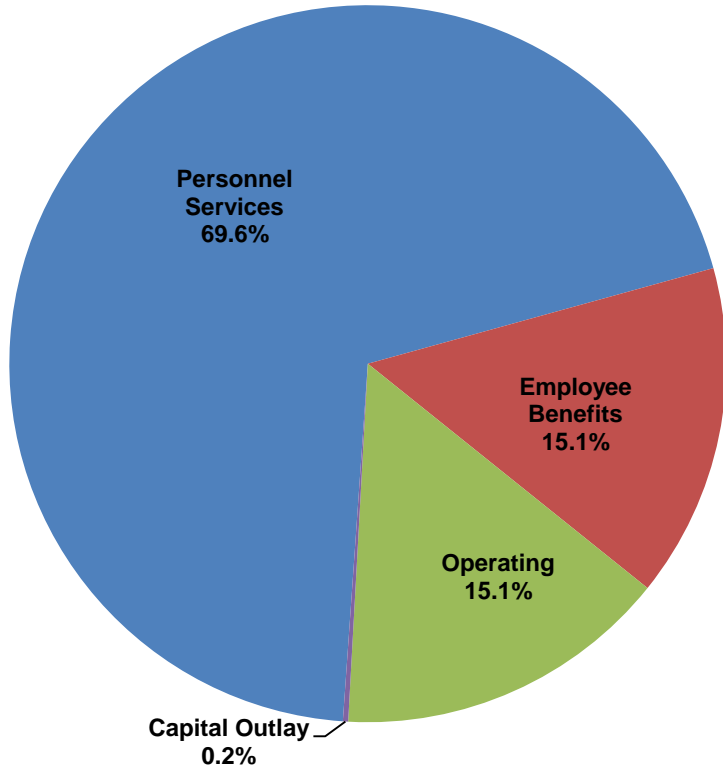
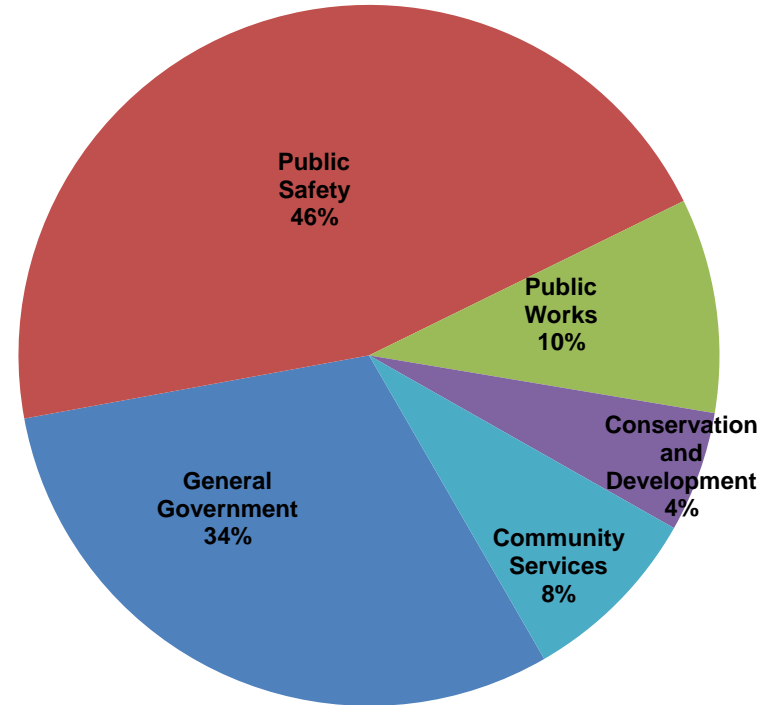


GENERAL FUND EXPENDITURES SUMMARY

**FY 15 Expenditures
By Type**



**FY 15 Expenditures
By Functional Area**



GENERAL GOVERNMENT SUMMARY

	FY 11	FY 12	FY 13	FY 14	FY 15	Change	%
	Actual	Actual	Actual	Budget	Manager	FY 14-15	Change
Select Board/Town Manager	\$ 309,252	244,920	249,184	262,297	269,535	7,238	2.8%
Town Meeting/Finance Comm	\$ 550	634	878	1,900	1,900	0	0.0%
Finance Department	\$ 822,734	855,276	891,474	930,344	955,709	25,365	2.7%
Legal Services	\$ 137,237	174,287	117,896	110,000	110,000	0	0.0%
Human Resources/ Human Rights	\$ 134,428	193,251	152,208	150,774	163,893	13,119	8.7%
Information Technology	\$ 491,892	500,942	522,338	502,764	514,864	12,100	2.4%
Town Clerk's Office	\$ 173,285	180,743	193,229	193,830	197,803	3,973	2.0%
Elections & Registration	\$ 50,569	42,008	77,443	27,975	47,613	19,638	70.2%
Facilities Maintenance	\$ 438,251	420,175	437,966	496,175	512,748	16,573	3.3%
General Services	\$ 358,507	387,688	301,578	385,349	405,983	20,634	5.4%
SUBTOTAL	\$ 2,916,706	2,999,926	2,944,197	3,061,408	3,180,048	118,640	3.9%
Employee Pay/Benefits	\$ 2,931,935	3,019,192	3,670,560	3,243,601	3,153,797	(89,804)	-2.8%
TOTAL APPROPRIATION	\$ 5,848,641	6,019,118	6,614,757	6,305,009	6,333,845	28,836	0.5%
SOURCES OF FUNDS							
Ambulance Receipts	\$ 97,816	97,116	105,090	105,305	108,273	2,968	2.8%
Departmental Receipts	\$ 215,838	228,912	225,736	208,755	173,755	(35,000)	-16.8%
Penalties and Interest From Taxes	\$ 145,438	152,258	162,970	152,625	152,625	0	0.0%
Investment Income	\$ 103,369	79,177	76,094	70,000	70,000	0	0.0%
Licenses & Permits	\$ 169,300	190,786	184,647	177,950	177,950	0	0.0%
State Aid-Elections	\$ 5,807	2,458	4,916	2,500	2,500	0	0.0%
Hours Reimbursement	\$						
Water Fund	\$ 178,619	184,031	184,880	200,354	201,071	717	0.4%
Sewer Fund	\$ 186,004	188,911	191,040	192,681	207,435	14,754	7.7%
Transportation Fund	\$ 40,290	40,623	42,681	44,078	45,152	1,074	2.4%
Taxation	\$ 4,706,160	4,854,990	5,448,020	5,306,879	5,188,809	(118,070)	-2.2%

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 13</u>	<u>FY 14</u>	<u>FY 15</u>	<u>FY 13</u>	<u>FY 14</u>	<u>FY 15</u>
Employee Benefits*	51%	51%	50%	16%	17%	15%
Financial Operations	15%	15%	15%	5%	5%	5%
Maintenance of Public Facilities	8%	8%	8%	3%	2%	3%
Information Technology	8%	8%	8%	3%	3%	2%
Select Board / Town Manager	4%	4%	4%	1%	1%	1%
Elections/Town Clerk	4%	4%	4%	1%	1%	1%
Human Resources/Human Rights	3%	3%	3%	1%	1%	1%
General Services	3%	3%	3%	2%	2%	2%
Insurance	3%	3%	3%	1%	1%	1%
Legal Expenses	2%	2%	2%	1%	1%	1%

*Not including retirement

RECOMMENDED BUDGET:

In the Select Board/Town Manager budget, the personnel increases of \$5,479 funds step increases in the Town Manager's office.

The Town Meeting/Finance Committee budget is level funded.

The Finance department budget increases to meet step increases and COLAs.

In the Employee Benefits budget, current claims projections indicate an ability to keep premiums at current levels in FY 15, in contrast with industry trends. 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.

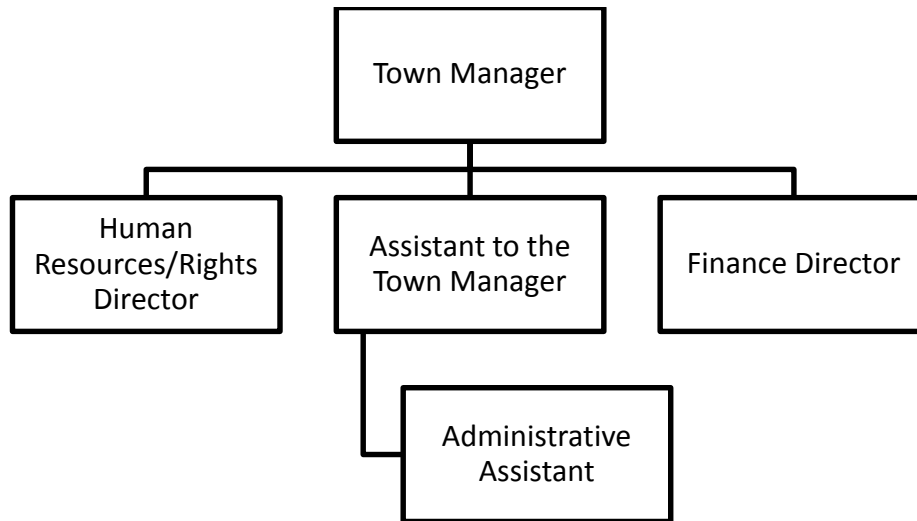
An increase in Elections budget is due to having three scheduled elections in FY 15, one more than in FY 14.

The Facilities Maintenance budget increases by \$10,000 in absorb the costs of the North Amherst School, a space that had previously been rented to the Amherst Survival Center, which paid the utilities there. Other costs in this area are essentially level funded and benefit from declining 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 \$20,534 to account for rising insurance costs.

