

ADMINISTRATIVE SERVICES DEPARTMENT

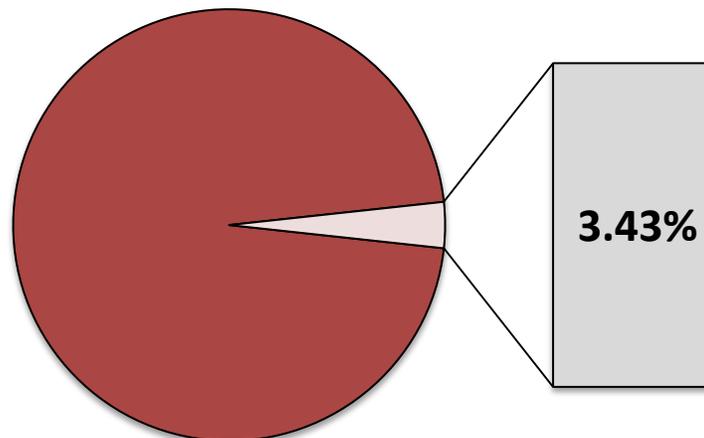
Department Purpose Statement

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 <ul style="list-style-type: none">• Includes Elected Town Clerk	Legal	Human Resources	Information Technology

% of FY 2023 Total General Fund Budget



The Administrative Services Department budget represents 3.43% of the overall General Fund budget.

Administrative Services Department Budget Comparison

Administrative Services Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$1,851,368	\$2,123,789	\$3,466,546	\$3,658,027	\$191,481	5.52%
Intergovernmental	564,242	543,474	272,524	268,961	(3,563)	-1.31%
Fines, Forfeitures, Penalties	1,779,770	1,588,970	1,098,000	1,047,000	(51,000)	-4.64%
Fees, Licenses, Permits	297,533	303,377	227,994	213,100	(14,894)	-6.53%
Charges for Services	20	36	-	-	-	0.00%
Interest and Other	873,792	992,266	731,401	646,500	(84,901)	-11.61%
Enterprise Funds	770,803	674,899	674,899	812,002	137,103	20.31%
Total Sources of Funding	\$6,137,527	\$6,226,811	\$6,471,364	\$6,645,590	\$174,226	2.69%

Expenditure Category						
Personnel	\$4,627,668	\$4,640,716	\$4,820,820	\$4,959,708	\$138,888	2.88%
Operating Expenses	1,493,799	1,481,095	1,545,544	1,580,882	35,338	2.29%
Capital Outlay	16,060	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$6,137,527	\$6,226,811	\$6,471,364	\$6,645,590	\$174,226	2.69%

Summary of Budget Changes

The Administrative Department's proposed FY 2023 budget increased by \$174,226, or 2.69% from the approved FY 2022 budget. The personnel cost increase is mostly due to contractual obligations; however, there is a net 1.45fte due to a reallocation of procurement personnel to the Comprehensive Wastewater Management Plan (CWMP), and adds an additional Purchasing Agent as well as Property Lister. Operating costs include software support and license increases, and cell phone services for all municipal departments. Capital outlay includes the annual technology hardware replacements.

Administrative Services Department Budget Reconciliation

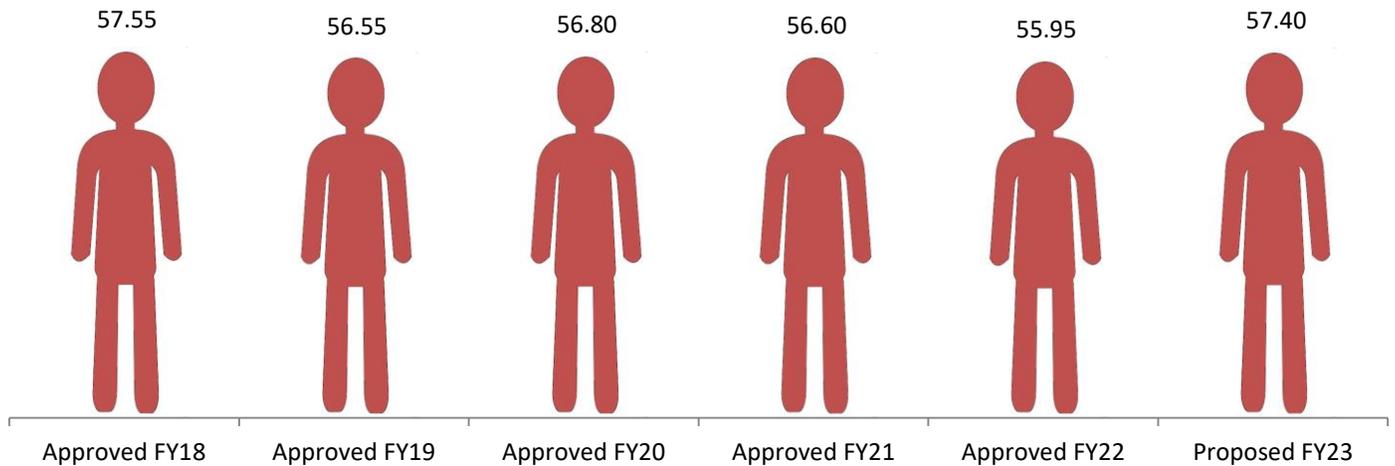
Budget Reconciliation	Personnel	Operating	Capital	Totals	FTE
FY 2022 Approved Budget				\$6,471,364	
Contractual Obligations Net of Staff Turnover	33,264	-	-	33,264	-
One-time Costs	-	(15,000)	(105,000)	(120,000)	-
FY 2023 Budget Changes					
1. Property Lister	45,290	-	-	45,290	1.00
2. Purchasing Agent	60,335	-	-	60,335	0.45
3. Software and Mobile Licenses	-	50,338	-	50,338	-
4. Technology Hardware Replacements	-	-	105,000	105,000	-
FY 2023 Proposed Budget	\$138,890	\$35,338	\$0	\$6,645,590	1.45

Administrative Services Dept. Budget Reconciliation (Continued)

- 1. Property Lister** - The new employee would provide accurate inspections and help maintain the database. Often cyclical inspections discover improvements to the property not previously taxed, which can be counted as New Growth. The new growth will offset some of the expense of this operation. Every inspection this person would do will count toward the 10 year requirement and therefor would be 100% effective.
- 2. Purchasing Agent** - This request is to create a second Purchasing Agent position to assist in daily procurement activities in our fast-paced department. An additional purchasing agent would assist with meeting the daily demands of the office, maintaining productivity while providing customer service. The duties would include those currently listed in the Purchasing Agent job description with the addition of oversight and approval in Munis for requisitions.
- 3. Hardware / Software Maintenance, and Mobile Phone Increases** – yearly increase in hardware and software maintenance contracts, as well as increases in mobile phone costs due to added lines. All Town departments rely on a myriad of hardware and software to keep the Town running. These products form the core functionality for all services and programs that the Town provides. By its very nature these products have yearly cost increases that must be maintained, or support for hardware and software will be lost. If something were to fail, be it hardware or software, we would not have the manufacture’s support to correct the problem, potentially putting the town at risk of not functioning in certain areas, many of them critical in nature. In addition, many of these software packages are subscription based, meaning that if the annual fees are not paid, the Town can no longer use the software.
- 4. Technology Hardware Replacements** - IT relies on yearly operating capital to keep important systems up to date. As technology changes and systems become outdated, it is important to keep pace ensuring that systems remain secure and continue to run efficiently for their intended purpose.

Administrative Services Dept. Factors Affecting FTE's

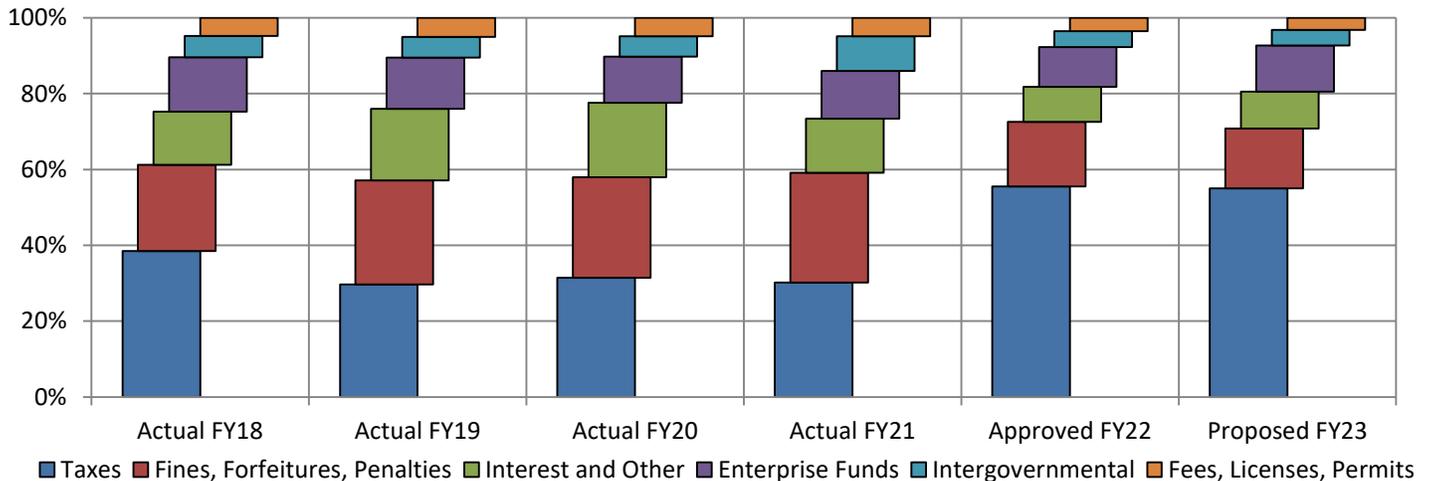
Full Time Employee History



FY 2021 includes (0.20)fte reduction due to reduced hours for the legal clerk position. FY 2022 includes (0.35)fte reduced hours for the Town Clerk Assistant position. FY 2023 includes a partial reallocation of procurement personnel net 0.45fte to the CWMP as well as 1.00fte for a Property Lister position.

