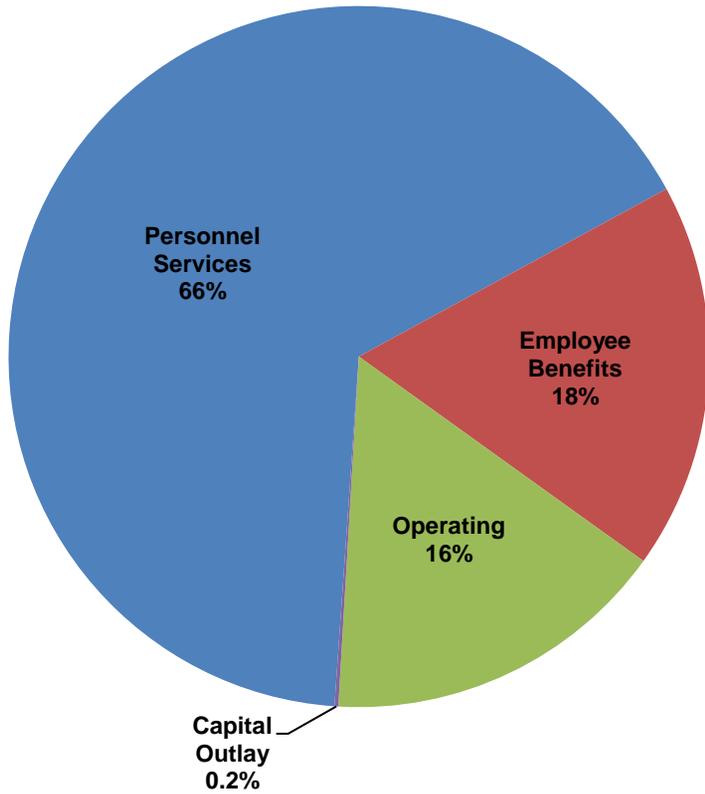
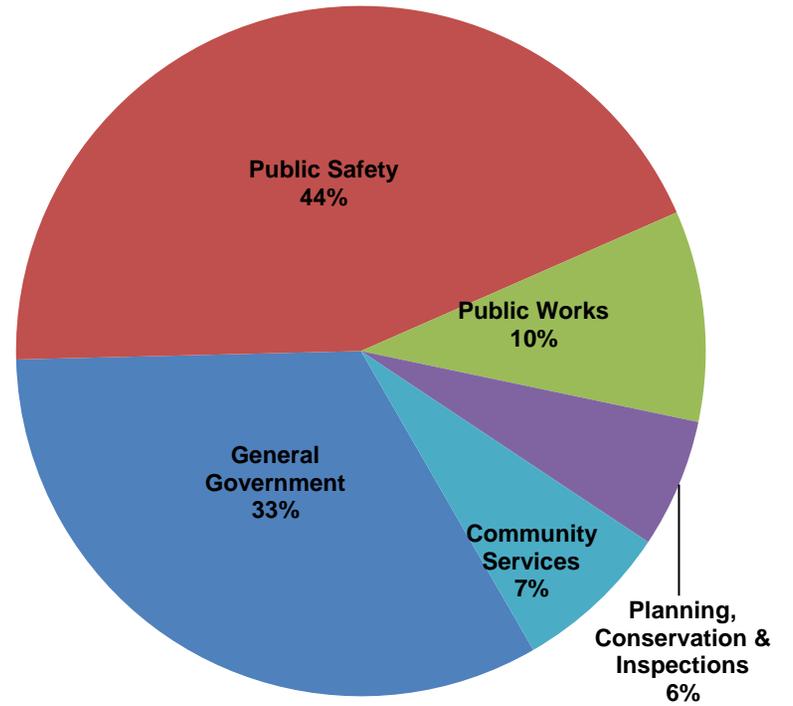


### GENERAL FUND EXPENDITURES SUMMARY

**FY 19 Expenditures  
by Type**



**FY 19 Expenditures  
by Functional Area**



## GENERAL GOVERNMENT SUMMARY

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18-19	% Change
Select Board/Town Manager	\$ 276,078	344,103	364,483	374,514	384,375	9,861	2.6%
Town Meeting/Finance Comm	\$ 822	1,159	8,404	3,900	3,900	0	0.0%
Finance Department	\$ 943,390	940,216	916,356	1,018,983	1,072,719	53,736	5.3%
Legal Services	\$ 113,401	116,612	116,995	110,000	110,000	0	0.0%
Human Resources/ Human Rights	\$ 149,558	186,101	196,836	197,519	201,285	3,766	1.9%
Information Technology	\$ 481,683	517,985	522,224	588,391	597,522	9,131	1.6%
Town Clerk's Office	\$ 207,670	191,748	196,646	216,034	213,663	(2,371)	-1.1%
Elections & Registration	\$ 50,314	45,719	79,684	33,625	63,278	29,653	88.2%
Facilities Maintenance	\$ 478,542	477,806	495,788	538,391	535,594	(2,797)	-0.5%
General Services	\$ 471,566	454,834	341,119	440,692	415,692	(25,000)	-5.7%
<b>SUBTOTAL</b>	\$ 3,173,024	3,276,284	3,238,535	3,522,049	3,598,028	75,979	2.2%
Employee Pay/Benefits	\$ 3,089,442	3,131,234	3,117,848	3,548,055	4,257,191	709,136	20.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 6,262,466</b>	<b>6,407,518</b>	<b>6,356,383</b>	<b>7,070,104</b>	<b>7,855,219</b>	<b>785,115</b>	<b>11.1%</b>
<b>SOURCES OF FUNDS</b>							
Ambulance Receipts	\$ 119,034	119,874	119,557	123,320	59,310	(64,010)	-51.9%
Departmental Receipts	\$ 108,478	107,624	136,465	102,255	99,755	(2,500)	-2.4%
Penalties and Interest From Taxes	\$ 223,077	203,416	260,469	188,000	181,000	(7,000)	-3.7%
Investment Income	\$ 96,608	107,336	90,117	70,000	80,000	10,000	14.3%
Licenses & Permits	\$ 191,802	197,997	210,763	184,950	197,650	12,700	6.9%
State Aid-Elections	4,742	2,558	5,116	-	-	0	0.0%
Hours Reimbursement	\$ -	-	-	-	-	-	-
Water Fund	\$ 106,822	218,537	218,537	229,537	231,787	2,250	1.0%
Sewer Fund	\$ 107,919	217,245	217,245	226,240	231,300	5,060	2.2%
Transportation Fund	\$ 35,436	49,437	49,437	51,525	48,370	(3,155)	-6.1%
Taxation	\$ 5,268,548	5,183,494	5,048,677	5,894,277	6,726,047	831,770	14.1%
<b>Total</b>	<b>\$ 6,262,466</b>	<b>6,407,518</b>	<b>6,356,383</b>	<b>7,070,104</b>	<b>7,855,219</b>	<b>785,115</b>	<b>11.1%</b>

## GENERAL GOVERNMENT SUMMARY

General Government comprises the second largest function of the Town's operating budget. This includes all of the general administrative costs of managing and operating the Town (except Enterprise Funds) including financial operations, executive and town management, 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 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
Employee Benefits*	51%	50%	54%	16%	17%	18%
Financial Operations	14%	14%	14%	4%	5%	4%
Maintenance of Public Facilities	7%	8%	7%	2%	3%	2%
Information Technology	8%	8%	8%	2%	3%	2%
Select Board / Town Manager	5%	5%	5%	2%	2%	2%
Elections/Town Clerk	4%	4%	5%	1%	1%	1%
Human Resources/Human Rights	3%	3%	3%	1%	1%	1%
General Services	3%	3%	3%	1%	1%	1%
Insurance	3%	3%	3%	1%	1%	1%
Legal Expenses	2%	2%	1%	1%	1%	1%

\*Not including retirement

### RECOMMENDED BUDGET:

The overall General Government functional area reflects an 11.1% increase. This is largely due to health insurance increases and the inclusion of a salary reserve for contract negotiations for unsettled collective bargaining agreements. When agreements are reached and signed, Town Meeting will be requested to reallocate these funds to the appropriate departments.

The Select Board/Town Manager budget is slightly up for step increases and contracts.

The Town Meeting/Finance Committee budget has no changes.

The Finance department budget increase reflects, steps, contracts and stipends for the Comptroller and Collector/Treasurer while acting as Co-Finance Directors.

The Human Resources/Human Rights budget salary change reflects step increases.

In the Employee Benefits budget, current claims levels project continued challenges to maintaining existing levels of health insurance spending. Three premium rate increases have occurred during FY 18, and the employer share of these increases is reflected in this budget.

The Information Technology budget increases are due to steps and contracts.

