Town of Amherst Massachusetts

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July 24, 2008

TO: Community Voices/Budget Choices Facilitation Committee

FROM: Larry Shaffer, Town Manager
John P. Musante, Assistant Town Manager/Finance Director

CC: Select Board
Department Heads

SUBJECT: Municipal Budget & Services Scenarios for FY 10 - 14

The citizens of Amherst articulated the following "key directions" for the community during the (almost concluded!) Master Plan process, *Planning Amherst Together*:

- Maintain Amherst's existing community character;
- Encourage vibrancy in the downtown and village centers;
- Balance land preservation objectives with more intensive development in appropriate areas;
- Provide housing that meets the needs of all residents while minimizing impacts on the environment;
- Diversify and expand the economic base;
- Enhance Town/Gown relations and joint planning;
- Promote an ethic of sustainable environmental and energy practices in all town activities;
- ***Provide community services to meet the needs of all residents. (emphasis added)***

In the delivery of community services by your Town government, we strive to:

- Provide value: quality services at a reasonable price;
- Manage for the long-term;
- Provide excellent customer service; and
- Promote innovative service delivery.

Who are we as an organization? *I believe we have exceptional services provided by exceptional people.*

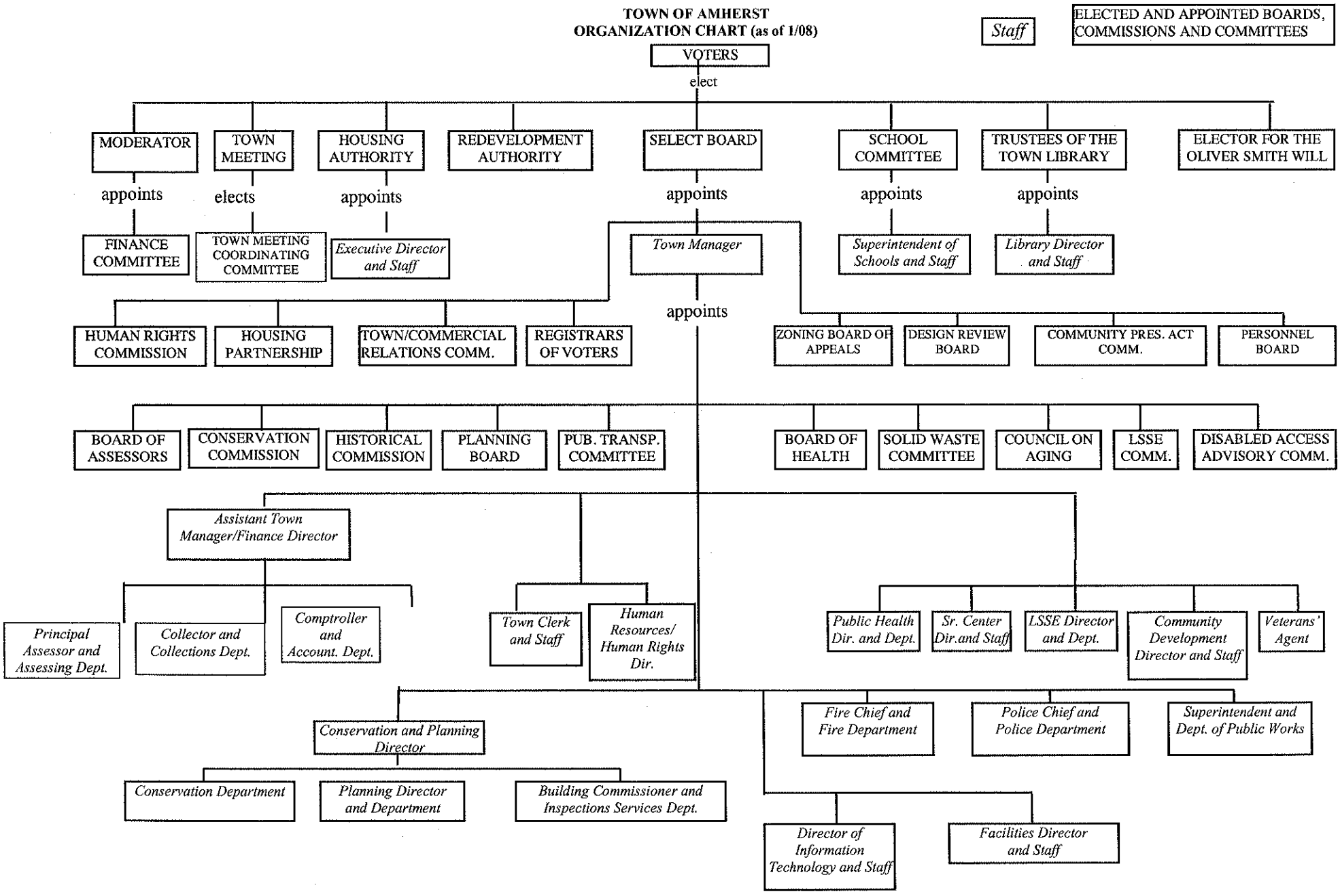
- We exist as a service organization to provide effective, efficient and innovative services to our community residents and businesses.

- We recruit, train, and support the highest quality staff members.
- We aim to provide a healthy and supportive work environment with clearly defined goals and operating principles.
- We work as members of the Amherst team, listening and appropriately responding to the needs and concerns of both our internal and external customers.
- We strive to be the standard others will look to emulate.

Please find attached five funding scenarios for the period FY 10 -14. Each scenario's service and funding level is compared to the 3 revenue scenarios presented at the July 10 meeting: Reduced Funding, Baseline Revenues, and Additional Revenues. The dollar estimates are preliminary and subject to change and refinement. What is most important are the descriptions of services to be added/subtracted and the larger financial trends that can be ascertained. We have only highlighted some of the program impacts in each scenario. There would be other impacts large and small in other departments as well.

Also attached are an organizational chart, a chart depicting staffing levels by department since FY 2000, and FY 09 municipal budget summaries. The most complete descriptions of municipal budgets and service levels can be found by reviewing the Finance Committee Report to the 2008 Town Meeting and the Town Manager's Proposed FY 09 budget document, both available at www.amherstma.gov.

