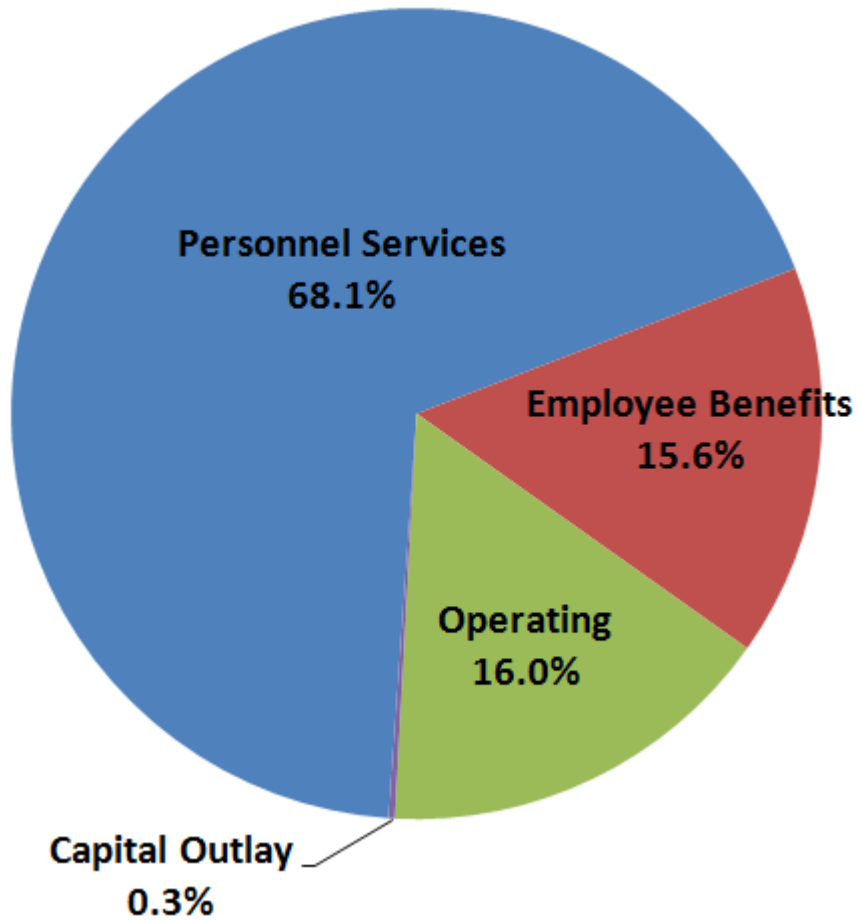
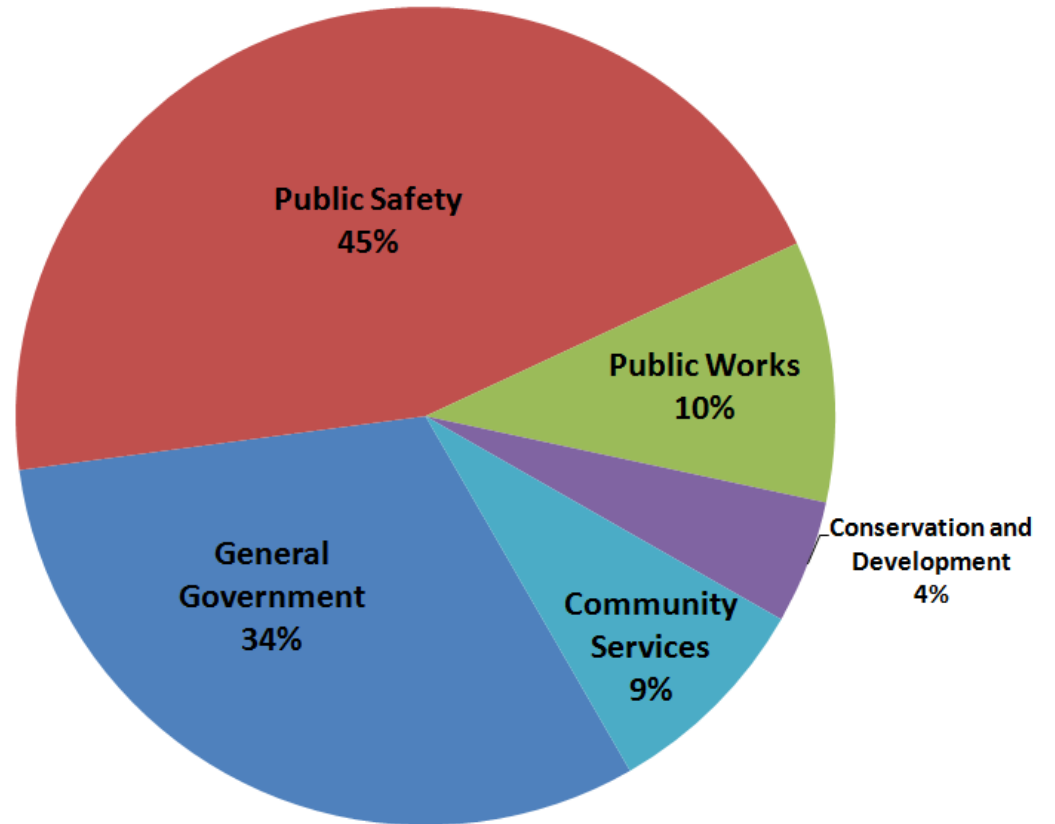


GENERAL FUND EXPENDITURES SUMMARY

FY 13 Expenditures
By Type



FY 13 Expenditures
By Functional Area



GENERAL GOVERNMENT SUMMARY

	FY 09	FY 10	FY 11	FY 12	FY 13	Change	%
	Actual	Actual	Actual	Budget	Manager	FY12-13	Change
Select Board/Town Manager	\$ 245,173	266,723	309,252	241,631	258,799	17,168	7.1%
Town Meeting/Finance Comm	\$ 448	580	550	800	800	0	0.0%
Finance Department	\$ 797,825	828,416	822,734	864,640	901,295	36,655	4.2%
Legal Services	\$ 147,976	124,925	137,237	110,000	110,000	0	0.0%
Human Resources/ Human Rights	\$ 186,551	156,113	134,428	159,422	164,972	5,550	3.5%
Information Technology	\$ 492,202	461,681	491,892	482,789	494,188	11,399	2.4%
Town Clerk's Office	\$ 158,823	161,039	173,285	176,655	187,039	10,384	5.9%
Elections & Registration	\$ 71,510	29,257	50,569	43,000	52,025	9,025	21.0%
Facilities Maintenance	\$ 472,244	408,324	438,251	468,217	480,448	12,231	2.6%
General Services	\$ 378,516	371,485	358,507	365,721	372,849	7,128	1.9%
SUBTOTAL	\$ 2,951,268	2,808,543	2,916,706	2,912,875	3,022,415	109,540	3.8%
Employee Pay/Benefits	\$ 2,769,583	2,863,547	2,931,935	3,178,602	3,066,003	(112,599)	-3.5%
TOTAL APPROPRIATION	\$ 5,720,851	5,672,090	5,848,641	6,091,477	6,088,418	(3,059)	-0.1%
SOURCES OF FUNDS							
Ambulance Receipts	\$ 85,788	88,987	97,816	99,215	103,352	4,137	4.2%
Departmental Receipts	\$ 187,228	203,260	215,838	159,000	177,075	18,075	11.4%
Interest From Taxes	\$ 143,255	126,764	145,438	129,000	132,225	3,225	2.5%
Investment Income	\$ 262,531	159,206	103,369	110,000	110,000	0	0.0%
Licenses & Permits	\$ 156,817	152,835	169,300	149,950	160,950	11,000	7.3%
State Aid-Elections Hours Reimbursement	\$ 7,848	7,848	5,807	0	2,500	2,500	--
Water Fund	\$ 161,017	165,647	178,619	179,374	184,880	5,506	3.1%
Sewer Fund	\$ 167,496	171,937	186,004	182,871	191,040	8,169	4.5%
Transportation Fund	\$ 33,316	36,950	40,290	41,576	42,681	1,105	2.7%
Taxation	\$ 4,515,556	4,518,647	4,706,160	5,087,541	5,038,715	(48,826)	-1.0%

GENERAL GOVERNMENT SUMMARY

General Government is the second largest function included in the Town's operating budget (Public Safety is the largest). This functional area includes all of the general administrative costs of managing and operating the Town (except Enterprise Funds), including financial operations, employee benefits for all General Fund departments (except retirement benefits), maintenance of public facilities (except police, fire and public works facilities), legal expenses, and insurance costs.

	<u>Percent of General Government</u>			<u>Percent of Total Operating Budget</u>		
	<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>	<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>
Employee Benefits*	53%	52%	51%	17%	16%	16%
Financial Operations	14%	14%	15%	5%	5%	5%
Maintenance of Public Facilities	7%	7%	8%	2%	2%	3%
Select Board / Town Manager	4%	4%	4%	1%	1%	1%
General Services	6%	6%	6%	2%	2%	2%
Elections/Town Clerk	4%	4%	4%	1%	1%	1%
Information Systems	8%	8%	8%	3%	3%	3%
Insurance	3%	3%	3%	1%	1%	1%
Legal Expenses	2%	2%	2%	1%	1%	1%

*Not including retirement

RECOMMENDED BUDGET:

In the Town Manager/Select Board budget, personnel increases of \$17,168 funds step increases and the cumulative effects of staff turnover in the office.