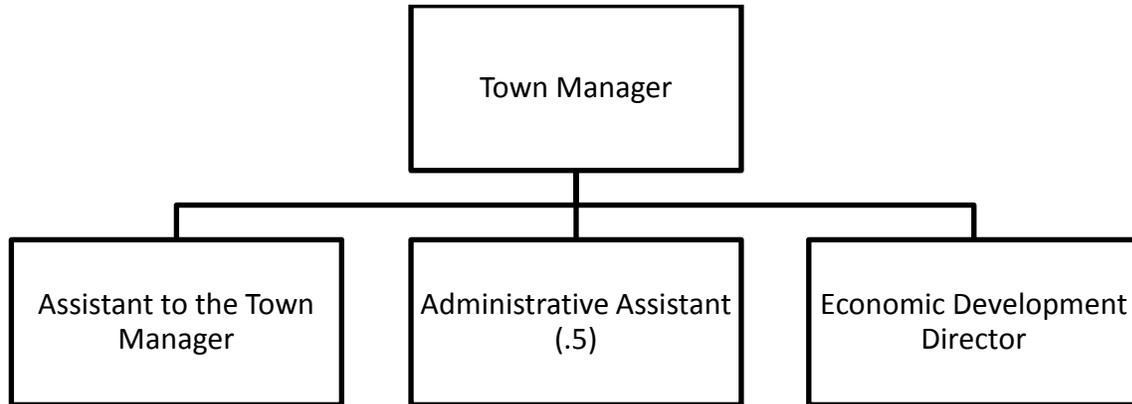
The Town Clerk budget is decreased due to the expected retirement of the Town Clerk.

The Elections and Registrations budget increases due to additional scheduled elections in FY 19.

The Facilities Maintenance budget operations decreased due to retirements and reorganization.

The General Services budget decreased due to savings in Property and Casualty insurance. Through the bidding process in FY 18 there was an overall \$100,000 savings. The General Fund portion of that savings is \$25,000.

## GENERAL GOVERNMENT

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

The Town Manager serves as the chief administrative officer of all Town departments with the exception of the 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 appoints the Town Manager and 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**

- Continued the prudent management of Town resources, concluding the FY 17 Budget year without issue.
- Completed a Fire Staffing Study whose recommendations will inform future decisions.
- Continued to support the work of the Economic Development Director in refining his role with the business community and neighborhoods, encouraging him to provide leadership on the University-Town of Amherst (UTAC) initiative, medical and adult-use marijuana, the gas moratorium and the Policy Committee on Municipal and Regional Administration at the Massachusetts Municipal Association.
- Launched multiple community outreach efforts including the Town Hall Road Show, Cuppa Joe breakfast hours, and social media to help to make government more accessible.
- Worked with the Cable Advisory Committee to negotiate a new contract for town-wide cable access with Comcast and for public, educational and government access with Amherst Media.
- Increased communications and greater coordination led to strengthening bonds with institutional partners to address the severe, multi-year drought conditions that threatened the public water supply.
- Designated as a Community Compact Community by the Governor and received \$25,000 for development of an economic development plan.
- Maintained strong budgetary performance and management of the Town's financial planning and budget as recognized by Standard and Poor's continued bond rating of AA+ with a Stable Outlook.
- Negotiated the first affordable housing tax incentive agreement with Beacon Communities to secure creation of important deeply subsidized affordable housing stock in the Town of Amherst.

**Challenges**

- To embrace the philosophy of sustainability and develop a broad policy of implementing goals to reduce energy use.
- To address the backlog of paving needs for roads, sidewalks, and crosswalks including funding for ongoing maintenance.
- To cultivate strategies to make the Town an age-friendly community.
- To develop a plan to meet the Town's obligation to provide health insurance to its retirees, employees, and their families.
- To utilize the Fire Staffing Study to determine appropriate service models and staffing levels for the Fire Department while continuing to monitor call volume and future plans of neighboring communities.
- To continue to work with stakeholders to develop shared ideas for the downtown area.
- To analyze the Town's municipal operations to identify paths to greater efficiency.
- To address the serious need for investment in the Town's infrastructure including a DPW building and Fire Department headquarters.

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

**GENERAL GOVERNMENT**

**LONG RANGE OBJECTIVES:**

- To achieve the appropriate balance between sustainable economic development, diverse affordable housing, and the preservation of the Town's character including open space and historical built environment.
- To maintain and improve the Town's strong fiscal and general government management.
- To support and develop a strong, dedicated staff at all levels of the organization and provide them with the tools and support needed to do their jobs effectively.
- To address long-term capital needs and minimize the burden on the tax base.
- To pursue regional solutions to local challenges.
- To promote sustainable initiatives such as renewable energy and energy conservation.
- To strengthen the relationships with UMass, Amherst and Hampshire Colleges.
- To advance the interests of the Town in the region and at the State level.
- To develop a long-term plan for information management and infrastructure for Town departments.

**FY 19 OBJECTIVES:**

- To establish goals for sustainability and develop a plan for improving the environmental sustainability for the Town and its residents. This includes advancing plans for solar development, developing workable solutions to building energy-efficient buildings, addressing solid waste management improvements, and examining Town municipal operations.
- To develop a plan and funding goals to meet the Town's needs for better roads, sidewalks, and crosswalks.
- To work with employee groups to address challenges with the Health Insurance Trust Fund in both the near and long-term.
- To address the staffing challenges identified in the Fire Staffing study.
- To seek new revenues, implement efficiencies in service delivery, and pursue increased economic development.
- To continue to work with UMass and Amherst and Hampshire Colleges on specific initiatives.
- To develop tangible housing and economic development initiatives consistent with the Master Plan through planning initiatives and a restructured University/Town of Amherst Collaborative (UTAC).
- To continue to work with the Select Board, Finance Committee, and Joint Capital Planning Committee to review and develop plans for large capital projects (e.g. new fire station, DPW facility, Jones Library renovation, and elementary schools) and to develop a strategy to finance these projects that will gain the support of the public and Town Meeting.
- To support the creation of additional housing that is safe and affordable for individuals and families.
- To review the operations of Town departments to determine their appropriate staffing and mission.

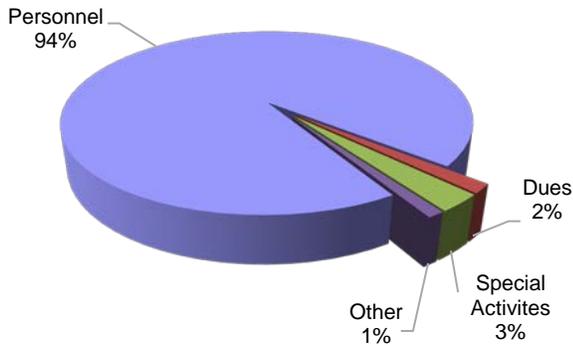
**SERVICE LEVELS:**

	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>SELECT BOARD</b>					
Special & Regular Meetings	38	38	32	48	51
Town Meetings	12	13	11	11	12
Business Licenses	525	688	359	373	425
Town Meeting Warrant Preparations	2	4	3	2	3
Committee Appointments	70	54	95	52	53
Town Way Reservations	8	12	12	10	2
Kendrick & Sweetser Park Reservations	11	14	13	13	8
Liaison Assignments	35	32	37	38	38
<b>TOWN MANAGER'S OFFICE</b>					
Collective Bargaining Agreements/Amendments	4	4	5	6	6
Committee Appointments	81	82	95	90	79
Committees Staffed	5	5	5	5	5
Rental License Agreements		5	5	5	5

GENERAL GOVERNMENT

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18 - 19	Percent Change
Personnel Services	\$ 248,369	324,604	335,061	353,214	363,075	9,861	2.7%
Operating Expenses	\$ 27,354	19,499	29,818	21,300	21,300	0	0.0%
Capital Outlay	\$ 355	0	4,510	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 276,078</b>	<b>344,103</b>	<b>369,389</b>	<b>374,514</b>	<b>384,375</b>	<b>9,861</b>	<b>2.6%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 92,290	101,533	87,254	128,867	154,497	25,630	16.6%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 368,368</b>	<b>445,636</b>	<b>456,643</b>	<b>503,381</b>	<b>538,872</b>	<b>35,491</b>	<b>6.6%</b>
<b>POSITIONS</b>							
Full Time	2.50	3.50	3.50	3.50	3.50	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	2.50	3.50	3.50	3.50	3.50	0.00	

MAJOR COMPONENTS:



Personnel Services include \$8,000 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, 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, Economic Development, 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), Massachusetts Government Finance Officers Association, and Small Town Administrators of Massachusetts.

Other includes \$11,200 for Special Activities.

SIGNIFICANT BUDGET CHANGES:

None.