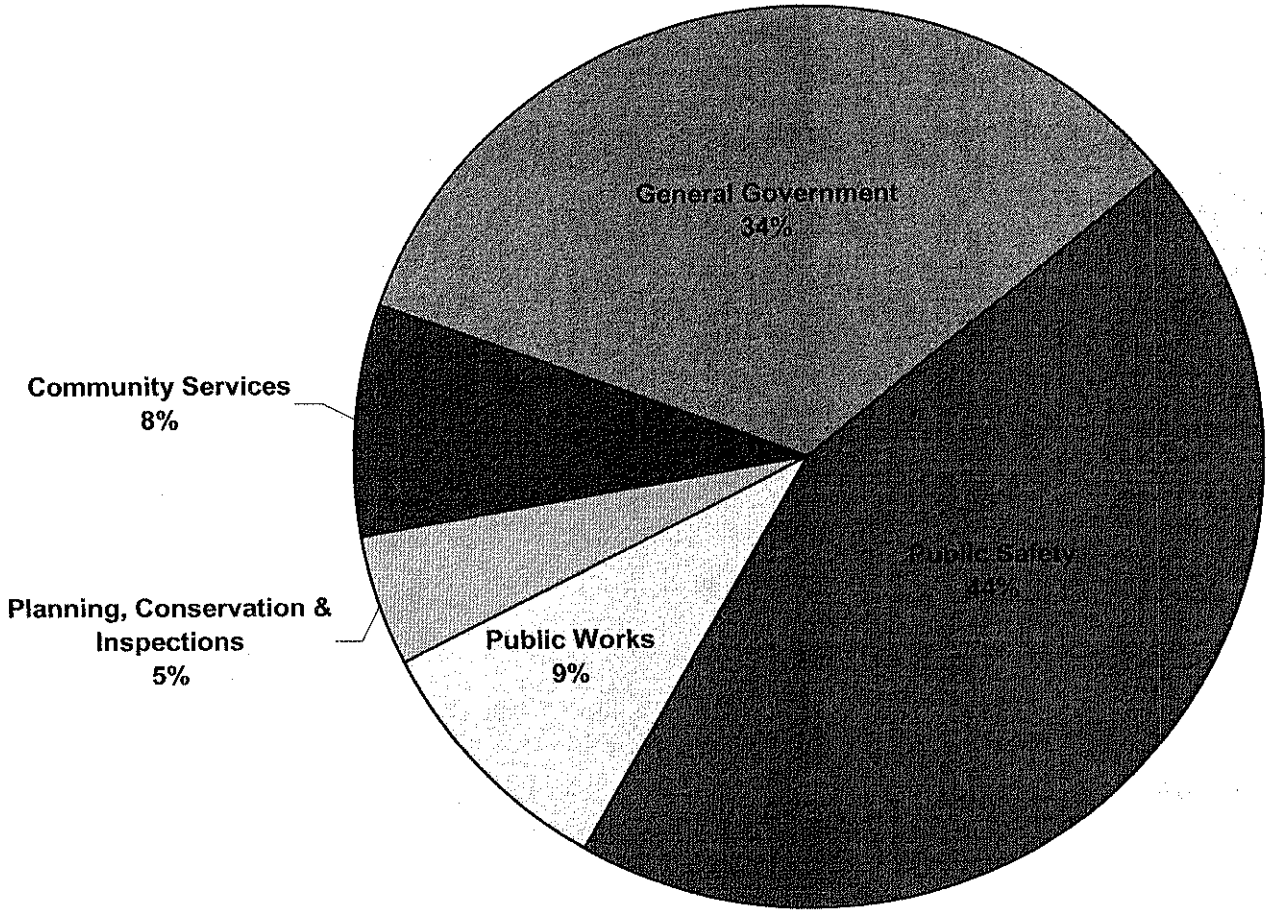
TOWN OF AMHERST
ORGANIZATION CHART (as of 1/08)



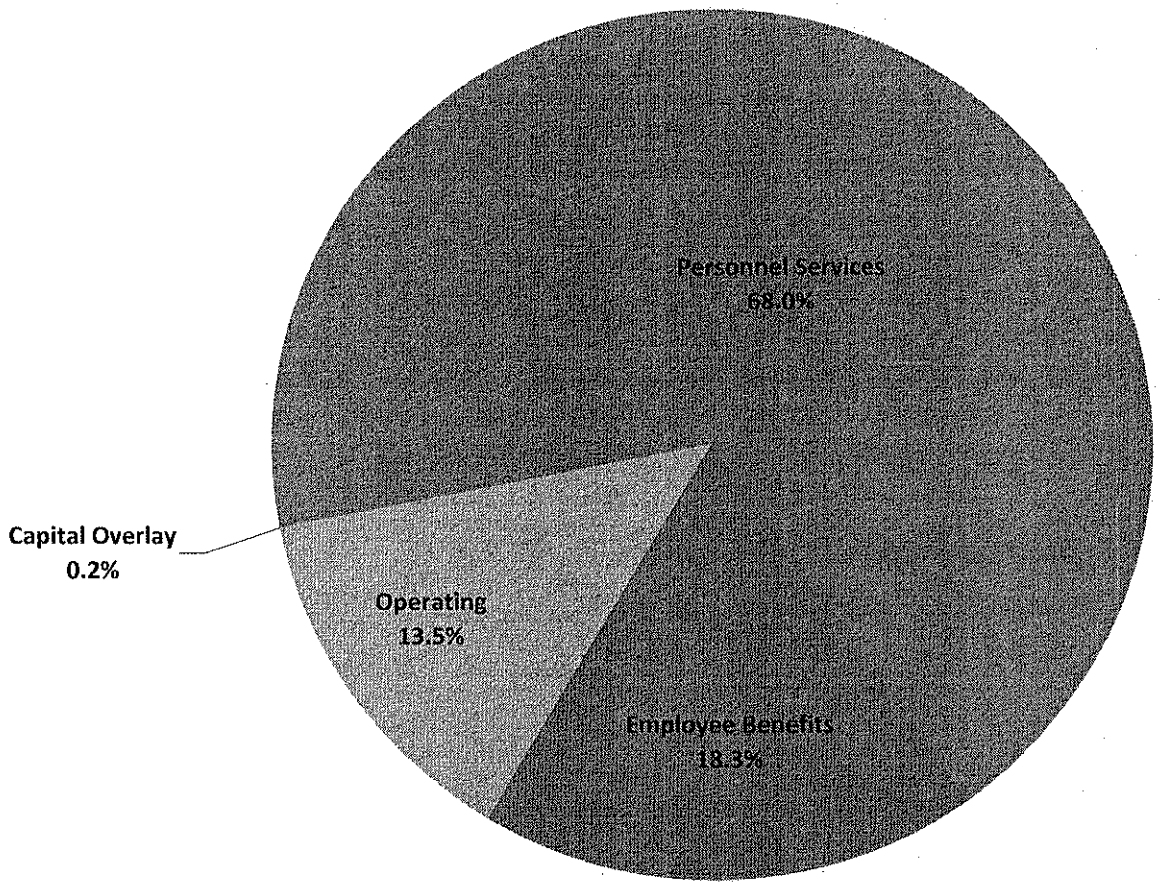
TOWN OF AMHERST, MASSACHUSETTS
FINANCIAL PROJECTIONS - GENERAL FUND *BASELINE*

	FY 08 Budget	*FY 09 Budget*	$ Chg	% Chg
EXPENDITURES				
OPERATING BUDGETS				
Town	17,953,095	18,591,563	638,468	3.6%
Elementary Schools	19,456,715	20,689,430	1,232,715	6.3%
Amherst-Pelham Reg'l School Dist.	12,385,188	12,395,375	10,187	0.1%
Jones Library	2,097,199	2,128,147	30,948	1.5%
Subtotal Operating Budgets	**51,892,197**	**53,804,515**	**1,912,318**	**3.7%**
CAPITAL BUDGET (Tax Funded Only)				
Debt Service - Debt Exclusion	340,425	441,321	100,896	29.6%
Debt Service - Current	1,007,717	820,136	(187,581)	-18.6%
Debt Service - Projected	99,008	98,322	(686)	-0.7%
Other Tax Funded Capital	1,249,378	1,572,886	323,508	25.9%
Subtotal Tax Funded Capital	**2,696,528**	**2,932,665**	**236,137**	**8.8%**
Tax Capital Less Debt Excl	***2,356,103***	***2,491,344***	**135,241**	**5.7%**
% Net Tax Levy	*7.1%*	*7.25%*		
OTHER GOVT ASSESSMENTS				
State & PVPC Assessments	592,639	536,022	(56,617)	-9.6%
Pioneer Valley Transit Authority	653,496	592,219	(61,277)	-9.4%
Retirement - Hampshire County	2,920,979	2,917,009	(3,970)	-0.1%
Subtotal Other Govt Assmts.	**4,167,114**	**4,045,250**	**(121,864)**	**-2.9%**
MISCELLANEOUS				
Amherst Comm. Television (ACTV)	0	0	0	#DIV/0!
State Aid - Library & School Offsets	89,515	89,101	(414)	-0.5%
Reserve for Abatements & Exemptio	342,873	347,898	5,025	1.5%
Reserve Fund	100,000	100,000	0	0.0%
Other Miscellaneous	574,833	35,000	(539,833)	-93.9%
Subtotal Miscellaneous	**1,107,221**	***571,999***	**(535,222)**	**-48.3%**
TOTAL EXPENDITURES	**59,863,060**	**61,354,429**	**1,491,369**	**2.5%**
% Change from Prior year				

