

TOWN OF  
**AMHERST**  
MASSACHUSETTS

FISCAL YEAR 2020

---

**PROPOSED  
BUDGET**

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JULY 1, 2019 - JUNE 30, 2020



**PLEASE RECYCLE**

**THIS BUDGET**

**(IN ACCORDANCE WITH THE TOWN OF AMHERST'S "BUY RECYCLED"  
POLICY, THIS BUDGET HAS BEEN PRODUCED ON RECYCLED PAPER)**

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Office of the Town Manager  
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To: Town Council

From: Paul Bockelman  
 Town Manager

Date: May 1, 2019

Subject: Town Manager's Proposed FY20 Municipal Budget

I am pleased to submit my proposed municipal budget for the fiscal year beginning July 1, 2019 (FY20).

### **Executive Summary**

The municipal budget includes expenses for all municipal government operations including general government, public safety, public works, planning/conservation/inspections, community services, water fund, sewer fund, solid waste fund, transportation fund, and debt and other expenditures and assessments. Budgets for the Library, Elementary Schools, and Regional School are presented separately.

The FY20 municipal budget continues to offer the same services as in FY19. No new positions are included. There are, however, positions that have been reallocated to general government from the health trust. Economies have been gained by partnering with the Schools and Library to share management services. Additional expenses associated with the new 13-member Town Council have been added.

### **Budget Process and Priorities**

The Town has a finely-tuned, coherent process for developing and reviewing its budget. Town staff review and develop annual budgets for each department, reviewing each department's mission, recent accomplishments, current challenges, long-range objectives, FY20 objectives, service levels, and staffing. These department-by-department budgets are reviewed within the larger context of budget constraints and finalized into a comprehensive municipal budget for presentation to the Finance Committee and the Town Council.

The FY20 budget process has been a transitional one, and reflects the recommendations, guidelines, and goals from various sources including:

- Select Board Town Manager performance goals (September 12, 2018);
- Select Board budget policy guidelines (October 29, 2018);
- Finance Committee budget guidelines (November 6, 2018);
- Town Council draft goals (February 2019);
- Collected priorities from Town boards and committees;

- New initiatives and budget adjustments developed by the Town's professional staff; and,
- Comments from the public.

Priorities established in the budget include:

- Maintaining the high-quality services that are delivered every day by the employees of the Town;
- Implementing efficiencies and utilizing existing staff to address management challenges (maintenance, capital, licensing, Town Council clerk, etc.)
- Embracing the philosophy of sustainability as we introduce initiatives to reduce energy use, utilize renewable energy, and plan for climate change;
- Addressing the backlog of paving needs for roads, sidewalks, and crosswalks including funding for ongoing maintenance and making travel safety a high priority;
- Taking strides to invest in the Town's built infrastructure including maintenance of existing buildings and developing plans for new DPW and Fire Department headquarters;
- Working with stakeholders to develop a shared vision for the development of the downtown and village centers;
- Cultivating strategies to make the Town an age-friendly community.

In addition to these initiatives, Town staff will be dedicated to moving forward on numerous projects including:

- Developing options to address the parking constraints downtown;
- Completing the renewal of Groff Park as a complete recreational facility with active play areas such as a playground and spray park;
- Developing a dog park and planning for its ongoing maintenance;
- Finalizing construction of a solar array on the north landfill and environmental mitigation efforts on the south landfill;
- If approved by the Town Council, renovating the North Common and reconstructing the Main Street parking lot; and,
- Assessing future plans for Puffers Pond, Cherry Hill Golf Course, and water system supply and resiliency.

The FY20 budget maintains the high level of services currently provided. Decades of strong municipal management and fiscal stewardship have provided Amherst with the tools needed to move forward along a steady and prudent financial path to meet our expected service levels and the annual challenges presented by regional, state and federal economies.

### **FY20: Budget Highlights**

The proposed FY20 municipal budget is a level-services budget funded at \$24,584,061, an overall increase of 2.8% which includes new funds for the operations of the Town Council.

Here are some key highlights:

- **Budget for the Town Council:** A new budget amount is added for the Town Council and set at \$100,000. Section 10.7(r) of the Amherst Home Rule Charter (Charter) established salaries for Town Councilors at \$5,000, \$7,500 for the President. There is a budget of \$32,500 for travel, training, and attendance at meetings and conferences. The \$8,000 corresponding budget for the Select Board is now deleted.

- **Shared Services:** Town departments have worked to find efficiencies of operations and utilize our talented staff to take on additional responsibilities. Some of these include:
  - Capital planning: the School Finance Director is now the lead on capital planning for all Town projects.
  - Procurement: the Town's procurement officer is dedicating a portion of his time to support procurement at the Schools.
  - Maintenance: the Library maintenance manager has taken on responsibility for overseeing maintenance of all Town buildings including Town Hall, Bangs Community Center, Police Station, and Munson Memorial Library. Town maintenance staff are available to assist in the library buildings when necessary.
  - Customer service: the customer service associate at LSSE has been reallocated to work part of her hours in the Treasurer/Collector's office.
  - Licensing: the new licensing function has been reassigned to the Inspections Department.
- **Public Safety:** I have maintained the Town's continued commitment to strong public safety. The Town of Hadley terminated its emergency medical services contract with the Town, choosing to use a private ambulance service. This has reduced the revenue into the ambulance fund by approximately \$600,000. Although ambulance receipts and calls are down significantly, I have maintained current staffing levels for the Fire Department.
- **Health Insurance:** Group health insurance rates will increase just 0.6% for FY20 after the switch to a fully insured program from being self-insured. I commend the leadership of our bargaining units and retirees for being intimately involved with the difficult decision assisting in the transition. This change eliminated funding for 1½ positions that had previously been paid out of the health trust but are still needed to support town services. These salaries have now been incorporated into this operating budget.

### **FY20: Budget**

My recommended FY20 Town of Amherst Municipal Budget includes the following:

- General Fund                      \$24,584,061
- Water Fund                        4,492,576
- Sewer Fund                        4,507,578
- Solid Waste Fund                493,662
- Transportation Fund            1,071,617

### **General Fund Expenses**

Within the General Fund, operating budgets increase/(decrease) as follows:

	FY20 Recommendation	Dollar Change from FY19	Percent Change from FY19
General Government	\$8,010,791	520,436	6.9%
Public Safety	\$10,881,989	\$110,601	1.0%
Public Works	\$2,401,666	\$40,152	1.7%
Conservation & Development	\$1,522,077	\$68,315	4.7%
Community Services	<u>\$1,767,538</u>	<u>\$(59,913)</u>	<u>-3.3%</u>
Total	\$24,584,061	\$679,591	2.8%

It should be noted that General Government retains the accounts for employee benefits and benefits for employees of all General Fund functional areas are consolidated in this line. In addition, a salary reserve for unsettled contracts is also included. These funds are allocated to the department once negotiations are completed.

The 4.7% increase in Conservation & Development is the result of additional funding for small capital purchases from the capital plan. This budget also includes \$5,000 for extra help with trails and \$5,000 for legal ads.

The 3.3% reduction in Community Services results from the reorganization of Leisure Services and the reduction of \$60,000 in Social Services budget.

Additional budget highlights:

- We continue to fund long-term retiree health insurance costs, according to a 2012 plan. Over the past five years, the Other Post-Employment Benefits (OPEB) Trust Fund has been funded consistently, and the fund balance was \$4.96 million as of June 30, 2018. Investment in OPEB in the FY20 budget is again recommended, adhering to the plan to stabilize the investment at \$500,000 annually. The Water, Sewer, and Transportation Funds will cover their Annual Required Contributions for OPEB, an amount that fully funds the prorated 15% share of the Town's long-term liability.
- Additional funds for social services included in last year's budget by Town Meeting are not included in this year's budget. I would welcome a policy discussion with the Town Council on the Town's role and commitment to social service funding when the Town Council sets its goals later this year.
- A salary reserve is included for unsettled collective bargaining agreements. Currently, five out of six agreements are in negotiation.
- Funding compensation for all employees at or above minimum wage. The biggest impact is on the seasonal LSSE budget for lifeguards and camp and sports instructors and the Library.
- The budget accommodates small (\$5,000 - \$7,000) additions to the Fire, Public Works, and Police budgets so those agencies can address small building repairs without going through the capital planning process.

Enterprise Funds Budgets

- The Water Fund budget is \$4,492,576, an increase of 0.5% from the FY19 budget. The current water rate is \$3.80 per 100 cubic feet and is projected to increase to \$3.90 per 100 cubic feet after no increase in FY19. The Town's water/sewer rates remain below comparable state and regional averages. The Water Fund Free Cash balance was \$1,774,408 (41% of operating revenue). The budget includes an appropriation to the OPEB Trust Fund for the retiree health insurance costs of this department.
- The Sewer Fund budget is \$4,507,578, an increase of 1.3% from the FY19 budget. The current sewer rate is \$3.90 per 100 cubic feet and is projected to increase to \$4.00 per 100 cubic feet, an increase of 2.6%. The Town's water/sewer rates remain below comparable state and regional averages. The Sewer Fund Free Cash balance was \$1,492,380 (36% of operating revenue). The budget includes an appropriation to the OPEB Trust Fund for the retiree health insurance costs of this department.

- The Solid Waste Fund budget of \$493,662 increased by \$6,392, equivalent to 1.3%. The increase is attributable to salary and benefit cost increases.
- The Transportation budget of \$1,071,617 is an overall decrease of 9.5%, mainly due to the reduction of \$53,000 for extended bus service. Town Meeting voted the increase in FY 19; this did not carry over to FY 20. Significant parking changes implemented were designed to increase parking turnover in the most highly visible spaces in our downtown. We continue to watch the impact of these changes. A steady approach to expenses is necessary to recover the fund balance to the recommended level of 25% of annual operating expenses. The current balance is \$133,246 (12% of operating revenue).

Budget-related information will be continuously updated and posted on the Town's website at [www.amherstma.gov/budget](http://www.amherstma.gov/budget).

### **Conclusion**

This budget represents my recommendation to the Town for funds needed to deliver superior government services to the Town's residents, businesses, institutions, and visitors. It incorporates the priorities identified by the Town's elected officials.

### **Acknowledgements**

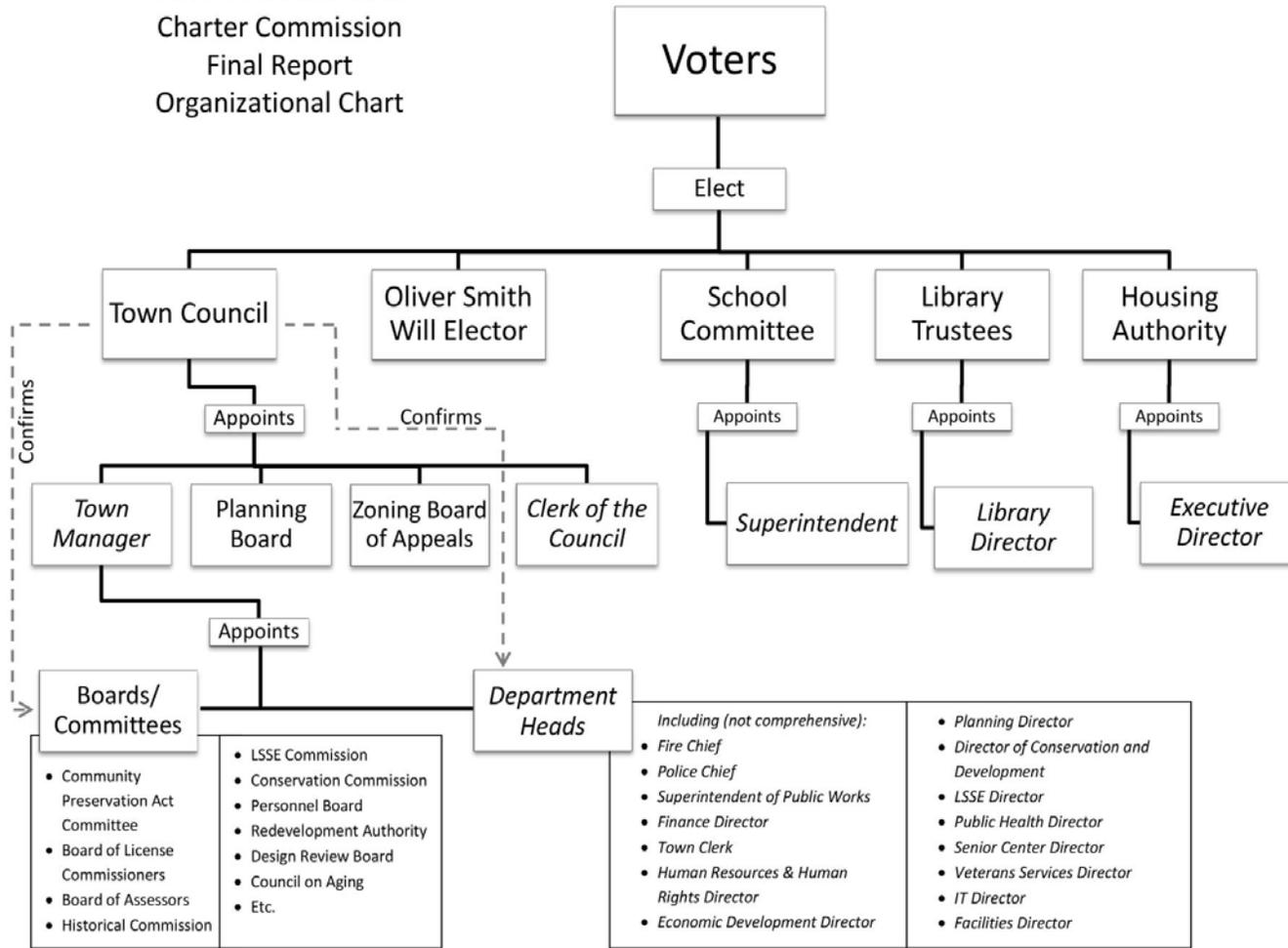
The development of the Town's budget plan is a team effort that starts at the very core – funding basic services delivered by dedicated employees. It is the needs and insights provided at the ground level that informs the decisions made in this budget planning document.

The budget process starts in November with early financial projections and weekly budget hearings with each department head and their staff. It is a grueling process, but one that results in a budget that has been tested and challenged and brought into alignment with our financial resources.

I want to acknowledge my principal support staff in the production of this proposal: Financial Analyst Maria Racca, Interim Finance Director Sonia Aldrich, Assistant Comptroller Holly Bowser – who took on even more this year, and Assistant Town Manager David Ziomek. More than ever, this document is the collective effort by this experienced and talented team.