**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:**

**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 19 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.

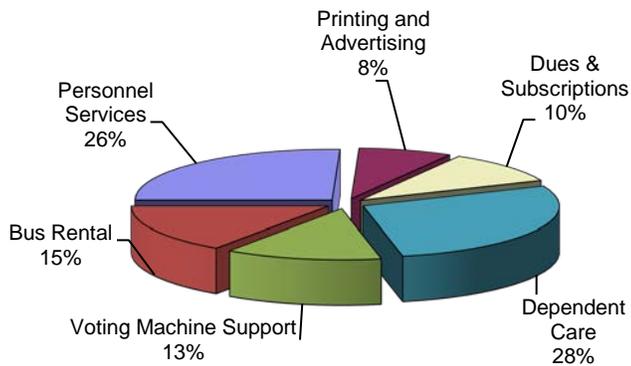
<b>SERVICE LEVELS:</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<b>Finance Committee:</b>					
Number of Meetings	20	23	19	21	22
Number of Transfers	1	1	1	0	0
<b>Moderator:</b>					
Committee Appointments	3	2	2	1	3
Committees Supported	2	2	2	2	2
<b>Town Meeting:</b>					
Dependent Care Stipend Recipients	3	2	1	5	13

**1131: TOWN MEETING/  
FINANCE COMMITTEE**

**GENERAL GOVERNMENT**

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18 - 19	Percent Change
Personnel Services	\$ 100	100	1,000	1,000	1,000	0	0.0%
Operating Expenses	\$ 722	965	2,499	2,900	2,900	0	0.0%
Reserve Fund Transfers	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 822</b>	<b>1,065</b>	<b>3,499</b>	<b>3,900</b>	<b>3,900</b>	<b>0</b>	<b>0.0%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 0	0	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 822</b>	<b>1,065</b>	<b>3,499</b>	<b>3,900</b>	<b>3,900</b>	<b>0</b>	<b>0.0%</b>
<b>POSITIONS</b>							
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, \$1,000 for the Town Moderator stipend.

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

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

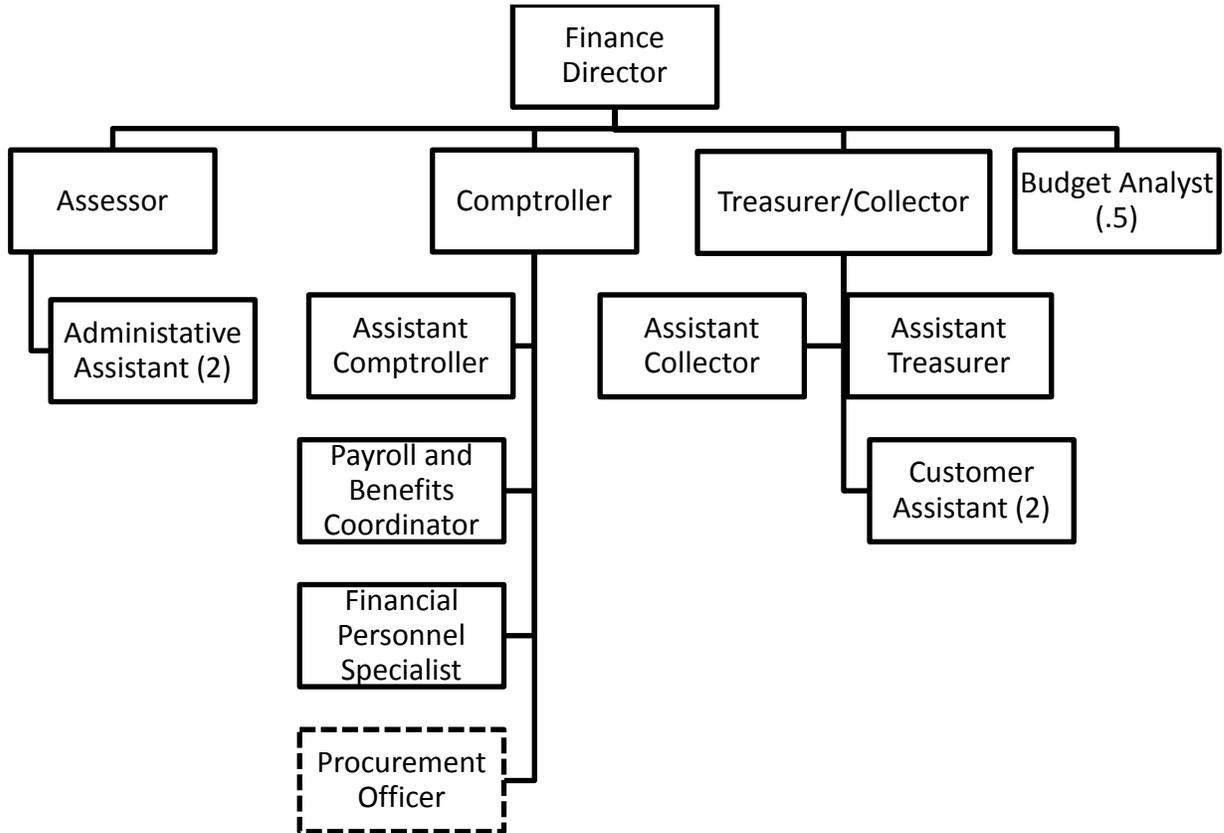
Dependent Care includes \$1,100 for Town Meeting child care/dependent allowance.

Bus Rental, \$600, for TMCC to rent buses for tours of Town Meeting items.

**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 furthers 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, including procurement, centralized purchasing, property and liability insurance management, payroll and benefits.

**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 and a central point of services across traditional departmental functions.

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

**GENERAL GOVERNMENT**

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

**Accomplishments**

- Continued to deliver the duties of Finance Director through collaborative effort of Comptroller and Treasurer/Collector providing staff liaison to Finance Committee, Joint Capital Planning Committee and the Town Manager. Successfully delivered balanced plans for budget and capital for Fiscal 2018 and maintained excellent operations to ensure the successful management of the Town's finances.
- Presented a 10-Year Financial Trend Monitoring Report in October 2017.
- Continued to provide community access to budget and financial information via the Town's website and other media.
- Hired a first procurement officer to manage all purchasing, contracts, and procurements including the more complex capital projects that are in process. The position is shared by several departments.
- Completed 60% 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.
- Issued new debt for the Amherst Woods sewer project and land purchase at Montague Road as approved for borrowing at 2016 Town Meetings. Received a total interest cost of 1.25% on our 2017 note, significantly higher than the 0.73% interest cost on our prior year note, indicating some motion in the low interest rate environment since 2010.
- Received federal grant funding for the Town for the third year for ambulance service. Participation secured a \$70,000 payment to the Ambulance Fund in FY 15, \$120,000 in FY 16, and \$133,805 in FY 17.
- Accomplished tax collections in excess of 98% by fiscal year end.

**Challenges**

- The Health Claims Trust Fund has experienced significant and continuing decline in fund balance in the past 2 years, led by large individual claims and general increases in health care and pharmacy costs. Measures taken to stem this decline by increasing revenues to the fund have not restored the Trust to a stable financial position. Control over health care costs poses a significant challenge in FY 19 to the Town and School Districts budgets.
- Determine a process for evaluating our success billing for the ambulance service, and to compare our success with external billing services in this field.
- Implementation of changes to capital planning thresholds, as voted in March 2017 by Joint Capital Planning Committee, will be a challenge to incorporate into operating budget process, particularly in a tight operating budget cycle.

**LONG RANGE OBJECTIVES:**

- To enhance all departments' understanding and use of the Town's financial software, through training, discussions, and decentralization of routine data input and retrieval activities.
- 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 employees and retirees and their dependents to provide accurate, on-demand cost projections.
- To refine a long range strategic financial plan for the Town in collaboration with residents 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.

**GENERAL GOVERNMENT****FY 19 OBJECTIVES:****FINANCE DIRECTOR:**

- 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 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 of all residential property begun in FY 11, with the dual goals of more equitably assessing all parcels and updating property card information.
- To begin a program to review and establish property value of all the real estate at UMass to comply with DOR regulations.
- To update our Personal Property software to the newest release and relist all personal property.

**COLLECTION:**

- To maintain current strong collection performance of at least 98% in real estate tax.
- To evaluate billing options for the Ambulance Service, defining opportunity for lower cost or higher revenue.

**TREASURY:**

- To continue to inform the Town Manager, Select Board, and Finance Committee of borrowing options and resulting impact to the Town's finances in light of the big capital projects.
- To continue to enroll our vendors to accept payments by electronic funds transfer, in lieu of check.
- To monitor and evaluate revenues and costs of new parking metering systems.