FY 09 Expenditures by Functional Area



FY 09 Expenditures by Type



Full and Part Time Benefited Employees in Full Time Equivalents

Department	FY 00 Budget	FY 01 Budget	FY 02 Budget	FY 03 Budget	FY 04 Budget	FY 05 Budget	FY 06 Budget	FY 07 Budget	FY 08 Budget	FY 09 Budget	Change FY 08 - 09
MUNICIPAL BUDGET											
Select Board/Town Manager	3.80	3.80	3.80	3.80	2.80	2.80	2.80	2.80	3.00	3.00	0.00
Finance	15.70	16.36	16.11	16.31	15.92	14.92	14.67	14.00	13.00	13.00	0.00
Human Resources/Human Rights	2.10	1.85	1.85	1.85	1.85	2.00	2.74	2.74	2.00	2.00	0.00
Information Technology	4.00	4.50	4.50	4.50	4.17	4.50	4.50	4.50	4.50	4.50	0.00
Town Clerk	3.00	3.00	3.00	3.00	3.00	3.53	3.53	3.00	3.00	3.00	0.00
Elections/Registration	0.10	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.00
Facilities Maintenance	6.15	7.33	6.58	6.58	6.58	5.91	6.58	5.83	5.83	5.83	0.00
TOTAL GENERAL GOVERNMENT	35.85	37.89	37.14	37.34	35.03	34.74	34.87	32.92	31.38	31.38	0.00
Police Facility	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Police	45.13	46.00	49.00	50.00	51.00	53.00	53.00	53.00	50.54	51.00	0.46
Fire/EMS	36.00	41.00	41.00	41.00	41.00	41.00	46.00	46.00	46.00	46.00	0.00
Communications Center	11.00	11.40	11.40	11.00	10.00	11.00	11.00	13.00	13.00	13.00	0.00
Animal Welfare	0.00	0.00	0.20	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00
TOTAL PUBLIC SAFETY	93.13	99.40	102.60	104.00	104.00	107.00	112.00	114.00	111.54	112.00	0.46
Public Works Administration	3.50	3.50	3.50	3.66	4.00	4.00	3.40	3.40	3.40	3.40	0.00
Highway	12.50	12.50	12.58	12.58	11.50	11.50	13.50	13.50	13.00	13.00	0.00
Street and Traffic Lights		0.00	0.00	0.50	0.50	0.50	0.00	0.00	0.00	0.00	0.00
Equipment Maintenance	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	0.00
Town Cemeteries					0.00	0.00	0.50	0.50	0.50	0.50	0.00
Parks and Commons	3.00	3.00	3.00	3.00	4.50	4.50	4.50	4.50	4.50	4.50	0.00
Tree Care and Pest Control	3.00	3.00	3.00	3.00	3.00	3.00	2.50	2.50	2.50	2.50	0.00
TOTAL PUBLIC WORKS	25.00	25.00	25.08	25.74	26.50	26.50	27.40	27.40	26.90	26.90	0.00
Conservation	3.00	3.54	4.02	4.02	4.02	4.02	3.72	3.72	3.72	3.72	0.00
Planning Department	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	0.00
Inspections	7.53	6.00	6.00	6.00	5.53	6.00	6.00	6.64	5.64	5.64	0.00
TOTAL PLAN./CONS./INSP.	16.53	15.54	16.02	16.02	14.55	15.02	14.72	15.36	14.36	14.36	0.00
Public Health	2.53	2.53	5.06	5.06	5.06	6.06	5.72	5.97	5.50	5.43	(0.07)
Senior Center	3.88	3.88	3.88	3.88	3.50	3.60	3.80	3.80	3.54	3.54	0.00
Community Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.68	0.68	0.20	(0.48)
Veterans' Services & Benefits	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.00
Leisure Services & Supplemental Education	9.00	9.99	9.99	9.99	9.96	10.30	10.30	10.30	10.79	10.05	(0.74)
Pools	0.37	0.37	0.37	0.20	0.20	0.35	0.35	0.35	0.35	0.44	0.09
Golf Course						2.00	1.00	1.00	0.95	1.05	0.10
TOTAL COMMUNITY SERVICES	17.78	18.77	21.30	21.13	20.72	24.31	23.17	23.10	22.81	21.71	-1.10
TOTAL MUNICIPAL GENERAL FUND	188.29	196.60	202.14	204.23	200.80	207.57	212.16	212.78	206.99	206.35	-0.64
Water Supply and Distribution	12.00	12.00	12.75	12.92	13.00	14.00	14.83	14.83	14.83	15.08	0.25
TOTAL WATER FUND	12.00	12.00	12.75	12.92	13.00	14.00	14.83	14.83	14.83	15.08	0.25
Sewer Maintenance	1.50	1.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50	2.00	-0.50
Wastewater Treatment Plant	13.00	13.00	13.50	14.00	13.75	14.75	15.25	15.25	15.25	15.50	0.25
TOTAL SEWER FUND	14.50	14.50	16.00	16.50	16.25	17.25	17.75	17.75	17.75	17.50	-0.25
Sanitary Facilities	4.00	4.00	4.50	2.92	3.50	4.00	4.16	3.60	3.60	3.60	0.00
TOTAL SOLID WASTE FUND	4.50	4.50	4.50	2.92	3.50	4.00	4.16	3.60	3.60	3.60	0.00
Parking Facilities	3.50	3.50	3.50	5.00	4.00	4.00	4.00	4.00	4.00	4.00	0.00
TOTAL TRANSPORTATION FUND	3.50	3.50	3.50	5.00	4.00	4.00	4.00	4.00	4.00	4.00	0.00
TOTAL	222.79	231.10	238.89	241.57	237.55	246.82	252.90	252.96	247.17	246.53	-0.64

Scenario #1: Reduced Funding

Assumptions:

- State aid reduced by 15% in FY 10, then Chapter 70 increases by 1.5% annually thereafter. All other state aid assumes no increase from FY 10 reduced levels;
- Property tax increases at allowable 2.5% increase plus 10-year average of new growth;
- Local receipts grow by 2.2% annually;
- No use of reserves to balance operating/capital budgets.
- Overall reduction of 1.8% in FY 10, then 2.9% increases annually.