Lastly, I want to thank every Town employee, committee volunteer, resident, elected official, our partners in the business community, and our three world-class higher education institutions who contribute each day to make Amherst such a wonderful place to make a home.

Town of Amherst  
Charter Commission  
Final Report  
Organizational Chart



*Italics = Town employees*

## CONSOLIDATED RESOURCES/EXPENDITURES SUMMARY

	FY 20 General Fund	FY 20 Water Fund	FY 20 Sewer Fund	FY 20 Solid Waste Fund
<b>REVENUES</b>				
Property Tax	54,907,326	0	0	0
Local Receipts	7,840,439	4,492,576	4,492,000	487,270
State Aid	16,321,539	0	0	0
Other Financing Sources	4,377,482		15,578	6,392
<b>TOTAL REVENUES</b>	<b>83,446,786</b>	<b>4,492,576</b>	<b>4,507,578</b>	<b>493,662</b>
<b>EXPENDITURES</b>				
<b><u>OPERATING BUDGET</u></b>				
Town	24,584,061	2,991,796	2,875,694	445,947
Elementary Schools	23,838,855	0	0	0
A-P Regional School District (Assessment)	16,444,279	0	0	0
Jones Library (Tax Support)	2,043,302	0	0	0
<b>Subtotal OPERATING BUDGET</b>	<b>66,910,497</b>	<b>2,991,796</b>	<b>2,875,694</b>	<b>445,947</b>
<b><u>CAPITAL BUDGET</u></b>				
Debt Service - Current	1,581,378	442,900	698,537	0
Debt Service - Projected	351,102	0	0	0
Cash Capital (Tax Support)	3,503,810	0	0	0
<b>Subtotal Tax Funded Capital</b>	<b>5,436,290</b>	<b>442,900</b>	<b>698,537</b>	<b>0</b>
Cash Capital (Non-Tax Support)	0	190,000	120,000	0
<b>Subtotal CAPITAL</b>	<b>5,436,290</b>	<b>632,900</b>	<b>818,537</b>	<b>0</b>
<b><u>MISCELLANEOUS</u></b>				
Assessment - Retirement System	5,868,847	291,555	286,023	47,715
Assessment - Regional Lockup Facility	35,928	0	0	0
OPEB	500,000	79,000	150,000	0
Reserve Fund	0	0	0	0
<b>Subtotal MISCELLANEOUS</b>	<b>6,404,775</b>	<b>370,555</b>	<b>436,023</b>	<b>47,715</b>
<b>Total APPROPRIATIONS</b>	<b>78,751,562</b>	<b>3,995,251</b>	<b>4,130,254</b>	<b>493,662</b>
<b><u>UNAPPROPRIATED USES</u></b>				
Reserve for Abatements & Exemptions	549,073	0	0	0
State Assessments (Cherry Sheet)	3,455,630	0	0	0
Cherry Sheet Offsets	674,417	0	0	0
Other Amounts to be Raised	16,104	497,325	377,324	0
<b>Subtotal UNAPPROPRIATED USES</b>	<b>4,695,224</b>	<b>497,325</b>	<b>377,324</b>	<b>0</b>
<b>TOTAL BUDGET PLAN</b>	<b>83,446,786</b>	<b>4,492,576</b>	<b>4,507,578</b>	<b>493,662</b>
<b>\$ Change from Prior year</b>		<b>20,388</b>	<b>(18,298)</b>	<b>6,392</b>
<b>% Change from Prior Year</b>		<b>0.5%</b>	<b>-0.4%</b>	<b>1.3%</b>

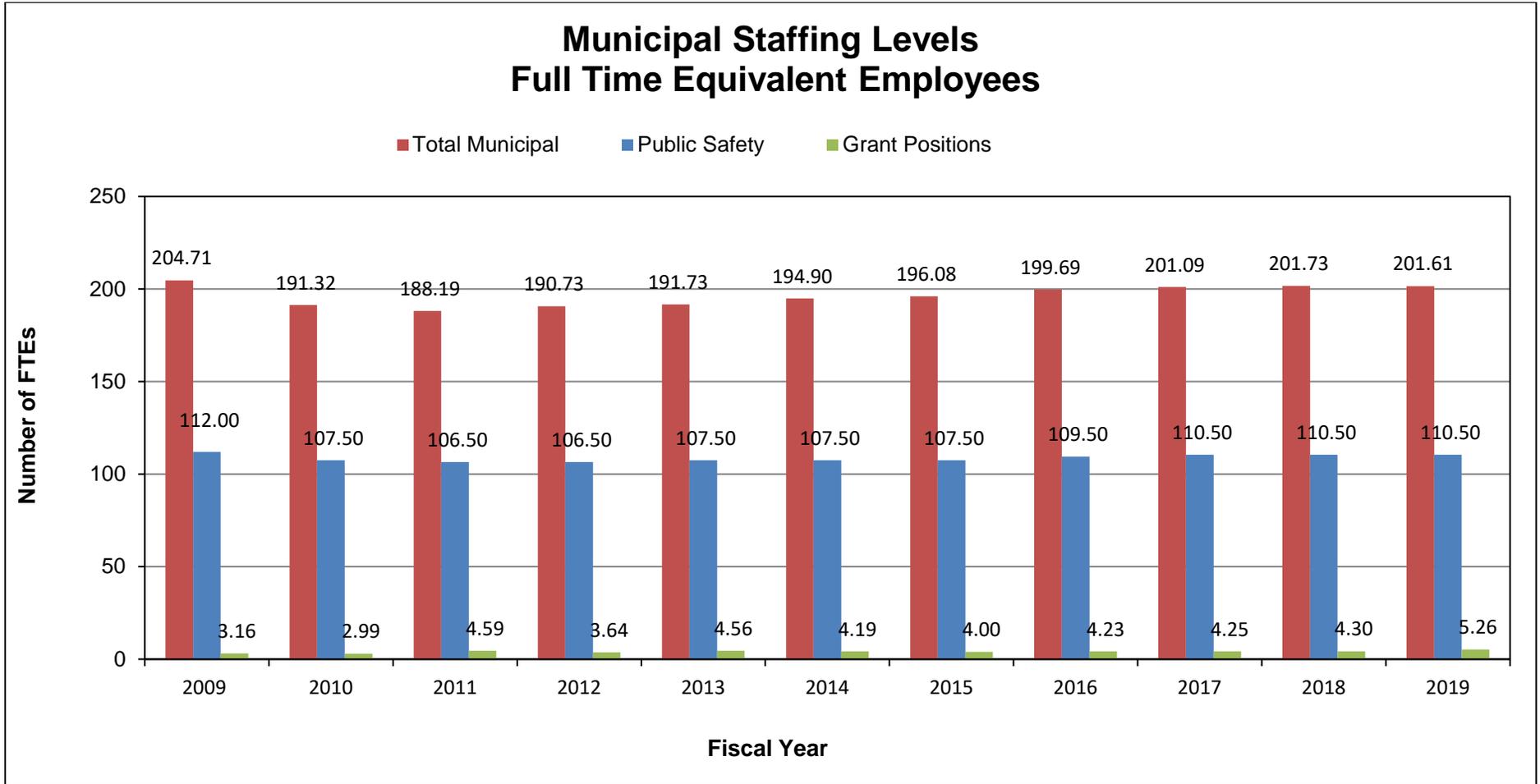
## CONSOLIDATED RESOURCES/EXPENDITURES SUMMARY

FY 20 Transportation Fund	FY 20 COMBINED FUNDS (memo only)	FY 19 COMBINED FUNDS (memo only)	Change FY 19 - 20	Percent Change
0	54,907,326	52,765,104	2,142,222	4.1%
1,071,617	18,383,902	18,011,288	372,614	2.1%
0	16,321,539	16,030,019	291,520	1.8%
0	4,399,452	4,724,275	(324,823)	-6.9%
<b>1,071,617</b>	<b>94,012,219</b>	<b>91,530,686</b>	<b>2,481,533</b>	<b>2.7%</b>
571,135	31,468,633	30,843,615	625,018	2.0%
0	23,838,855	23,242,365	596,490	2.6%
0	16,444,279	16,045,304	398,975	2.5%
0	2,043,302	1,993,466	49,836	2.5%
<b>571,135</b>	<b>73,795,070</b>	<b>72,124,750</b>	<b>1,670,320</b>	<b>2.3%</b>
96,500	2,819,315	3,086,716	(267,401)	-8.7%
0	351,102	263,874	87,228	33.1%
0	3,503,810	2,884,789	619,021	21.5%
<b>96,500</b>	<b>6,674,227</b>	<b>6,235,379</b>	<b>438,848</b>	<b>7.0%</b>
10,000	320,000	530,000	(210,000)	-39.6%
<b>106,500</b>	<b>6,994,227</b>	<b>6,765,379</b>	<b>228,848</b>	<b>3.4%</b>
69,107	6,563,247	6,211,313	351,934	5.7%
0	35,928	35,928	0	0.0%
26,902	755,902	755,902	0	0.0%
0	0	100,000	(100,000)	-100.0%
<b>96,009</b>	<b>7,355,077</b>	<b>7,103,143</b>	<b>251,934</b>	<b>3.5%</b>
<b>773,644</b>	<b>88,144,374</b>	<b>85,993,272</b>	<b>2,151,102</b>	<b>2.5%</b>
0	549,073	525,280	23,793	4.5%
0	3,455,630	3,130,246	325,384	10.4%
0	674,417	729,842	(55,425)	-7.6%
297,973	1,188,726	1,152,046	36,680	3.2%
<b>297,973</b>	<b>5,867,846</b>	<b>5,537,414</b>	<b>330,432</b>	<b>6.0%</b>
<b>1,071,617</b>	<b>94,012,220</b>	<b>91,530,686</b>	<b>2,481,534</b>	<b>2.7%</b>
<b>(112,626)</b>				
<b>-9.5%</b>				

## POSITIONS IN FULL TIME EQUIVALENTS

Department	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Manager	FY 20 Manager	Change FY 19 - 20
<b>MUNICIPAL BUDGET</b>						
Select Board/Town Manager	3.50	3.50	3.50	3.50	3.40	-0.10
Finance	13.00	13.00	13.30	13.30	13.60	0.30
Human Resources/Human Rights	1.83	1.83	1.50	1.50	2.50	1.00
Information Technology	4.00	4.83	4.83	4.83	5.33	0.50
Town Clerk	3.00	3.00	3.00	3.00	3.00	0.00
Elections/Registration	0.00	0.00	0.00	0.00	0.00	0.00
Facilities Maintenance	4.88	5.25	5.25	5.25	5.27	0.02
<b>TOTAL GENERAL GOVERNMENT</b>	<b>30.21</b>	<b>31.41</b>	<b>31.38</b>	<b>31.38</b>	<b>33.10</b>	<b>1.72</b>
Police Facility	1.00	1.00	1.00	1.00	1.00	0.00
Police	49.50	50.50	50.50	50.50	50.00	-0.50
Fire/EMS	47.00	47.00	47.00	47.00	47.00	0.00
Communications Center	11.00	11.00	11.00	11.00	11.00	0.00
Animal Welfare	1.00	1.00	1.00	1.00	1.00	0.00
<b>TOTAL PUBLIC SAFETY</b>	<b>109.50</b>	<b>110.50</b>	<b>110.50</b>	<b>110.50</b>	<b>110.00</b>	<b>-0.50</b>
Public Works Administration	4.04	4.04	4.04	4.04	4.04	0.00
Highway	13.00	13.00	13.00	13.00	13.00	0.00
Street and Traffic Lights			0.34	0.34	0.34	0.00
Equipment Maintenance	3.00	3.00	3.00	3.00	3.00	0.00
Tree and Ground Maintenance	7.50	7.50	7.50	7.50	7.50	0.00
<b>TOTAL PUBLIC WORKS</b>	<b>27.54</b>	<b>27.54</b>	<b>27.88</b>	<b>27.88</b>	<b>27.88</b>	<b>0.00</b>
Conservation	4.50	4.50	4.83	4.83	4.83	0.00
Planning Department	4.40	4.40	4.40	4.40	4.50	0.10
Inspections	10.00	9.00	10.00	10.00	10.00	0.00
<b>TOTAL CONSERVATION &amp; DEVELOPMENT</b>	<b>18.90</b>	<b>17.90</b>	<b>19.23</b>	<b>19.23</b>	<b>19.33</b>	<b>0.10</b>
Public Health	2.54	2.54	1.54	1.34	1.50	0.16
Senior Center	3.00	3.20	3.20	3.28	3.29	0.01
Leisure Services & Supplemental Education	6.45	6.45	6.45	6.45	5.85	-0.60
Pools	0.20	0.20	0.20	0.35	0.35	0.00
Golf Course	1.35	1.35	1.35	1.20	1.20	0.00
<b>TOTAL COMMUNITY SERVICES</b>	<b>13.54</b>	<b>13.74</b>	<b>12.74</b>	<b>12.62</b>	<b>12.19</b>	<b>-0.43</b>
<b>TOTAL GENERAL FUND</b>	<b>199.69</b>	<b>201.09</b>	<b>201.73</b>	<b>201.61</b>	<b>202.50</b>	<b>0.89</b>
Water Supply and Distribution	18.73	18.82	18.83	18.83	18.85	0.02
<b>TOTAL WATER FUND</b>	<b>18.73</b>	<b>18.82</b>	<b>18.83</b>	<b>18.83</b>	<b>18.85</b>	<b>0.02</b>
Sewer Maintenance	2.00	2.00	2.00	2.00	2.00	0.00
Wastewater Treatment Plant	16.48	16.31	16.32	16.32	16.34	0.02
<b>TOTAL SEWER FUND</b>	<b>18.48</b>	<b>18.31</b>	<b>18.32</b>	<b>18.32</b>	<b>18.34</b>	<b>0.02</b>
Sanitary Facilities	3.00	3.00	3.00	3.00	3.00	0.00
<b>TOTAL SOLID WASTE FUND</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>0.00</b>
Parking Facilities	4.60	4.60	4.65	4.65	4.70	0.05
<b>TOTAL TRANSPORTATION FUND</b>	<b>4.60</b>	<b>4.60</b>	<b>4.65</b>	<b>4.65</b>	<b>4.70</b>	<b>0.05</b>
<b>TOTAL</b>	<b>244.50</b>	<b>245.82</b>	<b>246.53</b>	<b>246.41</b>	<b>247.39</b>	<b>0.98</b>

**POSITIONS IN FULL TIME EQUIVALENTS**

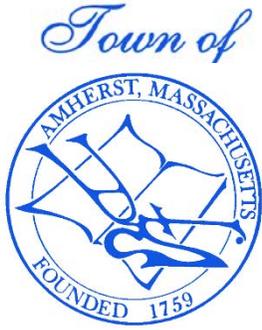


Amherst Trend	
Favorable	X
Marginal	
Unfavorable	
Uncertain	

The Town has reduced its workforce by 3.17 positions since FY09, or 1.55%.