**SERVICE LEVELS:**

	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b>FINANCE DIRECTOR:</b>					
Committees Staffed	4	4	4	4	4
<b>ACCOUNTING:</b>					
Grants Maintained/Monitored	29	39	42	43	45
Vouchers Checked	19,180	18,360	18,933	18,646	18,089
Warrant Checks	9,466	8,511	8,369	8,008	7,699
EFT's processed		59	412	938	1,137
Purchase Orders Encumbered/Controlled	2,075	2,170	2,367	2,105	2,110
Payroll Checks (paper)	4,418	3,698	3,214	2,621	1,686
Direct Payroll Deposits	15,079	15,928	16,215	17,972	18,438
W-2's Processed	1,233	1,176	1,235	1,299	1,276
Contracts Processed/Maintained/Monitored	108	128	102	78	79
Bids and Proposals Reviewed/Monitored	45	41	37	40	28
<b>ASSESSING:</b>					
<b>Amherst</b>					
Real Estate Property Assessments	7,325	7,325	7,329	7,280	7,294
Site Reviews	630	475	645	470	450
Personal Property Assessments	264	270	271	262	254

**Service levels continued on next page.**

**1133, 1134, 1141 & 1146**  
**FINANCE DEPARTMENT**

**GENERAL GOVERNMENT**

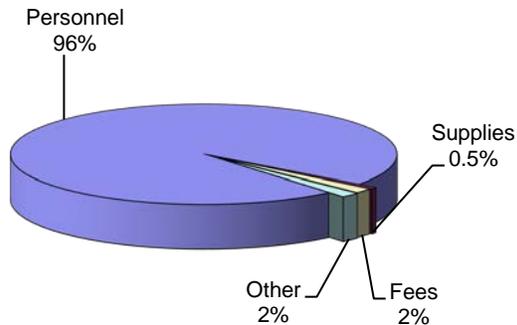
<b>SERVICE LEVELS:</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b>ASSESSING:</b>					
<b>Amherst</b>					
Abatement Application Reviews					
Real Estate/Personal Property	43	34	87	29	32
Motor Vehicle Excise	1,954	2,802	2,302	2,256	2,339
Appeals Granted Real/PP	30	24	61	10	30
Tax Dollars Abated	\$74,533	\$52,659	\$124,302	\$8,227	\$102,490
Tax Abated as % of Levy	0.2%	0.1%	0.2%	0.01%	0.2%
Tax Exemptions	\$109,148	\$104,946	\$142,636	\$117,764	\$94,910
Exemptions as % of Levy	0.3%	0.2%	0.2%	0.2%	0.2%
<b>Pelham (FY 13 and Forward)</b>					
Real Estate Property Assessments	738	740	743	743	743
Site Reviews	30	20	21	15	21
Personal Property Assessments	20	20	20	19	19
Abatement Application Reviews					
Real Estate/Personal Property	4	3	14	10	9
<b>COLLECTION:</b>					
Motor Vehicle Excise Collection rate	93%	95%	95%	94%	93%
Real Estate / Personal Property					
Tax Collection Rate	98%	98%	98%	98%	98%
Water/Sewer Collection Rate	88%	90%	90%	86%	92%
Parking Tickets Collection Rate	75%	69%	68%	66%	78%
Ambulance Bills Collection Rate (one year)	65%	67%	60%	66%	65%
Ambulance Bills Collection Rate (ongoing)	99%	75%	74%	72%	n/a
Parking Ticket Appeals/Hearings	1,211	1,252	1,233	1,162	1,074
Parking Permits Issued	728	740	731	759	798
Tax Liens Processed and Recorded	12	28	20	19	31
Central Service Counter Transactions	29,244	28,129	26,455	24,573	23,642
Payments Processed (other than counter)					
Mail	47,700	46,657	46,126	37,520	43,327
Online from Anywhere Self Service	12,295	13,229	15,770	17,720	17,343
Payments Processed by File	15,850	10,737	11,916	12,572	20,776
<b>TREASURY:</b>					
Tax Liens Redeemed	18	8	19	17	14
Direct Debit Payment Accounts	564	568	586	582	596
Bank Account Reconciliations	651	672	708	631	638
Electronic Bank Transmissions (batches)	898	854	619	670	665
Check/ACH Reversals	220	280	200	222	192
Bond Rating (Standard & Poor's)	AA	AA+	AA+	AA+	AA+

**1133, 1134, 1141 & 1146  
FINANCE DEPARTMENT**

**GENERAL GOVERNMENT**

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18 - 19	Percent Change
Personnel Services	\$ 905,155	908,761	885,201	979,468	1,033,204	53,736	5.5%
Operating Expenses	\$ 38,236	29,275	29,465	38,995	38,995	0	0.0%
Capital Outlay	\$ 0	2,180	1,689	520	520	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 943,391</b>	<b>940,216</b>	<b>916,356</b>	<b>1,018,983</b>	<b>1,072,719</b>	<b>53,736</b>	<b>5.3%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 355,017	363,006	360,644	363,006	425,616	62,610	17.2%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 1,298,408</b>	<b>1,303,222</b>	<b>1,277,000</b>	<b>1,381,989</b>	<b>1,498,335</b>	<b>116,346</b>	<b>8.4%</b>
<b>POSITIONS</b>							
Full Time	13.00	13.00	13.00	13.30	13.30	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	13.30	13.30	0.00	

**MAJOR COMPONENTS:**



Personnel Services include salaries for a Finance Director, Comptroller, Principal Assessor, Collector/Treasurer, 10 full time financial clerks, and a Procurement Officer shared with the Water, Sewer and Transportation Funds.

Supplies, \$5,800, primarily include printing supplies and other specialized assessing, billing, collection, and accounting forms.

Fees include \$12,250 for banking fees, and \$4,480 for dues and subscriptions, bonds, and Registry fees.

Other expenses include \$8,400 for training.

**SIGNIFICANT BUDGET CHANGES:**

Salary changes reflect cost of steps, contracts and stipends for Co-Finance Directors.  
Expenses and capital are level funded.

**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 19 OBJECTIVES:**

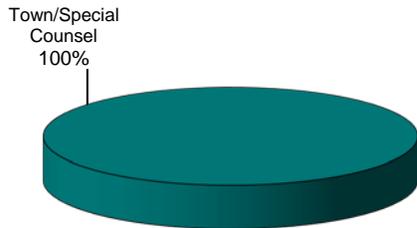
- To develop measures to control the costs of legal issues or categories of issues.
- To develop stronger oversight of the use of legal counsel.

**GENERAL GOVERNMENT**

**1151: LEGAL SERVICES**

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18 - 19	Percent Change
Personnel Services	\$ 0	0	0	0	0	0	0.0%
Operating Expenses	\$ 113,401	116,612	116,995	110,000	110,000	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 113,401</b>	<b>116,612</b>	<b>116,995</b>	<b>110,000</b>	<b>110,000</b>	<b>0</b>	<b>0.0%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 0	0	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 113,401</b>	<b>116,612</b>	<b>116,995</b>	<b>110,000</b>	<b>110,000</b>	<b>0</b>	<b>0.0%</b>
<b>POSITIONS</b>							
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:**

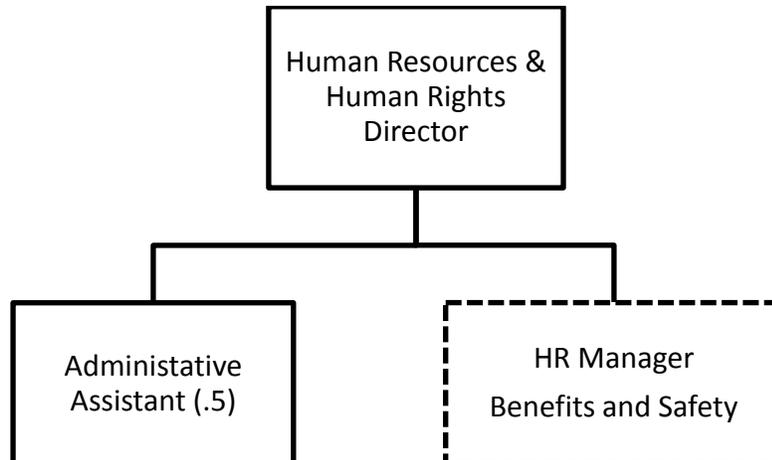


Town/Special Counsel provides funding for legal services on a contract basis.

<p><b>SIGNIFICANT BUDGET CHANGES:</b></p> <p>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. Responsibilities include administration of the Personnel and Human Rights bylaws and policies; maintenance of labor contracts, management of recruitment, professional development and employee recognition, workers' compensation and unemployment claims; and, administration of employee benefit programs. Human Resources emphasizes customer service based consultation and collaboration to support the achievement of Town goals. Staff supports the Personnel Board, Human Rights Commission (HRC), and Insurance Advisory Committee, and strives to ensure that all residents are afforded equal protection under the law.

#### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

##### Accomplishments

- Provided employment and benefits services to an ongoing average of 272 regular Town employees, 100 part-time or seasonal staff, 33 Senior Tax work-off program participants, 210 elections workers, and 250 retirees.
- Led a cross functional staff team to review and propose updates to the Town's employee handbook to Personnel Board and Town Manager.
- Completed three year phased increase to the Town's minimum wage in a manner affordable to Town departments and competitive for Town employees.
- Supported and facilitated recruitments for Senior Planner, HR Manager, Senior Center Social Worker, Procurement Officer, IT Applications Manager, Environmental Scientist, Sports Director, Facilities Director, Four Fire Fighters, and six Police Officers; and promotional opportunities for LSSE Director, Senior Center Program Director, Applications Analyst, Fire Assistant Chief, and Fire Captains. Participated in selection and contracting of Fire Staffing Study Consultant and provided support for consultant's work.
- Initiated and supported Town Hall and Jones Library safety committees with fire and active shooter simulations and drills.
- Provided customer service training for Town Hall staff.
- Received \$20,000 state safety grant aimed at reducing workplace injuries through employee training.
- Facilitated and supported Human Rights Commission activities including: Indigenous Peoples Day, Human Rights Day, a Facebook Page, MLK JR Breakfast, Black History Month observance, and the largest ever annual Human Rights Heroes Picnic.
- Continued the UMass/Town of Amherst joint Supervisory Leadership Development Program with 6 town participants across 5 departments This supports an internal succession planning pipeline of future Town leaders across all Departments.

##### Challenges

- Provide equitable access to professional development opportunities across Town departments.
- Achieve greater Town workforce diversity by increasing recruiting outreach, advertising, and staff training.

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

- To attract and retain a municipal workforce that reflects the diversity of the Amherst community.
- To develop employee programs that invest in our employees, build internal capacity for succession planning, fosters innovation, provides outstanding customer service, and attains Town objectives.
- To maintain a compensation strategy that is realized through articulated labor relations policy planning, settled collective bargaining contracts, progressive management of benefits, and sound wage and classification systems.
- To increase dialogue among and raise awareness of area human rights organizations, events, and activities.

**FY 19 OBJECTIVES:**

- To provide communications, recognition, trainings, interdepartmental collaboration, and counsel to the Town Manager and staff that supports a positive workplace culture emphasizing civility and that maintains high staff morale.
- To provide professional development programs in collaboration with area colleges and organizations, and to ensure equitable access to professional development opportunities across Town Departments.
- To market available Town jobs and the Town as an employer through non-traditional sources to attract candidates who might otherwise not think of the Town or government as a potential employer.
- To continue review of the Town Manager's Staffing Analysis based on assessments of operational and organizational needs, with input from Department Heads.
- To focus on and support employee workplace safety initiatives and implement a safety culture across the organization.
- To engage in negotiations with 5 employee unions to settle collective bargaining agreements with terms that are competitive, affordable, and represent sound labor relations policy.

**SERVICE LEVELS:**

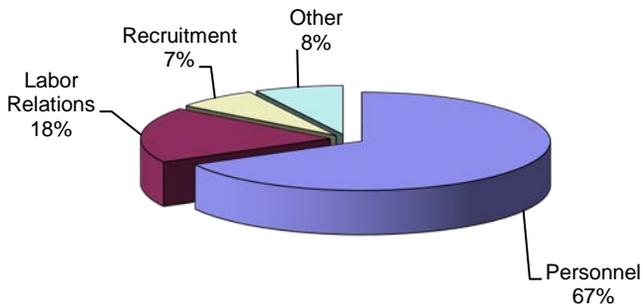
	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b>Human Resources/Human Rights</b>					
Recruitments and Fully Benefited Hires	15	17	26	19	29
Personnel Board/Insurance Advisory Comm/ Human Rights Commissions Meetings	24	31	24	20	24
Collective Bargaining Meetings	45	29	15	43	11
Grievances Resolved	2	2	2	5	6
Human Rights Complaints	5	6	5	2	2
Staff Development/Training Sessions	22	30	22	18	25

## GENERAL GOVERNMENT

## 1152: HUMAN RESOURCES/HUMAN RIGHTS

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18 - 19	Percent Change
Personnel Services	\$ 112,161	135,972	145,563	131,189	134,955	3,766	2.9%
Operating Expenses	\$ 37,397	50,129	51,273	66,330	66,330	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 149,558</b>	<b>186,101</b>	<b>196,836</b>	<b>197,519</b>	<b>201,285</b>	<b>3,766</b>	<b>1.9%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 57,847	60,254	57,665	80,832	80,572	(260)	-0.3%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 207,405</b>	<b>246,355</b>	<b>254,501</b>	<b>278,351</b>	<b>281,857</b>	<b>3,506</b>	<b>1.3%</b>
<b>POSITIONS</b>							
Full Time	1.50	1.83	1.83	1.50	1.50	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	1.50	1.83	1.83	1.50	1.50	0.00	

## MAJOR COMPONENTS:



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

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

Labor Relations, \$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:

None.

**GENERAL GOVERNMENT****1154: EMPLOYEE BENEFITS**

**MISSION STATEMENT:** To administer and manage the full range of benefits provided to current and retired employees of the Town. To provide counsel to employees and retirees, and provide 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 or control the cost of those benefits through education, safety awareness, and proactive claims administration.

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

- With the Insurance Advisory Committee (IAC), supported issuance of an RFP to explore alternative options for health insurance coverage, including consolidating to a single insurance carrier, providing a fully insured plan, joining a larger health insurance group, and changing plan design. Results are being evaluated in time to inform the FY 19 budget process.
- The Town has transferred \$3.8 million to the Other Post-Employment Benefits (OPEB Trust Fund) since FY 13 through the efforts of the Trust Administrator to secure Medicare Part D reimbursement payments, and other budgeted transfers.
- Workers Comp and Unemployment Insurance remain effectively managed with no major changes.
- Provided comprehensive Employee Assistance Program services to all employees through contract with All One Health.

**Challenges**

- Health insurance for employees and retirees 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 insurance 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 the IAC, comprised of representatives from bargaining units, non-union employees, and retirees.
- Measures taken to stem this decline by increasing premium costs to participants and employers at the beginning of FY 18 and twice again mid-year are aimed at restoring Trust financial stability. Control over health care costs poses a significant challenge in FY 19 to the Town and School Districts budgets.

**LONG RANGE OBJECTIVES:**

- To continue to work within the guidelines of the Municipal Health Reform Act to provide competitive yet affordable benefits.
- To maintain a balanced portfolio of Town-supported and employee-paid products.

**FY 19 OBJECTIVES:**

- To continue to collaborate with employees and retirees to effectively budget for and manage health insurance costs while maintaining quality health plans.
- To administer a complete re-enrollment of Town and school employees and retirees into health insurance programs in order to update the census of covered members and their eligible dependents.
- To continuing monitoring and responding to evolving changes in the reporting requirements associated with the Federal Affordable Care Act and Massachusetts Municipal Health Insurance Reform Act.

## GENERAL GOVERNMENT

## 1154: EMPLOYEE BENEFITS

<b>SERVICE LEVELS:</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Health Insurance*					
Family Coverage	560	559	557	554	530
Individual Coverage	378	370	361	362	373
Medicare Supplemental Coverage	423	456	463	512	533
Life Insurance*	1,041	1,043	1,093	1,101	1,099
Unemployment Claims	21	16	21	17	12
Workers Comp/Fire & Police IOD Claims-Medical only				28	21
Workers Comp/Fire & Police IOD Claims-lost time				0	4

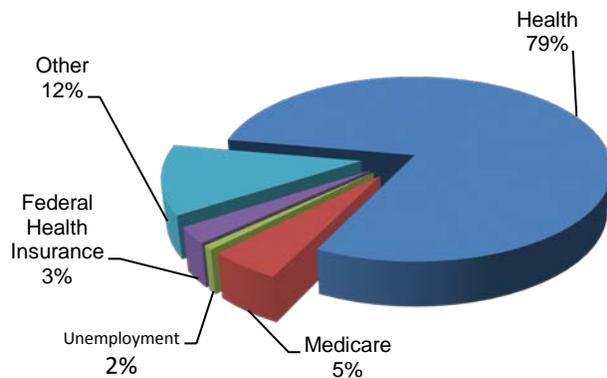
\* Department administers health and life insurance plans for all employees of Amherst Pelham Regional Schools, Amherst Elementary Schools, and the towns of Amherst and Pelham. Significant increase in enrollments is the result of the return of retired teachers to the APHCT from the state GIC plan in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

## GENERAL GOVERNMENT

## 1154: EMPLOYEE BENEFITS

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18 - 19	Percent Change
Personnel Services	\$ 3,089,442	3,131,234	3,117,848	3,548,055	4,257,191	709,136	20.0%
Operating Expenses	\$ 0	0	0	0	0	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 3,089,442</b>	<b>3,131,234</b>	<b>3,117,848</b>	<b>3,548,055</b>	<b>4,257,191</b>	<b>709,136</b>	<b>20.0%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 0	0	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 3,089,442</b>	<b>3,131,234</b>	<b>3,117,848</b>	<b>3,548,055</b>	<b>4,257,191</b>	<b>709,136</b>	<b>20.0%</b>
<b>POSITIONS</b>							
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 \$3,380,509.