Administrative Services Dept. Factors Affecting Revenues

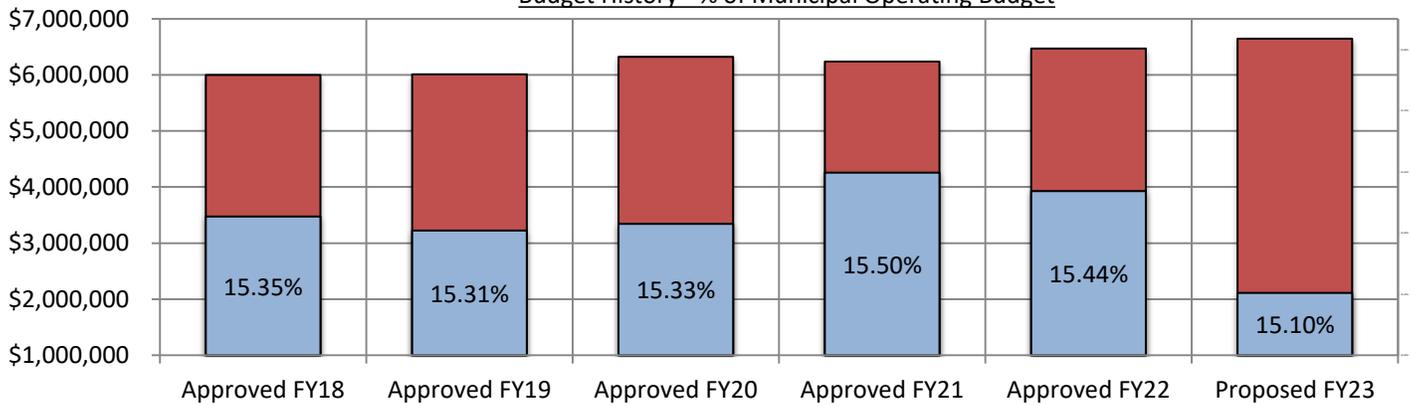
Total Sources of Funding Historical and Budgeted



Taxes provided 55% of this department's total sources of funding for the proposed budget. This department receives 15% of its funding through fines and penalties on late payments, and 12% from charge backs for services provided to the Enterprise Funds (Accounting, Technology Support, Legal, and Human Resources), 9% from interest and other, and 4% intergovernmental aid.

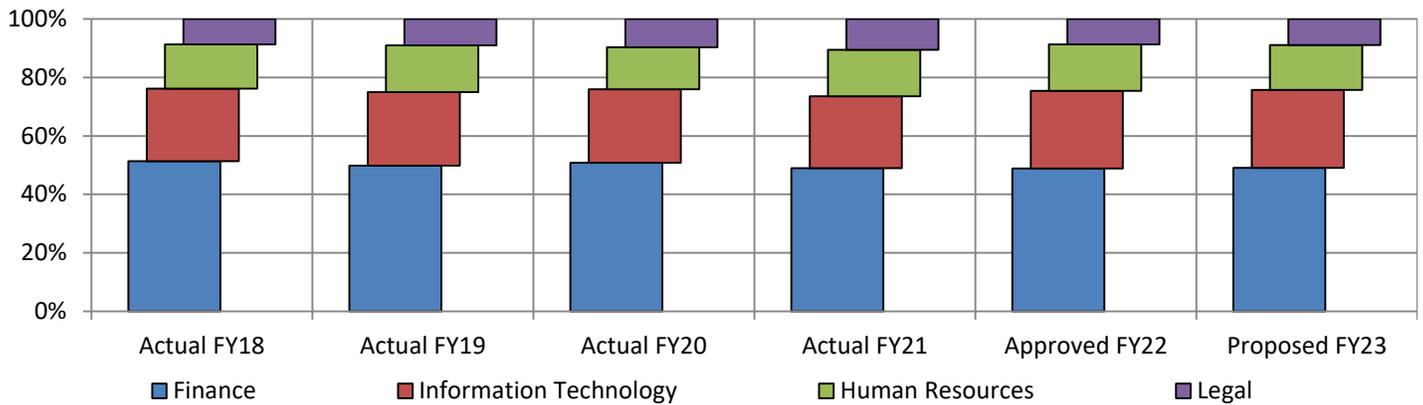
Administrative Services Dept. Factors Affecting Expenses

Budget History - % of Municipal Operating Budget



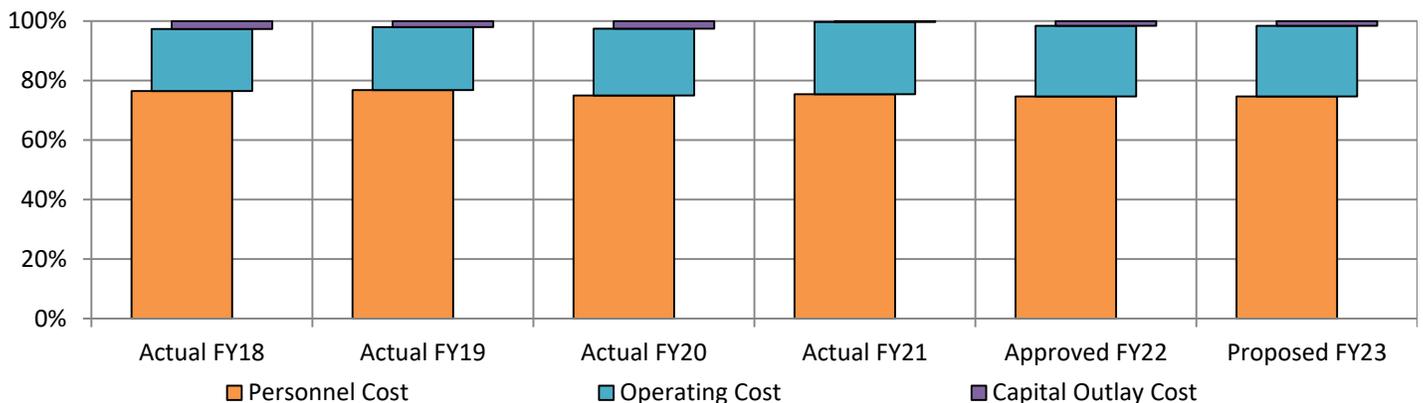
The Administrative Services budget has increased 1.80% annually on average over a six-year period. This budget has also remained within the 15% range of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Division Historical and Budgeted



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

Total Expenditures By Category Historical and Budgeted



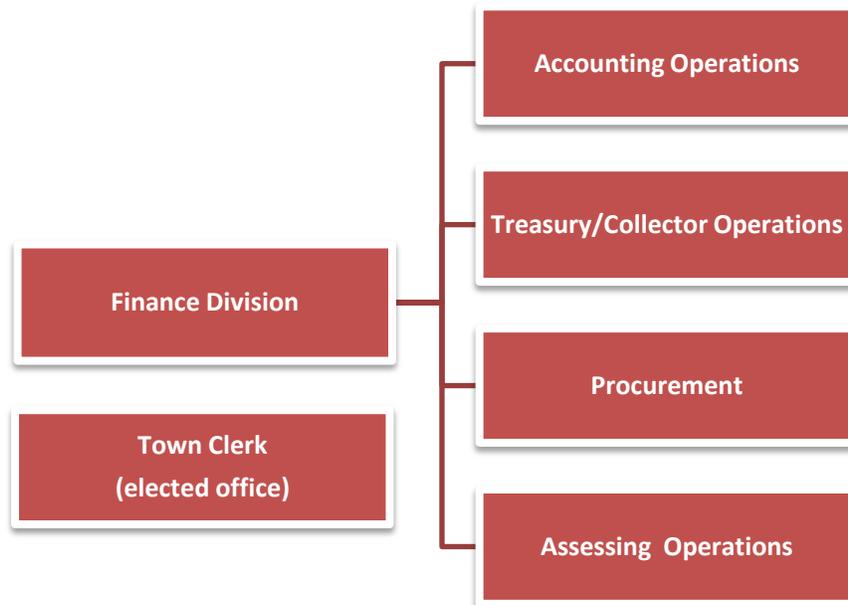
Personnel cost account for 75% of the Administrative Services Department proposed budget, operating cost account for 24% and capital outlay 1%.

FINANCE DIVISION

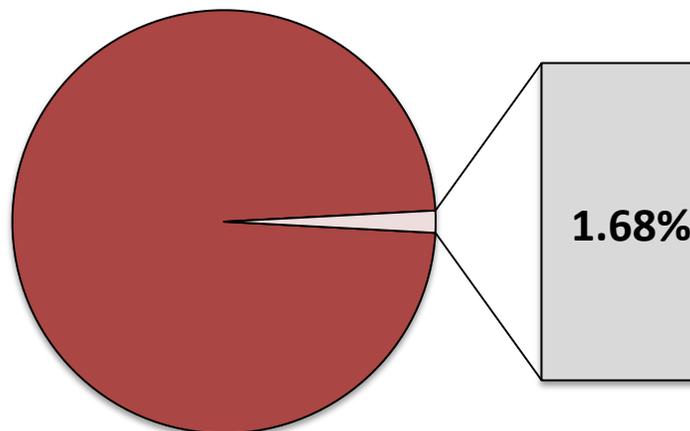
Purpose Statement

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 2023 General Fund Budget



The Finance Division represents 1.68% of the overall General Fund budget.

Finance 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.

Finance 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 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)**
3. 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)**

Finance Division Budget Comparison

Finance Division Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$0	\$0	\$532,350	\$676,011	\$143,661	26.99%
Intergovernmental	564,242	543,474	272,524	268,961	(3,563)	-1.31%
Fines, Forfeitures, Penalties	1,779,770	1,588,970	1,098,000	1,047,000	(51,000)	-4.64%
Fees, Licenses, Permits	297,533	303,377	227,994	213,100	(14,894)	-6.53%
Charges for Services	20	36	-	-	-	0.00%
Interest and Other	873,792	857,266	731,401	646,500	(84,901)	-11.61%
Enterprise Funds	374,992	291,723	291,723	406,346	114,623	39.29%
Total Sources of Funding	\$3,890,349	\$3,584,846	\$3,153,992	\$3,257,918	\$103,926	3.30%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$2,584,549	\$2,591,469	\$2,713,250	\$2,834,676	\$121,426	4.48%
Operating Expenses	423,661	422,363	440,742	423,242	(17,500)	-3.97%
Total Appropriation	\$3,008,210	\$3,013,832	\$3,153,992	\$3,257,918	\$103,926	3.30%

Summary of Budget Changes

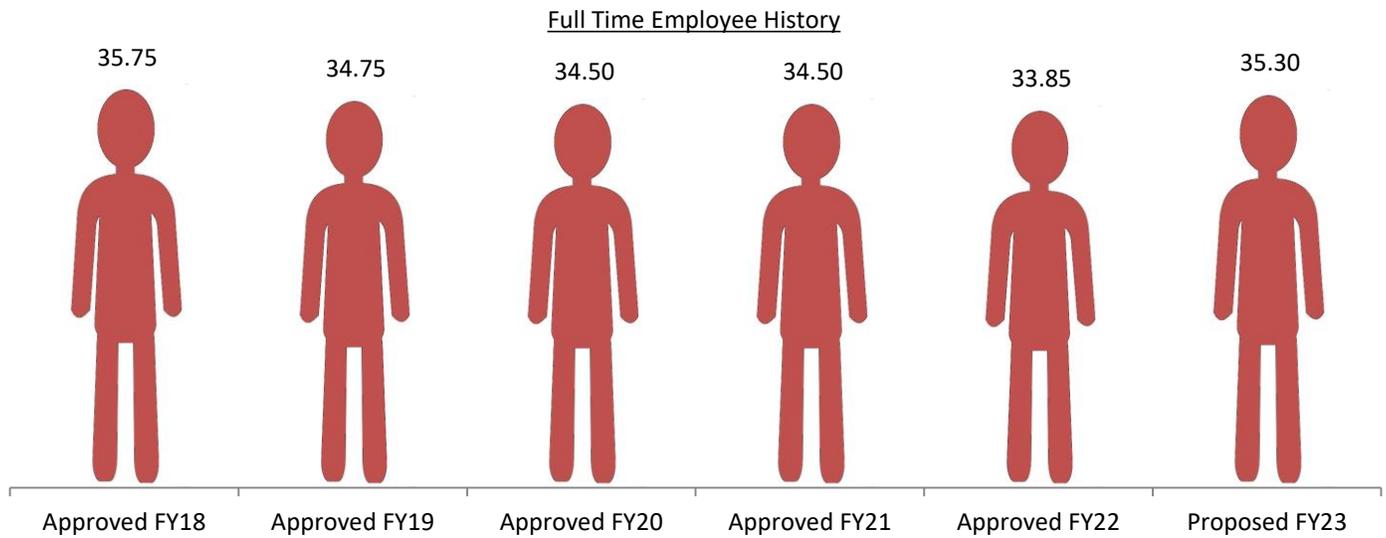
The Finance Division's proposed FY 2023 budget increased \$103,926, or 3.30% from the approved FY 2022 budget. Contractual obligations account for most of the budget increase; however, 1.45fte's are included in the budget for the Property Lister and Purchasing Agent positions. Operating costs are decreasing by (\$17,500) as a result of Assessing outsourced services being replaced with the Property Lister position. There is also additional money to support the procurement moving toward an online bidding process.

