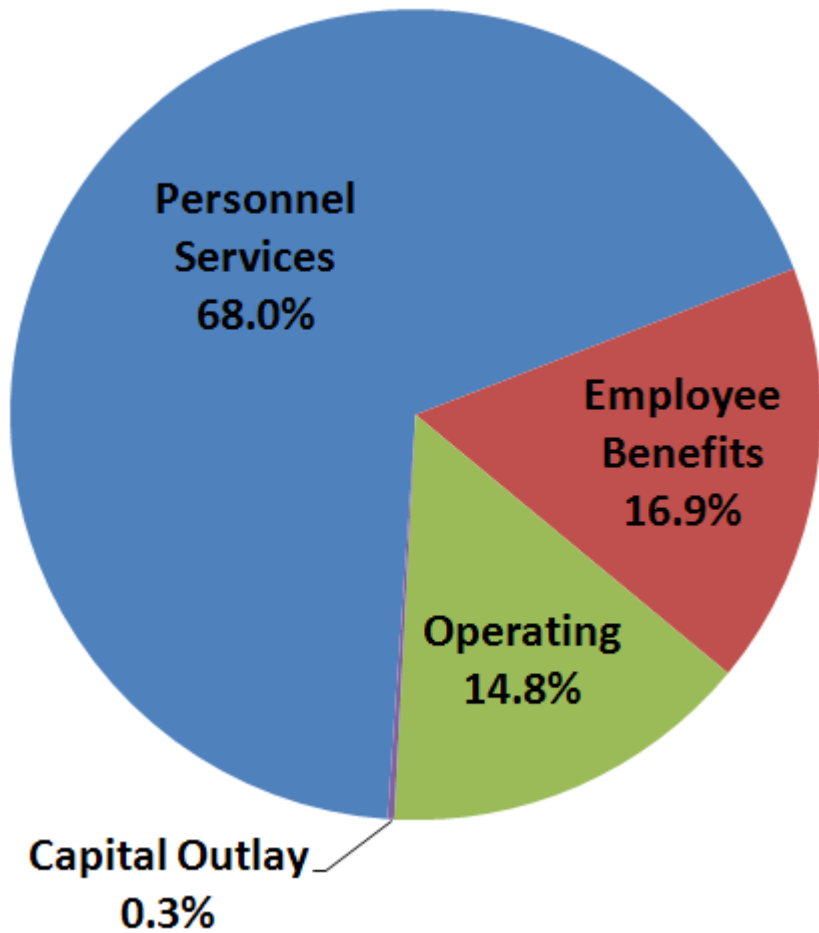
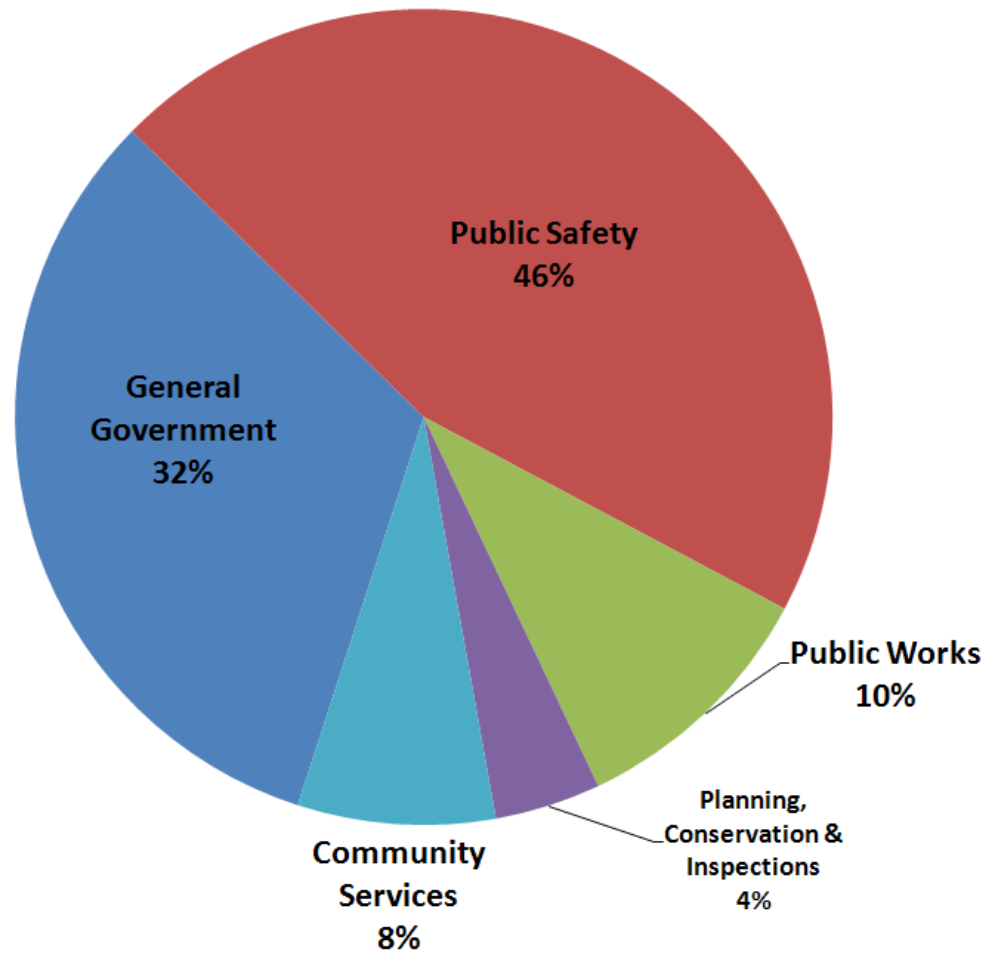


GENERAL FUND EXPENDITURES SUMMARY

FY 12 Expenditures
By Type



FY 12 Expenditures
By Functional Area



GENERAL GOVERNMENT SUMMARY

	FY 09 Actual	FY 10 Budget	FY 10 Actual	FY 11 Budget	FY 12 Manager	Change FY 11 - 12	Percent Change
Select Board/Town Manager	\$ 245,255	223,184	229,091	226,121	241,631	15,510	6.9%
Town Meeting/Finance Comm	\$ 448	800	580	800	800	0	0.0%
Finance Department	\$ 798,993	849,586	836,395	865,124	864,640	(484)	-0.1%
Legal Services	\$ 142,307	95,000	125,797	110,000	110,000	0	0.0%
Human Resources/ Human Rights	\$ 186,551	152,626	155,164	157,217	159,422	2,205	1.4%
Information Technology	\$ 491,576	472,999	478,780	485,266	480,269	(4,997)	-1.0%
Town Clerk's Office	\$ 158,551	162,069	161,039	170,441	176,655	6,214	3.6%
Elections & Registration	\$ 71,510	28,524	29,257	52,440	43,000	(9,440)	-18.0%
Facilities Maintenance	\$ 474,154	458,596	440,102	432,349	434,017	1,668	0.4%
General Services	\$ 374,468	410,321	378,822	379,721	365,721	(14,000)	-3.7%
SUBTOTAL	\$ 2,943,813	2,853,705	2,835,026	2,879,479	2,876,155	(3,324)	-0.1%
Employee Pay/Benefits	\$ 2,764,584	2,878,794	2,868,547	2,950,884	3,136,221	185,337	6.3%
TOTAL APPROPRIATION	\$ 5,708,397	5,732,499	5,703,574	5,830,363	6,012,376	182,013	3.1%
SOURCES OF FUNDS							
Ambulance Receipts	\$ 85,788	88,987	88,987	97,816	99,215	1,399	1.4%
Departmental Receipts	\$ 187,228	137,000	203,260	135,000	159,000	24,000	17.8%
Interest From Taxes	\$ 143,255	129,000	126,764	129,000	129,000	0	0.0%
Investment Income	\$ 262,531	200,000	159,206	110,000	110,000	0	0.0%
Licenses & Permits	\$ 156,817	152,550	152,835	152,550	149,950	(2,600)	-1.7%
State Aid-Elections	7,848	0	7,848	0	0	0	0.0%
Hours Reimbursement	\$						
Water Fund	\$ 161,017	165,647	165,647	178,619	179,374	755	0.4%
Sewer Fund	\$ 167,496	171,937	171,937	186,004	182,871	(3,133)	-1.7%
Transportation Fund	\$ 33,316	36,950	36,950	40,290	41,576	1,286	3.2%
Taxation	\$ 4,503,101	4,650,428	4,590,140	4,801,084	4,961,390	160,306	3.3%

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 10</u>	<u>FY 11</u>	<u>FY 12</u>	<u>FY 10</u>	<u>FY 11</u>	<u>FY 12</u>
Employee Benefits*	52%	53%	52%	17%	17%	16%
Financial Operations	14%	14%	14%	5%	5%	5%
Maintenance of Public Facilities	8%	7%	7%	3%	2%	2%
Select Board / Town Manager	4%	4%	4%	1%	1%	1%
General Services	7%	6%	6%	2%	2%	2%
Elections/Town Clerk	3%	4%	4%	1%	1%	1%
Information Systems	8%	8%	8%	3%	3%	3%
Insurance	3%	3%	3%	1%	1%	1%
Legal Expenses	2%	2%	2%	1%	1%	1%

*Not including retirement

RECOMMENDED BUDGET:

In the Town Manager/Select Board budget, personnel increases of \$15,910 funds step increases and the cumulative effects of staff turnover in the office.

