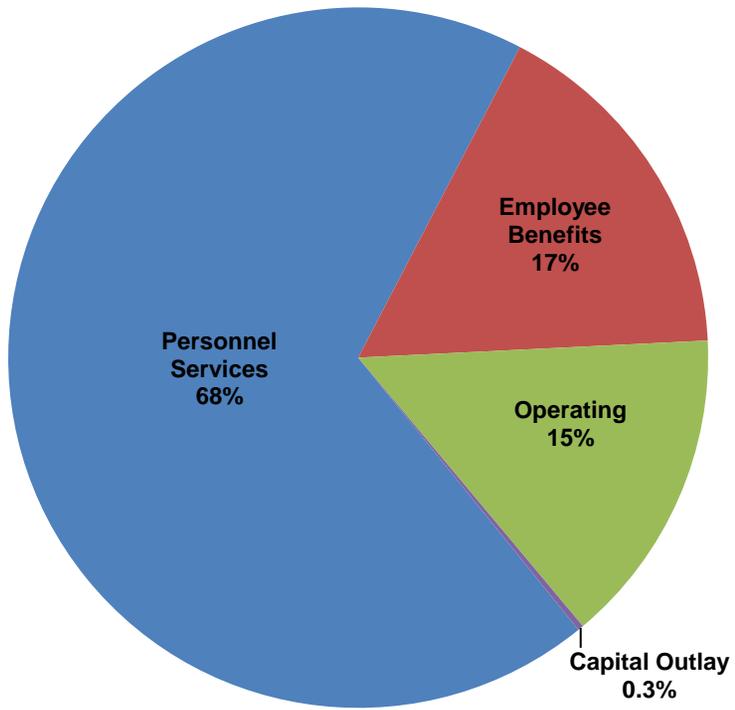
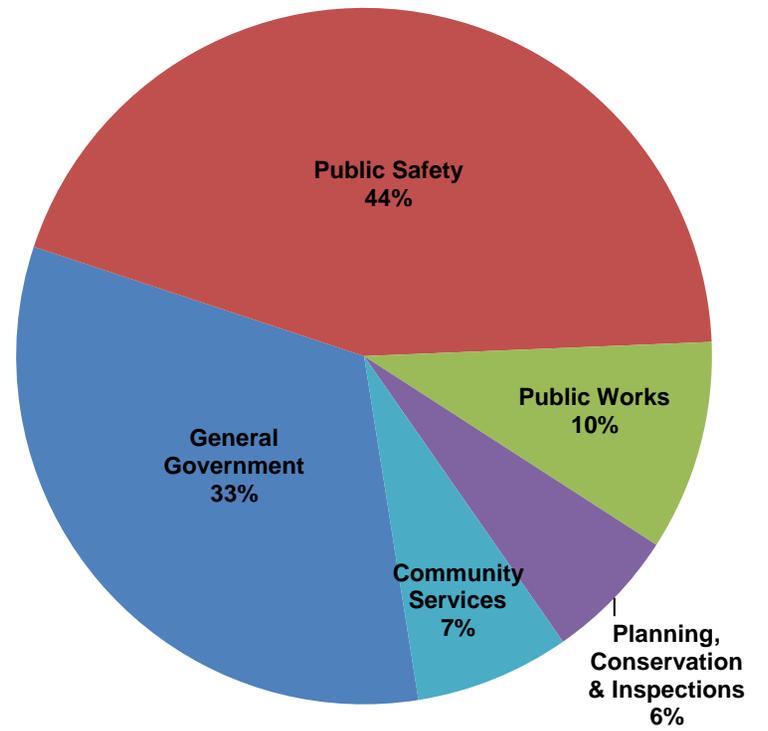


GENERAL FUND EXPENDITURES SUMMARY

**FY 20 Expenditures
by Type**



**FY 20 Expenditures
by Functional Area**



GENERAL GOVERNMENT SUMMARY

	FY16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19-20	% Change
Town Council					100,000	100,000	--
Select Board/Town Manager	\$ 344,103	364,483	397,065	392,887	369,179	(23,708)	-6.0%
Town Meeting/Finance Comm	\$ 1,159	8,404	2,372	3,900	0	(3,900)	-100.0%
Finance Department	\$ 940,216	916,356	966,974	1,090,108	1,181,416	91,308	8.4%
Legal Services	\$ 116,612	116,995	69,507	110,000	110,000	0	0.0%
Human Resources/ Human Rights	\$ 186,101	196,836	185,866	204,487	280,352	75,865	37.1%
Information Technology	\$ 517,985	522,224	526,607	603,208	662,526	59,318	9.8%
Town Clerk's Office	\$ 191,748	196,646	206,598	215,825	227,015	11,190	5.2%
Elections & Registration	\$ 45,719	79,684	33,327	63,278	67,828	4,550	7.2%
Facilities Maintenance	\$ 477,806	495,788	491,860	537,185	521,927	(15,258)	-2.8%
General Services	\$ 454,834	341,119	499,025	415,692	415,692	0	0.0%
SUBTOTAL	\$ 3,276,284	3,238,535	3,379,201	3,636,570	3,935,935	299,365	8.2%
Employee Pay/Benefits	\$ 3,131,234	3,117,848	3,902,810	3,853,785	4,074,856	221,071	5.7%
TOTAL APPROPRIATION	\$ 6,407,518	6,356,383	7,282,011	7,490,355	8,010,791	520,436	6.9%
SOURCES OF FUNDS							
Ambulance Receipts	\$ 119,874	119,557	123,320	128,336	111,516	(16,820)	-13.1%
Departmental Receipts	\$ 107,624	136,465	96,841	99,755	99,755	0	0.0%
Penalties and Interest From Taxes	\$ 203,416	260,469	330,465	197,229	197,229	0	0.0%
Investment Income	\$ 107,336	90,117	101,309	80,000	80,000	0	0.0%
Fines	\$ 1,890	2,250	3,150	0	0	0	0.0%
Licenses & Permits	\$ 197,997	210,763	197,071	197,650	18,100	(179,550)	-90.8%
Rentals	\$ 99,245	129,635	134,226	154,195	154,195	0	0.0%
State Aid-Elections Hours Reimbursement	\$ 2,558	5,116	0	0	0	0	0.0%
Water Fund	\$ 218,537	218,537	229,537	231,787	254,890	23,103	10.0%
Sewer Fund	\$ 217,245	217,245	226,240	231,300	257,316	26,016	11.2%
Transportation Fund	\$ 49,437	49,437	51,525	48,370	51,566	3,196	6.6%
Taxation	\$ 5,082,359	4,916,792	5,788,327	6,121,733	6,786,224	664,491	10.9%
Total	\$ 6,407,518	6,356,383	7,282,011	7,490,355	8,010,791	520,436	6.9%

GENERAL GOVERNMENT SUMMARY

General Government is 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 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>
Employee Benefits*	50%	54%	51%	17%	18%	17%
Financial Operations	14%	14%	15%	5%	4%	5%
Information Technology	8%	8%	8%	3%	2%	3%
Maintenance of Public Facilities	7%	7%	7%	3%	2%	2%
Select Board/Town Manager**	5%	5%	5%	2%	2%	2%
Elections/Town Clerk	4%	5%	4%	1%	1%	1%
Human Resources/Human Rights	3%	3%	4%	1%	1%	1%
General Services	3%	3%	3%	1%	1%	1%
Insurance	3%	3%	3%	1%	1%	1%
Legal Expenses	2%	1%	1%	1%	1%	0.5%
Town Council	--	--	1%	--	--	0.5%

*Not including retirement

** For FY 20, Town Manager only

RECOMMENDED BUDGET:

The overall General Government functional area reflects a 6.9% increase. This is largely due to the inclusion of a salary reserve for contract negotiations for unsettled collective bargaining agreements, and the elimination of the Amherst-Pelham Health Claims Trust, which funded 1.5 FTEs. When bargaining agreements are reached and signed, these funds will be reallocated to the appropriate departments.

The adoption of the Amherst Home Rule Charter created a 13-member Town Council and provided for a compensation schedule for the elected Councilors. Therefore, the Town Council budget is new this year and stipends for the 13 council members and a modest training and travel expenses has been added.

The Town Manager budget is reduced to account for the elimination of the Select Board component of the budget.

The Town Meeting/Finance Committee budget is eliminated.

The Finance department budget includes the change in funding source for two positions and outsourcing the cost for ambulance billing.

The Human Resources/Human Rights budget salary change reflects the change in funding source for one position, as well as the cost of step increases.

In the Employee Benefits budget, the overall increase is the net result of health insurance changes attributed to going from self-insured to a fully insured health plan and an increase in the salary reserve for collective bargaining.

The Information Technology budget increases are due to the reorganization of personnel, transferring 0.5 FTE of the Network Administrator from the Police budget to Information Technologies and step increases.

The Town Clerk budget increased due to staff changes and step increases.

