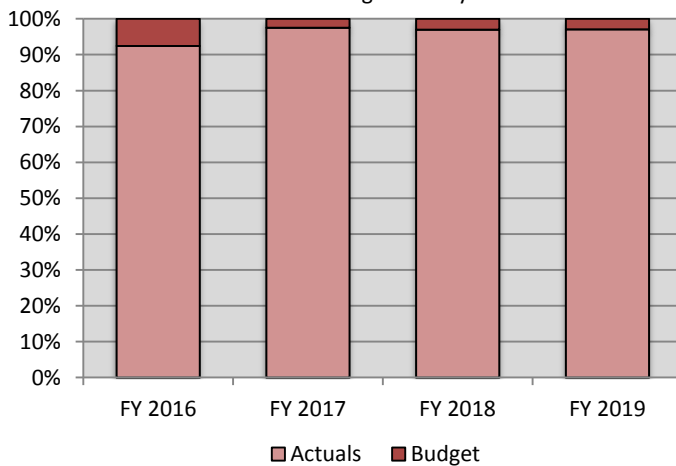
Administrative Services Department
Budget History



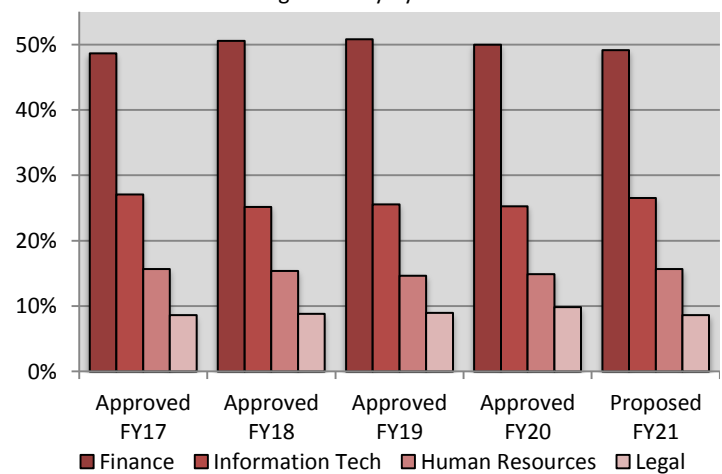
In FY 2018, the Web/Intranet position was reallocated to Community Services Department. FY 2019 includes a net reduction of one full-time position in Assessing. FY 2021 includes reduced hours (0.20) fte for the legal clerk position.

The Administration Department's budget has not changed significantly over a five-year period. Most budget increases relate to the annual increases in software licenses for town wide operations.

Administrative Services Department
Actuals to Budget History



Administrative Services Department
Budget History By Division



The Administration operations are diverse regarding collections, accounting, legal, human resources, and technology. Most of the returned appropriations are the result of vacancy savings that occur with staff turnover.

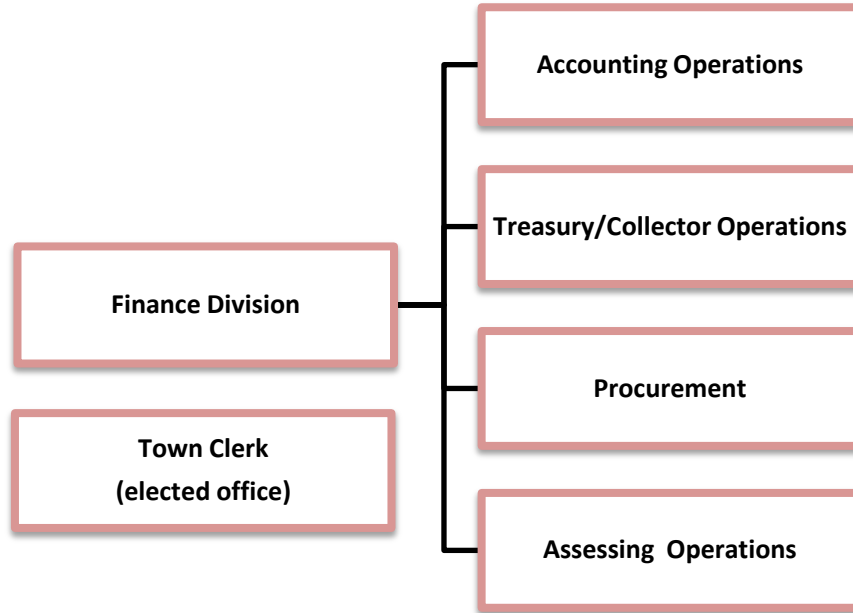
The Finance Division is the largest division in this department representing 50% of the department's proposed budget followed by Information Technology at 27%.

FINANCE DIVISION

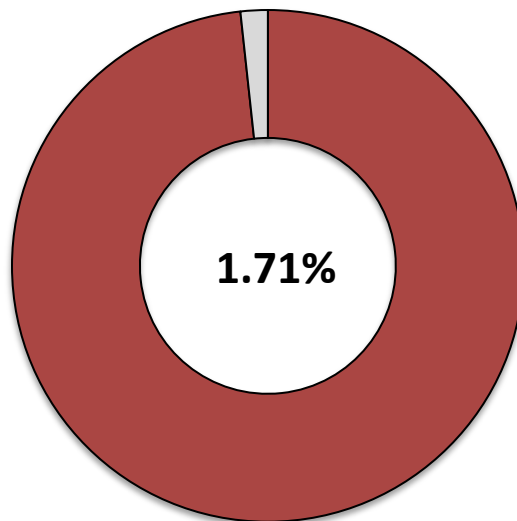
Purpose Statement

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.

Program Areas



Percentage of FY21 General Fund Budget



The Finance Division represents 1.71% of the overall General Fund budget.

Division Services Provided

The finance division manages the organizations money through planning, organizing, auditing, accounting, and controlling the government's finances. The finance division also produces several reports for the public on an annual basis such as, the Comprehensive Annual Financial Report, Operating Budget, Capital Improvements Plan, 5-year Forecast as well as maintains the Town of Barnstable Open Budget website. This division also works closely with the Comprehensive Financial Advisory Committee (CFAC). The Comprehensive Financial Advisory Committee (CFAC) is a public body that provides financial advice to the Town Council on the yearly operating and capital budgets for all town agencies, including the school department budget as adopted by the School Committee.

Division Recent Accomplishments

- Successfully consolidated the office of Treasury with the Town Collector.
- Eliminated the backlog of unprocessed tax payments resulting in an improved cashflow of over \$5 million in the first six months of fiscal year 2020.
- Received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 18th year in a row for the June 30, 2018 Comprehensive Annual Financial Report (CAFR).
- Received the Distinguished Budget Presentation Award from the GFOA for the 19th year in a row for the FY 2020 annual budget document.
- Maintained a AAA bond rating for the town.
- Received a clean audit opinion on the June 30, 2019 CAFR and there were no audit findings.
- Expanded the number of vendors participating in the town's ACI payment process generating additional revenue of approximately \$25,000 per year.
- Reduced the number of tax lien properties and prepared the list of tax liens to be auctioned off.

Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Complete the implementation of 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. Explore ways to enhance the town's Open Budget website. **(SP: Communication)**
5. 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)**
6. Evaluate department workflow processes in order to identify additional areas for efficiency gains without compromising effectiveness. **(SP: Finance)**

FINANCE DIVISION

Division Goals and Objectives (Continued)

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. Work with the Public Works Department on the creation of a funding plan for the Comprehensive Water Management Program. **(SP: Finance)**

Division Budget Comparison

Finance Division Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$0	\$0	\$289,900	\$636,391	\$346,491	119.52%
Intergovernmental	319,991	319,856	323,505	323,505	-	0.00%
Fines, Forfeitures, Penalties	1,590,629	2,168,586	1,204,000	995,000	(209,000)	-17.36%
Fees, Licenses, Permits	289,448	259,378	267,700	213,994	(53,706)	-20.06%
Charges for Services	144	229	-	-	-	0.00%
Interest and Other	1,089,607	1,103,558	621,678	521,500	(100,178)	-16.11%
Enterprise Funds	407,050	370,489	370,489	374,992	4,503	1.22%
Reserves	-	-	84,000	-	(84,000)	-100.00%
Total Sources	\$3,696,869	\$4,222,096	\$3,161,272	\$3,065,382	(\$95,890)	-3.03%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$2,521,683	\$2,543,541	\$2,629,637	\$2,629,747	\$110	0.00%
Operating Expenses	369,647	427,232	447,635	435,635	(12,000)	-2.68%
Capital Outlay	-	84,000	84,000	-	(84,000)	-100.00%
Total Appropriation	\$2,891,330	\$3,054,773	\$3,161,272	\$3,065,382	(\$95,890)	-3.03%