In the Employee Benefits budget, current claims projections indicate an ability to keep premiums at current levels in FY 12, in contrast to a nearly +10% industry trend. This is the direct result of proactive multi-year efforts by the Town to stabilize employee health care costs by eliminating the costly indemnity plan, adding HMO's and the option of purchasing lower cost Canadian prescription drugs, increasing employee contributions, and increasing premiums to appropriate levels to pay claims and restore reserve levels in the Health Claims Trust Fund to required levels. Plan design changes have generated estimated savings in excess of \$3 million since 2006.

Decrease of \$9,440 in Elections budget is due to having two scheduled elections in FY 12, one less than in FY 11.

The Facilities Maintenance budget is essentially level funded, but will benefit from another declining year in energy usage due to aggressive efforts at conservation. New HVAC equipment and more efficient and IT virtual servers are a contributing factor. We are going out for another fuel heating contract this year. This could be favorable.

In the General Services budget, postage costs of \$15,000 related to water and sewer billing are eliminated from this budget and are appropriately transferred to the Water and Sewer Enterprise Fund budgets beginning in FY 12.

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GENERAL GOVERNMENT**1122: SELECT BOARD
1123: TOWN MANAGER'S OFFICE**

MISSION STATEMENT: To fulfill the Select Board's role as the chief elected officials responsible to the citizens of Amherst for policy development and the Town Manager's role as chief administrative officer of the Town government. To provide leadership and coordination of Town employees and volunteers through the committee process. To guide Town employees in implementing decisions and providing Town services in an effective manner.

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

- Implementation of many of the recommendations from the December 2008 Facilitation of Community Choices Committee Report that called for a combination of spending/service reductions to "core" levels and pursuit of appropriate economic development and other recurring revenue streams.
- Passage of local option meals and lodging taxes to diversify and increase revenues to support Town services.
- Development and passage of a multi-year budget plan that reduced services to "core" levels and subsequently achieved voter approval of a \$1.68 million property tax override.
- Purchase of Hawthorne property for recreation and affordable housing purposes.
- Atkins Corner road improvements have begun after a 10-plus year planning effort.
- Town Meeting approval of a \$4.5 million road improvements bond issue to fund critical road improvements in 2011.
- Gateway Project mixed use redevelopment of the former frat row on North Pleasant Street to proceed with a "visioning" process involving all major stakeholders in early 2011.
- Boltwood Place mixed use project to break ground in January 2011.
- Community Development Block Grant mini entitlement status and grants renewed for two years.
- Seasonal Homeless Shelter at First Baptist Church established, funded, and permitted.
- H1N1 community mass vaccination effort with UMass.
- Upgraded Town website launched December 2010 with many new e-government and citizen self-service functions.
- Successful transition to new Town Manager on October 1, 2010.
- Hired a new Assistant to the Town Manager, the Town Manager's primary administrative assistant, with extensive local government management experience.

Current Challenges:

Control expenditures and generate revenue while providing the same or better services to the citizens we serve.

GENERAL GOVERNMENT**1122: SELECT BOARD
1123: TOWN MANAGER'S OFFICE****LONG RANGE OBJECTIVES:**

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

FY 12 OBJECTIVES:

To provide leadership for collaborative budget, capital and long-range financial planning during this prolonged period of fiscal distress that emphasizes short-term and long-term fiscal sustainability.
To continue to prioritize Town services to assist in the allocation of limited resources to support "core" services going forward.
To help craft and work to implement state-local revenue sharing recommendations as a member of the MMA's Fiscal Policy Committee.
To explore appropriate regionalization and reorganization of Town services when such initiatives would reduce costs and realize efficiencies, including but not limited to public safety dispatch, public health, and information technology support.
Pursue responsible and appropriate economic development consistent with the broad principles of the Town's Master Plan including village and Town center residential, senior housing, and mixed use developments including but not limited to the Gateway Project on North Pleasant Street connecting the downtown and UMass campus, North Amherst Village Center rezoning, and Atkins Corner rezoning.
To stabilize and improve neighborhood quality of life, particularly in the neighborhoods closest to the university campus, by collaborating with landlords, tenants, and the university on code enforcement, public safety, and traffic calming.
To award contracts to create a significant solar power renewable energy project at the old landfill on Belchertown Road to substantially reduce the Town's reliance on fossil fuels and generate significant new revenue to the Town.
To complete a design for Kendrick Park, apply for grant funding to realize the vision, thereby create a new public park in the downtown.
To complete an assessment and use plan for all Town-owned buildings.
To complete an assessment and possible reorganization of the Town's Human Resources function.
To support improvements in public transportation.

SERVICE LEVELS:

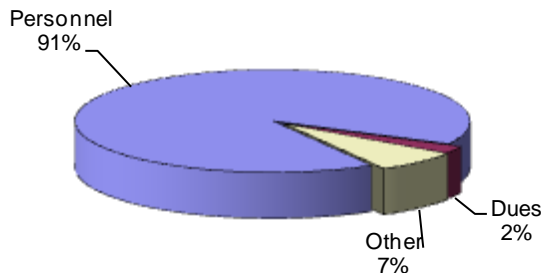
	FY 06	FY 07	FY08	FY 09	FY 10
	Actual	Actual	Actual	Actual	Actual
<u>SELECT BOARD</u>					
Special & Regular Meetings	57	61	50	49	39
Town Meetings	15	19	12	11	8
Licenses and Permits	251	238	191	174	266
Town Meeting Warrant Preparations	5	5	3	3	3
Committee Appointments	102	71	101	89	72
Budget Guidelines	1	1	1	1	1
Town Program and Services Review		Continuous			
Policy Reviews and Updates		Continuous			
Citizen Petitions/Requests	111	95	90	79	71
Town Common Reservations	97	50*	n/a	n/a	n/a
Banner Reservations	42	20*	n/a	n/a	n/a
Town Way Reservations		5	5	5	6
<u>TOWN MANAGER'S OFFICE</u>					
Collective Bargaining Agreements/Amendments	1	1	3	1	1
Committee Appointments	34	28	33	27	37
Annual Budget	1	1	1	1	1
Proposition 2 1/2 Overrides	0	1	0	0	1
Other Labor Issues (Grievances, Arbitration, etc)	37	38	33	30	25
Committees Staffed	15	15	5	5	5

* The scheduling moved to the Department of Public Works

GENERAL GOVERNMENT

1122: SELECT BOARD
1123: TOWN MANAGER'S OFFICE

	FY 09 Actual	FY 10 Budget	FY 10 Actual	FY 11 Budget	FY 12 Manager	Change FY 11 - 12	Percent Change
Personnel Services	\$ 233,144	208,284	211,392	211,221	227,131	15,910	7.5%
Operating Expenses	\$ 12,110	14,900	15,714	14,900	14,500	(400)	-2.7%
Capital Outlay	\$ 0	0	1,985	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 245,255	223,184	229,091	226,121	241,631	15,510	6.9%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 76,721	70,237	70,237	71,365	86,539	15,174	21.3%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 321,976	293,421	299,328	297,486	328,170	30,684	10.3%
SOURCES OF FUNDS							
Licenses & Permits	\$ 152,047	149,050	146,685	149,050	146,450	(2,600)	-1.7%
Water Fund	\$ 18,612	18,335	18,335	17,817	20,600	2,783	15.6%
Sewer Fund	\$ 20,579	20,159	20,159	19,573	21,242	1,669	8.5%
Transportation Fund	\$ 3,630	4,345	4,345	3,966	4,534	568	14.3%
Department Receipts	\$ 2,590	0	2,723	0	0	0	0.0%
Taxation	\$ 47,797	31,295	36,844	35,715	48,805	13,090	36.7%
POSITIONS							
Full Time	3.00	2.50	2.50	2.50	2.50	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	3.00	2.50	2.50	2.50	2.50	0.00	

MAJOR COMPONENTS:

Personnel Services include \$1,500 for the Select Board, \$20 for Elector of the Oliver Smith Will, and salaries for the Town Manager and two administrative assistants.

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

Other includes \$7,600 for Special Activities.