The Elections and Registrations budget increased for departmental training for election workers.

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

The General Services budget is level funded.

MISSION STATEMENT: Legislative authority of the Town rests with the Town Council. The Town Council provides policy leadership and appoints the Town Manager.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Accomplishments

- Made significant strides toward establishing the new form of legislative body of the Town.
- Established five standing committees: Finance; Governance, Organization and Legislation; Outreach Communications; and Appointments; Community Resources; and Audit.
- Established the new Energy and Climate Action Committee.
- Approved Town Manager appointments to the Board of License Commissioners.
- Supported unanimously the elementary school application for a feasibility study to the MSBA.
- Convened a public forum on the FY 20 budget.
- Adopted the Amherst-Pelham Regional School District assessment plan and budget for FY 20.
- Transferred the East Street School for development as affordable housing.
- Conducted extensive outreach through office hours, district meetings, and one-on-one meetings.

Challenges

- Achieving a manageable and sustainable workload of Town Council meetings, committee assignments, and outreach activities.
- Creating the online structure necessary to remain transparent to the public.
- Engaging broad resident participation in Town affairs.

LONG RANGE OBJECTIVES:

- To adopt an updated Master Plan.
- To revise Zoning bylaws to make them consistent with the Master Plan.
- To adopt a comprehensive housing plan and priorities.
- To adopt a comprehensive transportation plan and priorities.
- To adopt a comprehensive downtown and village centers parking plan and priorities.
- To review and adopt the recommendation of the Ranked Choice Voting Commission.
- To review and adopt the recommendation of the Participatory Budgeting Commission.

FY 20 OBJECTIVES:

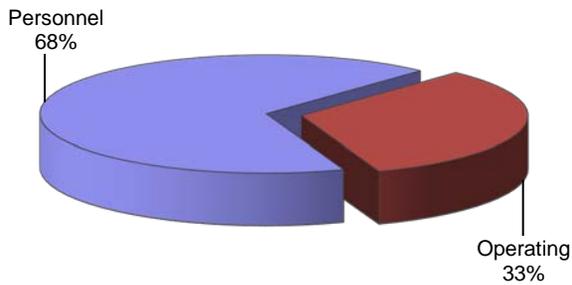
- To establish the Town Council as the legislative body for the Town working through its five standing committees.
- To evaluate the Town Manager.
- To develop guidelines for the FY 21 budget and adopt the FY 21 budget.
- To adopt a comprehensive capital plan.
- To adopt revised General and Zoning bylaws to ensure conformity with the Charter.
- To begin the review of the Master Plan, the Zoning bylaws, housing plan, transportation plan, and parking plan.
- To investigate the feasibility of (a) creating the position of Americans with Disability Act coordinator; (b) permitting non-citizens to vote in Town election and to see and hold Town elective office; and (c) lowering the voting age for Town elections.

GENERAL GOVERNMENT

1111: TOWN COUNCIL

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$				67,500	67,500	100.0%
Operating Expenses	\$				32,500	32,500	100.0%
Capital Outlay	\$				0	0	0.0%
TOTAL APPROPRIATION	\$ 0	0	0	0	100,000	100,000	100.0%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$				0	0	0.0%
Capital Appropriations	\$				0	0	0.0%
TOTAL DEPARTMENT COST	\$ 0	0	0	0	100,000	100,000	100.0%
POSITIONS							
Full Time					0.00	0.00	
Part Time With Benefits					0.00	0.00	
Full Time Equivalents					0.00	0.00	

MAJOR COMPONENTS:



Personnel Services include stipends for a 13 member Council at \$5,000 each and \$7,500 for the Council President, totaling \$67,500.

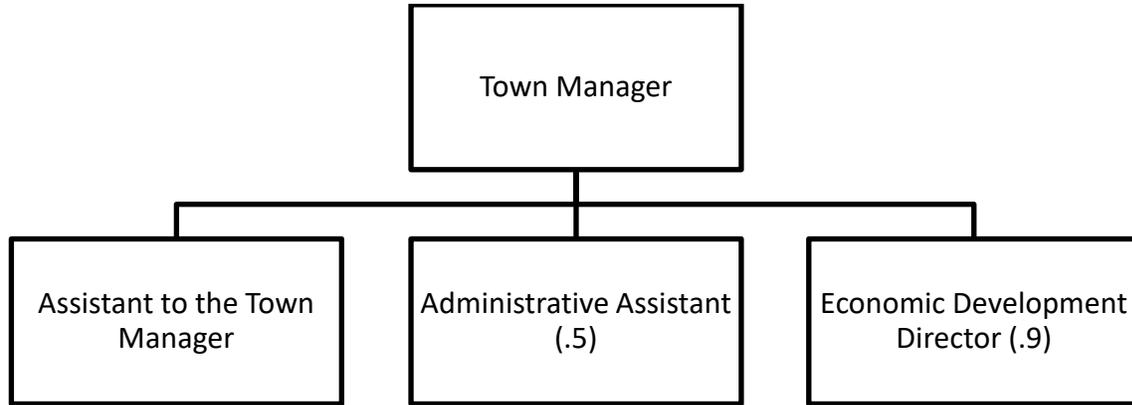
Operating costs are set at \$32,500 for training, travel expenses, and other miscellaneous items. We will adjust this in future years as we get more trend data.

SIGNIFICANT BUDGET CHANGES:

None.

GENERAL GOVERNMENT

1124: TOWN MANAGER'S OFFICE

**MISSION STATEMENT:**

The Town Manager serves as the chief executive officer of the Town and is responsible to the Town Council for the proper operation of Town affairs for which the Town Manager is given responsibility under the Amherst Home Rule Charter.

The Town Manager heads the executive branch and is responsible for the administration of all Town fiscal, prudential, and municipal affairs.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**Accomplishments**

- Worked with the Select Board and Town Council to transition to and implement the new Amherst Home Rule Charter, which included the change of government from a Town Manager/Select Board/Town Meeting form of government to a Town Manager/Town Council form of government.
- Organized personnel and assigned duties to accommodate the needs of the Town Council and the new form of government.
- 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.
- Continued extensive and expanded outreach efforts to the public through coffees, talks, and social media.
- Implemented marijuana procedures (medical and retail) including the signing of host community agreements for three retail establishments and the opening of one medical dispensary.
- Made agreements with the School and Library departments to share services for capital planning and building maintenance.
- Developed options for funding multiple major capital projects and a tool to analyze options.

Challenges

- Establish a broad policy and goals to address climate change and inculcate an ethos of sustainability throughout the operations of the Town.
- Develop options and engage in a public dialogue to address the long-term capital needs of the Town.
- Identify changes to improve the parking system, both short-term and long-term.
- Address staffing challenges in Finance Department.
- Continue to work with the Town Council to establish protocols for areas that require Town Council action.
- Working with the colleges and university on areas of common concern including economic development and the future of Hampshire College.

GENERAL GOVERNMENT

1124: TOWN MANAGER'S OFFICE

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 the 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 promote sustainable initiatives such as renewable energy and energy conservation.
- To strengthen the relationships with UMass, Amherst College, and Hampshire College.
- To develop a long-term plan for information management and infrastructure for Town departments.

STATUS UPDATE OF 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. **ONGOING**
- To develop a plan and funding goals to meet the Town's needs for better roads, sidewalks, and crosswalks. **ONGOING**
- To work with employee groups to address challenges with the Health Insurance Trust Fund in both the near and long-term. **ACCOMPLISHED**
- To address the staffing challenges identified in the Fire Staffing study. **ONGOING**
- To seek new revenues, implement efficiencies in service delivery, and pursue increased economic development. **ONGOING**
- To continue to work with UMass and Amherst and Hampshire College on specific initiatives. **ONGOING**
- 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). **ONGOING**
- 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. **ONGOING**
- To support the creation of additional housing that is safe and affordable for individuals and families. **ONGOING**
- To review the operations of Town departments to determine their appropriate staffing and mission. **ONGOING**

FY 20 OBJECTIVES:

- To establish an efficient and effective working relationship with the 13-member Town Council.
- To work with the Town Council, Finance Committee, and Joint Capital Planning Committee to review and develop plans for large capital projects and to develop a strategy to finance these projects that will gain the support of the public.
- To review the operations of Town departments to refine operations to make them more efficient and effective.
- To work with UMass, Amherst College, and Hampshire College on specific initiatives.
- To continue to review and refine downtown parking issues and work towards a comprehensive future parking strategy/plan.
- To establish achievable goals on climate action and implement strategies to meet those goals.