Program Impact:

- This "worst case" scenario would result in reductions of an estimated $1.3 million from current services budgets in FY 10 and an additional $400-500,000 reduction from level services per year in subsequent years;
- PUBLIC SAFETY:
    - The Police Department would suffer an extreme reduction in the protection and service it can provide to the community. Call response would be delayed; the Police Department would become a 911-driven agency; investigations would be limited to only the most serious of offenses; and it would be difficult, if not impossible, to maintain the accredited status. Over the course of 5 years, level funding would force the reduction of sworn members of the police department by 20% (10 members) to 1996 personnel levels.
    - Since 1999, Fire/EMS call volume ballooned from 3611 to 5131, a 42 % increase. On-duty staffing levels have gone from 32 to 40 in this same time period, a 25% increase. This includes a federal grant received in 2006 which resulted in an increase of on-duty staff by one per shift (4 new employees total). The effect of reduced funding will be to maintain only the minimum (7) on duty staff, well below the state average and national standards. The number of times we could maintain 4 ambulances on-duty will fall, and the number of times we cannot immediately respond to an emergency call will increase. Firefighter injuries will increase as well, as they are asked to do more with less and they strain to accomplish the mission.
- PUBLIC WORKS:
    - Parks/grounds maintenance would concentrate on core work responsibilities, such as tree maintenance/removal/replanting, grounds maintenance (to include mowing, trimming, turf management; sprinkler maintenance etc. for the Town parks, commons and cemeteries), maintenance of the park bathrooms, facilities and pools, downtown trash removal and snow removal, parking garage grounds and non mechanical items. The division would no longer do this work on school grounds. This group will no longer provide field grooming or prep work for LSSE, Youth or School sporting events. It would also no longer provide support to the Middle School Pool.
    - Delete 3 employees from the Highway Division. This division will retain enough employees to provide most of its core functions. The areas that will continue to receive reduced effort (suffer) will be pothole repair (caused by lack of funds for repair material and funds for crew time), lawn damage repair, off street drainage maintenance. Sidewalk plowing and maintenance outside of the Town center will be at a lower priority. The remaining four years of the five year budget plan would

require dismissing two additional employees each year for total reduction of 11 employees. Nine of these employees will continue to come from the two divisions mentioned above with the loss of one Engineering Tech and a Mechanic at sometime in this process.

- COMMUNITY SERVICES:
  - Elimination of financial support from the property tax for local human service agencies;
  - LSSE: Elimination of the Fee Subsidy Program, Elimination of the Special Needs Program, Close one Outdoor Pool , Close two Wading Pools, Eliminate the Indoor Aquatics Program, Eliminate the Outdoor Challenge Teen Camp, Scale back all programs while increasing fees, Discontinue Summer Camp Transportation Service, Eliminate historical and community building Special Event Programs (July 4th Fireworks, Halloween, Winter Fest). Facilities- New fees for park picnic tables in addition to higher park pavilion rentals, less upkeep to parks, playgrounds, fields, all facilities.
  - Senior Center: the remaining part-time administrative assistant would be eliminated (leaving only 3 employees to run the entire senior program!), which would severely impact the coordination of volunteers, state/federal reporting requirements, increased isolation of seniors, reduced support for the hot lunch program, etc.
  - Health: The mission of the Amherst Board of Health, working through the Health Department, is to promote the health and wellbeing of our community with special emphasis on eliminating health disparities. The work of the Amherst Health Department is organized into six major areas: Access to Health Care, Infectious Disease Control, Disease Prevention and Health Promotion, Environmental Health, Health Policy and Planning Emergency Preparedness. Cuts would be required to non-mandated areas such as health education and outreach to newcomer populations.
- PLANNING/CONSERVATIONS/INSPECTIONS:
  - One or more positions from Planning, affecting responsiveness and thoroughness of regulatory board work and seriously impeding progress on implementation of key initiatives identified in the Master Plan process;
  - Conservation: reduced/eliminated support (in addition to deep cuts the past 2 years) for maintenance and upkeep functions for Puffer's Pond and more than 80 miles of public trails throughout town;
  - Inspections: Potential additional inspectional staff reductions undermine public safety, reduces time for plan reviews, and would reduce responsiveness.
- GENERAL GOVERNMENT:
  - Facilities Maintenance: This is a budget scenario that will deteriorate the town's assets. In the past level funding the budget has not kept up with the escalating cost of materials. Therefore the staff has traded supplies such as paint, patching, lumber, floor care product and equipment maintenance repairs so they could fund necessities like paper products, trash bags, light bulbs etc. They have continuously searched opportunities to save on energy, product usages, etc to offset some of the cost. Building usage continues to increase by outside groups.
  - Information Technology: Reductions in communications items including Internet bandwidth (slowing access to the Town's website and eliminating the possibility of adding any new web services) would be necessary. Additionally, other Internet-based

non-essential systems such as the Public Wireless Internet would need to be eliminated. IT staff reductions may be necessary which would result in less reliable technology and communication systems Town-wide, lengthy delays in repairs to all systems.

- Town Clerk: the most visible non-mandated service is passport processing. This is supported by fee revenues. A part-time staff position hired to administer the program several years ago has previously been eliminated.

TOWN OF AMHERST, MASSACHUSETTS 24-Jul-2008
Municipal General Fund Budget Projections
LEVEL SERVICES

	% of Total	FY 09 Budget	FY 10 Total	% Increase	FY 11 Total	% Increase	FY 12 Total	% Increase	FY 13 Total	% Increase	FY 14 Total	% Increase
Personnel Services												
Full time and part time (1)		12,274,133	12,934,780	5.4%	13,585,704	5.0%	14,165,884	4.3%	14,715,005	3.9%	15,246,022	3.6%
Extra Help		537,175	553,290	3.0%	569,889	3.0%	586,986	3.0%	604,595	3.0%	622,733	3.0%
Other		846,933	846,933	0.0%	846,933	0.0%	846,933	0.0%	846,933	0.0%	846,933	0.0%
Health Insurance (2)		2,739,864	2,876,857	5.0%	3,020,700	5.0%	3,322,770	10.0%	3,655,047	10.0%	4,020,552	10.0%
Subtotal Personnel	88.2%	16,398,105	17,211,861	5.0%	18,023,226	4.7%	18,922,573	5.0%	19,821,581	4.8%	20,736,240	4.6%
Utilities (3)												
Electric		311,405	342,546	10.0%	376,800	10.0%	414,480	10.0%	455,928	10.0%	501,521	10.0%
Gas		99,925	109,918	10.0%	120,909	10.0%	133,000	10.0%	146,300	10.0%	160,930	10.0%
Oil		27,519	34,399	25.0%	41,279	20.0%	47,470	15.0%	52,217	10.0%	57,439	10.0%
Gasoline		134,226	167,783	25.0%	201,339	20.0%	231,540	15.0%	254,694	10.0%	280,163	10.0%
Diesel		101,011	126,264	25.0%	151,517	20.0%	174,244	15.0%	191,668	10.0%	210,835	10.0%
Subotal Utilities	3.6%	674,086	780,908	15.8%	891,843	14.2%	1,000,734	12.2%	1,100,808	10.0%	1,210,889	10.0%
Other (4)	8.2%	1,519,372	1,564,953	3.0%	1,611,902	3.0%	1,660,259	3.0%	1,710,067	3.0%	1,761,369	3.0%
Total Municipal General Fund	**100.0%**	**18,591,563**	**19,557,722**	**5.2%**	**20,526,971**	**5.0%**	**21,583,567**	**5.1%**	**22,632,455**	**4.9%**	**23,708,498**	**4.8%**

(1) Fulltime part-time salaries FY 10-14 include steps (if eligible) plus COLA 3.5%, 3.5%, 3%, 3%, 3%. Use FY 09 budgeted authorized positions, no turnover
(2) Health Insurance FY 10-14: based upon June 2008 claims trend analysis, project 5%, 5%, 10%, 10%, 10%
(3) Utilities % increases per June 2008 estimates from Lower Pioneer Valley Educational Collaborative joint purchase group
(4) All other operations assume +3%/year