SIGNIFICANT BUDGET CHANGES:

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

GENERAL GOVERNMENT**1131: TOWN MEETING/
FINANCE COMMITTEE**

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

LONG RANGE OBJECTIVES:

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

FY 12 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:

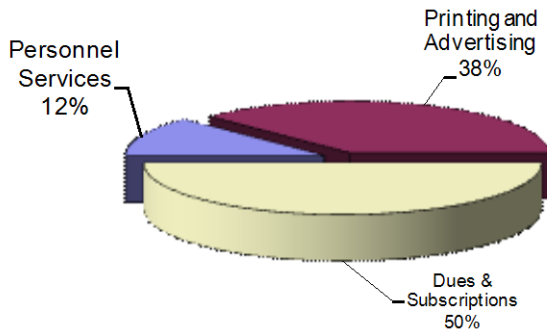
	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>	<u>FY 08</u> <u>Actual</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Actual</u>
Finance Committee:					
Number of Meetings	42	34	37	30	31
Number of Transfers	4	2	1	1	1
Moderator:					
Committee Appointments	2	17	5	3	3
Committees Supported	2	2	2	2	2

GENERAL GOVERNMENT

1131: TOWN MEETING/
FINANCE COMMITTEE

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

MAJOR COMPONENTS:



Personnel Services includes the Moderator's salary.

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

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

SIGNIFICANT BUDGET CHANGES:

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

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146 FINANCE DEPARTMENT

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

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

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

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

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

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

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Refinanced 1999 bond issue in December 2009 and achieved a budgetary savings of \$125,306.
- Improved Town's bond rating to "AA with a Stable Outlook" (Standard & Poor's) in November 2009. Higher bond rating lowers borrowing costs.
- 10-Year Financial Trend Monitoring Report presented October 2010.
- Led a multi-year effort to stabilize employee health care costs by eliminating the costly indemnity plan, adding HMO's and the option of purchasing lower cost Canadian prescription drugs, increasing employee contributions, and increasing premiums to appropriate levels to pay claims and restore reserve levels in the Health Claims Trust Fund to required levels. Plan design changes have generated estimated savings in excess of \$3 million since 2006.
- Since FY 03, the Finance Department has reduced the number of full-time equivalent staff by 20%, from 16.31 to 13.00. This has been possible only through the Town's investment in new technology and the staff's ability and willingness to embrace technology to deliver better and more efficient service to the public.
- The Assessors increased on-line access to property information.
- All State and Federal reporting requirements are filed in a timely and accurate manner. Annual independent financial audits have been consistently clean with no significant findings.
- Annual tax collections consistently in excess of 98% by fiscal year end.
- Enhanced our ability to share tax delinquency information with license and permit issuing/denying departments.
- Partnered with MUNIS Financial Management software vendor in the Early Adopter Program for upgrades and increasing our support from the vendor and to the public.
- Completed Other Post Employment Benefits (OPEB) actuarial report in accordance with Governmental Accounting Standards Board (GASB) Statement No. 45. The November 2010 Special Town Meeting voted to accept the provisions of M.G.L. c. 32B, §20 that allows the Town to establish an OPEB Liability Trust Fund and a funding schedule for the trust fund.
- Added an online payment option for parking ticket balances from 1996-2006.

GENERAL GOVERNMENT**1133, 1134, 1141 & 1146
FINANCE DEPARTMENT****LONG RANGE OBJECTIVES:**

To evaluate, and implement where appropriate, new methods for paying taxes, fees, charges as well as vendor payments.
To integrate computer based appraisal and geographic information systems.

FY 12 OBJECTIVES:**FINANCE DIRECTOR:**

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

ACCOUNTING:

To streamline Human Resources, payroll and benefit functions to better support and assist a reorganized Human Resource department.
To create additional written policies and procedures to meet requirements under (Statement of Auditing Standard) SAS 112.
To implement enhancements to MUNIS financial management software for purchase orders, employee self service, personnel action form entry, and paperless electronic record keeping.

ASSESSING:

To continue a Measure and List Program to review all residential parcels once in every three year cycle begun in FY 11, with the dual goals of more equitably assessing all parcels and updating property card information.
To implement, if feasible, an assessing services contract with one or more neighboring communities that improves services to that community and has a direct financial benefit to the Town of Amherst.
To improve the flow of tax information to new property owners.
To use laptop computers to enhance field work on real estate.
To complete a timely revaluation of property by December 2011.

COLLECTION:

Continue efforts to increase user friendliness, awareness of and utilization of online bill paying services for bill payers.
Implement electronic billing with guidance from DOR in accordance with Municipal Relief Act legislation of 2010.
Print bills economically using internal process and MUNIS software, which will reduce supplies expense.

TREASURY:

Explore paperless solutions in accounts payable and payroll functions.
Seek a consolidated credit card partnership to manage town wide merchant to bank flow of funds.

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146
FINANCE DEPARTMENT

SERVICE LEVELS:	FY 06	FY 07	FY 08	FY 09	FY 10
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
FINANCE DIRECTOR:					
Committees staffed	5	6	8	8	4
Budgets Processed	1	1	1	1	1
ACCOUNTING					
Departmental Budgets Maintained/Monitored	61	61	61	61	61
Budget Appropriation Lines Maintained	1,677	1,750	1,817	1,833	1,735
Grants Maintained/Monitored	49	49	36	38	37
General Journal Entry Lines	6,370	6,012	6,113	6,064	5,388
Budget Amendments Executed	1,238	1,351	1,443	1,274	1,402
Balance Sheet Accounts Reconciled	4,253	4,428	5,060	5,312	5,440
Funds Maintained	334	349	360	380	389
Vouchers Checked	20,057	20,285	19,639	19,457	18,595
Warrants Processed	149	169	171	157	169
Warrant Checks	10,864	11,601	10,464	9,949	10,314
Purchase Orders Encumbered/Controlled	2,252	2,286	2,278	2,282	2,219
Payroll Checks	8,197	7,263	6,345	6,038	5,219
Direct Payroll Deposits	13,505	14,333	13,838	14,373	13,919
Personnel Action Forms Processed	680	666	684	1,241	1,024
Personnel Tax / Benefit Changes Executed	793	831	944	998	977
Supply Requisitions Filled	222	242	271	243	222
Insurance Claims Processed (Property/Auto)	50	57	80	56	40
Contracts processed/maintained/monitored	141	158	143	121	125
Bids and Proposals reviewed, monitored and assembled	57	44	35	45	50
ASSESSING:					
Real Estate Property Assessments	7,260	7,299	7,306	7,310	7,315
Recertification Review	1	0	0	1	0
Deeds Recorded	576	528	440	408	431
Site Reviews	625	530	575	630	584
Personal Property Assessments	755	831	861	283	269
Abatement Application Reviews					
Real Estate/Personal Property	253	64	87	487	123
Motor Vehicle Excise	2,073	1,873	2,141	2,103	2,788
Appeals Granted Real/PP	187	53	47	318	96
Tax Dollars Abated	\$211,396	\$62,796	\$31,538	\$178,150	\$113,789
Tax abated as % of Levy	0.7%	0.1%	.05%	.5%	.3%
Tax Exemptions	\$110,940	\$116,625	\$132,972	\$122,746	\$113,346
Exemptions as % of Levy	0.4%	0.4%	0.5%	0.4%	0.3%
Abutters Lists Prepared	123	107	79	84	49
Chapter Land Applications	184	179	179	185	187
Personal Exemptions Processed	144	132	133	119	120
Real Estate Exemptions Processed	534	520	520	525	521
Outgoing Mail Processed	167,794	176,000	135,123	146,142	143,241
Boards Staffed		1	1	1	1
Service levels continued on next page.					