Medicare is \$219,456.

Unemployment insurance is \$31,203.

Federal Health Insurance is \$117,448.

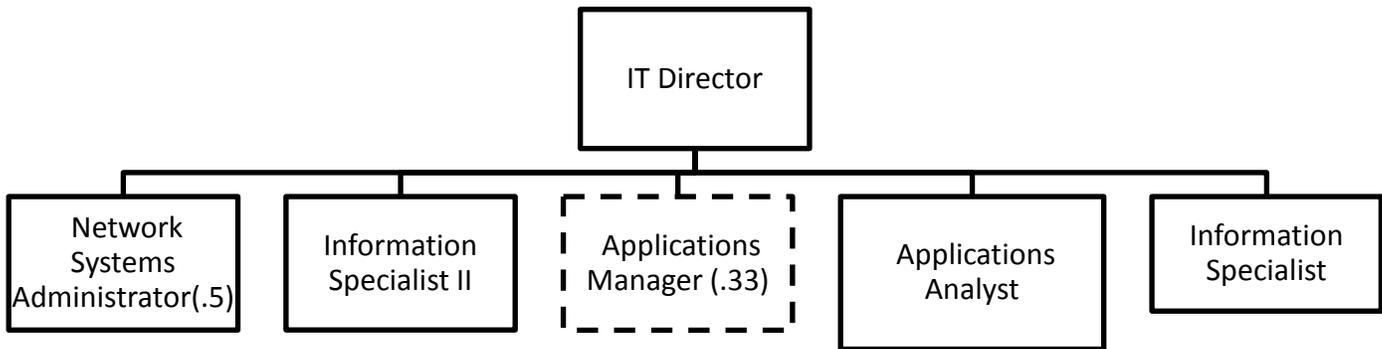
Other includes salary reserve, worker's compensation, life insurance, flexible benefits, police/fire workers' compensation, retirement for employees in active military duty, and the employee assistance program.

**SIGNIFICANT BUDGET CHANGES:**

Current claims projections indicate a need to address insurance plan design, or explore other group insurance options for municipal and school employees and retirees. Premium rate increases are proposed for employee and retiree health plans, and the employer share of the increase is reflected in this budget. The overall increase is the result of health insurance increases and a salary reserve for collective bargaining.

## GENERAL GOVERNMENT

## 1155: INFORMATION TECHNOLOGY



**MISSION STATEMENT:** To select, implement and maintain technology to meet the needs of Town departments, delivering an elite yet sustainable technology program.

#### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

##### Accomplishments

- Selected a system to manage and automate complex scheduling rules of Police Department staff.
- Participated in negotiations for renewal of ten-year contract with Amherst Media.
- Updated the data backup system, including off-site replication to protect Town data in case of a power failure or other natural disaster.
- Increased Town presence on social media platforms.
- Implemented a new work order management systems for Public Works.
- Replaced mobile data terminals in Police Department vehicles.
- Implemented an integrated employment applications system to offer services to potential Amherst employees and increase operational efficiency.

##### Challenges

- Managing multiple large projects, which take time to plan and implement, therefore consume a lot of personnel resources, detracting from daily requests for support from employees.
- Scheduling large projects to the infrastructure becomes challenging when work needs to be coordinated with multiple departments at the same time, and not interfere with their work flow, especially Police, Fire, and Communication Center which are 24/7 operations.

## GENERAL GOVERNMENT

## 1155: INFORMATION TECHNOLOGY

**LONG RANGE OBJECTIVES:**

- To continue to increase utilization, implementation, and staff training of Munis, the Town's largest and most used interdepartmental software system.
- To scan and integrate the current and future paper documents into a content management system to allow greater internal staff and public access.
- To select and implement technology solutions that contribute to "green" efforts and lessen operational environmental impacts.
- To maximize the Town's ability to provide services online.
- To establish a Town cloud infrastructure.
- To connect Town buildings with fiber optic cable replacing the expiring Comcast provided I-Net.
- To work with the BID, Chamber of Commerce, and landowners to explore the possibility of creating improved access to very high speed connection to the Internet.

**FY 19 OBJECTIVES:**

- To increase reliability of downtown Wi-Fi.
- To provide regularly scheduled staff training on all major IT systems used by the Town.
- To implement an online permit and business license system to increase access to services for the Amherst community while increasing the operational efficiency of departments.
- To upgrade Police Department's internal video recording system.
- To scan and index a significant portion of items in file cabinets in the Town Hall and Bangs Center departments.
- To replace digital signage in Town buildings to provide easier access to information for users.
- To work with the Town Manager to develop a social media strategy.

**SERVICE LEVELS:**

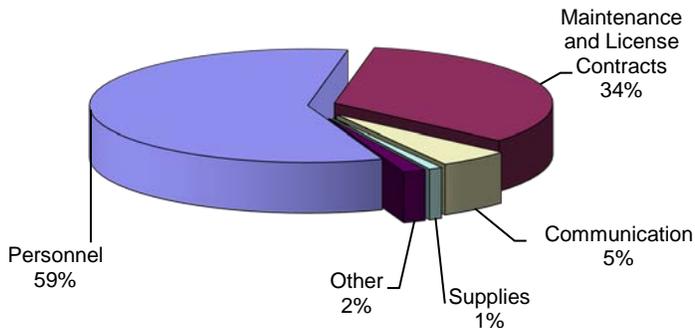
	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Buildings Connected to the WAN	15	15	16	17	17
Network User/Group Accounts	1,450	1,450	1,130	1,116	1,054
Desktop/Notebook Computers	685	700	629	578	583
Virtual Servers and Network Storage Units	55	57	62	64	68
Printers & Multifunction's	70	70	70	70	70
IP Phones	360	365	296	298	299
Network Database Software Packages	48	48	48	49	49
Websites	6	7	7	7	7
Website Visits	428,051	430,000	382,970	487,050	543,095

## GENERAL GOVERNMENT

## 1155: INFORMATION TECHNOLOGY

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18 - 19	Percent Change
Personnel Services	\$ 271,316	284,481	308,888	342,465	351,596	9,131	2.7%
Operating Expenses	\$ 210,368	233,504	213,336	245,926	245,926	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 481,684</b>	<b>517,985</b>	<b>522,224</b>	<b>588,391</b>	<b>597,522</b>	<b>9,131</b>	<b>1.6%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 113,867	129,997	129,997	135,772	141,676	5,904	4.3%
Capital Appropriations	\$ 308,000	281,000	236,000	399,340	482,175	82,835	20.7%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 903,551</b>	<b>928,982</b>	<b>888,221</b>	<b>1,123,503</b>	<b>1,221,373</b>	<b>97,870</b>	<b>8.7%</b>
<b>POSITIONS</b>							
Full Time	4.00	4.00	4.00	4.84	4.84	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	4.84	4.84	0.00	

## MAJOR COMPONENTS:



Personnel Services includes salaries for the Director, a network administrator shared with the Police Department, an information specialist II, an information specialist, an applications analyst, and .34 of an applications manager shared with the Water and Sewer Fund.

Relicensing Agreements, \$201,261, provides for the payment of relicense and maintenance agreements on a variety of software and operating systems. All software maintenance costs are part of the Information Technology Department's budget.

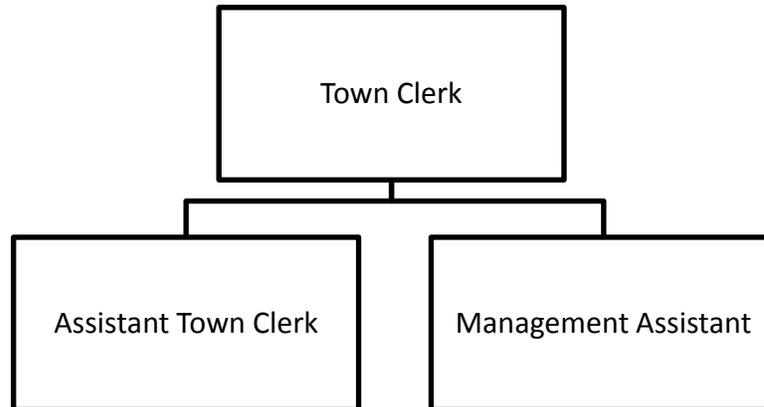
Communication costs, \$31,920, include leased lines and internet access.

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:

Personnel increases are due to steps and contracts.



**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:

##### Accomplishments

- Completed a Passport Acceptance Facility Audit and received a commendation from the U.S. Department of State for outstanding passport compliance.
- Implemented the new Public Records laws which came into effect on January 21, 2017, including multiple training sessions for Town staff.

#### LONG RANGE OBJECTIVES:

- To continue to develop and maintain methods for storing Town records electronically in order to make them more accessible to the public and all Town departments.
- To continue to monitor and anticipate the development of customer service changes that will come with 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.