SERVICE LEVELS:

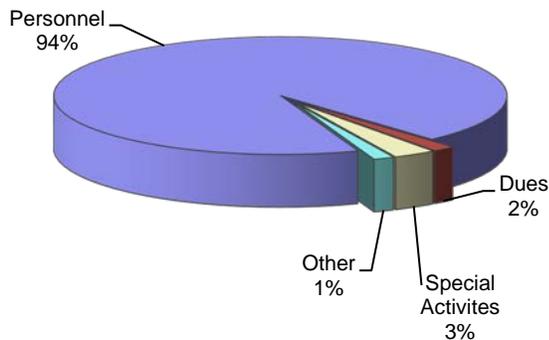
	FY 14	FY 15	FY 16	FY 17	FY 18
	Actual	Actual	Actual	Actual	Actual
SELECT BOARD					
Special & Regular Meetings	38	32	48	51	42
Town Meetings	13	11	11	12	7
Business Licenses	688	359	373	425	415
Town Meeting Warrant Preparations	4	3	2	3	3
Committee Appointments	54	95	52	53	60
Town Way Reservations	12	12	10	2	5
Kendrick & Sweetser Park Reservations	14	13	13	8	9
Liaison Assignments	32	37	38	38	38
TOWN MANAGER'S OFFICE					
Collective Bargaining Agreements/Amendments	4	5	6	6	6
Committee Appointments	82	95	90	79	95
Committees Staffed	5	5	5	5	5
Rental License Agreements	5	5	5	5	5

GENERAL GOVERNMENT

1124: TOWN MANAGER'S OFFICE

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 324,604	335,061	365,302	371,587	346,679	(24,908)	-7.2%
Operating Expenses	\$ 19,499	29,818	31,763	21,300	22,500	1,200	5.3%
Capital Outlay	\$ 0	4,510	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 344,103	369,389	397,065	392,887	369,179	(23,708)	-6.4%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 101,533	87,254	128,867	154,497	134,850	(19,647)	-14.6%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 445,636	456,643	525,932	547,384	504,029	(43,355)	-8.6%
POSITIONS							
Full Time	3.50	3.50	3.50	3.50	3.40	-0.10	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	3.50	3.50	3.50	3.50	3.40	-0.10	

MAJOR COMPONENTS:



Personnel Services include \$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 and Human Rights Department.

Dues, \$5,900, for the Town's membership in the Massachusetts Municipal Association which includes the Massachusetts Municipal Councilors Association, and the Town Manager's membership in the Massachusetts Municipal Management Association, International City/County Management Association, Massachusetts Government Finance Officers Association, and Small Town Administrators of Massachusetts.

\$11,200 for Special Activities.

Other includes: advertising for publication of legal advertisements, regulation changes, etc.; general shared supplies, purchased for all of the offices located on the mezzanine including Economic Development and Town Manager's Office; and training.

SIGNIFICANT BUDGET CHANGES:

Personnel decreases are mostly due to the elimination of the Select Board; a small portion is due to staff turnover, this does not include cost of living increases for contracts not currently settled.

**1131: TOWN MEETING/
FINANCE COMMITTEE**

GENERAL GOVERNMENT

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 100	1,000	1,000	1,000	0	(1,000)	--
Operating Expenses	\$ 965	2,499	1,372	2,900	0	(2,900)	--
Reserve Fund Transfers	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 1,065	3,499	2,372	3,900	0	(3,900)	--
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	\$ 1,065	3,499	2,372	3,900	0	(3,900)	--
POSITIONS							
Full Time	0.00	0.00	0.00	0.00			
Part Time With Benefits	0.00	0.00	0.00	0.00			
Full Time Equivalents	0.00	0.00	0.00	0.00			

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.

STATUS UPDATE OF 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. **ACCOMPLISHED**
- To fund expenses of the Town Meeting Coordinating Committee. **ACCOMPLISHED**

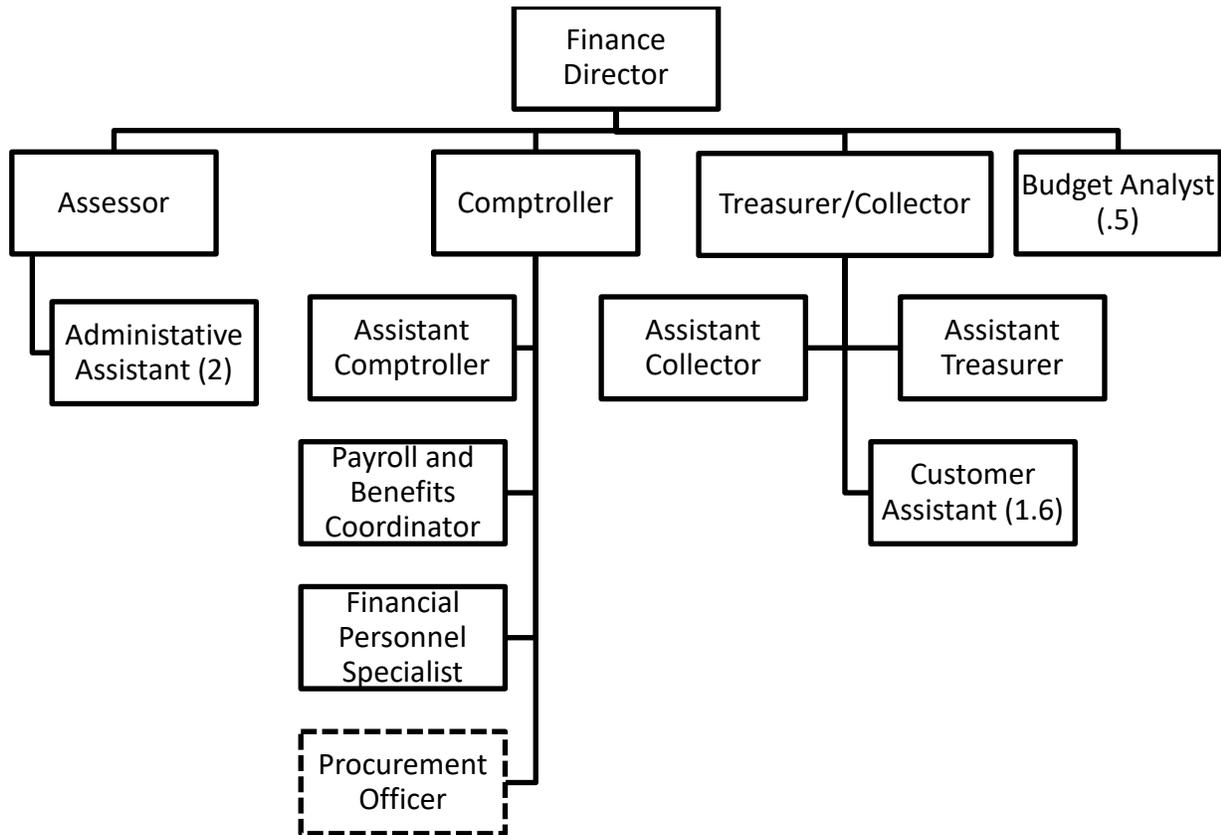
SERVICE LEVELS:

	FY 14 <u>Actual</u>	FY 15 <u>Actual</u>	FY 16 <u>Actual</u>	FY 17 <u>Actual</u>	FY 18 <u>Actual</u>
Finance Committee:					
Meetings	23	19	21	22	26
Transfers	1	1	0	0	1
Moderator:					
Committee Appointments	2	2	1	3	3
Committees Supported	2	2	2	2	2
Town Meeting:					
Dependent Care Stipend Recipients	2	1	5	13	26

SIGNIFICANT BUDGET CHANGES:

The Town Meeting/Finance Committee budget is eliminated.

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 via 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 fulfill the duties of Finance Director through collaborative effort of Comptroller and Finance team providing staff liaison to Finance Committee, Budget Coordinating Group, Joint Capital Planning Committee, and the Town Manager. Successfully delivered balanced plans for budget and capital for Fiscal Year 2019 and maintained excellent operations to ensure the successful management of the Town's finances.
- Presented a 10-Year Financial Trend Monitoring Report in October 2018.
- Continued to provide community access to budget and financial information via the Town's website and other media.
- 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.
- Received federal grant funding for the Town for the fourth year for ambulance service. Participation secured a \$70,000 payment to the Ambulance Fund in FY 15, \$120,000 in FY 16, \$133,805 in FY 17, and \$144,788 in FY 18.
- Accomplished tax collections in excess of 98% by fiscal year end.
- Successfully transitioned to a fully insured health plan for all active employees and retirees.
- Updated all procurement forms, including bid forms, contracts, and record-keeping forms, to bring into line with changes in state law, Town government, and modern document formats.

Challenges

- Implementation of changes to accommodate the new Amherst Home Rule Charter.
- Determine a process for evaluating billing for the ambulance service and to compare our success with external billing services in this field.

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 by creating a policy for appropriate enterprise fund reserves.
- To begin a program to review and establish property value of all the real estate at UMass to comply with DOR regulations.

