

**Joint Meeting of the  
Select Board, Finance Committee,  
School Committee & Library Trustees**

October 11, 2012

**Preliminary Financial Projections for  
FY14 Budget Planning**

(July 1, 2013 – June 30, 2014)

Sandy Pooler, Finance Director  
Town of Amherst

**Tonight's Agenda**

- 10-Year Fiscal Trend Monitoring Report
- Current Situation and Outlook
  - FY12 Operating Results
  - FY13 Approved Budgets
  - FY13 (current year) Issues
- Revenue & Expenditure Projections for Next Three Years: FY14-16
- FY14 Budget Planning Calendar
- Your Questions & Comments

## Tonight's Take-Away

### A Slow and Steady Budget

- ✓ Amherst values: maintaining consistently high quality services over time
- ✓ Fiscal discipline in good years and bad years
- ✓ Build FY14 on FY13 base

## Current Situation and Outlook

- FY12 Operating Results were Positive
  - \$1 million net excess revenues over expenditures on a budget of \$66.6 million (equals approx 1.7%)
  - Consistent with revenues of recent years and reflects modest growth related to slow but steady economic recovery.
  - Property tax collections consistently strong >99%
  - Local option taxes on meals and hotel/motel generated \$638,973, an increase of \$295,931 from FY10.
  - Base State Aid cut of \$0.5 million, or 4%
    - One time distribution in Fall of 2011 of \$0.5 million.

## **Current Situation and Outlook**

- **FY12 Operating Results (continued)**
  - Unspent appropriations closed to fund balance totaled \$69,527, or 0.1% of voted budget
  - \$796,026 of unused Free Cash appropriated for Puffer's Pond grant (not awarded) and October 2011 ice storm was also returned to Free Cash
  - **Success Containing Employee Health Care Costs**
    - Negotiated plan design changes and increased employee contributions and co-pays for municipal employees
    - FY 12 premium growth of 0%, no increase necessary – well below industry average

## **Current Situation and Outlook**

- **FY12 Operating Results (continued)**
  - **Bond Rating Maintained at "AA With A Stable Outlook"**
    - "Strong and stable economic base..."
    - "Good income and wealth indicators, which are particularly significant given the high student population..."
    - "Good financial management and reserve levels..."
    - "Low overall debt burden and rapid debt amortization..."
  - **Reserves (Free Cash + Stabilization Fund)**
    - No major appropriation to balance FY12 budget
    - \$6.2 million estimated as of July 1, 2012, an increase of approximately \$600,000 from last year.
    - Now equals just over 9.3% of operating revenue
    - Financial policies adopted January 2008 suggest Town maintain reserves between 5 - 15% of operating revenue

## **Current Situation and Outlook**

- **FY13 Budgets voted by Town Meeting**
  - State Aid level funded after four years of cuts; cumulative cut of \$3.6 million since FY08
  - Maintained level services
    - Town: +2.9% (including addition War Memorial Pool funds)
    - Elementary Schools: +2.8%
    - Regional Schools: +1.1% increase (+2.1% budget increase in Amherst assessment)
    - Library: +3.65% budget increase (+2.8% Town tax support)
    - Capital: +3.8% (6.5% of tax levy)
  - One time use of Free Cash to support School budget, funds to be replaced by School Choice program receipts in FY14.

## **Current Situation and Outlook**

- **FY13 (current year) Issues**
  - Increase of State Aid after Town Meeting
    - \$65 million statewide –restoration of FY12 state aid cut.
    - \$514,000 to Town of Amherst.
  - Fall Town Meeting
    - OPEB Funding (Retiree health insurance)
      - Use late State Aid to start funding @ \$585,342
    - Transfer Free Cash to Stabilization Fund
      - Rebuilding reserves in line with Town Financial Policies
    - Road Bonds
      - \$1 million to continue road repairs
    - CPA Recommendations
      - North Common and land acquisition

## **Revenue & Expenditure Trends and Projections: The Basics...**

- Where the \$ comes from...
  - Property Tax
  - State Aid
  - Local Receipts & Charges
  - Investment Income
  - Jones Library, Inc.
    - Supports portion of library budget
  - Reserves
- Where the \$ goes...
  - Education
    - Region
    - Elementary
  - Libraries
  - Municipal
    - Town Hall
    - Public Safety
    - Public Works
    - Community Services
    - Planning/Conservation
  - Debt & Capital
  - Gov't Assessments & Misc.

