

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

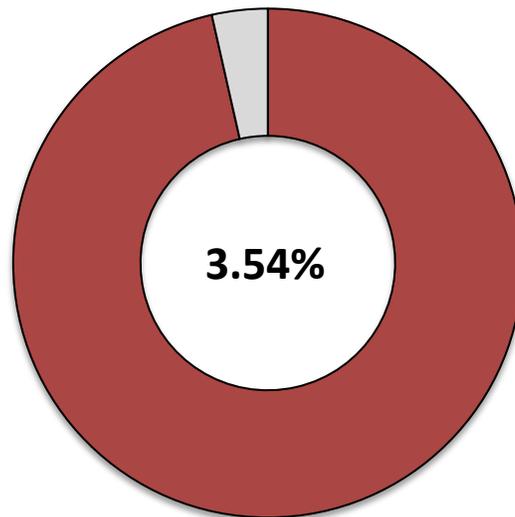


Human Resources



Information Technology

% of FY 2022 Total General Fund Budget



The Administrative Services Department budget represents 3.54% of the overall General Fund budget.

ADMINISTRATIVE SERVICES DEPARTMENT

Department Budget Comparison

Administrative Services Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$1,939,215	\$1,346,418	\$3,270,540	\$3,586,964	\$316,424	9.67%
Intergovernmental	334,529	542,901	340,215	272,524	(67,691)	-19.90%
Fines, Forfeitures, Penalties	1,635,112	1,690,661	995,000	1,098,000	103,000	10.35%
Fees, Licenses, Permits	298,471	351,891	213,994	227,994	14,000	6.54%
Charges for Services	174	5	-	-	-	0.00%
Interest and Other	1,209,729	1,474,710	581,500	595,983	14,483	2.49%
Enterprise Funds	745,962	770,803	770,803	674,899	(95,904)	-12.44%
Reserves	-	-	67,735	-	(67,735)	-100.00%
Total Sources of Funding	\$6,163,192	\$6,177,389	\$6,239,787	\$6,456,364	\$216,577	3.47%

Expenditure Category						
Personnel	\$4,622,917	\$4,598,212	\$4,644,658	\$4,820,820	\$176,162	3.79%
Operating Expenses	1,382,354	1,475,228	1,490,129	1,530,544	40,415	2.71%
Capital Outlay	157,921	103,950	105,000	105,000	-	0.00%
Total Appropriation	\$6,163,192	\$6,177,389	\$6,239,787	\$6,456,364	\$216,577	3.47%

Summary of Budget Changes

The Administrative Department’s proposed FY 2022 budget is increasing by \$216,577 (3.5%) from the approved FY 2021 budget. The personnel cost increase is mostly due to contractual obligations. This is partially offset by reduced hours for a Principal division Assistant position in the Town Clerk’s office. Operating costs include software support and license increases, cell phone services for all municipal departments, and vehicle lease cost. Capital outlay includes the annual technology hardware replacements.

Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2021 Approved Budget				\$6,239,787	
Contractual Obligations Net of Staff Turnover	189,512	-	-	189,512	-
One-time Costs	-	(67,735)	(105,000)	(172,735)	-
FY 2022 Budget Changes					
1. Overtime for Information Tech Division	4,150	-	-	4,150	-
2. Reduce Principal Div. Asst. Position Hours	(17,500)	-	-	(17,500)	(0.35)
3. Increase Cell Phone Services	-	28,739	-	28,739	-
4. Support & Software Annual Licenses	-	74,304	-	74,304	-
5. Increased Cost for Vehicle Lease	-	5,107	-	5,107	-
6. Technology Hardware Replacements	-	-	105,000	105,000	-
FY 2022 Proposed Budget	\$176,162	\$40,415	\$0	\$6,456,364	(0.35)

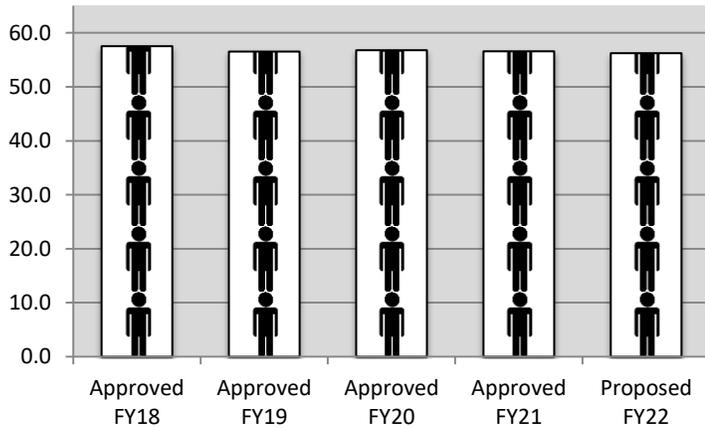
Department Budget Comparison (Continued)

- 1. Information Technology Overtime Increase** – Increased overtime hours are needed to support a work from home workforce due to the public health crisis.
- 2. Town Clerk's Office Assistant Reduced Hours** – Position hours are being reduced for the current vacant principal assistant within the Town Clerk operations.
- 3. Cell Phone** – Due to the public health crisis some Town employees are working from home. This has increased the need for work cellphones and the associated cellular service cost.
- 4. 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.
- 5. Vehicle Lease Agreements** – Town wide vehicle lease agreements are anticipated to increase in the fiscal year.
- 6. Information Technology Operating Capital** - Items this operating capital will cover in Fiscal 2022 include replacement of printers, servers, plotters, networking equipment, hardware for virtual servers, firewalls, Storage Area Networks (SAN) and security appliances.

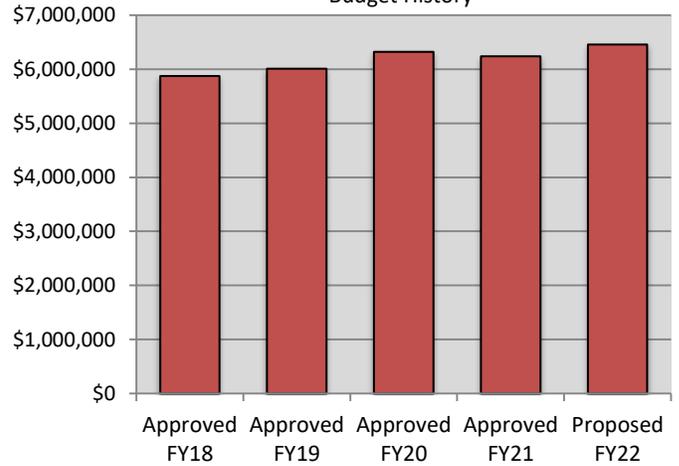
ADMINISTRATIVE SERVICES DEPARTMENT

Administrative Services Department Budget History

Full Time Employee History



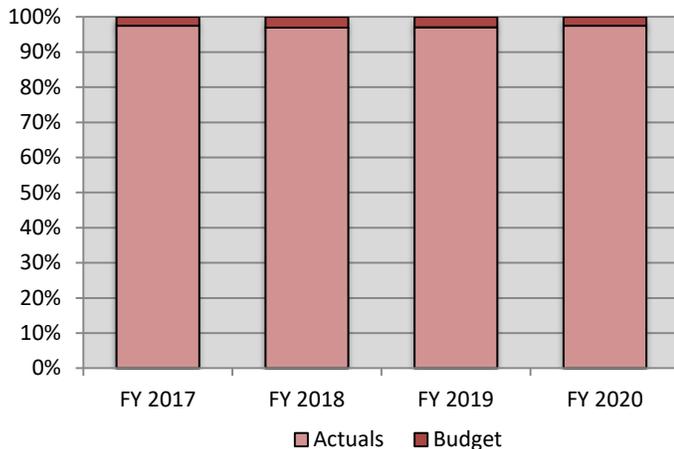
Budget History



FY 2021 includes (-0.20) reduced hours for the legal clerk position. FY 2022 includes (-0.35) reduced hours for the Town Clerk Assistant.

