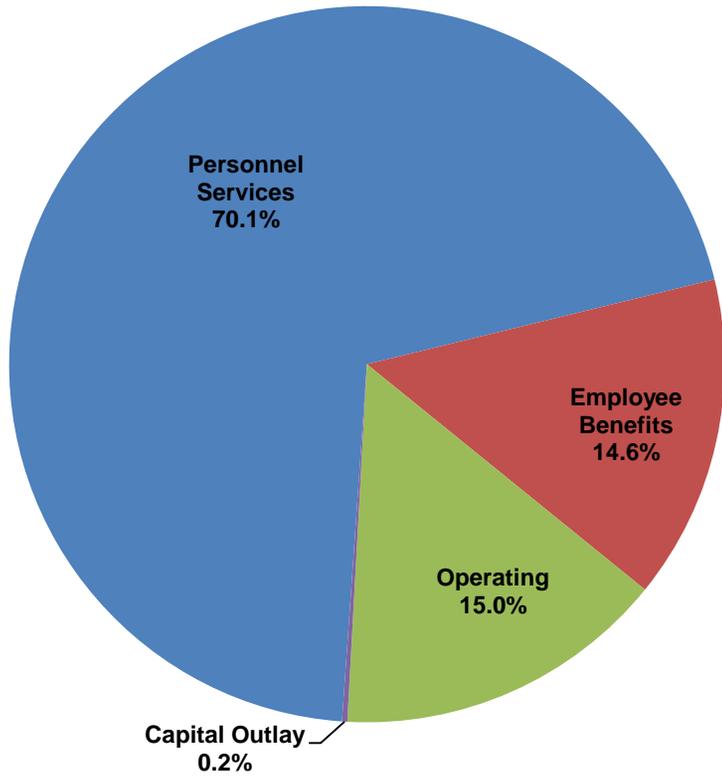
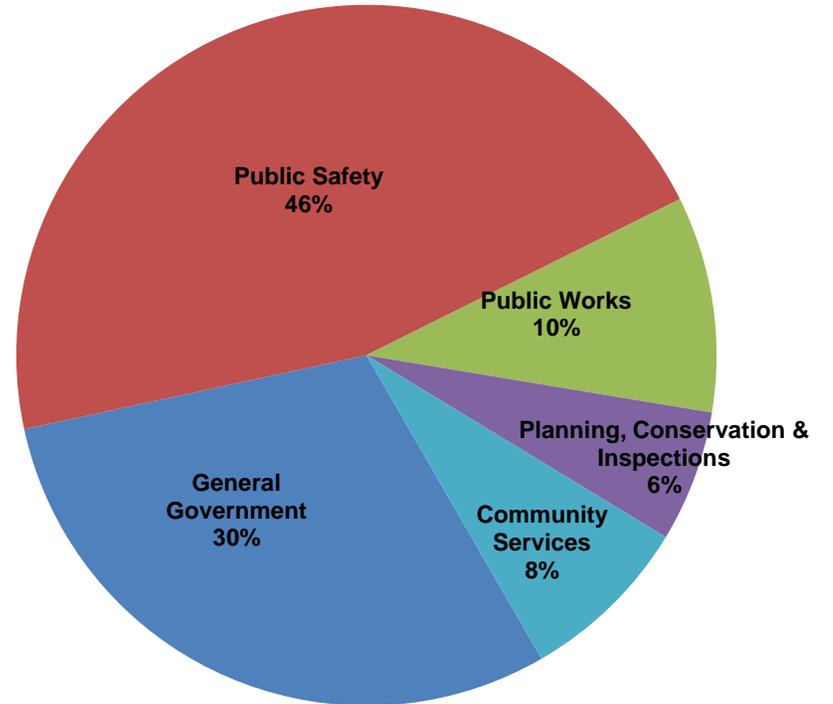


GENERAL FUND EXPENDITURES SUMMARY

**FY 16 Expenditures
By Type**



**FY 16 Expenditures
By Functional Area**



GENERAL GOVERNMENT SUMMARY

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15-16	% Change
Select Board/Town Manager	\$ 244,920	249,184	252,261	269,535	305,436	35,901	13.3%
Town Meeting/Finance Comm	\$ 634	878	887	1,900	1,900	0	0.0%
Finance Department	\$ 855,276	891,474	905,876	955,709	981,365	25,656	2.7%
Legal Services	\$ 174,287	117,896	135,220	110,000	110,000	0	0.0%
Human Resources/ Human Rights	\$ 193,251	152,208	152,696	163,893	199,859	35,966	21.9%
Information Technology	\$ 500,942	522,338	503,452	514,864	513,738	(1,126)	-0.2%
Town Clerk's Office	\$ 180,743	193,229	195,245	197,803	213,466	15,663	7.9%
Elections & Registration	\$ 42,008	77,443	31,940	47,613	41,325	(6,288)	-13.2%
Facilities Maintenance	\$ 420,175	437,966	502,831	512,748	519,833	7,085	1.4%
General Services	\$ 387,688	301,578	382,187	405,983	418,171	12,188	3.0%
SUBTOTAL	\$ 2,999,926	2,944,197	3,062,594	3,180,048	3,305,093	125,045	3.9%
Employee Pay/Benefits	\$ 3,019,192	3,670,560	3,189,862	3,153,797	3,163,224	9,427	0.3%
TOTAL APPROPRIATION	\$ 6,019,118	6,614,757	6,252,457	6,333,845	6,468,317	134,472	2.1%
SOURCES OF FUNDS							
Ambulance Receipts	\$ 97,116	105,090	105,305	108,273	109,013	740	0.7%
Departmental Receipts	\$ 228,912	225,736	213,542	173,755	218,255	44,500	25.6%
Penalties and Interest From Taxes	\$ 152,258	162,970	249,183	152,625	152,625	0	0.0%
Investment Income	\$ 79,177	76,094	53,610	70,000	70,000	0	0.0%
Licenses & Permits	\$ 190,786	184,647	195,547	177,950	177,950	0	0.0%
State Aid-Elections	\$ 2,458	4,916	0	0	0	0	0.0%
Hours Reimbursement	\$						
Water Fund	\$ 184,031	184,880	101,866	201,071	215,779	14,708	7.3%
Sewer Fund	\$ 188,911	191,040	102,963	207,435	218,651	11,216	5.4%
Transportation Fund	\$ 40,623	42,681	34,928	45,152	47,632	2,480	5.5%
Taxation	\$ 4,854,990	5,448,020	5,214,001	5,195,084	5,238,412	43,328	0.8%
Total	\$ 6,019,262	6,626,074	6,270,945	6,331,345	6,448,317	116,972	1.8%

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 14</u>	<u>FY 15</u>	<u>FY 16</u>	<u>FY 14</u>	<u>FY 15</u>	<u>FY 16</u>
Employee Benefits*	51%	50%	49%	17%	15%	15%
Financial Operations	15%	15%	15%	5%	5%	5%
Maintenance of Public Facilities	8%	8%	8%	2%	3%	2%
Information Technology	8%	8%	8%	3%	2%	2%
Select Board / Town Manager	4%	4%	5%	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%	3%
Insurance	3%	3%	3%	1%	1%	1%
Legal Expenses	2%	2%	2%	1%	1%	2%

*Not including retirement

RECOMMENDED BUDGET:

The Select Board/Town Manager budget increases to fund a portion of a new Economic Development Director position, the remainder is funded by a state economic development grant.

The Town Meeting/Finance Committee budget is level funded.

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

The Human Resources/Human Right budget will increase in FY 16 to cover increased labor counsel costs in anticipation of significant activity involved in negotiating the six labor contract that expire next year. It also will increase to cover one third of the cost of the Amherst Together Coordinator, which is shared with the Amherst School Department and the Regional School District.

In the Employee Benefits budget, current claims projections indicate an ability to keep premiums at current levels in FY 16, 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.

A decrease in Elections budget is due to having two scheduled elections in FY 16, one fewer than in FY 15.

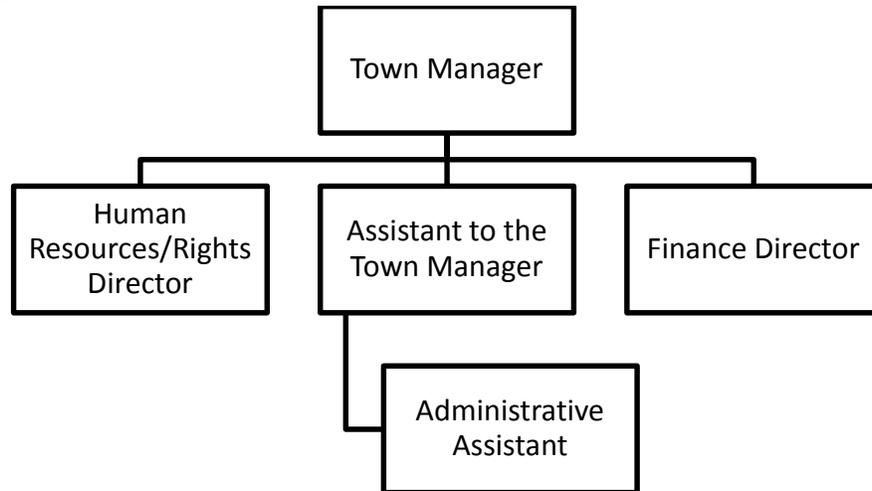
The Facilities Maintenance budget is level funded.