GENERAL GOVERNMENT

STATUS UPDATES OF FY 19 OBJECTIVES:

FINANCE DIRECTOR:

- To develop further recommendations for an Other Post-Employment Benefits (OPEB) trust funding schedule. **RESCHEDULED**

ACCOUNTING:

- To continue to collaborate with Human Resources to improve payroll and benefit functions to better support and assist all Town departments. **ONGOING**
- To continue to develop new, and update existing, financial policies and procedures for all Town departments. **ONGOING**
- 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. **ONGOING**

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. **ANNUAL GOAL MET/ONGOING**
- To update our Personal Property software to the newest release and relist all personal property. **ACCOMPLISHED**

COLLECTION:

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

TREASURY:

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

FY 20 OBJECTIVES:

FINANCE DIRECTOR:

- To develop further recommendations for an OPEB trust funding schedule.

ACCOUNTING:

- To continue to collaborate with Human Resources to improve payroll and benefit functions to better support and assist all Town departments and to provide at least one payroll training session.
- To develop and implement a Town-wide procurement policy.

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.

COLLECTION:

- To maintain current strong collection performance of at least 98% in real estate tax.
- To monitor and evaluate revenues and costs of the new ambulance billing vendor.
- To cross-train all staff to improve efficiency, performance, and customer service.
- To improve customer service experience by adding a station for online payments at central service counter.
- To work with IT to replace validators and computers at central service counter.

TREASURY:

- To continue to inform the Town Manager, Town Council, and Finance Committee of borrowing options and resulting impact to the Town's finances in light of the big capital projects.
- To work with Accounting to increase electronic funds transfer enrollment in lieu of check for our vendors by 5%.
- To monitor and evaluate revenues and costs of new parking metering systems.

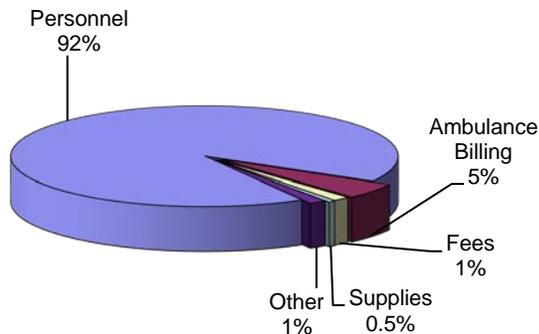
SERVICE LEVELS:	FY 14	FY 15	FY 16	FY 17	FY 18
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
ACCOUNTING:					
Grants Maintained/Monitored	39	42	43	45	48
Vouchers Checked	18,360	18,933	18,646	18,089	18,634
Warrant Checks	8,511	8,369	8,008	7,699	6,966
EFTs processed	59	412	938	1,137	1,139
Purchase Orders Encumbered/Controlled	2,170	2,367	2,105	2,110	1,666
Payroll Checks (Paper)	3,698	3,214	2,621	1,686	1,387
Direct Payroll Deposits	15,928	16,215	17,972	18,438	19,308
W-2s Processed	1,176	1,235	1,299	1,276	1,221
Contracts Processed/Maintained/Monitored	128	102	78	79	61
Bids and Proposals Reviewed/Monitored	41	37	40	28	35
ASSESSING:					
Amherst					
Real Estate Property Assessments	7,325	7,329	7,280	7,294	7,298
Site Reviews	475	645	470	450	375
Personal Property Assessments	270	271	262	254	165
Abatement Application Reviews					
Real Estate/Personal Property	34	87	29	32	49
Motor Vehicle Excise	2,802	2,302	2,256	2,339	2,302
Appeals Granted Real/PP	24	61	10	30	36
Tax Dollars Abated	\$52,659	\$124,302	\$8,227	\$102,490	\$57,877
Tax Abated as % of Levy	0.1%	0.2%	0.01%	0.2%	0.1%
Tax Exemptions	\$104,946	\$142,636	\$117,764	\$94,910	\$94,960
Exemptions as % of Levy	0.2%	0.2%	0.2%	0.2%	0.2%
Pelham (FY 13 and Forward)					
Real Estate Property Assessments	740	743	743	743	743
Site Reviews	20	21	15	21	18
Personal Property Assessments	20	20	19	19	19
Abatement Application Reviews					
Real Estate/Personal Property	3	14	10	9	2
COLLECTION:					
Motor Vehicle Excise Collection Rate	95%	95%	94%	93%	93%
Real Estate/Personal Property					
Tax Collection Rate	98%	98%	98%	98%	99%
Water/Sewer Collection Rate	90%	90%	86%	92%	93%
Parking Tickets Collection Rate	69%	68%	66%	78%	79%
Ambulance Bills Collection Rate (One Yr)	67%	60%	66%	65%	50%
Ambulance Bills Collection Rate (Ongoing)	75%	74%	72%	n/a	n/a
Parking Ticket Appeals/Hearings	1,252	1,233	1,162	1,074	1,566
Parking Permits Issued	740	731	759	798	897
Tax Liens Processed and Recorded	28	20	19	31	15
Central Service Counter Transactions	28,129	26,455	24,573	23,642	22,113
Payments Processed (other than Counter)					
Mail	46,657	46,126	37,520	43,327	37,474
Online from Anywhere Self Service	13,229	15,770	17,720	17,343	18,043
Payments Processed by File	10,737	11,916	12,572	12,461	11,780
TREASURY:					
Tax Liens Redeemed	8	19	17	14	35
Direct Debit Payment Accounts	568	586	582	596	595
Bank Account Reconciliations	672	708	631	638	632
Electronic Bank Transmissions (batches)	854	619	670	665	665
Check/ACH Reversals	280	200	222	192	252
Bond Rating (Standard & Poor's)	AA+	AA+	AA+	AA+	AA+

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

GENERAL GOVERNMENT

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 908,761	885,201	931,459	1,050,593	1,082,591	31,998	3.0%
Operating Expenses	\$ 29,275	29,465	34,145	38,995	98,305	59,310	152.1%
Capital Outlay	\$ 2,180	1,689	1,370	520	520	0	0.0%
TOTAL APPROPRIATION	\$ 940,216	916,356	966,974	1,090,108	1,181,416	91,308	8.4%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 363,006	360,644	363,006	425,616	432,580	6,964	1.6%
Capital Appropriations	\$ 0	0	0	40,000	0	(40,000)	0.0%
TOTAL DEPARTMENT COST	\$ 1,303,222	1,277,000	1,329,980	1,555,724	1,613,996	58,272	3.7%
POSITIONS							
Full Time	13.00	13.00	13.30	13.30	13.60	0.30	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	13.00	13.00	13.30	13.30	13.60	0.30	

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.

Ambulance Billing is \$58,722.

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

Supplies, \$6,388, primarily include printing supplies and other specialized assessing, billing, collection, and accounting forms.

Other expenses include \$8,400 for training.

SIGNIFICANT BUDGET CHANGES:

Personnel changes include the change in funding source for two positions, as well as the cost of steps, and the stipend for the Interim Finance Director; however, it does not include cost of living increases for contracts not currently settled.

Operating budget increase is due to the outsourcing of Ambulance Billing.

GENERAL GOVERNMENT**1151: LEGAL SERVICES**

MISSION STATEMENT: To provide a legal services as authorized by the Town Manager that 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 Attorneys.

STATUS UPDATE OF FY 19 OBJECTIVES:

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

FY 20 OBJECTIVES:

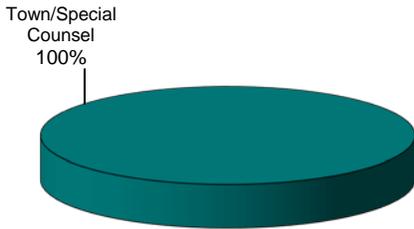
- To work with the Town Manager and Town Clerk to implement the new Amherst Home Rule Charter.
- To support the Town Council in its work to review and revise general and zoning by-laws.
- To develop measures to control the costs of legal issues or categories of issues.
- To develop stronger oversight of the use of legal counsel.

GENERAL GOVERNMENT

1151: LEGAL SERVICES

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 0	0	0	0	0	0	0.0%
Operating Expenses	\$ 116,612	116,995	69,507	110,000	110,000	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 116,612	116,995	69,507	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	\$ 116,612	116,995	69,507	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:

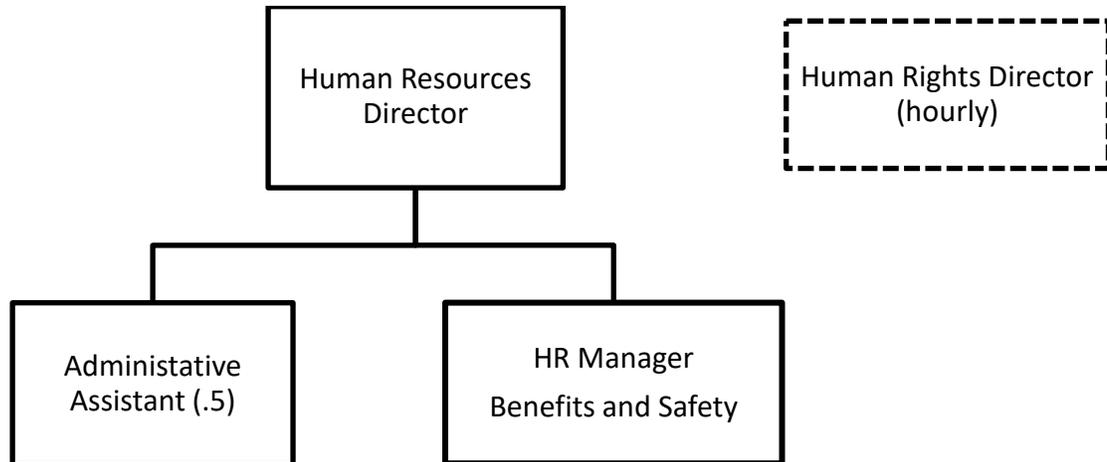


Town/Special Counsel provides funding for legal services on a contract basis.