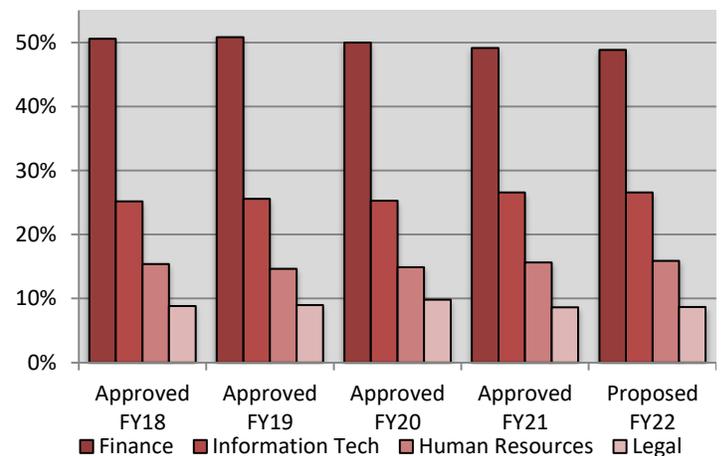
The Administration Department's budget has increased 1.99% annually on average over the five year period.

Actuals to Budget History



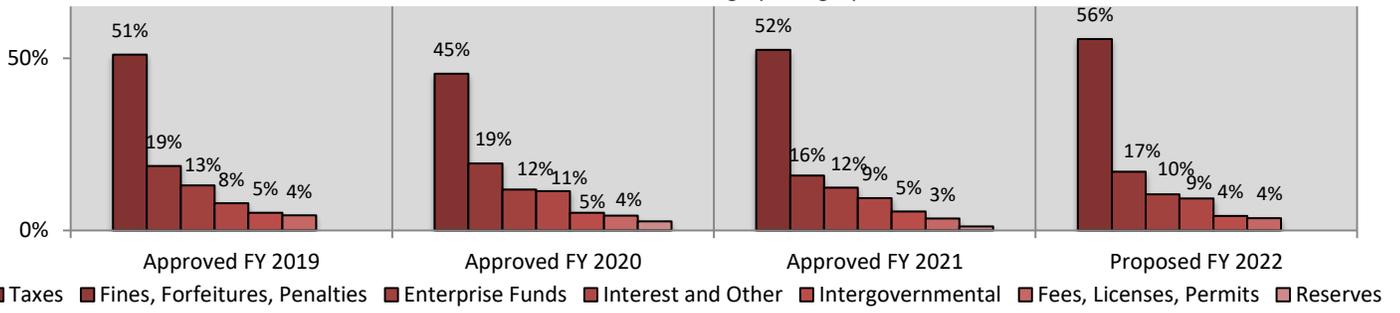
The Administration operations have expended 97% - 98% of its annual operating budget consistently over the last four years.

Budget History By Division



The Finance Division (Accounting, Assessing, Town Clerk, Procurement, Treasury, and Tax Collections) represents almost 50% of the department's proposed budget.

Sources of Funding By Category



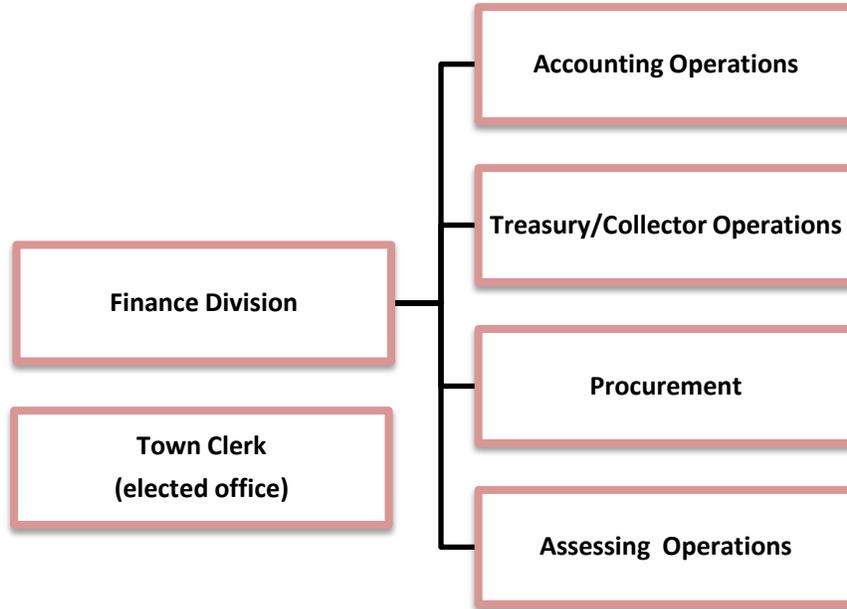
Taxes provided 56% of this department's sources. Other major funding sources include penalties and interest on the late payment on taxes and charges to Enterprise Funds for services the department provides.

FINANCE DIVISION

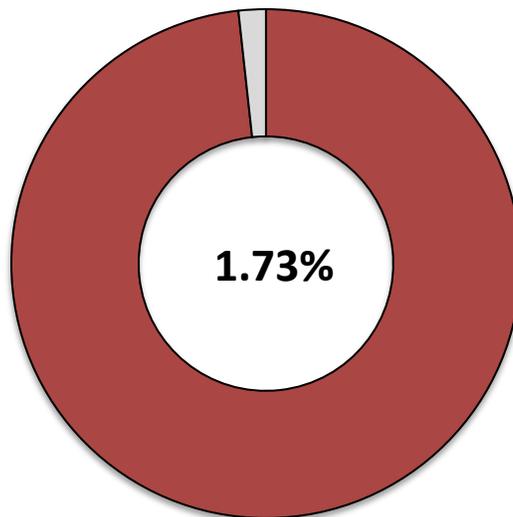
Purpose Statement

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



% of FY 2022 General Fund Budget



The Finance Division represents 1.73% of the overall General Fund budget.

Division Services Provided

The finance division manages the organization's financial resources 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

- Developed a financing plan for the Town's Comprehensive Wastewater Management Plan.
- With the consolidation of the Treasury and Tax Collections office, reduced the town's outstanding receivables balance by \$2 million.
- In response to COVID-19, implemented a spending reduction plan that increased the Town's General Fund reserves by \$4 million.
- Maintained the Town's AAA bond rating.
- Received a clean audit opinion on the June 30, 2020 Comprehensive Annual Financial Report and there were no audit findings.
- Implemented a paperless invoice processing system reducing the need for filing space, delays in processing and the number of times an invoice is handled.
- Received the Certificate of Achievement for Excellence in Financial Reporting for the 19th year in a row for the June 30, 2019 Comprehensive Annual Financial Report
- Received the Distinguished Budget Presentation award for the 20th year in a row for the FY 2021 budget document.
- Implemented an Investor Relations website offering regular updates on the town's financial information increasing bidder activity on the town's fiscal year 2021 bond issues resulting in bonds issued at 1.2% and 1.33%; record lows for the town.
- Successfully implemented a remote workforce due to COVID-19 keeping all financial systems and records up to date.
- Successfully completed the required 5 year town-wide property revaluation in a manner allowing for the issuance of timely tax bills.

FINANCE DIVISION

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

Short-Term:

1. Create a long-term plan for a permanent remote workforce to reduce the department's footprint. **(SP: Finance)**
2. Create a funding plan for the Comprehensive Water Management Program. **(SP: Finance)**
3. Practice and promote sound financial policies and procedures in order to maintain the Town's AAA bond rating. **(SP: Finance)**

Long-Term:

1. Explore ways to enhance the town's Open Budget website. **(SP: Communication)**
2. Continue to participate in the GFOA award programs for budgeting and financial reporting. **(SP: Finance)**
- Identify areas where the town can expand the use of Tyler Content Manager in order to reduce the consumption of paper and improve staff efficiency. **(SP: Finance)**

Division Budget Comparison

Finance Division Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$0	\$0	\$559,681	\$667,768	\$108,087	19.31%
Intergovernmental	334,529	542,901	340,215	272,524	(67,691)	-19.90%
Fines, Forfeitures, Penalties	1,635,112	1,690,661	995,000	1,098,000	103,000	10.35%
Fees, Licenses, Permits	298,471	351,891	213,994	227,994	14,000	6.54%
Charges for Services	174	5	-	-	-	0.00%
Interest and Other	1,209,779	1,474,710	581,500	595,983	14,483	2.49%
Enterprise Funds	370,489	374,992	374,992	291,723	(83,269)	-22.21%
Total Sources of Funding	\$3,848,554	\$4,435,160	\$3,065,382	\$3,153,992	\$88,610	2.89%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$2,579,526	\$2,603,449	\$2,629,747	\$2,713,250	\$83,503	3.18%
Operating Expenses	471,541	431,279	435,635	440,742	5,107	1.17%
Capital Outlay	84,000	-	-	-	-	0.00%
Total Appropriation	\$3,135,067	\$3,034,728	\$3,065,382	\$3,153,992	\$88,610	2.89%

Summary of Budget Changes

The Finance Division proposed FY 2022 budget is increasing \$88,610 (2.9%) from the approved FY 2021 budget. Contractual obligations account for most of the budget increase. The budget does include increased costs associated with the new vehicle lease contracts.