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GENERAL GOVERNMENT

1124: SELECT BOARD/
TOWN MANAGER'S OFFICE**MISSION STATEMENT:**

The Town Manager serves as the chief administrative officer of all Town departments with the exception of the schools and Jones Library, in accordance with the Amherst Town Government Act (ATGA).

The Select Board's role is legislative, regulatory, policy development and appointive of various committees, as outlined in the ATGA, by bylaw, by town meeting action, and by acts of the General Court.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**Accomplishments**

- Successful in maintaining the Town's financial planning to provide fiscal sustainability in a multi-year context, with all operating and capital budget items adopted as recommended at the Annual Town Meeting in May, which maintains current service levels.
- Initiated the Safe & Healthy Neighborhoods initiative that resulted in the adoption of rental regulations and permitting system at the Annual Town Meeting. Achieved with great staff, committee, and community work and collaboration. Registration and rental permits are now required for residential rental properties. To obtain a rental permit an owner or their representative will register the property, submit a parking plan, self-certify to compliance with health, safety, fire, noise, nuisance regulations of the Commonwealth of Massachusetts and the Town of Amherst, and pay a Rental Permit fee of \$100 for each property.
- Negotiated intermunicipal agreements with neighboring communities, including property assessment services to Pelham without an increase in staff; IT services to Northampton, Hampshire Council of Governments and Hadley; negotiated extended 3-year contracts for ambulance service to Leverett, Shutesbury, Pelham, and Hadley.
- In the second half of 2013, two Town-commissioned housing studies were completed. The Housing Production Plan focused on needs/opportunities to preserve and create affordable housing units and also provided historical data to document how the growing demand for student housing has helped to drive up market rents, squeeze supply, and further exacerbate our affordable housing challenges. The Comprehensive Housing Market Study has also been completed by RKG Associates; investigated options for preserving affordability at Rolling Green and Echo Village Apartments and negotiated a development agreement with HAP Housing to begin construction of 42 units at Olympia Oaks, with occupancy expected by September 2014.
- New property tax growth including downtown redevelopment and taxable student housing. On October 2, the Planning Board approved two development projects by Archipelago Investments that I believe represent the most profound on the ground realizations of the potential embodied in our Master Plan to date. Kendrick Place, in downtown Amherst across from Kendrick Park, will include 44,000 square feet of LEED-certified mixed-use residential on the upper floors and ground floor retail and incubator space for new businesses spinning out from UMass and area colleges. Olympia Place will house approximately 260 beds in suite style dormitory apartments in another LEED-certified complex located near the UMass campus at the end of Olympia Drive.
- The Town was awarded a Municipal Leading by Example Award by the Commonwealth's Executive Office of Energy and Environmental Affairs in October 2013 for outstanding environmental and energy achievements.

Continued on next page.

GENERAL GOVERNMENT

1124: SELECT BOARD/ TOWN MANAGER'S OFFICE

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES (continued on next page):

- Serving on the Board of Directors for the Amherst Business Improvement District (BID), a unique partnership of downtown business property owners, UMass, Amherst College, and the Town formed in 2012. The BID celebrated a milestone when members voted 43-1 on November 22, 2013 to renew the BID for another five years per new state legislation. The BID will continue to implement creative marketing, beautification, transportation, and special events to promote our downtown as a place to live, work, and play.
- The Town, in collaboration with the Collins Center at UMass Boston, launched our AmherstStat program with initial focus on developing DPW, Police, and Fire Department performance measures. The Town applied for another Community Innovation Challenge grant in December with the Collins Center to collaborate with other Massachusetts college towns to develop performance measures for relevant policy and service areas.
- Endeavored to improve process for constituent service, improving responsiveness to telephone, email, and written communications with follow through to disposition.
- Worked with license holders, the business community, and the Select Board to update regulations for taxi and lunch cart forms, process, and licensing.
- Continued transition of licensing to MUNIS Business License module with goal of streamlining process for staff and applicants.
- Established collection process of lease payments, reporting, and renewal in the Town Manager's office for Town owned properties.

LONG RANGE OBJECTIVES:

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

FY 15 OBJECTIVES:

- To address the ongoing revenue challenge, recommend specific actions for consideration, which will generate new revenue, reduce expenses through efficiencies, including regionalization of services where appropriate, negotiate contracts through the collective bargaining process that reflect the community's capability and willingness to support, but mindful of the economy and conservative revenue projections for future years; and pursuing an increased economic development profile to increase the tax base and reduce the burden on residential property taxpayers.
- To work with UMass and other community partners to implement key recommendations from the Town-Gown Study. The study, jointly funded by the Town and UMass, will focus on neighborhood stressors, public safety, housing, and economic development needs and opportunities both short-term and long-term.
- To continue pursuing a portion of our energy through solar and/or other renewable sources to assist in the reduction of the Town's reliance on fossil fuels, as evidenced by Solarize Massachusetts program and other initiatives.
- To pursue additional Green Community grants to enhance energy efficiency and renewable energy initiatives.
- To continue to support the creation of additional housing that is safe, decent, and affordable for individuals and families.
- To continue to advocate for enhanced state aid, Chapter 90 road improvement funds, working with legislators on the state level on a long term plan in support of roads, bridges, and public transportation.

SERVICE LEVELS:

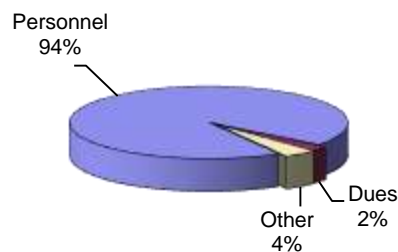
	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Actual</u>	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>
<u>SELECT BOARD</u>					
Special & Regular Meetings	49	39	45	40	38
Town Meetings	11	8	10	10	12
Licenses and Permits	174	266	274	423	525
Town Meeting Warrant Preparations	3	3	2	2	2
Committee Appointments	89	72	176	76	70
Budget Guidelines	1	1	1	1	1
Town Way Reservations	5	6	17	12	8
Kendrick & Sweetser Park Reservations				10	11
<u>TOWN MANAGER'S OFFICE</u>					
Collective Bargaining Agreements/Amendments	1	1	2	3	4
Committee Appointments	27	37	23	88	81
Annual Budget	1	1	1	1	1
Proposition 2 1/2 Overrides	1	0	0	0	0
Committees Staffed	5	5	5	5	5

GENERAL GOVERNMENT

1124: SELECT BOARD/
TOWN MANAGER'S OFFICE

	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 15 Manager	Change FY 14 - 15	Percent Change
Personnel Services	\$ 291,760	234,064	245,997	245,997	253,235	7,238	2.9%
Operating Expenses	\$ 17,492	9,036	14,507	16,300	16,300	0	0.0%
Capital Outlay	\$ 0	1,730	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 309,252	244,830	260,504	262,297	269,535	7,238	2.8%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 71,365	86,539	78,708	87,351	92,290	4,939	5.7%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 380,617	331,369	339,212	349,648	361,825	12,177	3.5%
SOURCES OF FUNDS							
Licenses & Permits	\$ 162,165	182,546	176,907	173,450	173,450	0	0.0%
Water Fund	\$ 17,817	20,600	20,493	22,361	23,420	1,059	4.7%
Sewer Fund	\$ 19,573	21,242	21,789	22,822	23,827	1,005	4.4%
Transportation Fund	\$ 3,966	4,534	4,731	5,394	5,726	332	6.2%
Department Receipts	\$ 3,141	3,568	3,842	2,500	2,500	0	0.0%
Taxation	\$ 102,590	12,340	32,742	35,770	40,612	4,842	13.5%
POSITIONS							
Full Time	2.50	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	2.50	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, Assistant to the Town Manager, and one administrative assistant who is shared 50/50 with Human Resources/Human Rights Department.

Advertising covers publication of legal advertisements for license hearings, regulation changes, etc.

General shared supplies are purchased for all of the offices located on the mezzanine including Human Resources, Finance Director, Health Trust, and Town Manager's office.

Dues, \$5,900, for the Town's membership in the Massachusetts Municipal Association (MMA) and the Town Manager's membership in Massachusetts Municipal Management Association, International City/County Management Association (ICMA), Mass. Government Finance Officers, and Small Town Administrators of Massachusetts.

Other includes \$6,200 for Special Activities.

SIGNIFICANT BUDGET CHANGES:

Personnel increase funds step increases.
Expense budgets are level funded.

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.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Funded dependent care stipend for Town Meeting members.

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 15 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:

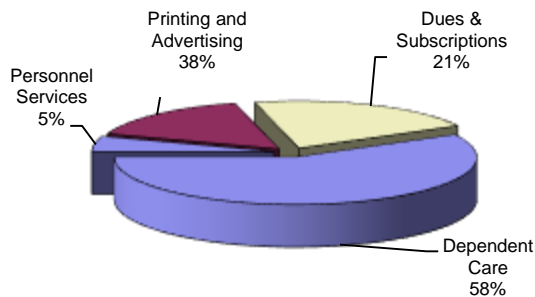
	<u>FY 09 Actual</u>	<u>FY 10 Actual</u>	<u>FY 11 Actual</u>	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>
Finance Committee:					
Number of Meetings	30	31	37	21	20
Number of Transfers	1	1	1	1	1
Moderator:					
Committee Appointments	3	3	3	6	3
Committees Supported	2	2	2	2	2
Town Meeting:					
Dependent Care Stipend Recipients					2

1131: TOWN MEETING/ FINANCE COMMITTEE

GENERAL GOVERNMENT

	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 15 Manager	Change FY 14 - 15	Percent Change
Personnel Services	\$ 100	100	100	100	100	0	0.0%
Operating Expenses	\$ 450	770	778	1,800	1,800	0	0.0%
Reserve Fund Transfers	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 550	870	878	1,900	1,900	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	\$ 550	870	878	1,900	1,900	0	0.0%
SOURCES OF FUNDS							
Taxation	\$ 550	870	878	1,900	1,900	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:



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

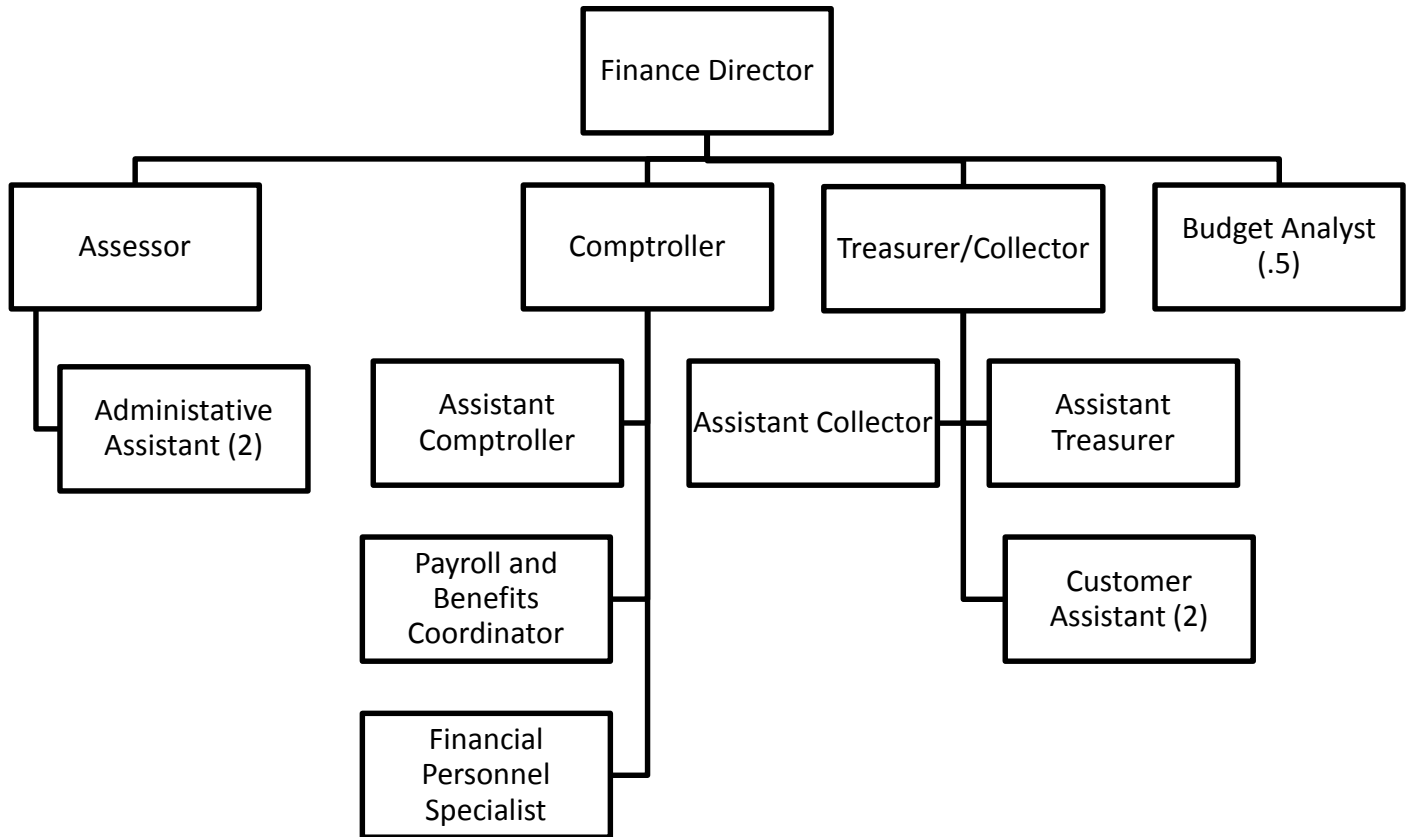
Printing & Advertising, \$300 for Town Meeting Coordinating Committee.

Dependent Care includes \$1,000 for Town Meeting Child Care/Dependent allowance.

SIGNIFICANT BUDGET CHANGES:

None

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.

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146 FINANCE DEPARTMENT

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Rolled out an "Open Checkbook" system on the Town website to enable the public to see and search payments to vendors and contractors over the past three years.
- Began use of MUNIS budget module to prepare Town budget more efficiently and accurately.
- Issued bonds for Sewer system extensions to Harkness Road and Amherst Woods, continued road system improvements, and four small equipment and building renovations. Currently planning bond issue for Water and Sewer system improvements on Pine Street, a pumper truck, 3 DPW trucks, boiler repairs at Wildwood School, a South East Street land acquisition, and a project to preserve housing units at the Ann Whalen building as approved for borrowing at 2013 Annual Town Meeting. The total interest cost of 1.819% secured on our 2013 bond issue is likely a historic low.
- Confirmed Town's bond rating to "AA with a Stable Outlook" (Standard & Poor's) in February 2013.
- 10-Year Financial Trend Monitoring Report presented October 2013.
- Continued 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 no health insurance rate increases over the past three fiscal years and to implement a health insurance deduction "holiday" in FY 13, saving over \$1 million to the town, schools, and employees.
- Implemented Electronic Action Entry for paperless personnel action forms and Electronic Purchase Orders. This is a joint effort with Human Resources, Information Technology, and Accounting that greatly improved efficiency, record keeping, and time management.
- All State and Federal reporting requirements were 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.
- Continued to check and balance all the Town's critical financial functions (cash, receivables, banking, etc.) within 25 days of each month end close. This assures accurate and timely reporting to assist Town and School Officials.
- Supported the Town/School initiative to provide a consistent and affordable afterschool program by administering a revolving fund and uniform accounting system with appropriate financial controls, reporting, accounting, distribution of reimbursement funds, and collection of program revenue.
- Annual tax collections consistently in excess of 98% by fiscal year end.
- Completed a competitive evaluation of trust fund investment management services, confirming Abbey Capital as our advisor and manager for our Stabilization and Trust funds. Using an investment advisor provides expertise and diversity advantages to the Town.
- Invested in the state Pension Reserves Investment Trust for safety, liquidity, and yield for the Town's Other Post Employment Benefits (OPEB) fund.
- Implemented paperless billing for water/sewer utility bills, providing the option of e-mailed notices to residents and property owners.
- Supported the Inspection Services and Information Technology Departments' implementation of Rental Registration with an online payment system.
- Implemented use of Electronic Funds Transfer (EFT) functionality in MUNIS to reduce manual data entry for utility bill payments within the office, increasing productivity.
- Started working with Town of Pelham in October 2012 to provide improved property tax assessment services. With the aid of a state grant installed a self-service kiosk in Pelham and made all Pelham assessing records available online. Our IT Department also established a remote access to Pelham's assessing records, so that the Amherst Assessing Department can update information from its office in Amherst.
- Completed 25% of a six year review of property in Amherst.
- Updated Vision Assessing data system to version 7.0.

LONG RANGE OBJECTIVES:

- Through training, discussions, and decentralization of routine data input and retrieval activities, enhance all departments' understanding and use of the Town's financial software.
- To expand internal audit and analysis capacities within the Finance Department and operational departments to enhance internal controls.
- To use the Benefits Administration module in MUNIS for Health Insurance, including all Town and School employees and Retirees and their dependents to provide accurate on demand cost projections.

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146 FINANCE DEPARTMENT

FY 15 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 media.
- To develop further recommendations for an OPEB trust fund funding schedule.

ACCOUNTING:

- To continue to collaborate with Human Resources to improve payroll and benefit functions to better support and assist all Town departments.
- To continue to develop new and update existing financial policies and procedures for all Town departments.
- To continue to implement enhancements to MUNIS financial management software for purchase orders, employee self-service, personnel action form entry, and paperless electronic record keeping.
- To continue to organize training for departments on processing of payroll, purchasing, accounts payable, and other programs in our financial software (MUNIS) as new upgrades and program changes are implemented.

ASSESSING:

- To continue a Measure and List Program to review all residential parcels once in every six year cycle begun in FY 11, with the dual goals of more equitably assessing all parcels and updating property card information.
- To update all exempt property values to bring them to parity with assessed values.
- To improve the flow of tax information to new property owners via the Safe and Healthy Neighborhoods Initiative.
- To further expand, with the IT Department, assistance to local communities and shared services and go forward with implementing, by using tablets, directly updating our assessment information from the field.
- To complete FY 15 certifications in both Pelham and Amherst for triennial revaluation.
- To complete a Personal Property inspection and certification for FY 15.

COLLECTION:

- To partner with Department of Public Works and Town Manager's Office to create online payment options for Transfer Station Permit purchases and Business License payments.
- To expand paperless billing for resident convenience to real estate tax bills.
- To maintain current strong collection performance, 98%, in real estate tax.

TREASURY:

- To expand the use of Electronic Funds Transfer (EFT) functionality in MUNIS to reduce payment data entry within the office, increasing productivity.
- To adopt EFT ability within vendor community to reduce check processing and fraud risk.

SERVICE LEVELS:

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Actual</u>	<u>FY 12</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>
FINANCE DIRECTOR:					
Committees Staffed	8	4	4	4	4
Budgets Processed	1	1	1	1	1
ACCOUNTING					
Committees Staffed (Community Preservation Act Committee)	1	1	1	1	1
Grants Maintained/Monitored	38	37	35	33	29
Funds Maintained	380	389	401	407	415
Vouchers Checked	19,457	18,595	18,443	18,452	19,180
Warrant Checks	9,949	10,314	14,453	9,561	9,466
Purchase Orders Encumbered/Controlled	2,282	2,219	2,258	2,056	2,075
Payroll Checks	6,038	5,219	4,868	4,685	4,418
Direct Payroll Deposits	14,373	13,919	14,347	14,624	15,079
Personnel Action Forms Processed	1,241	1,024	1,013	1,055	508

Service levels continued on next page.