SIGNIFICANT BUDGET CHANGES: None.

GENERAL GOVERNMENT

1152: HUMAN RESOURCES & HUMAN RIGHTS



MISSION STATEMENT: To 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. The Human Rights Commission strives to ensure that all residents are afforded equal protection under the law.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Accomplishments

- Provided employment and benefits services to a rolling average of 272 regular Town and Library employees, 100 part-time or seasonal staff, 36 Senior Tax work-off program participants, 272 elections workers, and 250 retirees.
- Supported Personnel Board and Town Manager through a comprehensive update of Town personnel policies.
- Led or supported hiring of Town Clerk, Executive Assistant to Town Manager, Licensing Coordinator, Human Resources Director, Police Captain, Patrol Officers, Communications Manager, Parking Enforcement Officer, Waste Water Treatment Operator, IT Specialist, and Maintenance Manager.
- Facilitated and supported Human Rights Commission activities, including: Puerto Rican Month, Human Rights Day, a Facebook page, and Black History Month observance.
- Settled 3-year expiring Fire labor contract and commenced negotiations with other labor unions for successor contracts that expire 6/30/19.

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, foster innovation, provide outstanding customer service, and attain 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.

STATUS UPDATE OF 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. **ACCOMPLISHED/ONGOING**
- To provide professional development programs in collaboration with area colleges and organizations, and to ensure equitable access to professional development opportunities across Town Departments **ACCOMPLISHED/ONGOING**
- 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. **ACCOMPLISHED/ONGOING**
- To continue review of the Town Manager's Staffing Analysis based on assessments of operational and organizational needs, with input from Department Heads. **ACCOMPLISHED**
- To focus on and support employee workplace safety initiatives and implement a safety culture across the organization. **ONGOING**
- 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. **ONGOING**

FY 20 OBJECTIVES:

- To support a positive workplace culture emphasizing civility and communication that maintains high staff morale.
- To provide or support 3 new affordable and equitable training programs that support employee growth and development.
- To market Town employment opportunities and the Town as an employer through non-traditional sources to attract a more diverse and bilingual candidate pool.
- To settle five collective bargaining agreements with all employee unions with terms that are competitive, affordable, and represent sound labor relations policy.
- To continue to support the advocacy and education work of the Human Rights Commission.

SERVICE LEVELS:

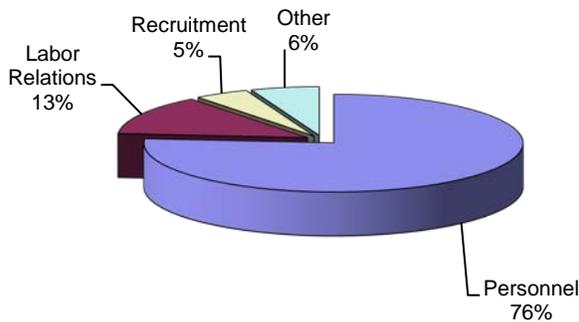
	FY 14	FY 15	FY 16	FY 17	FY 18
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Recruitments and Fully Benefited Hires	17	26	19	29	13
Personnel Board/Insurance Advisory Comm./					
Human Rights Commissions Meetings	31	24	20	24	35
Collective Bargaining Meetings	29	15	43	11	20
Grievances Resolved	2	2	5	6	2
Human Rights Complaints	6	5	2	2	3
Staff Development/Training Sessions	30	22	18	25	26

GENERAL GOVERNMENT

1152: HUMAN RESOURCES & HUMAN RIGHTS

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 135,972	145,563	134,674	138,157	214,022	75,865	54.9%
Operating Expenses	\$ 50,129	51,273	51,192	66,330	66,330	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 186,101	196,836	185,866	204,487	280,352	75,865	37.1%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 60,254	57,665	80,832	80,572	119,188	38,616	47.9%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 246,355	254,501	266,698	285,059	399,540	114,481	40.2%
POSITIONS							
Full Time	1.83	1.83	1.50	1.50	2.50	1.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	1.83	1.83	1.50	1.50	2.50	1.00	

MAJOR COMPONENTS:



Personnel Services include salaries for a Human Resources Director, Human Resources Manager and an Administrative Assistant shared 50/50 with Town Manager and Town Council.

Recruitment, \$13,000, provides the funding for newspaper and web advertisements, career fair registrations, exams, and background checks as needed.

Labor Relations, \$37,000, provide the funding for contract negotiations.

Other expenses include funds for training, conferences, extra help and expenses of the Human Rights Commission.

SIGNIFICANT BUDGET CHANGES:

Personnel changes include the change in funding source for the Human Resources Manager from the Amherst-Pelham Health Claims Trust to the General Fund, as well as the cost of step increases. It does not include cost of living increases for contracts not currently settled.

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

- Working with and through the Insurance Advisory Committee, issued a Request for Proposals for fully insured health plan for active and retired employees, evaluated proposals, and awarded a new insurance contract.
- Transitioned and enrolled all active and retired insured employees to a fully insured single carrier health plan through the Massachusetts Interlocal Insurance Association.
- Transferred \$4.5 million to the 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 Compensation and Unemployment Insurance remain effectively managed.

Challenges

- Working out the administrative and programmatic obstacles associated with the transition from self to fully insured health plans while still providing a high level of health care benefits to employees and retirees.
- Having sufficient data to evaluate the efficacy of the fully insured model in year one of the transition. 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 Joint Purchase Arrangement pursuant to M.G.L. ch. 32B. The APHCT works collaboratively with the IAC, comprised of representatives from bargaining units, non-union employees, and retirees.
- To review workers compensation and Police/Fire Injured on Duty claims administration policies and practices.

LONG RANGE OBJECTIVES:

- To provide competitive and affordable health care benefits within the guidelines of the Massachusetts Municipal Health Insurance Reform Act.
- To maintain a balanced portfolio of Town-supported and employee-paid benefits.

STATUS UPDATE OF 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. **ACCOMPLISHED**
- To administer a complete re-enrollment of Town and school employees and retirees into health insurance programs and updated the census of covered members and their eligible dependents. **ACCOMPLISHED**
- To continue monitoring and responding to evolving changes in the reporting requirements associated with the Federal Affordable Care Act and Massachusetts Municipal Health Insurance Reform Act. **ANNUAL GOAL MET**

FY 20 OBJECTIVES:

- To continue collaboration with employee and retiree groups to budget for and manage health insurance costs and maintain quality health plans (provide staff support to IAC).
- To continue compliance with reporting requirements of the Federal Affordable Care Act and Massachusetts Municipal Health Insurance Reform Act.

GENERAL GOVERNMENT

1154: EMPLOYEE BENEFITS

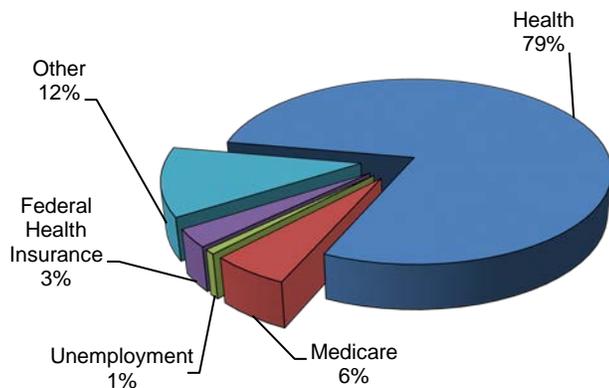
SERVICE LEVELS:	FY 14	FY 15	FY 16	FY 17	FY 18
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Health Insurance*					
Family Coverage	559	557	554	530	483
Individual Coverage	370	361	362	373	346
Medicare Supplemental Coverage	456	463	512	533	568
Life Insurance*	1,043	1,093	1,101	1,099	1,132
Unemployment Claims	16	21	17	12	18
Workers Comp/Public Safety IOD Claims-Medical only			28	21	24
Workers Comp/Public Safety IOD Claims-lost time			0	4	6
*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.					