Finance Division Budget Comparison (Continued)

Job Title	FY 2021
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

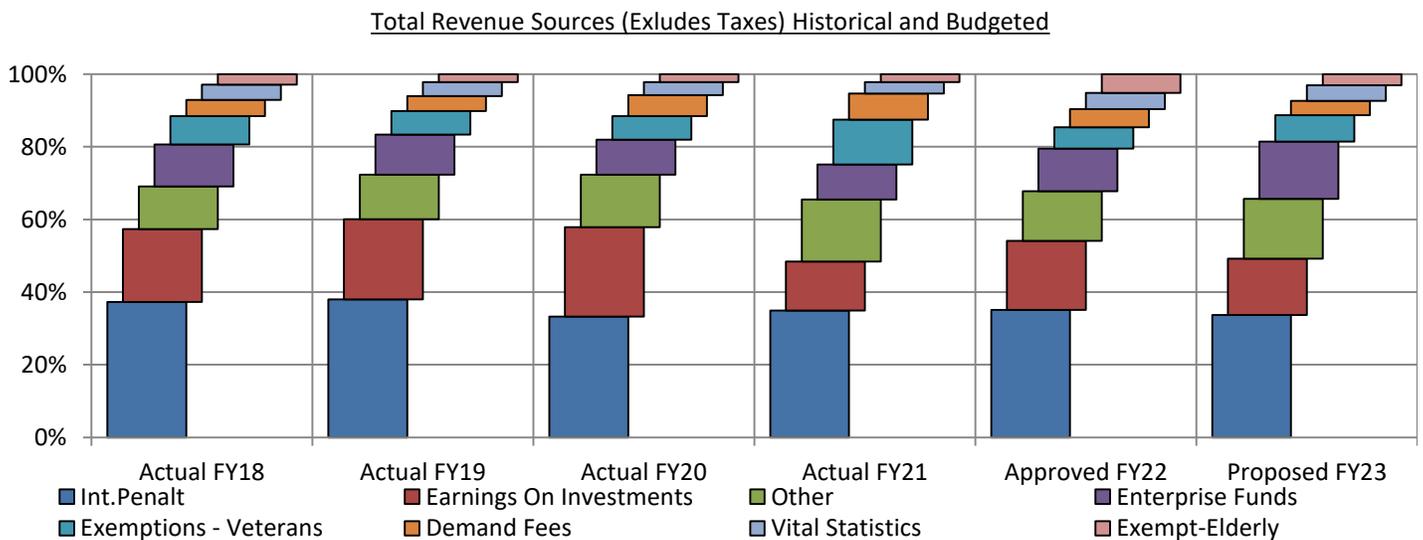
FY 2022	FY 2023	Change
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
0.85	0.85	-
3.00	3.00	-
1.00	1.00	-
1.00	2.00	1.00
1.00	1.00	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
4.15	4.15	-
1.00	1.00	-
0.85	1.70	0.45
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
2.00	2.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
1.00	1.00	-
33.85	35.30	1.45

Finance Division Factors Affecting FTE's



FY 2019 includes a reduction of (1.00)fte in Assessing. FY 2022 includes a reduction of (0.35)fte in Town Clerks. FY 2023 includes 1.45fte for a Purchasing Agent and Property Lister.

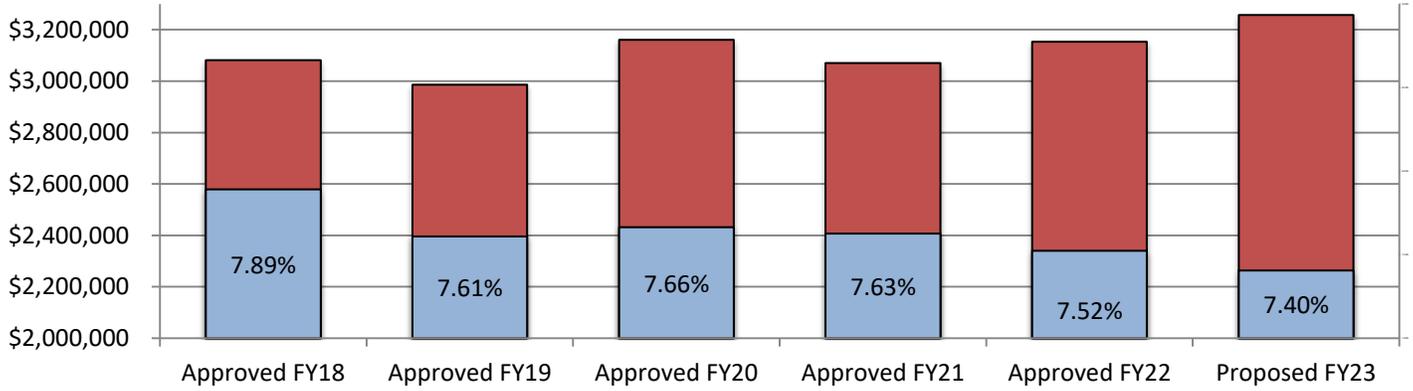
Finance Division Factors Affecting Revenues



When excluding taxes, fines, forfeitures, penalties provide 33% of total revenue sources for this operation. Charge backs to Enterprise Funds for services provided represents 16% and earnings on investment provides 15%.

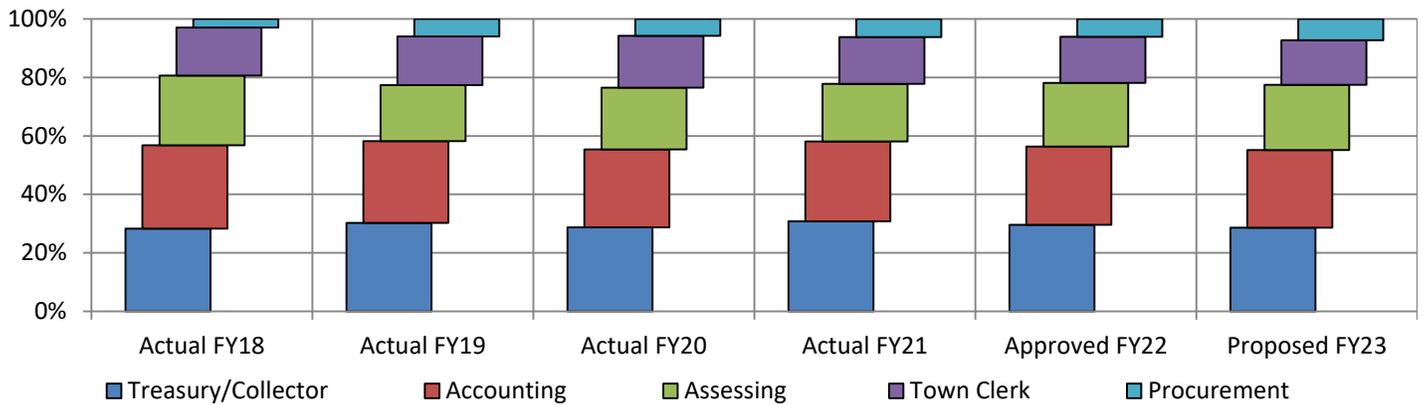
Finance Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



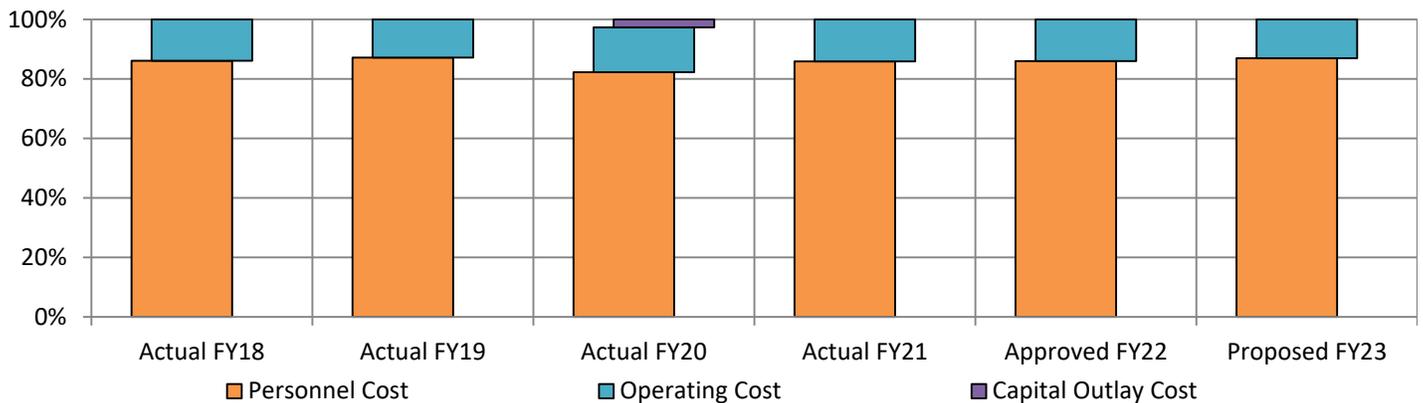
Finance Division’s budget has remained flat over a six-year period. This budget has also decreased from 7.89% to 7.40% of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



The Treasury/Collector program is the largest area of this division’s proposed budget comprising 29%.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 86% of the Finance division’s proposed budget and operating cost account for 14%.