Surplus (Gap) using 7/10/08 Revenues Scenarios:										
"Worst Case" -15% State Aid Cut FY 10	18,256,915	-1.8%	18,786,365	2.9%	19,331,170	2.9%	19,891,774	2.9%	20,468,635	2.9%
Surplus (GAP)	***(1,300,807)***		***(1,740,606)***		***(2,252,397)***		***(2,740,682)***		***(3,239,863)***	
Baseline Revenue Growth	18,981,986	2.1%	19,532,463	2.9%	20,098,905	2.9%	20,681,773	2.9%	21,281,545	2.9%
Surplus (GAP)	***(575,736)***		***(994,508)***		***(1,484,662)***		***(1,950,682)***		***(2,426,953)***	
Add New Revenues	19,688,465	5.9%	20,338,185	3.3%	21,009,345	3.3%	21,702,653	3.3%	22,418,841	3.3%
Surplus (GAP)	***130,743***		***(188,787)***		***(574,222)***		***(929,802)***		***(1,289,657)***	

TOWN OF AMHERST, MASSACHUSETTS
COMMUNITY VOICES / BUDGET CHOICES

Date Last Revised: 24-Jul-2008

LIST OF SERVICE RESTORATIONS/ADDITIONS TO MUNICIPAL BUDGET IF FUNDS AVAILABLE - sorted by priority level, then by department

Department / Division	Description	Priority	(R)estore OR (A)dd	# FTE Positions	Personnel Services	Benefits	Operating Expenses	FY 10 Operating $ TOTAL	Cumulative
Town Manager	Economic Development Director	Minimal Enhancement	A	1.00	75,000	11,015		**86,015**	
Finance	Central Services Counter hours reopen Thursday mornings	Minimal Enhancement	R	1.00	29,186	11,015		**40,201**	
Finance	Data Entry - Comptroller's Office	Minimal Enhancement	R	0.40	10,859	0		**10,859**	
Human Resources/Human Rights	Increase admin support; only 2 FTEs supporting workforce	Minimal Enhancement	A	1.00	29,186	11,015		**40,201**	
Facilities Maintenance	PM program (HVAC, energy mgt, pest control, painting, etc.)	Minimal Enhancement	A		0	0	25,000	**25,000**	
Police	2 Officers (for total of 50) and restore $50k Overtime	Minimal Enhancement	R	2.00	147,356	22,030		**169,386**	
Fire/EMS	Increase min manning to 9 from 7; increase OT by $100k	Minimal Enhancement	A	4.00	300,000	44,060		**344,060**	
Fire/EMS	Add Deputy Chief to each shift (4)	Minimal Enhancement	A		65,000			**65,000**	
Fire/EMS	Increase min manning to 10; reduce OT by $40k	Minimal Enhancement	A	4.00	260,000	44,060		**304,060**	
Public Works - Highways	Operations (labor, supplies)	Minimal Enhancement	R	4.50	123,789	44,060	25,000	**192,849**	
Conservation	Seasonal help Puffers Pond & 3000 acres of conservation land	Minimal Enhancement	R / A		12,500		9,600	**22,100**	
Planning	intern, supplies, prof'l dev'p, committee expenses (6)	Minimal Enhancement	R				12,500	**12,500**	
Inspections	Contracted "on call" Building Inspector	Minimal Enhancement	A		25,000			**25,000**	
Health	Nurse to full-time, increase Environmental staff to 3 from 2.5	Minimal Enhancement	A	0.81	34,531	11,015		**45,546**	
Senior Center	Add 2nd Social Worker, center activities, supplies, profl devp	Minimal Enhancement	A	1.00	58,620	11,015	6,500	**76,135**	
LSSE	Increase Program Subsidies to needy families,	Minimal Enhancement	R				30,000	**30,000**	
Veterans Services	To fund current benefits caseload without budget deficit	Minimal Enhancement	A				45,000	**45,000**	
		SUBTOTAL						**1,533,913**	**1,533,913**
Finance	Budget Analyst to fulltime (currently shared with IT Dept)	Adequate	A	0.50	31,773	0		**31,773**	
Information Technology	Administrative Assistant / Help Desk	Adequate	A	1.00	29,186	11,015		**40,201**	
Town Clerk	Customer Assistant I	Adequate	R	1.00	27,148	0		**27,148**	
Facilities Maintenance	Custodial support Police Station & emergency coverage	Adequate	A	1.00	30,000	11,015		**41,015**	
Police	3 add'l Officers (downtown, SRO, highway safety, youth/family)	Adequate	A	3.00	146,034	33,045		**179,079**	
Fire/EMS	Staff and Equip 3rd station; reduce response time So Amherst	Adequate	A	12.00	665,000	132,180	40,000	**837,180**	
Fire/EMS	Fire Prevention Officer & Clerical	Adequate	A	2.00	94,000	22,030		**116,030**	
Public Works - Highways	Operations (fuel, utilities, supplies)	Adequate	A	6.67	257,123	77,105	54,000	**388,228**	
Public Works - Snow & Ice	Increase Necessary for "average" Winter	Adequate	A				100,000	**100,000**	
Conservation	Part-time shared clerical, Asst land Mgr full-time, supplies	Adequate	A	1.50	35,000	22,030	12,000	**69,030**	
Planning	Part-time shared clerical, Associate Planner, project consultants	Adequate	A	1.50	56,000	11,015	10,000	**77,015**	
Inspections	Part-time shared clerical	Adequate	A	0.50	20,000			**20,000**	
Health	Emergency Coordinator (interdepartmental position)	Adequate	A	1.00	30,000	11,015		**41,015**	
Senior Center	3rd Social Worker, restore Program Director, supplies & training	Adequate	R / A	2.00	41,380	22,030	3,900	**67,310**	
Community Development	Human Service Agency funding (to $150,000)	Adequate	R				85,000	**85,000**	
		SUBTOTAL						**2,120,024**	**3,653,937**
Finance	Procurement Officer/Grant Administrator	Optimal	A	1.00	34,971	11,015		**45,986**	
Information Technology	Public Information Adminstrator (website; online transactions)	Optimal	A	1.00	41,649	11,015		**52,664**	
Police	5 Officers (total of +10) superior community-based PD services	Optimal	A	5.00	243,390	55,075		**298,465**	
Fire/EMS	Increase to 16 on duty	Optimal	A		580,000			**580,000**	
Public Works - Snow & Ice	Increase Sidewalk Snow Plowing	Optimal	A				72,000	**72,000**	
Conservation	Energy Coordinator for energy conservation projects townwide	Optimal	A	1.00	37,500	11,015		**48,515**	
Inspections	Building Official, improve response time & enforcement	Optimal	R	1.00	40,000	11,015		**51,015**	
Health	Health Educator (20 hrs grant expiring), Outreach Worker hrs	Optimal	A	1.33	61,000	11,015		**72,015**	
Senior Center	Nurse to full-time (from 8 hrs), Admin Asst, supplies & training	Optimal	A	1.79	90,000	22,030	4,400	**116,430**	
		SUBTOTAL						**1,337,090**	**4,991,027**
		TOTAL						**4,991,027**	**4,991,027**