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146
FINANCE DEPARTMENT

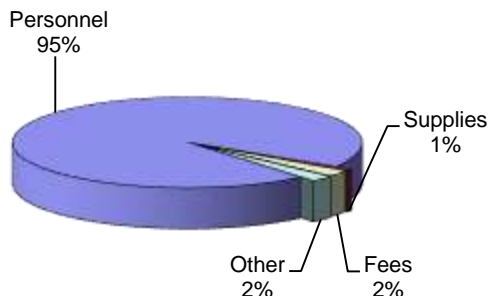
SERVICE LEVELS:	FY 09	FY 10	FY 11	FY 12	FY 13
	Actual	Actual	Actual	Actual	Actual
Insurance Claims Processed (Property/Auto)	56	40	229	64	88
Contracts Processed/Maintained/Monitored	121	125	136	138	108
Bids and Proposals Reviewed, Monitored and Assembled	45	50	47	41	45
ASSESSING:					
Amherst/Pelham (FY 13)					
Real Estate Property Assessments	7,310	7,315	7,315	7,320	7,325/738
Recertification Review	1	0	0	1	0
Site Reviews	630	584	725	1,170	630/30
Personal Property Assessments	283	269	266	266	264/20
Abatement Application Reviews					
Real Estate/Personal Property	487	123	55	77	43/4
Motor Vehicle Excise	2,103	2,788	2,819	2,655	1,954
Appeals Granted Real/PP	318	96	34	57	30/26
Tax Dollars Abated	\$178,150	\$113,789	\$43,000	\$81,388	\$74,533/\$3,458
Tax Abated as % of Levy	0.5%	0.3%	0.1%	0.2%	0.2%/0.1%
Tax Exemptions	\$122,746	\$113,346	\$131,016	\$115,971	\$109,148/\$14,281
Exemptions as % of Levy	0.4%	0.3%	0.3%	0.3%	0.3%/0.4%
Abutters Lists Prepared	84	49	64	72	90/2
Chapter Land Applications	185	187	186	187	187/33
Personal Exemptions Processed	119	120	110	114	105/12
Senior Tax Work Off Participants				30	30
Real Estate Exemptions Processed	525	521	519	521	522/94
COLLECTION:					
Motor Vehicle Excise Collection rate	95.9%	95.0%	92.4%	95.9%	93.2%
Real Estate / Personal Property					
Tax Collection Rate	98.5%	98.2%	98.5%	98.6%	98.1%
Water/Sewer Collection Rate	89.0%	89.6%	94%	90.0%	87.8%
Parking Tickets Collection Rate	86.0%	74.0%	75.0%	73.0%	75.0%
Ambulance Bills Collection Rate (one year)	67.0%	62.4%	71.2%	64.1%	64.8%
Ambulance Bills Collection Rate (ongoing)	98.0%	99.0%	97.0%	95.0%	64.8%
Parking Ticket Appeals/Hearings	1,318	1,515	1,318	1,248	1,211
Parking Permits Issued	750	620	600	700	728
Municipal Lien Certificates Issued	567	489	551	648	639
Tax Liens Processed and Recorded	19	14	24	25	12
Central Service Counter Transactions	38,486	35,623	38,067	30,873	29,244
Payments Processed (other than counter)					
Mail	58,014	56,186	56,425	50,489	40,695
Online from Anywhere Self Service	1,975	6,620	9,836	10,415	12,295
Payments Processed by File	7,638	8,277	5,630	9,289	15,850
% Of Payments Typed (counter & mail)	91%	86%	86%	81%	71%
% Of Payments Processed Automatically	9%	14%	14%	19%	29%
TREASURY:					
Tax Liens Redeemed	15	11	15	32	18
Taxes in Bankruptcy Redeemed	0	0	3	0	1
Direct Debit Payment Accounts	499	468	497	497	564
Bank Account Reconciliations	731	720	675	638	651
Electronic Bank Transmissions	885	834	840	871	898
Check/ACH Reversals	122	155	197	213	220
Tailings (checks not cashed)	92	88	135	70	36
Debt Issues (temporary & permanent)	1	2	3	1	1
Deferred Tax Liens Redeemed	3	0	1	0	1
% of Funds Invested	99%	99%	99%	99%	99%
Bond Rating (Standard & Poor's)	AA	AA	AA	AA	AA

1133, 1134, 1141 & 1146 FINANCE DEPARTMENT

GENERAL GOVERNMENT

	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 15 Manager	Change FY 14 - 15	Percent Change
Personnel Services	\$ 779,841	820,399	840,698	883,054	908,419	25,365	2.9%
Operating Expenses	\$ 42,587	34,877	50,221	46,545	46,770	225	0.5%
Capital Outlay	\$ 306	0	554	745	520	(225)	-30.2%
TOTAL APPROPRIATION	\$ 822,734	855,276	891,473	930,344	955,709	25,365	2.7%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 300,092	309,655	340,948	344,083	355,017	10,934	3.2%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 1,122,826	1,164,931	1,232,421	1,274,427	1,310,726	36,299	2.8%
SOURCES OF FUNDS							
Ambulance Receipts	\$ 60,735	60,735	68,601	68,601	69,351	750	1.1%
Municipal Lien Fee	\$ 13,875	16,125	16,075	15,000	15,000	0	0.0%
Sale of Abutters List	\$ 1,350	1,704	1,925	1,500	1,500	0	0.0%
Collector's Fees	\$ 53,776	57,982	53,088	50,500	11,000	(39,500)	-78.2%
Interest from Taxes	\$ 145,438	152,258	162,970	152,625	152,625	0	0.0%
Investment Income	\$ 103,369	79,177	76,094	70,000	70,000	0	0.0%
Water Fund	\$ 105,801	105,801	107,418	120,849	115,558	(5,291)	-4.4%
Sewer Fund	\$ 109,891	109,891	111,535	112,540	121,200	8,660	7.7%
Transportation Fund	\$ 12,161	12,161	13,955	14,544	14,756	212	1.5%
Other Dept Receipt	\$ 16,930	14,838	10,440	11,000	11,000	0	0.0%
Taxation	\$ 199,408	244,604	269,372	313,185	373,719	60,534	19.3%
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, \$6,600, primarily include tax bills and other specialized assessing, billing, collection, and accounting forms.

Fees include \$16,000 for banking fees, and \$4,600 for dues and subscriptions, bonds, and Registry fees.

Other expenses include \$7,700 for training.

SIGNIFICANT BUDGET CHANGES:

Salary changes reflect steps and COLA's.

Expenses and capital are level funded, with a small shift from the capital to the expense budgets.

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 15 OBJECTIVES:

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

SERVICE LEVELS:

	FY 09 <u>Actual</u>	FY 10 <u>Actual</u>	FY 11 <u>Actual</u>	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>
Town Counsel Hours	1,227	981	913	790	914*
Total Cases	15	20	20	19	5
*794 General 120 Labor					

GENERAL GOVERNMENT

1151: LEGAL SERVICES

	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 15 Manager	Change FY 14 - 15	Percent Change
Personnel Services	\$ 0	0	0	0	0	0	0.0%
Operating Expenses	\$ 137,237	174,287	117,896	110,000	110,000	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 137,237	174,287	117,896	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	\$ 137,237	174,287	117,896	110,000	110,000	0	0.0%
SOURCES OF FUNDS							
Taxation	\$ 137,237	174,287	117,896	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
100%



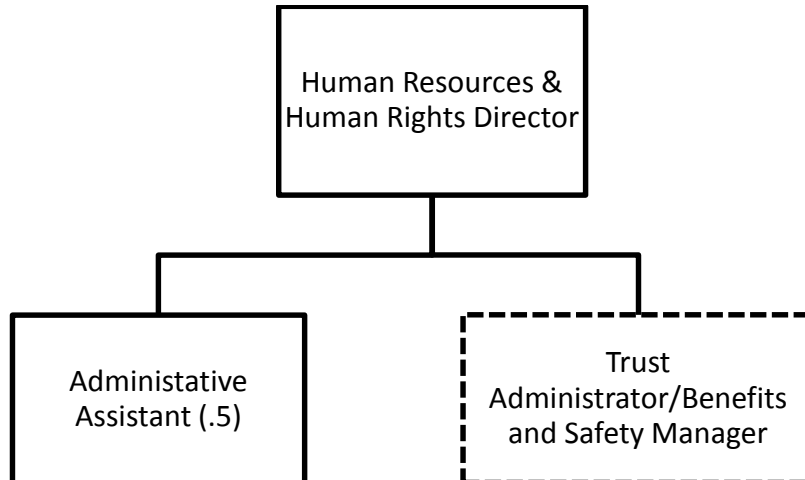
Town/Special Counsel provides funding for legal services on a contract basis.

SIGNIFICANT BUDGET CHANGES:

None.

GENERAL GOVERNMENT

1152: HUMAN RESOURCES/HUMAN RIGHTS



MISSION STATEMENT: To assist Town officials to fairly, consistently, and lawfully create and administer policies and practices that attract, develop, and retain a motivated, diverse, and high performing workforce. Human Resources emphasizes customer service based consultation and collaboration to support the achievement of Town goals.