Job Title	FY 2019	FY 2020	FY 2021	Change
Accounting Officer	1.00	1.00	1.00	-
Administrative Assistant	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	-
Billing and Collection Supervisor	1.00	1.00	1.00	-
Chief Procurement Officer	1.00	1.00	1.00	-
Collection Assistant	3.00	3.00	3.00	-
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	-

FINANCE DIVISION

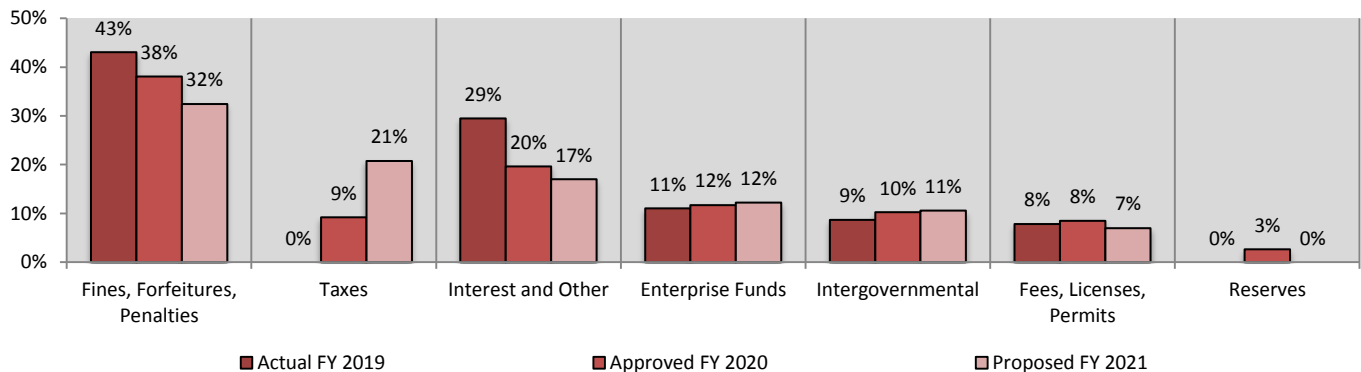
Division Budget Comparison (Continued)

Job Title	FY 2019	FY 2020	FY 2021	Change
Financial/Budget Analyst	2.00	2.00	2.00	-
Office Supervisor	1.00	1.00	1.00	-
Principal Dept/Div Assistant	4.75	4.50	4.50	-
Property Transfer Assistant	1.00	1.00	1.00	-
Purchasing Agent	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	-
Treasurer/Collector	1.00	1.00	1.00	-
Treasury Supervisor	1.00	1.00	1.00	-
Full-time Equivalent Employees	34.75	34.50	34.50	-

Summary of Budget Changes

The Finance Division proposed FY 2021 budget is -3.03% lower than the approved FY 2020 budget. Reductions in various line items as well as a one-time charge in approved FY 2020 budget for new voting machines have resulted in a lower budget.

Finance Division
Resources By Category



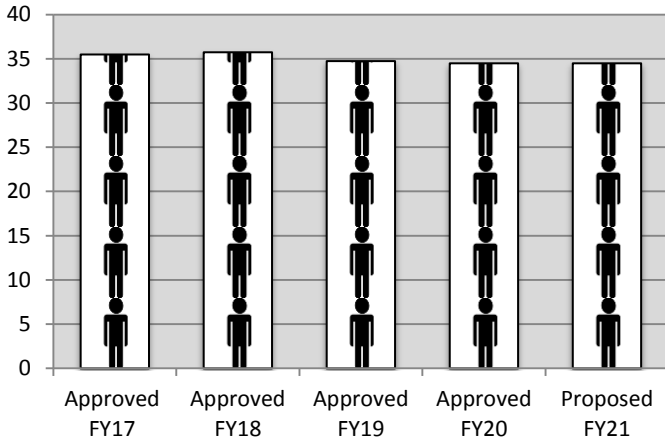
Resources By Category Summary

Funding sources for the Finance Division’s proposed FY 2021 budget includes the following: Fines, forfeitures, penalties, and taxes provide 53% of resources; earnings on investments provide 17%, Enterprise Fund support is 12% for indirect cost, intergovernmental aid 11% for veteran and elderly exemptions, and fees 7%.

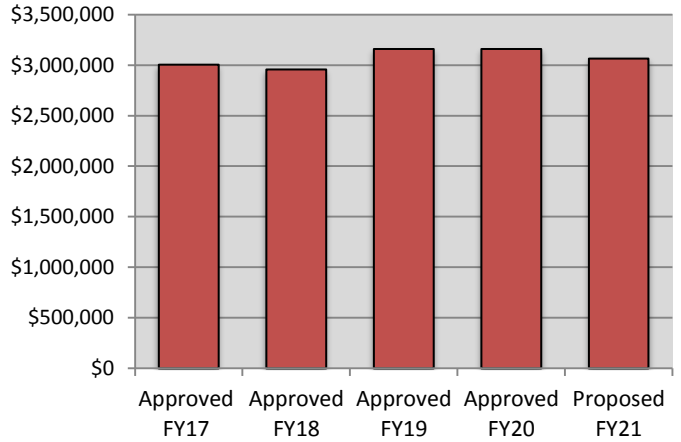
FINANCE DIVISION

Division Budget History

Finance Division
Full Time Employee History



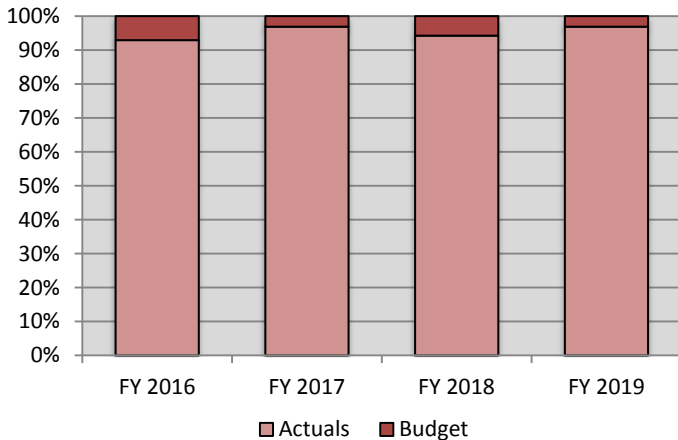
Finance Division
Budget History



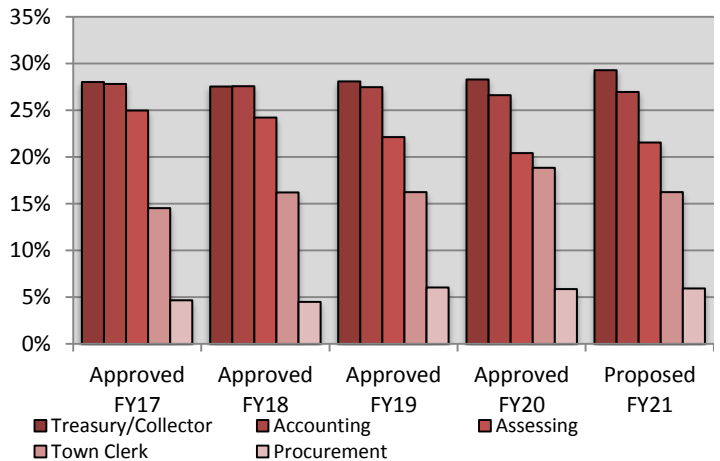
FY 2019 includes a net reduction of one full time position in Assessing.

The division's budget has remained level funded when compared over the five-year period. The increase in FY 2019 was due to providing appropriation to outsource valuations contract assistance for the Assessors.

Finance Division
Actuals to Budget History



Finance Division
Budget History By Program



Vacancy savings in both the Collector and Assessing operations has attributed to some returned appropriations.

The Treasury/Collector program is the largest area of this division's budget comprising 29% followed by the Accounting 27%, Assessing 22%, Clerk 16%, and Procurement 6%.

FINANCE DIVISION

Program 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 public. The operation also provides support to the Town’s Comprehensive Finance Advisory Committee (CFAC).

