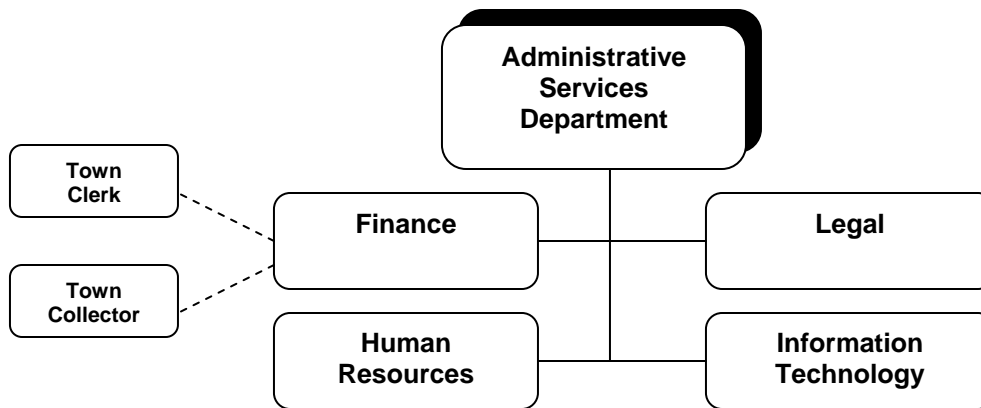


ADMINISTRATIVE SERVICES DEPARTMENT

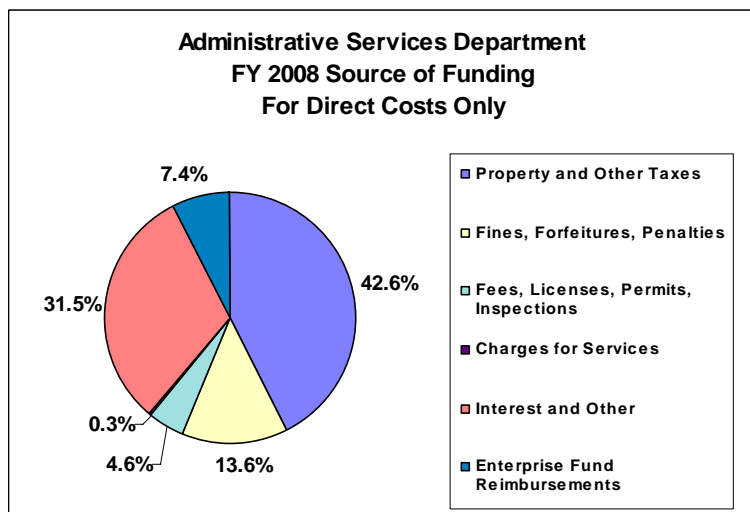
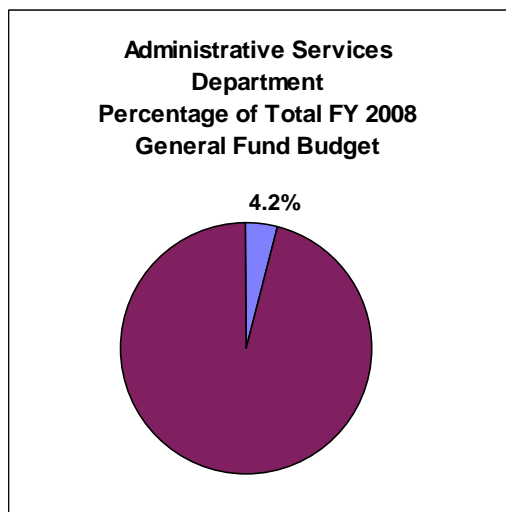
The Administrative Services Department is comprised of four sub-departments, identified as divisions for organizational purposes, providing a variety of professional services including financial, legal, human resources, and information technology services to all components of Town government.



DEPARTMENT POSITIONS (FTE's)

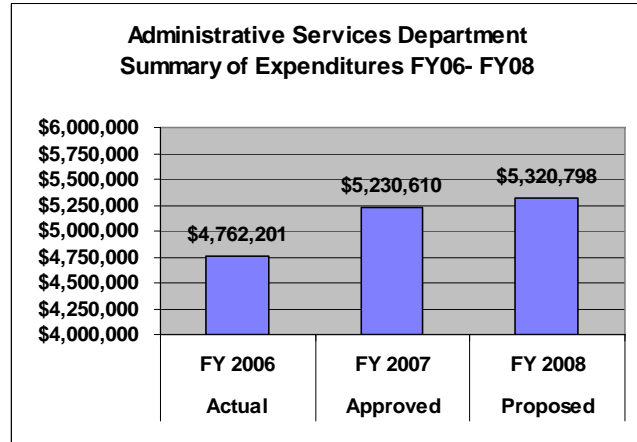
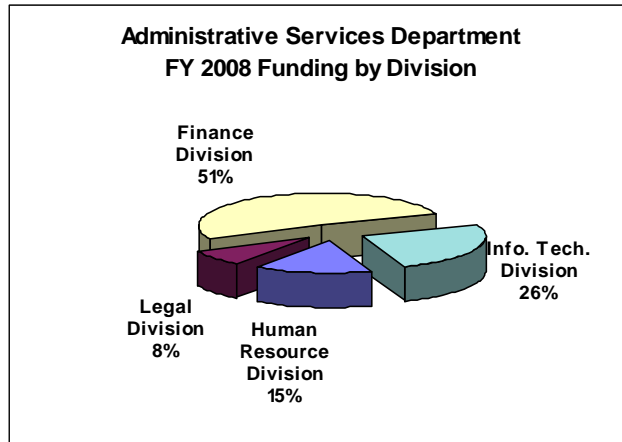
Division	General Fund	Other Fund	Total
Finance	39.50	0.00	39.50
Legal	4.72	0.00	4.72
Human Resources	8.00	0.00	8.00
Information Technology	13.00	1.00	14.00
Total Department FTEs	65.22	1.00	66.22

FY 2008 DEPARTMENT FINANCIAL DATA



SUMMARY OF DEPARTMENT EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Adjustments FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 3,324,953	\$ 3,542,219	\$ 3,514,900	\$ 3,604,292		\$ 3,604,292	\$ 62,073	1.75%
Benefits	398,136	484,337	467,745	502,030		502,030	17,693	3.65%
Operating Expenses	936,128	1,149,054	1,112,200	1,149,054		1,159,476	10,422	0.91%
Operating Capital	102,984	55,000	54,500	55,000		55,000	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 4,762,201	\$ 5,230,610	\$ 5,149,345	5,310,376		\$ 5,320,798	\$ 90,188	1.72%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS:								
Software and Hardware Maintenance Cost Increase				10,422	\$ -			
Increase Operating Capital for Consumables for Printers				10,000	(10,000)			
New full-time support position Boards and Commissions				50,000	(50,000)			
Summertime Aerial Flyover of Town's Waterways				16,500	(16,500)			
SUBTOTAL				86,922	(76,500)			
TOTAL				\$ 5,397,298	\$ (76,500)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 1,936,815	\$ 2,737,233	\$ 1,967,818	\$ 2,341,836		\$ 2,265,336	\$ (471,897)	-17.24%
State Aid	2,718	3,000	3,000	-		-	(3,000)	-100.00%
Fines, Forfeitures, Penalties	741,660	739,860	725,000	725,000		725,000	(14,860)	-2.01%
Fees, Licenses, Permits, Inspections	260,615	260,200	247,100	246,200		246,200	(14,000)	-5.38%
Charges for Services	3,698	25,510	2,010	15,510		15,510	(10,000)	-39.20%
Interest and Other	1,322,945	1,029,990	1,769,600	1,673,500		1,673,500	643,510	62.48%
Enterprise Fund Reimbursements	471,766	434,817	434,817	395,252		395,252	(39,565)	-9.10%
TOTAL SOURCES	\$ 4,762,201	\$ 5,230,610	\$ 5,149,345	\$ 5,397,298		\$ 5,320,798	\$ 90,188	1.72%
REVOLVING FUND ACTIVITY								
Revenues	\$ 6,139	\$ 6,500	\$ 7,000	\$ 7,500		\$ 7,500	\$ 1,000	15.38%
Expenditures	(10,353)	(10,000)	(10,000)	(10,000)		(10,000)	-	0.00%
Excess (Deficiency)	(4,214)	(3,500)	(3,000)	(2,500)		(2,500)	\$ 1,000	0.00%
Beginning Fund Balance	27,517	23,303	23,303	20,303		20,303		
Ending Fund Balance	\$ 23,303	\$ 19,803	\$ 20,303	\$ 17,803		\$ 17,803		



SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DEPARTMENT

There are no staffing changes proposed for this budget. The FY08 level service budget is \$5,310,376 or \$79,766 more than the FY07 approved budget. This covers contractual pay increases and health insurance increases. Additional funding requests of \$86,922 result in a total requested budget of \$5,397,298. Total reductions to the requested budget are \$76,500 resulting in the proposed budget amount of \$5,320,798. Additional funding of \$10,422 is being provided to fund software and hardware support contract increases within the Information Technology Division for a total FY08 budget increase of \$90,188 or 1.7 percent. Operating capital is level funded at \$55,000.

This budget is funded primarily from property taxes and investment earnings. Funding from property taxes is decreasing approximately \$472,000 as investment earnings are projected to increase substantially.

FY 2008 DEPARTMENT GOALS

Short Term

1. For 2008 renewal, revisit all property values to ensure that they are up to full replacement value and examine impact on premium for Town and Schools.
2. Settle all pending ATB Cases within one year of the filing.
3. To more accurately calculate building costs and assessed values by recalibrating the mass appraisal valuation system.
4. Continue to improve the building permit review process to be able to capture the taxable value of all permit work within one calendar year.
5. Assist in maintaining the Town's AAA bond rating by continuing to practice and promote sound financial policies and procedures.
6. Prepare a Comprehensive Annual Financial Report and achieve an unqualified audit opinion for the fiscal year ending June 30, 2007.
7. Achieve the GFOA's Distinguished Budget Presentation Award for the FY 2008 budget document and the Certificate of Achievement for Excellence in Financial Reporting for the FY 2007 CAFR.
8. Work with the Comprehensive Financial Advisory Committee on updating the Town's 10 year forecast.

Long Term

1. Develop and institute a program to develop the professional capabilities of the assistant assessors. The program should include formal training through classes, workshops, and seminars and practical work experience. The goal is to develop a professional staff with a full understanding of all the aspects of assessing, making them capable of assuming greater amounts of responsibility.
2. Expand the dissemination of financial data to the general public by creating a quarterly financial report.
3. To continue the Town's examination of the delivery of program services. Annual program audits, as well as additional audit services in various financial activities will be explored and put out to bid.
4. Continue to evaluate and improve the consolidation of municipal and school financial functions and become a one-stop financial support operation for all other Town departments.
5. Work with School Administration and school maintenance personnel to revisit the long-range facilities plans in place for the School Department and keep them current.

DESCRIPTION OF SERVICE PRIORITY PACKAGES REQUESTED

1. Software and Hardware Maintenance

\$10,422 Requested

\$10,422 Recommended

Each year software and hardware maintenance costs rise. The Town utilizes many 3rd party applications that enable it to effectively and efficiently offer services to the citizens. In order to continue to use the software and receive upgrades, enhancements and bug fixes from software vendors, it is necessary to pay annual maintenance fees. This service priority reflects the yearly increases for software and hardware maintenance for fiscal 2008 as follows:

Munis

\$ 7,627

Visions	\$ 200
Pentamation	\$ 100
Rectrac	\$ 208
Document Imaging System(s) (HR and Clerks)	\$ 2,272
Brightmail Anti-spam	\$ 15
Total	\$10,422

Munis software is the core application software used by the Town. It enables the Town to perform all of the critical business functions (Billings, Financial, Payroll etc.). The yearly maintenance costs associated with this software have risen over the years as we continue to migrate more applications to this platform.

Visions software is used by the Assessing Division for parcel data storage and appraisals.

Pentamation software is used for the Fleet Manager application in the Highway Division.

Rec-Trac is software used by Recreation, Council on Aging and Golf to provide program scheduling and activity coordination.

Brightmail Anti-spam is software used by the Town to filter spam and malicious emails from all the email addresses in use by the Town. Forty percent of the email the Town receives fall into these categories.

Document Imaging software (Laserfiche) has been installed in the Clerks Office and the Human Resources Division. Documents are scanned and stored digitally which allows for easy retrieval as well as protecting archived documents.

The Munis and Visions software are crucial applications to the Town's operations. It is what is used to perform the critical core business functions of the Town (financials, payroll, billings, appraisals, etc.). Not funding the maintenance on this software would put the Town in severe jeopardy by not being able to perform any of the critical business functions necessary for its survival.