The Human Resources Department provides services to an average of 260 benefited Town employees, 100 seasonal/temporary staff, and 250 retirees. Department staff administer the Personnel and Human Rights bylaws and policies, maintain employee compensation plans and labor contracts, manage employee recruitment, receive and investigate complaints, coordinate orientation, professional development, and employee recognition activities, manage workers' comp and unemployment claims, and design and administer employee benefit programs. The Department provides staff support for the Personnel Board, Human Rights Commission (HRC), and Insurance Advisory Committees. The Department strives to ensure that all citizens are afforded equal protection under the law.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Accomplishments

- Negotiated four 3 year collective bargaining agreements through June 2016 within parameters the Town can afford and recognizing the value and contributions of Town employee groups.
- Implemented action items from the 2013 Human Resources audit, including contracting for a professional compensation study for nonunion employees, creating professional development programs, and providing employees with Self Service electronic capability to manage personal information, track leave accruals, and evaluate payroll tax options.
- Updated and standardized human resources hiring, promotion, and exit processes and procedures and trained all departments in their effective use.
- Revised and distributed the Town Policy Against Sexual and Unlawful Harassment and trained supervisory staff on how to identify, respond to, and report complaints.
- Facilitated and supported HRC educational activities including a blog on the Town Website, a Black History Month Unplugged spoken word event, annual Heroism Awards and Picnic, and a collaboration with the Chamber, BID, LSSE, and area artists to paint downtown storefronts in recognition of the impact of Black history on American society.
- Managed the recruitment and selection of 15 new hires in Police, DPW, Town Manager's Office, Library, and LSSE.
- Established ongoing relationship with UMass to promote the professional development of Town staff. Nineteen town staff attended a Supervisory Leadership Development Program (SLDP) or Customer Service Skills Training. This program creates an internal succession planning pipeline of future town leaders.

Challenges

- Complete collective bargaining process to settle contracts with remaining employee groups and implement recommendations from nonunion compensation study.
- Achieve full service department capacity with existing staffing through collaboration, automation, and in-service training.
- Achieve greater Town workforce diversity by increasing recruiting outreach and advertising and assisting Town departments as they address diversity issues in their daily interactions with residents and businesses.

GENERAL GOVERNMENT

1152: HUMAN RESOURCES/HUMAN RIGHTS

LONG RANGE OBJECTIVES:

- To attain a municipal workforce that reflects the diversity of the Amherst Community.
- To develop employee programs that invest in our human capital and build internal capacity for succession planning, innovation, outstanding customer service, and attainment of Town objectives.
- To maintain a compensation strategy that is realized through articulated objectives, human resources planning, settled collective bargaining contracts, progressive management of benefits, and sound wage and classification systems.
- To fully utilize Human Resources information system technology to improve data management and reporting, increase efficiencies, empower employees to control their own information, and minimize redundancy.
- To increase dialogue among and raise awareness of area human rights organizations, events, and activities.

FY 15 OBJECTIVES:

- To provide HR counsel to the Town Manager, department heads, and staff that supports fully functional and trained departments and a positive workplace culture emphasizing civility, high morale, and innovation.
- To implement action steps from the FY 13 Human Resources audit including implementation of the nonunion compensation plan recommendations, increased use of Employee Self Service with electronic time sheets, and updated Town policies on vehicle use and mobile technology.
- To continue to build internal succession planning capabilities through expansion of low cost professional development programs in collaboration with area colleges.
- To update the Affirmative Action Plan to reflect current Human Rights philosophy and goals.
- To maintain a competitive menu of employee benefits with a balanced portfolio of Town-supported and employee-paid products.

SERVICE LEVELS:

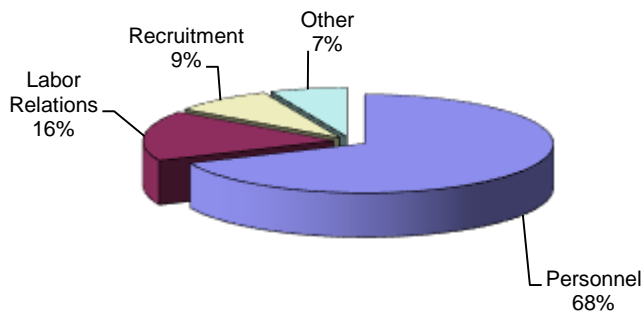
	FY 09 <u>Actual</u>	FY 10 <u>Actual</u>	FY 11 <u>Actual</u>	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>
Human Resources/Human Rights					
Recruitments and Hires	14	20	14	23	15
Personnel Board/Insurance Advisory Comm/ Human Rights Commissions Meetings	11	11	10	19	24
Collective Bargaining Meetings	5	8	28	28	45
Grievances Resolved	10	2	2	4	2
Vendor Contracts Administered	11	11	11	11	11
Human Rights Complaints	5	2	7	1	5
Staff Development/Training Sessions	3	1	1	2	22

GENERAL GOVERNMENT

1152: HUMAN RESOURCES/HUMAN RIGHTS

	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 15 Manager	Change FY 14 - 15	Percent Change
Personnel Services	\$ 90,553	151,822	112,156	100,484	112,103	11,619	11.6%
Operating Expenses	\$ 43,875	41,430	40,052	50,290	51,790	1,500	3.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 134,428	193,252	152,208	150,774	163,893	13,119	8.7%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 38,820	65,754	55,204	54,618	57,847	3,229	5.9%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 173,248	259,006	207,412	205,392	221,740	16,348	8.0%
SOURCES OF FUNDS							
Water Fund	\$ 10,705	14,534	13,689	13,495	13,488	(7)	-0.1%
Sewer Fund	\$ 12,244	14,682	14,436	13,670	13,803	133	1.0%
Transportation Fund	\$ 2,707	2,971	2,962	2,954	2,976	22	0.7%
Taxation	\$ 108,772	161,065	121,121	120,655	133,626	12,971	10.8%
POSITIONS							
Full Time	1.50	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	1.50	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, \$14,100, provides the funding for newspaper and web advertisements, career fair registrations, exams and background checks as needed.

Labor Relations, \$27,000, provides the funding for contract negotiations.

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

SIGNIFICANT BUDGET CHANGES:

Personnel services costs increase because of steps and COLAs and proper budgeting for all salary costs.

Operating expenses increase by \$1,500 because of new, first-time funding of the Human Rights Commission expense budget.

GENERAL GOVERNMENT

1154: EMPLOYEE BENEFITS

MISSION STATEMENT: To administer and manage the full range of benefits provided to current and former employees of the Town. To provide counsel to employees and retirees and a forum for group discussion and analysis of the variable costs, options, and implications of benefit plan design. To provide quality benefits while seeking ways to reduce the cost of those benefits through education, safety awareness, and proactive claims administration.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Health insurance is the major portion of this budget. The ongoing challenge is to contain costs while still providing a high level of health care benefits to employees and retirees. The Towns of Amherst and Pelham and the Amherst Pelham Regional School District provide health care through the Amherst Pelham Health Claims Trust (APHCT), a self-insured Joint Purchase Arrangement (JPA) pursuant to M.G.L. Chapter 32B. The APHCT works collaboratively with an employee Insurance Advisory Committee (IAC) comprised of representatives from bargaining units, nonunion employees, and retirees. Under the terms of the APHCT agreement, the Amherst Town Manager is the Trust Administrator. The cooperative arrangement between the three employers and the IAC has been very successful in implementing cost effective plan changes.
- Multiple years of cost containment measures including incremental changes to plan design plus increases in co-pays for office visits and prescription drugs have taken place on an ongoing basis and resulted in a 10.5% increase in the APHCT fund balance.
- The APHCT was able to avoid increasing premiums for FY 14 which resulted in savings to the appropriation of \$264,515.
- A premium holiday (neither the employer nor employee/retiree paid a premium for the month of April, 2013) resulted in savings of \$237,638.
- The proposal to transition retired teachers from the state's GIC program to the local Health Trust received overwhelming support and occurred on October 1, 2012. Seventy-eight percent of the retirees achieved monthly premium savings and Trust employers collectively achieved annual savings of approximately \$160,000. It is anticipated that similar savings will be ongoing for both the employers and retirees.
- The control of health insurance costs plus the APHCT applying for and receiving Federal Retiree Drug Subsidy payments has enabled the Town to transfer a combined \$1,432,740 to the Other Post Employment Benefits (OPEB) Trust Fund in FY 13 and FY 14.
- Two requirements of the Massachusetts Municipal Health Care Reform Act passed in 2011 were to enroll eligible retirees in Medicare Parts A and B and to conduct an audit of members. In FY 13, the APHCT successfully completed both the audit of its membership and a transition of eligible retirees from the more costly PPO and HMO plans to Medicare plans.

LONG RANGE OBJECTIVES:

To provide employees and retirees with an annual statement of the value of benefits and to continue to work within the guidelines of the Municipal Health Reform Act to provide competitive yet affordable benefits.

FY 15 OBJECTIVES:

- Through the Insurance Advisory Committee, continue to collaborate with employees and retirees to effectively manage health insurance costs while maintaining quality health plans.
- To price the market for non-health insurance benefits.
- To explore ways of obtaining potential discounts for employees on other benefits not paid for by employers.
- To implement changes associated with the Municipal Health Insurance Reform Act.
- To develop cost containment strategies and a long-term funding plan for the OPEB Trust Fund.

GENERAL GOVERNMENT

1154: EMPLOYEE BENEFITS

SERVICE LEVELS:	FY 09 <u>Actual</u>	FY 10 <u>Actual</u>	FY 11 <u>Actual</u>	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>
Health Insurance*					
Family Coverage	529	520	504	430	560
Individual Coverage	355	332	329	321	378
Medicare Supplemental Coverage	158	172	176	204	423
Life Insurance*	N/A	701	716	795	1,041
Unemployment Claims	19	72	50	40	21
Flexible Benefits	67	62	43	57	51
Employee Assistance Consultations	79	64	44	17	23

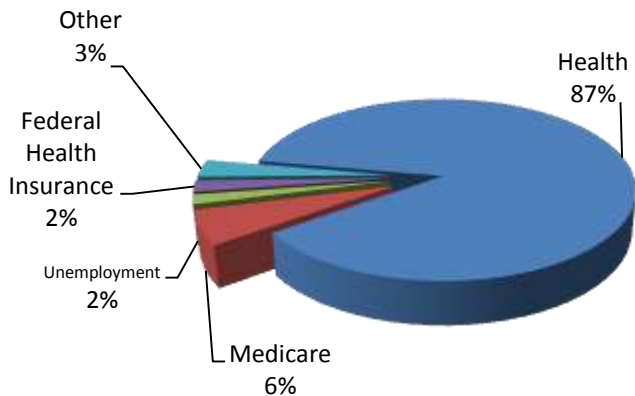
* Department administers health and life insurance plans for all employees of Amherst Pelham Regional Schools, Amherst Elementary Schools, and the towns of Amherst and Pelham. Significant increase in enrollments is the result of the return of retired teachers to the APHCT from the state GIC plan in FY 13.