TOWN OF AMHERST, MASSACHUSETTS
COMMUNITY VOICES / BUDGET CHOICES

Date Last Revised: 24-Jul-2008

LIST OF SERVICE RESTORATIONS/ADDITIONS TO MUNICIPAL BUDGET IF FUNDS AVAILABLE - sorted by department

Department / Division	Description	Priority	(R)estore OR (A)dd	# FTE Positions	Personnel Services	Benefits	Operating Expenses	Operating $ TOTAL	Capital
Town Manager	Economic Development Director	Minimal Enhancement	A	1.00	75,000	11,015		**86,015**	
Finance	Central Services Counter hours reopen Thursday mornings	Minimal Enhancement	R	1.00	29,186	11,015		**40,201**	
Finance	Data Entry - Comptroller's Office	Minimal Enhancement	R	0.40	10,859	0		**10,859**	
Finance	Budget Analyst to fulltime (currently shared with IT Dept)	Adequate	A	0.50	31,773	0		**31,773**	
Finance	Procurement Officer/Grant Administrator	Optimal	A	1.00	34,971	11,015		**45,986**	
Human Resources/Human Rights	Increase admin support; only 2 FTEs supporting workforce	Minimal Enhancement	A	1.00	29,186	11,015		**40,201**	
Information Technology	Administrative Assistant / Help Desk	Adequate	A	1.00	29,186	11,015		**40,201**	
Information Technology	Public Information Adminstrator (website; online transactions)	Optimal	A	1.00	41,649	11,015		**52,664**	
Town Clerk	Customer Assistant I	Adequate	R	1.00	27,148	0		**27,148**	
Facilities Maintenance	PM program (HVAC, energy mgt, pest control, painting, etc.)	Minimal Enhancement	A		0	0	25,000	**25,000**	
Facilities Maintenance	Custodial support Police Station & emergency coverage	Adequate	A	1.00	30,000	11,015		**41,015**	
Police	2 Officers (for total of 50) and restore $50k Overtime	Minimal Enhancement	R	2.00	147,356	22,030		**169,386**	
Police	3 add'l Officers (downtown, SRO, highway safety, youth/family)	Adequate	A	3.00	146,034	33,045		**179,079**	
Police	5 Officers (total of +10) superior community-based PD services	Optimal	A	5.00	243,390	55,075		**298,465**	
Fire/EMS	Increase min manning to 9 from 7; increase OT by $100k	Minimal Enhancement	A	4.00	300,000	44,060		**344,060**	
Fire/EMS	Add Deputy Chief to each shift (4)	Minimal Enhancement	A		65,000			**65,000**	
Fire/EMS	Increase min manning to 10; reduce OT by $40k	Minimal Enhancement	A	4.00	260,000	44,060		**304,060**	
Fire/EMS	Staff and Equip 3rd station; reduce response time So Amherst	Adequate	A	12.00	665,000	132,180	40,000	**837,180**	7,450,000
Fire/EMS	Fire Prevention Officer & Clerical	Adequate	A	2.00	94,000	22,030		**116,030**	
Fire/EMS	Increase to 16 on duty	Optimal	A		580,000			**580,000**	
Public Works - Highways	Operations (labor, supplies)	Minimal Enhancement	R	4.50	123,789	44,060	25,000	**192,849**	
Public Works - Highways	Operations (fuel, utilities, supplies)	Adequate	A	6.67	257,123	77,105	54,000	**388,228**	
Public Works - Snow & Ice	Increase Necessary for "average" Winter	Adequate	A				100,000	**100,000**	
Public Works - Snow & Ice	Increase Sidewalk Snow Plowing	Optimal	A				72,000	**72,000**	
Conservation	Seasonal help Puffers Pond & 3000 acres of conservation land	Minimal Enhancement	R / A		12,500		9,600	**22,100**	
Conservation	Part-time shared clerical, Asst land Mgr full-time, supplies	Adequate	A	1.50	35,000	22,030	12,000	**69,030**	
Conservation	Energy Coordinator for energy conservation projects townwide	Optimal	A	1.00	37,500	11,015		**48,515**	
Planning	Intern, supplies, prof'l dev'p, committee expenses (6)	Minimal Enhancement	R				12,500	**12,500**	
Planning	Part-time shared clerical, Associate Planner, project consultants	Adequate	A	1.50	56,000	11,015	10,000	**77,015**	
Inspections	Contracted "on call" Building Inspector	Minimal Enhancement	A		25,000			**25,000**	
Inspections	Part-time shared clerical	Adequate	A	0.50	20,000			**20,000**	
Inspections	Building Official, improve response time & enforcement	Optimal	R	1.00	40,000	11,015		**51,015**	
Health	Nurse to full-time, increase Environmental staff to 3 from 2.5	Minimal Enhancement	A	0.81	34,531	11,015		**45,546**	
Health	Emergency Coordinator (interdepartmental position)	Adequate	A	1.00	30,000	11,015		**41,015**	
Health	Health Educator (20 hrs grant expiring), Outreach Worker hrs	Optimal	A	1.33	61,000	11,015		**72,015**	
Senior Center	Add 2nd Social Worker, center activities, supplies, profl devp	Minimal Enhancement	A	1.00	58,620	11,015	6,500	**76,135**	
Senior Center	3rd Social Worker, restore Program Director, supplies & training	Adequate	R / A	2.00	41,380	22,030	3,900	**67,310**	
Senior Center	Nurse to full-time (from 8 hrs), Admin Asst, supplies & training	Optimal	A	1.79	90,000	22,030	4,400	**116,430**	
Community Development	Human Service Agency funding (to $150,000)	Adequate	R				85,000	**85,000**	
LSSE	Increase Program Subsidies to needy families,	Minimal Enhancement	R				30,000	**30,000**	
Veterans Services	To fund current benefits caseload without budget deficit	Minimal Enhancement	A				45,000	**45,000**	
		TOTAL						**4,991,027**	**7,450,000**

TOWN OF AMHERST, MASSACHUSETTS 24-Jul-2008
Municipal General Fund Budget Projections
LEVEL SERVICES + MINIMAL ENHANCEMENTS

	% of Total	FY 09 Budget	FY 10 Total	% Increase	FY 11 Total	% Increase	FY 12 Total	% Increase	FY 13 Total	% Increase	FY 14 Total	% Increase
Personnel Services												
Full time and part time (1)		12,274,133	12,934,780	5.4%	13,585,704	5.0%	14,165,884	4.3%	14,715,005	3.9%	15,246,022	3.6%
Extra Help		537,175	553,290	3.0%	569,889	3.0%	586,986	3.0%	604,595	3.0%	622,733	3.0%
Other		846,933	846,933	0.0%	846,933	0.0%	846,933	0.0%	846,933	0.0%	846,933	0.0%
Health Insurance (2)		2,739,864	2,876,857	5.0%	3,020,700	5.0%	3,322,770	10.0%	3,655,047	10.0%	4,020,552	10.0%
Subtotal Personnel	88.2%	16,398,105	17,211,861	5.0%	18,023,226	4.7%	18,922,573	5.0%	19,821,581	4.8%	20,736,240	4.6%
Utilities (3)												
Electric		311,405	342,546	10.0%	376,800	10.0%	414,480	10.0%	455,928	10.0%	501,521	10.0%
Gas		99,925	109,918	10.0%	120,909	10.0%	133,000	10.0%	146,300	10.0%	160,930	10.0%
Oil		27,519	34,399	25.0%	41,279	20.0%	47,470	15.0%	52,217	10.0%	57,439	10.0%
Gasoline		134,226	167,783	25.0%	201,339	20.0%	231,540	15.0%	254,694	10.0%	280,163	10.0%
Diesel		101,011	126,264	25.0%	151,517	20.0%	174,244	15.0%	191,668	10.0%	210,835	10.0%
Subotal Utilities	3.6%	674,086	780,908	15.8%	891,843	14.2%	1,000,734	12.2%	1,100,808	10.0%	1,210,889	10.0%
Other (4)	8.2%	1,519,372	1,564,953	3.0%	1,611,902	3.0%	1,660,259	3.0%	1,710,067	3.0%	1,761,369	3.0%
Total Municipal General Fund	**100.0%**	**18,591,563**	**19,557,722**	**5.2%**	**20,526,971**	**5.0%**	**21,583,567**	**5.1%**	**22,632,455**	**4.9%**	**23,708,498**	**4.8%**
ADD: Minimal Enhancements (from list) (5)			1,533,913		1,610,608	5.0%	1,691,139	5.0%	1,775,696	5.0%	1,864,480	5.0%
TOTAL W/ MINIMAL ENHANCEMENTS			**21,091,635**	**13.4%**	**22,137,579**	**5.0%**	**23,274,705**	**5.1%**	**24,408,151**	**4.9%**	**25,572,978**	**4.8%**