Brightmail Anti-Spam software is used by Information Technology to filter out spam and malicious emails that come into the Town. Currently, forty percent of the emails entering into the Town's email system are of this nature. Not funding this would result in large amounts of unsolicited email in Town employee's mailboxes. Some of this email would absolutely be unacceptable for users to receive.

Other software applications, if not funded, would result in applications that are no longer being enhanced or corrected/updated. This would impact the users/departments ability to perform their respective functions.

2. Increase Operating Capital for Consumables for Printers

\$10,000 Requested
\$0 Recommended

Information Technology has traditionally been responsible for the costs of consumables for printers throughout the organization. We currently support and purchase consumables for approximately 120 printers of which 20 are large color lasers. Information Technology has already spent three-fourths of the budget for consumables in less than half a year. Information Technology currently has \$31,500 in its budget to fund the consumables Town-wide. Due to the increase in demand for in-house color prints and the general increase in color and black and white output by various departments, the existing budget cannot support a years' worth of consumables. As of December 21st, 2006 there remains \$8,554 dollars in this line item. We have expended approximately three-fourths of the budget for consumables in less than one half year. Consumables for printers include drums, toner, color toner, fusers, imaging units etc. These items are needed in every printer we support. The frequency in which we replace these items depends on the volume the printer sees. Producing brochures, newsletters and the like, while less expensive than having them produced out-of-house, still require expensive consumables. The pace and quantities of producing these products (brochures/newsletters) has increased significantly.

3. New full-time support position Boards and Commissions

\$50,000 Requested
\$0 Recommended

Currently, there is no formal orientation or training program for newly appointed Board, Committee, and Commission members. There is also little in the way of coordinated professional development and training for existing members. The Town Council has expressed a desire to have Town Administration develop a program that would address these issues. In addition, the responsibility of orientation for new municipal and school employees is spread out among several positions within Human Resources and throughout the organization. This request would centralize orientation responsibilities in one position that could dedicate the time necessary to further enhance the existing employee orientation program and create a new Board and Commission orientation program that could be a model for local governments across the Commonwealth. The centralization

of the orientation program under one position would also free up resources within Human Resources to perform other functions and provide a greater level of service to the division's customers.

4. Summertime Aerial Flyover of Town's Waterways

\$16,500 Requested
\$0 Recommended

This request would fund a summertime aerial flyover for the purpose of obtaining new aerial photographs of the Town's coastal waterways. This project, to occur during the summer of 2007, would produce digital aerial photographs of the Town's northern and southern coastal areas to accurately map the location of marine and natural resource items such as mooring fields, boating channels, buoys, shellfish grants, docks, and floats. This project was specifically requested by the Harbormaster to assist with management of coastal waterways. This is a one-time supplemental request and would not recur annually.

The results of this project would benefit a variety of programs within the Harbormaster, Natural Resource, Conservation, and Engineering divisions. Such programs would include:

- Planning & managing the efficient use of mooring fields
- Management of shellfish resources & aquaculture grants
- Regulation & permitting of docks, piers, & floats
- Planning & management of channel dredging projects
- Inventory of nautical infrastructure (i.e. buoys, beacons, boating channels)
- Management of Sandy Neck
- Monitoring of waterway sedimentation
- Monitoring of shoreline erosion

This project is separate from the larger *Aerial Flyover & Photogrammetric Update* CIP request. That larger project must be photographed during a very limited timeframe in the early spring – after the snow has melted and before the leaves have appeared on trees. This is to maximize the visibility of features on the ground such as roads and buildings. A flyover of coastal waterways must occur during the summer months when seasonal docks and floats are in place and mooring fields are utilized. In addition, the coastal waterway flyover must occur in the early morning hours to minimize sun glare on the water surface. This same early morning time frame is not suitable for the larger *Aerial Flyover & Photogrammetric Update* project – it would cause too many shadows obscuring features on the ground. Due to the unique constraints of each of the two projects, they cannot be combined into a single flyover. If not funded, the Harbormaster, Natural Resources, Conservation, and Engineering Divisions will have to rely on outdated information for managing our coastal waterways and natural resources. The last coastal waterways flyover occurred more than five years ago in September of 2001. During that time there has been significant change to our coastal resources. Shorelines and channels have shifted, new docks and piers have been constructed, aquaculture grants have been modified, and channels have been dredged. It is important to keep up with such changes and to provide current and accurate information for the management of the Town's coastal resources.

FINANCE DIVISION

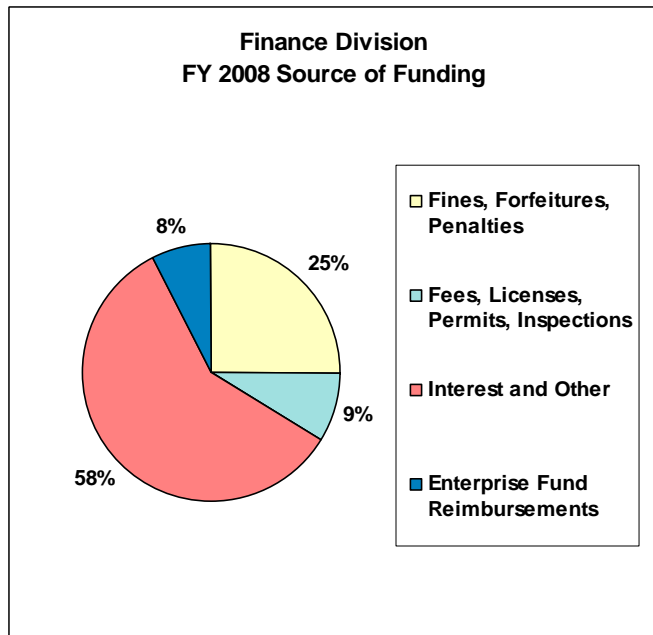
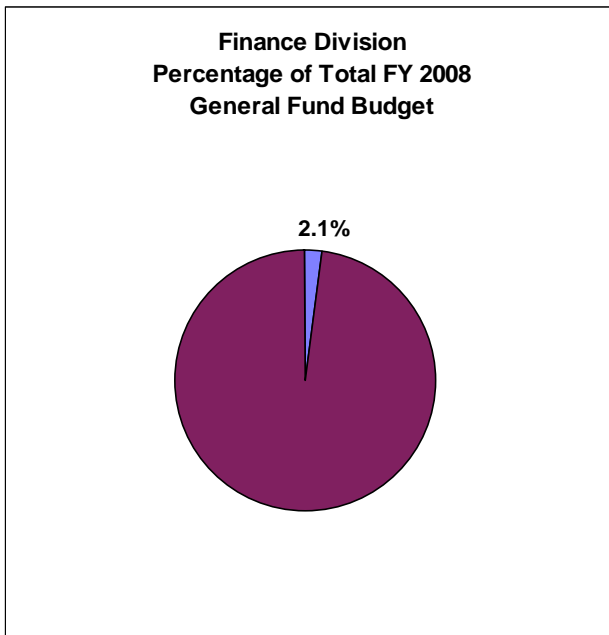
MISSION STATEMENT

The mission of the Finance Division is to safeguard the financial assets, vital records and elections process of the Town through the use of 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.

PERMANENT POSITIONS (FTE's)

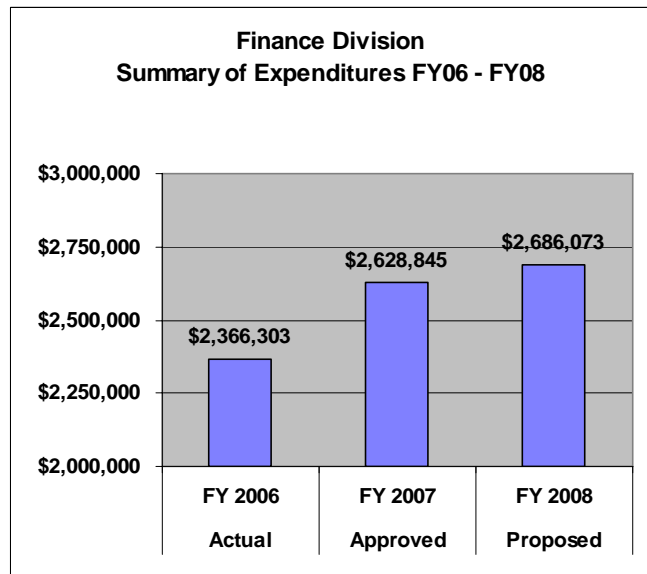
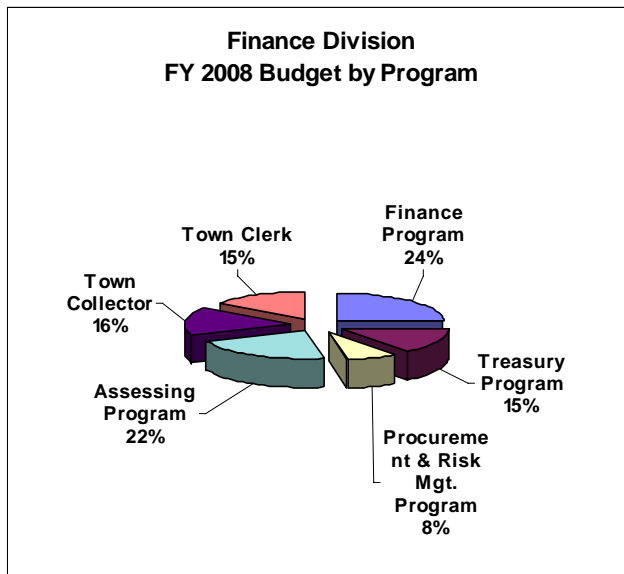
Program	General Fund	Other Funds
Finance	16.00	0.00
Assessing	11.00	0.00
Town Collector	7.00	0.00
Town Clerk	5.50	0.00
Division Total FTE's	39.50	0.00

FY 2008 DIVISION FINANCIAL DATA



SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Adjustments FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 1,892,104	\$ 1,997,509	\$ 1,975,900	\$ 2,031,843		\$ 2,041,843	\$ 44,334	2.22%
Benefits	162,670	193,492	184,145	206,386		206,386	12,894	6.66%
Operating Expenses	311,529	437,844	416,200	437,844		437,844	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 2,366,303	\$ 2,628,845	\$ 2,576,245	2,676,073		\$ 2,686,073	\$ 57,228	2.18%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
REDUCTIONS AND RECLASSIFICATIONS:								
Transfer funds from Human Resource Division for contract compliance responsibilities					\$ 10,000			
SUBTOTAL					10,000			
TOTAL				\$ 2,676,073		\$ 10,000		
SOURCES OF FUNDS								
Property and Other Taxes	\$ -	\$ 374,834	\$ -	\$ -		\$ -	\$ (374,834)	-100.00%
State Aid	2,718	3,000	3,000	-		-	(3,000)	-100.00%
Fines, Forfeitures, Penalties	741,660	739,860	725,000	725,000		725,000	(14,860)	-2.01%
Fees, Licenses, Permits, Inspections	260,615	260,100	247,000	246,100		246,100	(14,000)	-5.38%
Charges for Services	3,401	2,510	1,510	2,510		2,510	-	0.00%
Interest and Other	1,322,937	1,029,890	1,769,500	1,673,400		1,673,400	643,510	62.48%
Enterprise Fund Reimbursements	233,214	218,651	218,651	215,330		215,330	(3,321)	-1.52%
TOTAL SOURCES	\$ 2,586,529	\$ 2,628,845	\$ 2,964,661	\$ 2,862,340		\$ 2,862,340	\$ 233,495	8.88%



SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

The FY08 level service budget for the Finance Division is \$2,676,073 or \$47,228 more than the approved FY07 budget. This covers contractual pay increases and health insurance increases. Operating expenses are level funded at \$437,844. A transfer of \$10,000 is being made from the Human Resources Division to cover the cost of performing contract compliance responsibilities. Previously, this responsibility was performed by the Contract Compliance Officer. This position was eliminated in FY07 and the responsibility was transferred to the Purchasing Agent.

Funding for this operation is comprised of non-tax revenue. The main revenue sources are investment income and penalties and interest assessed on late tax payments.