GENERAL GOVERNMENT

1154: EMPLOYEE BENEFITS

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 0	0	0	0	0	0	0.0%
Operating Expenses	\$ 3,131,234	3,117,848	3,902,810	3,853,785	4,074,856	221,071	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 3,131,234	3,117,848	3,902,810	3,853,785	4,074,856	221,071	5.7%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 0	0	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 3,131,234	3,117,848	3,902,810	3,853,785	4,074,856	221,071	5.7%
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:



Health insurance is \$3,207,639.

Medicare is \$225,555.

Unemployment insurance is \$32,203.

Federal Health Insurance is \$125,270.

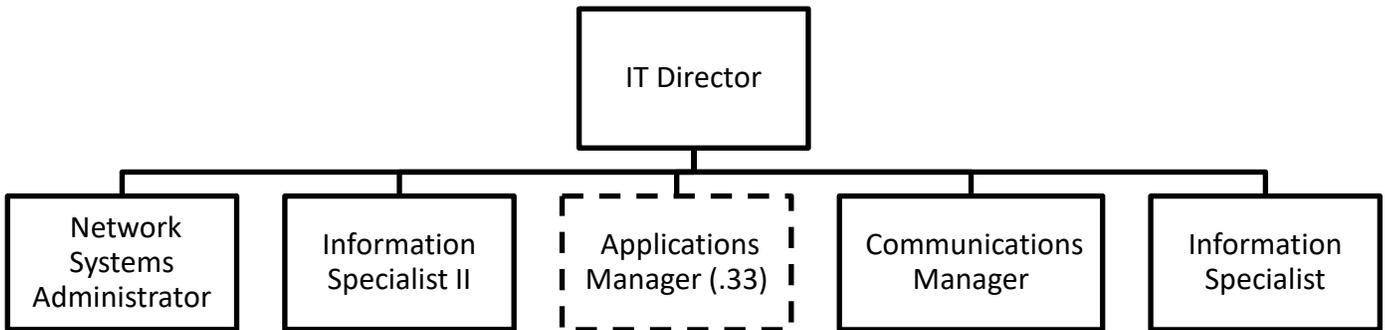
Other includes salary reserve, worker's compensation, life insurance, flexible benefits, police/fire workers' compensation, and retirement for employees in active military duty.

SIGNIFICANT BUDGET CHANGES:

The overall increase is the net result of health insurance changes attributed to going from self-insured to a fully insured health plan and an increase in the salary reserve for collective bargaining.

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY



MISSION STATEMENT: To select, implement, and maintain technology systems to best enhance services delivered by Town departments.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Accomplishments

- Increased Town presence on social media platforms.
- Updated presentation and recording technology in the Town Room.
- Replaced a manual system with an automated response system to contact staff and fill vacant Police Department shifts.
- Applied for and received a grant for system to manage nearly one million pages of digitized documents.
- Worked with Police Department to apply for and receive a grant to update Police Department internal video recording system.

Challenges

- Provide technology training to Town staff to best utilize the systems we have invested in.

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY

LONG RANGE OBJECTIVES:

- To increase utilization and staff training of Munis.
- To scan and integrate 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 Business Improvement District, Chamber of Commerce, and landowners to explore the possibility of creating improved access to very high speed connection to the Internet.

STATUS UPDATE OF FY 19 OBJECTIVES:

- To increase reliability of downtown Wi-Fi. **ONGOING**
- To provide regularly scheduled staff training on all major IT systems used by the Town. **RESCHEDULED**
- 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. **ONGOING**
- To upgrade Police Department’s internal video recording system. **ACCOMPLISHED**
- To scan and index a significant portion of items in file cabinets in the Town Hall and Bangs Center departments. **ONGOING**
- To replace digital signage in Town buildings to provide easier access to information for users. **ACCOMPLISHED**
- To work with the Town Manager to develop a social media strategy. **ONGOING**

FY 20 OBJECTIVES:

- To complete implementation of an online permit and business license system.
- To select and implement legislative management system to meet needs of Town Council.
- To install Town fiber optic network to replace Comcast fiber I-Net.
- To develop and implement a Town staff training plan.
- To scan and index a significant portion of items in file cabinets in the Town Hall and Bangs Center departments.

SERVICE LEVELS:

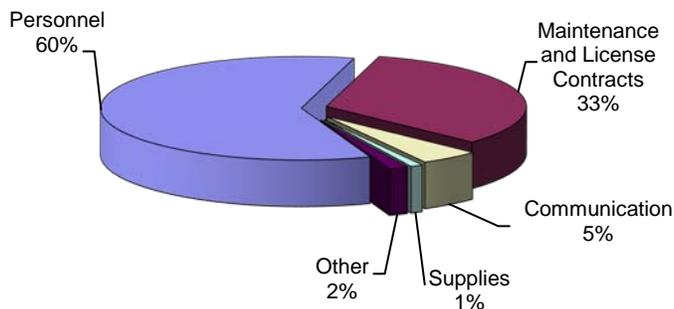
	FY 14	FY 15	FY 16	FY 17	FY 18
	Actual	Actual	Actual	Actual	Actual
Buildings Connected to the WAN	15	16	17	17	18
Network User/Group Accounts	1,450	1,130	1,116	1,054	1,016
Desktop/Notebook Computers	700	629	578	583	558
Virtual Servers and Network Storage Units	57	62	64	68	64
Printers & Multifunctions	70	70	70	70	51
IP Phones	365	296	298	299	309
Network Database Software Packages	48	48	49	49	52
Websites	7	7	7	7	7
Website Visits	430,000	382,970	487,050	543,095	461,779

GENERAL GOVERNMENT

1155: INFORMATION TECHNOLOGY

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 284,481	308,888	332,032	357,282	398,600	41,318	11.6%
Operating Expenses	\$ 233,504	213,336	194,575	245,926	263,926	18,000	7.3%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 517,985	522,224	526,607	603,208	662,526	59,318	9.8%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 129,997	129,997	135,772	141,676	163,474	21,798	15.4%
Capital Appropriations	\$ 281,000	236,000	399,340	266,425	1,040,425	774,000	290.5%
TOTAL DEPARTMENT COST	\$ 928,982	888,221	1,061,719	1,011,309	1,866,425	855,116	84.6%
POSITIONS							
Full Time	4.00	4.00	4.83	4.83	5.33	0.50	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	4.00	4.00	4.83	4.83	5.33	0.50	

MAJOR COMPONENTS:



Personnel Services include salaries for the Director, a Network Administrator, an Information Specialist II, an Information Specialist, a Communications Manager, and .34 of an Applications Manager shared with the Water and Sewer Fund.

Relicensing Agreements, \$219,261, provide 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 phone 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.

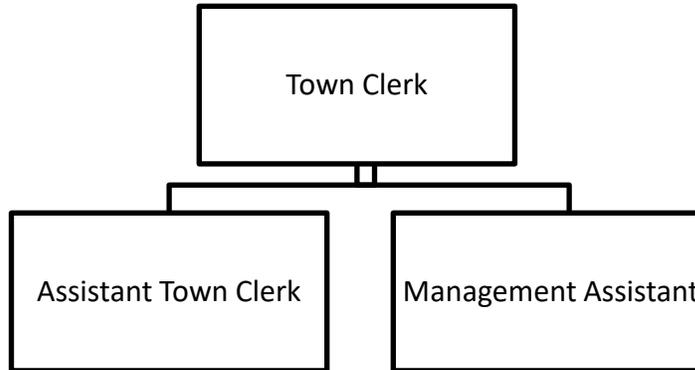
SIGNIFICANT BUDGET CHANGES:

Personnel increases are due to the reorganization of personnel, transferring 0.5 FTE of the Network Administrator from the Police budget to Information Technologies and step increases. It does not include cost of living increases for contracts not currently settled.

Operating costs increase due to rising costs of relicensing agreements.

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE



MISSION STATEMENT: To foster public confidence, convenience, and service excellence through effective delivery of a variety of Town services; management, preservation of, and access to vital and public records in compliance with governing statutes; administration and oversight of Public Records, Open Meeting, and Conflict of Interest Law compliance; and performance of duties outlined in the Amherst Home Rule Charter.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Accomplishments

- Managed a successful transition in the position of Town Clerk.
- Achieved a perfect compliance score from the US Department of State on our 2018 Federal Passport Acceptance Facility Oversight audit for a second consecutive year.

Challenges

- Statutory mandates continue to expand the complexity of the department's records management and public service functions, requiring an analysis of the department's operations and staffing, service levels, and future needs in order to assure service sustainability.

LONG RANGE OBJECTIVES:

- To continue to collaborate with other departments in the development and utilization of electronic document management applications for Town records in order to enhance inter-departmental cooperation, governmental efficiency, accessibility, and transparency.
- To continue to monitor and forecast customer service and records management impacts associated with the Amherst Home Rule Charter and the continually evolving statutory requirements governing vital and public records.
- To continue to work with the Historical Commission and the Community Preservation Act Committee to procure funds to maintain an ongoing historical records restoration and preservation schedule.