In the Employee Benefits budget, current claims projections indicate an ability to keep premiums at current levels in FY 13, in contrast to a nearly +10% industry trend. This is the direct result of proactive multi-year efforts by the Town to stabilize employee health care costs by eliminating the costly indemnity plan, adding HMO's and the option of purchasing lower cost Canadian prescription drugs, increasing employee contributions, and increasing premiums to appropriate levels to pay claims and restore reserve levels in the Health Claims Trust Fund to required levels. Plan design changes have generated estimated savings in excess of \$3 million since 2006.

An increase of \$10,095 in Elections budget is due to having three scheduled elections in FY 13, one more than in FY 12.

The Facilities Maintenance budget is essentially level funded, but will benefit from another declining year in energy usage due to aggressive efforts at conservation. New HVAC equipment and more efficient and IT virtual servers are a contributing factor.

The General Services budget increases by \$7,128 to account for rising audit and insurance costs, based on preliminary estimates, which will be refined this winter.

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GENERAL GOVERNMENT

1122: SELECT BOARD 1123: TOWN MANAGER'S OFFICE

MISSION STATEMENT: To fulfill the Select Board's role as the chief elected officials on behalf of the citizens of Amherst responsible for policy development and appointment of a Town Manager, whose role is to serve as chief administrative officer of Town government. To guide Town employees in implementing decisions and providing Town services in an effective manner.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Recent Accomplishments:

- Recruiting one of the finest municipal finance professionals in New England and most recently chief administrative officer in Newton to be our finance director.
- Creation of three new positions including: a Code Enforcement Officer to implement goals of Safe and Health Neighborhood Initiative, a Sustainability Coordinator to engage in greater public outreach to make Amherst a more sustainable community, and a Director of Tree and Grounds to preserve and protect the Town's trees and grounds inventory, all within the existing budget.
- Achievement of overwhelming Town Meeting endorsement of a plan to install a solar power array of up to 4.75 MW at the old landfill to provide substantial environmental and economic benefits to the Town through provision of all energy for municipal operations from a clean, renewable source and significant property tax revenue.
- Adoption of the "stretch" building code with higher energy efficiency standards, one of the five criteria required for designation as a Green Community, which would qualify the Town for grants and other incentives.
- Actively engaged with the local business community in development of a Business Improvement District (BID), which was accepted by greater than the required majority of the businesses, which will enhance the downtown business corridor.
- Completed Downtown Parking Improvements with installation of "Pay by Space" parking machines at the Boltwood Garage, the Town lot behind CVS, the lot behind Town Hall, and in the Main Street, Spring Street, and Amity Street lots.
- Continued to strengthen relationships with UMass, Amherst College, and Hampshire College to improve community quality of life, mitigate impacts of student population, compensate for significant loss of taxable property, and issues of mutual benefit to Town and academic institutions.
- Secured commitments from the Towns of Belchertown, Hadley, and Pelham to partner with Amherst in the creation of a regional emergency dispatch center for improved services, which promises saving to taxpayers in the hundreds of thousands of dollars annually.
- Town Meeting approval of a \$4.5 million road improvements bond issue to fund critical road improvements incorporating pedestrian, cyclist, public transportation, and traffic calming features endorsed by the Public Transportation and Bicycle Committee and Public Works Committee.
- Engaged the community in a visioning process involving all major stakeholders to examine the Gateway Project, a mixed use redevelopment of the former frat row on North Pleasant Street.
- Successfully renewed the Town's Community Development Block Grant mini entitlement status for receipt of over \$1,000,000 of grant funds in support of human services, housing, and infrastructure projects.
- Identified new social service agency to maintain the Town's seasonal homeless shelter at the First Baptist Church.
- Utilized emergency notification system to inform citizens of changing conditions and essential public safety circumstances during three major incidents in 2011 involving Hurricane Irene, a late August tornado scare, and the October blizzard.

Current Challenges: Control and/or reduce expenditures through efficiencies in structure and delivery and generation of sufficient revenue to provide the existing or greater level of services to the citizens we serve.

GENERAL GOVERNMENT**1124: SELECT BOARD/
TOWN MANAGER'S OFFICE****LONG RANGE OBJECTIVES:**

To seek the appropriate balance between economic development initiatives and the preservation of the character of the Town.
To be a regional leader in renewable energy and energy conservation.

FY 13 OBJECTIVES:

To create a Memorandum of Understanding for Regional Dispatch and begin pre-development phase.
To work with other Hampshire County Towns to explore the feasibility of increased shared public health services, thereby improving both public health services and creating financial efficiencies for the Town of Amherst.
To pursue responsible and appropriate economic development consistent with the broad principles of the Town's Master Plan, including village and Town center residential, senior housing, and mixed use developments including but not limited to the Gateway Project on North Pleasant Street connecting the downtown and UMass campus, North Amherst Village Center rezoning, and Atkins Corner rezoning.
To continue to work towards stabilizing and improving neighborhood quality of life, particularly in the neighborhoods closest to the university campus, by collaborating with landlords, tenants, and the university on code enforcement, public safety, and traffic calming through the Safe and Healthy Neighborhoods initiative.
To complete negotiations for a Power Purchase Agreement, obtain local and state permitting in the creation of a significant solar power renewable energy project at the old landfill on Belchertown Road to substantially reduce the Town's reliance on fossil fuels and generate significant new revenue to the Town.
To make Amherst a greener, more sustainable community by achieving designation as a Commonwealth Green Community, which provides grant funds to eligible communities for energy efficiency and renewable energy initiatives.
To complete an assessment and use plan for all Town-owned buildings.
To complete an assessment of the Town's Human Resources function for review and reorganization as necessary.
To continue to advocate for improvements in public transportation including continued rail service to Amherst and working with PVTA and FRTA to enhance options for regional bus services.

SERVICE LEVELS:

	FY 07	FY08	FY 09	FY 10	FY 11
	Actual	Actual	Actual	Actual	Actual
<u>SELECT BOARD</u>					
Special & Regular Meetings	61	50	49	39	45
Town Meetings	19	12	11	8	10
Licenses and Permits	238	191	174	266	274
Town Meeting Warrant Preparations	5	3	3	3	2
Committee Appointments	71	101	89	72	176
Budget Guidelines	1	1	1	1	1
Town Program and Services Review		Continuous			
Policy Reviews and Updates		Continuous			
Town Common Reservations	50*	n/a	n/a	n/a	n/a
Banner Reservations	20*	n/a	n/a	n/a	n/a
Town Way Reservations	5	5	5	6	17
<u>TOWN MANAGER'S OFFICE</u>					
Collective Bargaining Agreements/Amendments	1	3	1	1	2
Committee Appointments	28	33	27	37	23
Annual Budget	1	1	1	1	1
Proposition 2 1/2 Overrides	1	0	0	1	0
Other Labor Issues (Grievances, Arbitration, etc.)	38	33	30	25	30
Committees Staffed	15	5	5	5	5

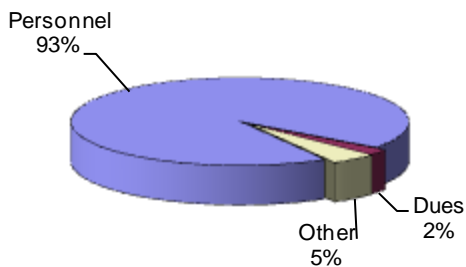
* The scheduling moved to the Department of Public Works

GENERAL GOVERNMENT

1124: SELECT BOARD/
TOWN MANAGER'S OFFICE

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Manager	Change FY 12 - 13	Percent Change
Personnel Services	\$ 233,144	211,222	291,760	224,631	241,799	17,168	7.6%
Operating Expenses	\$ 12,029	13,515	17,492	17,000	17,000	0	0.0%
Capital Outlay	\$ 0	1,985	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 245,173	226,723	309,252	241,631	258,799	17,168	7.1%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 76,721	70,237	71,365	86,539	78,708	(7,831)	-9.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 321,894	296,960	380,617	328,170	337,507	9,337	2.8%
SOURCES OF FUNDS							
Licenses & Permits	\$ 152,047	146,685	162,165	146,450	156,450	10,000	6.8%
Water Fund	\$ 18,612	18,335	17,817	20,600	20,493	(107)	-0.5%
Sewer Fund	\$ 20,579	20,159	19,573	21,242	21,789	547	2.6%
Transportation Fund	\$ 3,630	4,345	3,966	4,534	4,731	197	4.3%
Department Receipts	\$ 2,590	2,723	3,141	0	2,500	2,500	0.0%
Taxation	\$ 47,715	34,476	102,590	48,805	52,836	4,031	8.3%
POSITIONS							
Full Time	3.00	2.50	2.50	2.50	2.50	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	3.00	2.50	2.50	2.50	2.50	0.00	

MAJOR COMPONENTS:



Personnel Services include \$1,500 for the Select Board, \$20 for Elector of the Oliver Smith Will, and salaries for the Town Manager and two administrative assistants, one shared 50/50 with Human Resources/Human Rights Department.

Dues, \$5,500, for the Town's membership in the Massachusetts Municipal Association (MMA) and the Town Manager's membership in International City/County Management Association (ICMA).

Other includes \$7,600 for Special Activities.

SIGNIFICANT BUDGET CHANGES:

Personnel increase funds step increases and the cumulative effects of staff turnover in the office.

GENERAL GOVERNMENT

1131: TOWN MEETING/ FINANCE COMMITTEE

MISSION STATEMENT: To consider and make recommendations to Town Meeting on matters having financial implications for the Town and to review and make allocations from the Reserve Fund for extraordinary and unforeseen expenses during the fiscal year.

LONG RANGE OBJECTIVES:

To cooperate with the Select Board, School Committee, and Jones Library Trustees in adopting and implementing financial policies that support the long range financial stability of the Town.