GENERAL GOVERNMENT

1154: EMPLOYEE BENEFITS

	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 15 Manager	Change FY 14 - 15	Percent Change
Personnel Services	\$ 2,931,935	3,019,192	3,670,560	3,243,601	3,153,797	(89,804)	-2.8%
Operating Expenses	\$ 0	0		0		0	0.0%
Capital Outlay	\$ 0	0		0		0	0.0%
TOTAL APPROPRIATION	\$ 2,931,935	3,019,192	3,670,560	3,243,601	3,153,797	(89,804)	-2.8%
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	\$ 2,931,935	3,019,192	3,670,560	3,243,601	3,153,797	(89,804)	-2.8%
SOURCES OF FUNDS							
Taxation	\$ 2,931,935	3,019,192	3,670,560	3,243,601	3,153,797	(89,804)	-2.8%
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 \$2,753,409.

Medicare is \$186,656.

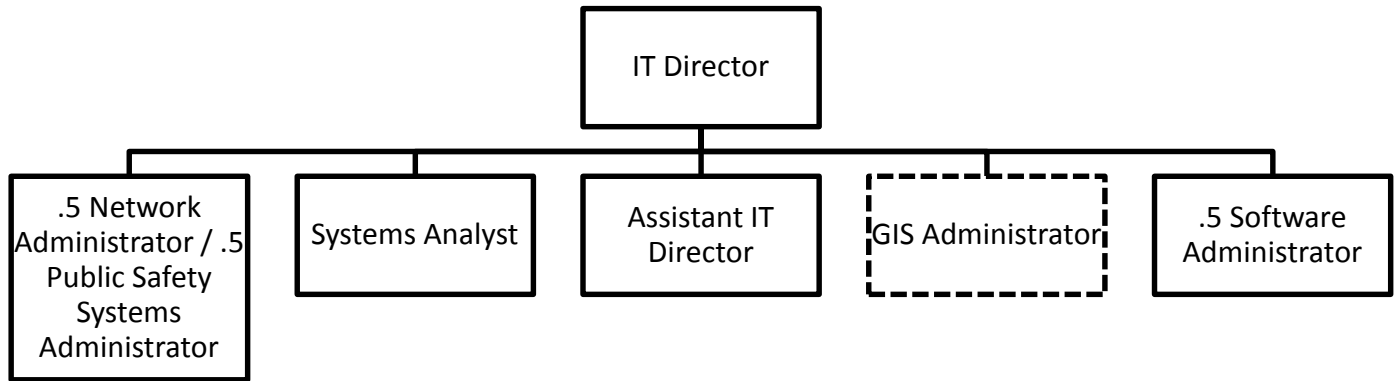
Unemployment insurance is \$52,928.

Federal Health Insurance is \$62,717.

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 15, in contrast to industry trends. The budget decreases because the FY 14 budget contained a salary reserve to fund collective bargaining settlements, while the FY 15 budget allocates those funds to line departments to reflect the costs associated with settled contracts.



MISSION STATEMENT: To select, implement, maintain, and support all things technology related to meet the individualized needs of all Town departments and the Amherst community. To strive to deliver an elite, yet fiscally sustainable overall technology program using consolidation, standardization, and regionalization opportunities as tools for reducing tax supported IT Department annual operating costs.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Accomplishments

- Another significant growth year for unique daily visitors using the Town's website; a 22% increase in daily users over last year.
- One of only six communities to receive the annual Massachusetts Municipal Association website award.
- Developed an in-house custom solution to meet the many complex web-based needs of the Rental Permitting bylaw.
- Continued maintaining, monitoring and enhancing the fastest public downtown outdoor Wi-Fi network in Massachusetts.
- Refined the online payments system, Anytime Self Service, to provide integrated bill lookup and payments.
- Added Open Check Book to "Open Government to the Max" webpage allowing citizens to view the Town checkbook online.
- Implemented the shared Amherst-Pelham Assessing software database solution, saving Pelham and Amherst money.
- Implemented integrated paperless utility billing system.
- Implemented paperless purchase orders with dashboards and workflow for Town staff.
- Maintained only 5% total growth in annual budget over the past ten years (FY 05-14), from \$469,665 to FY 14 \$494,188.
- Through outreach efforts and a recent restoration of a free online payments option, the Town has realized an 18% increase in online payment transactions. The Anytime Self Service reached an all-time high of 25,885 unique daily visitors.

Challenges

- Implementing the new co-location Town-wide centralized data center.
- Implementing an updated disaster backup replication solution working with the State and utilizing the State data center.
- Implementing paperless electronic billing motor vehicle excise bills, property tax bills, and more.
- Implementing Munis online job applications module.
- Helping departments make even better use of Munis modules by refining backend configurations and offering more staff training and implementation assistance.
- Scanning and integrating the current and future paper documents into Munis Tyler Content Management, to allow greater user and public access.
- Further outreach enrolling more people to use the self-service tools and features on amherstma.gov.
- 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.

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY

LONG RANGE OBJECTIVES:

- To create paperless efficiencies through automation and technology within and between departments.
- To regionalize systems to reduce costs and increase Amherst revenue and offer high quality, reliable computing and network solutions to other communities.
- To select and implement technology solutions that contribute to “green” efforts and lessen operational environmental impacts.
- To develop the Town’s websites to a point where all services requiring a trip to a Town office are offered online 24/7/365.

FY 15 OBJECTIVES:

- To continue to foster intercommunity relationships, with the goal of regionalizing systems to reduce cost and increase revenue for Amherst’s IT needs and operations (i.e. HCOG, Northampton, West Springfield CIC grant applications).
- If awarded a regionalization grant, hire a full-time Tyler Munis/Software Administrator position to increase utilization and implementation of the Town’s largest and most used interdepartmental software system.
- To implement a centralized Work Orders, Inventory, Fleet Maintenance, and Animal Licenses system.
- To implement Employee Self Service, including leave requests.
- To better promote the Anytime Self Service system to increase the number of people who use the system to make on-line payments.
- To implement paperless billing options for real estate tax bills.
- To implement online permit applications, business licenses, and an online integrated employment applications system to offer 24/7/365 services to the Amherst community while increasing the operational efficiency of departments.
- To continue to use technology to significantly reduce the amount of paper being used and distributed for daily operations.
- 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:

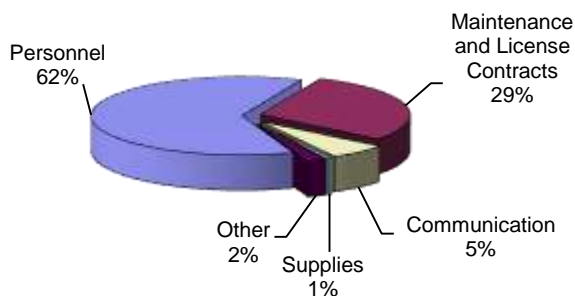
	FY 09	FY 10	FY 11	FY 12	FY 13
	Actual	Actual	Actual	Actual	Actual
Buildings Connected to the WAN	14	14	14	14	15
Network User/Group Accounts	875	1,209	1,209	1,432	1,450
Desktop/Notebook Computers	540	540	540	665	685
Virtual Servers and Network Storage Units	34	52	52	55	55
VMView Mobile Virtual Desktop Users				35	45
Printers & Multifunction’s	68	68	68	69	70
IP Phones	345	350	350	355	360
Network Database Software Packages	48	48	48	48	48
Websites	6	6	6	6	6
Unique Daily Website Visitors	65,000	210,000	280,670	335,823	428,051
Open Government to the MAX! Users	N/A	N/A	N/A	N/A	2,658
Work Orders Completed	3,561	3,991	4,175	4,200	2,900

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY

	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 15 Manager	Change FY 14 - 15	Percent Change
Personnel Services	\$ 299,894	303,774	312,025	309,338	321,438	12,100	3.9%
Operating Expenses	\$ 191,998	197,168	180,934	193,426	193,426	0	0.0%
Capital Outlay	\$ 0	0	29,380	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 491,892	500,942	522,339	502,764	514,864	12,100	2.4%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 102,234	100,381	104,147	109,961	113,867	3,906	3.6%
Capital Appropriations	\$ 158,000	168,000	174,500	288,000	192,500	(95,500)	-33.2%
TOTAL DEPARTMENT COST	\$ 752,126	769,323	800,986	900,725	821,231	(79,494)	-8.8%
SOURCES OF FUNDS							
Taxation	\$ 344,753	357,325	378,257	357,576	357,038	(538)	-0.2%
Water Fund	\$ 44,296	43,096	43,280	43,649	48,605	4,956	11.4%
Sewer Fund	\$ 44,296	43,096	43,280	43,649	48,605	4,956	11.4%
Transportation Fund	\$ 21,456	20,957	21,033	21,186	21,694	508	2.4%
Ambulance Receipts	\$ 37,081	36,381	36,489	36,704	38,922	2,218	6.0%
Dept Receipts	\$ 10	87	0	0	0	0	0.0%
POSITIONS							
Full Time	4.00	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	4.00	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, \$148,761, provides for the payment of relicense and maintenance agreements on a variety of software and operating systems.