FY 2008 DIVISION GOALS (All Goals relate to Strategic Plan Priority: Finance)

Short Term

1. Re-examine and update the Town of Barnstable's Designer selection policy, as directed by MGL chapter 7, to incorporate new structural responsibilities within Finance and the Department of Public Works.
2. Incorporate Chapter 193 changes to procurement legislation into the Design update and include alternative procurement options (Construction Manager at Risk for building construction and Design Build for horizontal projects).
3. Update Administrative code to reflect changes in Procurement, Insurance and Property Management functions.
4. For 2008 renewal, revisit all property values to ensure that they are up to full replacement value and examine impact on premium for Town and Schools.
5. To attempt to acquire additional funding from the Preservation Funds for the purpose of de-acidifying, and rebinding ancient and other Town Records.
6. To train all wardens and workers and present an educational format and training for use of new HAVA approved handicapped voting machines.
7. To prepare for and supervise two local elections in the fall of 2007.
8. Continue to educate taxpayers regarding the quarterly real estate and personal property tax bills and due dates through various media such as the Town's web site, channel 18 and local newspapers.
9. Settle all pending ATB Cases within one year of the filing.
10. To more accurately calculate building costs and assessed values by recalibrating the mass appraisal valuation system.
11. Successfully complete the Department of Revenue's interim review in time to issue timely FY 2008 tax bills.
12. Continue to improve the building permit review process to be able to capture the taxable value of all permit work within one calendar year.
13. Continue efforts to minimize the Town's loss exposure from an insurance and risk management standpoint through pro-active training and procedural improvements to Town functions.
14. Implement a recurring cash auditing program at satellite cash collection points.
15. Exceed the division's short term investment benchmark by one or more percentage points.
16. Assist in maintaining the Town's AAA bond rating by continuing to practice and promote sound financial policies and procedures.
17. Prepare a Comprehensive Annual Financial Report and achieve an unqualified audit opinion for the fiscal year ending June 30, 2007.
18. Achieve the GFOA's Distinguished Budget Presentation Award for the FY 2008 budget document and the Certificate of Achievement for Excellence in Financial Reporting for the FY 2007 CAFR.
19. Work with the Comprehensive Financial Advisory Committee on updating the Town's 10 year forecast.

Long Term

1. To continue the process of indexing all hand-written ancient records onto the Laser Fiche program; and upload additional records.
2. Increase the use of technology to process tax bills resulting in improved cash flow to Treasurer, added interest revenue earnings, and continued excellent collection rates.
3. Develop and institute a program to develop the professional capabilities of the assistant assessors. The program should include formal training through classes, workshops and seminars, and practical work experience. The goal is to develop a professional staff with a full understanding of all the aspects of assessing, making them capable of assuming greater amounts of responsibility.
4. Provide additional training and cross training of the administrative staff. The goal is to provide each individual with the training and experience necessary to allow each one to perform any of the job functions of the front office staff.
5. Expand the dissemination of financial data to the general public by creating a quarterly financial report.
6. To continue the Town's examination of the delivery of program services. Annual program audits, as well as additional audit services in various financial activities will be explored and put out to bid.
7. Continue to evaluate and improve the consolidation of municipal and school financial functions and become a one-stop financial support operation for all other Town departments.
8. Work with School Administration and school maintenance personnel to revisit the long-range facilities plans in place for the School Department and keep them current.

9. Continue to oversee the reporting and coordination of the Town's Green Team, which takes the varied recycling and green initiatives under way in every segment of the Town and Schools, and organizes them into an efficient program that allows for quick and accurate communication of practices and results to citizens and Town employees.
10. To go back into long neglected archives to identify and rebuild the outstanding tax records for Town of Barnstable property acquired by foreclosure; to then assist the Town in developing a plan for selling this property.

PROGRAMS

FINANCE PROGRAM

Program Description. This program exists as a necessity in accordance with Massachusetts General Laws, principally Chapters 40, 41 and 44. This program includes oversight for all financial transactions of the Town including the School Department and enterprise fund operations. The program consists of four operations activities: accounting, budget, treasury and procurement operations. The program interacts with all departments and many outside organizations, including Federal and State granting agencies, the State Department of Revenue and Department of Education, vendors, financial institutions, insurance agencies, investment managers, civic associations, the citizenry and independent auditors. The program also offers staff liaison support to the Barnstable Trust Fund Advisory Committee, The Barnstable Elderly and Disabled Taxation Committee, The Comprehensive Finance Advisory Committee, the Town's Green Team and represents the Town on the steering committee and the board of directors of the Cape Cod Municipal Health Group; a municipal joint purchase medical insurance consortium.

Accounting Operations Activity. Accounting operations provide oversight and expertise in the following areas:

- general ledger maintenance
- MUNIS system training
- accounts payable processing
- encumbrance processing
- audit coordination
- fixed asset inventory and reporting
- monthly and annual financial reporting
- grant monitoring and reporting

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 197,901	\$ 230,185	\$ 226,000	\$ 237,847		\$ 237,847	\$ 7,662	3.33%
Benefits	15,895	26,543	25,700	29,122		29,122	2,579	9.72%
Operating Expenses	7,882	15,145	14,000	15,145		15,145	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 221,678	\$ 271,873	\$ 265,700	282,114		\$ 282,114	\$ 10,241	3.77%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
REDUCTIONS AND RECLASSIFICATIONS:								
TOTALS				\$ 282,114	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 147,328	\$ 203,911	\$ 197,738	\$ 495,930		\$ 213,816	\$ 9,905	4.86%
Enterprise Fund Reimbursements	74,350	67,962	67,962	68,298		68,298	336	0.49%
TOTAL SOURCES	\$ 221,678	\$ 271,873	\$ 265,700	\$ 564,228		\$ 282,114	\$ 10,241	3.77%

Budget Operations Activity. Budget operations provide oversight and expertise in the following areas:

- budget preparation
- budget monitoring
- cost of service analysis
- capital improvement program development
- short and long range financial forecasting
- cost/benefit analysis
- special projects

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 276,673	\$ 246,295	\$ 240,000	\$ 252,790		\$ 252,790	\$ 6,495	2.64%
Benefits	22,341	28,616	25,000	28,983		28,983	367	1.28%
Operating Expenses	22,180	99,905	90,000	103,180		103,180	3,275	3.28%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 321,194	\$ 374,816	\$ 355,000	384,953		\$ 384,953	\$ 10,137	2.70%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 384,953				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 268,730	\$ 352,162	\$ 332,346	\$ 362,188		\$ 362,188	\$ 10,026	2.85%
Enterprise Fund Reimbursements	24,783	22,654	22,654	22,765		22,765	111	0.49%
TOTAL SOURCES	\$ 321,194	\$ 374,816	\$ 355,000	\$ 384,953		\$ 384,953	\$ 10,137	2.70%

Treasury Operations Activity. Treasury operations provide oversight and expertise in the following areas:

- debt management
- banking services
- delinquent tax billing and collection
- revenue collection and forecasting
- cashiering
- payroll processing
- Federal and State wage reporting and timely payroll tax deposits
- remitting authorized payroll deductions to appropriate vendors
- the issuance and disbursement of all vendor checks

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 253,100	\$ 283,037	\$ 281,000	\$ 292,016		\$ 292,016	\$ 8,979	3.17%
Benefits	13,049	19,982	19,200	25,055		25,055	5,073	25.39%
Operating Expenses	73,718	75,532	74,000	75,532		75,532	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 339,867	\$ 378,551	\$ 374,200	392,603		\$ 392,603	\$ 14,052	3.71%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 392,603	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.00%
Fines, Forfeitures, Penalties	123,115	230,000	150,000	148,000		148,000	(82,000)	-35.65%
Fees, Licenses, Permits, Inspections	2,134	2,000	2,000	2,000		2,000	-	0.00%
Charges for Services	-	10	10	10		10	-	0.00%
Interest and Other	1,238,147	1,019,740	1,705,000	1,614,350		1,614,350	594,610	58.31%
Enterprise Fund Reimbursements	61,634	55,231	55,231	54,240		54,240	(991)	-1.79%
TOTAL SOURCES	\$ 1,425,030	\$ 1,306,981	\$ 1,912,241	\$ 1,818,600		\$ 1,818,600	\$ 511,619	39.15%

Procurement Operations Activity. The procurement operations provide oversight and expertise in the following areas:

- purchasing
- contracting
- sale of assets
- vendor management
- risk management

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 149,331	\$ 157,438	\$ 157,000	\$ 162,176		\$ 172,176	\$ 14,738	9.36%
Benefits	9,121	11,306	11,200	12,837		12,837	1,531	13.54%
Operating Expenses	20,694	22,464	22,000	22,464		22,464	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 179,146	\$ 191,208	\$ 190,200	197,477		\$ 207,477	\$ 16,269	8.51%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
REDUCTIONS AND RECLASSIFICATIONS:								
Transfer funds from Human Resource Division for contract compliance responsibilities					\$ 10,000			
SUBTOTAL					10,000			
TOTAL				\$ 197,477	\$ 10,000			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 144,758	\$ 158,763	\$ 157,755	\$ 162,015		\$ 172,015	\$ 13,252	8.35%
Interest and Other	224	-	-	-		-	-	0.00%
Enterprise Fund Reimbursements	34,164	32,445	32,445	35,462		35,462	3,017	9.30%
TOTAL SOURCES	\$ 179,146	\$ 191,208	\$ 190,200	\$ 197,477		\$ 207,477	\$ 16,269	8.51%

ASSESSING PROGRAM

Program Description. The Assessing program includes three sub-program activities: Valuation Services, Listing Services and Customer Services, as follows:

Valuation Services Activity: Valuation Services deal with functions that are required of us to perform under 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. Massachusetts General Laws that govern taxation are: Chapters 58, 59, 60A, 60B, 61, 61A, 61B, and 80.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 258,075	\$ 265,584	\$ 265,000	\$ 262,723		\$ 262,723	\$ (2,861)	-1.08%
Benefits	21,618	22,578	22,000	27,526		27,526	4,948	21.92%
Operating Expenses	32,608	47,034	45,000	47,034		47,034	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 312,301	\$ 335,196	\$ 332,000	337,283		\$ 337,283	\$ 2,087	0.62%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 337,283	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 306,301	\$ 327,196	\$ 324,000	\$ 329,283		\$ 329,283	\$ 2,087	0.64%
Interest and Other		1,000	1,000	1,000		1,000	-	0.00%
Enterprise Fund Reimbursements	6,000	7,000	7,000	7,000		7,000	-	0.00%
TOTAL SOURCES	\$ 312,301	\$ 335,196	\$ 332,000	\$ 337,283		\$ 337,283	\$ 2,087	0.62%

Listing Services Activity: Part of this program is the result of a State mandate, which requires each taxing district to inspect all residential properties (M.G.L., Sec. 59) 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.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 51,744	\$ 54,000	\$ 53,900	\$ 55,080		\$ 55,080	\$ 1,080	2.00%
Benefits	2,293	1,055	1,045	1,041		1,041	(14)	-1.33%
Operating Expenses	6,964	7,387	7,000	7,387		7,387	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 61,001	\$ 62,442	\$ 61,945	63,508		\$ 63,508	\$ 1,066	1.71%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 63,508				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 61,001	\$ 62,442	\$ 61,945	\$ 63,508		\$ 63,508	\$ 1,066	1.71%
TOTAL SOURCES	\$ 61,001	\$ 62,442	\$ 61,945	\$ 63,508		\$ 63,508	\$ 1,066	1.71%

Customer Services Activity: Customer Service involves services generally unrelated to valuation and listing processing. It deals with telephone and counter assistance, verification of ownership, interdepartmental needs, and informational reports for the general public.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 165,153	\$ 161,465	\$ 161,000	\$ 162,380		\$ 162,380	\$ 915	0.57%
Benefits	18,102	19,661	19,000	21,663		21,663	2,002	10.18%
Operating Expenses	23,873	7,926	7,500	7,926		7,926	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 207,128	\$ 189,052	\$ 187,500	191,969		\$ 191,969	\$ 2,917	1.54%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 191,969				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 206,395	\$ 188,002	\$ 187,500	\$ 190,919		\$ 190,919	\$ 2,917	1.55%
Charges for Services	733	1,000		1,000		1,000	-	0.00%
Interest and Other		50		50		50	-	0.00%
TOTAL SOURCES	\$ 207,128	\$ 189,052	\$ 187,500	\$ 191,969		\$ 191,969	\$ 2,917	1.54%

TOWN CLERK

Program Description. The Town Clerk includes two programs: Elections, Registration & Census; and Administration and Licensing Services as follows:

Elections, Registration and Census Activity: The Town Clerk and her staff register all citizens in the community to vote; organize all elections; and conduct 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. In 2006, over 21,000 census forms were mailed to homes in the Town of Barnstable and were processed upon their return. A variety of new sources is being utilized in order to try to locate all residents and confirm their voter/census status.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 102,695	\$ 132,621	\$ 130,000	\$ 134,252		\$ 134,252	\$ 1,631	1.23%
Benefits	11,691	12,116	12,000	14,269		14,269	2,153	17.77%
Operating Expenses	25,140	27,403	26,000	27,403		27,403	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 139,526	\$ 172,140	\$ 168,000	175,924		\$ 175,924	\$ 3,784	2.20%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 175,924				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 134,090	\$ 166,140	\$ 156,500	\$ 172,924		\$ 172,924	\$ 6,784	4.08%
State Aid	2,718	3,000	3,000	-		-	(3,000)	-100.00%
Interest and Other	2,718	3,000	8,500	3,000		3,000	-	0.00%
TOTAL SOURCES	\$ 139,526	\$ 172,140	\$ 168,000	\$ 175,924		\$ 175,924	\$ 3,784	2.20%

Administration and Licensing Activity: The Clerk is the Clerk of the Town Council; maintains all minutes and records of the Council, as well as other Town Committee actions; records, preserves and issues certified copies of vital records, public records, decisions and other filed items. The Clerk and her staff also issue marriage licenses, dog, hunting, fishing and business licenses, perform an annual registration of all underground storage

tanks, issue raffle permits and is certified by the U.S. Department of State as a passport acceptance agency. In addition, the office serves as a public information dispenser. As the records management office for the Town, work continues to record all new documents that are going into storage and dispose of those items that are ready for destruction; as well as indexing and inputting records into a computer database for genealogical research.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 161,047	\$ 168,656	\$ 166,000	\$ 171,089		\$ 171,089	\$ 2,433	1.44%
Benefits	18,330	19,897	18,000	24,018		24,018	4,121	20.71%
Operating Expenses	19,407	24,295	22,000	21,020		21,020	(3,275)	-13.48%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 198,784	\$ 212,848	\$ 206,000	216,127		\$ 216,127	\$ 3,279	1.54%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 216,127				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 15,486	\$ 57,648	\$ 64,500	\$ 75,027		\$ 75,027	\$ 17,379	30.15%
Fees, Licenses, Permits, Inspections	182,196	153,600	140,000	139,600		139,600	(14,000)	-9.11%
Charges for Services	1,102	1,500	1,500	1,500		1,500	-	0.00%
Interest and Other	-	100	-	-		-	(100)	-100.00%
TOTAL SOURCES	\$ 198,784	\$ 212,848	\$ 206,000	\$ 216,127		\$ 216,127	\$ 3,279	1.54%

TOWN COLLECTOR

Program Description. The Town Collector is an elected official who is responsible for the collection of accounts due and payable to the Town of Barnstable. Receipts collected are paid over to the Town Treasurer, the five Fire District Treasurers, and the Hyannis Main Street BID weekly with appropriate accounting reports. Each year there is a tax-taking for unpaid real estate taxes. Legal documents are prepared for betterment discharges and municipal lien certificates. The Town Collector's Office has two primary functions:

Customer Service Activity. This activity involves proving information to taxpayers, mortgage companies, attorneys, and the general public by telephone and in the Collector's Office regarding all tax accounts and providing general information relating to the Town of Barnstable. Another facet is the preparation of municipal lien certificates showing the status of real estate taxes for banks, attorneys, and taxpayers when property is sold or refinanced. In FY 2006, 3,009 municipal lien certificates were produced; 704 less than FY 2005. Certificates of discharge are prepared when road, sewer, water, and Title V Septic betterments are paid in full so the betterment lien can be removed from the deed at the Registry of Deeds. In FY 2006, 145 certificates of discharge were processed.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 42,224	\$ 46,262	\$ 46,000	\$ 58,025		\$ 58,025	\$ 11,763	25.43%
Benefits	3,622	4,684	4,500	4,356		4,356	(328)	-7.00%
Operating Expenses	-	735	700	735		735	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 45,846	\$ 51,681	\$ 51,200	63,116		\$ 63,116	\$ 11,435	22.13%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 63,116				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 45,846	\$ 51,681	\$ 51,200	\$ 63,116		\$ 63,116	\$ 11,435	22.13%
TOTAL SOURCES	\$ 45,846	\$ 51,681	\$ 51,200	\$ 63,116		\$ 63,116	\$ 11,435	22.13%

Billing and Collection Activity: This activity centers on the timely collection of 28,000 real estate bills and 7,200 personal property tax bills. After many years of semi-annual tax billing, the Town of Barnstable adopted quarterly tax billing commencing in FY 2006. Preliminary FY 2006 real estate and personal property bills were issued July 1, 2005 for the first two quarters due August 1, 2005 and November 1, 2005. Normally, actual tax bills would be issued December 31 based on the new tax rate and assessments. The remaining quarters would be due February 1, 2006 and May 1, 2006. In fiscal 2006, the third and fourth quarters were issued together on March 17, 2006 and were due May 1, 2006. The billing was delayed due to Town Council's vote to grant a residential exemption, small business exemption, and a different tax rate for business and residential properties. Quarterly tax billing should provide a more even cash flow and increased earnings for the Town.

Motor vehicle excise are mailed at various times based on information supplied by the Registry of Motor Vehicles. The first commitment of excise in 2006 (44,267) were mailed February 9, 2006. Demand bills for unpaid taxes are issued as needed throughout the fiscal year. Many other bills are processed such as quarterly sewer usage bills, sewer, road, water and septic betterments, boat excise, and BID assessments. Deposits are made on a daily basis and pay-overs to the Town and Fire District Treasurers are weekly. Pay-overs are processed for the Hyannis Business Improvement District. Accounts receivables are reconciled with the Finance Department monthly. Collection rates continue to be excellent with an increased use of technology for processing payments. This provides a better cash flow during peak collection times.

SUMMARY OF ACTIVITY EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 234,161	\$ 251,966	\$ 250,000	\$ 243,465		\$ 243,465	\$ (8,501)	-3.37%
Benefits	26,608	27,054	26,500	17,516		17,516	(9,538)	-35.26%
Operating Expenses	79,063	110,018	108,000	110,018		110,018	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 339,832	\$ 389,038	\$ 384,500	370,999		\$ 370,999	\$ (18,039)	-4.64%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 370,999				
SOURCES OF FUNDS								
Property and Other Taxes	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -	0.00%
Fines, Forfeitures, Penalties	618,545	509,860	575,000	577,000		577,000	67,140	13.17%
Fees, Licenses, Permits, Inspections	76,285	104,500	105,000	104,500		104,500	-	0.00%
Interest and Other	77,717	6,000	55,000	55,000		55,000	49,000	816.67%
Enterprise Fund Reimbursements	32,283	33,359	33,359	27,565		27,565	(5,794)	-17.37%
TOTAL SOURCES	\$ 804,830	\$ 653,719	\$ 768,359	\$ 764,065		\$ 764,065	\$ 110,346	16.88%

FY 2007 MAJOR ACCOMPLISHMENTS

1. Town Clerk received funding for Laser Fiche software and book de-acidification and rebinding. With help from volunteers, ancient records are being indexed and input into the software program.
2. Two State elections held with over 12,522 changes made to the election database during the year.
3. Implementation of quarterly tax bills for real estate and personal property accounts.
4. Education of taxpayers on new quarterly billing via use of Town Web-site, Channel 18 programming, and local newspaper articles.
5. Successfully reviewed and issued decisions on all 754 FY 2006 abatement applications in a timely manner.
6. Developed and instituted a program to review and address all Appellate Tax Board appeals, disposing of all cases prior to FY2005.
7. Successfully conducted a second-home personal property valuation study to satisfy the Department of Revenue's nine-year cycle requirement.
8. Devised and implemented a building permit review process to bring all outstanding field permit work up to calendar year 2006.
9. Significantly contributed to the Town's AAA bond rating upgrade.

10. The Town's M/WBE policy in conjunction with the Town's Contract Compliance officer to make sure it stays current with State and local laws, regulations and polices was completed and an updated policy was filed with the State and distributed to specific internal departments.
11. Based on the strength of our policy management, loss control measures and strong asset management, insurance renewals came in under the projected renewal premiums for the second year in a row despite changes to certain coverage associated with increased wind and water exposures.
12. Workers compensation premium was reduced by 20% due to a better than expected loss modification factor associated with the Town of Barnstable's work place safety track record.
13. Received an unqualified audit opinion for the Town's FY2006 Comprehensive Annual Financial Report.
14. Received the GFOA's awards for excellence in financial reporting and budget presentation.

PERFORMANCE INDICATORS

Accounting and Budgeting Performance Measurements:

Department Name	Department Mission			
Administrative Services Department	The mission of the Administrative Services Division is to provide the town government and its citizens with professional services including: legal, financial, human resources, planning, information systems, property management, housing, and community and economic development.			
Division Name	Division Mission			
Finance	The mission of the Finance Division, a sub-department of the Administrative Services Department, is to safeguard the financial assets, vital records and elections process of the Town through the use of 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 Name	Program Goal			Program Outcome Measure
Accounting & Budgeting	The goal of the accounting and budgeting program is to provide professional services in managing all the financial transactions of the town including the schools and enterprise funds. The program oversees the budget process, general ledger maintenance, audits, vendor payments, capital improvement program development and 10 year financial forecasting.			Bond rating of the Town this year: AA+ Town's prior year bond rating: AA
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Annual Financial Audit	\$82,547.04	Comprehensive Annual Financial Report (CAFR) with unqualified auditor opinion.	\$82,547 per CAFR	Unqualified opinion received by December each year and certificate of achievement for excellence in financial reporting received.
FY Operating budget	\$41,550.00	Annual Budget Document	\$41,550 per annual budget document	GFOA budget award certificate issued.
10 year financial forecast	\$9,666.67	10 Year Financial Forecast	\$9,667 per forecast	Completed by December each year.
General Ledger Maintenance	\$123,358.33	Balanced and accurate general ledger	\$6.20 per active account managed	100% accuracy in account balances.
<p>Explanatory Data: The \$82,547 budget for the annual financial audit includes \$56,000 for the independent auditor fee. The balance of \$26,547 represents the estimated cost of staff time within the accounting and budgeting program to perform this annual function.</p>				

Treasury Performance Measurements:

Department Name		Department Mission		
Administrative Services Department		The mission of the Administrative Services Division is to provide the town government and its citizens with professional services including: legal, financial, human resources, planning, information systems, property management, housing, and community and economic development.		
Division Name		Division Goal		
Finance		The mission of the Finance Division, a sub-department of the Administrative Services Department, is to safeguard the financial assets, vital records and elections process of the Town through the use of 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 Name		Program Goal		Program Outcome Measure
Treasury		The goal of the Treasury is to maintain a professional environment for sound cash management procedures, the effective investment of surplus funds, servicing existing debt and issuing new debt, minimizing the amount of delinquent taxes outstanding and producing accurate payrolls for both school and municipal departments.		% of the town's investment earnings that are equal to, or better than, the MMDT investment benchmark % of the town's borrowing costs that are equal to or better than same rated communities
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Earnings On Investments	\$46,733	\$3,811,436	82 Times Return Over Cost	Exceed MMDT Benchmark By Minimum Of 25%
Debt Issuance	\$46,733	\$73,800,000	\$1.58 Per Thousand Borrowed	Improved Credit Rating to AAA. Sold Bonds At Coupon Rates Equal Or Better Than Market Conditions At Sale. Net Interest Cost of 3.97%.
Reduce Tax Lien Receivable	\$103,751	\$287,693	2.8 Times Return Over Cost	Reduce Number Of Accounts To Fewer Than 50 By 06/30/07. 81% Of Remaining Accounts On Payment Plan
Payroll	\$142,478	58,000 Checks & Direct Deposits	\$2.45 Per item	Accurate/Timely Payrolls, No IRS Penalties From Tax Reporting, Accurate W-2s, Accurate P-4s & Withholdings
Explanatory Data				
<p>Earnings: Dollar Values May Fluctuate Due To Non-Predictive Conditions In The Financial Market</p> <p>Debt Issuance: Figures Also Include Debt Servicing Responsibilities.</p> <p>Tax Liens: Estimated Figures Include Both Cash Collections And Amounts Moved From Tax Lien To Tax Possession.</p> <p>Payroll: This Program Is Far More Involved Than Producing Weekly Payroll Checks. School And Town Payrolls Must Be Integrated For Tax Reporting Purposes. Employee Additions, Deletions, Direct Deposit Changes, Processing Court Ordered Garnishments, Correcting Timesheet Input Errors, Balancing Accounts, Are Some Of The Tasks Involved To Make Each Payroll Appear Seamless.</p>				

Property Management Performance Measures:

Dept. Name		Department Mission		
Administrative Services Department		The mission of the Administrative Services Division is to provide the town government and its citizens with professional services including: legal, financial, human resources, planning, information systems, property management, housing and community and economic development.		
Division Name		Division Goal		
Procurement and Risk Management		The goal of Procurement and Risk Management is to provide professional services in supporting the other Town Departments, Divisions, Enterprise accounts and the schools in obtaining and insuring the goods and services they need to function. In addition, the division supports Growth Management in the purchase, liquidation and leasing of all town owned property. The division also provides support to the school department in direct management and budgeting of its utilities, lowering its consumption and pursuing alternative energy initiatives. Finally, the program provides leadership of the Town's Green Team initiatives.		
Program Name		Program Goal		Program Outcome Measure
Procurement Program		This program offers the professional management and oversight of the procurement function for all Town departments, division and programs, through the preparation, review or auditing of bids, Request for Proposals and Contracts to procure goods and services as needed by the Town and School. The functions of this program also include the review of requisitions in the MUNIS systems, the sourcing of vendors for goods and services needed by other divisions or departments, answering general contracting questions, and disposing of surplus items no longer needed by the Town.		This Program has three outcome measures. 1) The 100% compliance with the controlling procurement laws found in Massachusetts General Laws including Chapter 30B, Chapter 149, Chapter 30 section 39M and Chapter 7. 2) expanding the use of existing State, County or multi town contracts to avoid the costly and time consuming bid/RFP process. 3) expand collaborative procurements between Town Departments, including the schools, for goods and services to lower unit costs for commonly used items.
Activity Name (What)	Budget (Input)	End Product (Output)	Unit Cost or Productivity (Efficiency)	Service Quality (Effectiveness)
Documents in Compliance With MGL (1)	\$ 42,692.76	Challenges or protests avoided	\$323.43 avg cost per procurement item	100 % OF ALL Bids, RFPs and Contracts successfully prepared and awarded by Division
Documents in Compliance With MGL (2)	\$ 6,541.92	Challenges or protests avoided	\$136.29 avg cost per review	100 % OF ALL Bids and Contracts reviewed for compliance, and awarded by other Divisions and Departments
Requisition Review (3)	\$ 5,481.00	Valid Justification	\$7.56 per review activity	100 % of all requisitions comply with Procurement laws, spot audits performed and exemptions determined/awarded
Avoided Soft Dollars due to Division Involvement (4)	\$ 24,845.61	Instances where a procurement process is shortened or eliminated	\$ 370.83	Identification of areas where bulk purchasing, multi jurisdictional purchasing, and use of state or county contracts can be used to avoid cost and time of procurement activity. Estimated savings of \$600 to \$1,000 per occurrence when avoiding a bid. Total savings in soft dollars \$36,000. (40 x \$900)
Explanatory Data				
(1) 132 procurements completed by the division for other divisions and departments. Includes RFPS (46) Bids (48) Contracts (24) and other procurement activities requiring compliance review (14).				
(2) 48 bids, contracts and proposal reviewed prior to advertising and issue from other departments.				
(3) 725 requisitions reviewed/justified total dollar volume of requisitions reviewed \$25,000,000+				
(4) There were 40 avoided bids/RFPs due to division involvement, and 27 contracts written using county or state contracts.				

Town Collector Performance/Workload Indicators

Workload Indicators	FY 2006	FY 2007	FY 2008
	Actual	Estimated	Projected
Municipal Lien Certificates Processed	3,783	3,009	3,000
Boat Excise Bills Processed	3,817	4,932	5,000
Motor Vehicle Excise Bills Processed	68,447	60,400	61,000
Real Estate/Personal Property	69,662	111,361	144,708
Title V Betterment Bills Processed	26	14	8
BID Assessment Bills Processed	685	597	796
Road Betterment Bills Processed	75	16	20
Sewer Rental & Betterment Bills Processed	16,033	16,225	16,200

Assessing Program Performance/Workload Indicators

Workload Indicator	FY 2006	FY 2007	FY 2008
	Actual	Estimated	Projected
Appellate Tax Board Appeals Settled	20	52	50
Exemptions Processed	843	850	850
Real Estate/Personal Property Abatements Processed	754	500	600
Motor Vehicle/Boat Excise Abatements Processed	3305	3000	3000
Building Permits Inspected	1918	1500	1500
Re-listing Inspections	4022	4000	4000

Town Clerk Performance/Workload Indicators

Workload Indicators	FY 2006	FY 2007	FY 2008
	Actual	Estimated	Projected
Passports Issued	354	370	380
Births Recorded	1224	1200	1240
Marriages Recorded	435	425	430
Deaths Recorded	933	925	900
Dogs Licensed	4290	4300	4350
Total New Voters Registered	12,522	12,000	12,500
Business Licenses Issued	423	430	440

LEGAL DIVISION

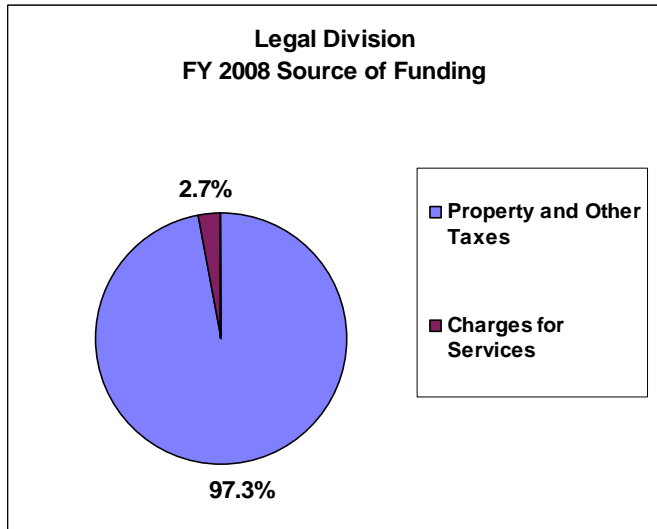
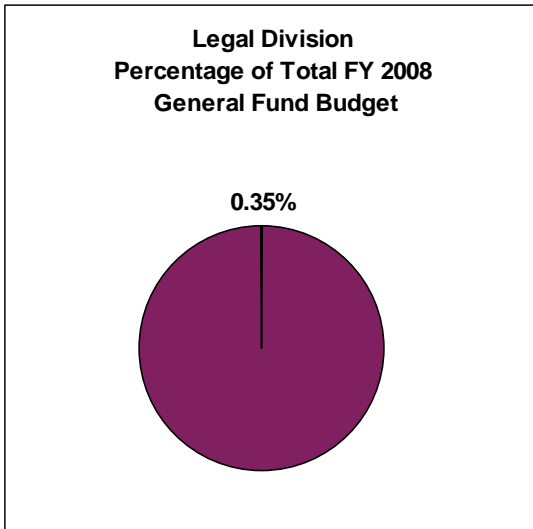
MISSION STATEMENT

The Legal Division, a sub-department of the Administrative Services Department, is dedicated to providing professional legal services to all the components of Town government. This must be carried out consistent with the oath of office each lawyer is obliged to take under Section 38 of Chapter 221 of the General Laws: "I solemnly swear that I will do no falsehood, nor consent to the doing of any in court; I will not wittingly or willingly promote or sue any false, groundless or unlawful suit, nor give aid or consent to the same; I will delay no man for lucre or malice; but I will conduct myself in the office of an attorney within the courts according to the best of my knowledge and discretion, and with all good fidelity as well to the courts as my clients. So help me God."

PERMANENT POSITIONS (FTE's)

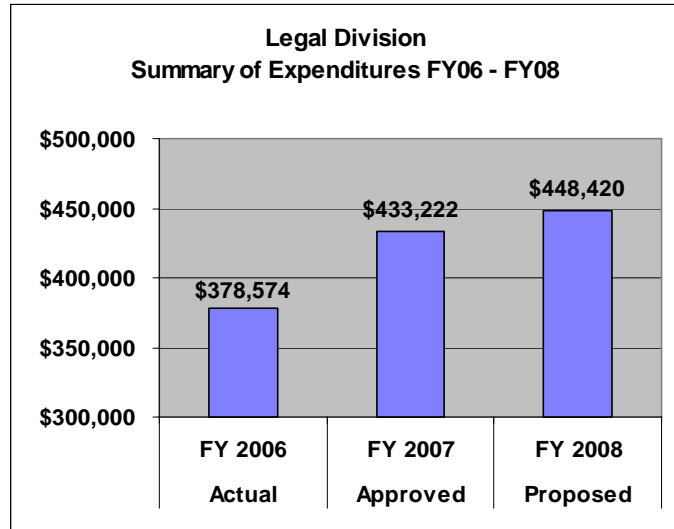
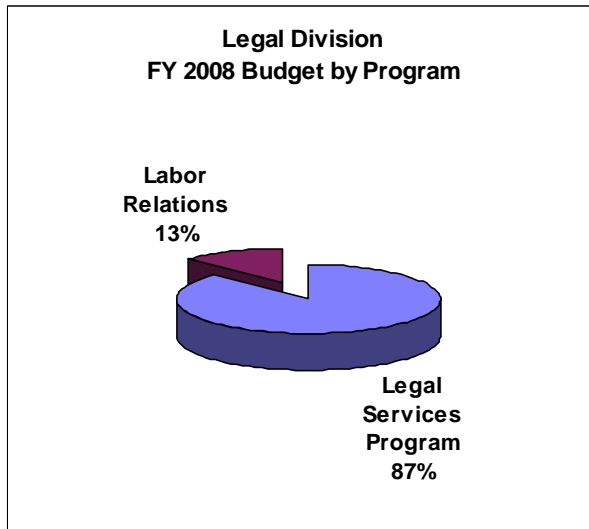
Program	General Fund	Other Funds	Total
All Programs	4.72	0.00	4.72
Total Division FTEs	4.72	0.00	4.72

FY 2008 DIVISION FINANCIAL DATA



SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 313,527	\$ 354,186	\$ 354,000	\$ 359,830		\$ 359,830	\$ 5,644	1.59%
Benefits	25,283	28,706	28,500	38,260		38,260	9,554	33.28%
Operating Expenses	39,764	50,330	49,500	50,330		50,330	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 378,574	\$ 433,222	\$ 432,000	448,420		\$ 448,420	\$ 15,198	3.51%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 448,420				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 326,492	\$ 378,169	\$ 398,947	\$ 436,420		\$ 436,420	\$ 58,251	15.40%
Charges for Services	-	22,000	-	12,000		12,000	(10,000)	-45.45%
Interest and Other	8	-	-	-		-	-	0.00%
Enterprise Fund Reimbursements	52,074	33,053	33,053	-		-	(33,053)	-100.00%
TOTAL SOURCES	\$ 378,574	\$ 433,222	\$ 432,000	\$ 448,420		\$ 448,420	\$ 15,198	3.51%



SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

There is no staff change proposed in the FY08 budget. The FY08 level service budget for this operation is \$448,420 or \$15,198 more than the FY07 approved budget.

Tax support for this operation will increase by \$58,251 in FY08 as the enterprise fund assessments were eliminated. The Legal Division will instead bill the enterprise fund operations directly for its services. The estimated charges to be billed for FY08 are \$12,000. This is a conservative estimate.

FY 2008 GOALS

1. To continue, with the resources now available to the Legal Division to devote more attention to decreasing defensive litigation by education and training.
2. It continues to be a goal to implement, with assistance from the Information Technology Division the case management system acquired and installed during a prior fiscal year to assist in tracking, recording and reporting the work of the Legal Division in a manner consistent with the best standards of the legal profession.

3. Continue to provide professional, in-house law firm services to the officials and agencies of the Town.
4. Promote cost-effective dispute resolution through mediation.
5. Provide educational seminars to code-enforcement personnel.
6. Participate in drafting local legislation to address septic inspection procedural inadequacies.
7. Continue to work with Growth Management, private developers, and the Commonwealth to further standardize and streamline affordable housing documentation.

PROGRAMS

It is the goal of the Legal Division to prevent and/or minimize legal problems for the Town. The Division functions as an in-house corporate law office in providing and/or supervising the provision of legal services to the elements of the governmental structure and to the citizens, depending on their relationship to the Town. The work of the Legal Division is divided into two main categories: general legal services and labor relations. The department continues to take steps to implement a system similar to that used in the private sector for accounting for time spent on each issue associated with each client agency. Together with the relatively-easily-derived hourly cost of legal service, which is quite susceptible of comparison with the private sector, such a system should provide an accurate management tool leading toward greater accountability, as well as better management understanding of problem areas.