Accounting Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$572,456	\$604,634	\$613,366	\$597,910	(\$15,456)	-2.52%
Interest and Other	5,848	3,712	-	-	-	0.00%
Enterprise Funds	231,761	227,423	227,423	228,079	656	0.29%
Total Sources	\$810,065	\$835,769	\$840,789	\$825,989	(\$14,800)	-1.76%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$728,090	\$751,569	\$754,539	\$742,689	(\$11,850)	-1.57%
Operating Expenses	81,975	84,200	86,250	83,300	(2,950)	-3.42%
Total Appropriation	\$810,065	\$835,769	\$840,789	\$825,989	(\$14,800)	-1.76%

Treasury/Collector Operation

Recent amendments to the Town’s Administrative Code have consolidated the Town Collector and Treasury Operations into a single operation known as Town Treasurer/Collector. The Treasury/Collector function includes investment policies, cash management, debt management, and the collection of all real estate taxes and personal property taxes; including those of the Fire Districts, motor vehicle and boat excise taxes and Business Improvement District taxes.

Treasury/Collector Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Fines, Forfeitures, Penalties	\$1,590,629	\$2,168,586	\$1,204,000	\$995,000	(\$209,000)	-17.36%
Fees, Licenses, Permits	81,487	104,378	86,700	65,700	(21,000)	-24.22%
Interest and Other	1,050,872	1,097,157	616,500	516,500	(100,000)	-16.22%
Enterprise Funds	88,375	92,380	92,380	96,921	4,541	4.92%
Total Sources	\$2,811,363	\$3,462,501	\$1,999,580	\$1,674,121	(\$325,459)	-16.28%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$711,406	\$747,592	\$728,602	\$736,159	\$7,557	1.04%
Operating Expenses	163,421	165,991	166,050	161,920	(4,130)	-2.49%
Total Appropriation	\$874,827	\$913,583	\$894,652	\$898,079	\$3,427	0.38%

FINANCE DIVISION

Program Services Provided (Continued)

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. Procurement provides direction in the process of acquiring goods and services, suggestions for alternative products, using state contracts to avoid the duplicative bid process, assistance with surplus property disposal and assistance in managing the interaction of vendors with the Town.

Procurement Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$94,896	\$141,056	\$142,589	\$140,343	(\$2,246)	-1.58%
Enterprise Funds	78,914	42,686	42,686	41,992	(694)	-1.63%
Total Sources	\$173,810	\$183,742	\$185,275	\$182,335	(\$2,940)	-1.59%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$164,319	\$179,014	\$177,815	\$176,575	(\$1,240)	-0.70%
Operating Expenses	9,491	4,728	7,460	5,760	(1,700)	-22.79%
Total Appropriation	\$173,810	\$183,742	\$185,275	\$182,335	(\$2,940)	-1.59%

Assessing Operations

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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$214,030	\$264,302	\$313,848	\$329,284	\$15,436	4.92%
Intergovernmental	319,991	319,856	323,505	323,505	-	0.00%
Interest and Other	8,742	2,664	-	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
Total Sources	\$550,907	\$595,051	\$645,353	\$660,789	\$15,436	2.39%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$492,533	\$476,132	\$518,353	\$535,439	\$17,086	3.30%
Operating Expenses	58,374	118,919	127,000	125,350	(1,650)	-1.30%
Total Appropriation	\$550,907	\$595,051	\$645,353	\$660,789	\$15,436	2.39%

FINANCE DIVISION

Program Services Provided (Continued)

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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$249,615	\$371,603	\$325,025	\$344,896	\$19,871	6.11%
Fees, Licenses, Permits	207,961	155,000	181,000	148,294	(32,706)	-18.07%
Interest and Other	24,145	25	5,178	5,000	(178)	-3.44%
Reserves	-	-	84,000	-	(84,000)	-100.00%
Total Sources	\$481,721	\$526,628	\$595,203	\$498,190	(\$97,013)	-16.30%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$425,335	\$389,234	\$450,328	\$438,885	(\$11,443)	-2.54%
Operating Expenses	56,386	53,394	60,875	59,305	(1,570)	-2.58%
Capital Outlay	-	84,000	84,000	-	(84,000)	-100.00%
Total Appropriation	\$481,721	\$526,628	\$595,203	\$498,190	(\$97,013)	-16.30%

LEGAL DIVISION

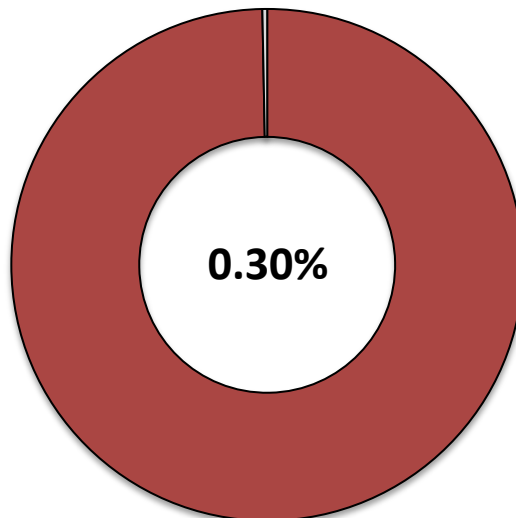
Purpose Statement

The Legal Department provides professional legal services to all of the Town's departments, boards, and committees to ensure compliance with applicable laws, to prevent or minimize potential legal issues for the Town and to protect the Town from liability in various matters. The Legal Department does this by providing legal counsel and advice, drafting, reviewing and negotiating legal documents and representing the Town in administrative and judicial proceedings.

Program Areas



Percentage of FY21 General Fund Budget



The Legal Division comprises 0.30% of the overall General Fund budget.

Division Services Provided

Legal Operations

The Legal Department functions as an in-house corporate law office in providing and/or supervising the provision of legal services to the various components of Town government. The availability of in-house legal staff to offer timely advice and counsel on an as-needed basis has created an ability to address concerns and issues in a timely, cost-effective, and efficacious fashion. As part of its in-house counsel services, the Legal Division provides all Town entities with legal support ranging from advice, training, and counseling to drafting, negotiating and reviewing legal documents 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. Every effort is made to avoid litigation by providing legal counseling in advance of decision-making. 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.

Division Recent Accomplishments

- In support of the Town's efforts to address wastewater issues, the Legal Department assisted the Town in entering into a Joint Venture Agreement with a national firm experienced in managing Department of Defense base water and wastewater facilities pursuant to which a joint proposal was submitted to the Department of the Air Force to manage such facilities at Joint Base Cape Cod. As part of that proposal, the Town has the option to propose to construct a sewerage treatment plant and wastewater disposal facilities for the Town and possibly for four other upper Cape towns. The Town is awaiting the Air Force response to this proposal.
- The Legal Department conducted training on the Open Meeting Law for Town employees who work with boards and committees.
- In a precedent-setting decision, the Legal Department successfully defeated in Superior Court efforts to enjoin the Town from acquiring a parcel of land in Centerville, which may be used to house a sewer pumping facility in connection with the Town's implementation of its Comprehensive Wastewater Management Plan (and which may be the first of as many as 27 such facilities). The case now awaits trial or other disposition by motion.
- The Legal Department assisted in preparing rights of entry and easements for the widening of the intersection of Bearses Way and Falmouth Road (Route 28), Yarmouth Road and Iyannough Road (Route 28) and in connection with the MassWorks grant for road improvements in Independence Park.

Division Recent Accomplishments

- The Legal Department successfully represented the Hyannis Main Street Waterfront Historic District Commission in the appeal by Verizon New England, Inc. to the Hyannis Main Street Waterfront Historic District Committee of the Commission's denial of a certificate of appropriateness and certificate of hardship requested by Verizon to extend the 100' height of Verizon's microwave telecommunications tower at 49 Ocean St. another 50'. The Committee upheld the Commission's denials.
- The Board of Health enacted extensive regulations designed to greatly limit underage access to flavored tobacco products. Local tobacco retailers and a large regional chain challenged the regulations in court filings. The Town successfully defeated a request for a local injunction. The Town also joined with other Towns across eastern Massachusetts in defeating proposed injunctions. Meanwhile, the Governor and Legislature proposed and passed a sweeping ban on access to tobacco vaping products, which have been linked nationally to deaths and injuries. The Legal Department continues to work with a consortium of municipal counsel to defend these critical health initiatives.
- The Legal Department successfully supported efforts of the Affordable Housing Growth and Development Trust Fund to assist with complicated funding arrangements for a Housing Assistance Corporation project on Ridgewood Avenue, Hyannis. The project is well underway and will be ready for occupancy shortly.
- NSTAR Electric Company d/b/a Eversource has been upgrading its primary electric distribution system and the Legal Department has worked closely with their counsel to accommodate this important effort, consistent with the Town's interests. As a result of negotiations conducted by the Department, NSTAR has agreed as part of its mitigation efforts to retrofit its entire electric substation in Independence Park with state-of-the-art fluid containment basins modeled after the Vineyard Wind design. This effort is vital to protect the groundwater below in the event of a transformer failure and toxic cooling-oil release.

Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Continue efforts to decrease defensive litigation through counseling and advising. **(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. Work with Planning to address issues relating to short-term rentals, including making any necessary changes to the Zoning and other Town Ordinances. **(SP: Finance, Economic Development)**.
4. Work with Planning & Development to develop a standard Town process for grant of location requests for telecom small wireless facilities and structures. **(SP: Finance, Economic Development, Regulatory Process and Performance)**
5. Determine whether a portion of Mother's Park can legally be used as a site for a sewer pumping facility and, if so, the process needed to use the land for such purposes.
6. 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)**.

Division Goals and Objectives (Continued)

Long-Term:

1. Work with the Town Council to amend the Zoning Ordinance to allow for the creation of more multifamily rental housing. **(SP: Housing, Economic Development)**.
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)**.
3. Continue to work with the Town Council, Town Manager, and town departments on legal issues surrounding the submission and implementation of the Comprehensive Water Management Plan. **(SP: Infrastructure, Economic Development, Regulatory Process and Performance, Environment and Natural Resources)**.

FY 2020 Goals and Results

1. Continue to work with the Town Council, Town Manager and town departments on legal issues surrounding the submission and implementation of the Comprehensive Water Management Plan. (SP: Infrastructure, Economic Development, Regulatory Process and Performance, Environment and Natural Resources).

Action: As noted above, the Legal Department successfully defeated in Superior Court efforts to enjoin the Town from acquiring a parcel of land in Centerville, which may be used to house a sewer pumping facility in connection with the Town's implementation of its Comprehensive Wastewater Management Plan.

2. Continue to devote attention to decreasing defensive litigation by education and training.

Action: As noted above, the Legal Department conducted training on the Open Meeting Law for Town employees who work with boards and committees.

LEGAL DIVISION

Division Budget Comparison

Legal Division Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$515,987	\$632,463	\$543,822	\$539,899	(\$3,923)	-0.72%
Interest and Other	9,785	50	-	-	-	0.00%
Reserves	-	-	78,500	-	(78,500)	-100.00%
Total Sources	\$525,772	\$632,513	\$622,322	\$539,899	(\$82,423)	-13.24%

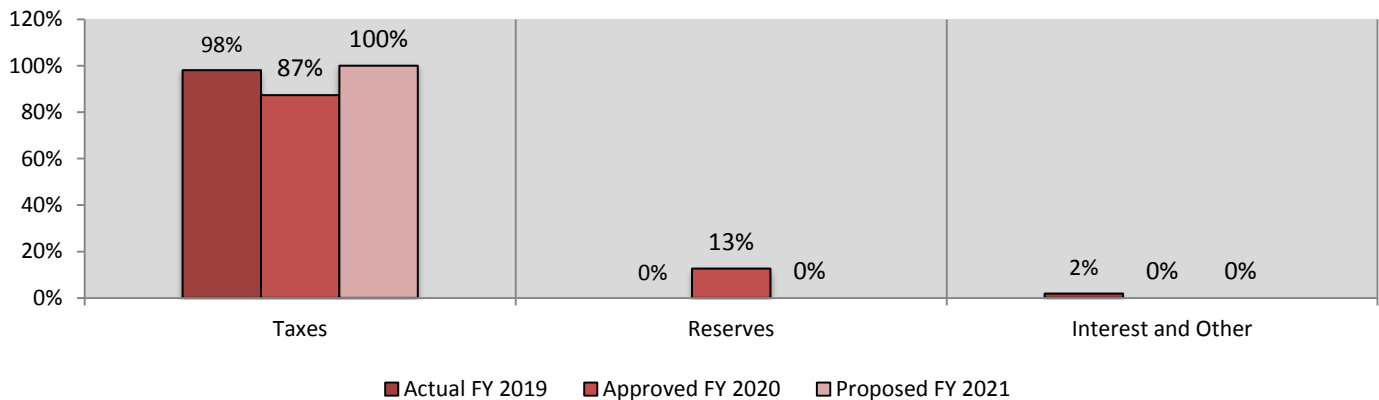
Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$477,971	\$597,513	\$582,622	\$500,199	(\$82,423)	-14.15%
Operating Expenses	47,801	35,000	39,700	39,700	-	0.00%
Total Appropriation	\$525,772	\$632,513	\$622,322	\$539,899	(\$82,423)	-13.24%

Job Title	FY 2019	FY 2020	FY 2021	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	0.60	(0.20)
Full-time Equivalent Employees	4.80	4.80	4.60	(0.20)

Summary of Budget Changes

The Legal Division’s proposed FY 2021 budget is 13.24% lower than the approved FY 2020 budget. Personnel costs include a reduction in overtime, reduced hours for a part-time legal clerk and the elimination of funds provided in FY 2020 budget for overlap in the Town Attorney’s position.

Legal Division
Resources By Category



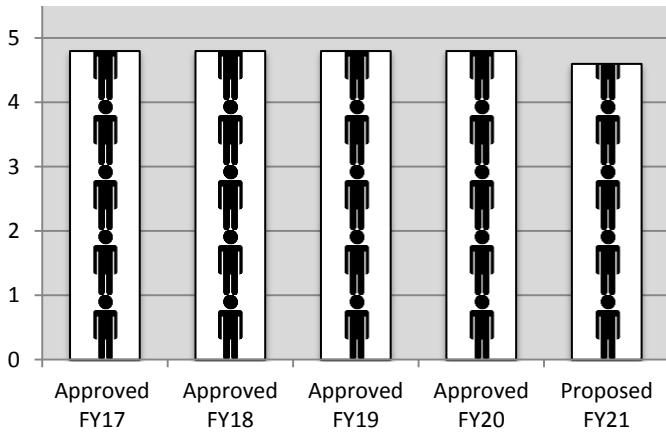
Resources By Category Summary

Taxes support 100% of the resources to fund Legal Division’s proposed FY 2021 budget. Reserves were used in the approved FY 2020 budget for one-time funds to assist with the transition in the Town Attorney position.

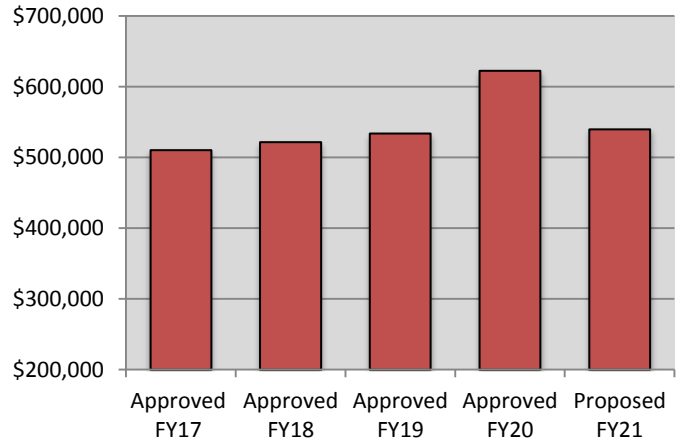
LEGAL DIVISION

Division Budget History

Legal Division
Full Time Employee History



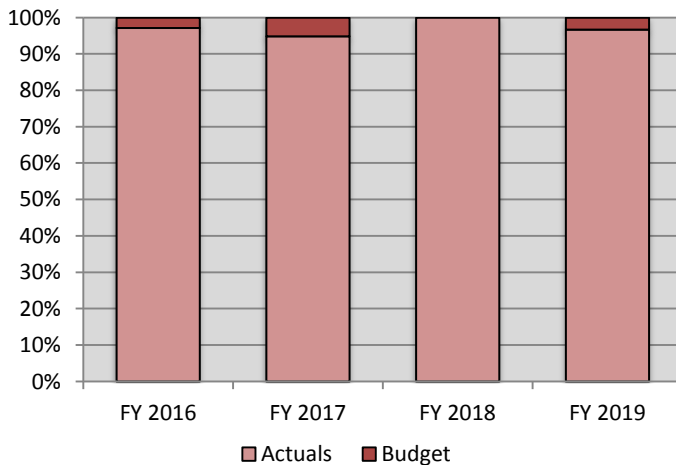
Legal Division
Budget History



The proposed FY 2021 budget includes reduced hours of (0.02) fte's for the legal clerk position.

Legal Division's budget has increased 1.16% annually over the five-year period. The approved FY 2020 budget included a one-time \$78,500 for the overlap in the Town Attorney position.