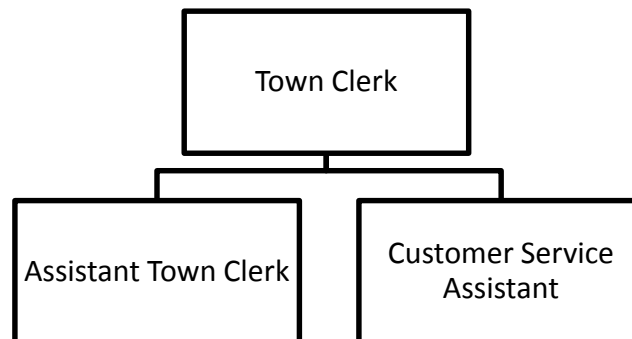
Communication costs, \$31,920, include leased lines and internet access.

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:

Salary changes reflect steps and COLA's. Expenses are level funded. If a Community Innovation Challenge grant is awarded to Amherst in February 2014, the Town would seek approximately \$60,000 from the grant for the Software Administrator position that would focus on MUNIS user support and training needs (see FY 15 Objective #2).



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:

Transitioned permanent Subdivision applications and decisions into archival folders and improved indexing, providing for easier access to subdivision files and enabling recycling of binders for future use. Began similar process with Zoning applications and decisions.

LONG RANGE OBJECTIVES:

- To continue to work with the Town's Information Technology Department 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 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 provide opportunities for the Assistant Town Clerk to obtain the necessary educational requirements for designation as a Certified Municipal Clerk.

FY 15 OBJECTIVES:

- To prepare staff for working with the Electronic Death Record System scheduled for implementation early 2014. This new system will provide for faster and more efficient creation of death records and immediate access to disposition permits, resulting in elimination of fees for most users.
- 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 maintain an ongoing schedule for restoration and preservation of historical records.
- 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

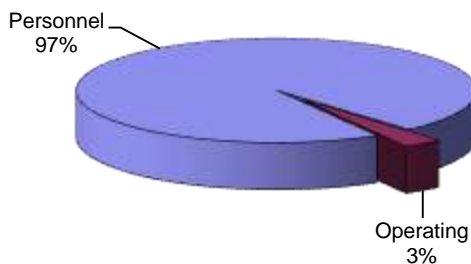
SERVICE LEVELS:	FY 09 Actual	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Actual
Certified Copies of Documents	1,692	1,684	1,910	2,080	2,387
Marriage Intentions	128	136	122	128	103
Marriage Licenses	111	136	123	137	113
Dog Licenses	1,430	1,392	1,437	1,401	1,496
Fish & Game Licenses/Stamps	230	251	232	38	--*
Zoning Board of Appeals					
Applications/ Decisions	42	16	25	31	24
Street Lists	101	47	77	55	56
Posting Open Meetings	1,080	1,017	1,076	896	914
Planning Board Applications/Decisions	7	12	10	14	17
Business Notices (d/b/a)	144	153	156	137	136
Raffle Permits	18	15	18	16	13
Underground Storage Registrations	28	28	27	25	27
Cemetery Deeds	4	5	9	12	8
Notarizations	608	675	591	517	511
Passport Applications	533	541	508	437	559
Burial Permits	103	105	129	158	181
Request for Voter Information	24	35	30	38	31
Performance Oath	380	233	206	203	191
Non-certified Copies of documents	382	216	273	220	146
Vital Records Recorded	462	465	438	469	477
Pole Location Petitions	9	0	4	4	3
Vital Records: Filing/Amendments	10	11	5	8	10
Passport Photos	380	309	324	338	432
*discontinued					

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE

	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 15 Manager	Change FY 14 - 15	Percent Change
Personnel Services	\$ 168,242	176,590	186,872	187,570	191,543	3,973	2.1%
Operating Expenses	\$ 5,042	4,153	6,357	6,260	6,260	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 173,285	180,743	193,229	193,830	197,803	3,973	2.0%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 41,421	44,180	42,181	65,834	68,801	2,967	4.5%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 214,706	224,923	235,410	259,664	266,604	6,940	2.7%
SOURCES OF FUNDS							
Licenses & Permits	\$ 7,135	8,240	7,740	4,500	4,500	0	0.0%
Dept. Receipts	\$ 52,250	49,170	55,687	46,255	52,255	6,000	13.0%
Taxation	\$ 113,900	123,333	129,802	143,075	141,048	(2,027)	-1.4%
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 training, dues and subscriptions, and supplies for storage of vital records, dog licensing, and passport photo services.

SIGNIFICANT BUDGET CHANGES:

Salary changes reflect steps and COLA's.
Expenses are level funded.

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:

- Prepared for and conducted the 2012 General Election. 7,666 new voter registrations were processed between August 17, 2012 and November 6, 2012 in preparation for the General Election, and 8,469 changes made to voter registrations in FY 13. Voter registration went from 15,809 for the State Primary to 22,441 for the State Election, which had a 69% voter turnout.
- Complied with multiple requests for voter reports during the 2012 Presidential/General Election season
- Identified and purged voters no longer qualified to remain on the voting rolls as required by MGL Chapter 51, s. 47(c). A total of 3,769 voters were purged or deleted in FY 13.
- Found a permanent solution to storing election equipment. The Facilities Director and his team recently renovated the lower level of the old North Amherst School to accommodate storage of Town records and equipment. This will free up an area in Town Hall which can now be used for meeting space.

LONG RANGE OBJECTIVES:

- To closely monitor the development of regulations required to be promulgated by the Secretary of State in response to the passage of House No. 3772 to be effective January 1, 2015, which includes implementation of Early Voting in Massachusetts for the 2016 biennial state election and the 2016 presidential primary.
- 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 review current polling locations with regard to cost, parking, functionality, access, and election worker wellbeing. Develop recommendations for Select Board.
- 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 15 OBJECTIVES:

- To prepare and conduct the State Primary to be held on September 16, 2014 and the State Election to be held on November 4, 2014.
- To prepare and conduct the March 25, 2015 Annual Town Election.

SERVICE LEVELS:

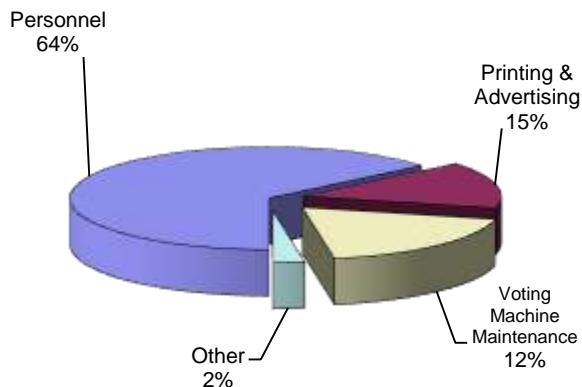
	FY 09	FY 10	FY 11	FY 12	FY 13
	Actual	Actual	Actual	Actual	Actual
Elections	4	3	3	2	5
Town Meeting Sessions	11	7	10	10	12
Election Worker Training Sessions	9	7	4	6	14
Special Precinct Elections	6	5	1	2	1
Posted Meetings, Board of Registrars	3	3	4	2	7
Voter/Residency Certificates	3	8	6	7	9
Voter Registration Sessions	3	3	3	2	5
Voter Registrations, changes, deletions	11,012	9,085	7,006	11,122	19,904
Voter Registration (peak)	18,909	16,669	17,534	16,000	22,441
Voter % Turnout					
Town Elections	12.7%	32.2%	8.5%	15.2%	6.63
Presidential Primary	n/a	n/a	n/a	6.5%	n/a
State Primaries	13.7%	19.7%	15.9%	n/a	12.38
State Elections (* incl. Presidential and Special)	*67.8%	46.8%	45.4%	n/a	n/a
Petition/Nomination Signatures	1,309	7,815	1,947	3,534	636
Petition/Nomination Papers	122	506	204	491	66
Town Meeting Petition Articles	3	5	5	4	13
Annual Street Listing Forms	10,677	10,231	10,577	11,000	12,600
Confirmation Cards	3,777	3,355	3,930	2,473	5,313

GENERAL GOVERNMENT

1162: ELECTIONS
1163: REGISTRATION

	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 15 Manager	Change FY 14 - 15	Percent Change
Personnel Services	\$ 31,999	20,521	55,263	10,850	30,488	19,638	181.0%
Operating Expenses	\$ 18,570	21,487	22,180	17,125	17,125	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 50,569	42,008	77,443	27,975	47,613	19,638	70.2%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 571	370	378	548	675	127	23.2%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 51,140	42,378	77,821	28,523	48,288	19,765	69.3%
SOURCES OF FUNDS							
State Aid-Election	\$ 5,807	2,458	4,916	2,500	2,500	0	0.0%
Hours Reimbursement							
Taxation	\$ 44,762	39,550	72,527	25,475	45,113	19,638	77.1%
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 include stipends for the Board of Registrars, and remuneration for Election Workers, and Town Meeting checkers.

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

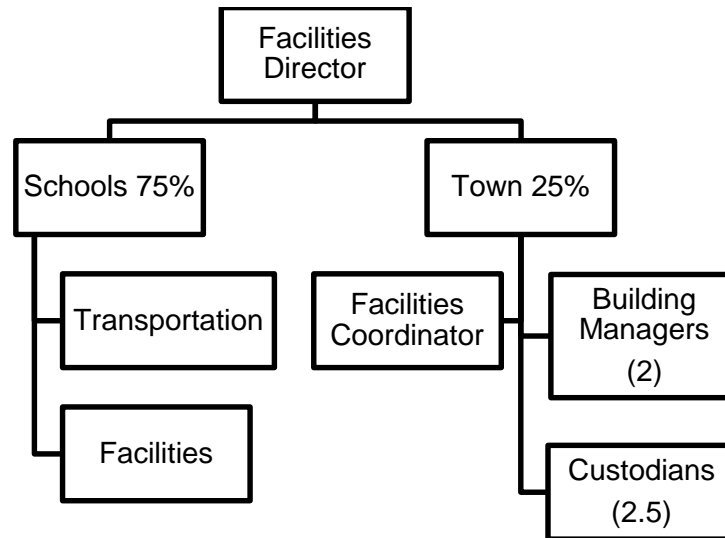
Printing costs include town election ballots, tally vote cards, and census mailers.