GENERAL LEGAL SERVICES PROGRAM

Program Description. The General Legal Services program is the combination of the former (prior to fiscal year 2006) Litigation Program and the Legal Counseling Program. Litigation represents the end stage in the resolution of disputes in which the Town is a party. At this point, issues are brought before other tribunals, judicial and quasi-judicial, at the County, State and Federal level, for resolution. Occasionally, the Town brings the matter as plaintiff; more often, we are a party defendant, or an appellant or appellee. Litigation is thus the end of a continuum if the program is seen as merely one of bringing disputes to an end. Every effort is made to avoid it by providing legal counseling in advance of decision-making or otherwise committing to a course of action that will lead to litigation. Of course, not every matter is most advantageously settled for the Town by avoiding litigation at all costs, but it is always desirable to have the legal options and alternatives spelled out. That is the function of legal counseling. However, some of the most effective counseling occurs when the lawyers are reporting to the client agencies the developments and results in litigation. Lessons are rarely more vivid than when the earlier decisions of a Town Board are dissected by a judge or a hearing officer. Therefore, the most realistic view of the proper delivery of legal services is that the function is one integrated whole, best measured by the time spent as required by the client, consistent with professional quality. It is estimated that approximately ninety percent of the department's effort is directed toward general legal services. In any event, the department provides the best professional representation possible.

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 273,308	\$ 312,086	\$ 312,000	\$ 316,462		\$ 316,462	\$ 4,376	1.40%
Benefits	20,150	23,173	23,000	32,012		32,012	8,839	38.14%
Operating Expenses	39,764	42,816	42,000	42,816		42,816	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 333,222	\$ 378,075	\$ 377,000	391,290		\$ 391,290	\$ 13,215	3.50%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 391,290				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 281,140	\$ 323,022	\$ 343,947	\$ 379,290		\$ 379,290	\$ 56,268	17.42%
Charges for Services	-	22,000	-	12,000		12,000	(10,000)	-45.45%
Interest and Other	8	-	-	-		-	-	0.00%
Enterprise Fund Reimbursements	52,074	33,053	33,053	-		-	(33,053)	-100.00%
TOTAL SOURCES	\$ 333,222	\$ 378,075	\$ 377,000	\$ 391,290		\$ 391,290	\$ 13,215	3.50%

LABOR RELATIONS PROGRAM

Program Description. Labor relations work has been on-going, particularly in the area of litigation of employee complaints. It is estimated that this represents approximately 10% of our work.

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 40,219	\$ 42,100	\$ 42,000	\$ 43,368		\$ 43,368	\$ 1,268	3.01%
Benefits	5,133	5,533	5,500	6,248		6,248	715	12.92%
Operating Expenses	-	7,514	7,500	7,514		7,514	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 45,352	\$ 55,147	\$ 55,000	57,130		\$ 57,130	\$ 1,983	3.60%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 57,130				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 45,352	\$ 55,147	\$ 55,000	\$ 57,130		\$ 57,130	\$ 1,983	3.60%
TOTAL SOURCES	\$ 45,352	\$ 55,147	\$ 55,000	\$ 57,130		\$ 57,130	\$ 1,983	3.60%

FY 2007 MAJOR ACCOMPLISHMENTS

1. Assisted in re-conveyance of former Hyannis Armory from State to Town without special restrictions at no cost by drafting enabling legislation, conveyance instruments and legal memoranda.
2. Continued successful line of cases begun by Fafard v. Barnstable Conservation and Dubuque v. Barnstable Conservation upholding Conservation Commission orders in Rodgers v. Barnstable Conservation Commission decided favorably in August, currently pending before the Massachusetts Supreme Judicial Court.
3. Secured dismissal of appeal against the Town in the United States Supreme Court in Gifford Brothers v. Barnstable Zoning Board of Appeals.
4. Successfully negotiated several affordable housing project agreements through a maze of ever-changing regulations.
5. Completed the complicated acquisition of 46 and 50 Pearl Street as part of an ambitious plan to create a vibrant center for the arts in Hyannis.
6. Successfully assisted the Conservation Commission in negotiating a Federal contract that may produce up to \$4,000,000 in grants for water quality projects.
7. Continued to work closely with management in expanding Hyannis harbor access via the walkway to the sea.
8. Assisted in transition relative to Chief of Police position.

HUMAN RESOURCES DIVISION

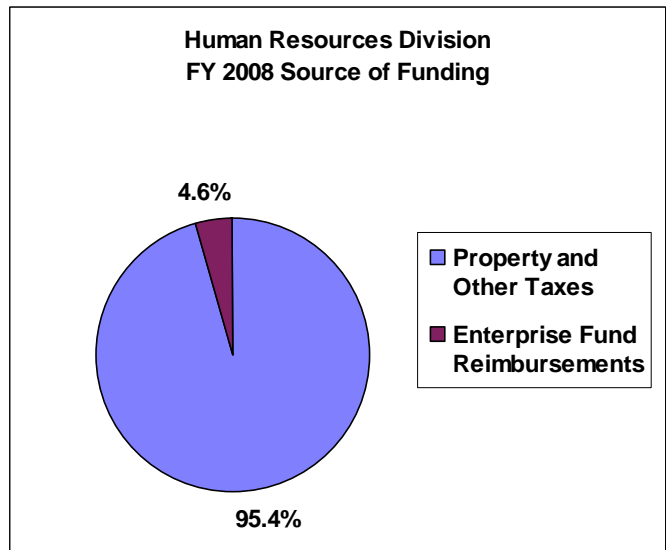
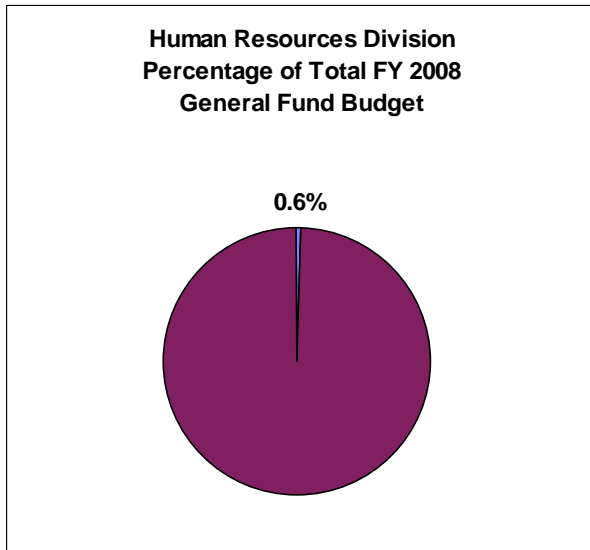
MISSION STATEMENT

The mission of Human Resources is to deliver reliable and innovative services that attract and retain a knowledgeable labor pool, foster professional development, promote a harmonious work environment, and help our multicultural workforce attain its goals through education, training, and awareness.

PERMANENT POSITIONS FTEs)

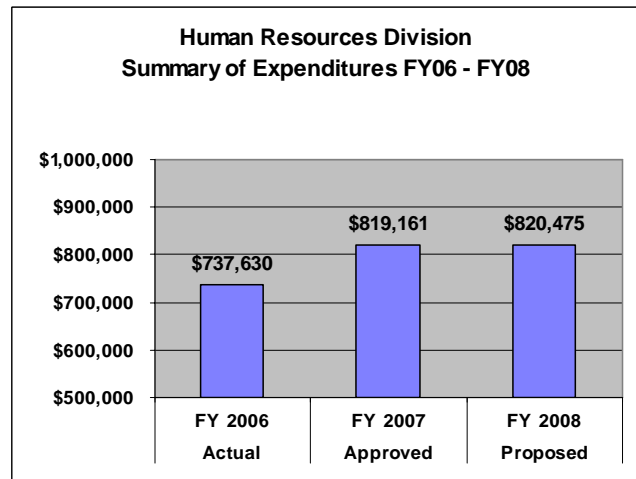
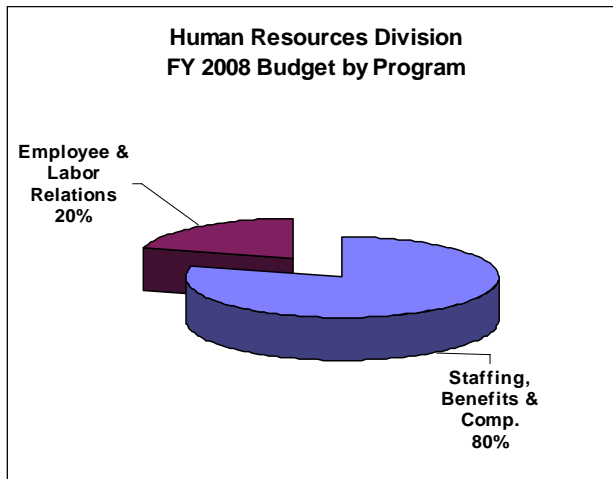
Program	General Fund	Other Funds	Total
Staffing, Benefits, Compensation	4.8	0.00	4.8
Employee Labor Relations	3.2	0.00	3.2
Total Division FTE's	8.00	0.00	8.00

FY 2008 DIVISION FINANCIAL DATA



SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 426,232	\$ 443,109	\$ 442,000	\$ 453,821		\$ 443,821	\$ 712	0.16%
Benefits	156,495	196,206	191,000	196,808		196,808	602	0.31%
Operating Expenses	154,903	179,846	175,000	179,846		179,846	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 737,630	\$ 819,161	\$ 808,000	830,475		\$ 820,475	\$ 1,314	0.16%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS:								
New full-time support position Boards and Commissions				50,000	\$ (50,000)			
SUBTOTAL				50,000	(50,000)			
REDUCTIONS AND RECLASSIFICATIONS:								
Transfer funds to Finance Division for contract compliance responsibilities					\$ (10,000)			
SUBTOTAL					(10,000)			
TOTAL				\$ 880,475	\$ (60,000)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 699,791	\$ 780,296	\$ 769,135	\$ 843,056		\$ 783,056	\$ 2,760	0.35%
Enterprise Fund Reimbursements	37,839	38,865	38,865	37,419		37,419	(1,446)	-3.72%
TOTAL SOURCES	\$ 737,630	\$ 819,161	\$ 808,000	\$ 880,475		\$ 820,475	\$ 1,314	0.16%



SUMMARY OF SIGNIFICANT BUDGET CHANGES

There are no staffing changes proposed in the FY08 budget. The FY08 level service budget is \$830,475 or \$1,314 more than the FY07 approved budget. Additional funding of \$50,000 for a new position to support Boards and Committees results in a total requested budget of \$880,475. This additional funding request is not recommended. \$10,000 is being transferred to the Finance Division to cover the cost associated with contract compliance requirements that were formerly the responsibility of an HR employee. The net increase to this budget is \$1,314 or 0.16 percent.

Funding for this operation is comprised of taxes and enterprises fund assessments. The increase in the FY08 budget of \$1,314 will be provided from taxes. Enterprise fund assessments are declining \$1,446 resulting in a total tax support increase of \$2,760 for FY08.

FY 2008 GOALS

Short Term

1. Expand the newly implemented comprehensive employee records management program. (Strategic Plan: Access and Accountability)
2. Further identify efficiencies within consolidated Human Resources Division. (Strategic Plan: Finance)
3. Expand comprehensive employee recruitment program to all Town and School positions..

Long Term

1. Create a train-the-trainer program to reduce outside training costs. (Strategic Plan: Finance)
2. Develop a first-time supervisor training program. (Strategic Plan: Regulatory Access and Accountability)
3. Implement an internal Alternative Dispute Resolution program. (Strategic Plan: Regulatory Access and Accountability)

PROGRAMS

STAFFING, BENEFITS, AND COMPENSATION PROGRAM

Program Description. 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. Responsibilities of the Human Resources Division include:

- creating/revising/updating job descriptions
- receipt and processing of all relevant paperwork
- composing, posting, and tracking of vacancy announcements
- external and internal recruitment efforts
- development and review of selection criteria
- preparation of interview package and review of hiring package
- insuring compliance with applicable State/Federal laws and regulations
- maintaining teacher certification database

Benefits:

The offering of a comprehensive benefits package is one of the most important tools in the recruitment and retention of talented and motivated employees. The administration of these benefit programs is comprised of two distinct areas. The first area is that of benefit maintenance, including the paying of bills and the processing of paperwork. The second area is that of benefit research, development, and implementation. Due to the increasing costs of employee benefit programs, Human Resources must closely review and analyze every existing program and complete a thorough cost/benefit analysis before any new or revised program is introduced to the Town. Examples of employee benefits include:

- health, dental, and life insurance
- long and short-term disability
- flexible spending accounts
- employee assistance program (EAP)
- deferred compensation
- workers compensation and unemployment compensation administration
- pre-employment testing (drug, alcohol, physical and skill-set tests)
- new employee orientations

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.