Public Safety personnel have been reduced by 1.50 FTEs, or 1.34%.

Non-public safety positions have been reduced by 1.67 FTEs, or 1.8%.



# Amherst Massachusetts

OFFICE OF THE SELECT BOARD

Select Board  
Town Hall  
4 Boltwood Avenue  
Amherst, MA 01002-2351

Phone: (413) 259-3001  
Fax: (413) 259-2405  
selectboard@amherstma.gov  
www.amherstma.gov

To: Paul Bockelman, Town Manager

From: Doug Slaughter, Select Board Chair

Date: October 29<sup>th</sup>, 2018

Re: FY20 Budget Policy Guidelines

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At our October 29<sup>th</sup> meeting the Select Board unanimously approved the following Budget Policy Guidelines for FY20. These guidelines are meant to accompany the Finance Committee's annual Preliminary Budget Guidelines.

Please note references (e.g., section B-4) throughout to another key guidance document, "Town of Amherst Financial Management Policies & Objectives," adopted January 2008 and updated in 2012, available on the Finance Committee's page of the Town website.

## **I. OVERALL PHILOSOPHY AND KEY CONCERNS FOR FY20:**

- a) Overall fiscal sustainability is the primary budget goal, so all revenue and expenditure plans should be viewed in a multi-year context;
- b) Growth in state aid and tax receipts continue to be less than needed to support the infrastructure and services the Town needs;
- c) Amherst relies very heavily on residential property taxes, as well as on new growth, to fund Town services;
- d) A rate of housing production below that needed to meet the high housing demand, and rising housing costs, has caused a loss of socio-economic diversity among Amherst families;
- e) We support maintaining a level services budget while recognizing that there may be opportunities to address additional key priorities. We welcome a short and prioritized list, with rationales, for budget additions should funds become available;
- f) Reserve funds must not be used to support recurring expenses, which require recurring revenue sources (see VI. Reserves);

- g) Thanks to Town staff's good planning, fiscal discipline, and current projected revenues we have no need to consider a Proposition 2 ½ operating override. An operating override was last sought in 2010 for FY11 when voters approved \$1.68 million that was phased in over two years. Since then, important economies in providing for health care, reasonable contract renewals, efficiencies in operations, and regular "New Growth" that provides new taxes in addition to the allowable 2.5% increase in the levy limit have all been an important part of keeping within the Prop 2 ½ requirements;
- h) We need to recognize the costs, including for debt repayment, for the major capital projects that we are continuing to consider: one Elementary School, Jones Library, South Fire Station, and Public Works facility. Financial analysis has determined it is only feasible to build one elementary school building to replace the existing Fort River and Wildwood schools. Additionally, the next generation of significant capital projects such as a Community/Senior Center, Parking Garage, North Amherst Library renovation, Amherst center recreational facilities renovations, etc. need to appear on the long-term capital planning projections. It is clear that the costs of the 4 major capital projects coupled with the ongoing capital needs of the Town are such that we cannot afford to execute these without the significant support of outside grants such as those of the Massachusetts School Building Authority (MSBA) and the Massachusetts Board of Library Commissioners (MBLC);
- i) Revenue in excess of that necessary to support level services and any approved additional spending should be directed at increasing our investment in capital (see V. Capital), decreasing our long-term retiree health care liability (OPEB), and maintaining our reserves;
- j) If the revenue projection changes significantly, the Council will need prioritized recommendations for service adjustments;
- k) Intense evaluation of the current range of municipal services and their delivery methods is critical for ensuring that we are spending every dollar wisely;
- l) We continue to work with the three institutions of higher education on strategic partnership agreements and other initiatives that help defray some of the costs the Town incurs from providing the services they require;
- m) Several Town Meeting actions in the past year will have implications for the creation of the budget for FY20 as well as future budgets. Integrating these actions into the existing budget processes as well as understanding the potential impacts on other Town services is important to creating strategies for developing sustainable budgets in FY20 and the years ahead.

**II. EXPENSE REDUCTION:** The Select Board continues to support a number of expense reduction strategies and initiatives including the responsible reassignment of services outside of

the general fund. Reassignment must be made with due consideration of the implications and mindful of sections B-4 and B-8.

- a) Regionalization and reorganization that reduce costs and create efficiencies;
- b) Seeking funding from outside of the General Fund when it is a responsible option;
- c) Green initiatives that reduce expenses. We appreciate the benefits of the predictable energy costs provided by comprehensive solar projects;
- d) Expense reduction via “ordinary” means such as aggressive cost-comparison, reducing waste and seeking greater efficiency;
- e) Negotiation of fair labor contracts that the Town can afford and sustain is a priority since salaries and benefits are the largest portion of our budget.

### **III. ECONOMIC DEVELOPMENT**

- a) We strongly support pursuing responsible and appropriate expansion of our commercial sector from the current level of about 10%, and support expansion of the tax base in accordance with the community’s goals as expressed in the Master Plan;
- b) Growing our property tax base in net-positive ways is critical; and,
- c) Pursuing solar power generation and other green initiatives as opportunities for economic development is important in supporting future budgets.

### **IV. OTHER NEW REVENUE**

- a) The UMass Strategic Partnership Agreement provides an important opportunity to ensure that all relevant categories of costs incurred by the Town are included and updated regularly, and serves as a model for working with the other two institutions of higher education;
- b) We support participation in the University-Town of Amherst Collaborative (UTAC) and the potential to develop models for public and private partnerships, especially around the creation of housing and commerce;
- c) Service fees need regular evaluation to assure they are in line with costs;
- d) We appreciate and encourage aggressive pursuit of grants to off-set costs and expand services;
- e) When grants involve funding of individual personnel, we need a clearly communicated strategy for whether those positions will be continued when the grant funding is no longer available;

- f) We continue to advocate for State legislation that improves local taxation options, increases aid to Amherst, or mitigates mandated costs;
- g) We support strong local advocacy for the State-wide effort to increase funding for road and sidewalk work, and transportation infrastructure improvements;
- h) We continue to advocate for increased State revenues, including vital and sustained increases in transportation funding, as well as more progressive taxation including higher income tax, in order to increase funds available for local aid to all communities.

**V. CAPITAL:** The Select Board recognizes the perils of inadequate investment in maintaining our physical assets and in capital improvements. We remain committed to trying to incrementally increase the percentage of the property tax levy allocated to capital over time to achieve a goal of 10% and continue to catch up on the backlog of capital infrastructure needs as outlined in section C-7.

- a) We continue to support funding capital investments by means other than the capital budget, including through the use of Community Preservation Act funds, CDBG, the PARC grant program, MassWorks, and other grant opportunities and through shared purchasing and ownership with other towns or entities;
- b) Major projects are usually funded with borrowing and issuance of bonds;
- c) In support of a key community concern, we would like to see additional money put toward road and sidewalk paving as well as other capital investments in maintenance of our existing assets and infrastructure.

**VI. RESERVES:**

- a) We consider it imprudent to use reserve funds for ongoing expenses;
- b) We support careful and strategic reserve use as a source of bridge funding or start-up costs for programs that will generate new revenue or expense reductions;
- c) Maintaining a responsible reserve balance is prudent fiscal management and contributes to our strong bond rating, which in turn reduces the cost of borrowing;
- d) Reserves may be needed for that “rainy day” when there is a loss of revenue or increase in expenses that could not be anticipated. The use of reserves is to allow for effective management but should not become ongoing support for any program or the budget as a whole. Section B-3 expands on this; and,
- e) Reserves may be needed for capital as a planned and strategic way to mitigate the large peaks in capital expenditures during the first few years of execution of the 4 large capital projects.

*Town of*



# AMHERST *Massachusetts*

Town Hall – 4 Boltwood Avenue – Amherst, MA 01002

November 6, 2018

To: Select Board, Town Manager  
Amherst School Committee, Superintendent of Schools  
Jones Library Trustees, Library Director

From: Finance Committee

Re: Preliminary Fiscal Year 2020 Budget Guidelines

As with past years, these Guidelines assume a final balanced budget, with all sources of revenue providing the needed funds necessary to meet expense projections. As such, operating budgets should be developed with an increase in Town support of 2.5% or less over the FY19 budget. That includes the Town budget, Library's support from the Town and the Amherst-Pelham Regional School District assessment. The budget increase for the Regional School District will then be determined by the assessment method that uses the new formula developed by the Assessment Committee working with the School Department's Finance Director, assuming the method is approved, by each of the Towns in the Region. The Elementary Schools support is 2.6%, as aid for Charter assessment and School Choice adjustments assessed to the Town by the State is less than anticipated and has been considered in the percent allocated to the Elementary Schools.

The amount anticipated that the Town will raise and appropriate would be \$24,502,081 for the Town budget; \$23,838,854 for the Elementary Schools; \$16,446,437 for Amherst's assessment to the Regional Schools; and \$2,043,302 for the Jones Library. These are preliminary Budget Guidelines, based on the projections and are found at the top of Page 2 of the General Fund Financial Projections, attached to these Guidelines.

At the Four Board Meeting on October 18, Town Manager Paul Bockelman, Comptroller/Interim Finance Director Sonia Aldrich, Assistant Comptroller Holly Bowser and Acting Collector Jennifer LaFountain presented the Preliminary Projections for FY20 Budget Planning (July1, 2019-June 30, 2020). Although early in the budget process, even with the Town's estimated 3.5% projected overall increase in revenue, the Town will have a preliminary shortfall of a little over \$1 million, which normally is a \$600,000 deficit at this point in time. This year's shortfall is driven in part by the following preliminary assumptions:

- Property tax revenue assumes the allowable 2.5% increase to the levy and estimates new growth to be the historic ten-year average amount of \$600,000.

- Unrestricted General Government Aid (UGGA) would increase 2.5%. Conservatively, other State Aid is projected to see no increase in FY20.
- Revenues from the ambulance fund are projected to be less, which in great part is due to the loss of the contract with the Town of Hadley.
- Health insurance continues to be a challenge.
- Funding for capital expenditures is projected to increase from 9.0% of the tax levy to 9.5%.
- Other Post-Employment Benefits (OPEB) contribution is projected to be \$500,000.
- The budget again provides \$100,000 for the Reserve Fund.
- Retirement System assessment increase of 8% over FY19 (not under Town control).

Although early in the budget process, some appropriations may increase. Because of the above assumptions and preliminary shortfall, all these factors explain why the Committee is recommending an overall spending increase of only 2.5% or less. General comments about Revenues and expenses follow.

### **Revenue**

An overall revenue increase of 3.5% over FY19 is needed from all sources, some of which include property tax, state aid, payments in lieu of taxes, meals tax, motor vehicle excise, fees, etc.

The largest revenue source is the property tax representing 65% of the total budget. It is expected to increase by 3.6%, reflecting the allowable 2.5% increase plus new growth. This revenue is stable and predictable. Last year, property tax revenues from the new buildings being developed downtown resulted in a significant increase over the projected revenues. As these buildings become more fully online, and development growth continues both downtown and throughout Amherst in the Mill River District in North Amherst, University Drive, Spring Street, etc., the projections will be revisited and included in preliminary budgets to reflect the positive impact of the actual development in process and planned, rather than basing the projection on a historic ten-year average of \$600,000.

*Note: A 1982 Massachusetts Statute, Proposition 2 1/2, limits property tax assessments. Under the statute, all cities and towns are subject to two property tax Levy limits:*

- 1) The Levy Ceiling is the total annual property tax revenue raised by the Town which cannot exceed 2.5% of the assessed value of all taxable property in Town.*
- 2) The Levy Limit is the annual increase in property tax which cannot exceed 2.5% over the previous year's levy limit plus new growth.*

*Amherst's 2018 tax rate is \$21.14 per thousand and cannot exceed \$25 per thousand. An operating budget override falls under the Levy Limit, which does not allow the Town to exceed \$25 per thousand. Only debt exclusions, capital expenditure exclusion or Stabilization Fund overrides allow a Town to exceed the \$25 as they are time limited and not permanent additions to the levy.*

In 2010 the Town's tax rate was \$16.95 per thousand and in 2018 it is \$21.14 or an increase of \$4.19 (24.7%) over an eight-year period. Although the tax rate fluctuates a little over time with the overall property value, it also steadily increases. The projected rate for 2019 is \$21.80. Commercial property is 11% of the taxable property in Town, and 30% of the Town's total valuation is tax exempt.

The second largest source of revenue is state aid. It is 20% of the total budget, which is conservatively projected at no increase except for an increase of 2.5% for Unrestricted General Government Aid (UGGA). Every year, this is an area of uncertainty. The State budget is developed after the Executive Office of Administration and Finance and the Chairs of the Ways and Means Committees reach consensus on a revenue estimate for the State. That estimate considers revenue history and economic trends that may affect income and sales taxes. Information about the federal budget and state revenue projections will influence the Governor's budget recommendation and legislative decisions. The Governor will propose a State budget in January 2019, which will be the first indication of the amount of state aid the Town might actually receive.

Other revenue sources, such as local receipts and other financing sources are estimated by the Town Manager to have minimal growth. Local receipts, such as motor vehicle excise, meals tax, fines, fees, payments in lieu of taxes, etc. are estimated to increase conservatively. Receipts for FY18 from UMass were \$283,241, Amherst College \$155,000 and Hampshire College none and for FY20 are estimated to remain the same. Ambulance receipts are expected to decrease by \$335,000 due to the Town of Hadley establishing its own paramedic service.

The Finance Committee requests that the Town Manager, School Superintendent, and Library Director begin developing operating budgets using these preliminary Guidelines. The word "preliminary" is emphasized. As the budget process continues, additional information may become available necessitating adjustments to the preliminary assessment of the amounts recommended for allocation from the General Fund.

### **Capital budget and mandatory expenses**

The capital budget includes debt service obligations and capital projects funded from current revenues. The Town's Financial Policy specifies that the annual Capital Budget should equal at least 10% of the estimated property tax levy. This policy adopted in 2008, recognizes that it is essential to maintain and improve infrastructure, including Town buildings and the equipment required to provide services, as well as to invest in recreation fields and facilities, open space, and other Town priorities. Starting at 7.2% of the tax levy ten years ago, the Capital Budget has gradually increased to 9.5% of the Levy for FY20. The Finance committee believes that getting to the 10% of Levy for capital spending is necessary in order to help finance debt service for the four major capital projects being proposed in the near future. The Town will need to achieve its 10% goal for capital, continue to build its reserves, and control operational spending in order to make these affordable.