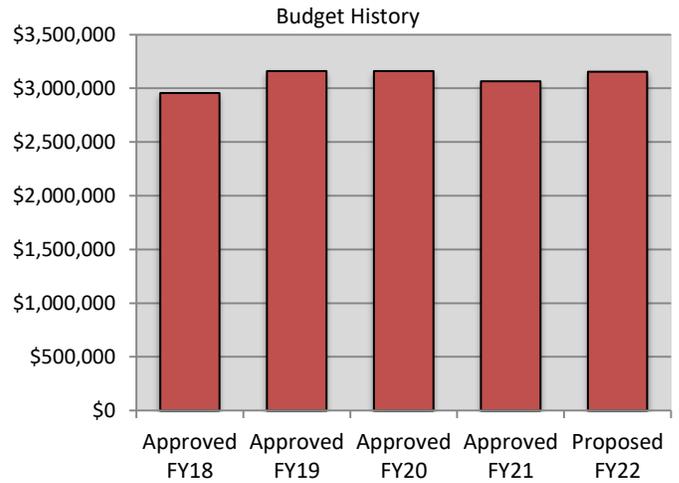
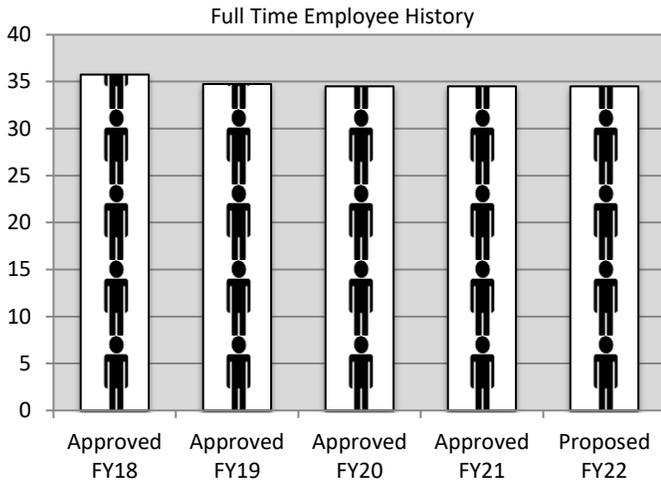
FINANCE DIVISION

Division Budget Comparison (Continued)

Job Title	FY 2020
Accounting Officer	1.00
Administrative Assistant	1.00
Assistant Assessor	1.00
Assistant Tax Collector	1.00
Assistant Town Clerk	1.00
Assistant Treasurer	1.00
Billing and Collection Supervisor	1.00
Chief Procurement Officer	1.00
Collection Assistant	3.00
Comptroller	1.00
Data Collection/Field Inspector	1.00
Deputy Finance Director	1.00
Director of Finance	1.00
Financial/Budget Analyst	2.00
Office Supervisor	1.00
Principal Dept/Div Assistant	4.50
Property Transfer Assistant	1.00
Purchasing Agent	1.00
Senior Assistant Assessor	1.00
Staff Auditor-Accounts Payable	2.00
Staff Auditor-Cash Receipts	1.00
Staff Auditor-Payroll	2.00
Town Assessor	1.00
Town Clerk	1.00
Treasurer/Collector	1.00
Treasury Supervisor	1.00
Full-time Equivalent Employees	34.50

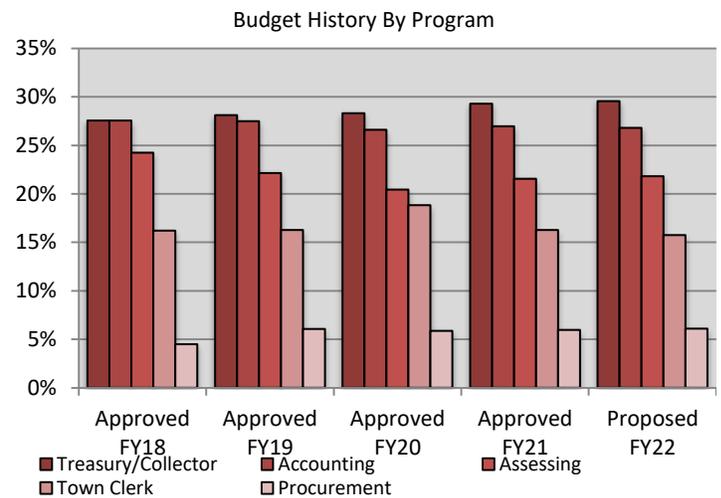
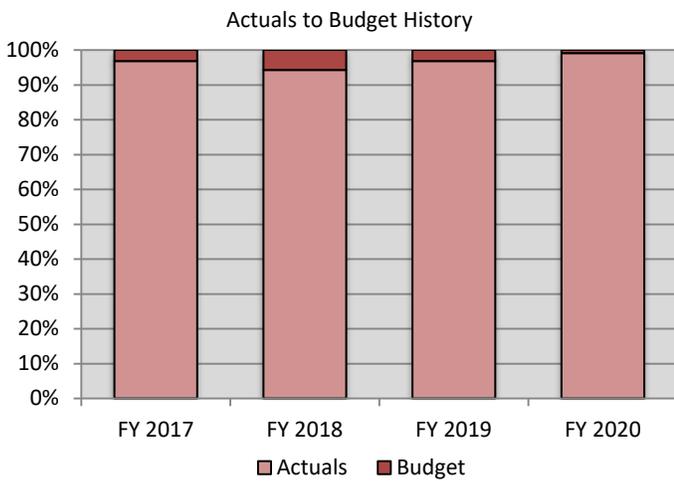
FY 2021	FY 2022	Change
1.00	1.00	-
1.00	1.00	
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
3.00	3.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
4.50	4.15	(0.35)
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
34.50	34.15	(0.35)

Division Budget History



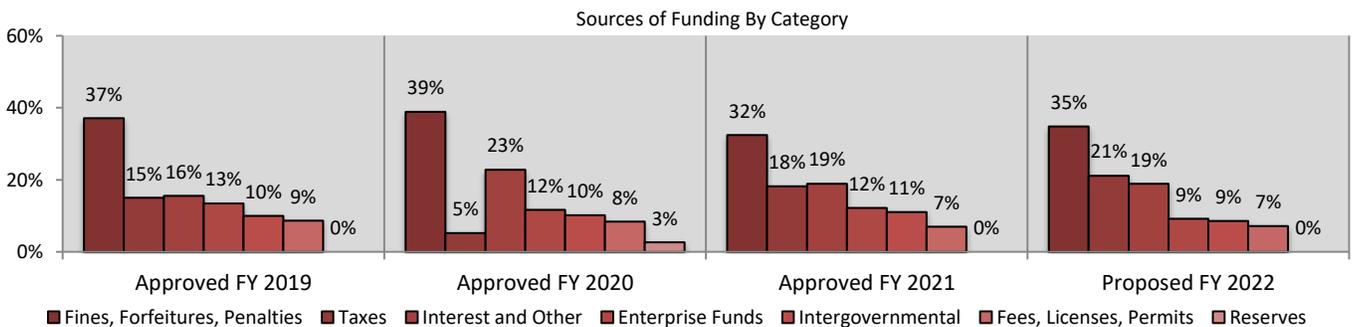
FY 2019 includes a reduction of (-1.00) fte in Assessing. FY 2022 includes a reduction of (-0.35) fte in Town Clerks.

The division's budget has increased 1.33% annually on average over the five-year period.



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%.



The Finance Division's sources of funding includes Fines, forfeitures, penalties, and taxes provide (35%), earnings on investments provide (19%), Enterprise Fund support is (9%) for indirect cost, and intergovernmental aid (9%) for veteran and elderly exemptions.