## **What Are the Assumptions for FY 14-16 "Level Services" Budgets?**

- Revenues
  - Property taxes continue to grow at the 2.5% limit per year (+\$1 million)
  - New growth added to property tax only \$500,000 (88% of 10-year average), then \$500,000/year thereafter
  - State Aid to grow modestly in FY 14
  - Local receipts relatively flat
  - No use of Town reserves for recurring expenditures
- Bottom Line: Projected FY14 over FY13 revenue increase of **3.0%**
  - Adjusted to subtract OPEB transfer of \$585,000 in FY13.

## **What Are the Assumptions for FY 14-16 "Level Services" Budgets?**

- Same level of services provided next year as this year
- Expenditures
  - Collective Bargaining: All contracts to be negotiated
  - Employee Health Insurance: assume +2.5%, better than general trend, based on Amherst experience
  - Retirement Assessments: +7.5% estimated increase in FY13 due to stock market downturn impact on pension funding schedule
  - Capital: assumes 7.0% allocation from levy; increase from FY13

## *Expenditures*

- Bottom Line
  - Level Services in FY14: operating budget increases of 3%, requires an estimated overall budget increase of \$1.97 million or 3.0% and assumes:
    - Town: +3%
    - Elementary: +2% (3% increase, less \$218,200 one time increase using Free Cash in FY13, replaced by School Choice)
    - Region: +3% from revised assessment for Amherst assessment
    - Library: +3% for Town appropriation
    - Capital: +9.3%, based on 7% of tax levy (increase of 0.5%)
    - State Assessments reduced by moving retired teachers from GIC.
  - Without additional revenue, allows for no operating budget increases.

## The Budget Big Picture Going Forward

- Grant funding
  - CDBG funding in jeopardy
  - DPW operating reliance on Ch. 90
- Library reduced reliance on endowment
- State Revenues growing, but slowly
- Every department can make a case for more \$\$\$.

## Threats and Opportunities

### **Threats**

- If health insurance increases match statewide averages.
- If Federal cuts require State to backfill programs formerly funded by federal dollars, thereby cutting money for state aid.
- No ongoing OPEB funding in place

### **Opportunities**

- Continue to collaborate with employees to contain health costs.
- Regionalization
- State and local long-term infrastructure financing plan

## Budget Information

- [www.amherstma.gov/budget](http://www.amherstma.gov/budget)