### **Other Post-Employment Benefits (OPEB)**

Based on prudent fiscal management, the Finance Committee once again recommends including an allocation of \$500,000 to the OPEB Trust Fund in the FY20 budget. The June 30, 2016,

actuary report estimated the Town of Amherst's liability at \$100.5 million. By law, Amherst is required to fund pensions, but as of now, the OPEB obligation is not required. However, the Government Accounting Standards Board (GASB), rules 74 and 75, require that the Town report OPEB liabilities on the Town's Balance Sheet. Town Meeting began to put money into the OPEB Trust Fund, and annually transferred into the OPEB Trust Fund, Amherst's share of the Medicare Part D reimbursements received because the Town provides drug benefits to retirees through its health plan. Since its inception in FY15, the Town has allocated \$4.9 million to OPEB.

Standard and Poors included this unfunded liability in its assessment of the Town's credit worthiness in January 2015, noting that the Town has begun funding its OPEB Trust Fund. At least in part because of that, the Town's credit rating has maintained a AA+ rating, which reduces borrowing costs. Given the trend in federal and State budgets, the Town cannot expect significant help to meet that obligation. It is sound financial policy to continue making that effort.

### **Reserve funds**

The Town Financial Policy is to maintain reserves at 5-15% of General Fund of operating revenues, as per State Department of Revenue (DOR) Guidelines.

As of July 1, 2018, the DOR has certified the Town's Free Cash at \$3,140,413. That plus the Stabilization Fund of \$9,416,997, comprise the Town's current reserves of \$12,557,410, which is 15.6% of FY19 General Fund operating revenues. Although the reserves slightly exceed the Finance Committee's Financial Policy's percentage range, the Committee considers this wise so as to help toward funding the four major capital projects being proposed. This Committee recommends that the Town continue to allocate some of the free cash, the amount greater than 5% of General Fund operating revenues, to a Stabilization Fund. That action will not affect total reserves.

The Town Manager is not projecting the use of Town Reserves for recurring expenditures or an override for operating expenses for FY20.

### **Requested budget information**

Budgets reflect changes in programs, services and/or staffing, which can be a combination of reductions, eliminations and/or additions. Information is requested about projected cost increases/decreases and changes in operations for FY20, and the effect that a 2.5% or less increase in Town funding will have on programs. That information should be part of the budget. As FY20 budgets are developed, the following information also should be included in all budget information: key population data with clearly defined demographic changes, and the challenges they present to budgets. In addition to gross population statistics, identify subsets of population growth or decline, e.g. elderly; students; special needs, both physical and financial; non-resident users of the Senior Center, LSSE and the Jones Library who come from other towns, etc. For example: The Town population has grown approximately 12% from about 35,000 in 2008 to a little less than 40,000 in 2016. Although the population has increased, the number of family households with children has decreased from 2,500 in 2008 to 1,800 in 2016. To offset some

decrease, the District accepts Choice-in students on a space available basis. How does that affect current budgetary needs.

Also requested is information describing new or possible changes in grants and other revenue expected and whether those new and possible changes can be sustained when the funding is no longer available. In addition, budgets should include expected health insurance and contractual salary increases. New positions must be accommodated within the proposed budgets. This information is needed and will be used in discussions of overall priorities, and will help prepare for budget adjustments, if necessary.

Uniformity in the descriptions of programs and budgets will be helpful in developing a Financial Report. Previous Financial Reports included a five-part budget narrative:

*See FY19 Finance Committee Report to Town Meeting for types of data and information.*

#### Budget Report Format for Departments

1. Basic functions and all relevant data
2. Summary for the next fiscal year, including all relevant changes from the current year
3. Full-time-equivalent employees for the next fiscal year and change from current year
4. Services provided by and for other departments
5. Other information of interest

Defining “full-time-equivalent” (FTE) employees in a uniform way that works well for all budget areas is difficult. Year-to-year uniformity within each budget area and an explanation of projected change for the next year is helpful. For example, if the work force consists of salaried and hourly employees, the employee count might be projected as the number of FTE benefited staff and the number of hours of part-time non-benefited staff.

There continues to be interest in the services provided by each department to assist other departments. This teamwork is important to Amherst, as it helps all parts of the Town be efficient and effective.

#### **Schedule**

See Attached: Town of Amherst, FY2020 Draft Budget Development Calendar

#### **Conclusion**

High-quality services are provided by the Town, Libraries, and Schools. Finding creative approaches to providing quality services economically is a challenge that will continue for the foreseeable future, particularly as the Town pursues the four major capital projects: a new Department of Public Works Facility, a new Fire Station, an Elementary School Project and the Jones Library Renovation/Expansion, which will take careful financial planning. In addition, to these four, the budget big picture going forward in the next ten years includes roads, Senior Center, parking facilities, and other capital improvements.

Amherst is a model of responsible management and quality community services, due to your dedication and resourcefulness. The Finance Committee thanks you for that, for the cooperative

spirit that all of you bring to your work, and for your willingness to work together to develop responsible budgets for the betterment of the Town as a whole.

The Committee also thanks Town Manager Paul Bockelman, Comptroller/Interim Finance Director Sonia Aldrich, Assistant Comptroller Holly Bowser and Acting Collector Jennifer LaFountain, and Town staff for providing the information necessary in developing the Budget Guidelines.

Finally, we thank everyone who has been involved with the Town's Budgets while we have served as the Town's Finance Committee.

Joseph Jayne  
Bernard Kubiak  
Timothy Neale  
Sharon Povinelli  
Janice Ratner, Vice Chair  
Anurag Sharma  
Marylou Theilman, Chair

cc: Amherst Town Council

**TOWN OF AMHERST, MASSACHUSETTS  
FINANCIAL PROJECTIONS - GENERAL FUND**

**DRAFT**  
**For Discussion Purposes Only**  
**ongoing version with FY19 recap balanced**  
**FY20 Budget Projection**  
**INCLUDES HWM BUDGET**  
**Monday, April 29, 2019**  
**Assumptions**

	<b>FY 18 Recap</b>	<b>FY 18 Actual</b>	<b>FY 19 Projected</b>	<b>FY 19 Recap</b>	<b>FY 20 Projected</b>	<b>\$ Chg</b>	<b>% Chg</b>	<b>FY 21 Projected</b>	<b>% Chg</b>	<b>FY 22 Projected</b>	<b>% Chg</b>	
<b>REVENUES</b>												
<b>PROPERTY TAX</b>												
Base Levy	48,750,452	50,939,949	50,700,146	50,700,146	52,787,635	2,087,489	4.1%	54,907,326	4.0%	56,880,009	3.6%	
2.5% Allowable Increase	1,218,761	0	1,267,504	1,267,504	1,319,691	52,187	4.1%	1,372,683	4.0%	1,422,000	3.6%	
Estimated New Growth	730,933	0	830,000	819,985	800,000	(19,985)	-2.4%	600,000	-25.0%	600,000	0.0%	
General Override	0	0	0	0	0	0		0		0		updated estimate 3/25/19 per Assessor
Levy Limit	50,700,146	50,939,949	52,797,650	52,787,635	54,907,326	2,119,691	4.0%	56,880,009	3.6%	58,902,009	3.6%	
Debt Exclusion	32,250	32,250	0	0	0	0		0		0		
Maximum Allowable Levy	50,732,396	50,972,199	52,797,650	52,787,635	54,907,326	2,119,691	4.0%	56,880,009	3.6%	58,902,009	3.6%	
Excess Levy capacity	(19,601)	0	0	(22,531)	0	0		0		0		
<b>Subtotal PROPERTY TAX</b>	<b>50,712,795</b>	<b>50,972,199</b>	<b>52,797,650</b>	<b>52,765,104</b>	<b>54,907,326</b>	<b>2,142,222</b>	<b>4.1%</b>	<b>56,880,009</b>	<b>3.6%</b>	<b>58,902,009</b>	<b>3.6%</b>	
<b>LOCAL RECEIPTS</b>												
Motor Vehicle Excise	1,720,925	1,916,204	1,800,000	1,875,000	1,973,859	98,859	5.3%	1,973,859	0.0%	1,973,859	0.0%	Conservative based on FY18 actual revenue
Hotel/Motel and Meals Excise	677,126	745,742	687,000	687,000	687,000	0	0.0%	687,000	0.0%	687,000	0.0%	Conservative based on FY18 actual revenue
Penalties and Interest	188,000	330,465	197,229	197,229	197,229	0	0.0%	197,229	0.0%	197,229	0.0%	Conservative based on FY18 actual revenue
PILOT	948,476	977,397	948,476	948,476	951,277	2,801	0.3%	951,277	0.0%	951,277	0.0%	Largest source is Enterprise Funds PILOTS
Rentals	99,850	137,726	155,195	155,195	155,195	0	0.0%	155,195	0.0%	155,195	0.0%	JPM Health Center added in FY19
Departmental Revenue	1,038,115	1,221,496	1,148,680	1,148,680	1,149,680	1,000	0.1%	1,149,680	0.0%	1,149,680	0.0%	Recurring department revenue
Licenses and Permits	1,057,471	926,576	1,102,628	954,552	984,344	29,792	3.1%	984,344	0.0%	984,344	0.0%	based on FY18 actual revenue
Special Assessments	912,130	913,056	920,255	920,255	974,155	53,900	5.9%	974,155	0.0%	974,155	0.0%	PVTA assessment: UMass5 College Inc.
Fines and Forfeits	97,700	127,331	97,700	97,700	97,700	0	0.0%	97,700	0.0%	97,700	0.0%	based on trend
Investment Income	70,000	101,309	80,000	80,000	80,000	0	0.0%	80,000	0.0%	80,000	0.0%	based on trend
Miscellaneous(see notes section)	350,000	370,391	400,000	370,000	590,000	220,000	59.5%	590,000	0.0%	590,000	0.0%	Amherst College(\$100,000 ), Umass (\$120,000 and \$150,000 H/M Fee),Hopkinton \$220,000
<b>Subtotal LOCAL RECEIPTS</b>	<b>7,159,793</b>	<b>7,767,691</b>	<b>7,537,163</b>	<b>7,434,087</b>	<b>7,840,439</b>	<b>406,352</b>	<b>5.5%</b>	<b>7,840,439</b>	<b>0.0%</b>	<b>7,840,439</b>	<b>0.0%</b>	
<b>STATE AID</b>												
Chapter 70	6,055,023	6,055,023	6,076,903	6,088,203	6,122,223	34,020	0.6%	6,122,223	0.0%	6,122,223	0.0%	used HWM budget for 2020
Charter Assessment Reimbursement	162,476	113,706	230,571	177,979	194,217	16,238	9.1%	194,217	0.0%	194,217	0.0%	used HWM budget for 2020
Unrestricted General Govt Aid	8,410,410	8,410,410	8,704,774	8,704,774	8,939,803	235,029	2.7%	8,939,803	0.0%	8,939,803	0.0%	used HWM budget for 2020
Veterans Benefits	180,131	152,080	111,888	111,888	162,954	51,066	45.6%	162,954	0.0%	162,954	0.0%	used HWM budget for 2020
Exempt Vets, Blind, Surv. Spouses, Elderly	33,523	32,723	31,719	31,719	33,388	1,669	5.3%	33,388	0.0%	33,388	0.0%	used HWM budget for 2020
State Owned Land	164,735	164,735	185,268	185,614	194,537	8,923	4.8%	194,537	0.0%	194,537	0.0%	used HWM budget for 2020
Offset Receipts												
School Lunch	0	6,788	0	0	0	0	0.0%	0		0		State pays School Department directly
School Choice Tuition	344,496	637,683	569,714	637,683	581,299	(56,384)	-8.8%	581,299	0.0%	581,299	0.0%	State pays School Department directly
Public Libraries	91,677	92,899	90,671	92,159	93,118	959	1.0%	93,118	0.0%	93,118	0.0%	State pays Jones Library directly
<b>Subtotal STATE AID</b>	<b>15,442,471</b>	<b>15,666,047</b>	<b>16,001,508</b>	<b>16,030,019</b>	<b>16,321,539</b>	<b>291,520</b>	<b>1.8%</b>	<b>16,321,539</b>	<b>0.0%</b>	<b>16,321,539</b>	<b>0.0%</b>	
<b>OTHER FINANCING SOURCES</b>												
Ambulance Fund	2,599,780	2,599,780	2,800,114	2,800,114	2,483,396	(316,718)	-11.3%	2,545,481	2.5%	2,609,118	2.5%	Reimburse Gen Fund for Public Safety and Admin
Community Preservation Act (debt service only)	0	0	320,843	320,843	421,465	100,622	31.4%	387,738		328,060		
Enterprise Fund Reimbursements	1,115,339	1,115,339	1,119,069	1,135,942	1,172,621	36,679	3.2%	1,172,621	0.0%	1,172,621	0.0%	
Overlay Surplus	0	0	300,000	300,000	300,000	0	0.0%	0		0		
Miscellaneous	0	0	0	0	0	0	0.0%	0		0		
Free Cash	1,561,633	3,561,633	0	75,000	0	(75,000)	-100.0%	0		0		
Stabilization Fund	0	0	0	0	0	0	0.0%	0		0		
<b>Subtotal OTHER FINANCING SOURCES</b>	<b>5,276,752</b>	<b>7,276,752</b>	<b>4,540,026</b>	<b>4,631,899</b>	<b>4,377,482</b>	<b>(254,417)</b>	<b>-5.5%</b>	<b>4,105,840</b>	<b>-6.2%</b>	<b>4,109,799</b>	<b>0.1%</b>	
<b>TOTAL REVENUES</b>	<b>78,591,811</b>	<b>81,682,688</b>	<b>80,876,347</b>	<b>80,861,109</b>	<b>83,446,786</b>	<b>2,585,677</b>	<b>3.2%</b>	<b>85,147,827</b>	<b>2.0%</b>	<b>87,173,786</b>	<b>2.4%</b>	