Finance Division Program Services Provided

Accounting Operation

<https://www.townofbarnstable.us/Departments/Finance/>

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 Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$576,501	\$654,409	\$670,913	\$628,446	(\$42,467)	-6.33%
Interest and Other	16,198	5,000	-	-	-	0.00%
Enterprise Funds	228,079	174,339	174,339	236,603	62,264	35.71%
Total Sources of Funding	\$820,778	\$833,748	\$845,252	\$865,049	\$19,797	2.34%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$741,412	\$753,921	\$761,952	\$781,749	\$19,797	2.60%
Operating Expenses	79,366	79,826	83,300	83,300	-	0.00%
Total Appropriation	\$820,778	\$833,748	\$845,252	\$865,049	\$19,797	2.34%

Treasury/Collector Operation

<https://www.townofbarnstable.us/Departments/Treasurer/>

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 Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Fines, Forfeitures, Penalties	\$1,779,770	\$1,588,970	\$1,098,000	\$1,047,000	(\$51,000)	-4.64%
Fees, Licenses, Permits	133,483	101,056	65,700	66,500	800	1.22%
Interest and Other	833,891	811,306	726,401	641,500	(84,901)	-11.69%
Enterprise Funds	96,921	94,374	94,374	131,536	37,162	39.38%
Total Sources of Funding	\$2,844,065	\$2,595,706	\$1,984,475	\$1,886,536	(\$97,939)	-4.94%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$735,922	\$740,134	\$770,497	\$771,651	\$1,154	0.15%
Operating Expenses	191,199	155,168	161,920	161,920	-	0.00%
Total Appropriation	\$927,121	\$895,302	\$932,417	\$933,571	\$1,154	0.12%

Finance Division Program Services Provided (Continued)

Procurement Operation

<https://www.townofbarnstable.us/Departments/purchasing/>

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 Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$143,296	\$176,510	\$177,077	\$206,793	\$29,716	16.78%
Enterprise Funds	41,992	15,010	15,010	30,207	15,197	101.25%
Total Sources of Funding	\$185,288	\$191,520	\$192,087	\$237,000	\$44,913	23.38%

Expenditure Category						
Personnel	\$180,326	\$186,000	\$186,327	\$223,740	\$37,413	20.08%
Operating Expenses	4,962	5,520	5,760	13,260	7,500	130.21%
Total Appropriation	\$185,288	\$191,520	\$192,087	\$237,000	\$44,913	23.38%

Assessing Operation

<https://www.townofbarnstable.us/Departments/Assessing/>

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 Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$17,569	\$104,634	\$407,633	\$448,265	\$40,632	9.97%
Intergovernmental	564,242	543,474	272,524	268,961	(3,563)	-1.31%
Charges for Services	20	36	-	-	-	0.00%
Interest and Other	3,832	2,425	-	-	-	0.00%
Enterprise Funds	8,000	8,000	8,000	8,000	-	0.00%
Total Sources of Funding	\$593,663	\$658,569	\$688,157	\$725,226	\$37,069	5.39%

Expenditure Category						
Personnel	\$507,052	\$533,552	\$557,700	\$619,769	\$62,069	11.13%
Operating Expenses	86,611	125,017	130,457	105,457	(25,000)	-19.16%
Total Appropriation	\$593,663	\$658,569	\$688,157	\$725,226	\$37,069	5.39%

Finance Division Program Services Provided (Continued)

Town Clerk Operation (Elected Office)

<https://www.townofbarnstable.us/Departments/TownClerk/>

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 Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$297,439	\$193,838	\$328,785	\$345,472	\$16,687	5.08%
Fees, Licenses, Permits	164,050	202,321	162,294	146,600	(15,694)	-9.67%
Interest and Other	19,871	38,535	5,000	5,000	-	0.00%
Total Sources of Funding	\$481,360	\$434,694	\$496,079	\$497,072	\$993	0.20%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$419,837	\$377,862	\$436,774	\$437,767	\$993	0.23%
Operating Expenses	61,523	56,832	59,305	59,305	-	0.00%
Total Appropriation	\$481,360	\$434,694	\$496,079	\$497,072	\$993	0.20%

LEGAL DIVISION

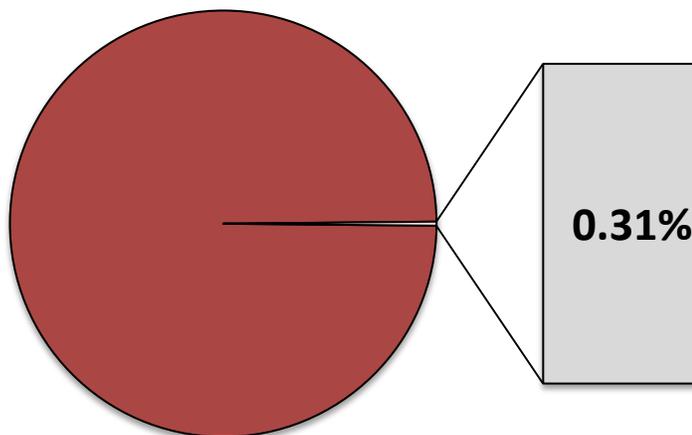
Purpose Statement

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 2023 Total General Fund Budget



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

Legal Division Services Provided

<https://www.townofbarnstable.us/Departments/TownAttorney/>

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.

Legal Division Recent Accomplishments

- ✓ One year after the Legal Department completed a multi-day Zoom hearing before the state's Appellate Tax Board, the ATB issued a decision that sustained 92% of the Assessors' valuation of the Cape Cod Mall, a significant victory for the Town.
- ✓ The Legal Department devoted considerable time and resources to the issue of Accessory Dwelling Units, 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 ordinance to allow ADUs as an accessory use to single family dwellings town-wide. The Council approved these revisions to the Town's zoning ordinance in May 2021.
- ✓ Using Community Preservation Committee funds, the Town purchased two properties (Falcon Road and Wakeby Road) upon which the Barnstable Land Trust holds Conservation Restrictions. The Legal Department finalized those Conservation Restrictions and completed the closing on the Wakeby Road property in December 2021. 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 Legal Department worked closely with the Director of Finance to draft and present to the Town Council a proposed sewer assessment ordinance to create a sewer assessment that will apply to properties that will be receiving new sewer service because of the Town's Comprehensive Wastewater Management Plan. The Town Council approved the sewer assessment ordinance in May 2021. The Legal Department continues to work with the Finance Department to evaluate and recommend additional options for financing the CWMP.
- ✓ The Legal Department continued to advise the Affordable Housing Growth and Development Trust Fund on a number of issues. A large housing development with a significant affordable housing component at 850 Falmouth Road in Centerville is under construction after extensive legal input on zoning, tax incentives, and a Trust Fund grant to support the project.
- ✓ Vineyard Wind has commenced construction of its Phase 1 project from Covell's Beach to Independence Park, and the Legal Department continues to assist with the legal issues associated with coordinating that construction with the Town's installation of sewer lines. Park City Wind, VW's successor, has been permitting its Phase 2 project from Craigville Beach to Oak Street in West Barnstable. In coordination with the Town Manager, Legal has been working to reach agreement on a final version of a Second Host Community Agreement.

Legal Division Recent Accomplishments (Continued)

The Legal Department successfully represented the Town in various litigation matters, including:

- ✓ Prevailing in a district court complaint filed by a Mashpee resident against the Conservation Commission and the Marstons Mills Village Association alleging that he had been overcharged for use of the Long Pond Community Garden;
- ✓ Prevailing in a matter filed against the Conservation Commission for denial of an Order of Conditions to build a dock at 261 and 263 Sandy Neck north of Marsh Trail;
- ✓ Prevailing in an appeal of a denial of a gun permit where the Police Department found the applicant to be an unsuitable person;
- ✓ Prevailing in getting a preliminary injunction order requiring the defendant to make safe the former restaurant building known as Harbor Point, and;
- ✓ Prevailing in an enforcement matter against individuals and a company who were conducting tree removal and log splitting in residential neighborhoods by obtaining a preliminary injunction requiring the defendant to cease commercial operations.

Legal 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 proposed changes to the Town's Zoning and other Town Ordinances. **(SP: Finance, Economic Development).**
4. Work with Planning to develop a standard Town process for grant of location requests for telecom small wireless facilities and structures. **(SP: Finance, Economic Development, Communication).**
5. Continue the legal work necessary to support the siting of a sewer pump station in Mother's Park Road, including addressing legal issues relating to any potential use of a small portion of Mother's Park in connection with that project. **(SP: Finance, Regulatory Process and Performance, Communication).**
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).**

Legal Division Goals and Objectives (Continued)

- Town Council's Quality of Life Strategic Plan (SP)

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, including working with outside counsel to manage two lawsuits filed against the Town by the Conservation Law Foundation under the federal Clean Water Act and the state's Title 5 regulations. **(SP: Infrastructure, Economic Development, Regulatory Process and Performance, Environment and Natural Resources).**

Legal Division FY2022 Goals and Results

- Town Council's Quality of Life Strategic Plan (SP)

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, and that ordinance was approved by the Town Council in May 2021. The Department is also working with outside counsel to manage and respond to two lawsuits filed against the Town 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.

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 worked with Planning on proposed amendments to the Zoning Ordinance to address Accessory Dwelling Units, and the Town Council approved those revisions to the Zoning Ordinance in May 2021.

Legal Division Budget Comparison

Legal Division Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$643,678	\$583,419	\$575,307	\$591,455	\$16,148	2.81%
Total Sources of Funding	\$643,678	\$583,419	\$575,307	\$591,455	\$16,148	2.81%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$506,335	\$531,000	\$520,607	\$551,755	\$31,148	5.98%
Operating Expenses	137,343	52,419	54,700	39,700	(15,000)	-27.42%
Total Appropriation	\$643,678	\$583,419	\$575,307	\$591,455	\$16,148	2.81%

Summary of Budget Changes

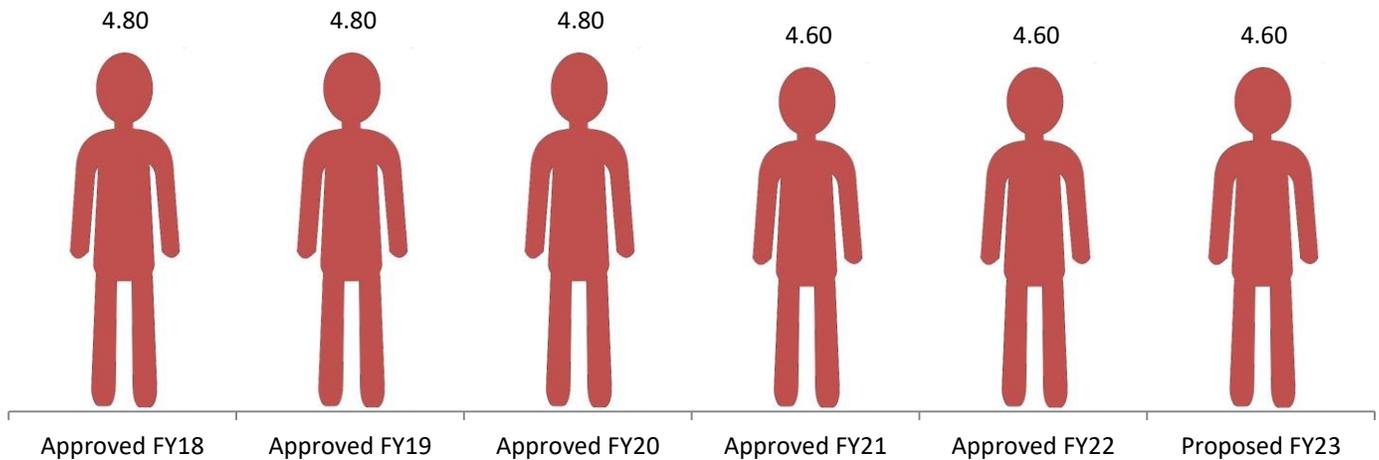
The Legal Division's proposed FY 2023 budget increased by \$16,148, or 2.81% from the approved FY 2022 budget. Most of the increase is due to contractual obligations. Operating is decreasing as the one-time services for Town Council order 2022-002 for the law firm of Anderson & Kreiger has been removed.