FY 13 OBJECTIVES:

To provide spending recommendations to Town Meeting consistent with the Finance Committee's financial policies and budget guidelines and to advise Town Meeting on all other matters that have financial implications to the Town.
To fund expenses of the Town Meeting Coordinating Committee.

SERVICE LEVELS:

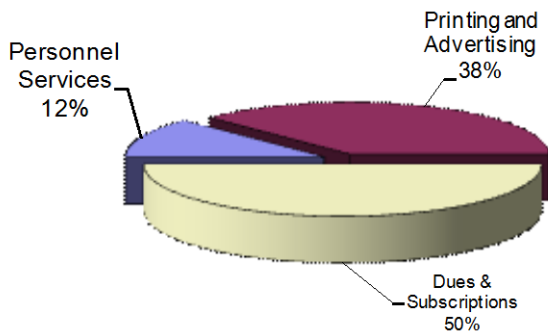
	<u>FY 07</u> <u>Actual</u>	<u>FY08</u> <u>Actual</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Actual</u>
Finance Committee:					
Number of Meetings	34	37	30	31	37
Number of Transfers	2	1	1	1	1
Moderator:					
Committee Appointments	17	5	3	3	3
Committees Supported	2	2	2	2	2

GENERAL GOVERNMENT

**1131: TOWN MEETING/
FINANCE COMMITTEE**

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Manager	Change FY 12 - 13	Percent Change
Personnel Services	\$ 100	100	100	100	100	0	0.0%
Operating Expenses	\$ 348	480	450	700	700	0	0.0%
Reserve Fund Transfers	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 448	580	550	800	800	0	0.0%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 0	0	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 448	580	550	800	800	0	0.0%
SOURCES OF FUNDS							
Taxation	\$ 448	580	550	800	800	0	0.0%
POSITIONS							
Full Time	0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:



Personnel Services includes the Moderator's salary.

Dues and Subscriptions, \$400, include funds for membership in the Association of Town Finance Committees and the Massachusetts Moderators Association.

Printing & Advertising, \$300 for Town Meeting Coordinating Committee.

SIGNIFICANT BUDGET CHANGES:

None. It should be understood that the \$300 allocated in this budget for the Town Meeting Coordinating Committee does not reflect all of the costs related to Town Meeting. Those costs are disbursed throughout the municipal budget.

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146 FINANCE DEPARTMENT

MISSION STATEMENT: To assure the continuous, reliable delivery of Town services through effective management of financial resources and courteous, comprehensive service to the public and internal departments.

FINANCE DIRECTOR: To further the mission of the Finance Department through the development and coordination of policies and processes that identify, evaluate, develop, and facilitate the efficient allocation of resources.

ACCOUNTING: To further the mission of the Finance Department through maintenance of appropriate records and financial reports and through monitoring of all financial activity for accountability and legal compliance. To ensure that purchasing procedures are in accordance with appropriate legal requirements. To manage the centralized purchasing of services, supplies, equipment, contracts for maintenance of office equipment, and general liability insurance in order to maximize savings and efficiencies from such purchasing. To ensure all employees payroll and benefit records are up to date and accurate.

ASSESSING: To further the mission of the Finance Department through the fair and equitable distribution of property taxes and motor vehicle excise taxes. To maintain an open process that makes information available to citizens and professionals in a timely and efficient manner.

COLLECTION: To further the mission of the Finance Department through timely, accurate billing and collection of revenue. To provide courteous, comprehensive service to citizens seeking information or assistance. To provide a central point of services across traditional departmental functions.

TREASURY: To further the mission of the Finance Department through effective investment and management of Town funds and through the effective use of debt financing where appropriate.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Began use of Munis budget module to prepare Town budget more efficiently and accurately.
- Issued bonds for Road Improvements and purchase of Hawthorne Property. Currently planning bond issue for Water Treatment Plant and Sewer system upgrade, considering complexities of timing and spending schedules.
- Confirmed Town's bond rating to "AA with a Stable Outlook" (Standard & Poor's) in February 2011. Higher bond rating lowers borrowing costs.
- 10-Year Financial Trend Monitoring Report presented October 2011.
- Led a multi-year effort to stabilize employee health care costs by eliminating the costly indemnity plan, adding HMO's and the option of purchasing lower cost Canadian prescription drugs, increasing employee contributions, and increasing premiums to appropriate levels to pay claims and restore reserve levels in the Health Claims Trust Fund to required levels. Plan design changes have generated estimated savings in excess of \$3 million since 2006 and have allowed the Town to budget below market health insurance rate increases over the past three fiscal years.
- All State and Federal reporting requirements are filed in a timely and accurate manner. Annual independent financial audits have been consistently clean with no significant findings.
- In accordance with the Town's Green initiative, Accounting, Treasurer/Collector, and IT have implemented Electronic Direct Deposit Notifications for Town employees, and electronic filings for all Town and School Payroll records, saving valuable storage space and eliminating paper records.
- Began implementation of Electronic Action Entry for paperless personnel action forms (purchase orders will be up and running in FY 13). This is a joint effort with Human Resources, Information Technology, and Accounting that will greatly improve efficiency, record keeping, and time management.
- Continued to check and balance all the Towns critical financial functions (cash, receivables, etc.) within 25 days of each month end close. This assures accurate timely reporting to assist in all financial decisions for Town and School Officials.
- Annual tax collections consistently in excess of 98% by fiscal year end.
- Worked with Information Technology to increase information to residents and payers through the Citizen Self Serve portion of the Town website.
- On-line transaction volume in Collector's office surpassed 10% and continues to grow. It is a major labor savings for the office and indicator of the popularity of this payment option.
- Subscribed to VeriBanc bank ratings reports and developed tools to monitor the safety of our deposits.

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146 FINANCE DEPARTMENT

LONG RANGE OBJECTIVES:

- To evaluate and implement new methods for paying taxes, fees, charges, and vendor payments.
- To integrate computer based appraisal and geographic information systems.
- To enhance all departments' understanding and use of the Town's financial software through training, discussions, and decentralization of routine data input and retrieval activities.
- To expand internal audit and analysis capacities within the Finance Department and operational departments.
- To use the Benefits Administration module in MUNIS to provide accurate, on demand cost projections for Health Insurance including all Town and School employees and Retirees and their dependants.

FY 13 OBJECTIVES:

FINANCE DIRECTOR:

- To refine a long range strategic financial plan for the Town in collaboration with citizens and community leaders.
- To expand the Town's comprehensive set of financial management policy guidelines developed in 2008, by creating a policy for appropriate enterprise fund reserve levels.
- To increase community access to budget and financial information via the Town's website and other mediums.
- To develop recommendations for an OPEB trust fund funding schedule.

ACCOUNTING:

- To streamline Human Resources, payroll, and benefit functions to better support and assist a reorganized Human Resource department.
- To continue to develop new and update existing financial policies and procedures for all Town departments.
- To implement enhancements to MUNIS financial management software for purchase orders, employee self service, personnel action form entry, and paperless electronic record keeping.

ASSESSING:

- To continue a Measure and List Program to review all residential parcels once in every three year cycle begun in FY 11, with the dual goals of more equitably assessing all parcels and updating property card information.
- To implement, if feasible, an assessing services contract with one or more neighboring communities that improves services to that community and has a direct financial benefit to the Town of Amherst.
- To improve the flow of tax information to new property owners.
- To use laptop computers in the field give assessors up to date information about the properties they visit, thereby increasing efficiency and accuracy of assessments.

COLLECTION:

- To continue efforts to increase use of the online bill pay and citizen self-serve portions of the Town website.
- To introduce electronic billing for resident convenience as allowed by new state law local option, starting with Water/Sewer Utility bills and expanding to tax bills in future years.

TREASURY:

- To seek credit card partnership(s) to manage town wide flow of funds at lower costs than currently established.
- To improve collection efforts on tax title accounts to increase revenues from those accounts.
- To manage tax possessions to closure (reducing our account receivable in this area) to perfect title and return those parcels to the taxable list.
- To gain approval of a Town investment policy.

SERVICE LEVELS:

	<u>FY 07</u>	<u>FY08</u>	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
FINANCE DIRECTOR:					
Committees staffed	6	8	8	4	4
Budgets Processed	1	1	1	1	1
ACCOUNTING					
Grants Maintained/Monitored	49	36	38	37	35
Funds Maintained	349	360	380	389	401
Vouchers Checked	20,285	19,639	19,457	18,595	18,443
Warrant Checks	11,601	10,464	9,949	10,314	14,453
Purchase Orders Encumbered/Controlled	2,286	2,278	2,282	2,219	2,258
Payroll Checks	7,263	6,345	6,038	5,219	6,268

Service levels continued on next page.