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146
FINANCE DEPARTMENT

SERVICE LEVELS (continued):	FY 06	FY 07	FY 08	FY 09	FY 10
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
COLLECTION:					
Motor Vehicle Excise Tax Billings	18,714	18,242	18,466	17,602	17,657
Collection rate through 6/30	93.8%	92.6%	92.5%	95.9%	95.0%
Real Estate / Personal Property					
Tax Billings	15,902	15,623	11,393	15,020	15,192
Collection rate through 6/30	98.8%	98.3%	98.6%	98.5%	98.2%
Municipal Lien Certificates Issued	638	544	515	567	489
Water/Sewer Billings	24,589	26,478	25,022	25,018	25,361
Collection rate through 6/30	88.7%	87.9%	87.1%	89.0%	89.6%
Central Service Counter Transactions	37,627	38,688	37,719	38,486	35,623
Parking Ticket Appeals/Hearings	831	948	890	1,318	1,515
Parking Permits Issued	685	799	705	750	620
Tickets issued	27,955	26,795	22,529	24,335	25,130
Collection rate through 6/30	82.9%	82.5%	88.0%	86.0%	74%
Ambulance Billings	3,008	3,047	3,160	3,221	3,481
Collection rate through 6/30	68.0%	73.7%	74.9%	67.0%	62.4%
Commercial Sanitary Landfill Billings	605	801	831	784	735
Tax Liens	22	25	25	19	14
Excise Tax & Parking Ticket Releases	1,638	1,094	305	63	80
(progressing into an online process with Registry of Motor Vehicles)					
Water/Sewer Liens added to Taxes	276	317	365	401	351
Water/Sewer Final Billings (Specials)	265	265	189	181	187
Police Outside Detail Billings	408	437	379	418	384
Late Bills (demands) RE/PP/MVE	4,717	4,600	4,240	4,274	4,023
Deferred Tax Liens	3	10	6	6	8
Payments Processed (other than counter)					
Mail	50,678	59,411	59,342	58,014	56,186
Online (2006 is a partial year)	572	1,568	2,561	1,975	6,620
Parking violation payments					
(now an archive system)	20,668	5,734	957	514	314
Payments by file import			7,006	7,638	8,277
TREASURY:					
Tax Liens Redeemed	26	21	19	15	11
Taxes in Bankruptcy Redeemed	0	0	0	0	0
Direct Debit Payment Accounts	413	445	464	499	468
Bank Account Reconciliations	936	900	765	731	720
Electronic Bank Transmissions	501	652	818	885	834
Check/ACH Reversals	113	107	92	122	155
Tailings (checks not cashed)	127	3	207	92	88
Debt Issues (Temporary & Permanent)	2	1	2	1	2
Deferred Tax Liens Redeemed	0	0	0	3	0
% of Funds Invested	99%	99%	99%	99%	99%

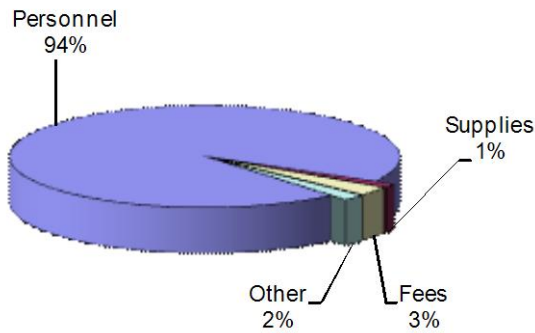
GENERAL GOVERNMENT

1133, 1134, 1141 & 1146 FINANCE DEPARTMENT

SIGNIFICANT BUDGET CHANGES:

While the recommended budget is essentially level funded, the primary change within the past year is the reassignment of treasurer duties from the Finance Director to the combined position of Collector/Treasurer.

MAJOR COMPONENTS:



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

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

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

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

GENERAL GOVERNMENT

1133, 1134, 1141 & 1146
FINANCE DEPARTMENT

	FY 09 Actual	FY 10 Budget	FY 10 Actual	FY 11 Budget	FY 12 Manager	Change FY 11 - 12	Percent Change
Personnel Services	\$ 764,144	808,126	796,106	823,664	825,050	1,386	0.2%
Operating Expenses	\$ 34,681	41,260	40,314	41,260	39,390	(1,870)	-4.5%
Capital Outlay	\$ 167	200	(25)	200	200	0	0.0%
TOTAL APPROPRIATION	\$ 798,993	849,586	836,395	865,124	864,640	(484)	-0.1%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 306,082	295,428	295,428	300,092	309,655	9,563	3.2%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 1,105,075	1,145,014	1,131,823	1,165,216	1,174,295	9,079	0.8%
SOURCES OF FUNDS							
Ambulance Receipts	\$ 55,788	56,625	56,625	60,735	62,834	2,099	3.5%
Municipal Lien Fee	\$ 15,025	15,000	11,800	15,000	15,000	0	0.0%
Sale of Abutters List	\$ 1,825	3,000	53,216	3,000	3,000	0	0.0%
Collector's Fees	\$ 43,190	3,000	1,315	3,000	3,000	0	0.0%
Interest from Taxes	\$ 143,255	129,000	126,764	129,000	129,000	0	0.0%
Investment Income	\$ 262,531	200,000	159,206	110,000	110,000	0	0.0%
Water Fund	\$ 97,718	102,994	102,994	105,801	101,144	(4,657)	-4.4%
Sewer Fund	\$ 100,136	106,064	106,064	109,891	103,851	(6,040)	-5.5%
Transportation Fund	\$ 10,627	12,706	12,706	12,161	13,114	953	7.8%
Other Dept Receipt	\$ 17,162	15,000	27,134	15,000	15,000	0	0.0%
Taxation	\$ 51,736	206,197	178,571	301,536	308,697	7,161	2.4%
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	

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 12 OBJECTIVES:

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

SERVICE LEVELS:

	FY 06	FY 07	FY 08	FY 09	FY 10
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Town Counsel Hours	N/A	987	1,227	1,227	981
Special Counsel Hours	N/A	0	0	0	0
Total Hours	N/A	987	1,227	1,227	981
Total Cases	N/A	35	19	15	20

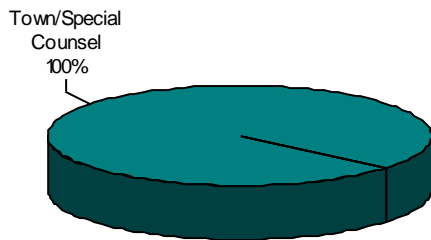
* Included in Town Counsel Hours

GENERAL GOVERNMENT

1151: LEGAL SERVICES

	FY 09 Actual	FY 10 Budget	FY 10 Actual	FY 11 Budget	FY 12 Manager	Change FY 11 - 12	Percent Change
Personnel Services	\$ 0	0	0	0	0	0	0.0%
Operating Expenses	\$ 142,307	95,000	125,797	110,000	110,000	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 142,307	95,000	125,797	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	\$ 142,307	95,000	125,797	110,000	110,000	0	0.0%
SOURCES OF FUNDS							
Taxation	\$ 142,307	95,000	125,797	110,000	110,000	0	0.0%
POSITIONS							
Full Time	0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:



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

SIGNIFICANT BUDGET CHANGES:

None.

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

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

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

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Successfully completed the annual re-enrollment for health insurance including a verification of eligibility.
- Coordinated employee meetings with the Town Manager to share information.
- Increased the Life Insurance benefit from \$2,000-\$10,000.
- Changed the Dental Plan to Met Life 100% employee pay, with greater employee benefits, savings, flexibility and service.
- Assisted in several grievance hearings and resolutions.
- Assisting the Personnel Board with the update and revision of the Personnel Procedures Manual to be completed in early 2011.
- Updated the new hire checklist and orientation procedures.
- Reviewing and updating the Affirmative Action Policy to be completed in 2011.
- The Human Rights Commission held its Annual Human Rights Day with a candle light vigil, annual community gathering and awards presentation to school students for acts of kindness and social justice's projects during the school year, presented two elders with awards for life time social justice advocacy.
- Addressed two formal Human Rights complaints.
- Annual Retreat of the Human Rights Commission.
- Successfully assisted in the recruitment and selection of new Fire and Police Chiefs.
- Provide support to the Personnel Board and the Human Rights Commission. Both meet an average of 10 times per year.
- Working toward computerization of forms and other data which will enable better more efficient processing while still maintaining the integrity of the purpose of the form(s).
- Successfully completed the Social Justice Project in December 2010, a three year project funded by the Kellogg Foundation. The project included the formation of a Social Justice committee whose mission was to have the Town look at its policies and practices and recognize that an individual's health is largely determined by their social identity (race, ethnicity, class, gender, sexual orientation, language or religion) and it should be the Town practice to create policies and activities for Amherst that increases awareness of these issues, improve access to resources for all people, and eliminate differences in health outcomes so that all are equally served.
- Implemented training workshops for Senior Level Officials, Amherst Community members, Town employees, Amherst residents, Amherst Community Organizations, Town of Amherst Select Board, and Amherst Regional Public Schools Administration and Staff.
- Released time for employees to participate in dialogue process and training.
- Employee Social Justice and Health Equity weekend Intensive Retreat.
- Collaborated with Town Departments and Community.
- Social Justice Award Ceremony- honoring collaborative work with twenty-three entities including Town Departments, organizations, and businesses.
- Town of Amherst EBT Program Collaborated with the Planning Department, Public Health Department and Human Right/Resources Departments, the Chair of the Agricultural Commission and Local Farmers to work on making all Amherst Farmers Markets more accessible and affordable to low income families by establishing an EBT program at the Amherst Winter and Summer Farmers Market.
- Purchased a Wireless EBT/Credit/Debit Machine- for the use of the Town Farmers Markets.
- Collaborated with the Health Department to work with the Planning Department and Developers to create a % of housing units in Olympia Drive housing "Breath Easy Units".
- Collaborated with Community Organizations –for the following: Community Dialogues, Screening of Unnatural Causes at the Amherst Cinema and the "Town of Amherst Family Fun day".
- "Town of Amherst Family Fun Day" – LSSE, Fire, Police, Health, Human Rights/Human Resources, worked with Community members, restaurants and other community entities to organized and host a successful one day event at Groff Park.
- Presented dialogues that increased moral among employees and training participants.
- Changed perspective – The Community looked at the Town in a different light as a result of the Social Justice and Health Equity Work.