Legal Division
Actuals to Budget History



The bulk of Legal Division's operating budget is permanent personnel, and therefore, any returned appropriations would be attributed to staff turnover savings or limited use of outside professional services.

HUMAN RESOURCE DIVISION

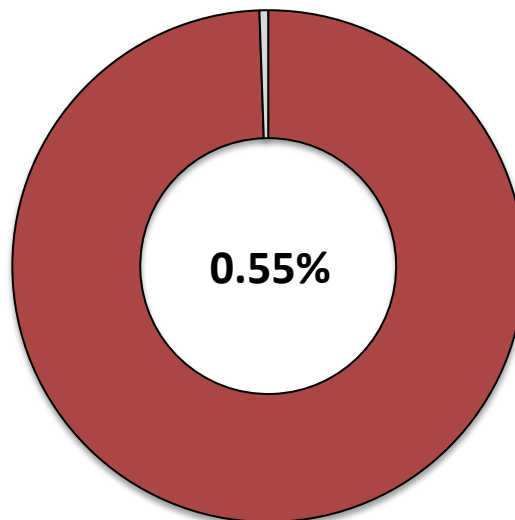
Purpose Statement

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.

Program Areas



Percentage of FY21 General Fund Budget



The Human Resources Division comprises 0.55% of the overall General Fund budget.

Division Services Provided

Human Resources division is a critical component of employee well-being within the organization. This division is responsible for recruiting, screening, interviewing, and placing workers. This includes handling employee relations, payroll, benefits, and training. This division also provides for employee engagement through several organizations social events annually.

Division Recent Accomplishments

- Assisted in the hiring of several high-level positions including Town Attorney, Assistant Town Attorney, Communications Director, and Director of Community Services.
- Hosted a combined school/municipal employee benefits fair at the Hyannis Youth and Community Center.
- Offered employees the option of participating in Health Savings Accounts (HSA) to better manage their health care.
- Implemented a new records management/onboarding system for the School Department
- Implemented MUNIS Employee Self Service Module



Years of Service Awards

- Partnered with DPW to ensure Town compliance with new DOT Clearinghouse regulations.

Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Implement a uniform employee orientation program for new Municipal/School employees. **(SP: Education, Communication)**
2. Partner with Suffolk University to implement a MPA cohort program in Barnstable. **(SP: Education, Communication)**
3. Work with Risk Management to implement driver record check program. **(SP: Education, Communication, Regulatory Process and Performance)**

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)**

HUMAN RESOURCE DIVISION

Division Budget Comparison

Human Resources Division Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$863,908	\$870,516	\$879,422	\$905,197	\$25,775	2.93%
Enterprise Funds	63,663	62,904	62,904	71,758	8,854	14.08%
Total Sources	\$927,571	\$933,420	\$942,326	\$976,955	\$34,629	3.67%

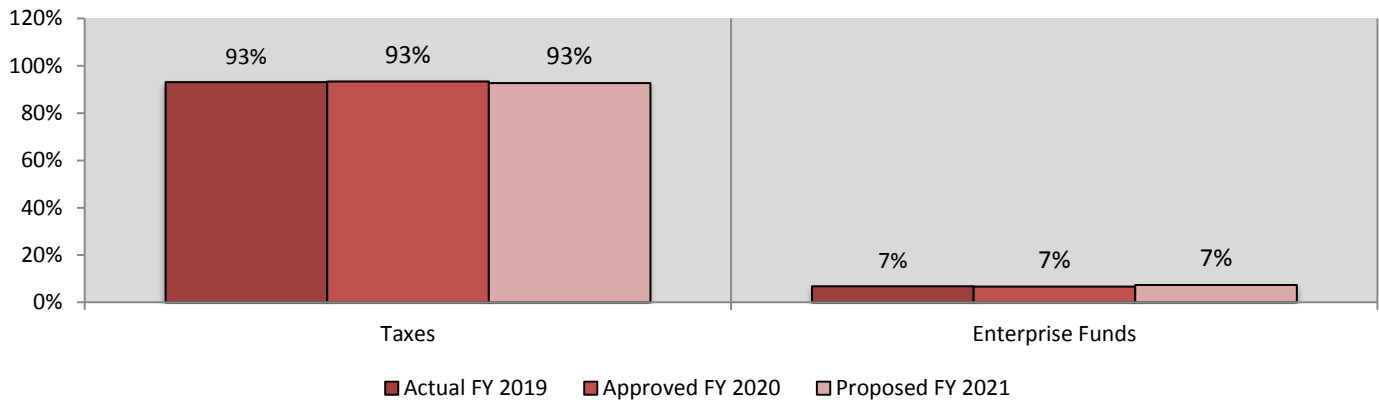
Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$739,515	\$760,079	\$765,126	\$765,905	\$779	0.10%
Operating Expenses	188,056	173,341	177,200	211,050	33,850	19.10%
Total Appropriation	\$927,571	\$933,420	\$942,326	\$976,955	\$34,629	3.67%

Job Title	FY 2019	FY 2020	FY 2021	Change
Admin. Assistant to HR Director	1.00	1.00	1.00	-
Assistant HR Director	1.00	1.00	1.00	-
Benefits Administrator	1.00	1.00	1.00	-
Benefits Assistant	1.00	1.00	1.00	-
Customer Service	-	0.50	0.50	-
Director of Human Resources	1.00	1.00	1.00	-
Human Resources Coordinator	1.00	1.00	1.00	-
Principal Assistant HR	2.00	2.00	2.00	-
Full-time Equivalent Employees	8.00	8.50	8.50	-

Summary of Budget Changes

Human Resources proposed FY 2021 budget is increasing 3.67% from the approved FY 2020 budget. The budget includes requests for drug testing and licenses monitoring initiatives and an increase in staff training and professional development funds.

Human Resource Division
Resources By Category



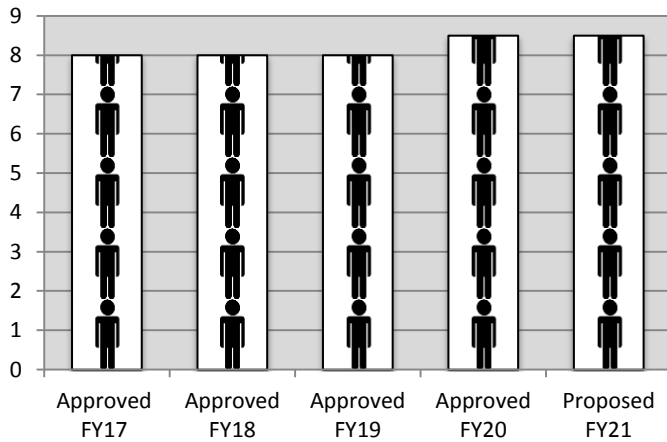
Resources By Category Summary

Taxes provide 93% of the funding for Human Resources budget with the remaining 7% coming from Enterprise Fund support.

HUMAN RESOURCE DIVISION

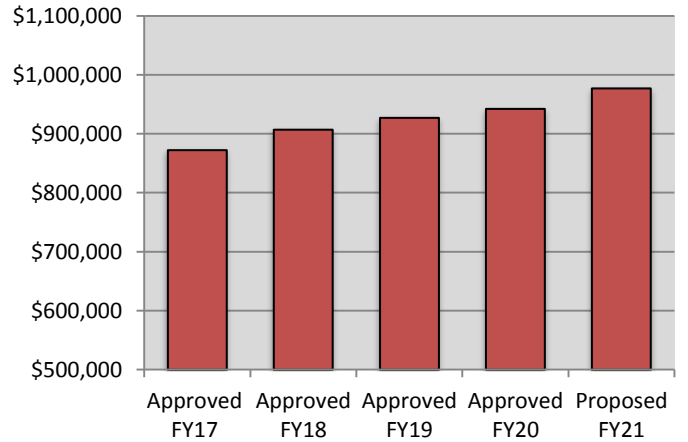
Division Budget History

Human Resource Division
Full Time Employee History



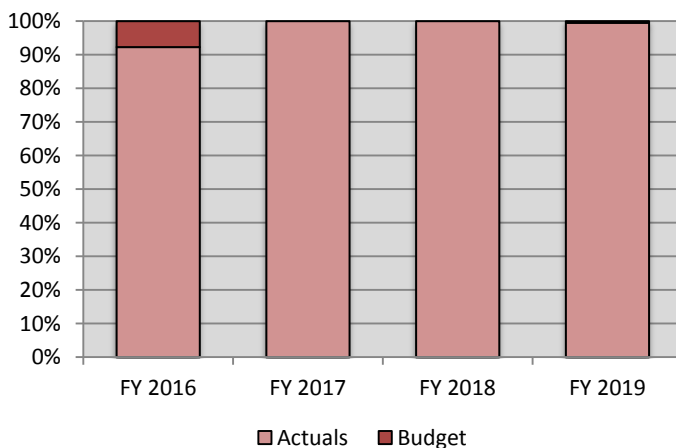
Human Resources full-time positions have remained level for the past fiscal years. Receptionist hours were increased in FY 2020 budget.