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 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$600,718	\$589,450	\$597,910	\$670,913	\$73,003	12.21%
Interest and Other	7,902	200	-	-	-	0.00%
Enterprise Funds	227,423	228,079	228,079	174,339	(53,740)	-23.56%
Total Sources of Funding	\$836,043	\$817,729	\$825,989	\$845,252	\$19,263	2.33%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$754,101	\$735,262	\$742,689	\$761,952	\$19,263	2.59%
Operating Expenses	81,942	82,467	83,300	83,300	-	0.00%
Total Appropriation	\$836,043	\$817,729	\$825,989	\$845,252	\$19,263	2.33%

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 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Fines, Forfeitures, Penalties	\$1,635,112	\$1,690,550	\$995,000	\$1,098,000	\$103,000	10.35%
Fees, Licenses, Permits	112,055	186,859	65,700	65,700	-	0.00%
Interest and Other	1,187,832	1,452,389	576,500	590,983	14,483	2.51%
Enterprise Funds	92,380	96,921	96,921	94,374	(2,547)	-2.63%
Total Sources of Funding	\$3,027,379	\$3,426,719	\$1,734,121	\$1,849,057	\$114,936	6.63%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$729,613	\$728,797	\$736,159	\$770,497	\$34,338	4.66%
Operating Expenses	170,836	160,301	161,920	161,920	-	0.00%
Total Appropriation	\$900,449	\$889,098	\$898,079	\$932,417	\$34,338	3.82%

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 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$137,370	\$138,519	\$140,343	\$177,077	\$36,734	26.17%
Enterprise Funds	42,686	41,992	41,992	15,010	(26,982)	-64.26%
Total Sources of Funding	\$180,056	\$180,511	\$182,335	\$192,087	\$9,752	5.35%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$173,629	\$174,809	\$176,575	\$186,327	\$9,752	5.52%
Operating Expenses	6,427	5,702	5,760	5,760	-	0.00%
Total Appropriation	\$180,056	\$180,511	\$182,335	\$192,087	\$9,752	5.35%

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 Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$315,453	\$100,914	\$312,574	\$407,633	\$95,059	30.41%
Intergovernmental	334,529	542,901	340,215	272,524	(67,691)	-19.90%
Fines, Forfeitures, Penalties	-	111	-	-	-	0.00%
Charges for Services	174	5	-	-	-	0.00%
Interest and Other	4,110	2,250	-	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
Total Sources of Funding	\$662,266	\$654,181	\$660,789	\$688,157	\$27,368	4.14%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$496,538	\$530,085	\$535,439	\$557,700	\$22,261	4.16%
Operating Expenses	165,728	124,097	125,350	130,457	5,107	4.07%
Total Appropriation	\$662,266	\$654,181	\$660,789	\$688,157	\$27,368	4.14%

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 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$359,902	\$308,305	\$344,896	\$328,785	(\$16,111)	-4.67%
Fees, Licenses, Permits	186,416	165,032	148,294	162,294	14,000	9.44%
Interest and Other	9,935	19,871	5,000	5,000	-	0.00%
Total Sources of Funding	\$556,253	\$493,208	\$498,190	\$496,079	(\$2,111)	-0.42%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$425,645	\$434,496	\$438,885	\$436,774	(\$2,111)	-0.48%
Operating Expenses	46,608	58,712	59,305	59,305	-	0.00%
Capital Outlay	84,000	-	-	-	-	0.00%
Total Appropriation	\$556,253	\$493,208	\$498,190	\$496,079	(\$2,111)	-0.42%

LEGAL DIVISION

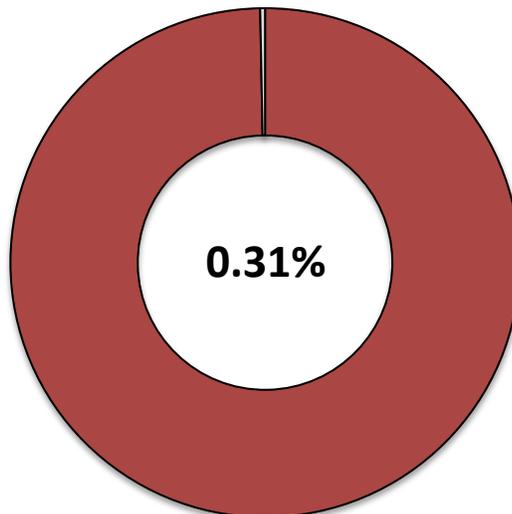
Purpose Statement

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



% of FY 2022 Total General Fund Budget



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

Division Services Provided

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

- The Legal Department defended the Board of Assessors' valuation of the Cape Cod Mall in a multi-day Zoom trial before the State's Appellate Tax Board. That matter is awaiting an ATB decision after completion of briefing and arguments. The parties were millions of dollars apart in their respective valuations, and, as the Mall is the largest taxpayer in the Town, the outcome of this matter is of particular importance to the Town.
- The Legal Department devoted considerable time and resources to the issue of Short-Term Rentals, providing support and legal advice to the Town Council, the Planning Department and other departments of the Town regarding potential changes to the Town's zoning and general ordinances to regulate and control STRs. While the proposed ordinances were withdrawn by the Town Council, how to address and regulate STRs remains an ongoing issue for the Town.
- Much time and effort was spent on legal issues relating to COVID-19, the novel coronavirus, including interpreting and providing advice on the Governor's Executive Orders, standing court orders and state legislation enacted in response to the need to conduct business differently during a pandemic, including, for example, issues related to conducting meetings of public bodies remotely and issues related to the tolling of time periods for certain regulatory and permitting boards to act on permit applications.
- The Legal Department assisted in preparing easements needed for various Department of Public Works projects, including the Victory Chapel and Cape Cod Five projects.
- Using Community Preservation Committee funds, the Town is purchasing two properties (Falcon Road and Wakeby Road) upon which the Barnstable Land Trust will hold Conservation Restrictions. The Legal Department finalized those Conservation Restrictions and completed the closing on the Falcon Road property. The Legal Department continues to work on multiple other Conservation Restrictions, some of which involve CPC funds, and provides legal advice, as needed, to the CPC.
- The Department continues to assist with the legal issues associated with the impending arrival of Phase I of the Vineyard Wind project. The Town will be installing sewer lines in the same trenches that Vineyard Wind will open, close and repave for its electric transmission lines running from Covell's Beach to the Eversource substation in Independence Park. Coordinating transfer of control of some roads from the County to the Town, acquiring real estate rights to accommodate new sewer infrastructure, and researching title are some examples of the legal work required in support of the Town's Comprehensive Wastewater Management Plan.

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. Continue to work with Planning and the Town Council 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)**.
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. **(SP: Finance, Economic Development)**.
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)**.

Long-Term:

1. Work with the Planning Department and the Town Council to amend the Zoning Ordinance to address multi-family and other housing issues. **(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 2021 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 Wastewater Management Plan. **(SP: Infrastructure, Economic Development, Regulatory Process and Performance, Environment and Natural Resources)**.

Action: The Legal Department worked with the Director of Finance to draft a sewer assessment ordinance. The Town is currently engaged in a process to solicit public comment on that ordinance before bringing it to the Town Council for consideration and approval. The Department is also working with outside counsel to respond to two Notices of Intent to Sue sent by the Conservation Law Foundation to the Town alleging violations of the federal Clean Water Act and the state’s Title 5 regulations. Legal work continues on issues related to the use of Mother’s Park or the abutting road for the siting of a sewer pump station.

LEGAL DIVISION

FY 2021 Goals and Results (Continued)

2. 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).**

Action: The Legal Department provides support to the other departments and boards and committees of the Town, including providing legal advice and opinions on conservation and zoning matters, and by providing advice and support with respect to the public records law, the Open Meeting Law and the conflict of interest law. The Department also drafts, reviews and advises on numerous contracts and license agreements.

3. Work with the Planning Department and the Town Council to amend the Zoning Ordinance to address multi-family and other housing issues. **(SP: Housing, Economic Development).**

Action: The Legal Department has worked with Planning on proposed amendments to the Zoning Ordinance to address Accessory Dwelling Units.

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

Action: The Legal Department conducted training for the Conservation Commission. The Legal Department also assisted the Director of Human Resources in arranging for training for Town staff and members of Town boards and committees on the state conflict of interest law.