**1133, 1134, 1141 & 1146
FINANCE DEPARTMENT**

GENERAL GOVERNMENT

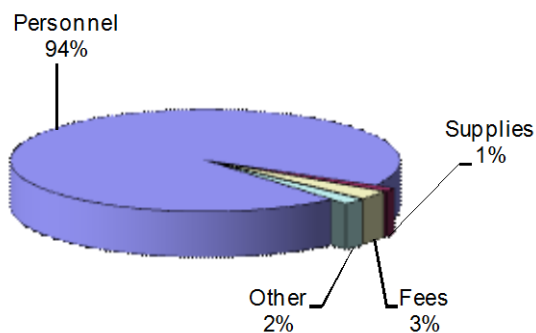
SERVICE LEVELS:	FY 07	FY08	FY 09	FY 10	FY 11
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
ACCOUNTING					
Direct Payroll Deposits	14,333	13,838	14,373	13,919	14,347
Personnel Action Forms Processed	666	684	1,241	1,024	1,013
Insurance Claims Processed (Property/Auto)	57	80	56	40	229
Contracts processed/maintained/monitored	158	143	121	125	136
Bids and Proposals reviewed, monitored and assembled	44	35	45	50	47
ASSESSING:					
Real Estate Property Assessments	7,299	7,306	7,310	7,315	7,315
Recertification Review	0	0	1	0	0
Site Reviews	530	575	630	584	725
Personal Property Assessments	831	861	283	269	266
Abatement Application Reviews					
Real Estate/Personal Property	64	87	487	123	55
Motor Vehicle Excise	1,873	2,141	2,103	2,788	2,819
Appeals Granted Real/PP	53	47	318	96	34
Tax Dollars Abated	\$62,796	\$31,538	\$178,150	\$113,789	43,000
Tax abated as % of Levy	0.1%	.05%	.5%	.3%	.1%
Tax Exemptions	\$116,625	\$132,972	\$122,746	\$113,346	131,016
Exemptions as % of Levy	0.4%	0.5%	0.4%	0.3%	.3%
Abutters Lists Prepared	107	79	84	49	64
Chapter Land Applications	179	179	185	187	186
Personal Exemptions Processed	132	133	119	120	110
Real Estate Exemptions Processed	520	520	525	521	519
Outgoing Mail Processed	176,000	135,123	146,142	143,241	126,619
COLLECTION:					
Motor Vehicle Excise Collection rate	92.6%	92.5%	95.9%	95.0%	92.4%
Real Estate / Personal Property					
Tax Collection rate	98.3%	98.6%	98.5%	98.2%	98.5%
Water/Sewer Collection rate	87.9%	87.1%	89.0%	89.6%	94%
Parking Tickets Collection rate	82.5%	88.0%	86.0%	74%	75.0%
Ambulance Bills Collection rate	73.7%	74.9%	67.0%	62.4%	71.2%
Central Service Counter Transactions	38,688	37,719	38,486	35,623	38,505
Parking Ticket Appeals/Hearings	948	890	1,318	1,515	1,318
Parking Permits Issued	799	705	750	620	600
Municipal Lien Certificates Issued	544	515	567	489	551
Tax Liens Processed and Recorded	25	25	19	14	24
Percentage of Active Accounts Balanced to GL within 20 days of month end					92%
Payments Processed (other than counter)					
Mail	59,411	59,342	58,014	56,186	49,303
Online	1,568	2,561	1,975	6,620	12,181
Parking violation payments (now an archive system)	5,734	957	514	314	452
Payments by file import		7,006	7,638	8,277	6,318
TREASURY:					
Tax Liens Redeemed	21	19	15	11	15
Taxes in Bankruptcy Redeemed	0	0	0	0	3
Direct Debit Payment Accounts	445	464	499	468	497
Bank Account Reconciliations	900	765	731	720	675
Electronic Bank Transmissions	652	818	885	834	840
Check/ACH Reversals	107	92	122	155	197
Tailings (checks not cashed)	3	207	92	88	135
Debt Issues (Temporary & Permanent)	1	2	1	2	3
Deferred Tax Liens Redeemed	0	0	3	0	1
% of Funds Invested	99%	99%	99%	99%	99%
Bond Rating (Standard & Poor's)	AA3	AA3	AA	AA	AA

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146
FINANCE DEPARTMENT

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Manager	Change FY 12 - 13	Percent Change
Personnel Services	\$ 756,566	790,681	779,841	814,710	851,365	36,655	4.5%
Operating Expenses	\$ 41,259	37,735	42,587	49,730	49,730	0	0.0%
Capital Outlay	\$ 0	0	306	200	200	0	0.0%
TOTAL APPROPRIATION	\$ 797,825	828,416	822,734	864,640	901,295	36,655	4.2%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 306,082	295,428	300,092	309,655	340,948	31,293	10.1%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 1,103,907	1,123,844	1,122,826	1,174,295	1,242,243	67,948	5.8%
SOURCES OF FUNDS							
Ambulance Receipts	\$ 55,788	56,625	60,735	62,834	66,863	4,029	6.4%
Municipal Lien Fee	\$ 15,025	11,800	13,875	15,000	15,000	0	0.0%
Sale of Abutters List	\$ 1,825	1,325	1,350	3,000	3,000	0	0.0%
Collector's Fees	\$ 43,190	53,216	53,776	3,000	3,075	75	2.5%
Interest from Taxes	\$ 143,255	126,764	145,438	129,000	132,225	3,225	2.5%
Investment Income	\$ 262,531	159,206	103,369	110,000	110,000	0	0.0%
Water Fund	\$ 97,718	102,994	105,801	101,144	107,418	6,274	6.2%
Sewer Fund	\$ 100,136	106,064	109,891	103,851	111,535	7,684	7.4%
Transportation Fund	\$ 10,627	12,706	12,161	13,114	13,955	841	6.4%
Other Dept Receipt	\$ 17,162	27,134	16,930	15,000	15,000	0	0.0%
Taxation	\$ 50,568	170,582	199,408	308,697	323,224	14,527	4.7%
POSITIONS							
Full Time	13.00	13.00	13.00	13.00	13.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	13.00	13.00	13.00	13.00	13.00	0.00	

MAJOR COMPONENTS:



Personnel Services include salaries for a Finance Director, Comptroller, Principal Assessor, Collector/Treasurer, 8.50 full time financial clerks, and 1 financial clerk shared with another budget.

Supplies, \$7,800, primarily include tax bills and other specialized assessing, billing, collection and accounting forms.

Fees include \$13,615 for banking fees, and \$9,180 for dues and subscriptions, bonds, and Registry fees.

Other expenses include \$1,825 for technical assistance and \$10,340 for training.

SIGNIFICANT BUDGET CHANGES:

None

GENERAL GOVERNMENT**1151: LEGAL SERVICES**

MISSION STATEMENT: To provide a variety of legal services to the Town Manager and as authorized by the Town Manager that, to the extent possible, a) ensures that the actions of the Town are legally appropriate and b) seeks the efficient resolution of legal disputes in the long-term best interest of the Town.

LONG RANGE OBJECTIVES:

To assist in the revision of Town bylaws and regulations in accordance with current federal and state statutes and regulations.
To provide written and electronic legal resources to enable Town officials to find some answers to legal questions without need for advice from Town Counsel.

FY 13 OBJECTIVES:

To develop measures to control the costs of at least some legal issues or categories of issues.

SERVICE LEVELS:

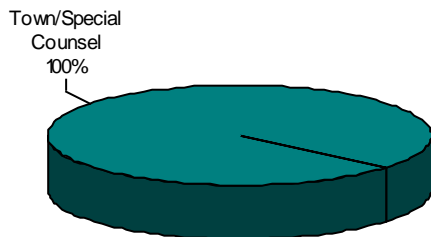
	<u>FY 07</u> <u>Actual</u>	<u>FY08</u> <u>Actual</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Actual</u>
Town Counsel Hours	987	1,227	1,227	981	913
Total Cases	35	19	15	20	20

GENERAL GOVERNMENT

1151: LEGAL SERVICES

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Manager	Change FY 12 - 13	Percent Change
Personnel Services	\$ 0	0	0	0	0	0	0.0%
Operating Expenses	\$ 147,976	124,925	137,237	110,000	110,000	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 147,976	124,925	137,237	110,000	110,000	0	0.0%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 0	0	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 147,976	124,925	137,237	110,000	110,000	0	0.0%
SOURCES OF FUNDS							
Taxation	\$ 147,976	124,925	137,237	110,000	110,000	0	0.0%
POSITIONS							
Full Time	0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:



Town/Special Counsel provides funding for legal services on a contract basis.

SIGNIFICANT BUDGET CHANGES:

None.

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GENERAL GOVERNMENT**1152: HUMAN RESOURCES/HUMAN RIGHTS**

MISSION STATEMENT: To manage the human resources cycle (from recruitment to retirement) in a manner that assures a competent, diverse work force capable of providing quality services to the community.

To insure that no power goes unchecked, and that all citizens are afforded equal protection under the law. The Human Rights Director, in conjunction with the Human Rights Commission, and all of Town Government, seeks to promote economic and social justice for all citizens through means of education, mediation, and enforcement of local, state, federal, and International human rights policies and laws, sexual harassment, and affirmative action. Ultimately, its aim is to move toward compliance with the standards set by the Universal Declaration of Human Rights, a document increasingly referred to as customary international law, which we must all abide.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Successfully completed the annual re-enrollment for health insurance effective July 2011.
- Coordinated employee meetings with the Town Manager to share information.
- Completed the Personnel Procedures Manual October 2011.
- Assisted in several grievance hearings and resolutions.
- Reviewing and updating the Affirmative Action Policy to be completed in 2012.
- The Human Rights Commission held its Annual Human Rights Day with a candlelight vigil, a gathering in the Town Room with a panel of speakers on various Human Rights Issues, followed by a Pot-Luck Luncheon with food donations from several local restaurants.
- Annual community gathering and awards presentation to school students for acts of kindness and social justice projects during the school year; presented two elders with awards for lifetime social justice advocacy.
- Addressed seven formal Human Rights complaints.
- Successfully assisted in the recruitment and selection of new Finance Director and an Assistant to the Town Manager.
- Provide support to the Personnel Board and the Human Rights Commission. Both meet an average of 8 times per year.
- Successfully implemented on-line employment applications.
- Implemented paperless payroll checks for non-union employees.
- Successfully completed the Social Justice Project in December 2010. The Social Justice Committee continues to meet on a regular basis to review, explore, discussed ideas and collaborations with other organizations to keep the project going.
- Published an article regarding the EBT machine usage at Amherst Farmer's Market .