The General Services budget increases by \$11,000 to account for rising property and automotive 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 Jones Library and the schools, 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

- The Town received a Massachusetts Housing Partnership's Housing Hero Award in June 2014 for our collaborative efforts to address affordable housing needs. Amherst secured 42 new affordable unit at Olympia Oaks; six at Presidential Apartments; and two units at Hawthorne Farm and preserved affordability of 41 units at Rolling Green. Additionally, Town Meeting approved a Municipal Affordable Housing Trust to create and further preserve affordable housing in Amherst.
- Two major economic development projects moved forward, one in downtown Amherst and one near the University campus, which together represents the most profound realizations of the potential embodied in our Master Plan to date. Kendrick Place in downtown Amherst will include mixed use residential and 4,400 sq. ft. of ground floor retail, providing much needed incubator space for new businesses spinning out from UMass and other area colleges. Olympia Place will house approximately 260 beds in suite style dormitory apartments near the UMass campus. Another planned mixed used development replacing the carriage shops at One East Pleasant helped the Town's bid for a successful Mass Works grant application which will allow the Town to bury the utility wires on East Pleasant, Triangle St/North Pleasant (Pray to north end of Kendrick Park), and Pray Street underground.
- Received three Community Innovation Challenge (CIC) grants from the Commonwealth related to IT services: providing regionalization of Cloud services; providing MUNIS platform services for Northampton; and hosting property assessment software database for West Springfield. Each initiative is meant to generate new revenues to leverage the Town's capital investments in our IT infrastructure. The Town once again secured mini-entitlement status for essential CDBG funds.
- The Town Gown Study Steering Committee, working with a consultant, released its report with recommendations related to housing, quality of life, and economic development. A collaborative will be established, the next iteration of the Steering Committee, and will identify key goals within the defined areas. Additionally, the report recommends the hiring of an Economic Development Director by the Town.
- Strong budgetary performance and management of the Town's financial planning and budget was affirmed this year by Standard and Poor's upgrade to the Town's bond rating to AA+ with a Stable Outlook. All operating and capital budget items were adopted as recommended at the Annual Town Meeting, providing services in a fiscally sustainable manner and financing capital creatively to minimize property tax burden.
- Our AmherstStat program was launched in collaboration with the Edward J. Collins Jr. Center for Public Management at UMass Boston, with an initial focus on DPW, Police, and Fire Departments performance measures.
- A data-driven Compensation Study of non-union positions was completed, culminating in an update to our compensation plan, positioning the Town of Amherst as an employer of choice in Western Massachusetts.
- Successfully negotiated new three-year collective bargaining agreements with police patrol officers, firefighters, SEIU, DPW-S (Supervisors), and DPW rank and file employee, all within the Town's ability to pay.
- In the first year of implementing the Residential Rental Property Permitting program, 100% of properties have applied for permits to achieve the primary objective for on the ground improvements in property upkeep in Amherst neighborhoods.

Continued on next page.

GENERAL GOVERNMENT

1124: SELECT BOARD/ TOWN MANAGER'S OFFICE

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES (continued):

- Continued to serve on the Board of Directors for the Amherst Business Improvement District (BID) and implement creative marketing, beautification, transportation, and special events to promote the downtown as a great place to live, work, and play.
- As Chair of the PVTA Advisory Board, the Town Manager successfully advocated for PVTA to fund bus service to North Amherst beginning in September of 2014, with a new combined route that saves the Town over \$100,000 per year in operating costs and provides enhanced service with more frequent service improvements in Amherst. This includes the new Route 33 Amity/Puffers Pond including service to Amherst Survival Center, year-round Campus Shuttle service for residents on East Pleasant Street including Village Park and Olympia Oaks, north-south year round service to Atkins Corner, and a new service to South Hadley and Holyoke.
- 2014 Road improvements will total just over \$1 million funded from a combination of Chapter 90 grant funds, settlements, and water/sewer funds with improvements to Pine St., Cottage St., Old Town Rd., Fairfield St., Farview Way, Berkshire Terrace, and in Amherst Woods.

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.
- To address long-term capital needs and minimize the burden to the tax base by developing innovative and creative funding mechanisms.

FY 16 OBJECTIVES:

- To continue to work with UMass and other community partners to implement key recommendations from the Town-Gown Study, jointly funded by the Town and UMass, creating a new committee - the University Town Action Committee (UTAC) - to continue the work of the study committee with focus on recommendations. Much of this work will be done through the new Economic Development Director's office.
- To develop creative proposals for upgrade of infrastructure/parking in concert with recommendations of the Transportation Task Force.
- To continue North Amherst Center redevelopment to include traffic and pedestrian improvements.
- To continue with plans for relocating LSSE to East Street and the creating a Human Services Hub in the Bangs Center.
- 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 and Chapter 90 road improvement funds by working with state legislators on a long term plan in support of roads, bridges, and public transportation.
- To increase Police Staffing, per the staffing analysis and recommendation of Davis Report.

SERVICE LEVELS:

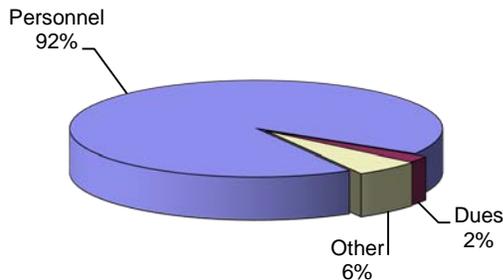
	FY 10 <u>Actual</u>	FY 11 <u>Actual</u>	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>
<u>SELECT BOARD</u>					
Special & Regular Meetings	39	45	40	38	38
Town Meetings	8	10	10	12	13
Licenses and Permits	266	274	423	525	688
Town Meeting Warrant Preparations	3	2	2	2	4
Committee Appointments	72	176	76	70	54
Town Way Reservations	6	17	12	8	12
Kendrick & Sweetser Park Reservations			10	11	14
Liaison Assignments		33	35	35	32
<u>TOWN MANAGER'S OFFICE</u>					
Collective Bargaining Agreements/Amendments	1	2	3	4	4
Committee Appointments	37	23	88	81	82
Committees Staffed	5	5	5	5	5

GENERAL GOVERNMENT

1124: SELECT BOARD/
TOWN MANAGER'S OFFICE

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15 - 16	Percent Change
Personnel Services	\$ 234,064	245,997	239,145	253,235	284,136	30,901	12.2%
Operating Expenses	\$ 9,036	14,507	13,041	16,300	21,300	5,000	30.7%
Capital Outlay	\$ 1,730	0	75	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 244,830	260,504	252,261	269,535	305,436	35,901	13.3%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 86,539	78,708	87,351	92,290	101,533	9,243	10.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 331,369	339,212	339,612	361,825	406,969	45,144	12.5%
SOURCES OF FUNDS							
Licenses & Permits	\$ 182,546	176,907	187,467	173,450	173,450	0	0.0%
Water Fund	\$ 20,600	20,493	22,361	23,420	27,263	3,843	16.4%
Sewer Fund	\$ 21,242	21,789	22,822	23,827	26,291	2,464	10.3%
Transportation Fund	\$ 4,534	4,731	5,394	5,726	6,444	718	12.5%
Department Receipts	\$ 3,568	3,842	4,013	2,500	2,500	0	0.0%
Taxation	\$ 12,340	32,742	10,204	40,612	69,488	28,876	71.1%
POSITIONS							
Full Time	2.50	2.50	2.50	2.50	3.50	1.00	
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	3.50	1.00	

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, Economic Development Director (partially grant funded), 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 \$11,200 for Special Activities.