Division Budget Comparison

Legal Division Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$595,968	\$534,500	\$539,899	\$560,307	\$20,408	3.78%
Interest and Other	(50)	-	-	-	-	0.00%
Total Sources of Funding	\$595,918	\$534,500	\$539,899	\$560,307	\$20,408	3.78%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$571,069	\$495,197	\$500,199	\$520,607	\$20,408	4.08%
Operating Expenses	24,849	39,303	39,700	39,700	-	0.00%
Total Appropriation	\$595,918	\$534,500	\$539,899	\$560,307	\$20,408	3.78%

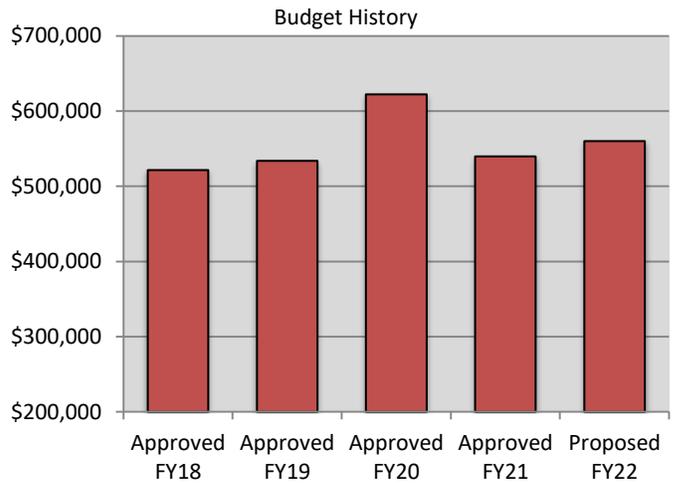
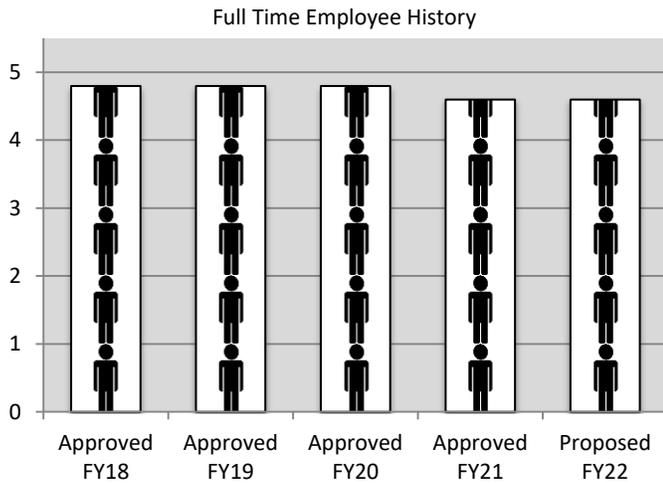
Summary of Budget Changes

The Legal Division's proposed FY 2022 budget is increased by \$20,408 (3.78%) from the approved FY 2021 budget due to contractual obligations.

Job Title	FY 2020
Assistant Town Attorney	1.00
Legal Assistant	1.00
Legal Clerk	0.80
Senior Town Attorney	1.00
Town Attorney	1.00
Full-time Equivalent Employees	4.80

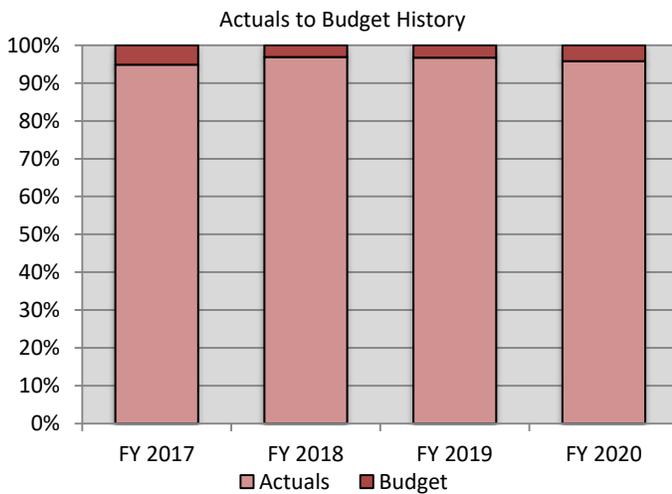
FY 2021	FY 2022	Change
1.00	1.00	-
1.00	1.00	-
0.60	0.60	-
1.00	1.00	-
1.00	1.00	-
4.60	4.60	-

Division Budget History

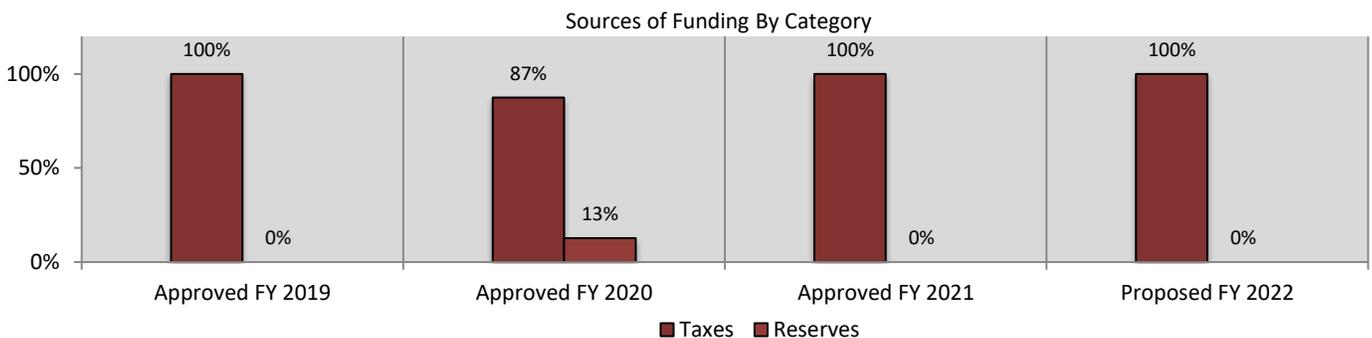


The FY 2021 budget included reduced hours of (-0.20) fte for the legal clerk position.

Legal Division’s budget has increased 1.48% annually on average over the five-year period. The approved FY 2020 budget included a one-time \$78,500 for the overlap in the Town Attorney position.



The bulk of Legal Division’s operating budget is permanent personnel.



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

HUMAN RESOURCE DIVISION

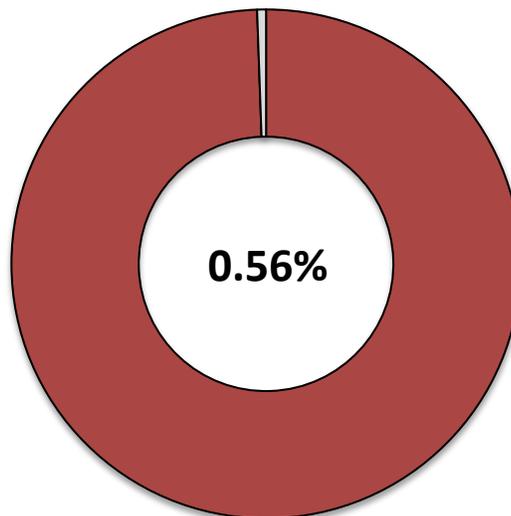
Purpose Statement

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



% of FY 2022 Total General Fund Budget



The Human Resources Division comprises 0.56% of the overall General Fund budget.

HUMAN RESOURCE DIVISION

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 High School Principal, School Attorney, and Chief Procurement Officer.
- Served as a key advisor regarding human resources issues during the COVID-19 pandemic.
- Assisted in the development of several new policies including a remote work policy and Family First Corona Virus Act (FFCRA) policy.
- Worked with management, employees, and unions to implement the rapid change to a remote workforce.
- Expanded the use of on-line and electronic Human Resources practices.
- Partnered with Suffolk University to implement a Town of Barnstable MPA cohort.