Job Title	FY 2021
Assistant Town Attorney	1.00
Legal Assistant	1.00
Legal Clerk	0.60
Senior Town Attorney	1.00
Town Attorney	1.00
Full-time Equivalent Employees	4.60

FY 2022	FY 2023	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	-

Legal Division Factors Affecting FTE's

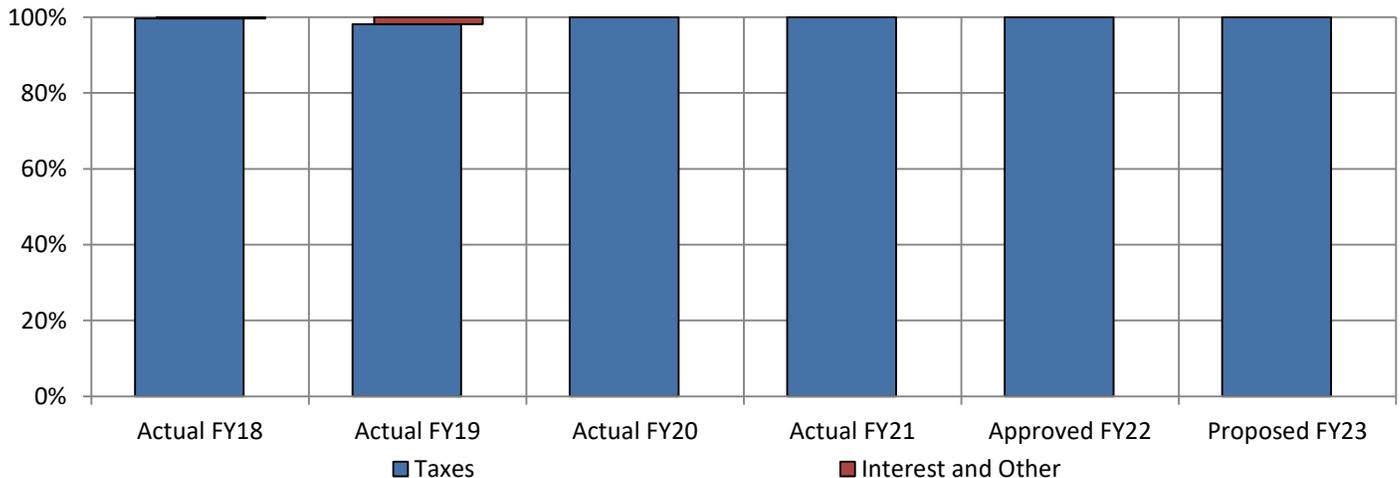
Full Time Employee History



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

Legal Division Factors Affecting Revenues

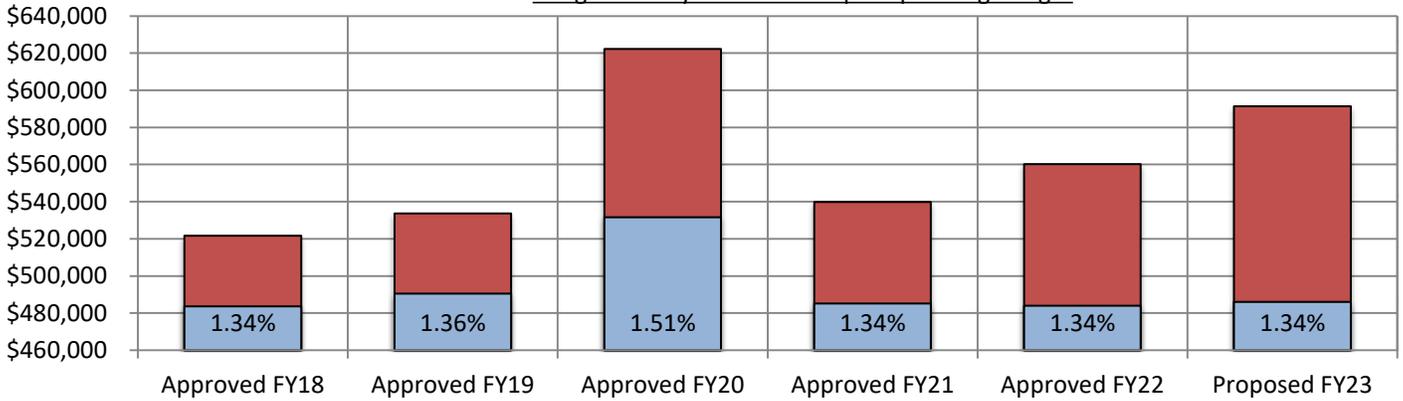
Total Revenue Sources Historical and Budgeted



Taxes support 100% of the sources of funding for the proposed budget.

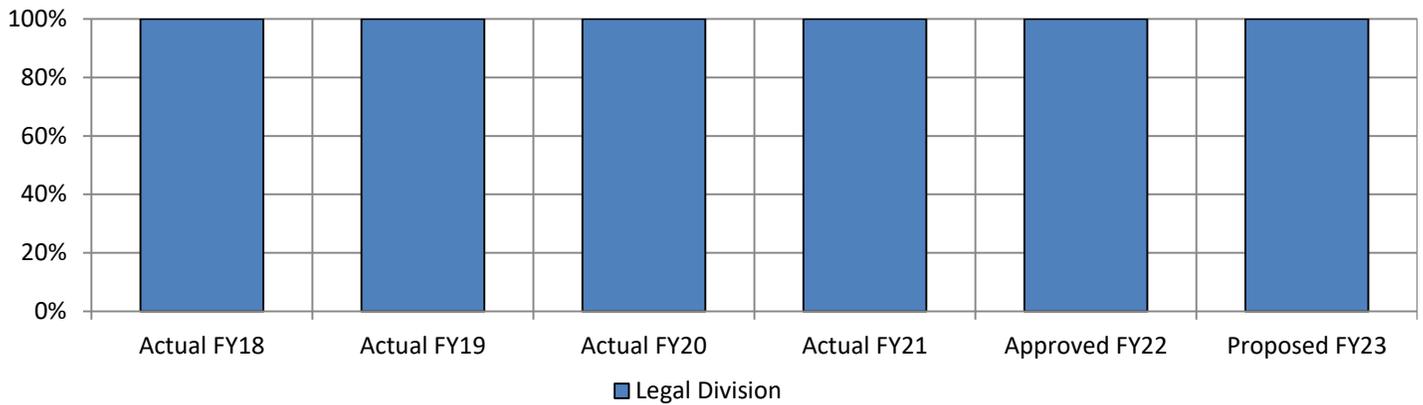
Legal Division Factors Affecting Expenses

Budget History - % Of Municipal Operating Budget



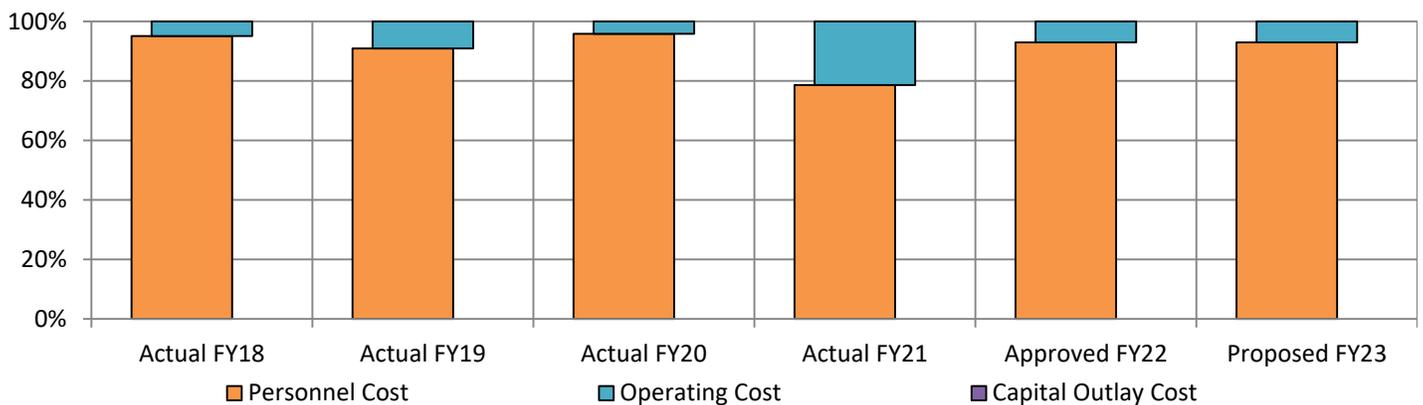
Legal division’s budget has increased 2.23% annually on average over a six-year period. This budget has also remained within the 1.34% range of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



Legal is a standalone division.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 93% of the legal division’s proposed budget and operating cost accounts for 7%.

HUMAN RESOURCE DIVISION

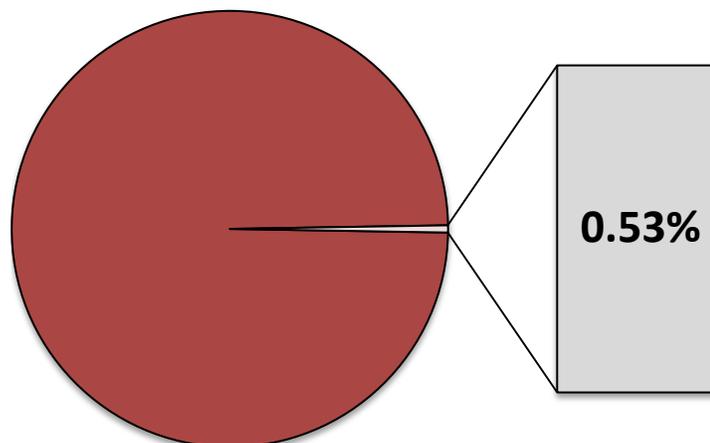
Purpose Statement

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 2023 Total General Fund Budget



The Human Resources Division comprises 0.53% of the overall General Fund budget.

Human Resource Division Services Provided

<https://www.townofbarnstable.us/Departments/HumanResources/>

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.