SIGNIFICANT BUDGET CHANGES:

Personnel Services increase for the addition of a portion of an Economic Development Director; the remaining \$50,000 for the position will be paid by an economic development grant. Expenses increase by \$5,000 for costs associated with the Economic Development Director. Other 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 16 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:

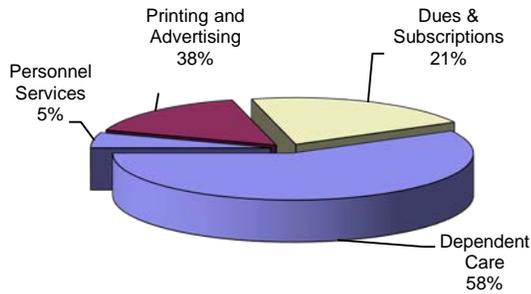
	<u>FY 10 Actual</u>	<u>FY 11 Actual</u>	<u>FY 12 Actual</u>	<u>FY 13 Actual</u>	<u>FY 14 Actual</u>
Finance Committee:					
Number of Meetings	31	37	21	20	23
Number of Transfers	1	1	1	1	1
Moderator:					
Committee Appointments	3	3	6	3	2
Committees Supported	2	2	2	2	2
Town Meeting:					
Dependent Care Stipend Recipients				3	2

**1131: TOWN MEETING/
FINANCE COMMITTEE**

GENERAL GOVERNMENT

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15 - 16	Percent Change
Personnel Services	\$ 100	100	100	100	100	0	0.0%
Operating Expenses	\$ 770	778	787	1,800	1,800	0	0.0%
Reserve Fund Transfers	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 870	878	887	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	\$ 870	878	887	1,900	1,900	0	0.0%
SOURCES OF FUNDS							
Taxation	\$ 870	878	887	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:



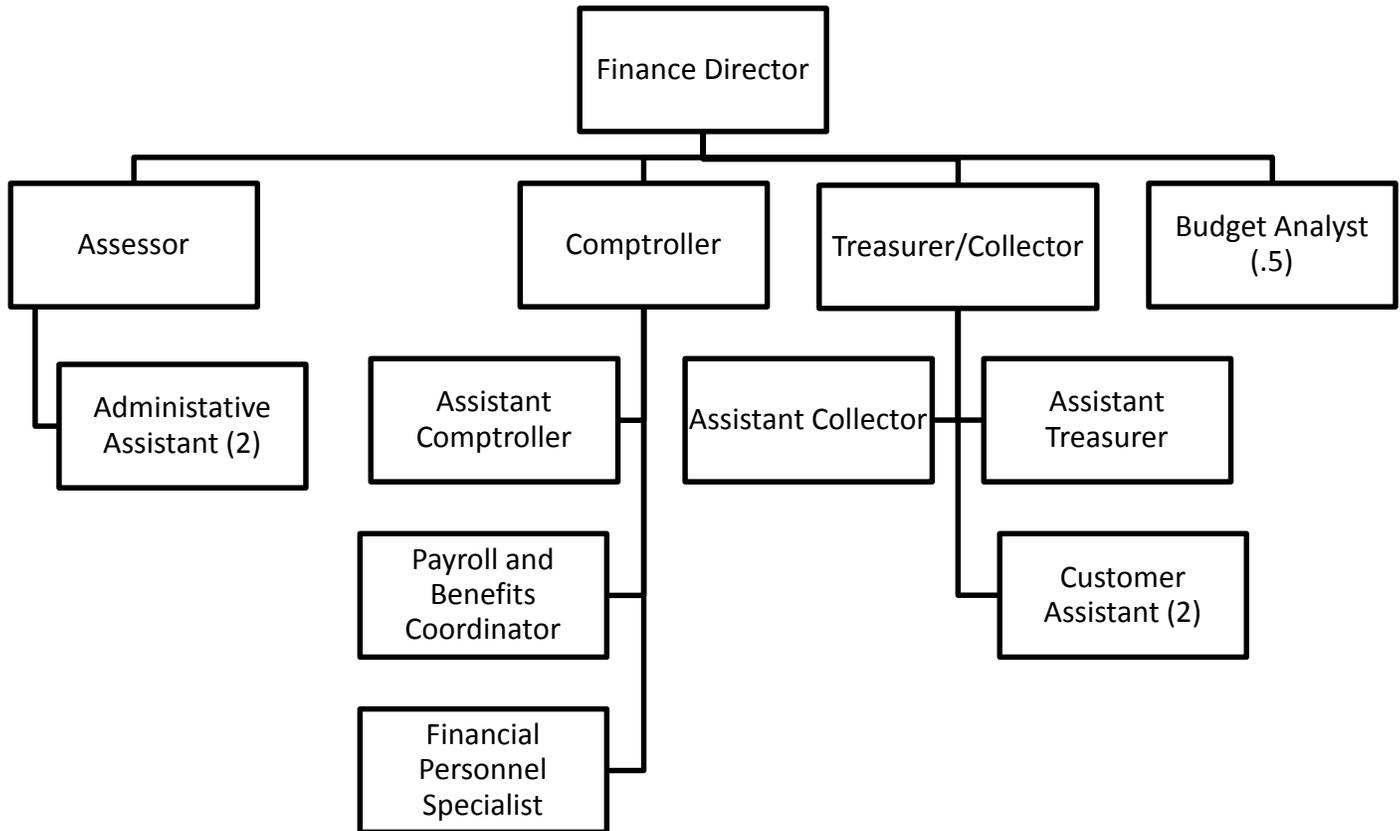
Dues and Subscriptions, \$400, include funds for membership in the Association of Town Finance Committees and the Massachusetts Moderators Association.

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, each department further this mission

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

ACCOUNTING: 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: 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: 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: through effective investment and management of Town funds and through the effective use of debt financing where appropriate.

GENERAL GOVERNMENT
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. There are over 767 unique visits to Open Checkbook each year, the second most visited page on the Finance Department webpage.
- Issued bonds for Water and Sewer system improvements on Pine Street, a pumper truck, three DPW trucks, 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 2.61% on our 2014 bond issue continues a favorably low trend.
- Upgraded the Town’s bond rating to AA+ (Standard & Poor’s) in February 2014.
- 10-Year Financial Trend Monitoring Report presented October 2014.
- Working with Human Resources and the Health Trust Fund Administrator, monitored health insurance claims and revenue to maintain a healthy Health Insurance Trust Fund balance. Recommended a reduction in the HMO rate to reflect lower claims costs there and encourage employees to opt for the HMO plan when enrolling. Maintained health insurance rates with zero increases for four years.
- Funded the Other Post-Employment Benefits (OPEB) account for retiree health insurance liabilities to a total of over \$1.9 million invested in the state PRIT fund over three years, including budgeting \$100,000 in the FY 15 budget as a base for General Fund contributions.
- Prepared recommendations for Town Meeting to vote transfers of Free Cash in excess of 5% of Budgeted Revenues to the Stabilization Fund, in accordance with Town Financial Policies. Over four years, transfers have totaled over \$4 million and the Stabilization Fund has grown to over \$5.6 million. Total Reserves are now 13.1% of FY 15 Budgeted Revenue.
- Tested, setup & implemented Electronic Funds Transfer (EFT) processing for Accounts Payable check processing. Started with employee reimbursements and will expand to offer voluntarily to any vendor.
- 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.
- Worked with LSSE, School Department, and private providers to revise the After School program funding model and allow private providers increased financial independence while maintaining town and school oversight of uniform program, academic support, and enrichment standards.
- Annual tax collections consistently in excess of 98% by fiscal year end.
- Implemented paperless billing for real estate tax and water/sewer utility bills, expanding the offering of bills by email to residents and owners. 390 homeowners have enrolled since January 1, 2013.
- Collaborated with Senior Center staff to identify and refer for counseling elders in need of help with finances. Social workers in Senior Center will complete the evaluation of needs for elders identified by Central Services staff.
- Implemented use of EFT functionality in MUNIS to reduce manual data entry for real estate tax collections. The staff completes this collection job in five minutes, compared to the full day previously spent typing.
- Completed transition between banks for AP and Payroll checking accounts. The bid and selection of PeoplesBank for these accounts saves the Town \$26,000 over the 3 year contract term.
- Completed 40% of a six year review of property, which is the “measuring and listing” of all property, in Amherst in order to provide clear and accurate records of property valuations
- Completed the conversion of Pelham data so that it can be accessed from Amherst. Property record cards and property maps for Pelham can now be accessed through the Amherst web site. This innovation came about through an intermunicipal agreement with Pelham.
- Completed FY 2015 recertifications for both Amherst and Pelham.

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 16 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 reserves and a new capital 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 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 continue update of all exempt property values to bring them to parity with assessed values.

COLLECTION:

- Investigate need for payment online or by debit/credit card for Business Licenses.
- To maintain current strong collection performance, 98%, in real estate tax.

TREASURY:

- To expand use of Electronic Funds Transfer (EFT) ability within vendor community to reduce check processing and fraud risk.
- To support the Inspections Department as they consider an online payment option for permits and inspection applicants.