	<b>FY 18 Recap</b>	<b>FY 18 Actual</b>	<b>FY 19 Projected</b>	<b>FY 19 Projected</b>	<b>FY 20 Projected</b>	<b>\$ Chg</b>	<b>% Chg</b>	<b>FY 21 Projected</b>	<b>% Chg</b>	<b>FY 21 Projected</b>	<b>% Chg</b>	
<b>EXPENDITURES</b>												
<b>OPERATING BUDGET</b>												
Town	23,038,135	22,949,526	23,844,470	23,904,470	24,584,061	679,592	2.8%	25,198,663	2.5%	25,828,630	2.5%	increase of .3% equals net cost for Council
Elementary Schools	22,523,222	22,522,642	23,227,365	23,242,365	23,838,855	596,490	2.6%	24,434,826	2.5%	25,045,697	2.5%	Net increase 2.6% (2.5% less Choice/Charter level for FY20)
A-P Regional School District (Assessment)	15,502,710	15,502,710	16,045,304	16,045,304	16,444,279	398,975	2.5%	16,855,386	2.5%	17,276,771	2.5%	
Jones Library (Tax Support)	1,926,054	1,926,054	1,993,466	1,993,466	2,043,302	49,837	2.5%	2,094,385	2.5%	2,146,745	2.5%	
<b>Subtotal OPERATING BUDGET</b>	<b>62,990,121</b>	<b>62,900,932</b>	<b>65,110,605</b>	<b>65,185,605</b>	<b>66,910,497</b>	<b>1,724,892</b>	<b>2.6%</b>	<b>68,583,260</b>	<b>2.5%</b>	<b>70,297,842</b>	<b>2.5%</b>	
<b>CAPITAL BUDGET</b>												
Debt Service - Debt Exclusion	32,250	32,380	0	0	0	0	0.0%	0	0.0%	0	0.0%	
Debt Service - CPA			320,843	320,843	421,465	100,622	31.4%	387,738	-8.0%	328,060	0.0%	
Debt Service - Current	1,833,617	1,904,684	1,603,127	1,603,127	1,159,913	(443,214)	-27.6%	1,046,370	-9.8%	569,952	0.0%	
Debt Service - Projected	172,000	142,734	263,874	263,874	351,102	87,228	33.1%	562,590	60.2%	981,272	74.4%	
Cash Capital (Tax Support)	2,325,018	2,303,896	2,884,788	2,884,789	3,503,810	619,021	21.5%	3,881,773	10.8%	4,136,777	6.6%	
<b>Subtotal Tax Funded Capital</b>	<b>4,362,885</b>	<b>4,383,694</b>	<b>5,072,632</b>	<b>5,072,633</b>	<b>5,436,290</b>	<b>363,657</b>	<b>7.2%</b>	<b>5,878,471</b>	<b>8.1%</b>	<b>6,016,061</b>	<b>2.3%</b>	
<b>Tax Capital Less Debt Exclusion, CPA, Other</b>	<b>4,330,635</b>	<b>4,351,314</b>	<b>5,393,475</b>	<b>4,451,790</b>	<b>5,014,825</b>	<b>563,035</b>	<b>12.6%</b>	<b>5,490,733</b>	<b>9.5%</b>	<b>5,688,001</b>	<b>3.6%</b>	Town Financial Policy goal is 10% of tax levy
<b>% Net Tax Levy</b>	<b>8.5%</b>	<b>8.5%</b>	<b>10.22%</b>	<b>8.43%</b>	<b>9.50%</b>			<b>10.00%</b>		<b>10.00%</b>		
Cash Capital (Free Cash)	50,000	50,000										
Cash Capital (Ambulance Fund)	0	0	0	0	0	0	0.0%					
<b>Subtotal CAPITAL</b>	<b>4,380,635</b>	<b>4,433,694</b>	<b>5,072,632</b>	<b>5,072,633</b>	<b>5,436,290</b>	<b>363,657</b>	<b>7.2%</b>	<b>5,878,471</b>	<b>8.1%</b>	<b>6,016,061</b>	<b>2.3%</b>	
<b>MISCELLANEOUS</b>												
Assessment - Retirement System	5,157,420	5,157,420	5,565,471	5,565,471	5,868,847	303,376	5.5%	6,338,355	8.0%	6,845,423	8.0%	Per HCRS assessment
Assessment - Regional Lockup Facility	35,928	35,928	35,928	35,928	35,928	0	0.0%	35,928	0.0%	35,928	0.0%	No change
Other	1,451,633	0	0	0	0	0	0.0%					
OPEB	400,000	400,000	500,000	500,000	500,000	0	0.0%	500,000	0.0%	500,000	0.0%	Building OPEB funding into annual budget
Reserve Fund	100,000	100,000	100,000	100,000	0	(100,000)	-100.0%	0	#DIV/0!	0	#DIV/0!	Finance Committee Reserve Fund
<b>Subtotal MISCELLANEOUS</b>	<b>7,144,981</b>	<b>5,693,348</b>	<b>6,201,399</b>	<b>6,201,399</b>	<b>6,404,775</b>	<b>203,376</b>	<b>3.3%</b>	<b>6,874,283</b>	<b>7.3%</b>	<b>7,381,351</b>	<b>7.4%</b>	
<b>Total APPROPRIATIONS</b>	<b>74,515,737</b>	<b>73,027,973</b>	<b>76,384,635</b>	<b>76,459,637</b>	<b>78,751,562</b>	<b>2,291,925</b>	<b>3.0%</b>	<b>81,336,014</b>	<b>3.3%</b>	<b>83,695,254</b>	<b>2.9%</b>	
<b>UNAPPROPRIATED USES</b>												
Reserve for Abatements & Exemptions	517,647	517,648	527,977	525,280	549,073	23,793	4.5%	568,800	3.6%	589,020	3.6%	Target: 1% of tax levy
State Assessments (Cherry Sheet)	3,106,300	2,975,724	3,287,395	3,130,246	3,455,630	325,384	10.4%	3,542,021	2.5%	3,630,571	2.5%	Charter & Choice Tuition, PVTA, etc.
Cherry Sheet Offsets	436,173	737,370	660,385	729,842	674,417	(55,425)	-7.6%	674,417	0.0%	674,417	0.0%	See Offset Receipts in Revenue above
Other Amounts to be Raised	15,955	9,357	15,955	16,104	16,104	0	0.0%	16,104	0.0%	16,104	0.0%	PVPC and Tax Title
<b>Subtotal UNAPPROPRIATED USES</b>	<b>4,076,075</b>	<b>4,240,098</b>	<b>4,491,712</b>	<b>4,401,472</b>	<b>4,695,224</b>	<b>293,752</b>	<b>6.7%</b>	<b>4,801,342</b>	<b>2.3%</b>	<b>4,910,112</b>	<b>2.3%</b>	
<b>TOTAL BUDGET PLAN</b>	<b>78,591,812</b>	<b>77,268,072</b>	<b>80,876,347</b>	<b>80,861,109</b>	<b>83,446,786</b>	<b>2,585,678</b>	<b>3.2%</b>	<b>86,137,356</b>	<b>3.2%</b>	<b>88,605,366</b>	<b>2.9%</b>	
					<b>2,585,678</b>			<b>2,690,569</b>		<b>2,468,011</b>		
<b>SURPLUS / (SHORTFALL)</b>	<b>0</b>	<b>4,414,617</b>	<b>0</b>	<b>0</b>	<b>0</b>			<b>(989,528)</b>		<b>(1,431,580)</b>		

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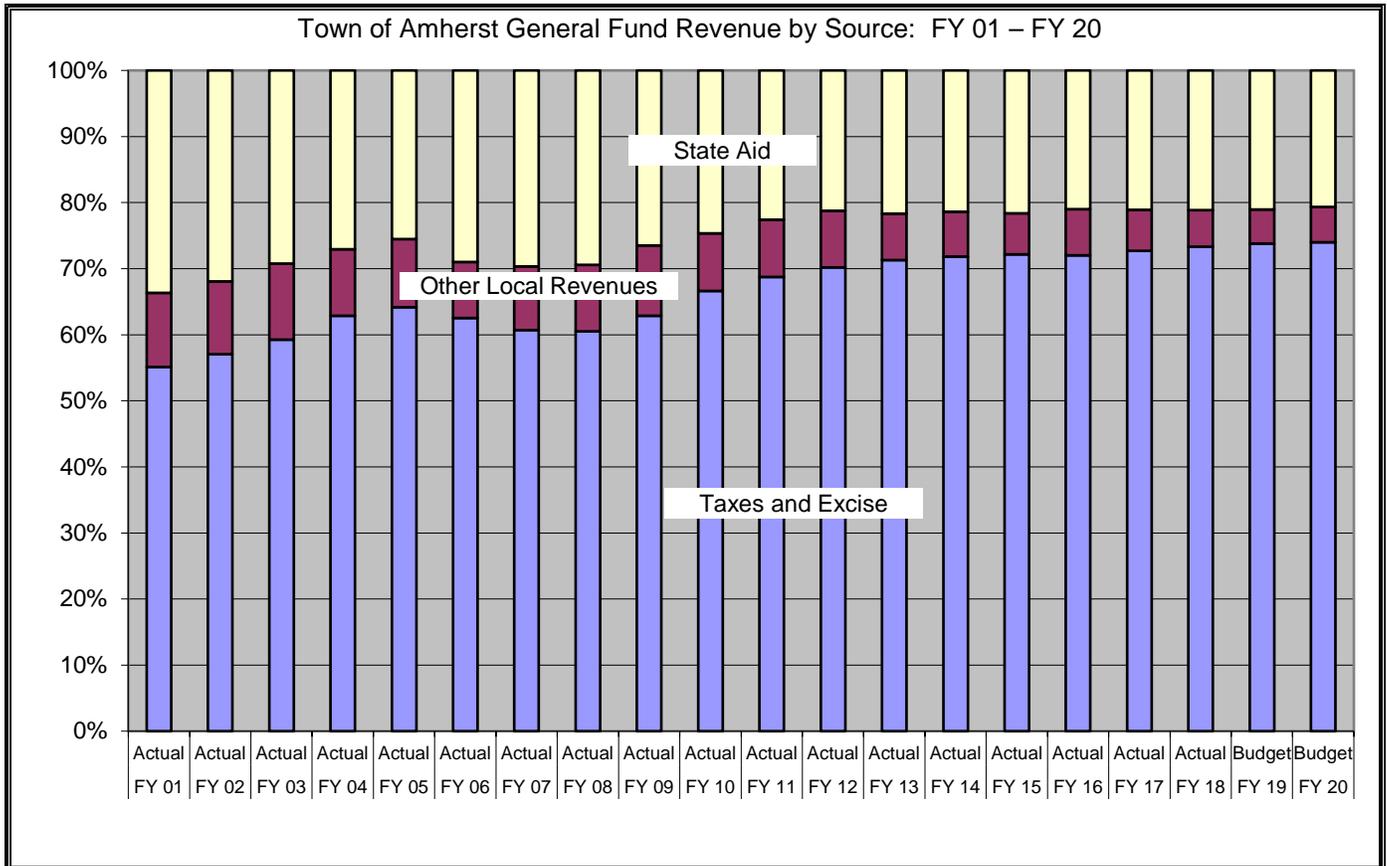
**GENERAL  
FUND**

## GENERAL FUND RESOURCES SUMMARY

**MISSION STATEMENT:** To identify funds to support General Fund services.

- CONTINUING OBJECTIVES:**
- To manage and grow the tax levy within constraints of Proposition 2½.
  - To monitor state aid distributions and formulas.
  - To monitor availability of Federal and State Grants.
  - To develop equitable fees, charges, and other local sources of funding wherever possible.

<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
<u>As % of Total Resources</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Taxes	62	63	63	63	62
Other Local Source Revenues	11	10	11	10	10
State Revenues	20	20	20	20	19
Other Financing Sources	7	7	6	7	9



## GENERAL FUND RESOURCES SUMMARY

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Property Tax	46,699,210	48,805,694	50,712,795	52,765,104	54,907,326	2,142,222	4.1%
Local Receipts	8,382,541	7,968,879	7,767,691	7,434,087	7,840,439	406,352	5.5%
State Aid	14,636,111	15,180,262	15,666,047	16,030,019	16,321,539	291,520	1.8%
Other Financing Sources	4,601,325	5,230,987	7,276,752	4,631,899	4,377,482	(254,417)	-5.5%
	<u>74,319,187</u>	<u>77,185,822</u>	<u>81,423,284</u>	<u>80,861,109</u>	<u>83,446,786</u>	<u>2,585,677</u>	<u>3.2%</u>

### MAJOR COMPONENTS:

Revenues include all local sources of taxation and fees that are constitutionally allowed and assessed on an annual basis. Other Financing Sources include funds available for expenditure by the General Fund that are drawn from reserves or represent assessments to other operating funds of the Town. These may be funds available only once, e.g., when an asset is sold, or they may be available each year that the services are provided to other funds.

### SIGNIFICANT BUDGET CHANGES:

See following pages.

**MISSION STATEMENT:** To provide tax support for General Fund services.

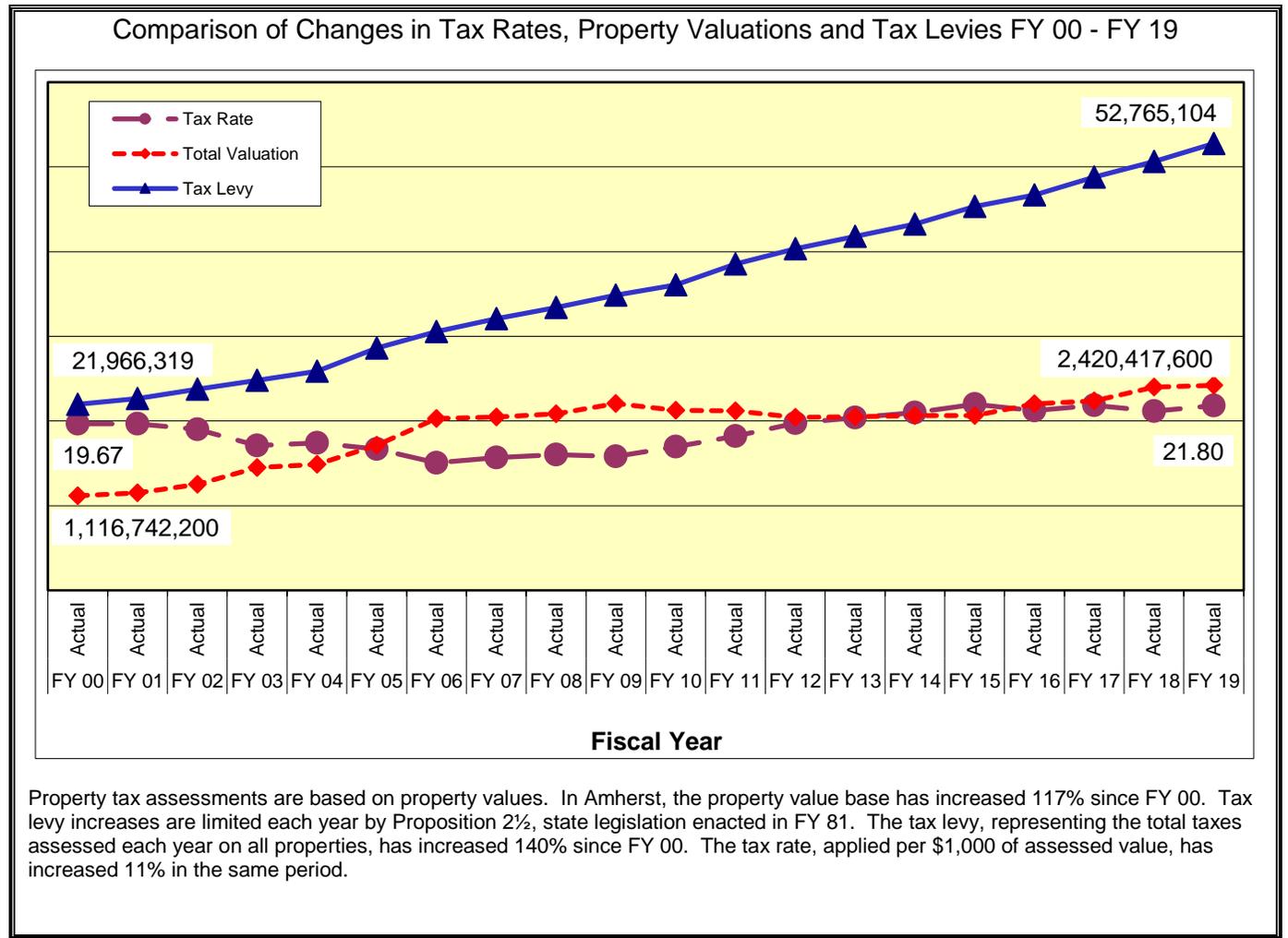
**CONTINUING OBJECTIVES:**

- To manage and grow the tax levy within constraints of Proposition 2½.