SIGNIFICANT BUDGET CHANGES:

The increase in personnel costs are for poll workers for the three scheduled elections in FY 15.

GENERAL GOVERNMENT

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



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 that also serve to preserve and extend the life of the Town's physical assets.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Bangs interior/exterior painting has been ongoing all year. Doorways, walls, steps, etc.
- Bangs grounds work: cut back many trees on the south side.
- Several energy initiatives have been implemented: LED lighting and 28 watt fluorescent bulbs installed where applicable.
- Parking Garage constantly battling security issues, graffiti, and sanitation problems. Painted over graffiti and washed down stairwells once to twice a week as needed. Painted and repaired the elevator due to vandalism.
- Childcare facility on Strong Street design in process for roof and HVAC, using CDBG funds and Town capital.
- East Street cleaned and well maintained for showing to potential renters or other Town use.
- Town Hall generator installed and operational.
- Town Hall: replaced failing AC units in the computer room and main utility room.
- Cleaned out the Survival Center after it was vacated.
- Moved all records from Ruxton and cleaned out Ruxton storage building.
- Munson Library grounds: cut back some large shrubs.
- Installed more snow stops and gutters.
- HVAC preventative maintenance plan implemented in all buildings.
- Several small pieces of equipment repaired.
- Small revenues are being generated by building leases and building user fees.
- Challenges are the continued increased use of buildings impacts the effectiveness of building maintenance. LSSE has had weekend events and classes, more classes in the day with high impact like clay and art supplies, which are messy.
- 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 buildings at night allow for unmonitored public access.
- Program scheduling is a chronic problem for maintenance. The buildings could be better utilized to save money, if the programs were scheduled back to back allowing for buildings to be closed some nights.

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

GENERAL GOVERNMENT

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 maximizing energy conservation, comfort, and efficiency while staying in budget and implementing the green community five year plans.
- 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 so as not to adversely affecting the building environment.
- To explore opportunities to increase revenue generation using town assets.

FY 15 OBJECTIVES:

- To complete capital programs new and 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 create building profiles for each buildings. The first draft done is complete. To expand on baseline data to assist the Town Manager in the building use study.
- To test the Emergency Operations Center in Town Hall.
- To reorganize Bangs space for better storage.
- To renovate the Munson women's room with internal staff.
- To locate Civil War tablets in an appropriate place.
- To coordinate build outs of space for revenue generating sources.
- To continue implement Green Communities five year greenhouse gas emissions reduction plan.
- To improve the basement of North Amherst School for a low impact social service.

SERVICE LEVELS:

	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Actual</u>	<u>FY 11</u> <u>Actual</u>	<u>FY 12***</u> <u>Actual</u>	<u>FY 13</u> <u>Actual</u>
Utility Usage (Town Hall, Bangs, Munson Library)					
Electricity (KWH)	609,228	569,504	518,501	518,970	511,551
Fuel – Gas (c.f.)	25,090	19,299	24,084	16,354	20,387
Fuel – Oil (Gallons)	2,002	1,734	2,454	4,829	4,560
Water & Sewer (c.f.)	57,500	55,000	55,800	59,400	47,900
Square Feet Maintained	75,668	75,668	75,668	84,218	84,218
Facilities Managed	7	7	7	8	8
Automated Computer Systems Monitored	4	4	4	5	5
Hours of Building Usage per Week	310	310	310	310	310
Hours of Maintenance per Week	185	185	185	185	185
Meetings Scheduled	6,143	6,158	6,203	5,872	5,890
Emergency Responses	28	30	25	35****	50
Committees Staffed	2	2	2	2	2
Rental Contracts	5	4*	5**	5	5

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

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

*** East Street School in numbers.

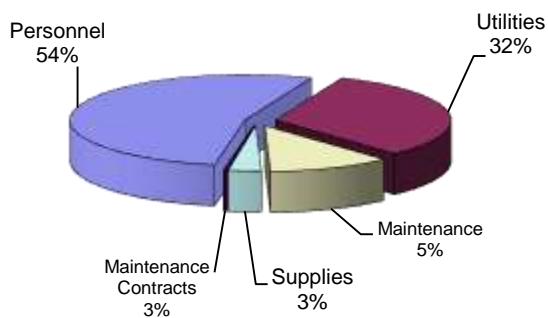
**** October 2011 storm was a major contributor.

GENERAL GOVERNMENT

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

	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 15 Manager	Change FY 14 - 15	Percent Change
Personnel Services	\$ 223,535	233,458	254,078	267,750	274,323	6,573	2.5%
Operating Expenses	\$ 210,217	186,716	183,888	228,425	238,425	10,000	4.4%
Capital Outlay	\$ 4,499	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 438,251	420,174	437,966	496,175	512,748	16,573	3.3%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 107,382	105,069	112,283	118,249	112,994	(5,255)	-4.4%
Capital Appropriations	\$ 185,000	75,000	120,000	101,500	95,000	(6,500)	-6.4%
TOTAL DEPARTMENT COST	\$ 730,633	600,243	670,249	715,924	720,742	4,818	0.7%
SOURCES OF FUNDS							
Dept. Receipts	\$ 74,506	84,348	84,679	82,000	80,500	(1,500)	-1.8%
Taxation	\$ 363,745	335,826	353,287	414,175	432,248	18,073	4.4%
POSITIONS							
Full Time	4.25	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	4.88	4.88	4.88	4.88	4.88	0.00	

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, \$163,775, are for Town Hall, the Bangs Center, the Munson Building, the North Amherst School and the East Street School Building. Fuel, electricity, water, sewer, and refuse collection are included.

Maintenance, \$57,775, 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, \$15,575, include cleaning and electrical supplies as well as small tools.

SIGNIFICANT BUDGET CHANGES:

Salary changes reflect steps and COLA's.

The expense budget includes funds for cost to the Town of operations and maintenance costs of the North Amherst School.

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 property and casualty insurance in order to maximize savings and efficiencies from such purchasing.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Accounting Department will continue to monitor and manage costs in the General Services budget. This includes property and casualty insurance, risk management, the annual independent audit, central telephones, copiers, mailing services, and equipment and central bulk office supplies.

LONG RANGE OBJECTIVES:

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

FY 15 OBJECTIVES:

- To evaluate and implement a forms printing and mailing process to reduce postage and supplies costs.
- To evaluate and bid Property and Casualty insurance in an effort to keep cost down and assure proper coverage.

SERVICE LEVELS:

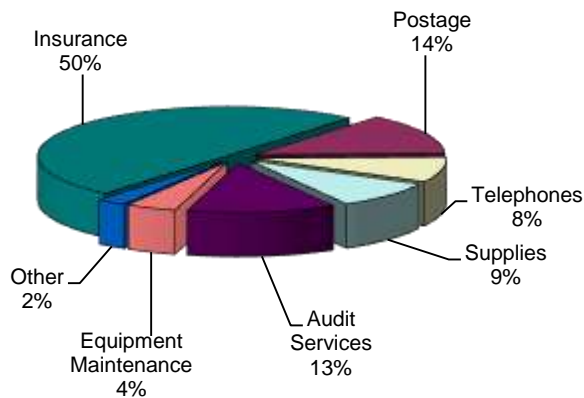
	FY 09 <u>Actual</u>	FY 10 <u>Actual</u>	FY 11 <u>Actual</u>	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>
Photocopies/Scans (per month average)	90,312	83,122	86,484	110,768	116,888
Town Vehicles Insured	209	205	207	211	213
Buildings Insured	64	64	62	62	62
Audits Performed	1	1	1	1	1
Bulk and Presort Mailings	29	13	13	19	12
Telephone Lines Maintained	363	363	363	363	363
Supply Requisitions Filled	243	222	215	228	228
Insurance Claims Processed (Property/Auto)	56	40	229	64	88
Outgoing Mail Processed (Assessors)	146,142	143,241	126,619	128,326	128,888

GENERAL GOVERNMENT

1198 & 1199: GENERAL SERVICES

	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Budget	FY 15 Manager	Change FY 14 - 15	Percent Change
Personnel Services	\$ 7,726	8,989	8,151	7,938	7,938	0	0.0%
Operating Expenses	\$ 350,690	378,699	293,427	377,411	398,045	20,634	5.5%
Capital Outlay	\$ 92	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 358,507	387,688	301,578	385,349	405,983	20,634	5.4%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 135	129	132	146	176	30	20.5%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 358,642	387,817	301,710	385,495	406,159	20,664	5.4%
SOURCES OF FUNDS							
Taxation	\$ 358,507	387,688	301,578	385,349	405,983	20,634	5.4%
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, \$202,885, includes general liability, auto, public official and professional liability, and boiler insurance.

Supplies, \$36,000, include office, copier and computer paper, and miscellaneous supplies.

Equipment maintenance, \$17,360, covers contracts, where economical, on photocopiers, computers, printers, fax machines, telephones, etc.

Telephones, \$33,000

Postage, \$55,000.

Audit, \$51,500.

SIGNIFICANT BUDGET CHANGES:

Operating costs increase by because of higher insurance cost estimates, based on the Town's claims history and increasing price trends in the insurance industry.