SERVICE LEVELS:

	<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>	<u>FY 13</u>	<u>FY 14</u>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
FINANCE DIRECTOR:					
Committees Staffed	4	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	37	35	33	29	39
Funds Maintained	389	401	407	415	417
Vouchers Checked	18,595	18,443	18,452	19,180	18,360
Warrant Checks	10,314	9,121	9,561	9,466	8,511
Purchase Orders Encumbered/Controlled	2,219	2,258	2,056	2,075	2,170
Payroll Checks	5,219	4,868	4,685	4,418	3,698
Direct Payroll Deposits	13,919	14,347	14,624	15,079	15,928
Personnel Action Forms Processed	1,024	1,013	1,055	508	380
Insurance Claims Processed (Property/Auto)	40	229	64	88	82
Contracts Processed/Maintained/Monitored	125	136	138	108	128
Bids and Proposals Reviewed, Monitored and Assembled	50	47	41	45	41
ASSESSING:					
Amherst					
Boards Staffed		1	1	1	1
Real Estate Property Assessments	7,315	7,315	7,320	7,325	7,325
Site Reviews	584	725	1,170	630	475

Service levels continued on next page.

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146
FINANCE DEPARTMENT

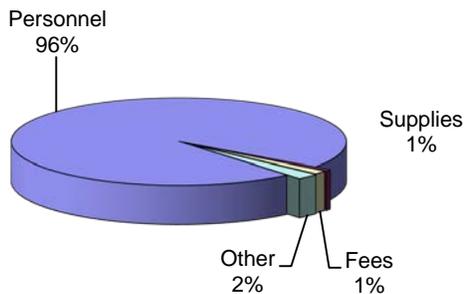
SERVICE LEVELS:	FY 10	FY 11	FY 12	FY 13	FY 14
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
ASSESSING:					
Amherst					
Personal Property Assessments	269	266	266	264	270
Abatement Application Reviews					
Real Estate/Personal Property	123	55	77	43	34
Motor Vehicle Excise	2,788	2,819	2,655	1,954	2,802
Appeals Granted Real/PP	96	34	57	30	24
Tax Dollars Abated	\$113,789	\$43,000	\$81,388	\$74,533	\$52,659
Tax Abated as % of Levy	0.3%	0.1%	0.2%	0.2%	0.1%
Tax Exemptions	\$113,346	\$131,016	\$115,971	\$109,148	\$104,946
Exemptions as % of Levy	0.3%	0.3%	0.3%	0.3%	.2%
Abutters Lists Prepared	49	64	72	90	115
Chapter Land Applications	187	186	187	187	142
Personal Exemptions Processed	120	110	114	105	102
Senior Tax Work Off Participants			30	30	30
Real Estate Exemptions Processed	521	519	521	522	522
Pelham (FY 13 and Forward)					
Boards Staffed				1	1
Real Estate Property Assessments				738	740
Recertification Review				0	0
Site Reviews				30	20
Personal Property Assessments				20	20
Abatement Application Reviews					
Real Estate/Personal Property				4	3
Abutters Lists Prepared				2	14
Chapter Land Applications				33	14
Personal Exemptions Processed				12	15
Real Estate Exemptions Processed				94	93
COLLECTION:					
Motor Vehicle Excise Collection rate	95.0%	92.4%	95.9%	93.2%	95%
Real Estate / Personal Property					
Tax Collection Rate	98.2%	98.5%	98.6%	98.1%	98%
Water/Sewer Collection Rate	89.6%	94%	90.0%	87.8%	90%
Parking Tickets Collection Rate	74.0%	75.0%	73.0%	75.0%	79%
Ambulance Bills Collection Rate (one year)	62.4%	71.2%	64.1%	64.8%	67%
Ambulance Bills Collection Rate (ongoing)	99.5%	98.9%	98.1%	93.2%	67%
Parking Ticket Appeals/Hearings	1,515	1,318	1,248	1,211	1,252
Parking Permits Issued	620	600	700	728	740
Municipal Lien Certificates Issued	489	551	648	639	444
Tax Liens Processed and Recorded	14	24	25	12	28
Central Service Counter Transactions	35,623	38,067	30,873	29,244	28,129
Payments Processed (other than counter)					
Mail	56,186	56,425	50,489	40,695	39,615
Online from Anywhere Self Service	6,620	9,836	10,415	12,295	13,229
Payments Processed by File	8,277	5,630	9,289	15,850	10,737
TREASURY:					
Tax Liens Redeemed	11	15	32	18	8
Taxes in Bankruptcy Redeemed	0	3	0	1	0
Direct Debit Payment Accounts	468	497	497	564	568
Bank Account Reconciliations	720	675	638	651	672
Electronic Bank Transmissions	834	840	871	898	854
Check/ACH Reversals	155	197	213	220	280
Tailings (checks not cashed)	88	135	70	36	75
Debt Issues (temporary & permanent)	2	3	1	1	1
Deferred Tax Liens Redeemed	0	1	0	1	1
% of Funds Invested	99%	99%	99%	99%	99%
Bond Rating (Standard & Poor's)	AA	AA	AA	AA	AA+

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146
FINANCE DEPARTMENT

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15 - 16	Percent Change
Personnel Services	\$ 820,399	840,698	872,015	908,419	941,850	33,431	3.7%
Operating Expenses	\$ 34,877	50,221	38,482	46,770	38,995	(7,775)	-16.6%
Capital Outlay	\$ 0	554	154	520	520	0	0.0%
TOTAL APPROPRIATION	\$ 855,276	891,473	910,650	955,709	981,365	25,656	2.7%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 309,655	340,948	344,083	355,017	363,006	7,989	2.3%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 1,164,931	1,232,421	1,254,733	1,310,726	1,344,371	33,645	2.6%
SOURCES OF FUNDS							
Ambulance Receipts	\$ 60,735	68,601	68,601	69,351	70,934	1,583	2.3%
Assessing Services	\$ 0	13,300	20,000	20,000	20,000	0	0.0%
Municipal Lien Fee	\$ 16,125	16,075	11,050	15,000	15,000	0	0.0%
Sale of Abutters List	\$ 1,704	1,925	2,650	1,500	1,500	0	0.0%
Collector's Fees	\$ 57,982	53,088	54,247	55,500	55,500	0	0.0%
Interest from Taxes	\$ 152,258	162,970	249,183	152,625	152,625	0	0.0%
Investment Income	\$ 79,177	76,094	53,610	70,000	70,000	0	0.0%
Water Fund	\$ 105,801	107,418	22,361	115,558	125,586	10,028	8.7%
Sewer Fund	\$ 109,891	111,535	22,822	121,200	129,442	8,242	6.8%
Transportation Fund	\$ 12,161	13,955	5,394	14,756	15,438	682	4.6%
Other Dept Receipt	\$ 14,838	10,440	10,040	11,000	11,000	0	0.0%
Taxation	\$ 244,604	256,072	390,692	309,219	314,340	5,121	1.7%
POSITIONS							
Full Time	13.00	13.00	13.00	13.00	13.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	13.00	13.00	13.00	13.00	13.00	0.00	

MAJOR COMPONENTS:



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

Supplies, \$5,900, primarily include tax bills and other specialized assessing, billing, collection, and accounting forms.

Fees include \$8,000 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 generally level funded, except for a reduction in banking fees, to reflect the new contract with PeoplesBank.

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 16 OBJECTIVES:

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

SERVICE LEVELS:

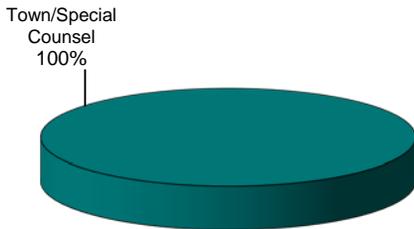
	FY 10 <u>Actual</u>	FY 11 <u>Actual</u>	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>
Town Counsel Hours	981	913	790	914*	961†
Total Cases	20	20	19	5	9
*794 General, 120 Labor					
†843 General, 148 Labor					

GENERAL GOVERNMENT

1151: LEGAL SERVICES

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15 - 16	Percent Change
Personnel Services	\$ 0	0	0	0	0	0	0.0%
Operating Expenses	\$ 174,287	117,896	135,220	110,000	110,000	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 174,287	117,896	135,220	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	\$ 174,287	117,896	135,220	110,000	110,000	0	0.0%
SOURCES OF FUNDS							
Taxation	\$ 174,287	117,896	135,220	110,000	110,000	0	0.0%
POSITIONS							
Full Time	0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:

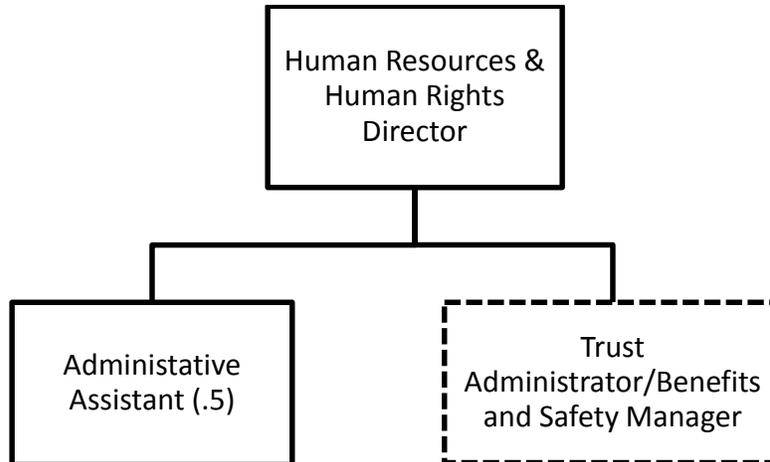


Town/Special Counsel provides funding for legal services on a contract basis.