**Supplemental**

**Financial Data**

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

**DRAFT For Discussion Purposes Only  
October 11, 2012  
FY 14 Town Manager's Forecasted Budget**

	<u>FY 12 Budget</u>	<u>FY 12 Actual</u>	<u>FY 13 Budget</u>	<u>FY 13 Recap</u>	<u>FY 14 Projected</u>	<u>\$ Chg</u>	<u>% Chg</u>	<u>FY 15 Projected</u>	<u>% Chg</u>	<u>FY 16 Projected</u>	<u>% Chg</u>	<u>Assumptions</u>
<b>REVENUES</b>												
<b>PROPERTY TAX</b>												
Base Levy	38,606,791	40,027,556	40,045,691	40,045,691	41,546,833	1,501,142	3.7%	43,085,504	3.7%	44,662,641	3.7%	
2.5% Allowable Increase	965,170	0	1,001,142	1,001,142	1,038,671	37,529	3.7%	1,077,138	3.7%	1,116,566	3.7%	
Estimated New Growth	450,000	0	425,000	500,000	500,000	0	0.0%	500,000	0.0%	500,000	0.0%	Assessor's revised estimate, equals 88% of historic number
General Override	0	0	0	0	0	0		0		0		
Levy Limit	40,021,961	40,027,556	41,471,833	41,546,833	43,085,504	1,538,671	3.7%	44,662,642	3.7%	46,279,207	3.6%	
Debt Exclusion	305,688	305,688	259,374	259,374	213,522	(45,852)	-17.7%	171,480	-19.7%	171,481	0.0%	High School debt
Maximum Allowable Levy	40,327,649	40,333,244	41,731,207	41,806,207	43,299,026	1,492,819	3.6%	44,834,122	3.5%	46,450,688	3.6%	
Excess Levy Capacity	0	(7,347)			0			0		0		
<b>Subtotal PROPERTY TAX</b>	<b>40,327,649</b>	<b>40,325,897</b>	<b>41,731,207</b>	<b>41,806,207</b>	<b>43,299,026</b>	<b>1,567,819</b>	<b>3.8%</b>	<b>44,834,122</b>	<b>3.5%</b>	<b>46,450,688</b>	<b>3.6%</b>	
<b>LOCAL RECEIPTS</b>												
Motor Vehicle Excise	1,350,000	1,559,389	1,423,750	1,423,750	1,484,344	60,594	4.3%	1,521,453	2.5%	1,559,489	2.5%	Automobile sales are growing nationwide
Hotel/Motel and Meals Excise	540,000	638,973	640,000	640,000	673,297	33,297	5.2%	690,129	2.5%	707,383	2.5%	FY14 is first year of year-round operation of Lord Jeffery Inn
Penalties and Interest	132,000	210,239	198,800	198,800	208,125	10,000	5.0%	208,125	0.0%	208,125	0.0%	Closely matches FY12 and previous years' actual receipts
PILOT	918,458	947,646	935,958	935,958	940,958	5,000	0.5%	959,777	2.0%	978,973	2.0%	Enterprise Funds reimbursement to General Fund
Rentals	80,500	85,438	78,500	78,500	78,500	0	0.0%	80,070	2.0%	81,671	2.0%	
Departmental Revenue	1,092,215	1,314,518	1,207,210	1,158,385	1,137,385	(21,000)	-1.8%	1,137,385	0.0%	1,137,385	0.0%	FY14 relies on only recurring department revenue
Licenses and Permits	790,550	884,535	759,510	797,550	797,550	0	0.0%	817,489	2.5%	837,926	2.5%	FY14 level projection, may increase as economy improves
Special Assessments	692,954	671,811	675,215	675,215	680,202	4,987	0.7%	680,202	0.0%	680,202	0.0%	PVTA Assessment, contribution from Amass/5 College Inc.
Fines and Forfeits	169,000	256,169	227,033	227,033	227,033	0	0.0%	227,033	0.0%	227,033	0.0%	FY12 and FY13 increases from noise and nuisance bylaws