GENERAL GOVERNMENT**1152: HUMAN RESOURCES/HUMAN RIGHTS****LONG RANGE OBJECTIVES:****Human Resources:**

- To recruit and maintain a diverse and inclusive workforce.
- To review and revise employee benefits to respond to changing needs of the workforce.
- To develop appropriate training programs which allow staff to maintain and improve knowledge and skills.
- To review and revise employee evaluation systems.
- To review and revise all Town Policies and Procedures.

Human Rights:

- To achieve the mission of justice and equal protection for all citizens.
- To achieve a Town workforce that reflects the community.
- To achieve accessibility to all Town services and facilities.
- To create awareness and dialogue about the various Amherst Town Departments. Who is who in the different departments and what is their function?
- To establish a yearly meeting with other Human Rights Programs to evaluate progress in the area of Human Rights in the Town.
- To achieve complete inclusion in all areas of our community.

FY 12 OBJECTIVES:**Human Resources:**

- To continue computerization of human resources management systems through MUNIS (ex. Personnel Action Forms, online benefits enrollment, employee self service, universal direct deposit, paperless paychecks, etc.).
- To review and revise as needed position classifications to ensure fair and equitable compensation for services provided.
- To assist in negotiating and implementing collective bargaining agreements.
- To work with the Town Manager to implement specific recommendations from the Social Justice Committee's final report issued December 2010.

Human Rights:

- To effectively pursue Town workforce diversity with focus on recruitment/diversity, employee training, and updated employee recruitment advertising and evaluation systems. Will develop/implement specific strategies to make progress on this objective.
- To develop and increase employee trainings, including, annual sexual harassment trainings, effective supervisory trainings, diversity trainings, management trainings, customer service training, and conflict of interest, utilizing the resources of the EAP program.
- To continue developing and implementing ideas to make the Human Rights Commission more visible.

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

SERVICE LEVELS:	FY 06 Actual	FY 07 Actual	FY 08 Actual	FY 09 Actual	FY 10 Actual
Human Resources:					
Grievances	16	11	10	10	2
Collective Bargaining including Impact Bargaining	22	11	23	5	8
Human Rights:					
Complaints	52	25	10	5	2
Consultations/Training Sessions	72	32	4	3	1
Human Rights Commissions Meetings	11	11	10	11	11
Conferences	2	0	0	0	0
Community Outreach	855	227	145	215	225
<u>Disability Access Advisory</u>					
Committee Meetings	11	10	N/A	N/A	N/A
Conferences	1	0	N/A	N/A	N/A

SIGNIFICANT BUDGET CHANGES:

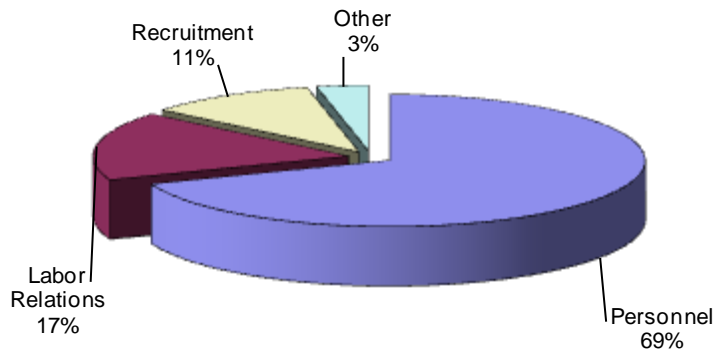
None.

GENERAL GOVERNMENT

1152: HUMAN RESOURCES/HUMAN RIGHTS

	FY 09 Actual	FY 10 Budget	FY 10 Actual	FY 11 Budget	FY 12 Manager	Change FY 11 - 12	Percent Change
Personnel Services	\$ 132,025	104,676	105,018	109,267	111,472	2,205	2.0%
Operating Expenses	\$ 54,526	47,950	49,197	47,950	47,950	0	0.0%
Capital Outlay	\$ 0	0	949	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 186,551	152,626	155,164	157,217	159,422	2,205	1.4%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 53,954	38,240	38,240	38,820	65,754	26,934	69.4%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 240,505	190,866	193,404	196,037	225,176	29,139	14.9%
SOURCES OF FUNDS							
Water Fund	\$ 13,295	9,582	9,582	10,705	14,534	3,829	35.8%
Sewer Fund	\$ 15,389	10,978	10,978	12,244	14,682	2,438	19.9%
Transportation Fund	\$ 2,979	2,426	2,426	2,707	2,971	264	9.8%
Taxation	\$ 154,888	129,640	132,178	131,561	127,235	(4,326)	-3.3%
POSITIONS							
Full Time	2.00	1.50	1.50	1.50	1.50	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	2.00	1.50	1.50	1.50	1.50	0.00	

MAJOR COMPONENTS:



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

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

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

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

GENERAL GOVERNMENT**1150: EMPLOYEE BENEFITS**

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

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Town has pursued a multi-year effort to stabilize employee health care costs by eliminating the costly indemnity plan, adding HMO's and the option of purchasing lower cost Canadian prescription drugs, increasing employee contributions, and increasing premiums to appropriate levels to pay claims and restore reserve levels in the Health Claims Trust Fund to required levels.
- While progress on cost containment has been made, industry cost trends for health care and Rx are projected to outpace the Town's increases in recurring revenues. Continued investigation and implementation of plan design changes to sustain quality benefits for employees and retirees while restraining the rate of increase in the cost of those benefits are essential to the Town's long-term ability to deliver the scope and quality of community services.

LONG RANGE OBJECTIVES:

Develop cost containment strategies and a long-term funding plan for a new Other Post Employment Benefits (OPEB) Trust Fund authorized by Town Meeting in November 2010.
To provide employees and retirees with a statement of the value of benefits.

FY 12 OBJECTIVES:

To collaborate with employees and retirees, through the Insurance Advisory Committee, to seek ways in which to more effectively manage the health insurance costs while maintaining quality health plans.
To explore ways of obtaining potential discounts for employees on other benefits not paid for by employers.
To implement changes associated with the Federal Health Care Act of 2010.

SERVICE LEVELS:

	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>	<u>FY 08</u> <u>Actual</u>	<u>FY 09</u> <u>Actual</u>	<u>FY 10</u> <u>Actual</u>
Health Insurance**					
Family Coverage	544	626	436	521	520
Individual Coverage	402	292	232	501	324
Medicare Supplemental Coverage	138	151	102	171	172
Life Insurance**	967	N/A	N/A	N/A	701
Unemployment Claims	48*	24	20	19	72
Recruitment	29	17	16	14	20
Flexible Benefits	50	65	72	67	62
Employee Assistance Referrals	27	21	77	79	64

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

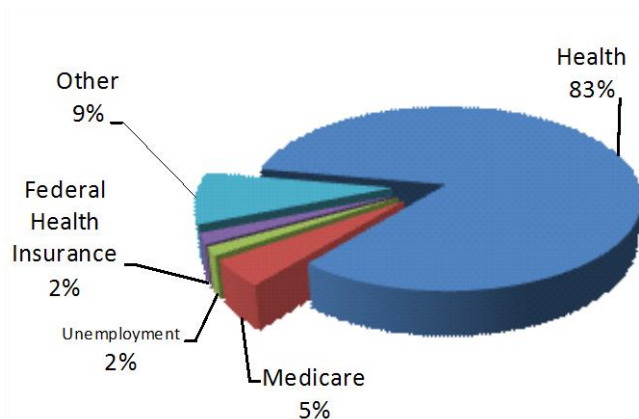
* Includes elementary school claims.

GENERAL GOVERNMENT

1154: EMPLOYEE BENEFITS

	FY 09 Actual	FY 10 Budget	FY 10 Actual	FY 11 Budget	FY 12 Manager	Change FY 11 - 12	Percent Change
Personnel Services	\$ 2,764,584	2,878,794	2,868,547	2,950,884	3,137,221	186,337	6.3%
Operating Expenses	\$ 0	0	0	0	0	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 2,764,584	2,878,794	2,868,547	2,950,884	3,137,221	186,337	6.3%
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	\$ 2,764,584	2,878,794	2,868,547	2,950,884	3,137,221	186,337	6.3%
SOURCES OF FUNDS							
Taxation	\$ 2,764,584	2,878,794	2,868,547	2,950,884	3,137,221	186,337	6.3%
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 \$2,608,149.

Medicare is \$143,000.

Unemployment insurance is \$46,500.

Federal Health Insurance is \$58,000.