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. Continue to work with employees and unions to develop and refine policies, procedures, and contract language regarding remote work. **(SP: Education, Communication)**
3. Assist with potential municipal reorganization efforts. **(SP: Education, Communication)**

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 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$825,366	\$895,428	\$905,197	\$956,537	\$51,340	5.67%
Enterprise Funds	62,904	71,758	71,758	70,024	(1,734)	-2.42%
Total Sources of Funding	\$888,270	\$967,186	\$976,955	\$1,026,561	\$49,606	5.08%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$723,992	\$758,246	\$765,905	\$805,511	\$39,606	5.17%
Operating Expenses	164,278	208,940	211,050	221,050	10,000	4.74%
Total Appropriation	\$888,270	\$967,186	\$976,955	\$1,026,561	\$49,606	5.08%

Summary of Budget Changes

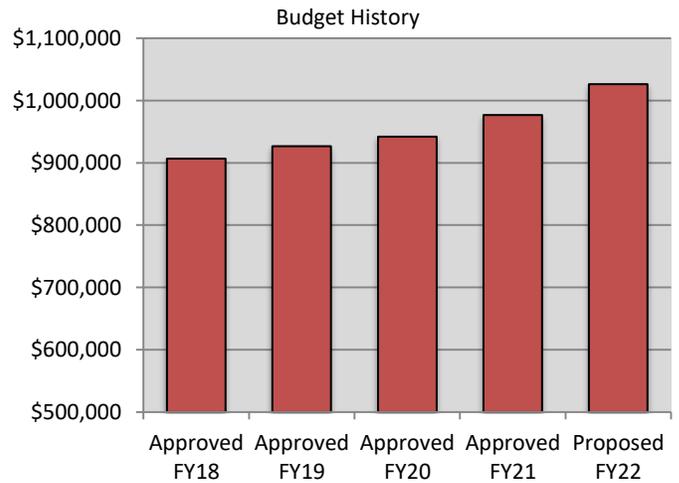
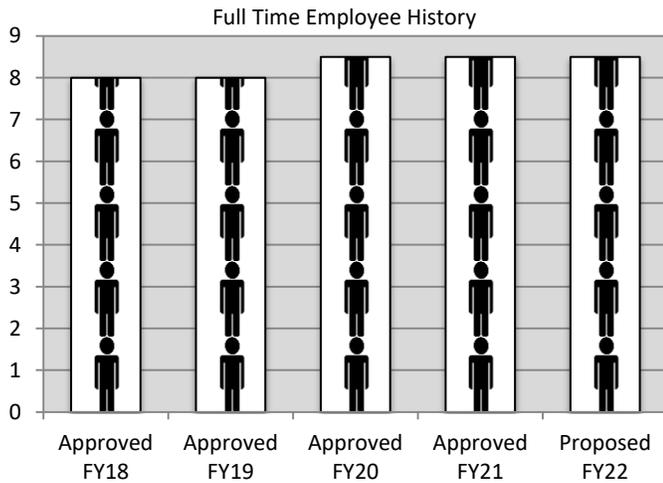
Human Resources proposed FY 2022 budget is increased by \$49,606 (5.08%) from the approved FY 2021 budget. Personnel cost increased due to contractual obligations. Operating cost include monies for the Clearing Company to monitor for risk management of commercial driver's employed by the town.

Job Title	FY 2020
Admin. Assistant to HR Director	1.00
Assistant HR Director	1.00
Benefits Administrator	1.00
Benefits Assistant	1.00
Customer Service/HR Associate	0.50
Director of Human Resources	1.00
Human Resources Assistant	2.00
Human Resources Coordinator	1.00
Full-time Equivalent Employees	8.50

FY 2021	FY 2022	Change
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
0.50	0.50	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
8.50	8.50	-

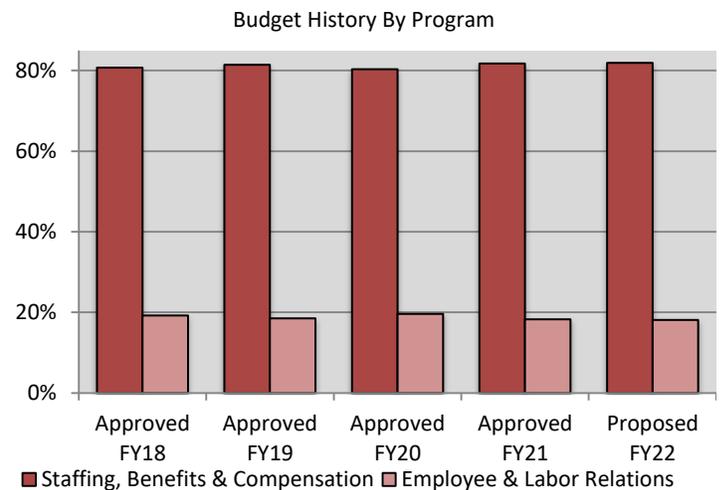
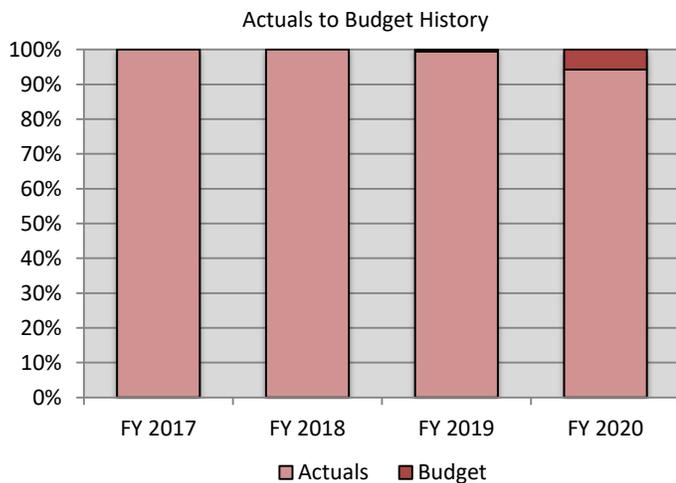
HUMAN RESOURCE DIVISION

Human Resource Division Budget History



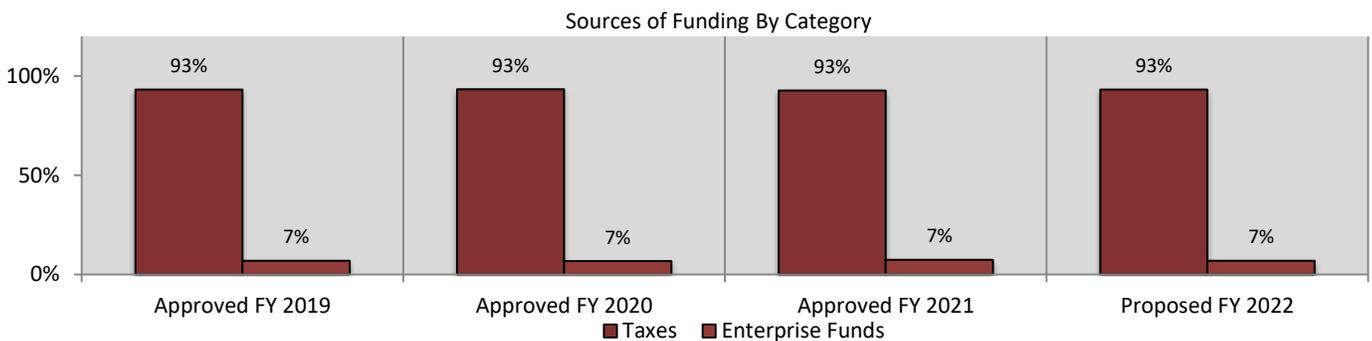
Human Resources full-time positions have remained level for the past fiscal years. Receptionist hours were increased in FY 2020 budget.

The budget for this division has increased 2.63% annually on average over the five-year period.



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

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



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

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 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$657,472	\$718,652	\$726,636	\$770,803	\$44,167	6.08%
Enterprise Funds	62,904	71,758	71,758	70,024	(1,734)	-2.42%
Total Sources of Funding	\$720,376	\$790,410	\$798,394	\$840,827	\$42,433	5.31%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$561,210	\$591,371	\$597,344	\$629,777	\$32,433	5.43%
Operating Expenses	159,166	199,040	201,050	211,050	10,000	4.97%
Total Appropriation	\$720,376	\$790,410	\$798,394	\$840,827	\$42,433	5.31%

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.