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 321,533	\$ 334,253	\$ 334,000	\$ 342,128		\$ 332,128	\$ (2,125)	-0.64%
Benefits	146,660	184,251	180,000	185,537		185,537	1,286	0.70%
Operating Expenses	133,991	137,150	135,000	136,670		136,670	(480)	-0.35%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 602,184	\$ 655,654	\$ 649,000	664,335		\$ 654,335	\$ (1,319)	-0.20%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS:								
New full-time support position Boards and Commissions				50,000	\$ (50,000)			
SUBTOTAL				50,000	(50,000)			
REDUCTIONS AND RECLASSIFICATIONS:								
Transfer funds to Finance Division for contract compliance responsibilities					(10,000)			
SUBTOTAL					(10,000)			
TOTAL				\$ 714,335	\$ (60,000)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 573,805	\$ 626,505	\$ 619,851	\$ 686,271		\$ 626,271	\$ (234)	-0.04%
Enterprise Fund Reimbursements	28,379	29,149	29,149	28,064		28,064	(1,085)	-3.72%
TOTAL SOURCES	\$ 602,184	\$ 655,654	\$ 649,000	\$ 714,335		\$ 654,335	\$ (1,319)	-0.20%

EMPLOYEE/LABOR RELATIONS PROGRAM

Program Description. The objective of this program is to create an environment where management and employees can work together in order to achieve the goals of the Strategic Plan. This program includes collective bargaining, employee relations and training, and workplace diversity.

Collective Bargaining:

The goal of collective bargaining is to create an environment where supervisor and employee issues can be addressed and where changes can be implemented through negotiations. The Town of Barnstable administers six municipal and eight school collective bargaining agreements, covering over 90% of the Town's workforce. Human Resources has the following responsibilities in the area of collective bargaining:

- mediation and conflict resolution
- union contract interpretation
- grievance processing
- arbitration hearings

Employee Relations/Training:

Providing training and morale-building events help foster an effective and productive workforce. To that end, Human Resources coordinates a variety of employee recognition programs. These programs include an ice-cream social and employee appreciation luncheons including the Years of Service Awards. The establishment of comprehensive training programs helps keep employees current with important workplace issues as well as assisting with individual professional development. Human Resources has also been responsible for implementing training in the following areas:

- sexual harassment/illegal harassment
- conflict of interest/ethics
- performance appraisal/documentation

- workplace violence
- diversity
- labor/management issues

In addition, the Division is responsible for the administration of various union and non-union education incentive programs. These programs allow employees to further their education and training.

Workplace Diversity/Compliance:

The Town of Barnstable is required to review and revise its Affirmative Action and Minority/Women Business Enterprise plans annually. To do so, assistance and consultation is provided to all Town and School departments so that Equal Employment Opportunity data can be collected and analyzed and problem areas can be identified. To insure that legal requirements applicable to affirmative action are disseminated to all levels of employees, numerous workshops and training programs are utilized to orient and educate employees, supervisors and senior management. Periodic reports to local, State and Federal agencies and Commissions are required. Local outreach programs to minority and women's organizations are also utilized, and every good faith effort will be made to eliminate underutilization of eligible minority and female employees and applicants.

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 104,699	\$ 108,856	\$ 108,000	\$ 111,693		\$ 111,693	\$ 2,837	2.61%
Benefits	9,835	11,955	11,000	11,271		11,271	(684)	-5.72%
Operating Expenses	20,912	42,696	40,000	43,176		43,176	480	1.12%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 135,446	\$ 163,507	\$ 159,000	166,140		\$ 166,140	\$ 2,633	1.61%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 166,140	\$ -			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 125,986	\$ 153,791	\$ 149,284	\$ 156,785		\$ 156,785	\$ 2,994	1.95%
Enterprise Fund Reimbursements	9,460	9,716	9,716	9,355		9,355	(361)	-3.72%
TOTAL SOURCES	\$ 135,446	\$ 163,507	\$ 159,000	\$ 166,140		\$ 166,140	\$ 2,633	1.61%

FY 2007 MAJOR ACCOMPLISHMENTS

1. Began the implementation of an electronic document management system. (Priority: Regulatory Access and Accountability)
2. Established an employment opportunities program for Channel 18 that provides information about Town employment and an updated list of open positions. (Priority: Communications)
3. Continued to refine and expand on municipal/school consolidation program. (Priorities: Finance and Education)

PERFORMANCE/WORKLOAD INDICATORS

Workload Indicators - Fiscal Year	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimated	FY 2008 Projected
Personnel Forms Processed	999	997	767	923	922
Employment Applications Processed	1,493	1,255	1,654	1,560	1,490
Permanent Position Vacancies	128	167	94	123	124
Avg. # of Applications per vacancy	12	7.5	18	12	12

Workload Indicators – Calendar Year	CY 2002 Actual	CY 2003 Actual	CY 2004 Actual	CY 2005 Actual	CY 2006 Actual
Unemployment Costs	\$230,445	\$306,647	\$258,923	\$133,306	\$134,092
Health Insurance Costs	\$9,052,842	\$9,715,851	\$9,866,038	\$10,889,840	\$11,855,934

INFORMATION TECHNOLOGY DIVISION

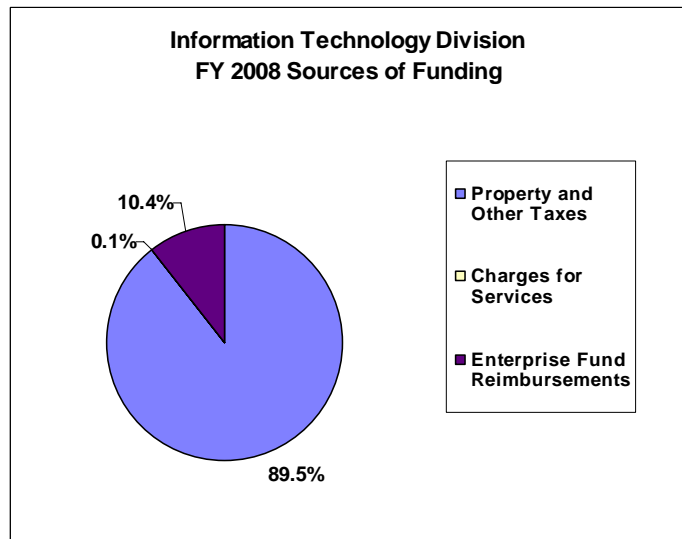
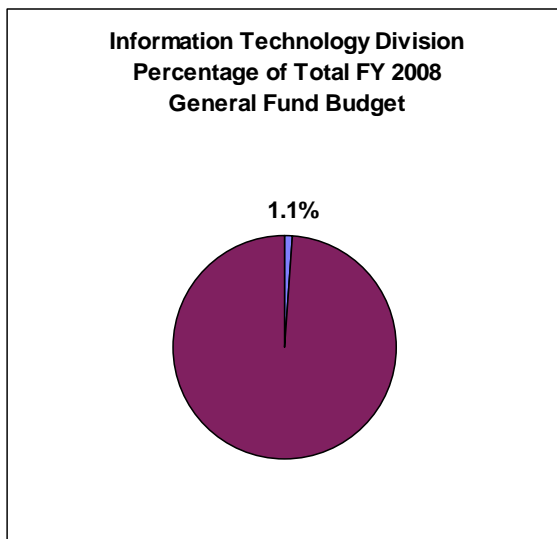
MISSION STATEMENT

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

PERMANENT POSITIONS (FTE's)

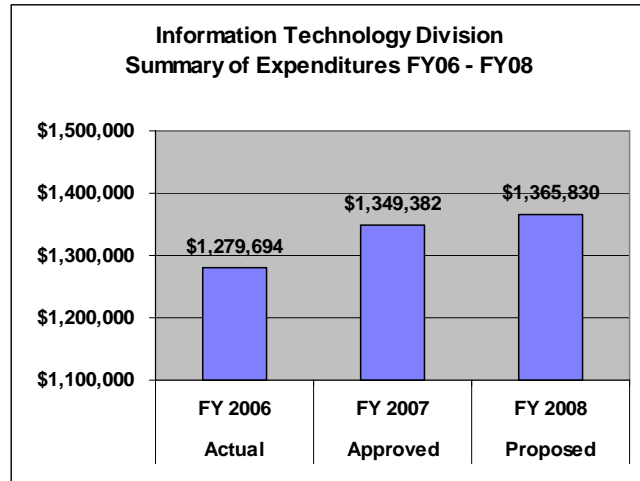
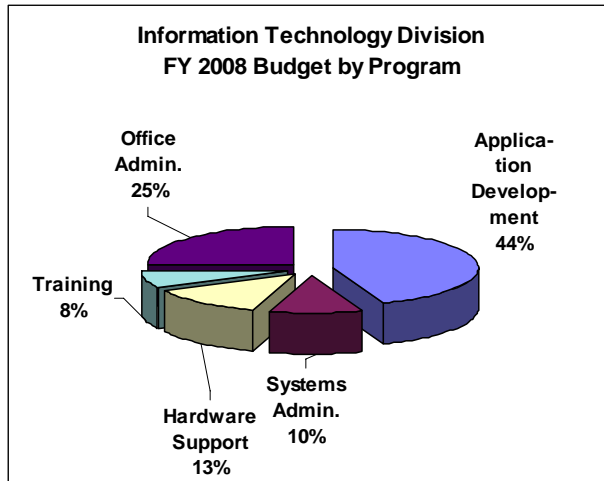
Division	General Fund	Other Funds	Total
Application Development	5.15	0.00	5.15
System Administration	0.95	0.00	0.95
Hardware Support	1.45	0.00	1.45
Training	1.80	0.00	1.80
Office Administration	3.65	1.00	4.65
Total Division FTE's	13.00	1.00	14.00

FY 2008 DIVISION FINANCIAL DATA



SUMMARY OF DIVISION EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 693,090	\$ 747,415	\$ 743,000	\$ 758,798		\$ 758,798	\$ 11,383	1.52%
Benefits	53,688	65,933	64,100	60,576		60,576	(5,357)	-8.12%
Operating Expenses	429,932	481,034	471,500	481,034		491,456	10,422	2.17%
Operating Capital	102,984	55,000	54,500	55,000		55,000	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 1,279,694	\$ 1,349,382	\$ 1,333,100	1,355,408		\$ 1,365,830	\$ 16,448	1.22%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS:								
Software and Hardware Maintenance Cost Increase				10,422	\$ -			
Increase Operating Capital for Consumables for Printers				10,000	(10,000)			
Summertime Aerial Flyover of Town's Waterways				16,500	(16,500)			
SUBTOTAL				36,922	(26,500)			
TOTAL				\$ 1,392,330	\$ (26,500)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 1,130,758	\$ 1,203,934	\$ 1,188,152	\$ 1,248,627		\$ 1,222,127	\$ 18,193	1.51%
Fees, Licenses, Permits, Inspections	-	100	100	100		100	-	0.00%
Charges for Services	297	1,000	500	1,000		1,000	-	0.00%
Interest and Other	-	100	100	100		100	-	0.00%
Enterprise Fund Reimbursements	148,639	144,248	144,248	142,503		142,503	(1,745)	-1.21%
TOTAL SOURCES	\$ 1,279,694	\$ 1,349,382	\$ 1,333,100	\$ 1,392,330		\$ 1,365,830	\$ 16,448	1.22%
REVOLVING FUND ACTIVITY								
Revenues	\$ 6,139	\$ 6,500	\$ 7,000	\$ 7,500		\$ 7,500	\$ 1,000	15.38%
Expenditures	(10,353)	(10,000)	(10,000)	(10,000)		(10,000)	-	0.00%
Excess (Deficiency)	(4,214)	(3,500)	(3,000)	(2,500)		(2,500)	\$ 1,000	0.00%
Beginning Fund Balance	27,517	23,303	23,303	20,303		20,303		
Ending Fund Balance	\$ 23,303	\$ 19,803	\$ 20,303	\$ 17,803		\$ 17,803		



SUMMARY OF SIGNIFICANT BUDGET CHANGES FOR THE DIVISION

There are no staff changes proposed in the FY08 budget. The FY08 level service budget is \$1,355,408 or \$6,026 more than the FY07 approved budget. Additional funding requests above level service total \$36,922. \$10,422 is recommended to cover the cost increases associated with computer software and hardware licensing and maintenance contracts. \$26,500 of additional funding requests is not being recommended. The total proposed budget for FY08 is \$1,365,830 or \$16,488 more than the FY07 approved budget.

This operation is funded primarily from taxation and enterprise fund reimbursements. The FY08 budget increase of \$16,448 will be funded from taxation. Enterprise fund assessments are declining \$1,745 resulting in a total tax support increase of \$18,193 for FY08.