**FY 20 OBJECTIVES:**

- To accurately estimate the property tax levy capacity, including new growth, in order to provide the resources necessary to support the Town's programs and services.

<b>SERVICE LEVELS:</b>	<b>FY 14 <u>Actual</u></b>	<b>FY 15 <u>Actual</u></b>	<b>FY 16 <u>Actual</u></b>	<b>FY 17 <u>Actual</u></b>	<b>FY 18 <u>Actual</u></b>
Taxes as % of Total Resources					
Real and Personal Property Taxes	62	63	63	63	62



## RESOURCES

## PROPERTY TAX

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Base Levy	44,828,489	46,573,832	48,750,452	50,700,146	52,787,635	2,087,489	4.1%
2.5% Allowable Increase	1,120,712	1,164,346	1,218,761	1,267,504	1,319,691	52,187	4.1%
New Growth	624,631	1,012,274	730,933	819,985	800,000	(19,985)	-2.4%
Levy Limit	46,573,832	48,750,452	50,700,146	52,787,635	54,907,326	2,119,691	4.0%
Debt Exclusion	125,378	76,709	32,250	0	0	0	0.0%
Maximum Allowable Levy	46,699,210	48,827,161	50,732,396	52,787,635	54,907,326	2,119,691	4.0%
Excess Levy Capacity	0	(21,467)	(19,601)	(22,531)	0	22,531	-100.0%
Subtotal PROPERTY TAX	46,699,210	48,805,694	50,712,795	52,765,104	54,907,326	2,142,222	4.1%

**MAJOR COMPONENTS:**

Real and Personal Property Taxes are the Town's largest source of revenue. This budget assumes that the Town will use its full tax levy capacity in FY 20. Property taxes will increase at the allowable 2.5% limit per year (+\$1,319,691). New growth added to property tax is estimated at \$800,000.

**SIGNIFICANT BUDGET CHANGES:**

None.

## RESOURCES

## LOCAL RECEIPTS

**MISSION STATEMENT:** To provide revenues to support General Fund services.

**FY 20 OBJECTIVES:**

- To review current fee levels in relation to FY 20 costs of services.

**SERVICE LEVELS:**

	<u>FY 14</u> <u>Actual</u>	<u>FY 15</u> <u>Actual</u>	<u>FY 16</u> <u>Actual</u>	<u>FY 17</u> <u>Actual</u>	<u>FY 18</u> <u>Actual</u>
Revenues as % of Local Source Revenues					
Other Taxes	41	44	42	44	47
Departmental Revenue	14	19	19	18	16
Rentals	1	1	1	2	2
Licenses and Permits	14	18	18	15	12
Special Assessments	7	10	9	11	12
Fines and Forfeits	3	2	2	1	1
Penalties and Interest	4	3	2	3	4
Investment Income	1	1	1	1	1
Miscellaneous	15	2	6	5	5

**MAJOR COMPONENTS:**Departmental Revenue

## General Government

Assessing Services	\$ 20,000
Certificate of Municipal Lien	12,500
Collector's Fees	15,000
Certified Copy Fees	22,000
Passport Application Fees	12,000
Other Departmental Fees	31,993

## Public Safety

Police Off Duty Service	15,000
Fire Department Inspections	100,000
Other Departmental Fees	9,200
Public Works	6,500

## Conservation, Planning, Inspections

Planning Board Fees	14,000
Certificates of Inspections	50,000
Other Departmental Fees	29,300

## Community Services

LSSE	254,000
Pools	70,000
Cherry Hill	227,638
Medicaid Reimbursement	<u>260,549</u>
Total Departmental Revenues	\$1,149,680

Special Assessments

UMass PVT A Assessment	\$720,614
Five College PVT A Assessment	<u>253,541</u>
Total Special Revenue Funds	\$974,155

Licenses & Permits

## General Government

CATV License	\$ 3,600
Town Clerk Licenses	6,500

## Public Safety

Dog Licenses	8,000
Other Permits	31,000

## Public Works

	9,500
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## Inspection Services and Health

Alcohol Licenses	164,500
Building Permits	354,792
Electrical Permits	147,427
Rental Registration	110,000
Other Licenses and Permits	<u>149,025</u>
Total Licenses & Permits	\$984,344

Miscellaneous

Amherst College	\$100,000
UMass Strategic Partnership	120,000
UMass Hotel/Motel Occupancy	150,000
Hopkinton Bill Revenue	<u>220,000</u>
Total Miscellaneous	\$590,000

## RESOURCES

## LOCAL RECEIPTS

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Motor Vehicle Excise	1,865,700	1,833,759	1,916,204	1,875,000	1,973,859	98,859	5.3%
Hotel/Motel and Meals Excise	695,976	708,601	745,742	687,000	687,000	0	0.0%
Penalties and Interest	203,416	260,469	330,465	197,229	197,229	0	0.0%
PILOT	948,435	950,525	977,397	948,476	951,277	2,801	0.3%
Rentals	102,243	131,392	137,726	155,195	155,195	0	0.0%
Departmental Revenue	1,548,636	1,531,291	1,221,496	1,148,680	1,149,680	1,000	0.1%
Licenses and Permits	1,529,475	1,078,556	926,576	954,552	984,344	29,792	3.1%
Special Assessments	763,033	878,930	913,056	920,255	974,155	53,900	5.9%
Fines and Forfeits	129,758	101,928	127,331	97,700	97,700	0	0.0%
Investment Income	107,336	90,117	101,309	80,000	80,000	0	0.0%
Miscellaneous	488,533	403,311	370,391	370,000	590,000	220,000	59.5%
<b>Subtotal LOCAL RECEIPTS</b>	<b>8,382,541</b>	<b>7,968,879</b>	<b>7,767,691</b>	<b>7,434,087</b>	<b>7,840,439</b>	<b>406,352</b>	<b>5.5%</b>

**SIGNIFICANT BUDGET CHANGES:**

Motor vehicle excise revenues are estimated at \$1,973,859, an increase of 5.3% from the FY 19 budget. We remain conservative on these estimates due to the uncertain nature of the economy and vehicle purchases.

Departmental revenue is consistent with long-term actual receipts.

Licenses and permits increase by \$29,792 or 3.1% from the FY 19 budget. We remain conservative on these estimates due to the uncertain nature of the economy and building construction.

Special Assessments increase by \$53,900. These payments are made by UMass and Five Colleges, Inc. to reimburse the Town for their share of the Pioneer Valley Transit Authority (PVTA) annual assessments. The assessments and the reimbursement amounts change year-to-year based on PVTA's costs and on the ridership from the Five Colleges and the Town.

Miscellaneous receipts increased by \$220,000; this is a one-time supplemental tax assessment for construction in progress that does not apply to the New Growth calculation.

**RESOURCES**

**STATE AID**

**MISSION STATEMENT:** To administer state revenues received for general purposes and purposes related to specific grants.

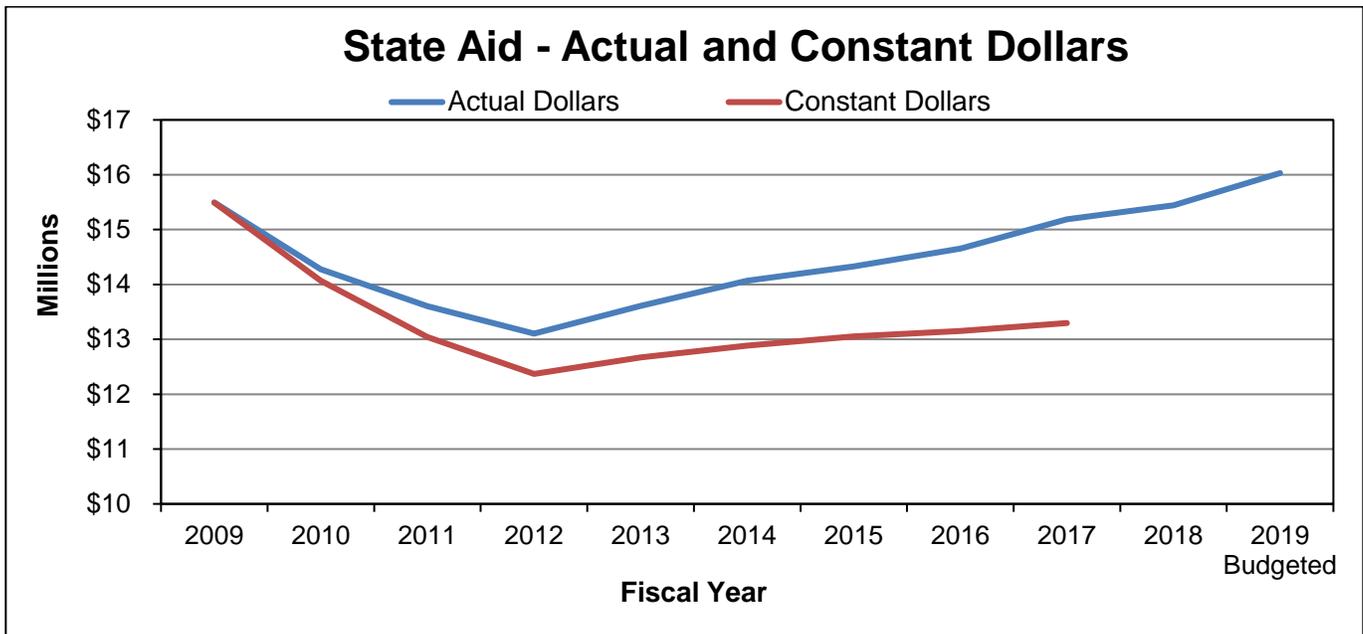
**CONTINUING OBJECTIVES:**

- To review and monitor State Aid distributions, the availability of other State and Federal funds, and the State Aid and Education Reform formulas.

<b>SERVICE LEVELS:</b>	<b>FY 14 Actual</b>	<b>FY 15 Actual</b>	<b>FY 16 Actual</b>	<b>FY 17 Actual</b>	<b>FY 18 Actual</b>
State revenues as a % of Total Resources	21	20	20	20	19

**State Aid - Actual and Constant Dollars**

Reductions in State Aid are considered a warning indicator, particularly if the Town does not have adequate reserves or other revenues to offset cuts.



<b>Amherst Trend</b>	
Favorable	
Marginal	X
Unfavorable	
Uncertain	X

Reliance on state aid for funding has both an upside and a downside. While increases in state aid may permit additional services, increased state aid as a percentage of operating revenue may be difficult to manage when there is a reduction in this funding.

State Aid to the Town has consistently increased since 2012 and in FY 19 we have reached pre-recession levels.

## RESOURCES

## STATE AID

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Chapter 70	5,954,998	6,020,943	6,055,023	6,088,203	6,122,223	34,020	0.6%
Charter Tuition Assessment							
Reimbursement	126,388	271,611	113,706	177,979	194,217	16,238	9.1%
Unrestricted General Govt Aid	7,760,993	8,094,716	8,410,410	8,704,774	8,939,803	235,029	2.7%
Veterans Benefits	167,264	170,455	152,080	111,888	162,954	51,066	45.6%
Exempt: Vets, Blind, Surv. Spouses, Elderly	29,245	16,242	32,723	31,719	33,388	1,669	5.3%
State Owned Land	166,877	164,892	164,735	185,614	194,537	8,923	4.8%
Offset Receipts							
School Lunch	6,694	6,334	6,788	0	0	0	0.0%
School Tuition	336,133	344,496	637,683	637,683	581,299	(56,384)	0.0%
Public Libraries	87,520	90,574	92,899	92,159	93,118	959	0.0%
Subtotal STATE AID	14,636,111	15,180,262	15,666,047	16,030,019	16,321,539	291,520	1.8%

**SIGNIFICANT BUDGET CHANGES:**

Assumes a moderate increase in state aid based on the State House Ways and Means Committee Budget released mid-April 2019. These estimates will be revised as the state budget process unfolds; the final Cherry Sheets will be out early July 2019.

## RESOURCES

## OTHER FINANCING SOURCES

**MISSION STATEMENT:** To make use of sources other than recurring revenues to finance government services and specific major capital projects.

**CONTINUING OBJECTIVES:**

- To transfer appropriate amounts from Enterprise Funds for services provided by General Fund departments.
- To manage debt financing in accordance with the Capital Plan.

**FY 20 OBJECTIVES:**

- To maximize Ambulance Fund receipts to support Emergency Medical Services (EMS) operating and capital costs and thereby minimize tax support needed.
- To not use reserves (Free Cash and/or Stabilization Fund) to balance the FY 20 budget, if possible.