Human Resource Division
Budget History



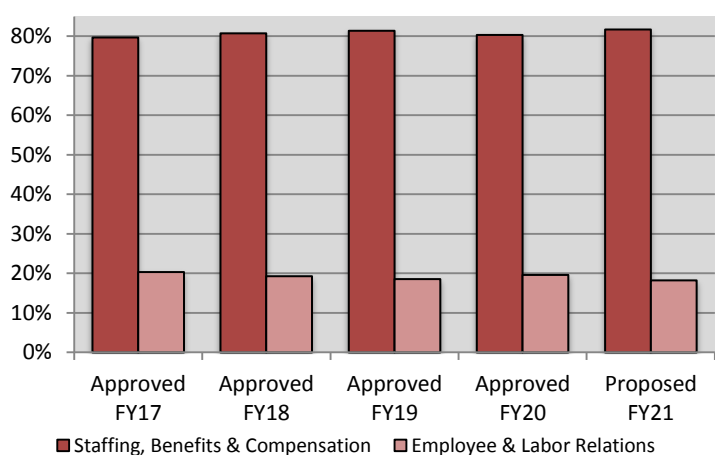
The budget for this division has increased 2.39% annually over the five-year period.

Human Resource Division
Actuals to Budget History



With the exception of FY 2016, most of this budget is expended annually.

Human Resource Division
Budget History By Program



The largest program area in this division is the Staffing, Benefits, and Compensation Program comprising 80% of the budget.

Program 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 other Municipal and School Departments are able to successfully meet the goals of the Strategic Plan.

Staffing

When a vacancy occurs or a new position is created, Human Resources will insure the accuracy of the current job description, that all relevant employment laws are followed, and that each position is filled with the most qualified applicant. The department will also strive to recruit a diverse applicant pool.

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.

Benefits

The offering of a comprehensive benefits package is an important tool in the recruitment and retention of talented and motivated employees. The administration of benefits programs is comprised primarily of (1) benefits maintenance, which includes the payment and reconciliation of bills, (2) benefits enrollment and changes, which includes processing paperwork through vendors and deductions through Payroll, and (3) benefits communication and education for the purpose of helping employees get the most out of their benefits package. Additionally, recent state and federal health insurance laws have spawned an evolving abundance of rules and regulations, which in turn have created the need for data collection, analysis, reporting, and a sophisticated HR/Payroll electronic database to facilitate compliance.

Staffing & Compensation Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$678,294	\$685,144	\$694,298	\$726,636	\$32,338	4.66%
Enterprise Funds	63,663	62,904	62,904	71,758	8,854	14.08%
Total Sources	\$741,957	\$748,048	\$757,202	\$798,394	\$41,192	5.44%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$577,198	\$597,829	\$596,252	\$597,344	\$1,092	0.18%
Operating Expenses	164,759	150,219	160,950	201,050	40,100	24.91%
Total Appropriation	\$741,957	\$748,048	\$757,202	\$798,394	\$41,192	5.44%

Program Services Provided (Continued)

Employee/Labor Relation Program

The purpose 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.



Town of Barnstable Employees Ice Cream Social

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.

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.

Employee/Labor Relations Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$185,614	\$185,372	\$185,124	\$178,561	(\$6,563)	-3.55%
Total Sources	\$185,614	\$185,372	\$185,124	\$178,561	(\$6,563)	-3.55%

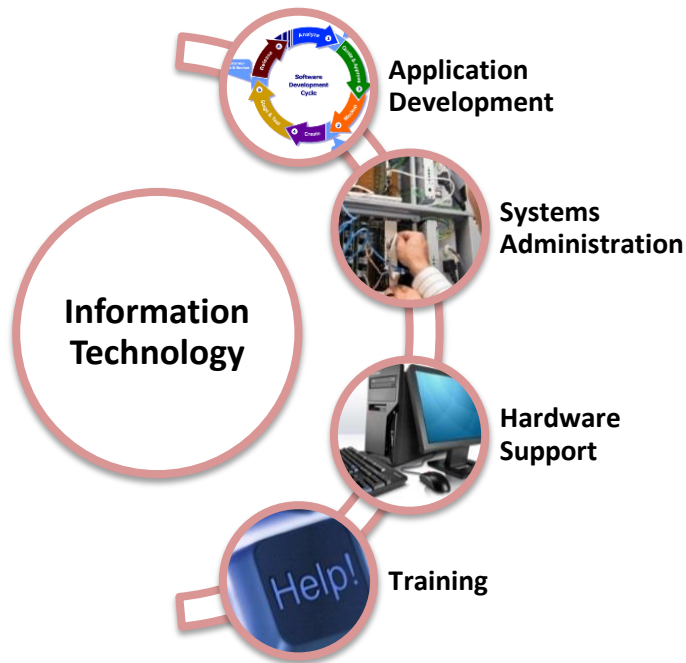
Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$162,317	\$162,250	\$168,874	\$168,561	(\$313)	-0.19%
Operating Expenses	23,297	23,122	16,250	10,000	(6,250)	-38.46%
Total Appropriation	\$185,614	\$185,372	\$185,124	\$178,561	(\$6,563)	-3.55%

INFORMATION TECHNOLOGY DIVISION

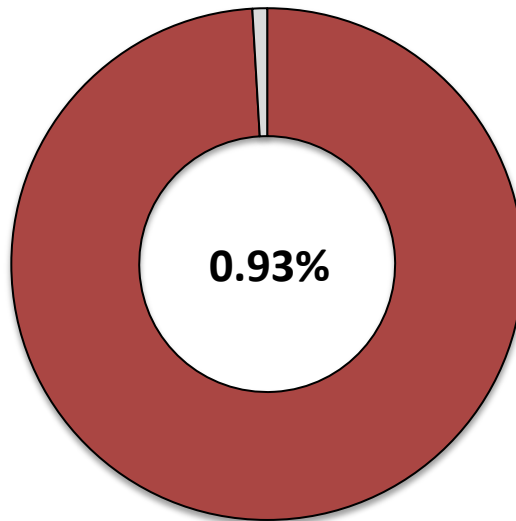
Purpose Statement

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.

Program Areas



Percentage of FY21 General Fund Budget



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

Division Services Provided

Information Technology (IT) division is responsible for town-wide computers, storage, networking and other physical devices that exchanges all forms of electronic data. Other responsibilities include technology support for various users, training, and monitoring.

Division Recent Accomplishments

- Updated the Parcel Lookup and Roads database application;
- Implement the ViewPermit Code Enforcement System, and;
- Expanded the web based GIS tool used by the DPW Water Supply Division, enabling them to easily edit and maintain their GIS water main maps on their own. This has saved staff time and allowed for more frequent updates to be made to the maps.
- Implement the TCM system, which is a document storage program for our Financial System;
- Implement Employee Self-Serve, which gives employees access to their HR and Payroll data;
- Upgraded the Town's Firewall and added additional Internet Security and filtering systems;

Division Goals and Objectives - Town Council's Quality of Life Strategic Plan (SP)

Short-Term:

1. Upgrade the ViewPermit software. **(SP: Regulatory Access and Accountability, Communications, Education)**
FY19/FY20, Met expectations. More permits available online for the Building and Health Departments. Ongoing.
2. Complete the Aerial Flyover & Mapping Update project and the Summer Aerial Flyover of Waterways project during FY20. Met expectations. Ongoing. **(SP: Education, Communication, Regulatory Process and Performance)**

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)**
FY19/FY20, 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)**
FY19/F20, Met expectations. 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)**
FY19/FY20, Met expectations. Expanded editing functionality of the DPW Water Supply Division GIS tool.