LONG RANGE OBJECTIVES:

- To recruit and maintain a diverse and inclusive workforce - ongoing.
- To develop appropriate training programs which allow staff to maintain and improve knowledge and skills, specifically trainings for Managers and Supervisory staff and for staff who have daily contact with the public, with the focus on supervision and customer services by 2013. On-going Sexual Harassment and Diversity training for all Town employees.
- To review and revise employee evaluation systems by 2013.
- To review and revise all Town Policies and Procedures - ongoing.
- To create a video recording of the functions of Town Departments for orientation of new employees.
- To computerize the employee review and evaluation system. Working toward computerization of forms and other data which will enable better more efficient processing while still maintaining the integrity of the purpose of the forms.
- To achieve the mission of justice and equal protection for all citizens.
- To began planning a process to evaluate reorganizing the Human Resources Department functions.
- To achieve a Town workforce that reflects the community by 2020.
- To achieve accessibility to all Town services and facilities.
- To create awareness and dialogue about the various Amherst Town Departments. Who is who in the different departments and what is their function?
- To increase dialogue and communication about needs and best practices with area human rights organizations such as: Sage, Friend Service Committee, Amnesty International, Group against violence in Sudan, Western Mass Darfur Coalition, and other Human Rights Commissions in neighboring municipalities – ongoing.
- To achieve complete inclusion in all areas of our community by 2020.

GENERAL GOVERNMENT**1152: HUMAN RESOURCES/HUMAN RIGHTS****FY 13 OBJECTIVES:**

- To continue computerization of human resources management systems through MUNIS (e.g. Personnel Action Forms, online benefits enrollment, employee self service, universal direct deposit, paperless paychecks, etc.).
- To complete an updated compensation analysis comparing with peer communities by 2014.
- To assist in negotiating and implementing collective bargaining agreements.
- To work with the Town Manager to implement specific recommendations from the Social Justice Committee's final report issued December 2010.
- To effectively pursue Town workforce diversity with focus on recruitment/diversity, employee training, and updated employee recruitment advertising and evaluation systems. Will develop/implement specific strategies to make progress on this objective.
- To develop and increase employee trainings, including, annual sexual harassment, effective supervisory, diversity, management, customer service, and conflict of interest training, utilizing the resources of the EAP program.
- To continue developing and implementing ideas to make the Human Rights Commission more visible.

SERVICE LEVELS:

	FY 07 <u>Actual</u>	FY08 <u>Actual</u>	FY 09 <u>Actual</u>	FY 10 <u>Actual</u>	FY 11 <u>Actual</u>
Human Resources/Human Rights					
Grievances	11	10	10	2	2
Collective Bargaining including Impact Bargaining	11	23	5	8	28
Recruitment	17	16	14	20	14
Complaints	25	10	5	2	7
Consultations/Training Sessions	32	4	3	1	1
Human Rights Commissions Meetings	11	10	11	11	10
Community Outreach	227	145	215	225	300

SIGNIFICANT BUDGET CHANGES:

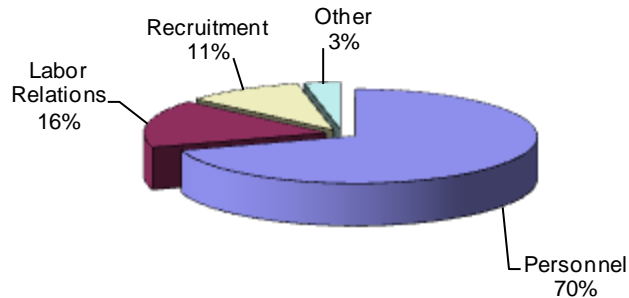
None.

GENERAL GOVERNMENT

1152: HUMAN RESOURCES/HUMAN RIGHTS

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Manager	Change FY 12 - 13	Percent Change
Personnel Services	\$ 131,905	104,818	90,553	109,972	115,522	5,550	5.0%
Operating Expenses	\$ 54,646	50,346	43,875	49,450	49,450	0	0.0%
Capital Outlay	\$ 0	949	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 186,551	156,113	134,428	159,422	164,972	5,550	3.5%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 53,954	38,240	38,820	65,754	55,204	(10,550)	-16.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 240,505	194,353	173,248	225,176	220,176	(5,000)	-2.2%
SOURCES OF FUNDS							
Water Fund	\$ 13,295	9,582	10,705	14,534	13,689	(845)	-5.8%
Sewer Fund	\$ 15,389	10,978	12,244	14,682	14,436	(246)	-1.7%
Transportation Fund	\$ 2,979	2,426	2,707	2,971	2,962	(9)	-0.3%
Taxation	\$ 154,888	133,127	108,772	127,235	133,885	6,650	5.2%
POSITIONS							
Full Time	2.00	1.50	1.50	1.50	1.50	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	2.00	1.50	1.50	1.50	1.50	0.00	

MAJOR COMPONENTS:



Personnel Services include salaries for a Human Resources/Human Rights Director and an administrative assistant shared 50/50 with Town Manager/Select Board.

Recruitment, \$17,200, provides the funding for advertisements and exams as needed.

Labor Relations, \$5,000, provides the funding for contract negotiations.

Other includes funds for training and other expenses of the Human Rights Commission.

GENERAL GOVERNMENT**1150: EMPLOYEE BENEFITS**

MISSION STATEMENT: To manage a large employee cost in providing quality benefits while seeking ways to reduce the cost of those benefits.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Town has pursued a multi-year effort to stabilize employee health care costs by eliminating the costly indemnity plan, adding HMO's and the option of purchasing lower cost Canadian prescription drugs, increasing employee contributions, and increasing premiums to appropriate levels to pay claims and restore reserve levels in the Health Claims Trust Fund to required levels. The July 1, 2011 Trust Fund Balance was \$4.8 million.
- While progress on cost containment has been made, industry cost trends for health care and Rx are projected to outpace the Town's increases in recurring revenues. Continued investigation and implementation of plan design changes to sustain quality benefits for employees and retirees while restraining the rate of increase in the cost of those benefits are essential to the Town's long-term ability to deliver the scope and quality of community services.
- Implemented changes associated with the Federal Health Care Act of 2010 which included coverage through age 26 for dependents; removal of lifetime limits on coverage; and provided for free preventive care. To offset the costs of these improved benefits, office co-pays were increased.
- Current year challenge to get all eligible retirees enrolled in Medicare.

LONG RANGE OBJECTIVES:

To provide employees and retirees with a statement of the value of benefits.

FY 13 OBJECTIVES:

To continue to collaborate with employees and retirees, through the Insurance Advisory Committee, to seek ways in which to more effectively manage the health insurance costs while maintaining quality health plans.

To explore ways of obtaining potential discounts for employees on other benefits not paid for by employers.

To implement changes associated with the Massachusetts Municipal Health Insurance Reform Act.

Develop cost containment strategies and a long-term funding plan for a new Other Post Employment Benefits (OPEB) Trust Fund authorized by Town Meeting in November 2010.

SERVICE LEVELS:

	FY 07 Actual	FY08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual
Health Insurance*					
Family Coverage	526	522	529	520	504
Individual Coverage	391	352	355	332	329
Medicare Supplemental Coverage	142	153	158	172	176
Life Insurance*	N/A	N/A	N/A	701	716
Unemployment Claims	24	20	19	72	50
Flexible Benefits	65	72	67	62	43
Employee Assistance Referrals	21	77	79	64	44

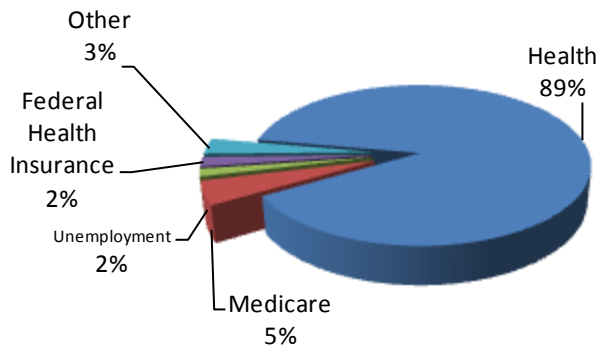
* Department administers health and life insurance plans for all employees of Amherst Pelham Regional Schools, Amherst Elementary Schools, and the towns of Amherst and Pelham.
Includes elementary school claims.

GENERAL GOVERNMENT

1154: EMPLOYEE BENEFITS

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Manager	Change FY 12 - 13	Percent Change
Personnel Services	\$ 2,769,583	2,863,547	2,931,935	3,178,602	3,066,003	(112,599)	-3.5%
Operating Expenses	\$ 0	0	0	0	0	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 2,769,583	2,863,547	2,931,935	3,178,602	3,066,003	(112,599)	-3.5%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 0	0	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 2,769,583	2,863,547	2,931,935	3,178,602	3,066,003	(112,599)	-3.5%
SOURCES OF FUNDS							
Taxation	\$ 2,769,583	2,863,547	2,931,935	3,178,602	3,066,003	(112,599)	-3.5%
POSITIONS							
Full Time	0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:



Health insurance is \$2,722,071.

Medicare is \$143,000.

Unemployment insurance is \$46,500.

Federal Health Insurance is \$58,000.

Other includes worker's compensation, life insurance, flexible benefits, police/fire workers' compensation, retirement for employees in active military duty, and the employee assistance program.

SIGNIFICANT BUDGET CHANGES:

Current claims projections indicate an ability to keep health insurance premiums at current levels in FY 13, in contrast to a nearly +10% industry trend. Increase costs are due to increases in enrollment. The major decrease in this budget area is due to the fact that all collective bargaining agreements were successfully negotiated in 2011, therefore, there is no salary reserve set aside for additional wage adjustments in FY 13.