**SERVICE LEVELS:**

	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</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>
% of Total Resources					
Special Revenue Funds	3	4	4	3	3
Overlay Reserve Account	0	0	0	0	0
Surplus Funds:					
Free Cash	2	2	1	2	4
Stabilization	0	0	0	0	0
Other Interfund Transactions	2	2	1	2	1

## RESOURCES

## OTHER FINANCING SOURCES

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Ambulance Fund	2,592,292	2,594,380	2,599,780	2,800,114	2,483,396	(316,718)	-11.3%
Community Preservation Act (debt service only)				320,843	421,465	100,622	31.4%
Enterprise Fund Reimbursements	1,067,358	1,192,643	1,115,339	1,135,942	1,172,621	36,679	3.2%
Overlay Surplus	0	115,000	0	300,000	300,000	0	0.0%
Free Cash	836,675	1,328,964	3,561,633	75,000	0	(75,000)	-100.0%
Stabilization Fund	105,000	0	0	0	0	0	0.0%
Subtotal OTHER FINANCING SOURCES	4,601,325	5,230,987	7,276,752	4,631,899	4,377,482	(254,417)	-5.5%

**SIGNIFICANT BUDGET CHANGES:**

A total of \$2,483,396 in support from the Ambulance Fund is allocated to the Fire Department operating budget and other administrative support costs (billing, IT, and the Communications Center). This is a significant decrease due to the loss of a contract with the Town of Hadley to provide emergency medical services. We estimate our overall loss in revenue to be approximately \$600,000 in total. There have been no cuts in the Fire/EMS services budget, however, based on findings of the Fire staffing study.

Consistent with Finance Committee budget guidelines, no contribution from Free Cash/Stabilization Fund reserves is included to balance the FY 20 budget. In FY 16, \$836,675 of Free Cash was appropriated: \$185,973 was transferred to OPEB, and \$650,702 was transferred to stabilization. Town Meeting also voted to support subsidies for LSSE's programs; \$105,000 of Stabilization was appropriated. In FY 17, \$1,498,964 of Free Cash was appropriated: \$202,802 was transferred to OPEB, \$1,086,162 was transferred to the stabilization fund, \$150,000 to Special Education Reserve Fund, and \$60,000 to Community Services Budget. In FY 18, \$3,561,633 of Free Cash was appropriated: \$1,301,633 was transferred to the stabilization fund, \$15,000 to Elementary School Budget, \$60,000 to Community Services Budget, and \$2,000,000 to the Health Claims Trust Fund which was subsequently repaid.

## GENERAL FUND EXPENDITURES SUMMARY

	FY16	FY17	FY18	FY19	FY20	Change	%
	Actual	Actual	Actual	Budget	Manager	FY 19-20	Change
General Government	\$ 6,407,518	6,356,383	7,282,011	7,490,355	8,010,791	520,436	6.9%
Public Safety	\$ 9,856,588	10,057,411	10,221,788	10,771,388	10,881,989	110,601	1.0%
Public Works	\$ 2,101,281	2,364,678	2,379,343	2,361,514	2,401,666	40,152	1.7%
Conservation & Development	\$ 1,252,602	1,318,526	1,402,003	1,453,762	1,522,077	68,315	4.7%
Community Services	\$ 1,843,387	1,753,155	1,664,381	1,827,451	1,767,538	(59,913)	-3.3%
<b>TOTAL APPROPRIATION</b>	<b>\$ 21,461,375</b>	<b>21,850,154</b>	<b>22,949,526</b>	<b>23,904,470</b>	<b>24,584,061</b>	<b>679,591</b>	<b>2.8%</b>

### SIGNIFICANT BUDGET CHANGES:

#### RECOMMENDED BUDGET:

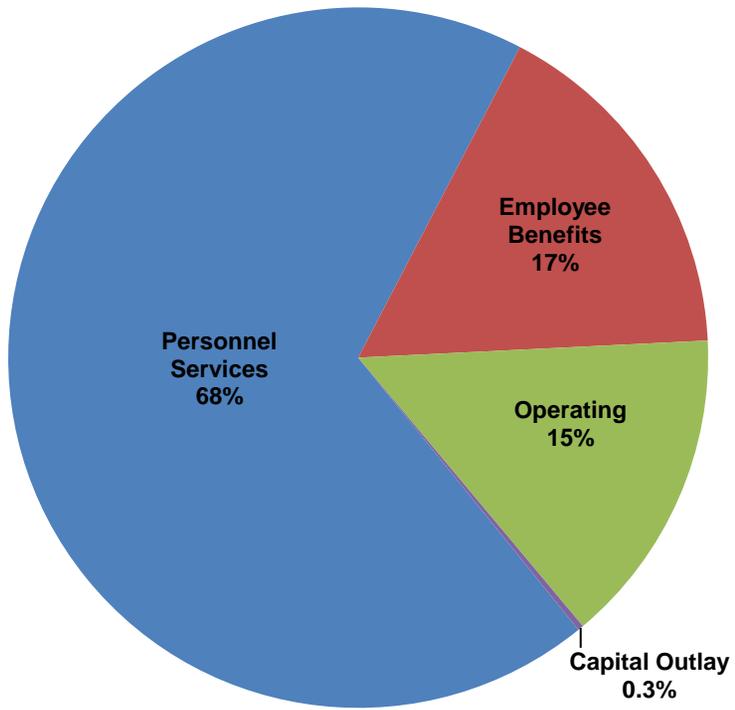
The Town Manager's proposed FY 20 municipal budget is a level services budget that includes increases necessary to fund contractual costs. The budget is funded at \$24,584,061, which exceeds the Finance Committee's guideline of a 2.5% increase from FY 19, to a 2.8% increase. The increase is to fund the Town Council for FY 20.

#### POSSIBLE BUDGET RESTORATIONS AND ADDITIONS IF ADDITIONAL FUNDS AVAILABLE:

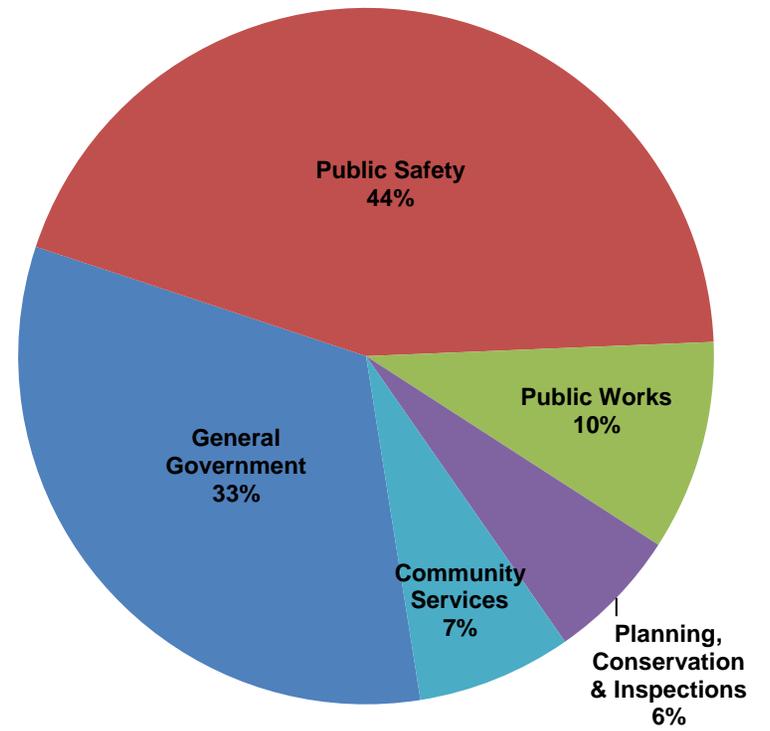
None identified at this time.

### 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%
<b>SUBTOTAL</b>	<b>\$ 3,276,284</b>	<b>3,238,535</b>	<b>3,379,201</b>	<b>3,636,570</b>	<b>3,935,935</b>	<b>299,365</b>	<b>8.2%</b>
Employee Pay/Benefits	\$ 3,131,234	3,117,848	3,902,810	3,853,785	4,074,856	221,071	5.7%
<b>TOTAL APPROPRIATION</b>	<b>\$ 6,407,518</b>	<b>6,356,383</b>	<b>7,282,011</b>	<b>7,490,355</b>	<b>8,010,791</b>	<b>520,436</b>	<b>6.9%</b>
<b>SOURCES OF FUNDS</b>							
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%
<b>Total</b>	<b>\$ 6,407,518</b>	<b>6,356,383</b>	<b>7,282,011</b>	<b>7,490,355</b>	<b>8,010,791</b>	<b>520,436</b>	<b>6.9%</b>

## 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:

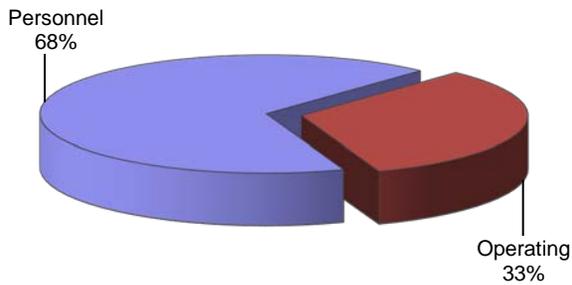
- To establish the Town Council as the legislative body for the Town working through its five standing committees.
- To evaluate the Town Manager.
- To develop guidelines for the FY 21 budget and adopt the FY 21 budget.
- To adopt a comprehensive capital plan.
- To adopt revised General and Zoning bylaws 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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100.0%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$				0	0	0.0%
Capital Appropriations	\$				0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>100,000</b>	<b>100.0%</b>
<b>POSITIONS</b>							
Full Time					0.00	0.00	
Part Time With Benefits					0.00	0.00	
Full Time Equivalent					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.

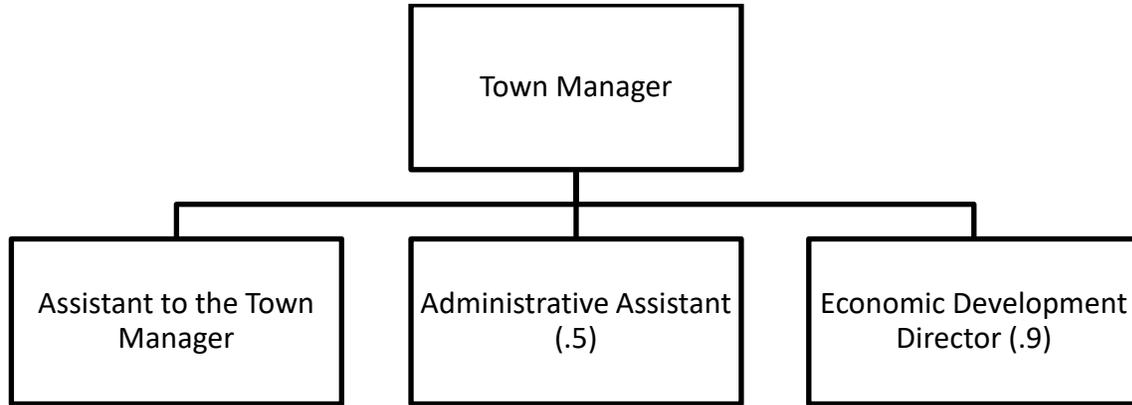
Operating costs are set at \$32,500 for training, travel expenses, and other miscellaneous items. We will adjust this in future years as we get more trend data.

**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:**

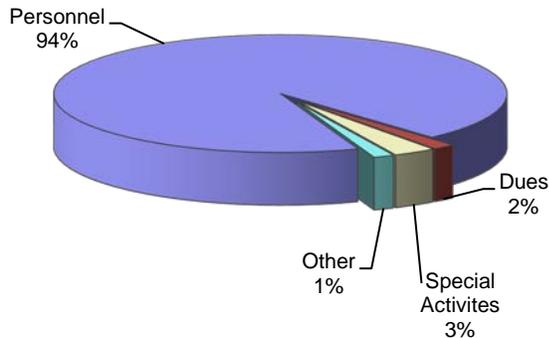
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>SELECT BOARD</b>					
Special & Regular Meetings	38	32	48	51	42
Town Meetings	13	11	11	12	7
Business Licenses	688	359	373	425	415
Town Meeting Warrant Preparations	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
<b>TOWN MANAGER'S OFFICE</b>					
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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 344,103</b>	<b>369,389</b>	<b>397,065</b>	<b>392,887</b>	<b>369,179</b>	<b>(23,708)</b>	<b>-6.4%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
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%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 445,636</b>	<b>456,643</b>	<b>525,932</b>	<b>547,384</b>	<b>504,029</b>	<b>(43,355)</b>	<b>-8.6%</b>
<b>POSITIONS</b>							
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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 1,065</b>	<b>3,499</b>	<b>2,372</b>	<b>3,900</b>	<b>0</b>	<b>(3,900)</b>	<b>--</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>\$ 1,065</b>	<b>3,499</b>	<b>2,372</b>	<b>3,900</b>	<b>0</b>	<b>(3,900)</b>	<b>--</b>
<b>POSITIONS</b>							
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**

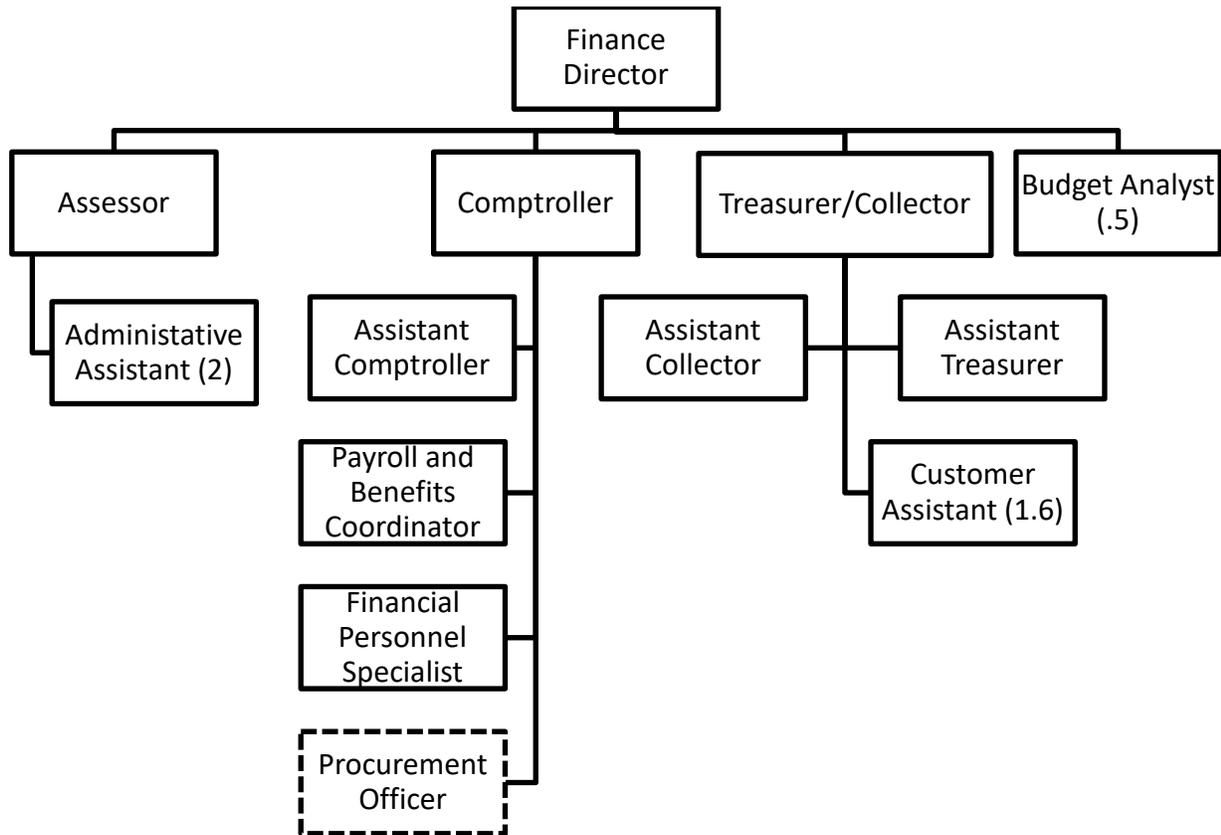
**SERVICE LEVELS:**

	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>
<b>Finance Committee:</b>					
Meetings	23	19	21	22	26
Transfers	1	1	0	0	1
<b>Moderator:</b>					
Committee Appointments	2	2	1	3	3
Committees Supported	2	2	2	2	2
<b>Town Meeting:</b>					
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.