Investment Income	110,000	79,177	110,000	75,000	75,000	0	0.0%	75,000	0.0%	75,000	0.0%	FY14 lower figure reflects the very low interest rates available
Miscellaneous	1,656,661	1,791,024	1,757,362	1,201,162	1,201,162	0	0.0%	1,201,162	0.0%	1,201,162	0.0%	APS Charter and Choice reimbursements; no teacher's GIC
<b>Subtotal LOCAL RECEIPTS</b>	<b>7,532,338</b>	<b>8,438,919</b>	<b>8,013,338</b>	<b>7,410,678</b>	<b>7,503,556</b>	<b>92,878</b>	<b>1.3%</b>	<b>7,597,825</b>	<b>1.3%</b>	<b>7,694,349</b>	<b>1.3%</b>	
<b>STATE AID</b>												
Chapter 70	5,813,638	5,813,638	5,813,638	5,864,398	5,915,158	50,760	0.9%	5,974,310	1.0%	6,034,053	1.0%	FY14 assumes same increase as FY13
Charter Tuition Assessment Reimbursement	241,291	284,995	336,959	171,425	171,425	0	0.0%	171,425	0.0%	171,425	0.0%	
Unrestricted General Govt Aid	6,605,976	6,605,976	6,605,976	7,120,842	7,120,842	0	0.0%	7,192,050	1.0%	7,263,971	1.0%	FY14 assumes no increase. Subject to change by Lottery
Police Career Incentive	0	0	0	0	0	0		0		0		Eliminated in FY12
Veterans Benefits	213,343	192,615	204,222	196,112	196,112	0	0.0%	196,112	0.0%	196,112	0.0%	Based on receipt of 75% of Town's expenditures
Exempt: Vets, Blind, Surv. Spouses, Elderly	38,329	54,139	33,876	33,876	33,876	0	0.0%	33,876	0.0%	33,876	0.0%	
State Owned Land	145,970	151,747	151,747	151,796	151,796	0	0.0%	151,796	0.0%	151,796	0.0%	
Offset Receipts												
School Lunch	6,591	6,591	6,306	6,306	6,306	0	0.0%	6,306	0.0%	6,306	0.0%	
Public Libraries	63,865	63,865	63,576	63,576	63,576	0	0.0%	63,576	0.0%	63,576	0.0%	
<b>Subtotal STATE AID</b>	<b>13,129,033</b>	<b>13,173,566</b>	<b>13,216,300</b>	<b>13,608,331</b>	<b>13,659,091</b>	<b>50,760</b>	<b>0.4%</b>	<b>13,789,451</b>	<b>1.0%</b>	<b>13,921,115</b>	<b>1.0%</b>	
<b>OTHER FINANCING SOURCES</b>												
Ambulance Fund	2,276,577	2,276,577	2,546,028	2,291,028	2,301,028	10,000	0.4%	2,358,554	2.5%	2,417,518	2.5%	FY14 reflects renewed contract with Hadley
Reserve for Debt Service - WW Roof	44,844	44,844	39,698	39,698	0	(39,698)	-100%					Debt fully paid in FY13.
Enterprise Fund Reimbursements	854,992	831,243	852,083	852,083	852,083	0	0.0%	873,385	2.5%	895,220	2.5%	
Overlay Surplus	39,000	39,000	0	0	0	0		0		0		
Free Cash	65,250	65,250	218,200	218,200	0	(218,200)		0		0		FY13 one-time appropriation to APS, pending School Choice
Stabilization Fund	0	0	0	0	0	0		0		0		
<b>Subtotal OTHER FINANCING SOURCES</b>	<b>3,280,663</b>	<b>3,256,914</b>	<b>3,656,009</b>	<b>3,401,009</b>	<b>3,153,111</b>	<b>(247,898)</b>	<b>-7.3%</b>	<b>3,231,939</b>	<b>2.5%</b>	<b>3,312,737</b>	<b>2.5%</b>	
Subtract one-time revenue				(585,342)								Adjusted to take out one time OPEB of \$585,342 in FY13
<b>TOTAL REVENUES</b>	<b>64,269,653</b>	<b>65,195,296</b>	<b>66,616,854</b>	<b>65,640,883</b>	<b>67,614,784</b>	<b>1,973,901</b>	<b>3.0%</b>	<b>69,453,337</b>	<b>2.7%</b>	<b>71,378,888</b>	<b>2.8%</b>	