Human Resource Division Recent Accomplishments

- ✓ Assisted in the hiring of several high-level positions including Superintendent of Schools, Assistant Treasurer, Director of Information Systems, Director of Assessing, and Director of Golf Operations.
- ✓ Continued to serve 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 and Massachusetts Paid Sick Leave policy.
- ✓ In partnership with Planning and Development, and the Barnstable Disability Commission secured a \$250,000 grant from the Massachusetts Office on Disability.
- ✓ Expanded the use of on-line and electronic Human Resources practices.
- ✓ Settled all municipal collective bargaining agreements and developed contract language which addresses the expanded use of remote work and flexible work schedules.

Human Resource 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: Finance, Regulatory Process & Performance, and Infrastructure & Assets)**

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 Budget Comparison

Human Resources Division Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$907,216	\$777,441	\$956,537	\$950,924	(\$5,613)	-0.59%
Interest and Other	-	135,000	-	-	-	0.00%
Enterprise Funds	71,758	70,024	70,024	72,152	2,128	3.04%
Total Sources of Funding	\$978,974	\$982,465	\$1,026,561	\$1,023,076	(\$3,485)	-0.34%

Expenditure Category	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Personnel	\$781,440	\$770,632	\$805,511	\$802,026	(\$3,485)	-0.43%
Operating Expenses	197,534	211,832	221,050	221,050	-	0.00%
Total Appropriation	\$978,974	\$982,465	\$1,026,561	\$1,023,076	(\$3,485)	-0.34%

Summary of Budget Changes

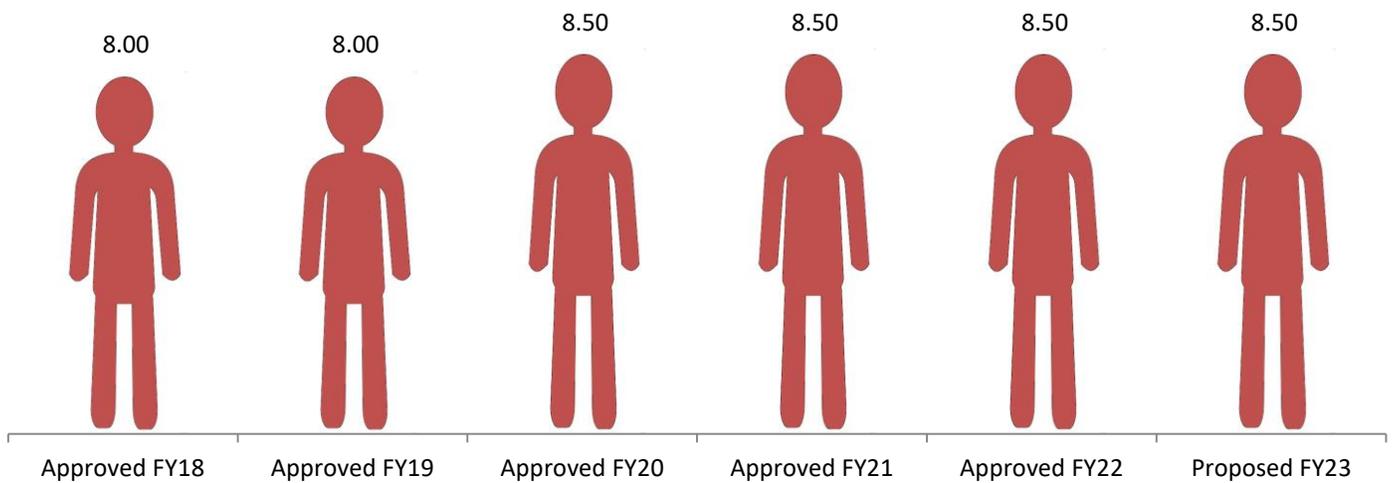
Human Resource Division's proposed FY 2023 budget decreased by (\$3,485), or (0.34%) from the approved FY 2022 budget. Personnel cost decreased due to contractual obligations.

Job Title	FY 2021
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 2022	FY 2023	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 Factors Affecting FTE's

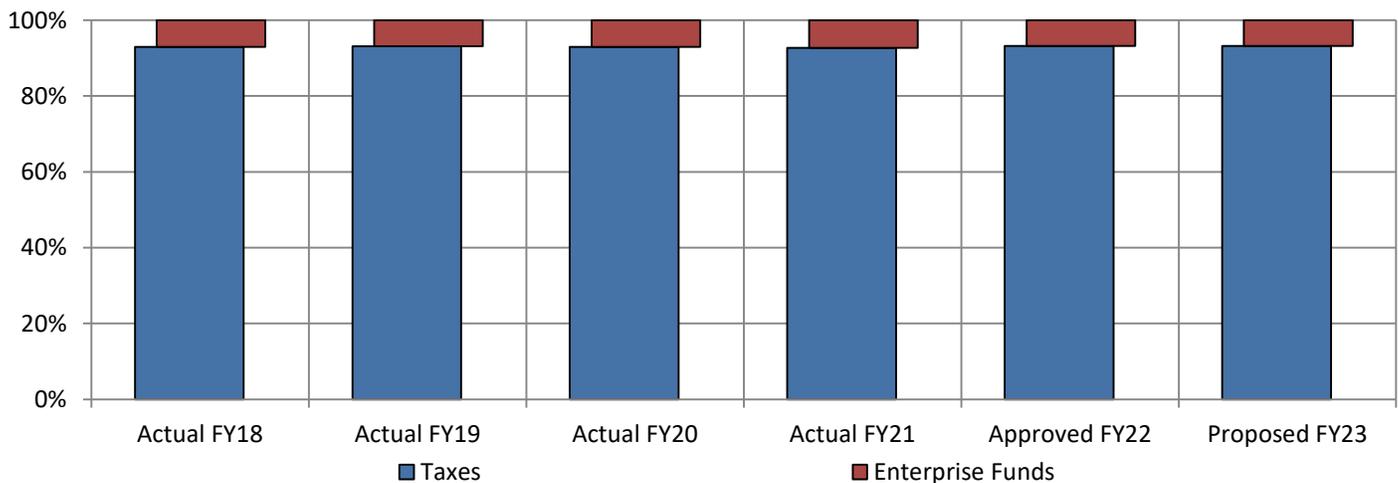
Full Time Employee History



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

Human Resource Division Factors Affecting Revenues

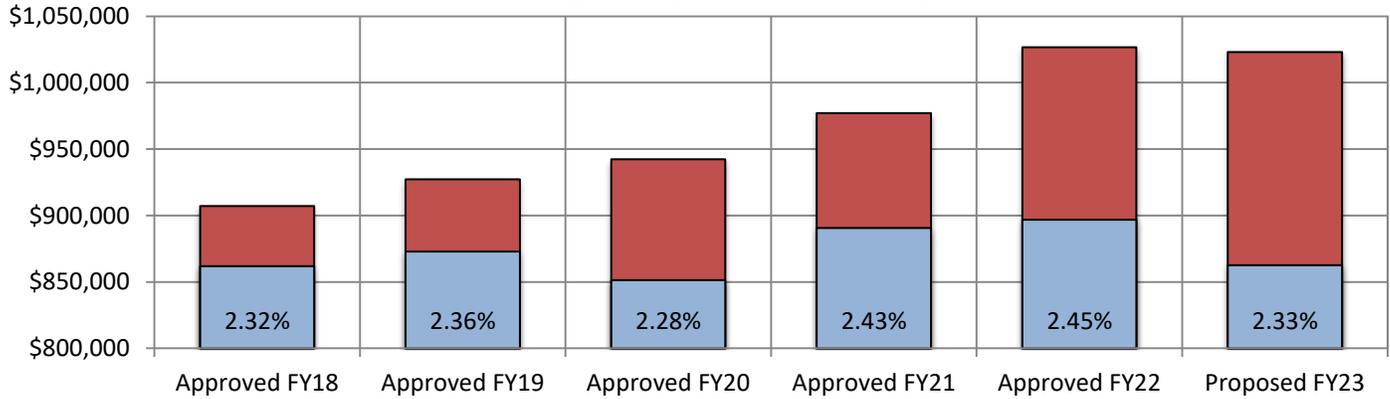
Total Revenue Sources Historical and Budgeted



Taxes support 93% of total sources of funding for the proposed budget. Charge backs for services provided to the Enterprise Funds represent the remaining balance of total sources of funding.

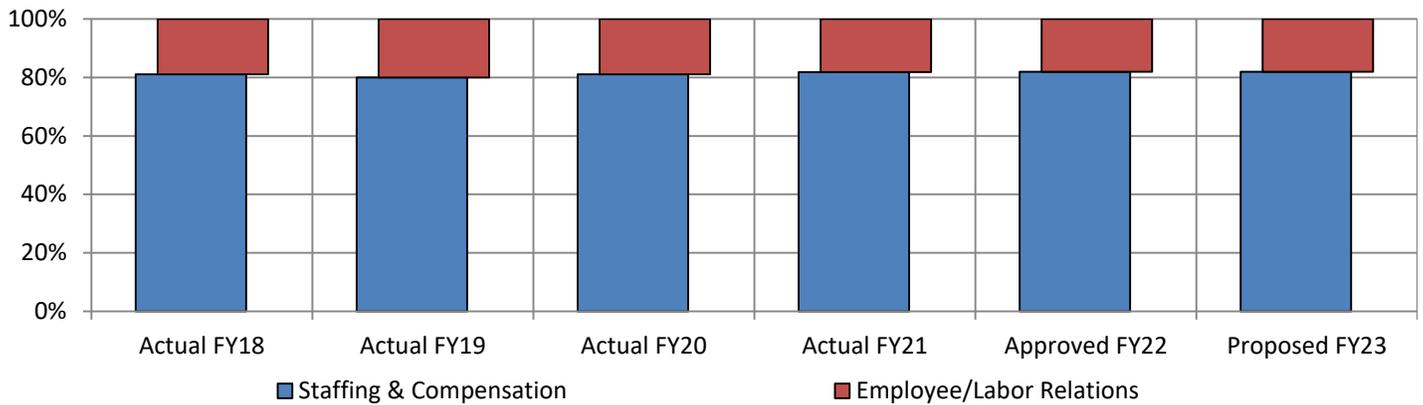
Human Resource Division Factors Affecting Expenses

Budget History - % Of Municipal Budget



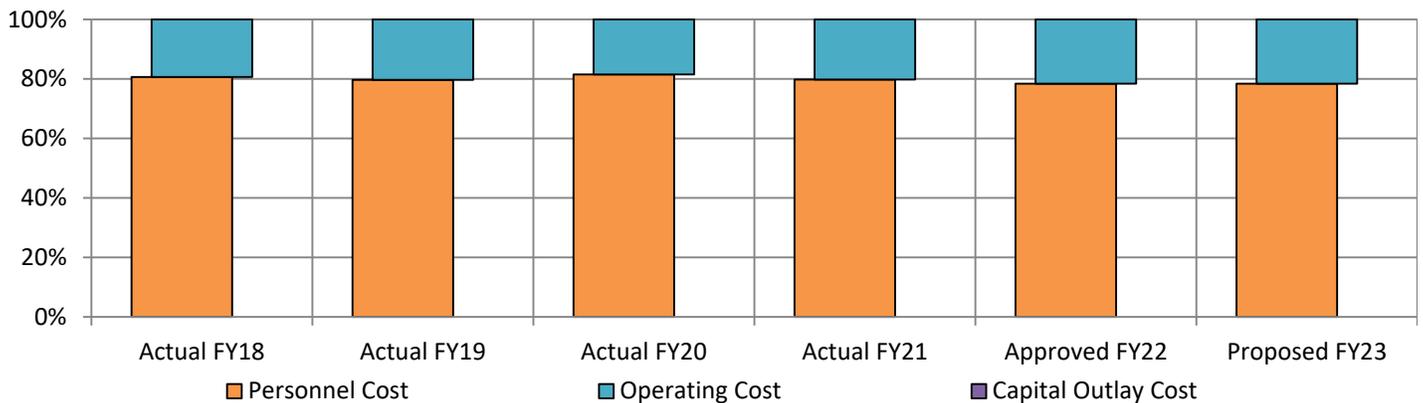
Human Resource Division’s budget has increased 2.13% annually on average over a six-year period. This budget has also ranged 2.28% to 2.45% of total municipal operating budget (excludes Other Requirements and schools).