(1) Fulltime part-time salaries FY 10-14 include steps (if eligible) plus COLA 3.5%, 3.5%, 3%, 3%, 3%. Use FY 09 budgeted authorized positions, no turnover
(2) Health Insurance FY 10-14: based upon June 2008 claims trend analysis, project 5%, 5%, 10%, 10%, 10%
(3) Utilities % increases per June 2008 estimates from Lower Pioneer Valley Educational Collaborative joint purchase group
(4) All other operations assume +3%/year
(5) Assume enhancements added in FY 10 increase by 5% per year FY 11 -14

Surplus (Gap) using 7/10/08 Revenues Scenarios:										
"Worst Case" -15% State Aid Cut FY 10	18,256,915	-1.8%	18,786,365	2.9%	19,331,170	2.9%	19,891,774	2.9%	20,468,635	2.9%
Surplus (GAP)	***(2,834,720)***		***(3,351,214)***		***(3,943,535)***		***(4,516,377)***		***(5,104,343)***	
Baseline Revenue Growth	18,981,986	2.1%	19,532,463	2.9%	20,098,905	2.9%	20,681,773	2.9%	21,281,545	2.9%
Surplus (GAP)	***(2,109,649)***		***(2,605,116)***		***(3,175,801)***		***(3,726,378)***		***(4,291,434)***	
Add New Revenues	19,688,465	5.9%	20,338,185	3.3%	21,009,345	3.3%	21,702,653	3.3%	22,418,841	3.3%
Surplus (GAP)	***(1,403,170)***		***(1,799,395)***		***(2,265,361)***		***(2,705,498)***		***(3,154,138)***	

TOWN OF AMHERST, MASSACHUSETTS **24-Jul-2008**
Municipal General Fund Budget Projections
LEVEL SERVICES + ADEQUATE ENHANCEMENTS

	% of Total	FY 09 Budget	FY 10 Total	% Increase	FY 11 Total	% Increase	FY 12 Total	% Increase	FY 13 Total	% Increase	FY 14 Total	% Increase
Personnel Services												
Full time and part time (1)		12,274,133	12,934,780	5.4%	13,585,704	5.0%	14,165,884	4.3%	14,715,005	3.9%	15,246,022	3.6%
Extra Help		537,175	553,290	3.0%	569,889	3.0%	586,986	3.0%	604,595	3.0%	622,733	3.0%
Other		846,933	846,933	0.0%	846,933	0.0%	846,933	0.0%	846,933	0.0%	846,933	0.0%
Health Insurance (2)		2,739,864	2,876,857	5.0%	3,020,700	5.0%	3,322,770	10.0%	3,655,047	10.0%	4,020,552	10.0%
Subtotal Personnel	88.2%	16,398,105	17,211,861	5.0%	18,023,226	4.7%	18,922,573	5.0%	19,821,581	4.8%	20,736,240	4.6%
Utilities (3)												
Electric		311,405	342,546	10.0%	376,800	10.0%	414,480	10.0%	455,928	10.0%	501,521	10.0%
Gas		99,925	109,918	10.0%	120,909	10.0%	133,000	10.0%	146,300	10.0%	160,930	10.0%
Oil		27,519	34,399	25.0%	41,279	20.0%	47,470	15.0%	52,217	10.0%	57,439	10.0%
Gasoline		134,226	167,783	25.0%	201,339	20.0%	231,540	15.0%	254,694	10.0%	280,163	10.0%
Diesel		101,011	126,264	25.0%	151,517	20.0%	174,244	15.0%	191,668	10.0%	210,835	10.0%
Subotal Utilities	3.6%	674,086	780,908	15.8%	891,843	14.2%	1,000,734	12.2%	1,100,808	10.0%	1,210,889	10.0%
Other (4)	8.2%	1,519,372	1,564,953	3.0%	1,611,902	3.0%	1,660,259	3.0%	1,710,067	3.0%	1,761,369	3.0%
Total Municipal General Fund	**100.0%**	**18,591,563**	**19,557,722**	**5.2%**	**20,526,971**	**5.0%**	**21,583,567**	**5.1%**	**22,632,455**	**4.9%**	**23,708,498**	**4.8%**
ADD: Adequate Enhancements (from list) (5)			3,653,937		3,836,633	5.0%	4,028,465	5.0%	4,229,888	5.0%	4,441,383	5.0%
TOTAL W/ ADEQUATE ENHANCEMENTS			**23,211,659**	**24.9%**	**24,363,605**	**5.0%**	**25,612,032**	**5.1%**	**26,862,344**	**4.9%**	**28,149,881**	**4.8%**

(1) Fulltime part-time salaries FY 10-14 include steps (if eligible) plus COLA 3.5%, 3.5%, 3%, 3%, 3%. Use FY 09 budgeted authorized positions, no turnover
(2) Health Insurance FY 10-14: based upon June 2008 claims trend analysis, project 5%, 5%, 10%, 10%, 10%
(3) Utilities % increases per June 2008 estimates from Lower Pioneer Valley Educational Collaborative joint purchase group
(4) All other operations assume +3%/year
(5) Assume enhancements added in FY 10 increase by 5% per year FY 11 -14

Surplus (Gap) using 7/10/08 Revenues Scenarios:										
"Worst Case" -15% State Aid Cut FY 10	18,256,915	-1.8%	18,786,365	2.9%	19,331,170	2.9%	19,891,774	2.9%	20,468,635	2.9%
Surplus (GAP)	***(4,954,744)***		***(5,577,239)***		***(6,280,862)***		***(6,970,570)***		***(7,681,245)***	
Baseline Revenue Growth	18,981,986	2.1%	19,532,463	2.9%	20,098,905	2.9%	20,681,773	2.9%	21,281,545	2.9%
Surplus (GAP)	***(4,229,673)***		***(4,831,141)***		***(5,513,127)***		***(6,180,571)***		***(6,868,336)***	
Add New Revenues	19,688,465	5.9%	20,338,185	3.3%	21,009,345	3.3%	21,702,653	3.3%	22,418,841	3.3%
Surplus (GAP)	***(3,523,194)***		***(4,025,420)***		***(4,602,687)***		***(5,159,691)***		***(5,731,040)***	