INFORMATION TECHNOLOGY DIVISION

Division Budget Comparison

Information Technology Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$1,148,549	\$1,140,535	\$1,284,354	\$1,265,763	(\$18,591)	-1.45%
Enterprise Funds	310,585	312,569	312,569	324,053	11,484	3.67%
Reserve	-	-	-	67,735	67,735	0.00%
Total Sources	\$1,459,134	\$1,453,104	\$1,596,923	\$1,657,551	\$60,628	3.80%

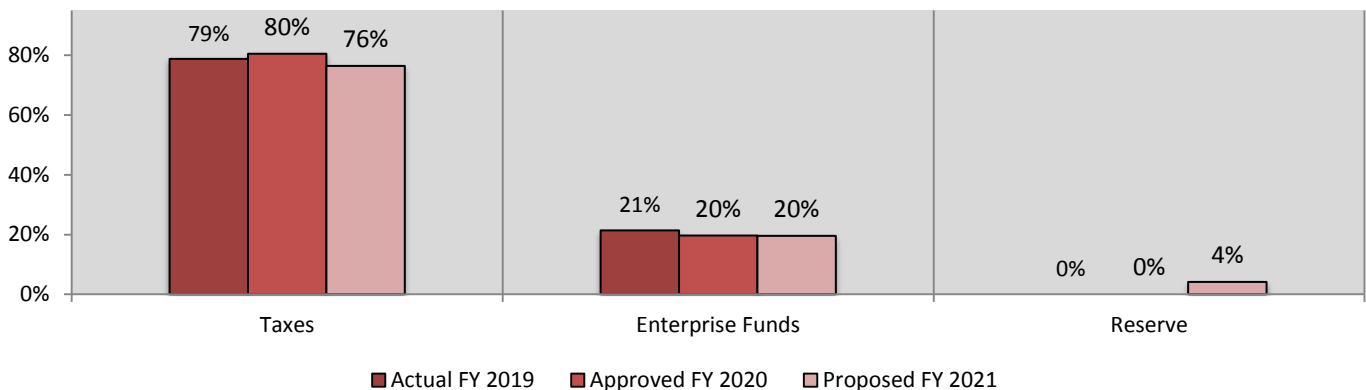
Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$721,988	\$741,524	\$746,768	\$748,807	\$2,039	0.27%
Operating Expenses	622,409	606,580	745,155	803,744	58,589	7.86%
Capital Outlay	114,737	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$1,459,134	\$1,453,104	\$1,596,923	\$1,657,551	\$60,628	3.80%

Job Title	FY 2019	FY 2020	FY 2021	Change
Assistant Info. Systems Manager	1.00	1.00	1.00	-
Developer/Analyst	1.00	1.00	1.00	-
Geographic Info System Coord.	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 Assist.	1.00	1.00	1.00	-
Info. Systems Dept. Manager	1.00	1.00	1.00	-
Microcomputer Spec. Appls.	1.00	1.00	1.00	-
Microcomputer Specialist	1.00	1.00	1.00	-
Full-time Equivalent Employees	9.00	9.00	9.00	-

Summary of Budget Changes

Information Technology Division’s proposed FY 2021 budget is increasing 3.80% from the approved FY 2020 budget. This division is responsible for most of the town wide software licenses and hardware. The proposed budget includes \$98,589 in request for various software licenses and upgrades. This budget is also recommending reductions to various operating budget line items to mitigate these cost increases.

Information Technology Division
Resources By Category



INFORMATION TECHNOLOGY DIVISION

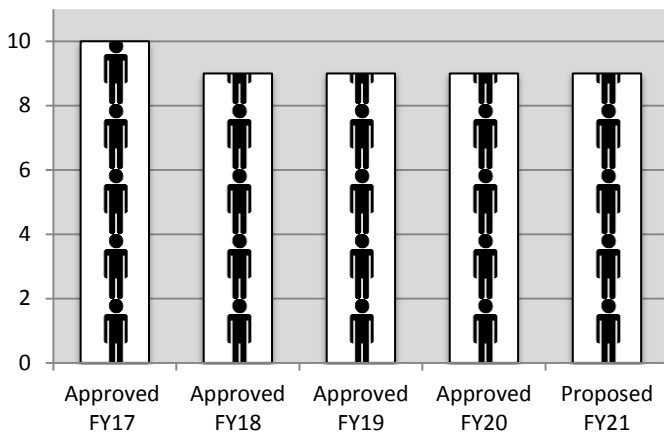
Division Budget Comparison (Continued)

Resources By Category Summary

Taxes provide 76% of resources for the Information Technology Division proposed FY 2021 Budget. Enterprise funds provide 20%, and reserves of 4% will be used to purchase the Vision Appraisal System for Assessing.

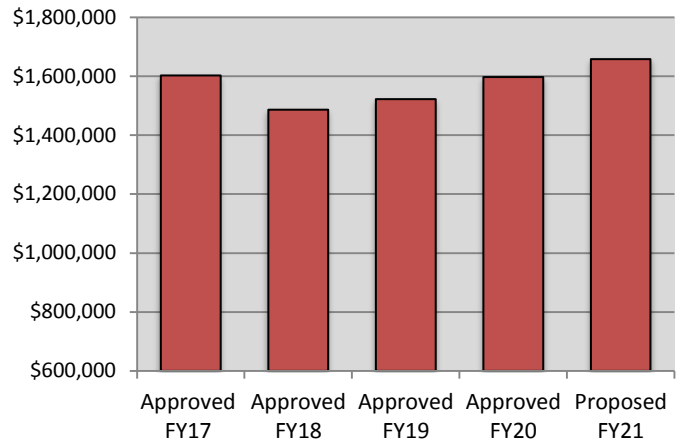
Division Budget History

Information Technology Division
Full Time Employee History



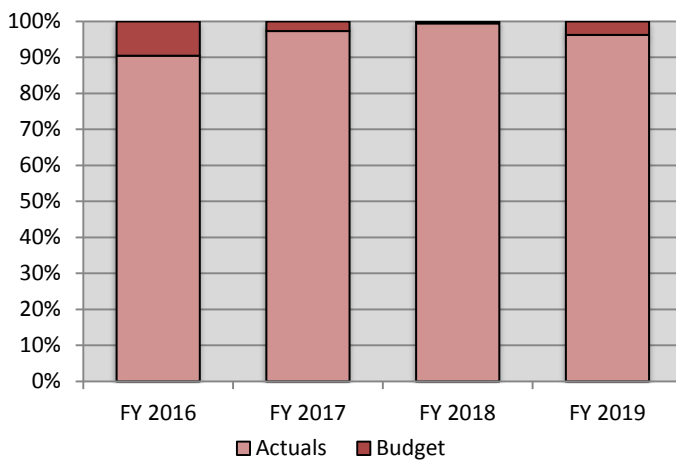
In FY 2018, the Web/Intranet position transferred to the Communications program. Full-time positions have remained level since.

Information Technology Division
Budget History



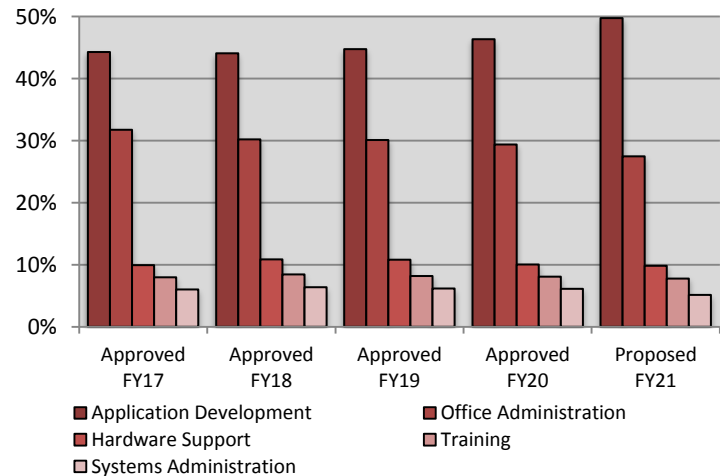
The reduction in FY 2018 is due to the transfer of the Web/Intranet Developer position to the Communications program.

Information Technology Division
Actuals to Budget History



With the exception of FY 2016, this operation has returned minimal appropriations over the past 4 years.