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

SIGNIFICANT BUDGET CHANGES:

Current claims projections indicate an ability to keep premiums at current levels in FY 12, in contrast to a nearly +10% industry trend.

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY

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

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Recent Accomplishments

- Implemented an automated and web-based way for submission of board/committee postings, minutes and agendas.
- Implemented a networked and automated indoor digital display system linked to the Town's website database at Town Hall and the Bangs Community Center.
- Implemented "Open Government to the Max", a superior web-based way for citizens and professionals to stay more informed, participate in Town government, and complete transactions.
- Implemented a complete virtualized server environment reducing total cost of ownership while creating an energy savings.

Current Challenges

- Leveraging technologies that increase transparency and foster citizen participation in public decision-making processes.
- Seeking creative and external funding mechanisms for technology projects and initiatives.
- Maintaining all Town voice and video systems including the town-wide IP phone system and town-wide camera system.
- Troubleshooting, maintaining and improving all aspects of the Town's technology infrastructure.
- Monitoring, maintaining, and auditing network security systems ensuring the information privacy of citizens and businesses.
- Maintaining offsite backups and comprehensive archival systems in compliance with Federal, State and Local law.
- Maintain, improve and expand the Town's internal and external public and private wireless systems.
- Providing daily operational technical support to all departments, boards and committees, and providing emergency 24/7 technical support to Police, Fire, EMS, Public Works, and Dispatch/Communications.
- Providing training and project specific technical assistance and consulting to departments, boards and committees.
- Maintaining and improving technology policies and procedures.

LONG RANGE OBJECTIVES:

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

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

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

FY 12 OBJECTIVES:

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

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

To add integrated payments, animal licenses and business licenses to the self-service offerings on the website.

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

To continue to expand the Town's MUNIS footprint including further utilization of current modules and systems as well as complete implementation of the Work Orders module, the Business Licenses module and the Animal Licenses module.

SERVICE LEVELS:

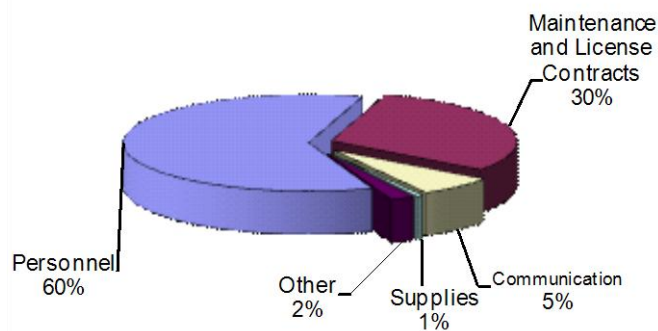
	FY 06	FY 07	FY 08	FY 09	FY 10
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Buildings connected to the WAN	12	13	14	14	14
Network user/group accounts	714	794	809	875	1,209
Desktop/notebook computers	440	493	491	540	540
Physical Servers and Network Storage Units	35	31	34	34	10
Virtual Servers	0	0	22	26	42
Printers & Multifunctions	91	86	72	68	68
IP Phones	300	305	325	345	350
Network database software packages	47	48	47	48	48
MUNIS modules	22	22	24	25	29
Websites	5	5	6	6	6
Total Visits (www.amherstma.gov only)	N/A	41,000	52,000	65,000	210,000
Total unique visits	N/A	N/A	N/A	9,900	33,000
GIS Users	50	50	50	50	50
Public GIS Use			8,991	12,567	12,567
Work Orders Completed	3,149	3,392	3,392	3,561	3,991

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY

	FY 09 Actual	FY 10 Budget	FY 10 Actual	FY 11 Budget	FY 12 Manager	Change FY 11 - 12	Percent Change
Personnel Services	\$ 324,078	299,551	291,443	297,057	298,863	1,806	0.6%
Operating Expenses	\$ 167,498	173,448	187,277	188,209	181,406	(6,803)	-3.6%
Capital Outlay	\$ 0	0	60	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 491,576	472,999	478,780	485,266	480,269	(4,997)	-1.0%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 110,122	111,129	111,129	102,234	100,381	(1,853)	-1.8%
Capital Appropriations	\$ 202,000	201,000	201,000	158,000	191,500	33,500	21.2%
TOTAL DEPARTMENT COST	\$ 803,698	785,128	790,909	745,500	772,150	26,650	3.6%
SOURCES OF FUNDS							
Taxation	\$ 382,333	353,692	359,212	338,137	336,739	(1,398)	-0.4%
Water Fund	\$ 31,392	34,736	34,736	44,296	43,096	(1,200)	-2.7%
Sewer Fund	\$ 31,392	34,736	34,736	44,296	43,096	(1,200)	-2.7%
Transportation Fund	\$ 16,080	17,473	17,473	21,456	20,957	(499)	-2.3%
Ambulance Receipts	\$ 30,000	32,362	32,362	37,081	36,381	(700)	-1.9%
Dept Receipts	\$ 379	0	261	0	0	0	0.0%
POSITIONS							
Full Time	4.50	4.00	4.00	4.00	4.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	4.50	4.00	4.00	4.00	4.00	0.00	

MAJOR COMPONENTS:



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

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

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

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

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

SIGNIFICANT BUDGET CHANGES:

Increases include \$5,837 for software relicensing agreements. Relicensing agreements include MUNIS, ESRI (GIS), Presidio, IMC, Civic Plus annual website support, and several others. Communications is reduced by \$10,640, including a reduction of \$6,000 for internet communications services.

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:

- The 2009 Ethics Reform Bill made changes to laws governing Conflict of Interest, Open Meeting Law and Campaign Finance Law. All municipal employees as defined by the new bill must comply with two new training requirements; annually they must be provided with a Summary of the Conflict of Interest Law and must acknowledge receipt in writing. Every two years every municipal employee must take an online training program and provide a State Ethics Receipt showing compliance with this requirement. Newly appointed and elected officials must certify that they have received, read, and understand the new Open Meeting Law as well as the consequences for violation. Board and committees received copies of the new Open Meeting Law and instructions on the new posting requirements. The requirement that meeting postings are available to the public 24/7 was met by implementing a new electronic web-based system. Meeting notices are entered into the website calendar and displayed on the new Electronic Bulletin Board located just inside the Main Street entrance to Town Hall.
- Completed the process of overhauling the vitals indexing system from paper to electronic. This project allowed us to destroy thousands of index cards and dispose of the file drawers in which they were stored, resulting in the recovery of much needed space. The contents of the vault are now much better organized making documents more accessible to staff and quicker delivery of services to the public.
- The potential for further staff reduction remains the greatest challenge. Approximately 90 – 95% of the department's work is mandated by state law. Further staff reductions would require discontinuation of the few discretionary services offered. There is a very high level of expectation among our citizens that services like these are available. Of greater concern, however, is that further staff reductions would severely impact the department's ability to provide those services that are required by state statute and local by-law.

LONG RANGE OBJECTIVES:

To develop and maintain an electronic records management system to make Town records more accessible to the public and all Town departments, boards and committees.

To improve current procedures to allow staff, boards, committees and the public more access to public records.

To develop guidelines for future implementation of state sponsored e-vitals system.

FY 12 OBJECTIVES:

To explore potential strategies to allow the Town to continue to participate in the Passport Acceptance Program after stricter security regulations are implemented by the federal government on May 1, 2011.

To maintain a database of all municipal employees as broadly defined for the purpose of serving as the Town's liaison to the State Ethics Commission, and to improve methods to ensure compliance with Conflict of Interest training requirements as applicable to each individual on an annual basis.

To continue to provide helpful information regarding departmental functions, including but not limited to town bylaws, licenses and permits, notarization and passport services, town meeting and voter information, through the Town's website.

To increase compliance with state and local laws which require licensing of dogs, and to explore the possibility of online dog license renewal as a way of increasing compliance.

To work with the Historical Commission to procure funds to preserve the historical records of the Town for future generations.

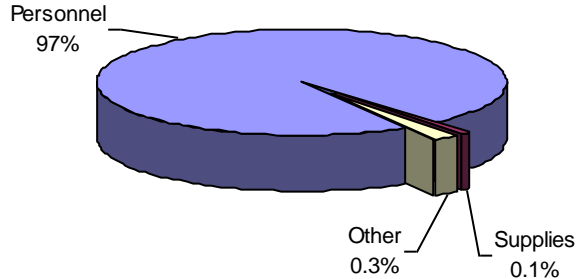
To obtain Master Municipal Clerk status. The MMC is one of two professional designations granted by the International Institute of Municipal Clerks. Town Clerk currently holds the Certified Municipal Clerk designation. The Town Clerk also holds the Certified Massachusetts Municipal Clerk designation which is granted by the Massachusetts Town Clerks Association.