#### FY 19 OBJECTIVES:

- To conduct a review of information currently available on the Town Clerk pages of the Town website and to update as needed.
- To prepare for an orderly transition to a new Town Clerk in 2018.
- To conduct a comprehensive review of Town Clerk fees.
- To provide the opportunity for the Assistant Town Clerk to begin work on earning designation as a Certified Municipal Clerk.

## GENERAL GOVERNMENT

## 1161: TOWN CLERK'S OFFICE

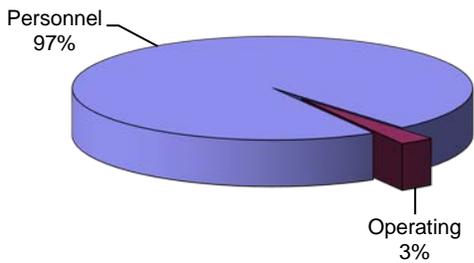
<b>SERVICE LEVELS:</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Certified Copies of Documents	2,387	1,996	2,241	2,120	2,005
Marriage Intentions	103	125	139	138	126
Marriage Licenses	113	118	143	133	119
Dog Licenses Sold	1,496	1,418	1,447	1,471	1,482
Zoning Board of Appeals					
Applications/ Decisions	24	41	80	80	54
Street Lists Sold	56	41	21	40	24
Posting Open Meetings	914	838	845	798	995
Planning Board Applications/Decisions	17	27	40	58	42
Business Notices (d/b/a)	136	124	153	159	121
Raffle Permits	13	17	13	14	13
Underground Storage Registrations	27	22	29	30	25
Cemetery Deeds	8	7	4	2	10
Notarizations	511	537	553	781	518
Passport Applications	559	468	552	493	436
Burial Permits	181	154	58	172	129
Request for Voter Information	31	40	24	32	49
Performance Oath	191	191	216	230	252
Non-certified Copies of documents	146	271	321	510	264
Vital Records Recorded	477	468	478	501	396
Vital Records: Filing/Amendments	10	6	23	17	4
Passport Photos	432	454	621	491	389

## GENERAL GOVERNMENT

## 1161: TOWN CLERK'S OFFICE

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18 - 19	Percent Change
Personnel Services	\$ 201,135	185,688	193,060	209,774	207,403	(2,371)	-1.1%
Operating Expenses	\$ 6,534	6,059	3,586	6,260	6,260	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 207,669</b>	<b>191,748</b>	<b>196,646</b>	<b>216,034</b>	<b>213,663</b>	<b>(2,371)</b>	<b>-1.1%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 68,801	81,571	81,571	85,041	106,745	21,704	25.5%
Capital Appropriations	\$ 0	0	0	0	129,000	129,000	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 276,470</b>	<b>273,319</b>	<b>278,217</b>	<b>301,075</b>	<b>449,408</b>	<b>148,333</b>	<b>49.3%</b>
<b>POSITIONS</b>							
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 decrease is due to the expected retirement of the Town Clerk.

## 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:

#### Accomplishments

- Conducted the 2016 State Primary, the 2016 Presidential Election, and same day 2017 Annual Town Election and Special Town Election referendum.
- Prepared for and conducted Early Voting which was implemented for the first time in Massachusetts for the 2016 Presidential Election. In addition to offering Early Voting at Town Hall as mandated, with additional locations at North Fire Station and Munson Memoria Library for Saturday hours, and four sessions at the Student Union Building at the University of Massachusetts to accommodate students and non-students.
- Conducted a post-election audit after being randomly selected by the Secretary of State in compliance with the new Early Voting laws.
- Completed a recount of the Precinct 9 Town Meeting Member election following the 2017 Annual Town Election. The recount did not change the result of the election.
- Trained approximately 100 new election workers, and held ongoing training sessions for Wardens and Clerks in preparation for Early Voting, the Presidential Election and the double election of March 28, 2017.

### LONG RANGE OBJECTIVES:

- To continue to work with the Massachusetts Town Clerk's Association and the Secretary of State's office to identify statutory and regulatory changes needed to be compliant with Federal regulations regarding absentee ballots.
- To continue to work with the Massachusetts Town Clerk's Association to identify certain aspects of the new Early Voting laws which need to be amended by the legislature in ensure integrity in the Early Voting process.
- To procure new electronic voting machines to replace the current AccuVote machines in use since 2000.
- To procure a central tabulating system to automatically tally town-wide results and eliminate manual data entry.
- To procure Poll Pads and train personnel to be able to have early voting in multiple locations simultaneously.
- To continue to recruit and train election workers and to develop materials and methods to enhance training programs.
- To participate in the LUCA (Local Update of Census Addresses) program in preparation for the 2020 U.S. Federal Census.
- To continue 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 19 OBJECTIVES:

- To provide feedback regarding early voting in Amherst and to monitor legislative changes resulting in new regulations prescribing early voting procedures for future state elections.
- To prepare and conduct the 2018 Annual Town Election which will include a vote on a new Charter Proposal.
- To prepare and conduct a preliminary election and a special election for the purpose of electing the first Town Council if the Charter Proposal is passed by the voters in the spring of 2018.
- To prepare and conduct the 2018 State Primary and the 2018 State Election.
- To continue to hire and train new election workers in order to ensure adequate staffing.

## GENERAL GOVERNMENT

1162: ELECTIONS  
1163: REGISTRATION

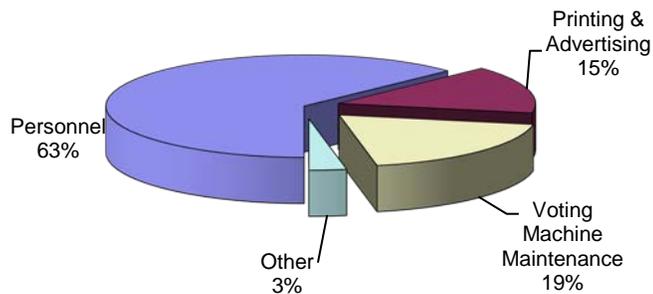
<b>SERVICE LEVELS:</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Elections	5	1	3	2	4
Town Meeting Sessions	12	13	9	11	11
Election Worker Training Sessions	14	6	16	5	9
Special Precinct Elections	1	0	4	3	1
Voter Registration Sessions	5	1	3	2	4
Voter Registrations, changes, deletions	19,904	4,487	9,846	15,001	36,786
Voter Registration (peak)	22,441	16,567	21,430	17,259	22,228
Voter % Turnout					
Town Elections	6.63%	13.46%	7.34%	17.74%	22.11%
Presidential Primary	n/a	n/a	n/a	44.44%	n/a
State Primaries	12.38%	n/a	15.77%	n/a	24.22%
State Elections (* incl. Presidential and Special)	69%	n/a	36.89%	n/a	67.91%
Petition/Nomination Signatures	636	10,846	929	13,837	574
Petition/Nomination Papers	66	1,406	111	1,620	58
Town Meeting Petition Articles	13	13	9	375	499
Annual Street Listing Forms	12,600	12,369	12,730	10,048	13,579
Confirmation Cards	5,313	8,687	3,267	44,564	6,727

## GENERAL GOVERNMENT

1162: ELECTIONS  
1163: REGISTRATION

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18 - 19	Percent Change
Personnel Services	\$ 31,467	26,174	50,783	13,900	39,803	25,903	186.4%
Operating Expenses	\$ 18,846	19,545	28,901	19,725	23,475	3,750	19.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 50,313</b>	<b>45,719</b>	<b>79,684</b>	<b>33,625</b>	<b>63,278</b>	<b>29,653</b>	<b>88.2%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 675	234	234	234	289	55	23.5%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 50,988</b>	<b>45,953</b>	<b>79,918</b>	<b>33,859</b>	<b>63,567</b>	<b>29,708</b>	<b>87.7%</b>
<b>POSITIONS</b>							
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.

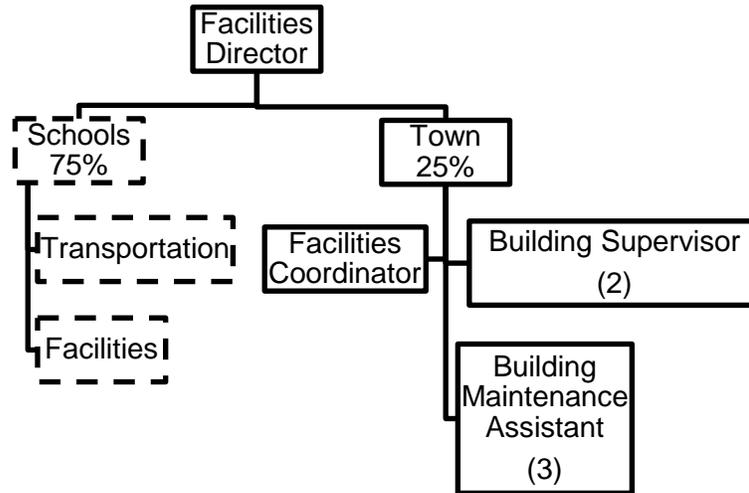
Voting Machine Maintenance includes programming and annual maintenance of voting equipment.