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 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$167,894	\$176,775	\$178,561	\$185,734	\$7,173	4.02%
Total Sources of Funding	\$167,894	\$176,775	\$178,561	\$185,734	\$7,173	4.02%

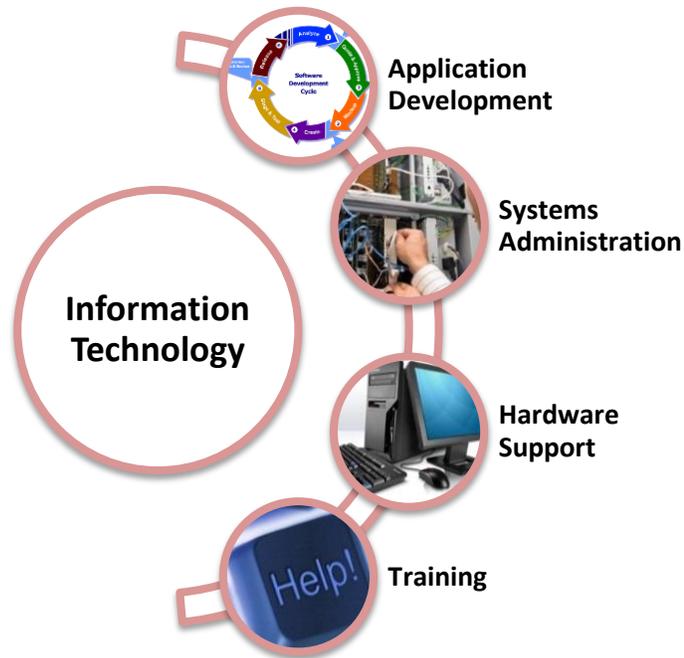
Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$162,782	\$166,875	\$168,561	\$175,734	\$7,173	4.26%
Operating Expenses	5,112	9,900	10,000	10,000	-	0.00%
Total Appropriation	\$167,894	\$176,775	\$178,561	\$185,734	\$7,173	4.02%

INFORMATION TECHNOLOGY DIVISION

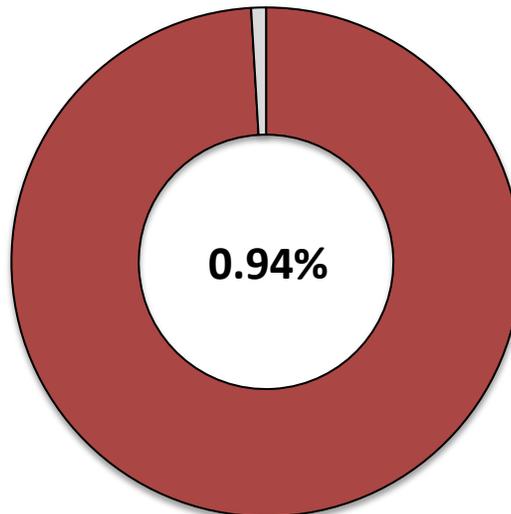
Purpose Statement

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



% of FY 2022 Total General Fund Budget



The Information Technology Division comprises 0.94% 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 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;
- 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.

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 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$1,231,368	\$1,316,923	\$1,265,763	\$1,402,352	\$136,589	10.79%
Enterprise Funds	312,569	324,053	324,053	313,152	(10,901)	-3.36%
Reserve	-	-	67,735	-	(67,735)	-100.00%
Total Sources of Funding	\$1,543,937	\$1,640,976	\$1,657,551	\$1,715,504	\$57,953	3.50%

Expenditure Category						
Personnel	\$748,330	\$741,319	\$748,807	\$781,452	\$32,645	4.36%
Operating Expenses	721,686	795,707	803,744	829,052	25,308	3.15%
Capital Outlay	73,921	103,950	105,000	105,000	-	0.00%
Total Appropriation	\$1,543,937	\$1,640,976	\$1,657,551	\$1,715,504	\$57,953	3.50%

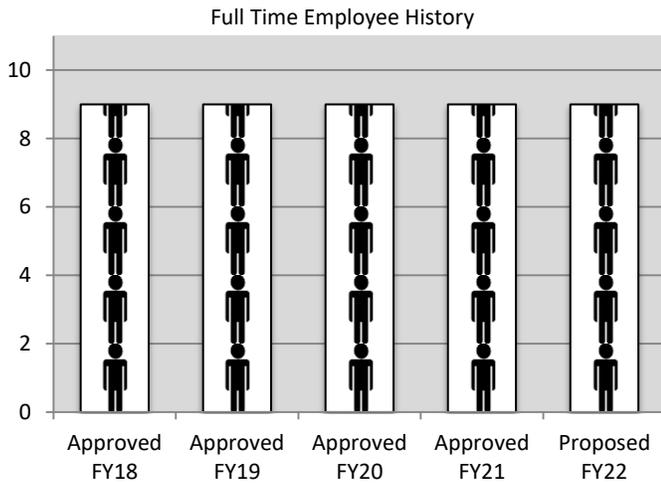
Summary of Budget Changes

Information Technology Division’s proposed FY 2022 budget is increased by \$57,953 (3.50%) from the approved FY 2021 budget. This division is responsible for most of the town wide software licenses and hardware. The proposed budget includes request for various software licenses and upgrades. This budget also includes a request for cellular services. Personnel costs are increasing because of contractual obligations as well as additional overtime to support technical services for a work from home workforce.

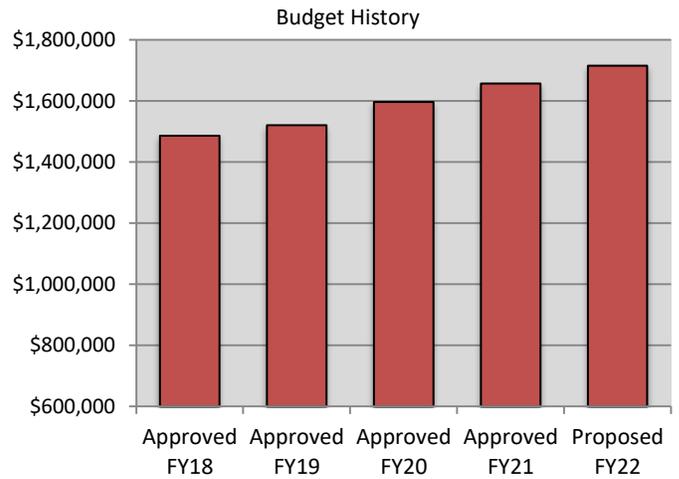
Job Title	FY 2020
Assistant Info. Systems Manager	1.00
Developer/Analyst	1.00
Geographic Info System Coordinator	1.00
GIS Specialist	1.00
Help Desk Coordinator	1.00
Help Desk/Administrative Assistant	1.00
Info. Systems Dept. Manager	1.00
Microcomputer Specialist	1.00
Network & Servicer Administrator	1.00
Full-time Equivalent Employees	9.00

	FY 2021	FY 2022	Change
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	1.00	1.00	-
	9.00	9.00	-

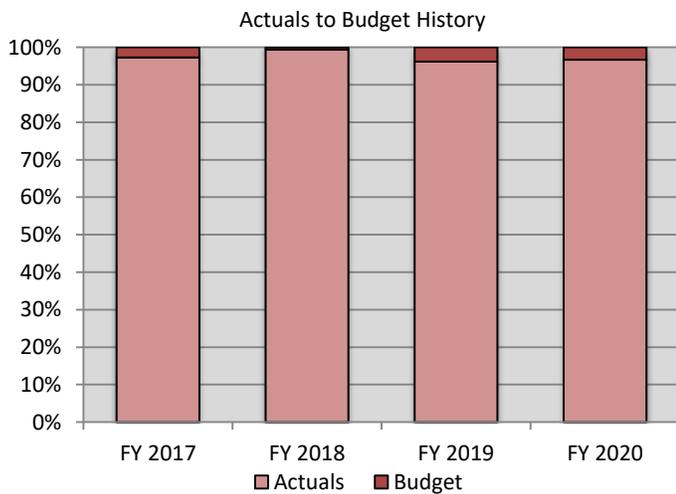
Information Technology Division Budget History



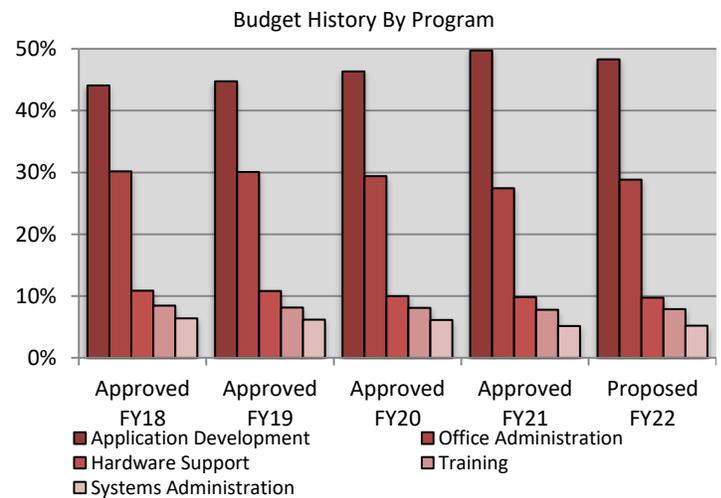
Full-time positions have remained level since.