<p>SIGNIFICANT BUDGET CHANGES: None.</p>

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. To administer the Personnel and Human Rights bylaws and policies, maintain employee compensation plans and labor contracts, manage employee recruitment, receive, investigate and attempt to resolve complaints, coordinate orientation, professional development, and employee recognition activities, manage workers' compensation and unemployment claims, and design and administer employee benefit programs. Staff supports the Personnel Board, Human Rights Commission (HRC), and Insurance Advisory Committees, and strives to ensure that all citizens are afforded equal protection under the law.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Accomplishments

- Settled five of six collective bargaining agreements through June 2016 within parameters the Town can afford and recognizing the value and contributions of Town employee groups.
- Provided employment services to an ongoing average of 260 benefited Town employees, 100 seasonal or non-benefited staff, and 250 retirees. In FY 14 a total of 282 benefited and 266 non-benefited staff were employed and compensated by the Town over 26 payroll periods.
- Under leadership of the Personnel Board, implemented a revised compensation and classification structure to attract and retain non-union professional staff and managers. The plan positions the Town as an employer of choice among western MA communities and is competitive with our comparable communities statewide.
- Under leadership of the Personnel Board, updated the 2008 part time hourly salary schedule to assure continued compliance with Massachusetts Minimum Wage laws over the next three years.
- Expanded municipal recruitment outreach to traditionally under represented employee groups by participating in UMASS Center for Multicultural Advancement career fairs and workshops and utilizing popular social media job boards.
- Provided in-service trainings on HIPAA policy practices, saving for retirement, personal budget management, HR processes, and the town's Policy Against Sexual and Unlawful Harassment.
- Facilitated and supported Human Rights Commission educational activities including Human Rights Day, a Facebook Page, Black History Month Celebration, dramatic readings and the annual Human Rights Heroes Picnic. Assisted town and school leaders in creating the Amherst Together initiative to foster community collaboration, equity and inclusion.
- Received and processed 673 full time employment applications, 80% of which were submitted electronically via the Town website, resulting in the recruitment, selection and orientation of 17 new benefited hires. Also hired 104 part time and seasonal staff, predominantly through the paper application process.
- Refreshed the HR Department pages on the Town web site resulting in 3,576 total and 2,676 unique views in FY 14.
- Continued to promote professional development by sponsoring 12 municipal/school staff participants in the UMASS Supervisory Leadership Development Program. This supports an internal succession planning pipeline of future town leaders across all Departments. Extended to Amherst public school participants during FY 14.
- Assisted the Town Manager to create a recommended staffing plan that suggests the optimal number and types of positions in each department to best address current service levels and key needs.

Challenges

- Complete collective bargaining process to settle contracts with one remaining employee group.
- Achieve full service department capacity with existing staffing through collaboration, automation, and in-service training.
- Develop options for, cost and recommend a plan to provide a reasonable sick/earned time off benefit for year round part time (under 20 hours/week) employees for FY 16 implementation.
- Achieve greater Town workforce diversity by increasing recruiting outreach and advertising.

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 16 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 continue increased use of MUNIS Employee Self Service as electronic portal for employees to access, view their personnel records and benefits information,
- In collaboration with the Personnel Board and town staff, continue a periodic evaluation and updating of Town human resources policies and the Personnel Procedures Manual.
- Expand network of low/no cost professional development programs in collaboration with area colleges, businesses and organizations.
- Market available town jobs and the Town as an employer through non-traditional sources with the goal of increasing outreach and expose opportunities to people who might otherwise not think of the Town as a potential employer.
- Ongoing review and refinement of the Town Manager's Staffing Analysis based on assessments of operational needs with input from Department Heads.

SERVICE LEVELS:

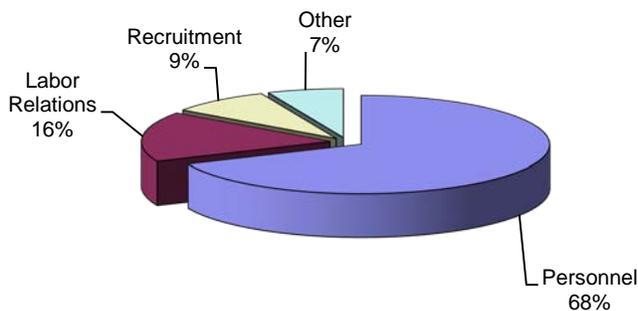
	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Actual
Human Resources/Human Rights					
Recruitments and Hires	20	14	23	15	17
Personnel Board/Insurance Advisory Comm/ Human Rights Commissions Meetings	11	10	19	24	31
Collective Bargaining Meetings	8	28	28	45	29
Grievances Resolved	2	2	4	2	2
Human Rights Complaints	2	7	1	5	6
Staff Development/Training Sessions	1	1	2	22	30

GENERAL GOVERNMENT

1152: HUMAN RESOURCES/HUMAN RIGHTS

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15 - 16	Percent Change
Personnel Services	\$ 151,822	112,156	106,014	112,103	138,069	25,966	23.2%
Operating Expenses	\$ 41,430	40,052	46,683	51,790	61,790	10,000	19.3%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 193,252	152,208	152,696	163,893	199,859	35,966	21.9%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 65,754	55,204	54,618	57,847	60,254	2,407	4.2%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 259,006	207,412	207,314	221,740	260,113	38,373	17.3%
SOURCES OF FUNDS							
Water Fund	\$ 14,534	13,689	13,495	13,488	16,923	3,435	25.5%
Sewer Fund	\$ 14,682	14,436	13,670	13,803	16,911	3,108	22.5%
Transportation Fund	\$ 2,971	2,962	2,954	2,976	3,580	604	20.3%
Taxation	\$ 161,065	121,121	122,577	133,626	162,445	28,819	21.6%
POSITIONS							
Full Time	1.50	1.50	1.50	1.50	1.83	0.33	
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	1.83	0.33	

MAJOR COMPONENTS:



Personnel Services include salaries for a Human Resources/Human Rights Director, an administrative assistant shared 50/50 with Town Manager/Select Board and 1/3 of the Amherst Together Coordinator shared with the Elementary and Regional Schools.

Recruitment, \$14,100, provides the funding for newspaper and web advertisements, career fair registrations, exams and background checks as needed.

Labor Relations, \$37,000, 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 increases are attributable to the addition of a Amherst Together Coordinator which is split with the Elementary and Regional schools, steps, and COLAs.

Operating expenses increase for legal expenses associated with contract negotiations for 6 union contracts, which expire at the end of FY 16.

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. A cooperative arrangement between the three employers and the IAC has been very successful in implementing cost effective plan changes.
- The APHCT entered into the final stages of implementing the Federal Affordable Care Act requirements which added additional free to members preventive care benefits and required payment of research fees to the Federal government.
- Cost containment measures including incremental changes to plan design, co-pays for prescription drugs and office visits have taken place on an ongoing basis. These changes and low utilization resulted in a 16% increase in the APHCT fund balance at the end of FY 14.
- Although medical trend was 6%, the APHCT did not increase premiums for the PPO and Medicare supplemental plans and reduced premiums charged for the HMO plans. This allowed the employers to add only funds required by changes in enrollments and to avoid increasing this appropriation by approximately \$446,565.
- While not directly affecting this appropriation, the return of the retired teachers to the APHCT resulted in savings for the employers of \$335,503 plus providing 84% of the retirees with cost savings.
- 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 \$1,935,323 to the Other Post-Employment Benefits (OPEB) Trust Fund in FY 13, FY 14, and FY 15.
- In meeting the requirements of the Massachusetts Municipal Health Care Reform Act passed in 2011, the APHCT continues to enroll eligible retirees in Medicare Parts A and B and to conduct audits of its members. The transition of members to the Medicare plans continues to be a cost savings to both the retiree and the employers.
- 24% decrease in Unemployment Insurance Claims filed from FY 13 to FY 14, resulting in a \$24,149 savings and representing more active claims and performance management from both town and school HR staff and administration.

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.
- To maintain a competitive menu of employee benefits with a balanced portfolio of Town-supported and employee-paid products.