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY

MISSION STATEMENT: To select, implement, maintain, and support all things technology, automation, and eGovernment related to improve efficiency of operations, while providing more accessible and superior government services.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**Recent Accomplishments**

- Refined the new automated web-based way for submission of board/committee postings, minutes, and agendas.
- Moved all email systems to Microsoft's cloud, producing a significant cost savings in time and future capital appropriations.
- Updated the town-wide networked phone system.
- Continued to refine and promote "Open Government to the Max", a superior web-based way for citizens and professionals to stay more informed, participate in Town government, and complete transactions.
- Created a strategic partnership with Munis allowing Amherst to be the first organization in the country on Munis 9.0.
- Overhaul of A/V in primary conference rooms allowing for more efficient meetings and superior decision making by officials.
- Parking meter system overhaul including all new sophisticated centrally managed wireless meters and wireless handhelds.
- Through the many efforts and new website related initiatives, we are excited to announce we have realized a 25% increase in daily public website usage over only one year ago. We are now approaching 1,000 unique daily website users.

Current Challenges

- Implementing a paperless workflow system for personnel action forms, purchase orders, and more.
- Implementing paperless electronic billing for water bills, sewer bills, excise bills, property tax bills, and more.
- Further outreach enrolling more citizens and professionals to use the self service tools on amherstma.gov, including the self registration feature for notifications with the emergency alert system.
- Seeking creative and external funding mechanisms for technology projects and initiatives.
- Maintaining all Town voice and video systems including the town-wide IP phone system and town-wide camera system.
- Monitoring, maintaining, and auditing network security systems ensuring the information privacy of citizens and businesses.
- Maintaining, improving, and expanding the Town's internal and external public and private wireless systems.
- Providing daily operational technical support to all departments, boards, and committees and providing emergency 24/7 technical support to Police, Fire, EMS, Public Works, and Dispatch/Communications.
- Providing training and project specific technical assistance and consulting to departments, boards, and committees.
- Maintaining and improving technology policies and procedures.

LONG RANGE OBJECTIVES:

To create paperless efficiencies through automation and technology within and between departments.

To select and implement technology solutions that contribute to "green" efforts and lessen all possible environmental impacts of Town operations.

To further develop "Open Government to the Max" making it a single place where citizens and professionals of Amherst can conduct secure self service transactions and be automatically informed about Town government and utilize many Town services without needing to make a physical trip to a Town office.

FY 13 OBJECTIVES:

To further explore regionalization option for offering MUNIS, IMC, telephony, or other services to other towns or non-profit agencies as a potential revenue source.

Using technology to significantly reduce the amount of paper being used and distributed for normal operations and procedures within departments, between departments, and between departments and citizens.

To combine the bill payments system and bill inquiry system on the website, allowing users to view and pay bills in one place.

To scan and index a significant portion of what's left in file cabinets in the Town Hall and Bangs Center departments.

To continue to expand the Town's workflow automation software (Munis) to include Town Clerk functions, including dog licenses, vital records, and more. This will also allow us to extend these types of transactions to our website.

SERVICE LEVELS:

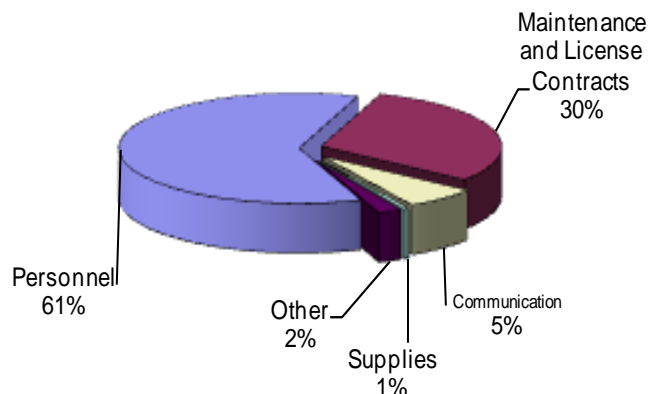
	FY 07	FY08	FY 09	FY 10	FY 11
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Buildings connected to the WAN	13	14	14	14	14
Network user/group accounts	794	809	875	1,209	1,209
Desktop/notebook computers	493	491	540	540	540
Virtual Servers and Network Storage Units	31	34	34	52	52
Printers & Multifunctions	86	72	68	68	68
IP Phones	305	325	345	350	350
Network database software packages	48	47	48	48	48
Websites	5	6	6	6	6
Average Unique Daily Website Visitors	41,000	52,000	65,000	210,000	280,670
Work Orders Completed	3,392	3,392	3,561	3,991	4,175

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Manager	Change FY 12 - 13	Percent Change
Personnel Services	\$ 320,459	288,145	299,894	289,363	300,762	11,399	3.9%
Operating Expenses	\$ 171,743	173,476	191,998	193,426	193,426	0	--
Capital Outlay	\$ 0	60	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 492,202	461,681	491,892	482,789	494,188	11,399	2.4%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 110,122	111,129	102,234	100,381	104,147	3,766	3.8%
Capital Appropriations	\$ 202,000	201,000	158,000	168,000	186,000	18,000	10.7%
TOTAL DEPARTMENT COST	\$ 804,324	773,810	752,126	751,170	784,335	33,165	4.4%
SOURCES OF FUNDS							
Taxation	\$ 382,959	342,113	344,753	339,259	350,106	10,847	3.2%
Water Fund	\$ 31,392	34,736	44,296	43,096	43,280	184	0.4%
Sewer Fund	\$ 31,392	34,736	44,296	43,096	43,280	184	0.4%
Transportation Fund	\$ 16,080	17,473	21,456	20,957	21,033	76	0.4%
Ambulance Receipts	\$ 30,000	32,362	37,081	36,381	36,489	108	0.3%
Dept Receipts	\$ 379	261	10	0	0	0	0.0%
POSITIONS							
Full Time	4.50	4.00	4.00	4.00	4.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	4.50	4.00	4.00	4.00	4.00	0.00	

MAJOR COMPONENTS:



Personnel Services includes salaries for the Director, an assistant director, a network administrator shared with the Police Department, a PC technician and a half time software analyst.

Relicensing Agreements, \$146,241, provides for the payment of relicense and maintenance agreements on a variety of software and operating systems.

Communication costs, \$31,920, include leased lines and internet access.

Supplies, \$2,520, include backup tapes, computer and printer parts, etc.

Other expenses include maintenance of equipment, office supplies and dues and subscriptions.

SIGNIFICANT BUDGET CHANGES:

None.

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE

MISSION STATEMENT: To record and preserve the Town's vital records and official public documents in accordance with state statutes and to provide quality public service and accessibility to public records. To ensure compliance with state mandated licensing and filing.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Effective May 1, 2011, U.S. Department of State regulations mandated total separation of Passport Acceptance and the birth document print and/or issuance functions of the Town Clerk's office. The Town Clerk's office responded to this challenge by designating one staff member to serve as the sole Passport Acceptance Agent, allowing the Town to continue accept passport applications. However, when that person is absent, the office cannot accept applications.
- On February 1, 2011 Massachusetts city and town clerks began using the new Vitals Information Partnership (VIP) program. Participation in the program required staff to attend several training sessions in order to learn how to electronically record resident community birth records, home births, and Out of Commonwealth births. VIP will replace the current paper system of creating birth records in Massachusetts and will allow the Clerk to issue a certified birth certificate for anyone born in Massachusetts.
- New Open Meeting Law regulations effective July 1, 2010, imposed new requirements for posting meetings, including 24/7 accessibility and the listing of all topics to be discussed at the meeting. The Town Clerk's office trained town staff and committee members on how to post meetings to the website. The Town Clerk retains responsibility for reviewing for compliance and publishing the notices to the website calendar.
- The potential for further staff reduction continues to be the greatest challenge. With the bulk of the Town Clerk's functions mandated by state law, reduction in staffing, in addition to virtually eliminating the few discretionary services offered, would severely jeopardize our ability to provide those services which are mandated by state statute and local bylaw.

LONG RANGE OBJECTIVES:

To continue to develop and maintain methods for storing Town Records electronically in order to make them more accessible to the public and all town departments. Town Meeting and Election results are some of the town records which are currently available on the Town's website.

To monitor the development of the state-wide issuance of birth records.

To work with the state in developing the death records counterpart of the Vitals Information Partnership program.

To continue working to obtain Master Municipal Clerk status. The MMC is one of two professional designations granted by the International Institute of Municipal Clerks. The average MMC candidate takes approximately five years to earn the educational and service points necessary to receive this designation.

To pursue the possibility of restoring previous staffing levels (20 hour position eliminated in FY06). This Customer Service Assistant would have a variety of responsibilities (not related to vital records), including serving as a Passport Acceptance Agent and assisting with Town Meeting and Election preparation tasks.

FY 13 OBJECTIVES:

To continue to refine and maintain a database, in conjunction with the Town Manager's office, to track board and committee appointments, qualification of appointees, and compliance with Conflict of Interest and State Ethics educational and training requirements. The goal is to eliminate duplicate data entry and develop a comprehensive database which can be used by both departments.

To continue to enhance our presence on the Town of Amherst website by updating and supplementing current information as appropriate.

To continue to work with the Historical Commission and the Community Preservation Act Committee to procure funds to preserve the town's historical records for future generations.

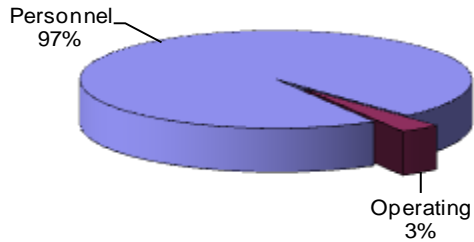
To continue to explore ways to increase compliance with state and local laws requiring licensing of dogs, including the possibility of online dog license renewal.