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

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FY 14 Town Manager's Forecasted Budget**

	<u>FY 12 Budget</u>	<u>FY 12 Actual</u>	<u>FY 13 Budget</u>	<u>FY 13 Recap</u>	<u>FY 14 Projected</u>	<u>\$ Chg</u>	<u>% Chg</u>	<u>FY 15 Projected</u>	<u>% Chg</u>	<u>FY 16 Projected</u>	<u>% Chg</u>	<u>Assumptions</u>
<b>EXPENDITURES</b>												
<b>OPERATING BUDGET</b>												
Town	18,991,440	18,993,379	19,583,195	19,583,195	20,170,691	587,496	3.0%	20,775,812	3.0%	21,399,086	3.0%	
Elementary Schools	20,758,598	20,771,672	21,558,039	21,558,039	21,980,034	421,995	2.0%	22,639,435	3.0%	23,318,618	3.0%	FY14 figure subtracts one time FY13 \$218,200. 3% increase
A-P Regional School District (Assessment)	13,506,166	13,506,166	13,796,524	13,746,434	14,158,827	412,393	3.0%	14,583,592	3.0%	15,021,100	3.0%	FY14 Assessment reflects FY13 decrease of \$50,090
Jones Library (Tax Support)	1,644,736	1,665,666	1,690,789	1,690,789	1,741,512	50,724	3.0%	1,793,758	3.0%	1,847,570	3.0%	
<b>Subtotal OPERATING BUDGET</b>	<b>54,900,940</b>	<b>54,936,883</b>	<b>56,628,547</b>	<b>56,578,457</b>	<b>58,051,064</b>	<b>1,472,608</b>	<b>2.6%</b>	<b>59,792,596</b>	<b>3.0%</b>	<b>61,586,374</b>	<b>3.0%</b>	
<b>CAPITAL BUDGET</b>												
Debt Service - Debt Exclusion	305,688	305,688	259,374	259,374	213,522	(45,852)	-17.7%	171,480	-19.7%	171,481	0.0%	ARHS debt funded via debt exclusion
Debt Service - Current	1,338,023	1,544,873	1,382,150	1,382,150	1,451,915	69,765	5.0%	1,344,070	-7.4%	1,344,070	0.0%	Per JCPC 5-Year Capital Plan
Debt Service - Projected	71,290	4,040	17,911	17,911	243,400	225,489	1259%	296,779	21.9%	296,779	0.0%	
Cash Capital (Tax Support)	1,187,104	1,187,104	1,294,199	1,294,199	1,320,670	26,471	2.0%	1,485,536	12.5%	1,598,696	7.6%	
<b>Subtotal Tax Funded Capital</b>	<b>2,902,105</b>	<b>3,041,705</b>	<b>2,953,634</b>	<b>2,953,634</b>	<b>3,229,507</b>	<b>275,873</b>	<b>9.3%</b>	<b>3,297,865</b>	<b>2.1%</b>	<b>3,411,025</b>	<b>3.4%</b>	
<b>Tax Capital Less Debt Excl</b>	<b>2,596,417</b>	<b>2,736,017</b>	<b>2,694,260</b>	<b>2,694,260</b>	<b>3,015,985</b>	<b>321,725</b>	<b>11.9%</b>	<b>3,126,385</b>	<b>3.7%</b>	<b>3,239,544</b>	<b>3.6%</b>	
<b>% Net Tax Levy</b>	<b>6.49%</b>	<b>6.84%</b>	<b>6.50%</b>	<b>6.48%</b>	<b>7.00%</b>			<b>7.00%</b>		<b>7.00%</b>		Town Financial Policy goal is 10% of tax levy
Cash Capital (Non-Tax Support)	109,000	109,000	255,000	0	0	0		0		0		FY13 Ambulance purchase
<b>Subtotal CAPITAL</b>	<b>3,011,105</b>	<b>3,150,705</b>	<b>3,208,634</b>	<b>2,953,634</b>	<b>3,229,507</b>	<b>275,873</b>	<b>9.3%</b>	<b>3,297,865</b>	<b>3.0%</b>	<b>3,411,025</b>	<b>3.0%</b>	
<b>MISCELLANEOUS</b>												
Assessment - Retirement System	3,256,793	3,250,310	3,468,324	3,468,324	3,728,448	260,124	7.5%	3,896,228	4.5%	4,071,558	4.5%	Per Hampshire County Retirement Board
Assessment - Regional Lockup Facility	31,323	31,323	31,323	31,323	31,323	0	0.0%	31,323	0.0%	31,323	0.0%	
Other	0	0	0	0	0	0		0		0		
OPEB				0	0			100,000		200,000		Adjusted to take out one time OPEB of \$585,342 in FY13
Reserve Fund	100,000	37,420	100,000	100,000	100,000	0	0.0%	100,000	0.0%	100,000	0.0%	Finance Committee Reserve Fund
<b>Subtotal MISCELLANEOUS</b>	<b>3,388,116</b>	<b>3,319,053</b>	<b>3,599,647</b>	<b>3,599,647</b>	<b>3,859,771</b>	<b>260,124</b>	<b>7.2%</b>	<b>4,127,551</b>	<b>6.9%</b>	<b>4,402,881</b>	<b>6.7%</b>	
<b>Total APPROPRIATIONS</b>	<b>61,300,161</b>	<b>61,406,642</b>	<b>63,436,828</b>	<b>63,131,738</b>	<b>65,140,342</b>	<b>1,703,515</b>	<b>3.2%</b>	<b>67,218,012</b>	<b>3.2%</b>	<b>69,400,281</b>	<b>3.2%</b>	
<b>UNAPPROPRIATED USES</b>												
Reserve for Abatements & Exemptions	400,220	376,985	414,718	415,468	430,855	15,387	3.7%	446,626	3.7%	462,792	3.6%	Target: 1% of tax levy
State Assessments (Cherry Sheet)	2,483,585	2,527,571	2,679,753	1,958,032	1,958,032	0	0.0%	2,006,983	2.5%	2,057,157	2.5%	Charter & Choice Tuition, PVTA
Cherry Sheet Offsets	70,456	70,456	69,882	69,882	69,882	0	0.0%	69,882	0.0%	69,882	0.0%	School lunch and Library aid
Other Amounts to be Raised	15,231	7,559	15,673	15,673	15,673	0	0.0%	15,673	0.0%	15,673	0.0%	PVPC and Tax Title
<b>Subtotal UNAPPROPRIATED USES</b>	<b>2,969,492</b>	<b>2,982,571</b>	<b>3,180,026</b>	<b>2,459,055</b>	<b>2,474,442</b>	<b>15,387</b>	<b>0.6%</b>	<b>2,539,164</b>	<b>2.6%</b>	<b>2,605,504</b>	<b>2.6%</b>	
<b>TOTAL BUDGET PLAN</b>	<b>64,269,653</b>	<b>64,389,213</b>	<b>66,616,854</b>	<b>65,590,793</b>	<b>67,614,784</b>	<b>2,023,991</b>	<b>3.1%</b>	<b>69,757,177</b>	<b>3.2%</b>	<b>72,005,786</b>	<b>3.2%</b>	
					<b>2,023,991</b>			<b>2,142,393</b>		<b>2,248,609</b>		
<b>SURPLUS / (SHORTFALL)</b>		<b>806,083</b>	<b>0</b>	<b>50,090</b>	<b>0</b>			<b>(303,840)</b>		<b>(626,897)</b>		FY13 Surplus due to reduced Regional Assessment