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

**SIGNIFICANT BUDGET CHANGES:**

The budget increase is due to the increase in the number of elections for FY 19.

## 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:

##### Accomplishments

- Instituted transitional leadership of functional area during absence of the department head, utilizing skill sets of existing staff from Facilities, Inspections Services, and DPW.
- Completed improvements to Town Hall and Police Station control ventilation energy systems utilizing Green Communities Grant funds.
- Implemented use of remote HVAC control for off hour adjustment and monitoring.
- Completed LED light retrofit at Community Action Daycare, 61 Strong Street using CDBG funds.
- Remodeled four fully accessible bathrooms in the Bang's Community Center with the use of CDBG funds.
- Performed life safety structure, fire suppression, and alarm testing in various buildings.
- Confirmed preventative maintenance plan for HVAC systems, including checking operability of all generators, fire alarms, sprinkler systems, and fire extinguishers in all buildings.
- Completed LED retrofit in Town Hall and Bang's Center, and received approximate 50% payback in rebates.
- Installed lead free fixtures and hands free paper towel and soap dispensers at all sinks in Bang's Community Center.
- Installed flooring in lower level of Bang's Community Center.
- Updated the flooring and completed a drainage repair at Munson Library.
- Improved security in parking garage stairwells.
- Secured 3-year (FY 18-21) pest management contract at Town Hall, Bangs Center, Munson Library, and Police Department.
- Managed eight building leases for Center for New Americans, Big Brothers Big Sisters, Amherst Educational Foundation, Amherst Family Center, Munson Library, Community Action Day Care, Women Infant Children (WIC), and John P. Musante Community Health Center.

##### Challenges:

- Transitioning department leadership to new Director after retirement of incumbent while moving forward with operating and capital project needs.
- Parking Garage upkeep and regular maintenance.
- Opening of John P. Musante Community Health Center scheduled for February 2018, bringing anticipated increase in guests to the building.
- Continued increased use of buildings on nights and weekends impacts the effectiveness of building maintenance.

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

**GENERAL GOVERNMENT**

**LONG RANGE OBJECTIVES:**

- To manage building operations while maximizing service, energy conservation, comfort, and efficiency while staying within yearly operating budget and capital plan funds for repairs and improvements.
- To implement the Green Community five year Energy Reduction Plan.
- To achieve watertight roofs on all buildings with a plan for replacement.
- 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 19 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 improve security with electronic entry systems at Town Hall, Bang's Community Center, and Munson Library.
- To seek the maximum possible energy conservation measures and to identify cost savings leveraging grants and rebates.
- To continue to implement Green Communities five year greenhouse gas emissions reduction plan.
- To be prepared for John P. Musante Community Health Center opening in the Bang's Community Center while maintaining current programs and building needs.
- To evaluate current fee structure and recommend building usage fee adjustments to Town Manager.
- To evaluate process for purchasing commodities such as gas, electricity, etc.
- To evaluate weekend programming at the Bang's Community Center.

**SERVICE LEVELS:**

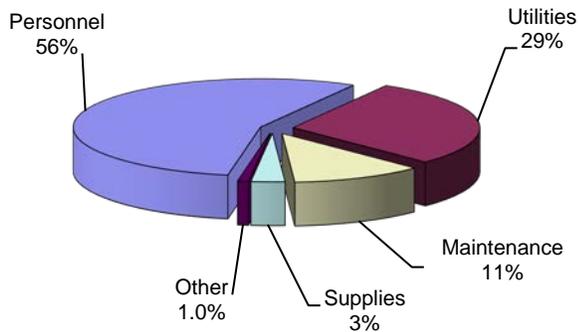
	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Utility Usage (Town Hall, Bangs, Munson Library, East Street, 1200 North Amherst)					
Electricity (KWH)	511,551	529,594	515,694	470,368	455,977
Fuel – Gas (c.f.)	20,387	27,321	27,485	19,989	25,450
Fuel – Oil (Gallons)	4,560	5,611	5,390	3,396	4,582
Water & Sewer (c.f.)	47,900	52,100	64,800	57,700	42,000
Square Feet Maintained	84,218	84,218	84,218	84,218	84,218
Facilities Managed	8	8	8	8	8
Automated Computer Systems Monitored	5	5	5	5	5
Hours of Building Usage per Week	310	310	310	310	310
Hours of Maintenance per Week	185	185	185	185	252
Meetings Scheduled (includes APD)	5,890	5,898	5,802	5,646	5,622
Emergency Responses	50	30	25	25	20
Committees Staffed	2	2	2	2	2
Rental Contracts	5	6	7	7	8

## GENERAL GOVERNMENT

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

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18 - 19	Percent Change
Personnel Services	\$ 269,576	265,738	296,548	295,966	297,169	1,203	0.4%
Operating Expenses	\$ 208,965	212,069	195,841	242,425	238,425	(4,000)	-1.6%
Capital Outlay	\$ 0	0	3,399	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 478,541</b>	<b>477,806</b>	<b>495,788</b>	<b>538,391</b>	<b>535,594</b>	<b>(2,797)</b>	<b>-0.5%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 112,994	108,363	105,211	127,158	158,282	31,124	24.5%
Capital Appropriations	\$ 850,000	277,550	235,000	220,000	557,000	337,000	153.2%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 1,441,535</b>	<b>863,719</b>	<b>835,999</b>	<b>885,549</b>	<b>1,250,876</b>	<b>365,327</b>	<b>41.3%</b>
<b>POSITIONS</b>							
Full Time	4.25	4.25	5.25	5.25	5.25	0.00	
Part Time With Benefits	1.00	1.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	4.88	4.88	5.25	5.25	5.25	0.00	

## MAJOR COMPONENTS:



Personnel Services include salaries for one-fourth of a Facilities Director (shared with schools), a Facilities Coordinator, and 2 Building Supervisors, and 3 Building Maintenance Assistants.

Utilities, \$156,825, 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, \$60,925, is for maintenance and repair 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:**

Personnel Services changes reflect changes in personnel offsetting increases due to steps, contracts, and increased overtime (\$4,000).

\$4,000 in Operating Expenses are shifted to Personnel Services.

**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. This includes municipal property and casualty insurance, risk management, the annual independent audit, central telephones, copiers, mailing services, and equipment and central bulk office supplies.

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

- Conducted a competitive quote process and saved 18% on property and casualty insurance for the Town.

**LONG RANGE OBJECTIVES:**

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

**FY 19 OBJECTIVES:**

- To go out to bid for property and casualty insurance with both the Town and Schools to look for additional cost savings in FY 19.

**SERVICE LEVELS:**

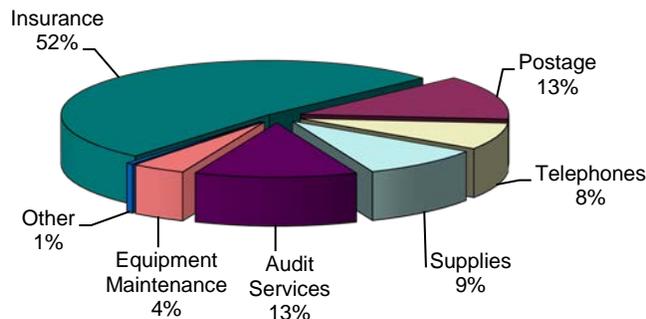
	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Town Vehicles Insured	213	219	220	222	220
Buildings Insured	62	62	62	62	62
Insurance Claims Processed (Property/Auto)	88	82	32	48	56
Supply Requisitions Filled	228	189	186	204	201

## GENERAL GOVERNMENT

## 1198 &amp; 1199: GENERAL SERVICES

	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Budget	FY 19 Manager	Change FY 18 - 19	Percent Change
Personnel Services	\$ 8,235	9,749	3,550	0	0	0	0.0%
Operating Expenses	\$ 463,331	417,085	337,569	440,692	415,692	(25,000)	-5.7%
Capital Outlay	\$ 0	28,000	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 471,566</b>	<b>454,834</b>	<b>341,119</b>	<b>440,692</b>	<b>415,692</b>	<b>(25,000)</b>	<b>-5.7%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 176	159	159	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 471,742</b>	<b>454,993</b>	<b>341,278</b>	<b>440,692</b>	<b>415,692</b>	<b>(25,000)</b>	<b>-5.7%</b>
<b>POSITIONS</b>							
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, \$216,532, 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, \$52,500.

**SIGNIFICANT BUDGET CHANGES:**

The budget decrease is due to decreases in the general liability insurance.