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE

	FY 09 Actual	FY 10 Budget	FY 10 Actual	FY 11 Budget	FY 12 Manager	Change FY 11 - 12	Percent Change
Personnel Services	\$ 155,181	158,759	157,778	167,041	172,815	5,774	3.5%
Operating Expenses	\$ 3,370	3,310	3,261	3,400	3,840	440	12.9%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 158,551	162,069	161,039	170,441	176,655	6,214	3.6%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 46,695	39,677	39,677	41,421	44,180	2,759	6.7%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 205,246	201,746	200,716	211,862	220,835	8,973	4.2%
SOURCES OF FUNDS							
Licenses & Permits	\$ 4,770	3,500	6,150	3,500	3,500	0	0.0%
Dept. Receipts	\$ 49,032	47,000	50,144	45,000	45,000	0	0.0%
Taxation	\$ 104,749	111,569	104,745	121,941	128,155	6,214	5.1%
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 dues and subscriptions, and dog licensing supplies. Line items for microfilming, binding, and office supplies have been cut from the FY12 budget.

SIGNIFICANT BUDGET CHANGES:

None.

In 2003 the Department of State stopped designating City and Town Clerks as passport acceptance facilities. Existing facilities were grandfathered in at that time. The U.S. Department of State has revised their policy on "grandfathered" facilities and will be implementing stricter security regulations effective May 1, 2011. Given the current staffing in the Town Clerk department these new regulations will present a considerable challenge to our ability to continue to participate in the Passport Acceptance Program. Revenue from passport applications has averaged \$14,850 over the past five fiscal years, and passport photos have brought in approximately \$11,000 over the past four years. Passport acceptance is also a highly desired service to our citizens, so we are extremely reluctant to discontinue our participation in the Passport Acceptance Program.

The Town Clerk will explore potential strategies to allow continued participation, but given our limited resources and the responsibility of providing services we are required by statute to provide, any plan which involves this service being provided solely by this department will result in a reduced number of passport applications.

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE

SERVICE LEVELS:	FY 06	FY 07	FY 08	FY 09	FY 10
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Certified Copies of Documents	1,599	1,838	1,652	1,692	1,684
Marriage Intentions	167	152	132	128	136
Marriage Licenses	167	165	109	111	136
Dog Licenses	1,188	1,281	1,438	1,430	1,392
Fish & Game Licenses/Stamps	356	334	236	230	251
Zoning Board of Appeals					
Applications/ Decisions	50	39	37	42	16
Street Lists	82	71	83	101	47
Posting Open Meetings	1,125	1,163	1,049	1,080	1,017
Planning Board Applications/Decisions	7	11	7	7	12
Business Notices (d/b/a)	136	107	146	144	153
Raffle Permits	16	16	21	18	15
Underground Storage Registrations	31	29	28	28	28
Cemetery Deeds	6	7	9	4	5
Notarizations	484	457	549	608	675
Passport Applications	462	648	646	533	541
Burial Permits	78	103	114	103	105
Request for Voter Information	40	30	17	24	35
Performance Oath	199	275	277	380	233
Non-certified Copies of documents	454	405	433	382	216
Vital Records Recorded	479	474	474	462	465
Pole Location Petitions	7	3	3	9	0
Vital Records: Filing/Amendments		5	3	10	11
Passport Photos		303	439	380	309

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GENERAL GOVERNMENT**1162: ELECTIONS
1163: REGISTRATION**

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

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Refined training methods for election workers. The business of preparing for and conducting elections becomes increasingly more complex.
- Successfully prepared for and conducted the 2010 State Primary and State Election. There was a 45% voter turnout for the State Election with 547 voting by absentee ballot.
- Implemented new state and federal regulations regarding absentee ballots. The Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA), and the Military and Overseas Voter Empowerment Act (MOVE), required changes in the methods used in the delivery of absentee ballots to and back from military and overseas voters.
- 1,395 new voters registered for the 2010 State Election.

LONG RANGE OBJECTIVES:

To find a permanent solution to storing election equipment in a location which is secure, accessible, and functional for testing and maintenance needs.

FY 12 OBJECTIVES:

To continue discussions with the Board of Registrars in studying and developing recommendations for the number and location of future polling places needed to adequately facilitate voting needs.
To conduct training workshops for election workers to ensure their understanding of constantly changing election procedures.
To continue to train Election Workers to perform functions of Clerk and Warden positions to allow more flexibility for staffing.
To conduct the Presidential Primary and the Annual Town Election.
To prepare for any possible challenge to the 2010 Federal Census.
To prepare for redistricting based on final Census 2010 population count to be effective with 2012 elections, including but not limited to pursuing a Special Act should final numbers of residents living on the UMass campus require the creation of another precinct.

SERVICE LEVELS:

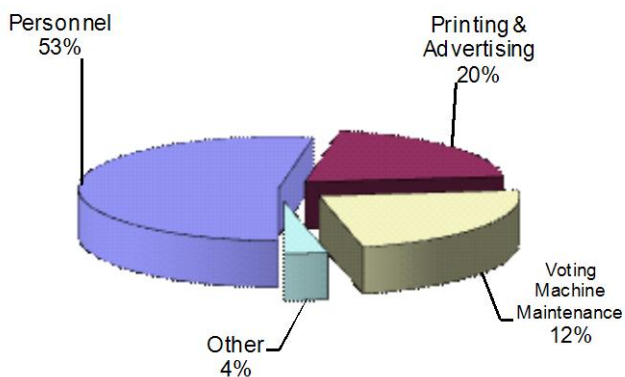
	FY 06	FY 07	FY 08	FY 09	FY 10
	Actual	Actual	Actual	Actual	Actual
Elections	2	4	2	4	3
Town Meeting Sessions	21	19	16	11	7
Election Worker Training Sessions	6	1	4	9	7
Special Precinct Elections	8	2	5	6	5
Posted Meetings, Board of Registrars	1	2	3	3	3
Voter/Residency Certificates	4	8	3	3	8
Voter Registration Sessions	2	4	2	3	3
Voter Registrations, changes, deletions	2,248	4,258	7,883	11,012	9,085
Voter Registration (peak)	16,165	16,984	16,329	18,909	16,669
Voter % Turnout					
Town Elections	15.8	26.28	22.65	12.73	32.22
Presidential Primary	n/a	n/a	42.36	n/a	n/a
State Primaries	n/a	23.31	n/a	13.67	19.72
State Elections (* incl. Presidential and Special)	n/a	48.45	n/a	*67.8	46.81
Petition/Nomination Signatures Verified	15,565	2,637	7,887	1,309	7,815
Petition/Nomination Papers	632	66	881	122	506
Town Meeting Petition Articles	16	16	21	3	5
Annual Street Listing Forms	9,870	12,391	9,464	10,677	10,231
Confirmation Cards	3,430	2,804	2,477	3,777	3,355

GENERAL GOVERNMENT

1162: ELECTIONS
1163: REGISTRATION

	FY 09 Actual	FY 10 Budget	FY 10 Actual	FY 11 Budget	FY 12 Manager	Change FY 11 - 12	Percent Change
Personnel Services	\$ 44,537	15,974	20,322	34,340	22,700	(11,640)	-33.9%
Operating Expenses	\$ 26,973	12,550	8,935	18,100	20,300	2,200	12.2%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 71,510	28,524	29,257	52,440	43,000	(9,440)	-18.0%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 490	268	268	571	370	(201)	-35.2%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 72,000	28,792	29,525	53,011	43,370	(9,641)	-18.2%
SOURCES OF FUNDS							
State Aid-Election	\$ 7,848	0	7,848	0	0	0	0.0%
Hours Reimbursement							
Taxation	\$ 63,662	28,524	21,409	52,440	43,000	(9,440)	-18.0%
POSITIONS							
Full Time	0.05	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.05	0.00	0.00	0.00	0.00	0.00	

MAJOR COMPONENTS:



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

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

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

SIGNIFICANT BUDGET CHANGES:

Decrease in Elections budget is due to having two scheduled elections in FY 12, one less than in FY 11.

GENERAL GOVERNMENT

1190, 1191, 1192, 1194 & 1196: 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 which also serve to preserve and extend the life of the Town's physical assets.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Town Hall third floor office re-layout and construction and move complete.
- Bangs Community Center HVAC roof units complete.
- Bangs interior / exterior painting has been ongoing all year. Door ways, walls, steps etc.
- Bangs front entrance permitting in process to repair heaving.
- Bangs offices remodeled on the first floor relocated Health services from the third floor.
- Bangs relocated big brothers and big sisters. In the process of building out the third floor for Center for New Americans. (CNA)
- Bangs boiler leaking section repaired.
- Bangs Electronic media installed. (coordinated effort with IT)
- Several energy initiatives have been implemented using the Energy Grant. Town Sewer Pumps, Drives, School Pumps. Fort River boilers will be done in the summer.
- Munson replaced copper gutters on the back of the building.
- Munson rebuilt retaining wall and improved handicap ramp.
- Munson Library painting interior & exterior.
- Parking Garage constantly battling graffiti.
- Town Hall exterior windows painted, adding some storm windows.
- Town Hall slate roof repairs.
- All buildings HVAC preventative maintenance plan was implemented.
- All buildings clean out of obsolete / end of useful life items. Big effort to open space.
- Several small pieces of equipment repaired.
- Challenges are the continued increase of building use does not allow for effective building maintenance. Maintenance had been deferred for so many years that it is taking a lot of effort to get the buildings back to a normal operating range. Over the past five years we have done a great job but there is still a ways to go. Recent leases have been better crafted to protect the town's assets by shifting more responsibility on the tenants.
- Energy will always be a challenge with increased building use.
- Security of buildings.