Information Technology Division
Budget History By Program

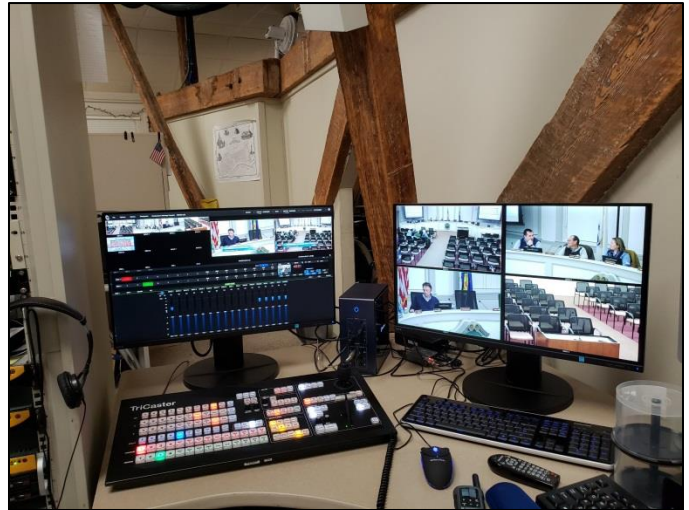


Application Development is the largest program area in this budget at 50%. Capital Outlay costs are included in this budget.

Program 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), Laserfiche, Timeclock Plus and the myriad of in-house applications written to support the operations of the Town.



**Meeting Room Equipment for
Town Council, Boards, and Committees**

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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$362,003	\$381,846	\$428,071	\$433,071	\$5,000	1.17%
Enterprise Funds	310,585	312,569	312,569	324,053	11,484	3.67%
Reserves	-	-	-	67,735	67,735	0.00%
Total Sources	\$672,588	\$694,415	\$740,640	\$824,859	\$84,219	11.37%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$249,680	\$254,462	\$254,063	\$254,209	\$146	0.06%
Operating Expenses	422,908	439,953	486,577	570,650	84,073	17.28%
Total Appropriation	\$672,588	\$694,415	\$740,640	\$824,859	\$84,219	11.37%

Program Services Provided (Continued)

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, 49 Windows Servers);
- Maintain users on all the systems;
- Maintain Data Integrity (Backups, off-site vault storage, etc.);
- Software license and maintenance contract management, and;
- Security Cameras covering Town Assets.



VOIP Desk Phone

Systems Administration Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$86,215	\$87,500	\$97,912	\$85,374	(\$12,538)	-12.81%
Total Sources	\$86,215	\$87,500	\$97,912	\$85,374	(\$12,538)	-12.81%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$84,279	\$86,167	\$85,277	\$85,374	\$97	0.11%
Operating Expenses	1,936	1,333	12,635	-	(12,635)	-100.00%
Total Appropriation	\$86,215	\$87,500	\$97,912	\$85,374	(\$12,538)	-12.81%

Program Services Provided (Continued)

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, 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 Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$130,843	\$113,540	\$160,108	\$163,055	\$2,947	1.84%
Total Sources	\$130,843	\$113,540	\$160,108	\$163,055	\$2,947	1.84%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$65,353	\$69,874	\$70,436	\$70,940	\$504	0.72%
Operating Expenses	65,490	43,666	89,672	92,115	2,443	2.72%
Total Appropriation	\$130,843	\$113,540	\$160,108	\$163,055	\$2,947	1.84%

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.

Training Support Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$123,599	\$127,192	\$128,911	\$129,168	\$257	0.20%
Total Sources	\$123,599	\$127,192	\$128,911	\$129,168	\$257	0.20%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$123,599	\$127,192	\$128,911	\$129,168	\$257	0.20%
Total Appropriation	\$123,599	\$127,192	\$128,911	\$129,168	\$257	0.20%

Program Services Provided (Continued)

Administration Program

This program area, as it's named implies Office Administration. The technology part of Channel 18 broadcasting and video production happens to fall under this program as well. Major items that fall under this program:

- General office administration;
- Procurements;
- Bids;
- Budgeting;
- Personnel;
- Ensuring set goals for the department are met;
- Software license and maintenance contract management;
- G.I.S. project management;
- Policies and Procedures;
- System Administration;
- Cellular devices.
- Network Connectivity;
- Development of standards, policies, and procedures, and;
- Project management.



Electrical Components - Town Council Seating

Administration Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Taxes	\$445,889	\$430,457	\$469,352	\$455,095	(\$14,257)	-3.04%
Total Sources	\$445,889	\$430,457	\$469,352	\$455,095	(\$14,257)	-3.04%

Expenditure Category	Actual FY 2019	Projected FY 2020	Approved FY 2020	Proposed FY 2021	Change FY20 - 21	Percent Change
Personnel	\$199,077	\$203,829	\$208,081	\$209,116	\$1,035	0.50%
Operating Expenses	132,075	121,628	156,271	140,979	(15,292)	-9.79%
Capital Outlay	114,737	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$445,889	\$430,457	\$469,352	\$455,095	(\$14,257)	-3.04%

ADMINISTRATION SERVICES DEPARTMENT

Department Workload Indicators

Accounting Operation

The 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 2016	FY 2017	FY 2018	FY 2019
Central financial operating costs as a percentage of the overall General Fund budget	1.96%	1.92%	1.92%	1.74%

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Vendor Payments Processed	40,481	42,467	42,098	42,110
G/L Accounts Maintained	19,770	19,462	19,404	19,420
G/L Transactions Processed	291,122	291,906	297,838	298,730

Treasury/Collector Operation

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Vendor Checks Processed	24,352	26,185	22,858	24,550
Payroll Checks Processed	59,653	60,862	61,716	62,300

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 2016 Levy	FY 2017 Levy	FY 2018 Levy	FY 2019 Levy	FY 2020 Levy Projected
Percentage of the net property tax levy collected in the fiscal year levied	97.25%	97.22%	96.67%	96.40%	97.00%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.71%	99.74%	98.42%	96.41%	98.00%

ADMINISTRATION SERVICES DEPARTMENT

Department Workload Indicators (Continued)

Procurement Operation

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
RFP's Issued	21	22	40	25
Sealed Bids Issued	43	54	70	60
Contracts Processed	157	138	170	150
Quotes Conducted or Reviewed	135	128	169	170
Requisitions Reviewed for Compliance	665	647	671	675
Avoided Bids	32	20	20	25
Surplus Property Designations	52	47	70	70

Assessing Operation

Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Total Properties Assessed	28,766	28,830	29,073	29,200
Number of Abatements Filed	146	200	246	250
% of Properties Filing Abatements	0.005%	0.007%	0.008%	0.009%
Number of Abatements Granted	25	75	75	75
Average Abatement Dollar per Appeal Filed	\$ 734.80	\$ 750.00	\$ 750.00	\$ 750.00
Total Tax Dollar Value for Appeals Granted	\$ 29,392	\$ 56,250	\$ 50,000	\$ 50,000
Percentage of FY Tax Levy for Appeals Granted	0.00026%	0.00047%	0.00050%	0.00050%

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Appellate Tax Board Appeals Settled	0	10	-	5
Exemptions Processed	681	700	744	750
RE/PP Abatements Processed	59	125	246	250
MVE Abatements Processed	2,162	1,600	2,329	2,300
Building Permits Inspected	1,719	2,300	2,339	2,500
Re-listing Inspections	3,220	3,000	3,000	3,000
Property Transfers (Deeds) Processed	2,580	2,600	1,844	2,600

ADMINISTRATION SERVICES DEPARTMENT

Department Workload Indicators (Continued)

Town Clerk Operation

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Births Recorded	800	831	917	900
Marriages Recorded	473	495	436	452
Deaths Recorded	843	824	1,085	968
Dogs Licensed	2,944	3,134	2,948	2,878
New Voters Registered	3,188	1,073	2,478	1,679
Business Licenses Issued	360	400	313	350

Information Technology

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

Performance Measures	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Percent of availability of database environments*	95.90%	99.90%	95.9%	99.9%
Availability of critical core applications*	95.90%	99.90%	95.9%	99.9%
Availability of Town's web site including property data and maps*	98.70%	99.90%	98.7%	99.9%
*Does not include scheduled down times.				

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
New PC's installed	60	130	40	100
Help Desk work orders completed	1,001	900	1001	900
Completed requests for Maps and geographic analysis	882	927	1,021	1,100

Application Production and Development Program

Workload Indicators	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Large print jobs with folding/mailing	9	10	10	11
Systems Administration Program				
Network Uptime (not including scheduled down time)	95.59%	99.59%	99.9%	99.9%
Number of security cameras	36	48	36	48
Hardware Program				
Number of PC's, Laptops, Tablets, Devices	450	452	450	475

ADMINISTRATION SERVICES DEPARTMENT

Human Resources

Performance Measures /Workload Indicators	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Projected
Personnel Forms Processed	1,006	1,117	995	1,167	1,100
Employment Applications Processed	1,624	2,508	2,840	2,878	2,725
Permanent Position Vacancies	158	116	137	162	158
Avg. # of Applications per vacancy	10.30	21.5	20.75	17.75	17.25

ADMINISTRATION SERVICES DEPARTMENT

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