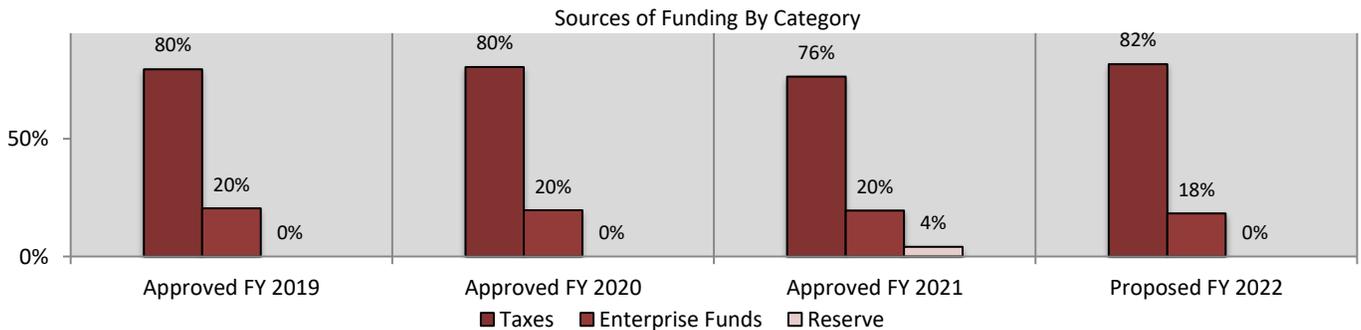
Software licenses represent the bulk of the budget increases in this division. IT budget has increased 3.08% annually on average over the five year period.



This division returns about 3% of budget each fiscal year.



Application Development is the largest program area in this budget at 50%.



Taxes provide 82% of resources to support the Information Technology Division budget. Enterprise funds provide 18%.

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.

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 Develop. Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$387,125	\$492,557	\$433,071	\$516,058	\$82,987	19.16%
Enterprise Funds	312,569	324,053	324,053	313,152	(10,901)	-3.36%
Reserves	-	-	67,735	-	(67,735)	-100.00%
Total Sources of Funding	\$699,694	\$816,610	\$824,859	\$829,210	\$4,351	0.53%

Expenditure Category						
Personnel	\$256,552	\$251,667	\$254,209	\$261,991	\$7,782	3.06%
Operating Expenses	443,142	564,944	570,650	567,219	(3,431)	-0.60%
Total Appropriation	\$699,694	\$816,610	\$824,859	\$829,210	\$4,351	0.53%

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.

Systems Administration Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$88,839	\$84,520	\$85,374	\$89,368	\$3,994	4.68%
Total Sources of Funding	\$88,839	\$84,520	\$85,374	\$89,368	\$3,994	4.68%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$86,749	\$84,520	\$85,374	\$89,368	\$3,994	4.68%
Operating Expenses	2,090	-	-	-	-	0.00%
Total Appropriation	\$88,839	\$84,520	\$85,374	\$89,368	\$3,994	4.68%

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 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$191,478	\$161,425	\$163,055	\$166,825	\$3,770	2.31%
Total Sources of Funding	\$191,478	\$161,425	\$163,055	\$166,825	\$3,770	2.31%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$70,412	\$70,231	\$70,940	\$74,710	\$3,770	5.31%
Operating Expenses	121,066	91,194	92,115	92,115	-	0.00%
Total Appropriation	\$191,478	\$161,425	\$163,055	\$166,825	\$3,770	2.31%

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 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$128,169	\$127,877	\$129,168	\$135,252	\$6,084	4.71%
Total Sources of Funding	\$128,169	\$127,877	\$129,168	\$135,252	\$6,084	4.71%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$128,169	\$127,877	\$129,168	\$135,252	\$6,084	4.71%
Total Appropriation	\$128,169	\$127,877	\$129,168	\$135,252	\$6,084	4.71%

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.

Administration Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Taxes	\$435,757	\$450,544	\$455,095	\$494,849	\$39,754	8.74%
Total Sources of Funding	\$435,757	\$450,544	\$455,095	\$494,849	\$39,754	8.74%

Expenditure Category	Actual FY 2020	Projected FY 2021	Approved FY 2021	Proposed FY 2022	Change FY21 - 22	Percent Change
Personnel	\$206,448	\$207,025	\$209,116	\$220,131	\$11,015	5.27%
Operating Expenses	155,388	139,569	140,979	169,718	28,739	20.39%
Capital Outlay	73,921	103,950	105,000	105,000	-	0.00%
Total Appropriation	\$435,757	\$450,544	\$455,095	\$494,849	\$39,754	8.74%

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 2017	FY 2018	FY 2019	FY 2020
Central financial operating costs as a percentage of the overall General Fund budget	1.92%	1.92%	1.74%	1.71%

Workload Indicators	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
Vendor Payments Processed	42,467	42,098	40,472	42,110
G/L Accounts Maintained	19,462	19,404	19,550	19,420
G/L Transactions Processed	291,906	297,838	289,987	298,730

Treasury/Collector Operation

Workload Indicators	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
Vendor Checks Processed	26,185	22,858	23,250	24,550
Payroll Checks Processed	60,862	61,716	60,292	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 2017 Levy	FY 2018 Levy	FY 2019 Levy	FY 2020 Levy	FY 2021 Levy Projected
Percentage of the net property tax levy collected in the fiscal year levied	97.22%	96.67%	96.40%	96.30%	97.00%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.74%	98.42%	96.41%	98.85%	98.00%

ADMINISTRATION SERVICES DEPARTMENT

Department Workload Indicators (Continued)

Procurement Operation

Workload Indicators	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
RFP's Issued	22	40	19	30
Sealed Bids Issued	54	70	66	70
Contracts Processed	138	170	190	200
Quotes Conducted or Reviewed	128	169	103	120
Requisitions Reviewed for Compliance	647	671	627	640
Surplus Property Designations	47	70	72	70

Assessing Operation

Performance Measures	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
Total Properties Assessed	28,830	29,073	29,200	29,320
Number of Abatements Filed	200	246	221	442
% of Properties Filing Abatements	0.007%	0.008%	0.0076%	0.015%
Number of Abatements Granted	75	75	51	Ongoing
Average Abatement Dollar per Appeal Filed	\$ 750.00	\$ 750.00	\$979.00	\$850.00
Total Tax Dollar Value for Appeals Granted	\$ 56,250	\$ 50,000	\$49,965	\$50,000
Percentage of FY Tax Levy for Appeals Granted	0.00047%	0.00050%	0.00046%	0.00050%

Workload Indicators	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
Appellate Tax Board Appeals Settled	10	-	8	-
Exemptions Processed	700	744	679	650
RE/PP Abatements Processed	125	246	221	442
MVE Abatements Processed	1,600	2,329	1,721	370
Building Permits Inspected	2,300	2,339	-	-
Re-listing Inspections	3,000	3,000	3,000	2,900
Property Transfers (Deeds) Processed	2,600	1,844	-	-

ADMINISTRATION SERVICES DEPARTMENT

Department Workload Indicators (Continued)

Town Clerk Operation

Workload Indicators	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
Births Recorded	831	917	1,042	1,000
Marriages Recorded	495	436	324	350
Deaths Recorded	824	1,085	1,139	1,000
Dogs Licensed	3,134	2,948	2,285	2,500
New Voters Registered	1,073	2,478	2,469	2,500
Business Licenses Issued	400	313	680	450

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 2017 Actual	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Projected
Personnel Forms Processed	1,117	995	1,167	1,001	850
Employment Applications Processed	2,508	2,840	2,878	2,730	1,750
Permanent Position Vacancies	116	137	162	136	135
Avg. # of Applications per vacancy	21.5	20.75	17.75	20.1	13

ADMINISTRATION SERVICES DEPARTMENT

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