STATUS UPDATE OF FY 19 OBJECTIVES:

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

FY 20 OBJECTIVES:

- To review, update, and reformat information currently available on the Town Clerk pages of the Town website for ease of searching.
- To implement electronic document management applications to enhance departmental efficiency and public access.
- To review and update Town Clerk fees and investigate the feasibility of online departmental transactions to improve public access and convenience.
- To support the Town's governmental transition through the performance of duties identified in the Amherst Home Rule Charter and requested or assigned by the Town Council through the Town Manager.
- 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

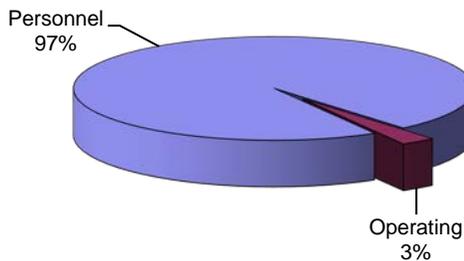
SERVICE LEVELS:	FY 14	FY 15	FY 16	FY 17	FY 18
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Certified Copies of Documents	1,996	2,241	2,120	2,005	2,358
Marriage Intentions	125	139	138	126	122
Marriage Licenses	118	143	133	119	132
Dog Licenses Sold	1,418	1,447	1,471	1,482	1,452
Zoning Board of Appeals					
Applications/ Decisions	41	80	80	54	68
Public Records Requests					52
Conflict of Interest Law Compliance		174	61	54	75
Street Lists Sold	41	21	40	24	26
Posting Open Meetings	838	845	798	995	935
Planning Board Applications/Decisions	27	40	58	42	40
Business Notices (d/b/a)	124	153	159	121	119
Raffle Permits	17	13	14	13	10
Underground Storage Registrations	22	29	30	25	23
Cemetery Deeds	7	4	2	10	5
Notarizations	537	553	781	518	539
Passport Applications	468	552	493	436	360
Burial Permits	154	58	172	129	182
Request for Voter Information	40	24	32	49	55
Performance Oath	191	216	230	252	233
Non-certified Copies of Documents	271	321	510	264	669
Vital Records Recorded	468	478	501	396	490
Vital Records: Filing/Amendments	6	23	17	4	12
Passport Photos	454	621	491	389	357

GENERAL GOVERNMENT

1161: TOWN CLERK'S OFFICE

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 185,688	193,060	202,300	209,565	220,755	11,190	5.3%
Operating Expenses	\$ 6,059	3,586	4,298	6,260	6,260	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 191,748	196,646	206,598	215,825	227,015	11,190	5.2%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 81,571	81,571	85,041	106,745	96,623	(10,122)	-9.5%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 273,319	278,217	291,639	322,570	323,638	1,068	0.3%
POSITIONS							
Full Time	3.00	3.00	3.00	3.00	3.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	3.00	3.00	3.00	3.00	3.00	0.00	

MAJOR COMPONENTS:



Personnel Services include salaries for the Town Clerk, an Assistant Town Clerk, and a Customer Assistant.

Operating costs include training, dues and subscriptions, and supplies for storage of vital records, dog licensing, and passport photo services.

SIGNIFICANT BUDGET CHANGES:

Personnel changes are due to staff turnover and step increases. It does not include cost of living increases for contracts not currently settled.

GENERAL GOVERNMENT

1162: ELECTIONS 1163: REGISTRATION

MISSION STATEMENT: To register voters, maintain resident and voter lists, and conduct elections with the highest degree of integrity in accordance with all applicable state and federal laws.

RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

Accomplishments

- Conducted the 2018 State Primary concurrently with the Town Council Preliminary Election, followed by the 2018 State Election held concurrently with the Town Council Election.
- Prepared for and conducted simultaneous State Election and Town Council Election early voting at Town Hall for a required two-week period, and held additional early voting for both elections within that period to accommodate all voter demographics: three consecutive early voting days at the UMass Student Union Building, and on Saturday at North Fire Station and Munson Library.
- Recruited and trained several new election workers to assure adequate staffing for both the State and Town elections, and held Election Wardens' focus groups and debriefings to inform future improvements in operational procedures.

LONG RANGE OBJECTIVES:

- To continue to work with the Massachusetts Town Clerk's Association, the Secretary of State, and our legislators to identify statutory and regulatory changes needed for federal voting law compliance and improvements in early voting laws and regulations.
- To procure suitable election equipment and conduct comprehensive election personnel training and voter education for future ranked-choice voting implementation, expanded early voting, and polling place use.
- To continue to recruit and train election workers and develop materials and methods to enhance their professional development and assure adequate staffing levels.

STATUS UPDATE OF 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. **ACCOMPLISHED**
- To prepare for and conduct the 2018 Annual Town Election which will include a vote on a new Charter Proposal. **ACCOMPLISHED**
- To prepare for 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. **ACCOMPLISHED**
- To prepare for and conduct the 2018 State Primary and the 2018 State Election. **ACCOMPLISHED**
- To continue to hire and train new election workers in order to ensure adequate staffing. **ONGOING**

FY 20 OBJECTIVES:

- To conduct reviews of election processes and polling places to increase voter participation, and establish an election worker refresher training program with practice labs to assure professional, knowledgeable staffing at all elections.
- To work with major stakeholders to develop effective and viable voter outreach and education programs.
- To participate in the regional Complete Count Committee and other organized outreach efforts in preparation for the 2020 U.S. Federal Census.
- To advocate for Early Voting to the Secretary of the Commonwealth in order to bring about legislative and regulatory changes to promote early voting and encourage voter access for future elections.
- To work with a Ranked Choice Voting Commission, with input from the community, to investigate and propose measures, including voting equipment changes and comprehensive election worker and voter trainings, to effectively implement ranked-choice voting for local elections beginning in 2021.
- To prepare for and conduct the November 2019 Town Election for certain Town officers and the 2020 Presidential Primary.

GENERAL GOVERNMENT

1162: ELECTIONS
1163: REGISTRATION

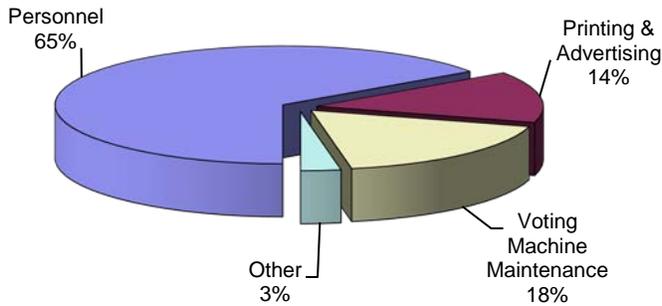
SERVICE LEVELS:	FY 14	FY 15	FY 16	FY 17	FY 18
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Elections	1	3	2	4	1
Town Meeting Sessions	13	9	11	11	11
Election Worker Training Sessions	6	16	5	9	3
Special Precinct Elections	0	4	3	1	0
Voter Registration Sessions	1	3	2	4	1
Voter Registrations, Changes, Deletions	4,487	9,846	15,001	36,786	13,216
Voter Registration (Peak)	16,567	21,430	17,259	22,228	18,794
% Voter Turnout					
Town Elections	13.46%	7.34%	17.74%	22.11%	28.72%
Presidential Primary	n/a	n/a	44.44%	n/a	n/a
State Primaries	n/a	15.77%	n/a	24.22%	n/a
State Elections (incl. Presidential and Special)	n/a	36.89%	n/a	67.91%	n/a
Petition/Nomination Signatures	10,846	929	13,837	574	12,608
Petition/Nomination Papers	1,406	111	1,620	58	1,650
Town Meeting Petition Articles	13	9	13	12	9
Annual Street Listing Forms	12,369	12,730	10,048	13,579	9,111
Confirmation Cards	8,687	3,267	4,564	6,727	4,214

GENERAL GOVERNMENT

**1162: ELECTIONS
1163: REGISTRATION**

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 26,174	50,783	14,358	39,803	44,353	4,550	11.4%
Operating Expenses	\$ 19,545	28,901	18,969	23,475	23,475	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 45,719	79,684	33,327	63,278	67,828	4,550	7.2%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 234	234	234	289	814	525	181.7%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 45,953	79,918	33,561	63,567	68,642	5,075	8.0%
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 include stipends for the Board of Registrars, and remuneration for Election Workers.