**TOWN OF AMHERST, MASSACHUSETTS**  
**Statement of Revenues and Other Sources and Expenditures and Other Uses**  
**Budget and Actual - General Fund**  
**For the Fiscal Year Ended June 30, 2012**  
**(Unaudited)**

	Budget	Actual	Variance Favorable (Unfavorable)	Adjusted Variance Favorable (Unfavorable)
<b>Revenues and Other Sources:</b>				
Property taxes	39,967,047	40,027,556	60,509	60,509
Excise	1,920,000	2,198,363	278,363	278,363
Penalties, interest and other taxes	1,050,458	1,157,885	107,427	107,427
Licenses and permits	790,550	884,535	93,985	93,985
Intergovernmental	14,105,516	14,289,787	184,271	184,271
Fines and forfeits	169,000	256,169	87,169	87,169
Interest earnings	110,000	79,177	(30,823)	(30,823)
Miscellaneous	2,829,376	3,072,676	243,300	243,300
Contributions			0	0
Transfers in	3,283,671	3,283,671	0	0
Other Sources (free cash and overlay)	1,329,408	1,329,408	0	0
<b>Total Revenues and Other Sources</b>	<b>65,555,026</b>	<b>66,579,225</b>	<b>1,024,199</b>	<b>1,024,199</b>
<b>Expenditures and Other Uses:</b>				
General Government	9,744,956	9,249,403	495,553	<b>69,527</b>
Public Safety	8,579,470	8,568,877	10,593	10,593
Public Works	1,941,230	1,937,091	4,139	4,139
Planning, Conservation and Inspections	885,862	885,100	762	762
Community Services	1,587,922	1,587,921	1	1
Library Services	1,644,736	1,641,299	3,437	3,437
Education	34,264,764	34,258,873	5,891	5,891
Debt Service	1,477,823	1,441,572	36,251	36,251
Region and Deferred Teachers Pay	413,029	413,030	(1)	(1)
Intergovernmental-Assessments	2,520,022	2,564,567	(44,545)	(44,545)
Transfers Out (Capital)	2,495,212	2,125,212	370,000	<b>0</b>
<b>Total Expenditures and Other Uses</b>	<b>65,555,026</b>	<b>64,672,945</b>	<b>882,081</b>	<b>86,055</b>
<b>Excess of revenues and other sources over expenditures and other uses</b>	<b>0</b>	<b>1,906,280</b>	<b>1,906,280</b>	<b>1,110,254</b>

TOWN OF AMHERST, MASSACHUSETTS  
Statement of Revenues and Other Sources,  
and Expenses and Other Uses  
Budget and Actual - Sewer Fund  
For the Fiscal Year Ending June 30, 2012  
(Unaudited)

	<u>Budget</u>	<u>Actual</u>	<u>Variance Favorable (Unfavorable)</u>
Revenues and Other Sources:			
Charges for services	\$ 3,497,237	\$ 3,738,859	\$ 241,622
Interest earnings	20,000	6,549	(13,451)
Other sources	238,399	238,399	-
Total Revenues and Other Sources	<u>3,755,636</u>	<u>3,983,806</u>	<u>228,170</u>
Expenses and Other Uses:			
Personnel	1,351,748	1,320,214	31,534
Purchase of services	1,052,417	1,083,416	(30,999)
Supplies	61,600	66,858	(5,258)
Other charges and expenses	321,826	297,405	24,421
Transfers	323,032	323,032	-
Capital outlay	336,000	336,000	-
Debt service	309,013	309,013	1
Other uses			-
Total Expenses and Other Uses	<u>3,755,636</u>	<u>3,735,938</u>	<u>19,698</u>
Excess of revenues and other sources over expenses and other uses	<u>\$ -</u>	<u>\$ 247,869</u>	<u>\$ 247,869</u>