Total Expenditures By Program Historical and Budgeted



Staffing & Compensation represents 82% of the Human Resource proposed budget.

Total Expenditures By Category Historical and Budgeted



Personnel cost account for 78% of the Human Resource division’s proposed budget and operating cost accounts for 22%.

Human Resource 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.

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 six 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.

INFORMATION TECHNOLOGY DIVISION

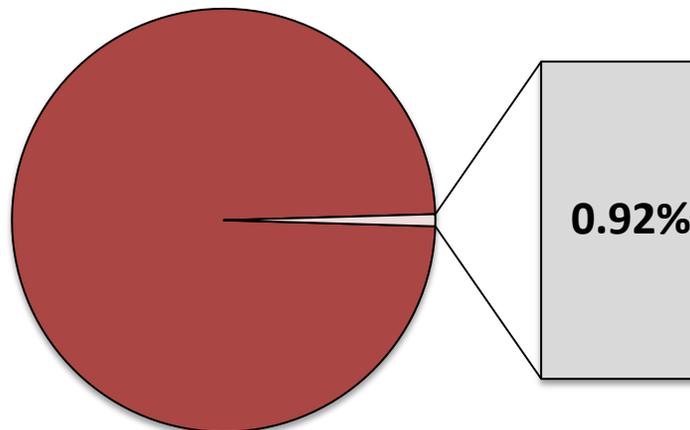
Purpose Statement

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 2023 Total General Fund Budget



The Information Technology Division comprises 0.92% of the overall General Fund budget.

Information Technology Division Services Provided

<https://www.townofbarnstable.us/Departments/informationtechnology/>

The Information Technology (IT) division manages computers, servers, storage, networking, and other physical devices that exchange all forms of electronic data. Services provided by the IT Division include Network & Server Administration, User Support & Training, Software Applications, Database & Application Development, Geographic Information Systems (GIS), and Office Administration.

The IT Division works to ensure the reliability and security of the computer systems that all Town Departments rely on for daily operations.

Information Technology Division Recent Accomplishments

- ✓ Completed upgrade of the Vision Appraisal software and server used by the Assessing Division;
- ✓ Completed upgrade of the Munis financial software and provided training on the new system;
- ✓ Completed upgrade and expansion of the LaserFiche document management system to facilitate electronic storage of scanned documents and provide public access to documents online;
- ✓ Completed quality control checks for the Aerial Flyover & Mapping Update project which produced new GIS mapping and aerial photography for the entire Town, and;
- ✓ Completed upgrade and expansion of the OpenGov permitting system to transition more permitting functions online;
- ✓ Completed major upgrade of the GIS database server hardware and software.
- ✓ Assisted in the upgrade of RecTrac, recreation program software;

Information Technology Division Goals and Objectives

- *Town Council's Quality of Life Strategic Plan (SP)*

Short-Term:

1. Complete the replacement of remaining older PCs and servers **(SP: Finance, Infrastructure & Assets)**.
2. Implement a cybersecurity training program for all users to enhance the Town's IT security posture **(SP: Finance, Infrastructure & Assets)**.
3. Upgrade the GIS web server and associated software to modernize the Town's web GIS infrastructure **(SP: Communication, Regulatory Process & Performance, Infrastructure & Assets, Environment & Natural Resources)**.

Long-Term:

1. Evaluation and implementation of VOIP (Voice over Internet Protocol) system or other alternative to the current aging phone system. **(SP: Communication, Infrastructure & Assets, Finance)**.
2. Evaluation and implementation of cloud-based email system for greater system scalability and reliability. **(SP: Communication, Infrastructure & Assets, Finance)**.

Information Technology Division Budget Comparison

Information Technology Sources of Funding	Actual FY 2021	Projected FY 2022	Approved FY 2022	Proposed FY 2023	Change FY22 - 23	Percent Change
Taxes	\$1,182,613	\$1,333,944	\$1,402,352	\$1,439,637	\$37,285	2.66%
Enterprise Funds	324,053	313,152	313,152	333,504	20,352	6.50%
Total Sources of Funding	\$1,506,666	\$1,647,096	\$1,715,504	\$1,773,141	\$57,637	3.36%

Expenditure Category						
Personnel	\$755,345	\$747,615	\$781,452	\$771,251	(\$10,201)	-1.31%
Operating Expenses	735,261	794,481	829,052	896,890	67,838	8.18%
Capital Outlay	16,060	105,000	105,000	105,000	-	0.00%
Total Appropriation	\$1,506,666	\$1,647,096	\$1,715,504	\$1,773,141	\$57,637	3.36%

Summary of Budget Changes

Information Technology Division's proposed FY 2023 budget increased by \$57,637, or 3.36% from the approved FY 2022 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. Personnel costs are increasing because of contractual obligations. Capital outlay will continue the town wide hardware replacement program.

Job Title	FY 2021
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 & Server Administrator	1.00
Full-time Equivalent Employees	9.00

FY 2022	FY 2023	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 Factors Affecting FTE's

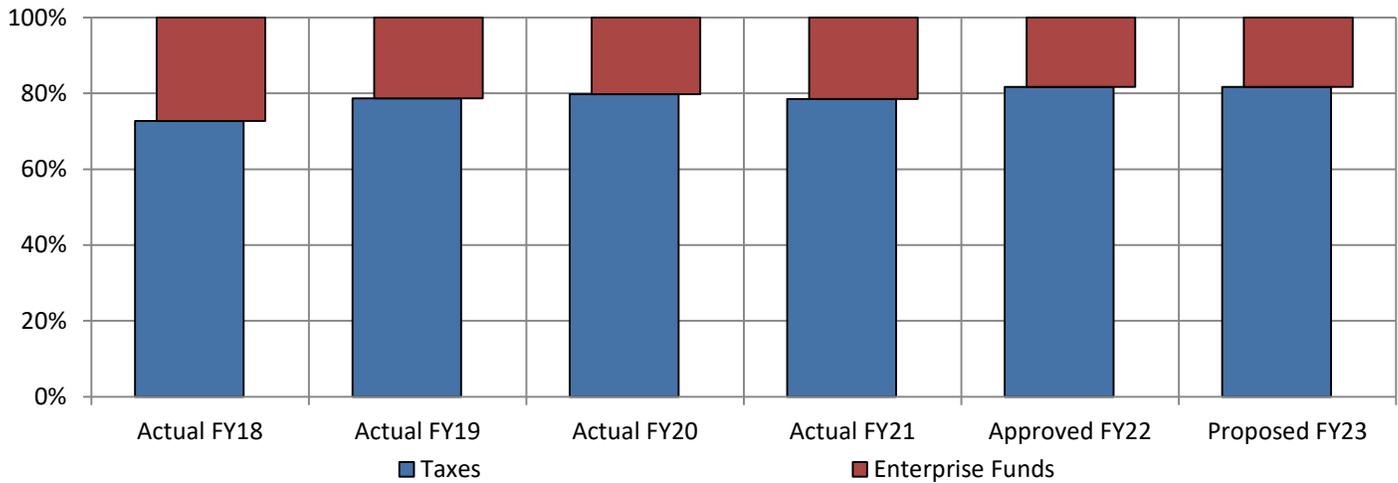
Full Time Employee History



Full-time positions have remained level since FY 2018.

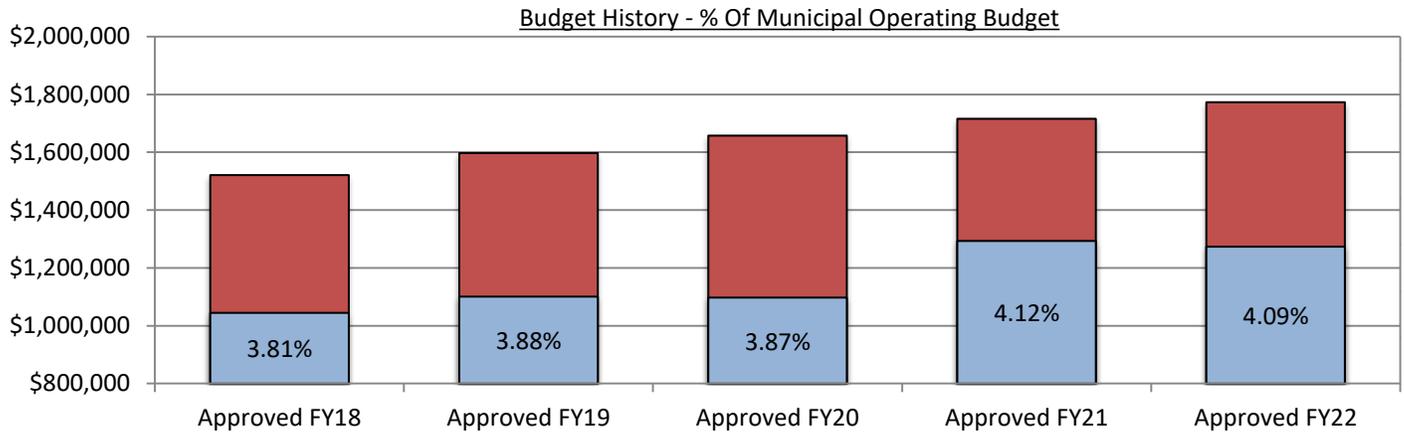
Information Technology Division Factors Affecting Revenues

Total Revenue Sources Historical and Budgeted

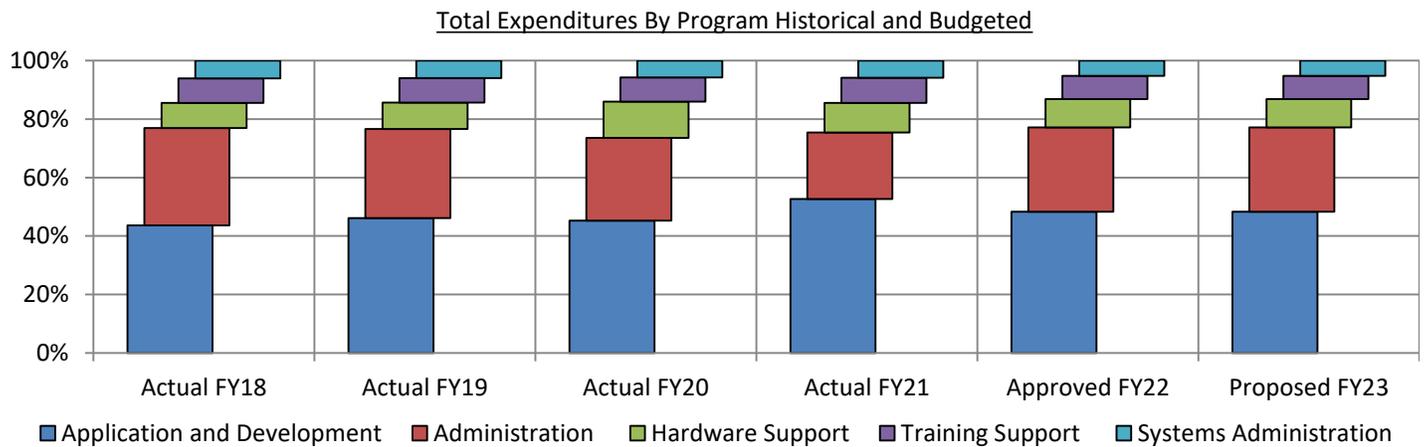


Taxes provide 82% and charge backs for services provided to the Enterprise Funds 18% of total sources of funding.