FY 16 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 10 <u>Actual</u>	FY 11 <u>Actual</u>	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>
Health Insurance*					
Family Coverage	520	504	430	560	559
Individual Coverage	332	329	321	378	370
Medicare Supplemental Coverage	172	176	204	423	456
Life Insurance*	701	716	795	1,041	1,043
Unemployment Claims	72	50	40	21	16
Flexible Benefits	62	43	57	51	38
Employee Assistance Consultations	64	44	17	23	23

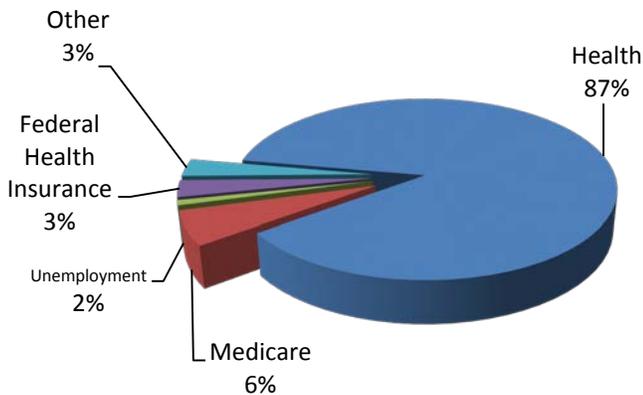
* Department administers health and life insurance plans for all employees of Amherst Pelham Regional Schools, Amherst Elementary Schools, and the towns of Amherst and Pelham. Significant increase in enrollments is the result of the return of retired teachers to the APHCT from the state GIC plan in FY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

GENERAL GOVERNMENT

1154: EMPLOYEE BENEFITS

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15 - 16	Percent Change
Personnel Services	\$ 3,019,192	3,670,560	3,189,862	3,153,797	3,163,224	9,427	0.3%
Operating Expenses	\$ 0	0	0	0	0	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 3,019,192	3,670,560	3,189,862	3,153,797	3,163,224	9,427	0.3%
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	\$ 3,019,192	3,670,560	3,189,862	3,153,797	3,163,224	9,427	0.3%
SOURCES OF FUNDS							
Taxation	\$ 3,019,192	3,670,560	3,189,862	3,153,797	3,163,224	9,427	0.3%
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 \$2,756,534.

Medicare is \$186,656.

Unemployment insurance is \$28,779.

Federal Health Insurance is \$93,592.

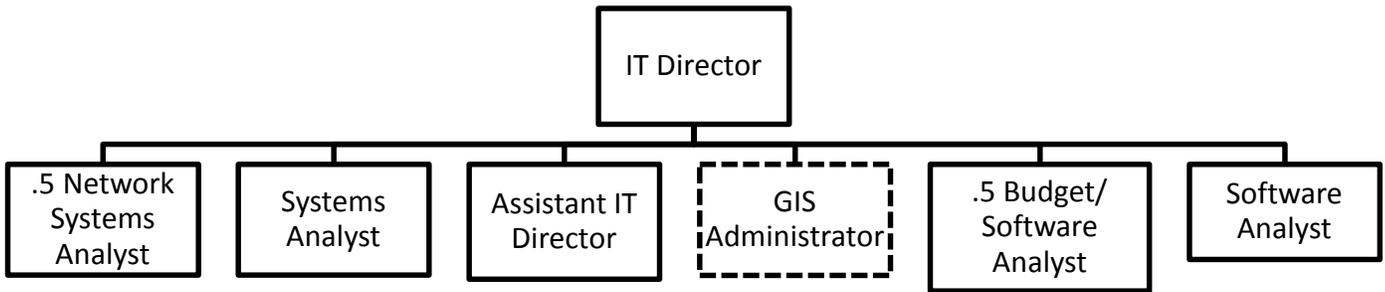
Other includes worker's compensation, life insurance, flexible benefits, police/fire workers' compensation, retirement for employees in active military duty, and the employee assistance program.

SIGNIFICANT BUDGET CHANGES:

Current claims projections indicate an ability to keep health insurance premiums at current levels in FY 16, in contrast to industry trends. The small overall increase is the result of added positions lease unemployment insurance savings.

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY



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

- Received top Municipal Excellence in Technology Award at the 2014 Boston Digital Government Summit.
- Received the first place spot in the 2014 Massachusetts Municipal Website award for Amherst population range.
- Launched all new Town website focused on a minimalistic, simple, consistent and mobile optimized design.
- Participated in five of the six awarded Massachusetts Community Innovation Challenge (CIC) technology grants and was awarded approximately \$250,000.
- Successfully connected Hampshire County of Governments, the first of four 2014 CIC grant funded networks. This will result in cost savings through regional IT resource sharing.
- Continued maintaining, monitoring and enhancing the largest and fastest downtown outdoor Wi-Fi network in Massachusetts.
- Implemented paperless real-estate tax billing options for residents to “go green” and receive tax bills by email.
- Implemented paperless direct deposits advises for Town staff and paperless vendor and reimbursement checks.
- Migrated the Town’s most used software database solution, Munis, to the very latest early adopter version 11.0. Munis is used by almost all departments for financial management, billing, permits and code, and personnel management.
- Went live with the first set of virtual servers for the Town’s most used software database solution, Munis. This solution will provide a faster more reliable software system for Town staff and the public.
- Upgrading the most used portion of the Town’s website, Amherst Maps, to a fully mobile device supported platform.
- Continued significant growth in online payment transactions through the Town’s website.

Challenges

- Completing the transition to the new Town-wide / regional data center.
- Implementing an updated disaster backup replication solution working with the State’s MassIT Department.
- Transitioning from outgoing long time director Kristopher Pacunas including evaluating and implementing needed changes in IT staff roles and department organization.
- 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 organizations.
- 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 most services requiring a trip to a Town office are offered online 24/7/365.

FY 16 OBJECTIVES:

- To continue to foster intercommunity relationships, with the goal of regionalizing systems to reduce costs regionally and offset IT costs in Amherst while enhancing services to all participants.
- Complete implementation of the three FY 14 CIC grant community technology projects: HCOG, Northampton, West Springfield CIC grant applications.
- To continue to increase utilization, implementation and staff training 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 paperless time sheets and employee benefits enrollments.
- To better promote the Anytime Self Service system to increase the number online transactions.
- 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 remaining in file cabinets in the Town Hall and Bangs Center departments.

SERVICE LEVELS:

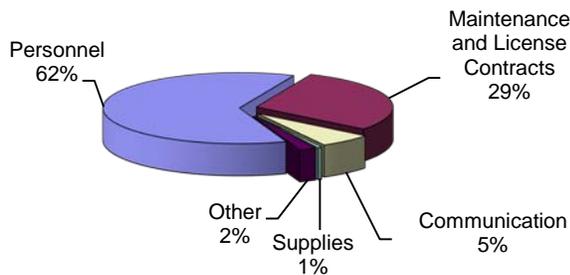
	FY 10	FY 11	FY 12	FY 13	FY 14
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Buildings Connected to the WAN	14	14	14	15	15
Network User/Group Accounts	1,209	1,209	1,432	1,450	1,450
Desktop/Notebook Computers	540	540	665	685	700
Virtual Servers and Network Storage Units	52	52	55	55	57
VMView Mobile Virtual Desktop Users			35	45	55
Printers & Multifunction’s	68	68	69	70	70
IP Phones	350	350	355	360	365
Network Database Software Packages	48	48	48	48	48
Websites	6	6	6	6	7
Unique Daily Website Visitors	210,000	280,670	335,823	428,051	430,000
Open Government to the MAX! Users	N/A	N/A	N/A	2,658	2,700
Work Orders Completed	3,991	4,175	4,200	2,900	3,000

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15 - 16	Percent Change
Personnel Services	\$ 303,774	312,025	315,235	321,438	320,312	(1,126)	-0.4%
Operating Expenses	\$ 197,168	180,934	188,218	193,426	193,426	0	0.0%
Capital Outlay	\$ 0	29,380	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 500,942	522,339	503,453	514,864	513,738	(1,126)	-0.2%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 100,381	104,147	109,961	113,867	129,997	16,130	14.2%
Capital Appropriations	\$ 168,000	174,500	288,000	308,000	300,000	(8,000)	-2.6%
TOTAL DEPARTMENT COST	\$ 769,323	800,986	901,414	936,731	943,735	7,004	0.7%
SOURCES OF FUNDS							
Taxation	\$ 357,325	378,257	358,265	357,038	361,475	4,437	1.2%
Water Fund	\$ 43,096	43,280	43,649	48,605	46,007	(2,598)	-5.3%
Sewer Fund	\$ 43,096	43,280	43,649	48,605	46,007	(2,598)	-5.3%
Transportation Fund	\$ 20,957	21,033	21,186	21,694	22,170	476	2.2%
Ambulance Receipts	\$ 36,381	36,489	36,704	38,922	38,079	(843)	-2.2%
Dept Receipts	\$ 87	0	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 office supplies and computer and printer parts, etc.