TOWN OF AMHERST, MASSACHUSETTS 24-Jul-2008
Municipal General Fund Budget Projections
LEVEL SERVICES + OPTIMAL ENHANCEMENTS

	% of Total	FY 09 Budget	FY 10 Total	% Increase	FY 11 Total	% Increase	FY 12 Total	% Increase	FY 13 Total	% Increase	FY 14 Total	% Increase
Personnel Services												
Full time and part time (1)		12,274,133	12,934,780	5.4%	13,585,704	5.0%	14,165,884	4.3%	14,715,005	3.9%	15,246,022	3.6%
Extra Help		537,175	553,290	3.0%	569,889	3.0%	586,986	3.0%	604,595	3.0%	622,733	3.0%
Other		846,933	846,933	0.0%	846,933	0.0%	846,933	0.0%	846,933	0.0%	846,933	0.0%
Health Insurance (2)		2,739,864	2,876,857	5.0%	3,020,700	5.0%	3,322,770	10.0%	3,655,047	10.0%	4,020,552	10.0%
Subtotal Personnel	88.2%	16,398,105	17,211,861	5.0%	18,023,226	4.7%	18,922,573	5.0%	19,821,581	4.8%	20,736,240	4.6%
Utilities (3)												
Electric		311,405	342,546	10.0%	376,800	10.0%	414,480	10.0%	455,928	10.0%	501,521	10.0%
Gas		99,925	109,918	10.0%	120,909	10.0%	133,000	10.0%	146,300	10.0%	160,930	10.0%
Oil		27,519	34,399	25.0%	41,279	20.0%	47,470	15.0%	52,217	10.0%	57,439	10.0%
Gasoline		134,226	167,783	25.0%	201,339	20.0%	231,540	15.0%	254,694	10.0%	280,163	10.0%
Diesel		101,011	126,264	25.0%	151,517	20.0%	174,244	15.0%	191,668	10.0%	210,835	10.0%
Subotal Utilities	3.6%	674,086	780,908	15.8%	891,843	14.2%	1,000,734	12.2%	1,100,808	10.0%	1,210,889	10.0%
Other (4)	8.2%	1,519,372	1,564,953	3.0%	1,611,902	3.0%	1,660,259	3.0%	1,710,067	3.0%	1,761,369	3.0%
Total Municipal General Fund	**100.0%**	**18,591,563**	**19,557,722**	**5.2%**	**20,526,971**	**5.0%**	**21,583,567**	**5.1%**	**22,632,455**	**4.9%**	**23,708,498**	**4.8%**
ADD: Optimal Enhancements (from list) (5)			4,991,027		5,240,578	5.0%	5,502,607	5.0%	5,777,737	5.0%	6,066,624	5.0%
TOTAL W/ OPTIMAL ENHANCEMENTS			**24,548,749**	**32.0%**	**25,767,549**	**5.0%**	**27,086,174**	**5.1%**	**28,410,193**	**4.9%**	**29,775,122**	**4.8%**

(1) Fulltime part-time salaries FY 10-14 include steps (if eligible) plus COLA 3.5%, 3.5%, 3%, 3%, 3%. Use FY 09 budgeted authorized positions, no turnover
(2) Health Insurance FY 10-14: based upon June 2008 claims trend analysis, project 5%, 5%, 10%, 10%, 10%
(3) Utilities % increases per June 2008 estimates from Lower Pioneer Valley Educational Collaborative joint purchase group
(4) All other operations assume +3%/year
(5) Assume enhancements added in FY 10 increase by 5% per year FY 11 -14

Surplus (Gap) using 7/10/08 Revenues Scenarios:										
"Worst Case" -15% State Aid Cut FY 10	18,256,915	-1.8%	18,786,365	2.9%	19,331,170	2.9%	19,891,774	2.9%	20,468,635	2.9%
Surplus (GAP)	***(6,291,834)***		***(6,981,184)***		***(7,755,004)***		***(8,518,419)***		***(9,306,487)***	
Baseline Revenue Growth	18,981,986	2.1%	19,532,463	2.9%	20,098,905	2.9%	20,681,773	2.9%	21,281,545	2.9%
Surplus (GAP)	***(5,566,763)***		***(6,235,086)***		***(6,987,269)***		***(7,728,420)***		***(8,493,577)***	
Add New Revenues	19,688,465	5.9%	20,338,185	3.3%	21,009,345	3.3%	21,702,653	3.3%	22,418,841	3.3%
Surplus (GAP)	***(4,860,284)***		***(5,429,365)***		***(6,076,829)***		***(6,707,540)***		***(7,356,281)***	

TOWN OF AMHERST, MASSACHUSETTS
FINANCIAL PROJECTIONS - GENERAL FUND

DRAFT For Discussion Purposes Only
10-Jul-2008
Updated Projections

	FY 09 Budget	*FY 10 Projected*	*FY 11 Projected*	*FY 12 Projected*	*FY 13 Projected*	*FY 14 Projected*	*Assumptions*
BASELINE REVENUE PROJECTION:							
Taxes	37,243,143	38,661,744	40,169,895	41,718,553	43,307,560	44,937,913	Prop 2 1/2 limit plus 10-year avg new growth
Other Local Revenues	4,076,324	4,164,826	4,255,540	4,348,522	4,443,829	4,541,518	Assume +2.2%/year
State Revenues	17,088,381	17,174,534	17,275,524	17,366,786	17,473,080	17,564,849	Chap 70 Aid +1.5%, all other = 0%
Other Financing Sources	2,521,580	2,672,443	2,779,341	2,890,515	3,006,135	3,126,381	Ambulance Fund, Jones Inc +4%
Reserves (Free Cash + Stabilization)	425,000	0	0	0	0	0	Eliminate use for operating budget begin FY 10
Total Revenues	**61,354,428**	**62,673,546**	**64,480,300**	**66,324,376**	**68,230,604**	**70,170,661**	
% Change from Prior year		***2.1%***	***2.9%***	***2.9%***	***2.9%***	***2.8%***	
$ Change from Prior year		***1,319,118***	***1,806,754***	***1,844,075***	***1,906,228***	***1,940,057***	
ADD NEW REVENUES:							
Property Tax Levy:							
Close Telecommunications Tax Loopholes		219,000	224,475	230,087	235,839	241,735	
Economic Dev'p New Growth $20M/year		320,400	648,410	984,620	1,329,236	1,682,467	
Legislative:							
State Aid: Chapter 70, Lottery, Addl Asst		566,090	573,896	606,581	615,811	654,969	+4%/year overall instead of +1.5% Chap 70 only
2% Local Option Meals Tax		1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	Estimate: City of Boston (April 2007)
Increase 4% Local Option Lodging Tax 1%		25,000	25,000	25,000	25,000	25,000	
Subtotal New Revenue		2,330,490	2,671,781	3,046,288	3,405,886	3,804,171	
Total Revenue Increase w/ Adds		**3,649,608**	**4,478,535**	**4,890,363**	**5,312,114**	**5,744,228**	
% Change from Prior year		***5.9%***	***3.3%***	***3.3%***	***3.3%***	***3.3%***	
CUT STATE AID 15% IN FY 10:							Comparable to FY 04 reduction.
Chapter 70	6,266,707	(940,006)					Income Tax Repeal Referendum (Nov 2008)
Lottery	9,816,456	(1,472,468)					would reduce state revenues by $12B (40%)
Additional Assistance	222,910	(33,437)					
	16,306,073	(2,445,911)					
% Change from Prior year		***-1.8%***					Baseline Revenues less: state aid cut

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