TOWN OF AMHERST, MASSACHUSETTS  
Statement of Revenues and Other Sources,  
and Expenses and Other Uses  
Budget and Actual - Water Fund  
For the Fiscal Year Ending June 30, 2012  
(Unaudited)

	Budget	Actual	Variance Favorable (Unfavorable)
Revenues and Other Sources:			
Charges for services	\$ 3,837,000	\$ 3,939,879	\$ 102,879
Interest earnings	20,000	4,926	(15,074)
Other sources	478,543	478,543	-
Total Revenues and Other Sources	<u>4,335,543</u>	<u>4,423,348</u>	<u>87,805</u>
Expenses and Other Uses:			
Personnel	1,303,349	1,230,471	72,878
Purchase of services	676,267	791,356	(115,089)
Supplies	183,100	141,798	41,302
Other charges and expenses	669,571	643,230	26,341
Transfers	415,568	415,568	-
Capital outlay	384,000	384,000	-
Debt service	703,688	703,688	1
Other uses			-
Total Expenses and Other Uses	<u>4,335,543</u>	<u>4,310,110</u>	<u>25,433</u>
Excess of revenues and other sources over expenses and other uses	<u>\$ -</u>	<u>\$ 113,238</u>	<u>\$ 113,238</u>

TOWN OF AMHERST, MASSACHUSETTS  
Statement of Revenues and Other Sources,  
and Expenses and Other Uses  
Budget and Actual - Solid Waste Fund  
For the Fiscal Year Ending June 30, 2012  
(Unaudited)

	Budget	Actual	Variance Favorable (Unfavorable)
Revenues and Other Sources:			
Charges for services	\$ 535,000	\$ 542,428	7,428
Intergovernmental			-
Interest earnings	2,000	526	(1,474)
Other sources	12,716	12,716	-
Total Revenues and Other Sources	549,716	555,670	5,954
Expenses and Other Uses:			
Personnel	271,527	273,312	(1,785)
Purchase of services	241,752	224,132	17,620
Supplies	5,200	3,079	2,121
Other charges and expenses	31,237	49,146	(17,909)
Transfers			-
Capital outlay			-
Debt service			-
Other uses			-
Total Expenses and Other Uses	549,716	549,670	46
Excess of revenues and other sources over expenses and other uses	\$ -	\$ 6,000	6,000

TOWN OF AMHERST, MASSACHUSETTS  
Statement of Revenues and Other Sources,  
and Expenses and Other Uses  
Budget and Actual -Transportation Fund  
For the Fiscal Year Ending June 30, 2012  
(Unaudited)

	Budget	Actual	Variance Favorable (Unfavorable)
Revenues and Other Sources:			
Charges for services	\$ 979,000	\$ 898,664	(80,336)
Intergovernmental			-
Interest earnings	2,000	927	(1,073)
Other sources	88,688	88,688	-
Total Revenues and Other Sources	1,069,688	988,280	(81,408)
Expenses and Other Uses:			
Personnel	243,979	213,007	30,972
Purchase of services	98,613	87,320	11,293
Supplies	11,000	6,924	4,076
Other charges and expenses	99,381	106,541	(7,160)
Transfers	92,643	92,643	-
Capital outlay	80,000	80,000	-
Debt service	67,763	67,763	1
Public Transportation	376,309	372,570	3,739
Other uses			-
Total Expenses and Other Uses	1,069,688	1,026,767	42,921
Excess of revenues and other sources over expenses and other uses	\$ -	\$ (38,487)	(38,487)

## TOWN OF AMHERST - FY 2014 BUDGET DEVELOPMENT CALENDAR

*DRAFT Updated: October 11, 2012 DRAFT*

*This calendar describes the steps leading to the adoption of the budget for those accounts overseen by the Town Manager and requiring appropriation by Town Meeting. The School Superintendent and School Committees and the Jones Library Director and Library Trustees carry out similar steps leading to their budget submissions and preparation for Town Meeting.*