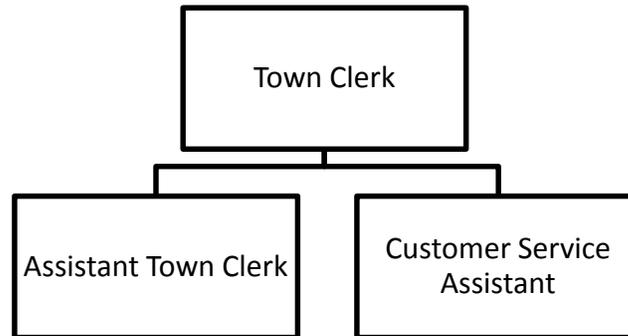
Other expenses include maintenance of equipment, office supplies and dues and subscriptions.

SIGNIFICANT BUDGET CHANGES:

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

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE



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

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Transitioned Zoning applications and decisions into archival folders, providing for easier access to these materials, enabling recycling of binders for future use, and better utilization of space needed for storing permanent and historical records.
- Created an electronic copy of, and table of contents for, Volume 14 of the Town Meeting / Election Results, making information contained easier to locate. Subsequent volumes will be created and updated in the same manner. The electronic versions will be made available on the Town's website.
- Transitioned from paper format to Electronic Death Registration System. 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.

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 that are currently available on the Town's website.
- To monitor the development of the state-wide issuance of birth records.
- To continue to work with the Historical Commission and the Community Preservation Act Committee to procure funds to maintain an ongoing schedule for restoration and preservation of historical records.
- To provide opportunities for the Assistant Town Clerk to obtain the necessary educational requirements for designation as a Certified Municipal Clerk.

FY 16 OBJECTIVES:

- 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 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 hire a new employee to replace a staff member who will be retiring in the Fall of 2015. To successfully transition specific duties of the Customer Assistant position, notably Passport Acceptance to the incoming staff member. Review and re-allocate tasks if necessary.
- To continue to enhance our presence on the Town of Amherst website by updating and supplementing current information.
- To begin electronic issuance of dog licenses, which will be faster for the public and involve less staff time.
- To coordinate compliance of Conflict of Interest Training among town staff, elected officials, and appointed members of boards and committees by September 30, 2015.

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE

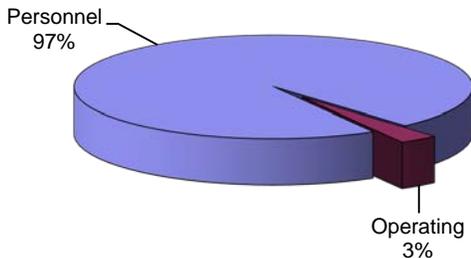
SERVICE LEVELS:	FY 10 <u>Actual</u>	FY 11 <u>Actual</u>	FY 12 <u>Actual</u>	FY 13 <u>Actual</u>	FY 14 <u>Actual</u>
Certified Copies of Documents	1,684	1,910	2,080	2,387	1,996
Marriage Intentions	136	122	128	103	125
Marriage Licenses	136	123	137	113	118
Dog Licenses	1,392	1,437	1,401	1,496	1,418
Fish & Game Licenses/Stamps	251	232	38	—*	—*
Zoning Board of Appeals					
Applications/ Decisions	16	25	31	24	41
Street Lists	47	77	55	56	41
Posting Open Meetings	1,017	1,076	896	914	838
Planning Board Applications/Decisions	12	10	14	17	27
Business Notices (d/b/a)	153	156	137	136	124
Raffle Permits	15	18	16	13	17
Underground Storage Registrations	28	27	25	27	22
Cemetery Deeds	5	9	12	8	7
Notarizations	675	591	517	511	537
Passport Applications	541	508	437	559	468
Burial Permits	105	129	158	181	154
Request for Voter Information	35	30	38	31	40
Performance Oath	233	206	203	191	191
Non-certified Copies of documents	216	273	220	146	271
Vital Records Recorded	465	438	469	477	468
Pole Location Petitions	0	4	4	3	4
Vital Records: Filing/Amendments	11	5	8	10	6
Passport Photos	309	324	338	432	454
*discontinued					

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15 - 16	Percent Change
Personnel Services	\$ 176,590	186,872	188,215	191,543	207,206	15,663	8.2%
Operating Expenses	\$ 4,153	6,357	7,030	6,260	6,260	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 180,743	193,229	195,245	197,803	213,466	15,663	7.9%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 44,180	42,181	65,834	68,801	81,571	12,770	18.6%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 224,923	235,410	261,079	266,604	295,037	28,433	10.7%
SOURCES OF FUNDS							
Licenses & Permits	\$ 8,240	7,740	8,080	4,500	4,500	0	0.0%
Dept. Receipts	\$ 49,170	55,687	51,042	52,255	52,255	0	0.0%
Taxation	\$ 123,333	129,802	136,123	141,048	156,711	15,663	11.1%
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:

Personnel Services increases are for additional extra help hours to assist with the training and transition of the Customer Assistant position with passport authority duties, 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 in accordance with all applicable state and federal laws.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Relocated election equipment formerly stored in the Town Room in Town Hall to the newly renovated lower level of the old North Amherst School to accommodate storage of Town records and equipment.
- Prepared for and conducted the 2014 State Primary and 2014 State /Governatorial Election. Processed 2,300 new voter registrations in time for the 2014 State Election.
- Modified election night procedures to provide for expedited posting of unofficial election results to the Town's website.
- Having a sufficient number of election workers, particularly those willing to train as Wardens and Clerks, remains a challenge.

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 Presidential Election.
- 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 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 16 OBJECTIVES:

- To prepare and conduct the Presidential Primary in February 2016 and the Annual Town Election in March 2016.
- To prepare and conduct the 2016 Annual Town Census / Street List.

SERVICE LEVELS:

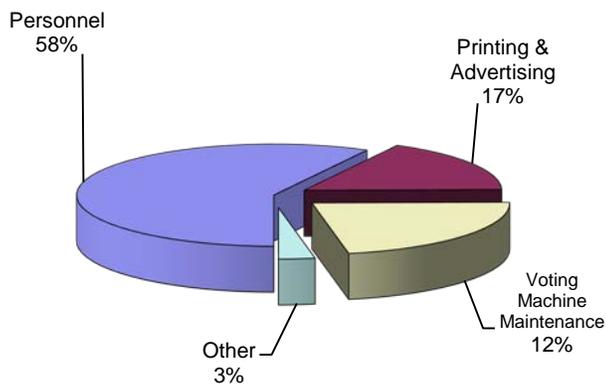
	FY 10	FY 11	FY 12	FY 13	FY 14
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Elections	3	3	2	5	1
Town Meeting Sessions	7	10	10	12	13
Election Worker Training Sessions	7	4	6	14	6
Special Precinct Elections	5	1	2	1	0
Posted Meetings, Board of Registrars	3	4	2	7	4
Voter/Residency Certificates	8	6	7	9	9
Voter Registration Sessions	3	3	2	5	1
Voter Registrations, changes, deletions	9,085	7,006	11,122	19,904	4,487
Voter Registration (peak)	16,669	17,534	16,000	22,441	16,567
Voter % Turnout					
Town Elections	32.2%	8.5%	15.2%	6.63%	13.46%
Presidential Primary	n/a	n/a	6.5%	n/a	n/a
State Primaries	19.7%	15.9%	n/a	12.38%	n/a
State Elections (* incl. Presidential and Special)	46.8%	45.4%	n/a	69%	n/a
Petition/Nomination Signatures	7,815	1,947	3,534	636	10,846
Petition/Nomination Papers	506	204	491	66	1,406
Town Meeting Petition Articles	5	5	4	13	13
Annual Street Listing Forms	10,231	10,577	11,000	12,600	12,369
Confirmation Cards	3,355	3,930	2,473	5,313	8,687

GENERAL GOVERNMENT

1162: ELECTIONS
1163: REGISTRATION

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15 - 16	Percent Change
Personnel Services	\$ 20,521	55,263	11,477	30,488	23,900	(6,588)	-21.6%
Operating Expenses	\$ 21,487	22,180	20,463	17,125	17,425	300	1.8%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 42,008	77,443	31,940	47,613	41,325	(6,288)	-13.2%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 370	378	548	675	234	(441)	-65.3%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 42,378	77,821	32,488	48,288	41,559	(6,729)	-13.9%
SOURCES OF FUNDS							
State Aid-Election	\$ 2,458	4,916	0	0	0	0	0.0%
Hours Reimbursement							
Taxation	\$ 39,550	72,527	31,940	47,613	41,325	(6,288)	-13.2%
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.