LONG RANGE OBJECTIVES:

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

To computerize all facility systems, maximizing energy conservation.

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

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

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

FY 12 OBJECTIVES:

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

To secure new Capital for Town buildings

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

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

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

To create building profiles for each building.

To repair mechanicals within the buildings to a minimal baseline.

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

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

To detail building utility usage year over year.

To investigate contracting out services for one building.

To plan for FY 13 objectives.

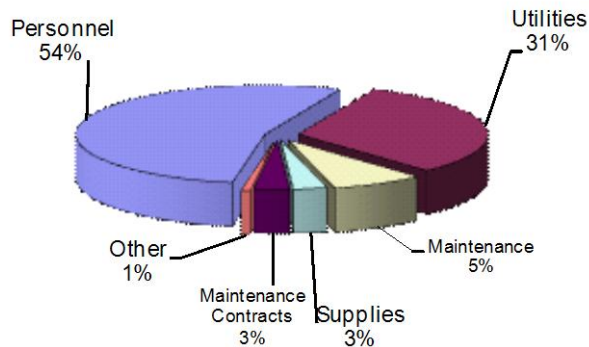
To pull together a utility bid package for deregulated utilities.

To transition the East Street School back under the financial structure of the Town from the regional school district. The operating expense of this building is \$34,200. These are historical costs provided by the RSD.

GENERAL GOVERNMENT

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

	FY 09 Actual	FY 10 Budget	FY 10 Actual	FY 11 Budget	FY 12 Manager	Change FY 11 - 12	Percent Change
Personnel Services	\$ 273,202	222,390	226,371	229,974	234,042	4,068	1.8%
Operating Expenses	\$ 200,952	236,206	209,932	202,375	199,975	(2,400)	-1.2%
Capital Outlay	\$ 0	0	3,799	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 474,154	458,596	440,102	432,349	434,017	1,668	0.4%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 104,448	116,830	116,830	107,382	105,069	(2,313)	-2.2%
Capital Appropriations	\$ 433,500	47,500	47,500	67,500		(67,500)	-100.0%
TOTAL DEPARTMENT COST	\$ 1,012,102	622,926	604,432	607,231	539,086	(68,145)	-11.2%
SOURCES OF FUNDS							
Dept. Receipts	\$ 58,025	54,000	56,667	54,000	78,000	24,000	44.4%
Taxation	\$ 416,129	404,596	383,435	378,349	356,017	(22,332)	-5.9%
POSITIONS							
Full Time	5.20	4.25	4.25	4.25	4.25	0.00	
Part Time With Benefits	1.00	1.00	1.00	1.00	1.00	0.00	
Full Time Equivalents	5.83	4.88	4.88	4.88	4.88	0.00	

SERVICE LEVELS on Page 46:**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, \$137,575, are for Town Hall, the Bangs Center and the Munson Building. Fuel, electricity, water, sewer and refuse collection are included.

Building, Equipment and Grounds Maintenance, \$34,375, are for maintenance and repairs of buildings occupied by Town departments and those leased to other providers.

Maintenance Contracts, \$13,200, are to provide routine cleaning and maintenance of building systems including elevators, HVAC and sprinklers.

Supplies, \$12,325, include cleaning and electrical supplies as well as small tools.

SIGNIFICANT BUDGET CHANGES:

The budget will have another declining year in energy usage due to aggressive efforts at conservation. New HVAC equipment and more efficient and IT virtual servers are a contributing factor. We are going out for another fuel heating contract this year. This could be favorable. The base budget does not include the estimated \$34,200 annual cost to the Town of reassuming operations and maintenance costs of the East Street School building vacated by the regional school district in 2010. The Town will explore reuse and possibly lease options as part of a broader review of Town-owned buildings.

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

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

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Finance and IT worked together to completely upgrade the Towns' telephone system with increased functionality at less cost using VOIP technology. This was accomplished by entering into a 5 year lease program that was able to be paid for within the existing telephone budget, no increases in operating budget or capital funds were required to accomplish this. The lease was complete in FY 10 with annual budgetary savings of \$24,000 beginning in FY 11.
- Finding staff time and resources to assess policies and procedures becomes more and more difficult as budgets get tighter and reduced staff takes on more work. New technology has been essential in this process and will continue to be necessary in order for us to continue.

LONG RANGE OBJECTIVES:

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

FY 12 OBJECTIVES:

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

SERVICE LEVELS:

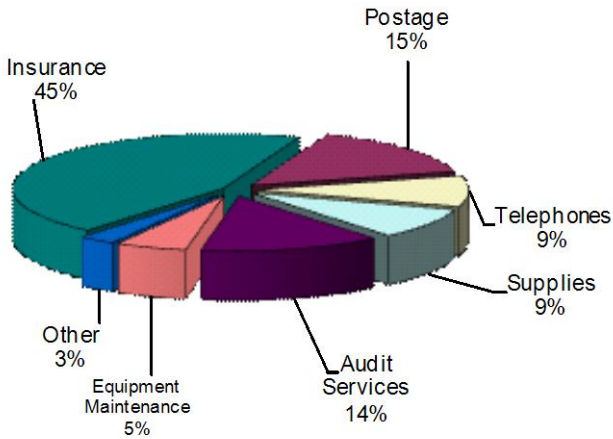
	FY 06	FY 07	FY 08	FY 09	FY 10
	Actual	Actual	Actual	Actual	Actual
Number of Town Reports Printed	50	50	50	0	0
Photocopies (per month average)	116,000	142,000	120,213	90,312	83,122
Town Vehicles Insured	197	197	206	209	205
Buildings Insured	64	66	64	64	64
Audits Performed	1	1	1	1	1
Bulk and Presort Mailings	31	35	26	29	13
Telephone Lines Maintained	300	350	363	363	363
Supply Requisitions Filled	222	242	271	243	222
Insurance Claims Processed (Property/Auto)	50	57	80	56	40

GENERAL GOVERNMENT

1198 & 1199: GENERAL SERVICES

	FY 09 Actual	FY 10 Budget	FY 10 Actual	FY 11 Budget	FY 12 Manager	Change FY 11 - 12	Percent Change
Personnel Services	\$ 7,798	7,938	7,637	7,938	7,938	0	0.0%
Operating Expenses	\$ 364,734	402,383	369,340	371,783	357,783	(14,000)	-3.8%
Capital Outlay	\$ 1,936	0	1,844	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 374,468	410,321	378,822	379,721	365,721	(14,000)	-3.7%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 126	142	142	135	129	(6)	-4.4%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 374,594	410,463	378,964	379,856	365,850	(14,006)	-3.7%
SOURCES OF FUNDS							
Taxation	\$ 374,468	410,321	378,822	379,721	365,721	(14,000)	-3.7%
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, \$163,623, includes general liability, auto, public official and professional liability, and boiler insurance.

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

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

Telephones, \$33,000

Postage, \$55,000.

Audit, \$51,000.

SIGNIFICANT BUDGET CHANGES:

Postage costs of \$15,000 related to water and sewer billing are eliminated from this budget and are appropriately transferred to the Water and Sewer Enterprise Fund budgets beginning in FY 12.

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

GENERAL GOVERNMENT

SERVICE LEVELS:	FY 06	FY 07	FY 08	FY 09	FY 10
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Utility Usage (Town Hall, Bangs, Munson Library)					
Electricity (KWH)	600,152	616,634	641,421	609,228	569,504
Fuel – Gas (ccf)	21,819	23,016	26,740	25,090	19,299
Fuel – Oil (Gallons)	1,979	1,804	1,790	2,002	1,734
Water & Sewer (c.f.)	52,500	57,400	59,500	57,500	55,000
Square Feet Maintained	75,668	75,668	75,668	75,668	75,668
Facilities Managed	7	7	7	7	7
Automated Computer Systems Monitored	3	3	4	4	4
Hours of Building Usage per Week	310	310	310	310	310
Hours of Maintenance per Week	225	225	225	185	185
Meetings Scheduled	6,561	6,931	7,340	6,143	6,158
Emergency Responses	12	20	25	28	30
Committees Staffed	0	0	2	2	2
Rental Contracts	5	5	5	5	4*