**NOTE: "FY" is "fiscal year" ending on June 30 of the designated year.**

### 2012

- August 27 FY12 Municipal Budget/Actual Report (for fiscal year ending June 30, 2012) presented to Select Board.
- September 5 4th Quarter Library Endowment Report; Vote spending rate.
- October Town Manager and Finance Director issue operating and capital budget instructions to Department Heads.
- October and November Library Trustees: Review updated FY13 Budget and capital project plan.
- October 11 Preliminary Financial Projections and Key Issues for FY14 Budget Planning presented by Town Manager to a joint meeting of the Select Board, Finance Committee, School Committee, and Library Trustees.
- October 15 Select Board takes public comments on draft FY14 Budget Guidelines for the Town Manager.
- October 16 Amherst School Committee Budget Guidelines Discussion.
- October 18 Budget Coordinating Group (BCG) begins FY14 fiscal planning.
- October 22 FY13 Quarterly Municipal Budget Report (for period ending September 30, 2012) to Select Board and Finance Committee. Select Board finalizes FY14 Budget Guidelines for the Town Manager.
- October 29 - November 19 Department Head budget hearings with Town Manager and Finance Director.
- November 1 Finance Committee develops Budget Guidelines and issues them to Select Board, Town Manager, School Superintendent, School Committees, Library Director, and Library Trustees.
- November 13 Regional School Committee: Budget Guidelines Discussion.
- November 19 Fall Special Town Meeting begins. Consideration of FY13 budget amendments, if any.
- November 20 Amherst School Committee: Budget Guidelines Vote.
- November 27 Regional School Committee: Budget Guidelines Vote.
- December 3 Public Hearing ("Classification Hearing") conducted by Select Board, including a presentation of Property Tax Classification Report submitted by Board of Assessors re: property valuations and projected tax rates for FY13. Town Manager presents preliminary cut list/program changes as known to date for Select Board feedback.
- December 4 Library Trustees: Vote capital projects plan and FY14 Budget Proposal.
- December 11 Regional School Committee: Review Preliminary Financial Projections.
- December 18 Amherst School Committee: Review Preliminary Financial Projections.

### 2013

- January-April BCG meets as necessary to coordinate the budget development calendar and process, provide a forum to share information about the budgets, and offer consensus recommendations to the Finance Committee.
- January 8 Regional School Committee: Superintendent presents budget document; School Choice vote.

## TOWN OF AMHERST - FY 2014 BUDGET DEVELOPMENT CALENDAR

*DRAFT Updated: October 11, 2012 DRAFT*

January 12	Region Budget: 4-Town Meeting, 9-Noon
January 15	Amherst School Committee: Superintendent presents budget document.
January 16	Town Manager delivers FY14 Proposed Municipal Budget to Select Board and Finance Committee per ATGA deadline.
January 17 and 19	Town Manager presents overview of FY14 Proposed Municipal Budget to Select Board and Finance Committee.
January 17 - March 30	Joint Capital Planning Committee (JCPC) meets weekly with Department Heads to develop recommendations to the Town Manager for an updated Five Year Capital Plan for FY14 - 18, including specific appropriation recommendations for FY14.
January 17 - April	Finance Committee budget hearings to review municipal, schools, library, capital, and CPA budget proposals. The committee typically meets most Thursday evenings at 7:00 p.m. at Town Hall.
January 22 or 28	FY13 Quarterly Municipal Budget Report (for period ending December 31, 2012) to Select Board and Finance Committee.
January 23 (+/-)	Governor submits Local Aid recommendations to State Legislature.
January 24	Superintendent and Library Director present Executive Budgets for school, region, and library services to Finance Committee and BCG.
February 5	Amherst School Committee: Budget Hearing
February 9	Region Budget: 4-Town Meeting, 9-Noon
February 12	Regional School Committee: Budget Hearing
February 26	Amherst School Committee: Budget Vote
February 27 (+/-)	Deadline for ATM warrant articles to be submitted to Select Board.
March 12	Regional School Committee: Budget Vote
March 29	Select Board signs Annual Town Meeting Warrant.
April 4	Finance Committee completes its votes on recommendations for Town Meeting.
April 9	Annual Town Election.
April 19	Finance Committee Report mailed to Town Meeting members.
April 22	FY13 Quarterly Municipal Budget Report (for period ending March 31, 2013) to Select Board and Finance Committee.
May 6	Annual Town Meeting begins. Consideration of FY14 operating and capital budgets; enactment of appropriations; budget amendments to FY13 budget.
July 1	FY14 budget takes effect. First day of new fiscal year.