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

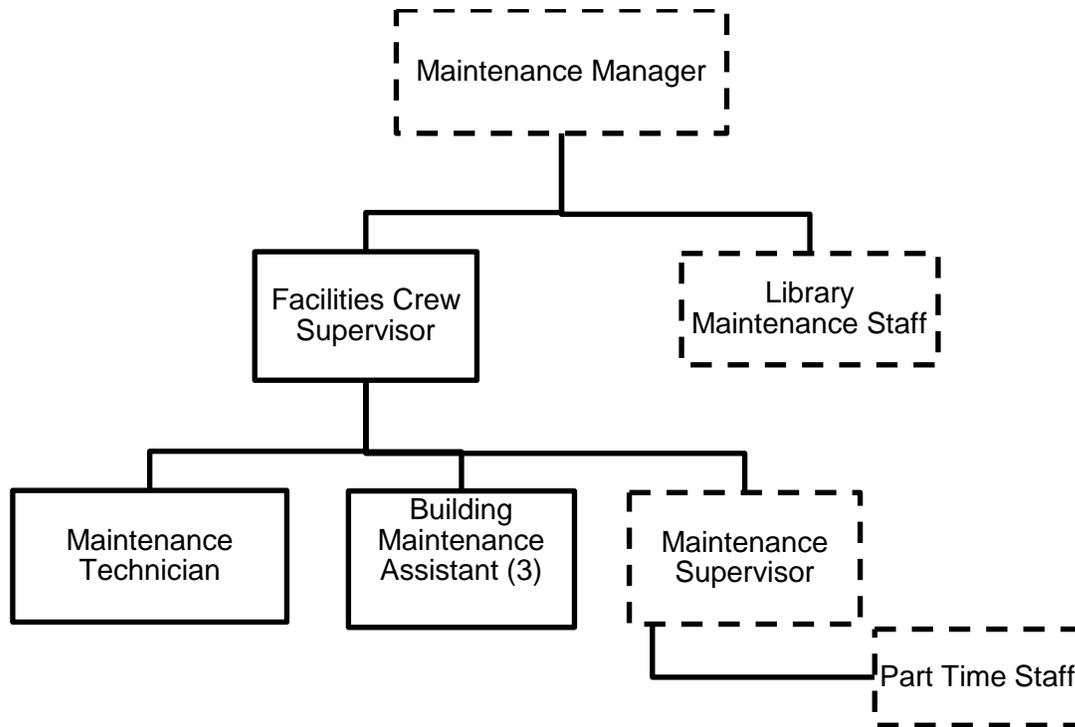
Printing costs include Town election ballots, census mailers, confirmation cards, and annual street list.

SIGNIFICANT BUDGET CHANGES:

Small increase for election worker training.

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

GENERAL GOVERNMENT



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

- Reorganized functional area under leadership of Town/Library Maintenance Manager.

Challenges:

- Parking Garage upkeep and regular maintenance.
- Continued increased use of buildings on nights and weekends impacts the effectiveness of building maintenance.

GENERAL GOVERNMENT

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

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 continue to work with the Sustainability Coordinator to apply for Green Community funding in the future.
- 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 buildings so as not to adversely affect the building environment.
- To explore opportunities to increase revenues using Town assets.
- To complete full assessment of all Town buildings.

STATUS UPDATE OF FY 19 OBJECTIVES:

- To complete capital programs, new and already authorized, for the Town Hall, Bangs Center, Munson Library, North Amherst School, and Amherst Community Childcare Center. **ONGOING**
- To improve security with electronic entry systems at Town Hall, Bang's Community Center, and Munson Library. **ONGOING**
- To seek the maximum possible energy conservation measures and to identify cost savings leveraging grants and rebates. **ONGOING**
- To continue to implement Green Communities five year greenhouse gas emissions reduction plan. **ACCOMPLISHED/ONGOING**
- To be prepared for John P. Musante Community Health Center opening in the Bang's Community Center while maintaining current programs and building needs. **ACCOMPLISHED**
- To evaluate current fee structure and recommend building usage fee adjustments to Town Manager. **RESCHEDULED**
- To evaluate process for purchasing commodities such as gas, electricity, etc. **ONGOING**
- To evaluate weekend programming at the Bang's Community Center. **ONGOING**

FY 20 OBJECTIVES:

- To replace the hot water heater at the Bangs Community Center.
- To assess the condition of the roof at the Town Hall.
- To complete a study and design for Town Hall floor finishes and Bangs Center window replacement.
- To analyze all capital projects and funding priorities for Town-owned buildings.

SERVICE LEVELS:

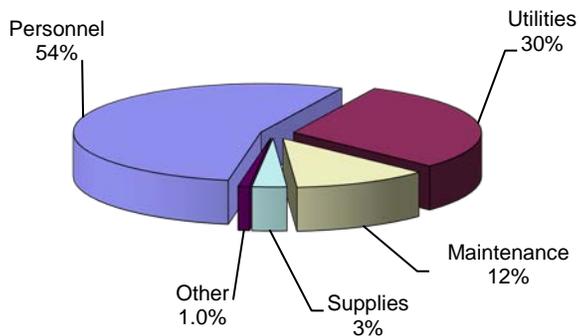
	FY 14	FY 15	FY 16	FY 17	FY 18
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Utility Usage (Town Hall, Bangs, Munson Library, East Street, 1200 North Amherst)					
Electricity (kWh)	529,594	515,694	470,368	455,977	457,339
Fuel – Gas (cf)	27,321	27,485	19,989	25,450	27,117
Fuel – Oil (gal)	5,611	5,390	3,396	4,582	4,298
Water & Sewer (cf)	52,100	64,800	57,700	42,000	31,100
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
Building Usage (hrs/wk)	310	310	310	310	310
Maintenance (hrs/wk)	185	185	185	252	264
Meetings Scheduled (includes APD)	5,898	5,802	5,646	5,622	5,587
Emergency Responses	30	25	25	20	16
Committees Staffed	2	2	2	2	2
Rental Contracts	6	7	7	8	6

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

GENERAL GOVERNMENT

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 265,738	296,548	288,592	298,760	283,502	(15,258)	-5.1%
Operating Expenses	\$ 212,069	195,841	203,268	238,425	238,425	0	0.0%
Capital Outlay	\$ 0	3,399	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 477,806	495,788	491,860	537,185	521,927	(15,258)	-2.8%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 108,363	105,211	127,158	158,282	156,420	(1,862)	-1.2%
Capital Appropriations	\$ 277,550	235,000	220,000	220,000	184,985	(35,015)	-15.9%
TOTAL DEPARTMENT COST	\$ 863,719	835,999	839,018	915,467	863,332	(52,135)	-5.7%
POSITIONS							
Full Time	4.25	5.25	5.25	5.25	5.27	0.02	
Part Time With Benefits	1.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	4.88	5.25	5.25	5.25	5.27	0.02	

MAJOR COMPONENTS:



Personnel Services include salaries for 0.27 FTE of a Maintenance Manager (shared with library), a Facilities Crew Supervisor, a Maintenance Technician, and 3 Building Maintenance Assistants.

Utilities, \$156,825, are for Town Hall, the Bangs Center, the Munson Library, 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 the shared Maintenance Manager position, changes to personnel, and offsetting increases due to steps. It does not include cost of living increases for contracts not currently settled.

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 49% on property and casualty insurance for the Town and significant decreases for the Library, Schools, and Enterprise funds.

LONG RANGE OBJECTIVES:

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

STATUS UPDATE OF FY 19 OBJECTIVES:

- To continue to look for savings for centralized services for the Town. **ACCOMPLISHED/ONGOING**

FY 20 OBJECTIVES:

- To continue to look for savings for centralized services for the Town.

SERVICE LEVELS:

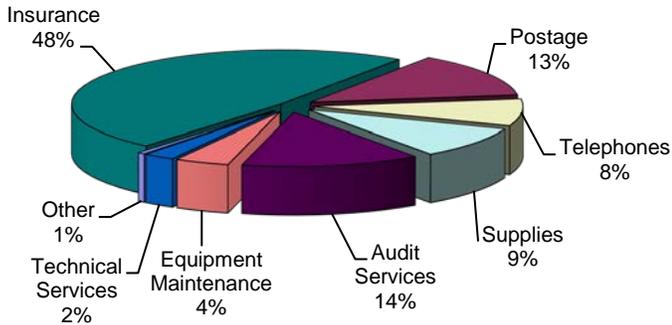
	FY 14	FY 15	FY 16	FY 17	FY 18
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Vehicles Insured	219	220	222	220	222
Buildings Insured	62	62	62	62	62
Insurance Claims Processed (Property/Auto)	82	32	48	56	95
Supply Requisitions Filled	189	186	204	201	210

GENERAL GOVERNMENT

1198 & 1199: GENERAL SERVICES

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 9,749	3,550	0	0	0	0	0.0%
Operating Expenses	\$ 417,085	337,569	499,025	415,692	415,692	0	0.0%
Capital Outlay	\$ 28,000	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 454,834	341,119	499,025	415,692	415,692	0	0.0%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 159	159	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 454,993	341,278	499,025	415,692	415,692	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:



Insurance, \$201,532, includes general liability, auto, public official and professional liability, and boiler insurance.

Postage, \$55,000.

Telephones, \$33,000

Supplies, \$39,000, include office, copier paper, and miscellaneous supplies.

Audit, \$57,500.

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

Technical Services, \$10,000.

SIGNIFICANT BUDGET CHANGES:

None.