FY 2008 GOALS

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

Short Term

1. Continued growth on the web site. (Strategic Plan: Regulatory Access and Accountability)
2. Continued integration between CH18 and the web site. (Strategic Plan: Regulatory Access and Accountability)
3. Continue to expand CH18 programming and video production. (Strategic Plan: Regulatory Access and Accountability)
4. Continue to enhance the communication networking capabilities of the Town including the office automation system to improve the overall efficiency and effectiveness of Town employees.
5. Continue the emphasis on the office automation software training program and user training for the suite of software applications to ensure Town employees are properly trained to optimize the investment in automation..
6. Develop specifications for Aerial Flyover & Mapping update project, select vendor, and begin project.
7. Develop specifications for Aerial LIDAR Survey & Topographic Modeling project, select vendor, and begin project.
8. Capitalize on new GIS software platform by developing customized GIS tools for Town departments starting with Growth Management, Highway, Conservation, Health, MEA, & Building.
9. Replace the Pentamation Fleet Manager Application.
10. Implement General Billing software at the Airport.
11. Implement new management software for Golf and Council on Aging.
12. Continued expansion of the Customer Relations Software.

Long Term:

1. Continue towards the goal of the "corporate database" that will enable all departments to track history back to a Parcel Number or Address. This will be done in conjunction with the permitting software project.
2. Continued work in establishing a Town-wide Institutional Network (INET)
3. Continued re-design of G.I.S. internet mapping applications to take advantage of new software advances and to add new functionality.
4. Coordinate with the Assessing and Engineering Divisions to finalize the conversion to an entirely digital parcel map and digital update process.
5. Implement advanced G.I.S. capability within the Department of Public Works to enhance the management and maintenance of the Town's infrastructure.

PROGRAMS

SUPPORT TO APPLICATION PRODUCTION AND DEVELOPMENT PROGRAM

Program Description. 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 program area entails support for applications such as Munis (Fund Accounting, Tax Collections, Payroll, Utility Billing, Tax Title, Permit Manager), Pentamation (Fleet Manager), Visions, RRC (Assessment), RecTrac (Recreation, Council on Aging and Golf) and the myriad of in-house applications written to support the operations of the Town. This area is also responsible for all Web and Intranet development.

The following is a sampling of applications and support services that Information Technology has provided over the past year:

- Annual EEO4 Federal Government Reporting Support
- Annual MCAD State Government Reporting Support

- Town/School-Payroll/HR support
- Application Support - in-house applications
- Application Support – third party applications
- Tax Billing support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Motor Vehicle Excise Billing support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Boat Excise support (data imports/exports, testing, postal certifying, printing, folding/stuffing etc.)
- Tax Title support
- Accounts Payables support
- Web site development and growth

On the G.I.S side, 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 project 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 general public. The usefulness of a G.I.S. is dependent upon the quality of its G.I.S. data. Within the G.I.S., the staff also work to maintain, improve, and update the Town's G.I.S. data. This data includes computerized maps and databases of sewer lines, roads, buildings, voter precincts, traffic signs, wetlands, and school districts among many others. Tasks within this program include the following:

- Data creation
- Data updates
- Data cleaning / reformatting
- Data verification
- Map production

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 270,297	\$ 309,046	\$ 308,000	\$ 318,302		\$ 318,302	\$ 9,256	3.00%
Benefits	20,908	28,178	28,000	16,546		16,546	(11,632)	-41.28%
Operating Expenses	243,028	265,110	260,000	262,810		273,232	8,122	3.06%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 534,233	\$ 602,334	\$ 596,000	597,658		\$ 608,080	\$ 5,746	0.95%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS:								
Software and Hardware Maintenance Cost Increase				10,422	\$ -			
Summertime Aerial Flyover of Town's Waterways				16,500	(16,500)			
SUBTOTAL				26,922	(16,500)			
TOTAL				\$ 624,580	\$ (16,500)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 504,205	\$ 572,286	\$ 566,452	\$ 594,877		\$ 578,377	\$ 6,091	1.06%
Fees, Licenses, Permits, Inspections		100	100	100		100	-	0.00%
Charges for Services	297	1,000	500	1,000		1,000	-	0.00%
Interest and Other		100	100	100		100	-	0.00%
Enterprise Fund Reimbursements	29,731	28,848	28,848	28,503		28,503	(345)	-1.20%
TOTAL SOURCES	\$ 534,233	\$ 602,334	\$ 596,000	\$ 624,580		\$ 608,080	\$ 5,746	0.95%

SUPPORT TO SYSTEMS ADMINISTRATION PROGRAM

Program Description. 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 infrastructure to ensure a reliable and secure environment. Samplings of functions are included below:

- Monitor network traffic for performance related problems
- 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
- Design and build new servers when older servers are outgrown
- Monitor and maintain Wide Area Networking Environment
- Database administration
- Operating systems administration (2 Unix, 11 Windows Servers)
- Maintain users on all the systems
- Maintain Data Integrity (Backups, off-site vault storage etc.)
- Software license & maintenance contract management

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 59,244	\$ 62,124	\$ 62,000	\$ 63,153		\$ 63,153	\$ 1,029	1.66%
Benefits	5,532	6,157	6,100	6,983		6,983	826	13.42%
Operating Expenses	58,650	67,553	66,000	67,553		67,553	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 123,426	\$ 135,834	\$ 134,100	137,689		\$ 137,689	\$ 1,855	1.37%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 137,689				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 93,699	\$ 106,984	\$ 105,250	\$ 109,189		\$ 109,189	\$ 2,205	2.06%
Enterprise Fund Reimbursements	29,727	28,850	28,850	28,500		28,500	(350)	-1.21%
TOTAL SOURCES	\$ 123,426	\$ 135,834	\$ 134,100	\$ 137,689		\$ 137,689	\$ 1,855	1.37%

SUPPORT TO HARDWARE PROGRAM

Program Description. This program area is responsible for the installation and on-going maintenance of PC's, printers and all the associated peripherals/software (MS Office upgrades, scanners, modems, faxes etc.)

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 68,450	\$ 73,614	\$ 73,000	\$ 75,396		\$ 75,396	\$ 1,782	2.42%
Benefits	7,882	9,298	9,000	10,306		10,306	1,008	10.84%
Operating Expenses	75,598	86,350	85,000	88,650		88,650	2,300	2.66%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 151,930	\$ 169,262	\$ 167,000	174,352		\$ 174,352	\$ 5,090	3.01%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 174,352				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 122,203	\$ 140,412	\$ 138,150	\$ 145,852		\$ 145,852	\$ 5,440	3.87%
Enterprise Fund Reimbursements	29,727	28,850	28,850	28,500		28,500	(350)	-1.21%
TOTAL SOURCES	\$ 151,930	\$ 169,262	\$ 167,000	\$ 174,352		\$ 174,352	\$ 5,090	3.01%

SUPPORT TO TRAINING PROGRAM

Program Description. 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. It is this program area that initially receives virtually any problem a user might have. All problems are funneled through the help desk where it is then determined if it is a software or hardware issue and passed on to the appropriate "program area". Support and training for G.I.S. users is also grouped into this program. As the G.I.S. expands into different departments, the number of users that require training and support is increasing. Some of the G.I.S. software can be very complex and requires a significant amount of training for users to become proficient. The G.I.S. staff provides much of this training to users in-house. Additionally, users require day-to-day technical support, troubleshooting, and guidance with their various projects. The G.I.S. staff provides these support services to a growing user base. Tasks within this program include the following:

- Formal and informal software training
- Software technical support
- Technical guidance for specific projects

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 91,134	\$ 97,215	\$ 96,000	\$ 94,517		\$ 94,517	\$ (2,698)	-2.78%
Benefits	3,400	4,421	4,000	6,618		6,618	2,197	49.69%
Operating Expenses	2,550	5,000	4,500	5,000		5,000	-	0.00%
Operating Capital	-	-	-	-		-	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 97,084	\$ 106,636	\$ 104,500	106,135		\$ 106,135	\$ (501)	-0.47%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS: None								
TOTAL				\$ 106,135				
SOURCES OF FUNDS								
Property and Other Taxes	\$ 67,357	\$ 77,786	\$ 75,650	\$ 77,635		\$ 77,635	\$ (151)	-0.19%
Enterprise Fund Reimbursements	29,727	28,850	28,850	28,500		28,500	(350)	-1.21%
TOTAL SOURCES	\$ 97,084	\$ 106,636	\$ 104,500	\$ 106,135		\$ 106,135	\$ (501)	-0.47%

SUPPORT TO OFFICE ADMINISTRATION PROGRAM

Program Description. This program area, as its name implies is Office Administration. Major items that fall under this program:

- General office administration
- Procurements
- Bids
- Budgeting
- Personnel
- Ensuring set goals for the department are met
- Development of standards, policies, & procedures
- Project management
- Software license & maintenance contract management
- GIS project management
- Policies and Procedures
- Video and CH18 productions

SUMMARY OF PROGRAM EXPENDITURES, RESOURCE ADJUSTMENTS AND FUNDING SOURCES

Expenditure Category	Actual FY 2006	Approved FY 2007	Projected FY 2007	Requested FY 2008	Reductions FY 2008	Proposed FY 2008	Change FY07 - 08	Percent Change
Salaries and Wages	\$ 203,965	\$ 205,416	\$ 204,000	\$ 207,430		\$ 207,430	\$ 2,014	0.98%
Benefits	15,966	17,879	17,000	20,123		20,123	2,244	12.55%
Operating Expenses	50,106	57,021	56,000	57,021		57,021	-	0.00%
Operating Capital	102,984	55,000	54,500	55,000		55,000	-	0.00%
LEVEL PERSONNEL SERVICE	\$ 373,021	\$ 335,316	\$ 331,500	339,574		\$ 339,574	\$ 4,258	1.27%
SUPPLEMENTAL SERVICE PRIORITY REQUESTS:								
Increase Operating Capital for Consumables for Printers				10,000	(10,000)			
SUBTOTAL				10,000	(10,000)			
TOTAL				\$ 349,574	\$ (10,000)			
SOURCES OF FUNDS								
Property and Other Taxes	\$ 343,294	\$ 306,466	\$ 302,650	\$ 321,074		\$ 311,074	\$ 4,608	1.50%
Enterprise Fund Reimbursements	29,727	28,850	28,850	28,500		28,500	(350)	-1.21%
TOTAL SOURCES	\$ 373,021	\$ 335,316	\$ 331,500	\$ 349,574		\$ 339,574	\$ 4,258	1.27%
REVOLVING FUND ACTIVITY								
Revenues	\$ 6,139	\$ 6,500	\$ 7,000	\$ 7,500		\$ 7,500	\$ 1,000	15.38%
Expenditures	(10,353)	(10,000)	(10,000)	(10,000)		(10,000)	-	0.00%
Excess (Deficiency)	(4,214)	(3,500)	(3,000)	(2,500)		(2,500)	\$ 1,000	0.00%
Beginning Fund Balance	27,517	23,303	23,303	20,303		20,303		
Ending Fund Balance	\$ 23,303	\$ 19,803	\$ 20,303	\$ 17,803		\$ 17,803		

FY 2007 MAJOR ACCOMPLISHMENTS

1. Introduced streaming video of CH18 live from the web site.
2. Converted 6+ months of videos for Video on Demand available from the website.
3. Major modifications to the Tax Billing/Collections system to handle the split rate and residential exemption.
4. Developed Customer Relations Management application and began rolling out to departments.
5. Connected off-site Town buildings to Town Hall using wireless technology replacing costly leased lines.
6. Implemented a new Permitting System.
7. Upgraded four servers to new hardware.
8. Implemented a real time parcel/roads database system for internal use.
9. Implemented emailing of direct deposit payroll confirmations.
10. Began the Licensing process with Verizon for pole rights for the I-Net.
11. Completed major software migration to a new GIS software platform. This move will expand our GIS capabilities, improve the functionality of the GIS maps on the website, provide better support and training resources, and enable us to better coordinate and share data with other Towns and agencies in the region.
12. Redesigned the interactive parcel mapping application on the Town's web site improving functionality and ease of use.
13. Completed the integration of data from the 2001 aerial flyover into the GIS database

FY 2008 DIVISION PERFORMANCE/WORKLOAD INDICATORS

Workload Indicator	FY2006 Actual	FY2007 Estimated	FY2008 Projected
New PC's Installed	60	55	50
Work orders completed	1,450	1,500	1,500
Major New/Converted Applications	4	4	4
Completed requests for maps and geographic analysis	1,575	1,800	1,900

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