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Manager	Change FY 12 - 13	Percent Change
Personnel Services	\$ 154,098	155,954	168,242	171,465	180,779	9,314	5.4%
Operating Expenses	\$ 4,725	5,085	5,042	5,190	6,260	1,070	20.6%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 158,823	161,039	173,285	176,655	187,039	10,384	5.9%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 46,695	39,677	41,421	44,180	42,181	(1,999)	-4.5%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 205,518	200,716	214,706	220,835	229,220	8,385	3.8%
SOURCES OF FUNDS							
Licenses & Permits	\$ 4,770	6,150	7,135	4,500	4,500	0	0.0%
Dept. Receipts	\$ 49,032	50,144	52,250	45,000	60,000	15,000	33.3%
Taxation	\$ 105,021	104,745	113,900	127,155	122,539	(4,616)	-3.6%
POSITIONS							
Full Time	3.00	3.00	3.00	3.00	3.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	3.00	3.00	3.00	3.00	3.00	0.00	

MAJOR COMPONENTS:



Personnel Services include salaries for the Town Clerk, an Assistant Town Clerk, and a Customer Assistant.

Operating costs include dues and subscriptions, and dog licensing supplies.

SIGNIFICANT BUDGET CHANGES:

Operating costs increase in FY 13 because of increased staff training costs associated with the three elections next year: the State Primary in September 2012, the November 6, 2012 State/Presidential Election, and the April 3, 2013 Annual Town Election.

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE

SERVICE LEVELS:	FY 07 Actual	FY08 Actual	FY 09 Actual	FY 10 Actual	FY 11 Actual
Certified Copies of Documents	1,838	1,652	1,692	1,684	1,910
Marriage Intentions	152	132	128	136	122
Marriage Licenses	165	109	111	136	12
Dog Licenses	1,281	1,438	1,430	1,392	1,437
Fish & Game Licenses/Stamps	334	236	230	251	232
Zoning Board of Appeals					
Applications/ Decisions	39	37	42	16	25
Street Lists	71	83	101	47	77
Posting Open Meetings	1,163	1,049	1,080	1,017	1,076
Planning Board Applications/Decisions	11	7	7	12	10
Business Notices (d/b/a)	107	146	144	153	156
Raffle Permits	16	21	18	15	18
Underground Storage Registrations	29	28	28	28	27
Cemetery Deeds	7	9	4	5	9
Notarizations	457	549	608	675	591
Passport Applications	648	646	533	541	508
Burial Permits	103	114	103	105	129
Request for Voter Information	30	17	24	35	30
Performance Oath	275	277	380	233	206
Non-certified Copies of documents	405	433	382	216	273
Vital Records Recorded	474	474	462	465	438
Pole Location Petitions	3	3	9	0	4
Vital Records: Filing/Amendments	5	3	10	11	5
Passport Photos	303	439	380	309	324

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GENERAL GOVERNMENT

1162: ELECTIONS 1163: REGISTRATION

MISSION STATEMENT: To register voters and to conduct and preserve the integrity of elections effectively, while complying with all applicable state and federal laws.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- The decennial redistricting was a major accomplishment and presented a major challenge for the Town Clerk's office. The fact that 31% of the Town's population lives on 2% of the total land area, a statistical observation made by a member of the Districting Advisory Board, presented a significant challenge in re-drawing the precinct boundary lines in accordance with Chapter 54 of the Massachusetts General Laws. Use of the Town's GIS system and the assistance of the Town's GIS staff made the successful completion of the re-districting a much smoother process than in previous years.

LONG RANGE OBJECTIVES:

- To find a permanent solution to storing election equipment in a location which is secure, accessible, and functional for testing and maintenance needs.
- To continue to work with the Massachusetts Town Clerk's Association as they collaborate with the Secretary of State's office to identify statutory and regulatory changes which need to be made in order to be compliant with federal regulations regarding absentee ballots.
- To continue to develop materials and methods to enhance election worker training programs.
- To continue discussions with the Board of Registrars to monitor adequacy of polling places.
- To work with the Town's GIS staff and the U.S. Census Bureau to clarify current and create additional block boundary lines in preparation for re-districting following the 2020 Federal Census.

FY 13 OBJECTIVES:

- To continue to recruit and train election workers in preparation for the three elections to be held in FY 13, beginning with the State Primary in September 2012, the November 6, 2012 State/Presidential Election, and the April 3, 2013 Annual Town Election.
- To improve current methods while exploring new ways to utilize the Town of Amherst website to educate voters in preparation for the Presidential Election.
- To notify all voters of their voting precincts following the 2011 re-drawing of precinct boundary lines.

SERVICE LEVELS:

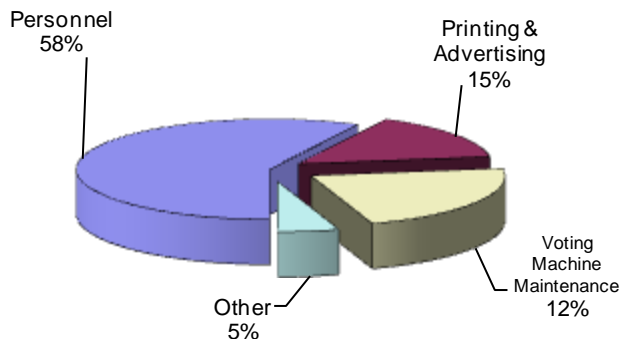
	FY 07	FY08	FY 09	FY 10	FY 11
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Elections	4	2	4	3	3
Town Meeting Sessions	19	16	11	7	10
Election Worker Training Sessions	1	4	9	7	4
Special Precinct Elections	2	5	6	5	1
Posted Meetings, Board of Registrars	2	3	3	3	4
Voter/Residency Certificates	8	3	3	8	6
Voter Registration Sessions	4	2	3	3	3
Voter Registrations, changes, deletions	4,258	7,883	11,012	9,085	7,006
Voter Registration (peak)	16,984	16,329	18,909	16,669	17,534
Voter % Turnout					
Town Elections	26.28	22.65	12.73	32.22	8.47
Presidential Primary	n/a	42.36	n/a	n/a	n/a
State Primaries	23.31	n/a	13.67	19.72	15.94
State Elections (* incl. Presidential and Special)	48.45	n/a	*67.8	46.81	45.39
Petition/Nomination Signatures Verified	2,637	7,887	1,309	7,815	1,947
Petition/Nomination Papers	66	881	122	506	204
Town Meeting Petition Articles	16	21	3	5	5
Annual Street Listing Forms	12,391	9,464	10,677	10,231	10,577
Confirmation Cards	2,804	2,477	3,777	3,355	3,930

GENERAL GOVERNMENT

1162: ELECTIONS
1163: REGISTRATION

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Manager	Change FY 12 - 13	Percent Change
Personnel Services	\$ 44,537	20,322	31,999	22,700	29,900	7,200	31.7%
Operating Expenses	\$ 26,973	8,935	18,570	20,300	22,125	1,825	9.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 71,510	29,257	50,569	43,000	52,025	9,025	21.0%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 490	268	571	370	378	8	2.2%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 72,000	29,525	51,140	43,370	52,403	9,033	20.8%
SOURCES OF FUNDS							
State Aid-Election	\$ 7,848	7,848	5,807	0	2,500	2,500	0.0%
Hours Reimbursement							
Taxation	\$ 63,662	21,409	44,762	43,000	49,525	6,525	15.2%
POSITIONS							
Full Time	0.05	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.05	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:



Personnel Services include funds for part time non-benefited registrars, poll workers, and wardens.

Voting Machine Maintenance includes programming and annual maintenance of voting equipment.

Printing costs include absentee ballots, voting machine ballots, tally vote cards, and census mailers.

SIGNIFICANT BUDGET CHANGES:

Increase in Elections budget is due to having three scheduled elections in FY 13, one more than in FY 12.

1190, 1191, 1192, 1194, 1196 & 1197: FACILITIES MAINTENANCE

GENERAL GOVERNMENT

MISSION STATEMENT: To maintain a safe, healthy, clean and efficient environment for conducting Town business and other public activities through comprehensive building operations and preventative maintenance programs which also serve to preserve and extend the life of the Town's physical assets.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Bangs front walkway completed.
- Bangs interior / exterior painting has been ongoing all year. Doorways, walls, steps etc. – recurring.
- Bangs offices moved a second time on the first floor relocating Health services.
- Build out complete on the third floor for Center for New Americans. (CNA)
- Bangs locks re-keyed with a system.
- Bangs electricity usage has dropped again 6% year over year. Contributing factor is new roof top units. Year before lighting retro.
- Several energy initiatives have been implemented using the Energy Grant, Fort River boilers done, anticipating \$30,000 dollars savings to budget. Already accounted for in this year's budget.
- Munson replaced sewer ejector pumps and re-keyed new door hardware.
- Parking Garage constantly battling graffiti, sanitation and ongoing lighting repairs.
- Town Hall mezzanine reorganization and slate roof repairs.
- Childcare facility on Strong Street painted inside and out; replaced flooring and renovated interior lighting with the assistance of CDBG funds.
- Assisted AFD with an HVAC overhaul at North Fire Station and worked with an architect to obtain estimated 2013 capital project cost.
- All buildings HVAC preventative maintenance plan was implemented.
- Several small pieces of equipment repaired.
- Small revenues are being generated by building leases and building user fees.
- East Street School is now under Town direction. Account 1197 has been added to this budget report.
- One hundred additional meetings in Town Hall this past year results in an increased workload.
- Challenges are the continued increased use of buildings impact the effectiveness of building maintenance. Over the past six years we have done a great job and are on track. Recent leases have been better crafted to protect the Town's assets by shifting more responsibility to the tenants.
- Energy will always be a challenge with increased building use and commodity pricing and availability.
- Security of buildings and staff continues to be an issue. Open building at night allow for public to wander.