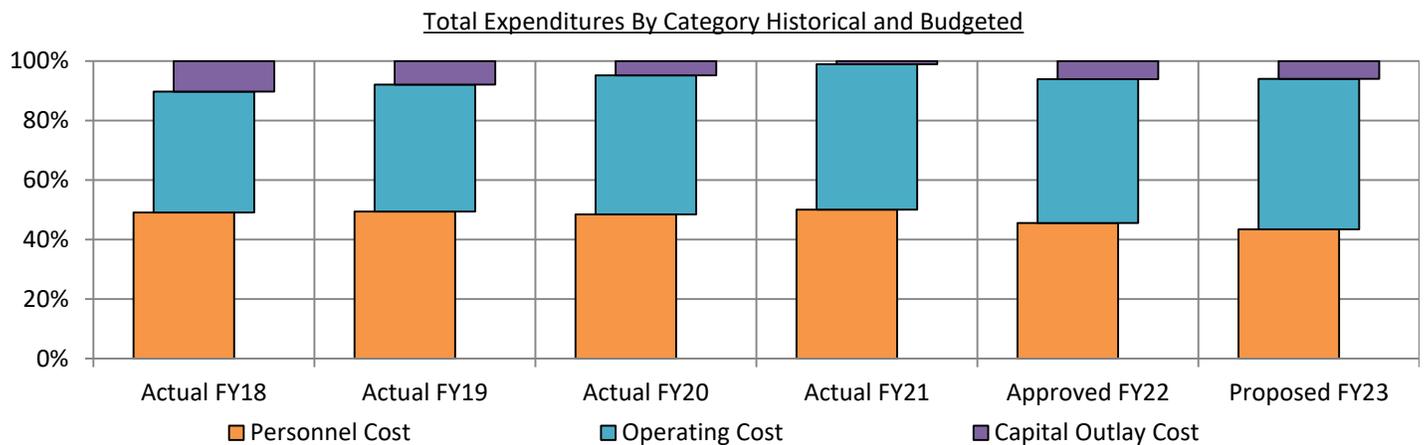
Information Technology Division Factors Affecting Expenses



Software licenses represent the bulk of the budget increases in this division. IT budget has increased 3.22% annually on average over a six-year period. This budget has increased 3.81% to 4.09% of total municipal operating budget (excludes Other Requirements and schools).



Application and Development is the largest program area in this proposed budget at 48%.



Personnel cost account for 45% of the Information Technology division’s proposed budget, operating cost accounts for 48%, and capital outlay 6%.The capital outlay included in the IT budget is for town wide electronic equipment replacement.

Information Technology Program Services Provided

The services provided by the Information Technology Division are divided into six areas: Network & Server Administration, User Support & Training, Software Applications, Database & Application Development, Geographic Information Systems (GIS), and Office Administration.

Office Administration

This area includes general administration of the IT Division including:

- Procurement of new hardware & software;
- Equipment inventory tracking;
- Development of standards, policies, and procedures;
- Management of software licenses and hardware/software maintenance contracts;

Network & Server Administration

The Network & Server Administration area maintains the day-to-day operations of the Town's network and server infrastructure to ensure a reliable and secure environment. The IT Division operates a complex computer network within Town-owned buildings as well as a Wide Area Network consisting of 65 miles of fiber optic cable connecting 54 locations. IT maintains a data center with 40+ servers, managing data integrity, storage needs, and server performance. Tasks associated with this service include:

- Maintain firewalls and monitor network security;
- Monitor network for performance related issues, implement new technologies to improve performance and ensure network reliability;
- Maintain and monitor all servers for performance, errors and capacities ensuring all are within thresholds;
- Manage data storage, data integrity, and backup / disaster recovery;
- Maintain users and security permissions on all systems.



Server Rack

Information Technology Program Services Provided (Continued)

User Support & Training

The User Support & Training area provides day-to-day technical support and training for 350+ users on a wide variety of hardware and software. This includes the installation and on-going maintenance of PC's, laptops, printers, scanners, and all of the associated peripherals, as well as deployment and support of mobile phones, tablets, and other mobile devices.

This area also provides support and training for the many different software applications in use. 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 area initially receives virtually any technological problem that 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 technician for resolution.

Software Applications

This area entails the integration of 3rd party software applications such as Munis (fund accounting, tax collection, payroll, utility billing), OpenGov (permitting system), Vision Appraisal (property assessment), RecTrac (recreation), Laserfiche (document management), Timeclock Plus and other software that supports the operations of the Town. Tasks associated with this service include:

- Technical project management, data migration and conversion for new software implementation and upgrades;
- Integration and data sharing between disparate software systems, both on premise and cloud based software;
- Ongoing maintenance, troubleshooting, and coordination of technical support.



PC Repair



Laserfiche[®]



Software Applications

Information Technology Program Services Provided (Continued)

Database & Application Development

The Database & Application Development area analyzes business needs and creates custom software applications to meet the Town's requirements for automation where third party applications do not exist, or are not cost effective. This service area also includes development and management of databases tailored for the unique needs of specific departments or processes. Tasks associated with this service include:

- Work with Town departments to analyze existing processes and develop custom software and databases to fulfill specific needs;
- Maintain and update many existing in-house applications;
- Database design, administration, and performance optimization.

Geographic Information Systems (GIS)

GIS services allow town users to link disparate pieces of information by location. GIS combines geographic and other types of data to generate maps and reports, enabling users to collect, manage, and interpret location-based information in a planned and organized way.

As part of this service, the IT Division maintains a GIS database with 200+ layers of geographic data, including everything from parcels, roads, and sewers, to shellfish beds and zoning districts.

IT develops a variety of web-based GIS applications for both internal and public use. Map production and analysis services are also provided to every Town Department, as well outside agencies and the public.



GIS Map Plotter

Administrative Services 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, collection, assessing, and procurement related activities.

Performance Measures	FY 2018	FY 2019	FY 2020	FY 2021
Central financial operating costs as a percentage of the overall General Fund budget	1.92%	1.74%	1.71%	1.73%

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Vendor Payments Processed	44,187	41,377	40,373	42,000
G/L Accounts Maintained	6,944	7,338	7,109	7,200
G/L Transactions Processed	299,092	291,796	312,555	313,000

Treasury/Collector Operation

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Vendor Checks Processed	12,666	13,294	15,032	15,000
Payroll Checks Processed	3,334	2,845	3,756	3,700

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 2018 Levy	FY 2019 Levy	FY 2020 Levy	FY 2021 Levy	FY 2022 Levy Projected
Percentage of the net property tax levy collected in the fiscal year levied	96.67%	96.40%	96.30%	96.33%	96.00%
Percentage of the net property tax levy collected to date including the amounts collected subsequent to the fiscal year levied	99.76%	99.64%	100.29%	102.41%	100.00%

Administrative Services Department Workload Indicators (Continued)

Procurement Operation

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
RFP's Issued	40	19	10	20
Sealed Bids Issued	70	66	31	60
Contracts Processed	170	190	222	220
Quotes Conducted or Reviewed	169	103	99	100
Requisitions Reviewed for Compliance	671	627	666	670
Surplus Property Designations	70	72	70	

Assessing Operation

Performance Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Total Properties Assessed	29,073	29,200	29,320	29,335
Number of Abatements Filed	246	221	466	400
% of Properties Filing Abatements	0.008%	0.0076%	.016%	.014%
Number of Abatements Granted	75	51	83	200
Average Abatement Dollar per Appeal Filed	\$ 750.00	\$979.00	\$1,198	\$1,250
Total Tax Dollar Value for Appeals Granted	\$ 50,000	\$49,965	\$99,460	\$200,000
Percentage of FY Tax Levy for Appeals Granted	0.00050%	0.00046%	.000753%	.001468%

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Appellate Tax Board Appeals Settled	-	8	22	100
Exemptions Processed	744	679	696	700
RE/PP Abatements Processed	246	221	466	400
MVE Abatements Processed	2,329	1,721	1,980	2,000
Building Permits Inspected	2,339	-	1,662	1,500
Re-listing Inspections	3,000	3,000	1,918	200
Property Transfers (Deeds) Processed	1,844	-	2,969	2,500

Administrative Services Department Workload Indicators (Continued)

Town Clerk Operation

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Births Recorded	917	1,042	963	1,000
Marriages Recorded	436	324	324	325
Deaths Recorded	1,085	1,139	1,017	1,020
Dogs Licensed	2,948	2,285	2,695	2,700
New Voters Registered	2,478	2,469	3,871	2,500
Business Licenses Issued	313	680	200	325

Information Technology

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

Performance Measures	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Percent of availability of database environments*	95.9%	99.9%	99.9%	99.9%
Availability of critical core applications*	95.9%	99.9%	99.9%	99.9%
Availability of Town's web site including property data and maps*	98.7%	99.9%	99.9%	99.9%

*Does not include scheduled down times.

Workload Indicators	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Help Desk work orders completed	1,000	1,800	2,000	1,800
New PC's / laptops installed	40	57	135	120
Completed requests for Maps and geographic analysis	1,021	750	625	650
Number of PC's & laptops maintained	450	500	575	600
Number of security cameras maintained	36	45	50	55
Large print jobs / folding / binding	25	19	12	17

Human Resources

Performance Measures /Workload Indicators	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Projected
Personnel Forms Processed	995	1,167	1,001	1,060	925
Employment Applications Processed	2,840	2,878	2,730	2,268	2,580
Permanent Position Vacancies	137	162	136	184	200
Avg. # of Applications per vacancy	20.75	17.75	20.10	12.30	12.90