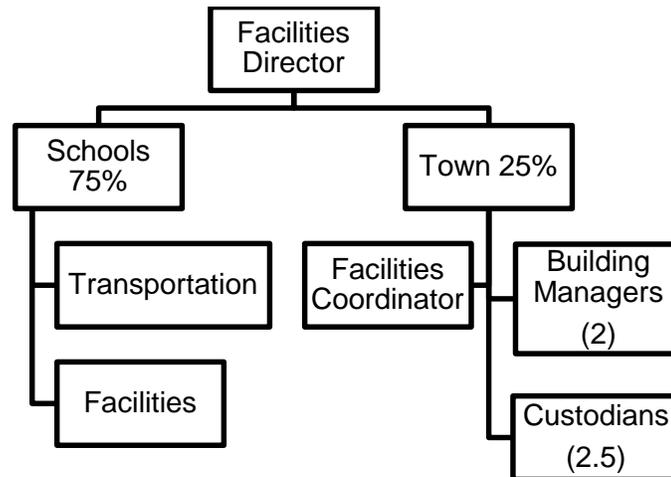
Printing costs include town election ballots, tally vote cards, census mailers, confirmation cards, and annual street list.

SIGNIFICANT BUDGET CHANGES:

The decrease in personnel costs for poll workers is due to having two scheduled elections in FY 16, instead of three 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:

- Received \$164,000 Green Energy Grant, working on Town Hall and AFD demand control ventilation energy initiatives.
- Parking Garage all above ground structures painted inside and outside.
- Parking Garage constantly battling security issues, graffiti, and sanitation problems. Painted over graffiti and washed down stairwells once to twice a week as needed.
- Repaired roof and HVAC on Childcare facility on Strong Street, using CDBG and town funds.
- East Street School designer selected for renovation and a contract is in process.
- East Street School dumbwaiter decommissioned.
- Town Hall: replaced failing AC units.
- North Amherst School shelving installed for record retention in the basement.
- North Amherst School, Family Center moved in and is currently leasing.
- Munson Library men's room renovated.
- Munson Library back steps replaced.
- The town has entered into an agreement buying energy credits from the East Hadley road solar project. We then sell the credits and net a positive return.
- Life safety inspections structure, fire suppression and alarms performed.
- HVAC preventative maintenance plan implemented in all buildings.
- Several small pieces of equipment repaired: lawn mowers, snow blowers, floor scrubbers, etc.
- Updated and renewed six building leases. Current tenants are Center for New Americans, Big Brothers Big Sisters, Amherst Educational Foundation, Amherst Family Center, Munson Library, and Community Action Day Care.
- Challenges are the continued increased use of buildings nights and weekends impacts the effectiveness of building maintenance. Increased usage requires additional services and supplies.
- Energy will always be a challenge with increased building use and commodity pricing and availability. Energy is affected by geopolitical issues which we do not have any control over. We continue to combat the increased usages.
- Security of buildings continually is changing with increased usage. We are finding ways to direct groups and function to an area which we can control the HVAC while limiting access to the entire building. Additionally we are looking at ways to automatically lock and unlock buildings remotely, which helps when staff is out sick or are unavailable.
- There are opportunities through program scheduling. Consolidating programs on the same night could allow for buildings to be closed some nights. Also it would enhance groups to have interaction with each other, enlightening them to additional programs.

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 affect the building environment.
- To explore opportunities to increase revenue generation using town assets.

FY 16 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 leveraging grants and rebates.
- To apply adequate resources to the daily operations and long-term maintenance of highly used facilities.
- To create building profiles for each buildings expanding on baseline data to assist the Town Manager in the building use study.
- To improve Munson Library sidewalk safety.
- To renovate the Munson Library women's room, using internal staff.
- To locate Civil War tablets in an appropriate place.
- To continue to implement Green Communities five year greenhouse gas emissions reduction plan.
- To improve a portion of the basement at North Amherst School for a low impact social service. We currently have two organizations interested in providing services for low income families through health and nutrition.
- To renovate the East Street School with the intention to move LSSE operations and programs into the building.
- To enable and project manage the moving of the Hilltown Health center into the Bangs Center, while not impacting normal Bangs operations.

SERVICE LEVELS:

	<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>FY 14</u> <u>Actual</u>
Utility Usage (Town Hall, Bangs, Munson Library, East Street, 1200 North Amherst)					
Electricity (KWH)	569,504	518,501	518,970	511,551	529,594
Fuel – Gas (c.f.)	19,299	24,084	16,354	20,387	27,321
Fuel – Oil (Gallons)	1,734	2,454	4,829	4,560	5,611
Water & Sewer (c.f.)	55,000	55,800	59,400	47,900	52,100
Square Feet Maintained	75,668	75,668	84,218	84,218	84,218
Facilities Managed	7	7	8	8	8
Automated Computer Systems Monitored	4	4	5	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	6,158	6,203	5,872	5,890	5,898
Emergency Responses	30	25	35****	50	30
Committees Staffed	2	2	2	2	2
Rental Contracts	4*	5**	5	5	6

* 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.

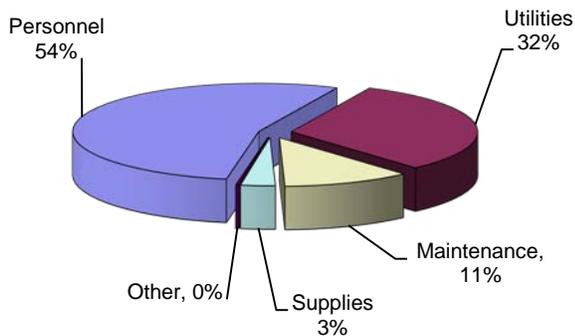
Note: FY 14 increases are due to changes in the use of North Amherst and East Street.

GENERAL GOVERNMENT

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

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15 - 16	Percent Change
Personnel Services	\$ 233,458	254,078	288,474	274,323	281,408	7,085	2.6%
Operating Expenses	\$ 186,716	183,888	214,357	238,425	238,425	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 420,174	437,966	502,831	512,748	519,833	7,085	1.4%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 105,069	112,283	118,249	112,994	108,363	(4,631)	-4.1%
Capital Appropriations	\$ 75,000	120,000	115,000	799,600	152,000	(647,600)	-81.0%
TOTAL DEPARTMENT COST	\$ 600,243	670,249	736,080	1,425,342	780,196	(645,146)	-45.3%
SOURCES OF FUNDS							
Dept. Receipts	\$ 84,348	84,679	89,629	80,500	80,500	0	0.0%
Taxation	\$ 335,826	353,287	413,202	432,248	439,333	7,085	1.6%
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 budgets are level funded.

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 16 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:

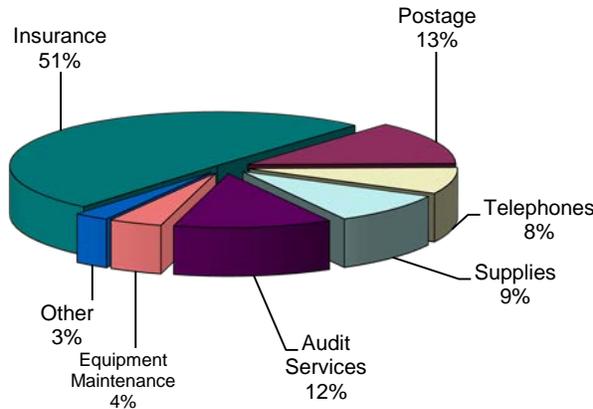
	FY 10	FY 11	FY 12	FY 13	FY 14
	Actual	Actual	Actual	Actual	Actual
Photocopies/Scans (per month average)	83,122	86,484	110,768	116,888	150,060
Town Vehicles Insured	205	207	211	213	219
Buildings Insured	64	62	62	62	62
Audits Performed	1	1	1	1	1
Bulk and Presort Mailings	13	13	19	12	9
Telephone Lines Maintained	363	363	363	363	364
Supply Requisitions Filled	222	215	228	228	189
Insurance Claims Processed (Property/Auto)	40	229	64	88	82
Outgoing Mail Processed (Assessors)	143,241	126,619	128,326	128,888	115,997

GENERAL GOVERNMENT

1198 & 1199: GENERAL SERVICES

	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Budget	FY 16 Manager	Change FY 15 - 16	Percent Change
Personnel Services	\$ 8,989	8,151	8,457	7,938	9,126	1,188	15.0%
Operating Expenses	\$ 378,699	293,427	371,507	398,045	409,045	11,000	2.8%
Capital Outlay	\$ 0	0	3,711	0		0	0.0%
TOTAL APPROPRIATION	\$ 387,688	301,578	383,675	405,983	418,171	12,188	3.0%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 129	132	146	176	159	(17)	-9.7%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 387,817	301,710	383,821	406,159	418,330	12,171	3.0%
SOURCES OF FUNDS							
Taxation	\$ 387,688	301,578	383,675	405,983	418,171	12,188	3.0%
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:



Insurance, \$210,885, includes general liability, auto, public official and professional liability, and boiler insurance.

Supplies, \$39,000, 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 and increasing costs for copier supplies.