LONG RANGE OBJECTIVES:

To manage building operations while maximizing service and staying within yearly operating budget and capital plan funds for repairs and improvements.

To computerize all facility systems, maximizing energy conservation.

To achieve watertight roofs on all buildings with a plan for replacement. (On track and going well.)

To protect the Town's assets through preventative maintenance and ongoing capital improvements.

To manage the space needs within the building not to adversely effect the building environment.

FY 13 OBJECTIVES:

To complete capital programs already authorized for the Town Hall, Bangs Center, Munson Building, North Amherst School and Amherst Community Childcare Center.

To secure new capital for Town buildings.

To seek the maximum possible energy conservation measures and to identify cost savings.

To apply adequate resources to the daily operations and long-term maintenance of highly used facilities.

To cross train staff between facilities while building the bench strength.

To create building profiles for each building. (First draft done) To expand on baseline data to assist the Town Manager in the building use study.

To work with EOC staff to strategically determine generator needs throughout the Town.

To repair mechanicals within the buildings to a minimal baseline.

To free up and prepare space in building for revenue generating sources.

To trend out facilities square foot operating cost by building for diagnostic purposes.

To detail building utility usage year over year.

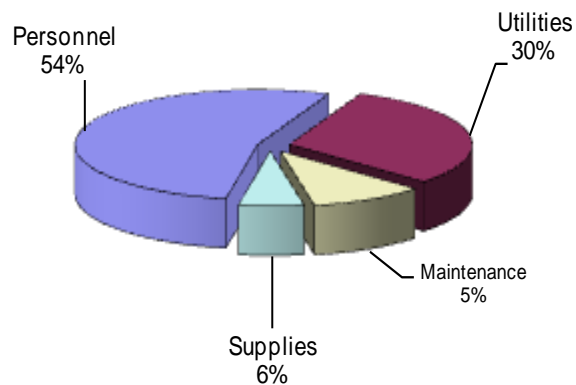
To investigate contracting out services for one building.

1190, 1191, 1192, 1194, 1196 & 1197: GENERAL GOVERNMENT FACILITIES MAINTENANCE

		FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Manager	Change FY 12 - 13	Percent Change
Personnel Services	\$	272,404	225,412	223,535	245,142	257,373	12,231	5.0%
Operating Expenses	\$	199,840	182,913	210,217	223,075	223,075	0	0.0%
Capital Outlay	\$	0	0	4,499	0	0	0	0.0%
TOTAL APPROPRIATION	\$	472,244	408,324	438,251	468,217	480,448	12,231	2.6%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	104,448	116,830	107,382	105,069	112,283	7,214	6.9%
Capital Appropriations	\$	433,500	47,500	185,000	75,000	60,000	(15,000)	-20.0%
TOTAL DEPARTMENT COST	\$	1,010,192	572,654	730,633	648,286	652,731	4,445	0.7%
SOURCES OF FUNDS								
Dept. Receipts	\$	58,025	56,667	74,506	80,500	78,500	(2,000)	-2.5%
Taxation	\$	414,219	351,657	363,745	387,717	401,948	14,231	3.7%
POSITIONS								
Full Time		5.20	4.25	4.25	4.25	4.25	0.00	
Part Time With Benefits		1.00	1.00	1.00	1.00	1.00	0.00	
Full Time Equivalents		5.83	4.88	4.88	4.88	4.88	0.00	

SERVICE LEVELS on Page 44:

MAJOR COMPONENTS:



Personnel Services include salaries for one fourth of a Facilities Director (shared with schools), a Facilities Coordinator, 3 full time custodians, and a part time custodian.

Utilities, \$146,825, are for Town Hall, the Bangs Center, the Munson Building, and the East Street School Building. Fuel, electricity, water, sewer, and refuse collection are included.

Maintenance, \$48,625, is for maintenance and repairs of buildings and to provide routine cleaning and maintenance of building systems including elevators, HVAC, and sprinklers occupied by Town departments and those leased to other providers.

Supplies, \$17,625, include cleaning and electrical supplies as well as small tools.

SIGNIFICANT BUDGET CHANGES:

The budget will have another declining year in energy usage due to aggressive efforts at conservation. New HVAC equipment and more efficient and IT virtual servers are a contributing factor. The base budget now includes the estimated \$34,200 annual cost to the Town of reassuming operations and maintenance costs of the East Street School building vacated by the regional school district in 2010. The Town will explore reuse and possibly lease options as part of a broader review of Town-owned buildings.

**1190, 1191, 1192, 1194 & 1196:
FACILITIES MAINTENANCE**

GENERAL GOVERNMENT

SERVICE LEVELS:	FY 07	FY08	FY 09	FY 10	FY 11
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Utility Usage (Town Hall, Bangs, Munson Library)					
Electricity (KWH)	616,634	641,421	609,228	569,504	518,501
Fuel – Gas (c.f.)	23,016	26,740	25,090	19,299	24,084
Fuel – Oil (Gallons)	1,804	1,790	2,002	1,734	2,454
Water & Sewer (c.f.)	57,400	59,500	57,500	55,000	55,800
Square Feet Maintained	75,668	75,668	75,668	75,668	75,668
Facilities Managed	7	7	7	7	7
Automated Computer Systems Monitored	3	4	4	4	4
Hours of Building Usage per Week	310	310	310	310	310
Hours of Maintenance per Week	225	225	185	185	185
Meetings Scheduled	6,931	7,340	6,143	6,158	6,203
Emergency Responses	20	25	28	30	25
Committees Staffed	0	2	2	2	2
Rental Contracts	5	5	5	4*	5**

* Munson Library Church lease terminated and moved to a new facility they purchased.

** New Center for New Americans lease at Bangs 3rd floor.

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GENERAL GOVERNMENT**1198 & 1199: GENERAL SERVICES**

MISSION STATEMENT: To manage the centralized purchasing of services, supplies and equipment, contracts for maintenance of office equipment, and general liability insurance in order to maximize savings and efficiencies from such purchasing.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Finance and IT worked together to completely upgrade the Towns' telephone system with increased functionality at less cost using VOIP technology. This was accomplished by entering into a 5 year lease program that was able to be paid for within the existing telephone budget, no increases in operating budget or capital funds were required to accomplish this. The lease was complete in FY 10 with annual budgetary savings of \$24,000 beginning in FY 11.

LONG RANGE OBJECTIVES:

To develop computerized programs for inventory control.
To develop and implement a uniform system of tracking vehicle maintenance.

FY 13 OBJECTIVES:

To evaluate and implement a forms printing and mailing process to reduce postage and supplies costs.

SERVICE LEVELS:

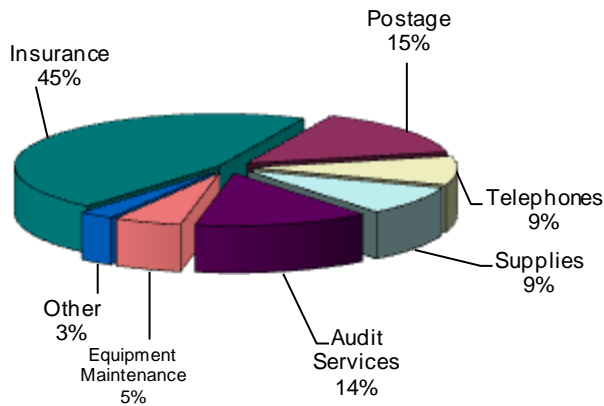
	FY 07	FY08	FY 09	FY 10	FY 11
	Actual	Actual	Actual	Actual	Actual
Photocopies (per month average)	142,000	120,213	90,312	83,122	86,484
Town Vehicles Insured	197	206	209	205	207
Buildings Insured	66	64	64	64	62
Audits Performed	1	1	1	1	1
Bulk and Presort Mailings	35	26	29	13	13
Telephone Lines Maintained	350	363	363	363	363
Supply Requisitions Filled	242	271	243	222	215
Insurance Claims Processed (Property/Auto)	57	80	56	40	229

GENERAL GOVERNMENT

1198 & 1199: GENERAL SERVICES

	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Budget	FY 13 Manager	Change FY 12 - 13	Percent Change
Personnel Services	\$ 7,798	7,637	7,726	7,938	7,938	0	0.0%
Operating Expenses	\$ 368,782	362,004	350,690	357,783	364,911	7,128	2.0%
Capital Outlay	\$ 1,936	1,844	92	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 378,516	371,485	358,507	365,721	372,849	7,128	1.9%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 126	142	135	129	132	3	2.3%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 378,642	371,627	358,642	365,850	372,981	7,131	1.9%
SOURCES OF FUNDS							
Taxation	\$ 378,516	371,485	358,507	365,721	372,849	7,128	1.9%
POSITIONS							
Full Time	0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:



Insurance, \$170,251, includes general liability, auto, public official and professional liability, and boiler insurance.

Supplies, \$33,000, include office, copier and computer paper, and miscellaneous supplies.

Equipment maintenance, \$19,860, covers contracts, where economical, on photocopiers, computers, printers, fax machines, telephones, etc.

Telephones, \$33,000

Postage, \$55,000.

Audit, \$51,500.

SIGNIFICANT BUDGET CHANGES:

Insurance costs increase by 4% because of higher cost estimates based on the Town's claims history and increasing price trends in the insurance industry. Audit costs increase by \$500 because of additional audit reporting requirements.