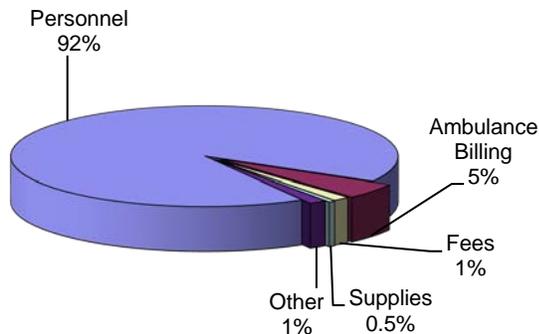
<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>ACCOUNTING:</b>					
Grants Maintained/Monitored	39	42	43	45	48
Vouchers Checked	18,360	18,933	18,646	18,089	18,634
Warrant Checks	8,511	8,369	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
<b>ASSESSING:</b>					
<b>Amherst</b>					
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%
<b>Pelham (FY 13 and Forward)</b>					
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
<b>COLLECTION:</b>					
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
<b>TREASURY:</b>					
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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 940,216</b>	<b>916,356</b>	<b>966,974</b>	<b>1,090,108</b>	<b>1,181,416</b>	<b>91,308</b>	<b>8.4%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
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%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 1,303,222</b>	<b>1,277,000</b>	<b>1,329,980</b>	<b>1,555,724</b>	<b>1,613,996</b>	<b>58,272</b>	<b>3.7%</b>
<b>POSITIONS</b>							
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:**

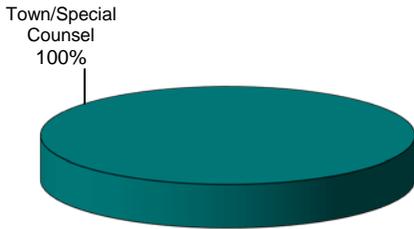
- To work with the Town Manager and Town Clerk to implement the new Amherst Home Rule Charter.
- To support the Town Council in its work to review and revise general and zoning by-laws.
- To develop measures to control the costs of legal issues or categories of issues.
- To develop stronger oversight 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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 116,612</b>	<b>116,995</b>	<b>69,507</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>\$ 116,612</b>	<b>116,995</b>	<b>69,507</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:**

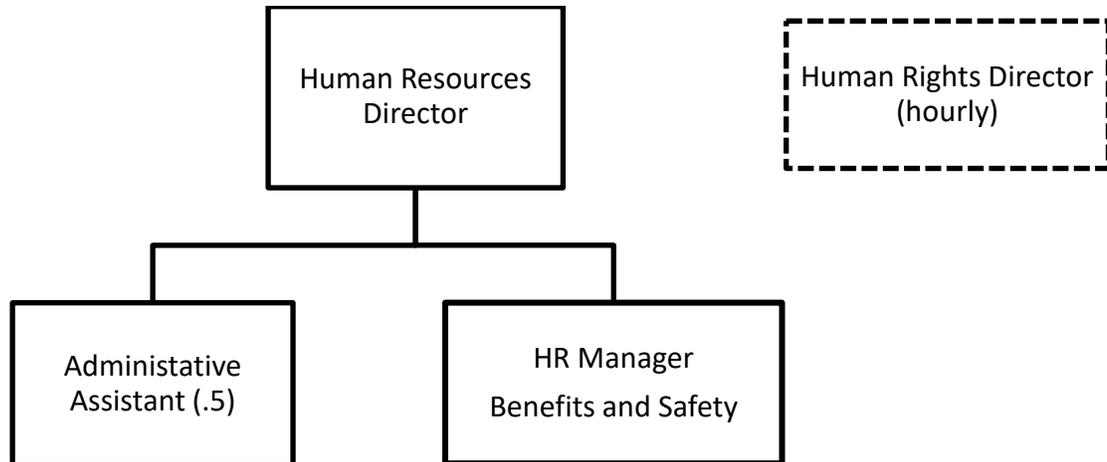


Town/Special Counsel provides funding for legal services on a contract basis.

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

## GENERAL GOVERNMENT

## 1152: HUMAN RESOURCES &amp; 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 &amp; 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:**

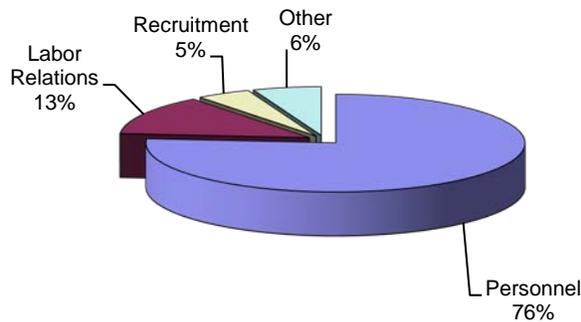
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Recruitments and Fully Benefited Hires	17	26	19	29	13
Personnel Board/Insurance Advisory Comm./					
Human Rights Commissions Meetings	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 &amp; 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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 186,101</b>	<b>196,836</b>	<b>185,866</b>	<b>204,487</b>	<b>280,352</b>	<b>75,865</b>	<b>37.1%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
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%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 246,355</b>	<b>254,501</b>	<b>266,698</b>	<b>285,059</b>	<b>399,540</b>	<b>114,481</b>	<b>40.2%</b>
<b>POSITIONS</b>							
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

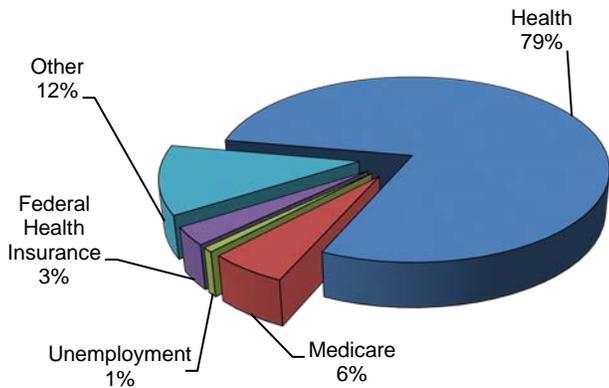
<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Health Insurance*					
Family Coverage	559	557	554	530	483
Individual Coverage	370	361	362	373	346
Medicare 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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 3,131,234</b>	<b>3,117,848</b>	<b>3,902,810</b>	<b>3,853,785</b>	<b>4,074,856</b>	<b>221,071</b>	<b>5.7%</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>\$ 3,131,234</b>	<b>3,117,848</b>	<b>3,902,810</b>	<b>3,853,785</b>	<b>4,074,856</b>	<b>221,071</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:**



Health insurance is \$3,207,639.

Medicare is \$225,555.

Unemployment insurance is \$32,203.

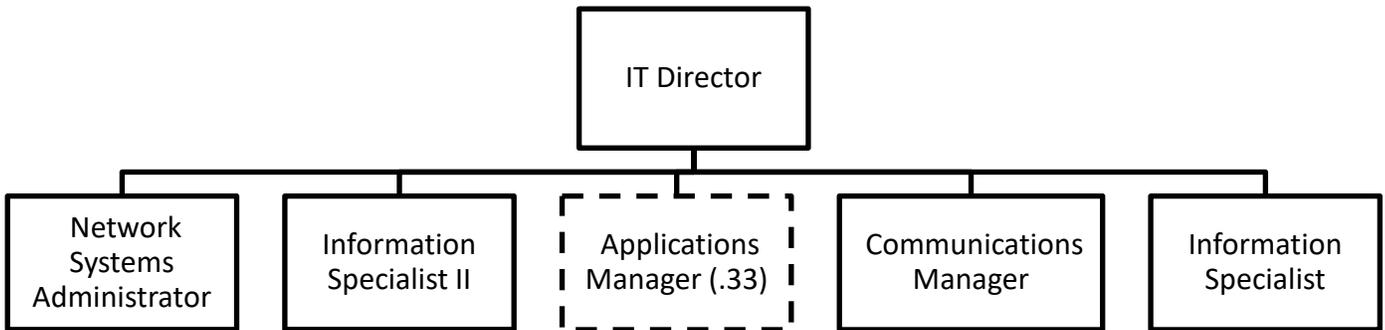
Federal Health Insurance is \$125,270.

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:**

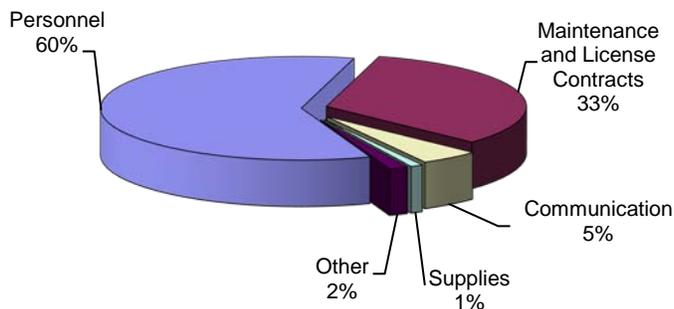
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
Buildings Connected to the WAN	15	16	17	17	18
Network User/Group Accounts	1,450	1,130	1,116	1,054	1,016
Desktop/Notebook Computers	700	629	578	583	558
Virtual Servers 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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 517,985</b>	<b>522,224</b>	<b>526,607</b>	<b>603,208</b>	<b>662,526</b>	<b>59,318</b>	<b>9.8%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
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%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 928,982</b>	<b>888,221</b>	<b>1,061,719</b>	<b>1,011,309</b>	<b>1,866,425</b>	<b>855,116</b>	<b>84.6%</b>
<b>POSITIONS</b>							
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.

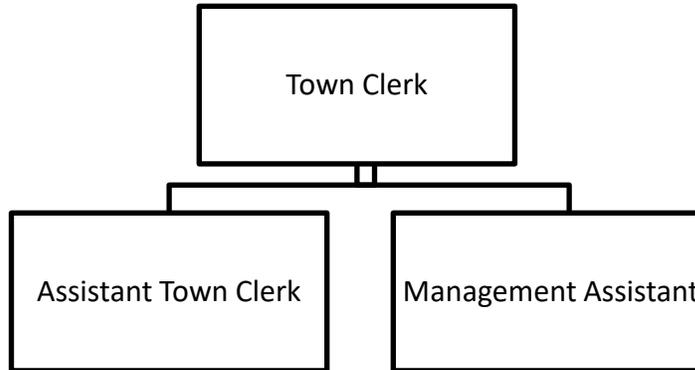
## SIGNIFICANT BUDGET CHANGES:

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

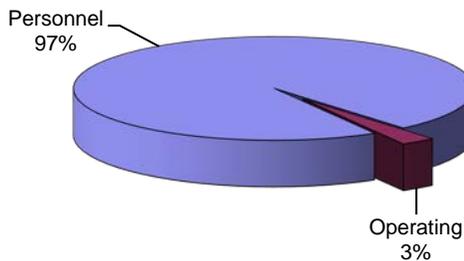
<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Certified Copies of Documents	1,996	2,241	2,120	2,005	2,358
Marriage Intentions	125	139	138	126	122
Marriage 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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 191,748</b>	<b>196,646</b>	<b>206,598</b>	<b>215,825</b>	<b>227,015</b>	<b>11,190</b>	<b>5.2%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
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%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 273,319</b>	<b>278,217</b>	<b>291,639</b>	<b>322,570</b>	<b>323,638</b>	<b>1,068</b>	<b>0.3%</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 changes are due to staff turnover and step increases. It does not include cost of living increases for contracts not currently settled.

## GENERAL GOVERNMENT

**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

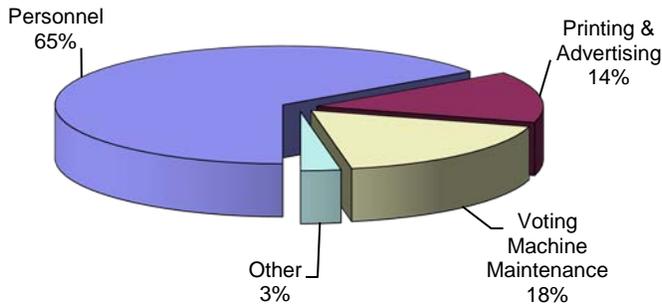
<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Elections	1	3	2	4	1
Town Meeting Sessions	13	9	11	11	11
Election Worker Training Sessions	6	16	5	9	3
Special 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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 45,719</b>	<b>79,684</b>	<b>33,327</b>	<b>63,278</b>	<b>67,828</b>	<b>4,550</b>	<b>7.2%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 234	234	234	289	814	525	181.7%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 45,953</b>	<b>79,918</b>	<b>33,561</b>	<b>63,567</b>	<b>68,642</b>	<b>5,075</b>	<b>8.0%</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 include stipends for the Board of Registrars, and remuneration for Election Workers.

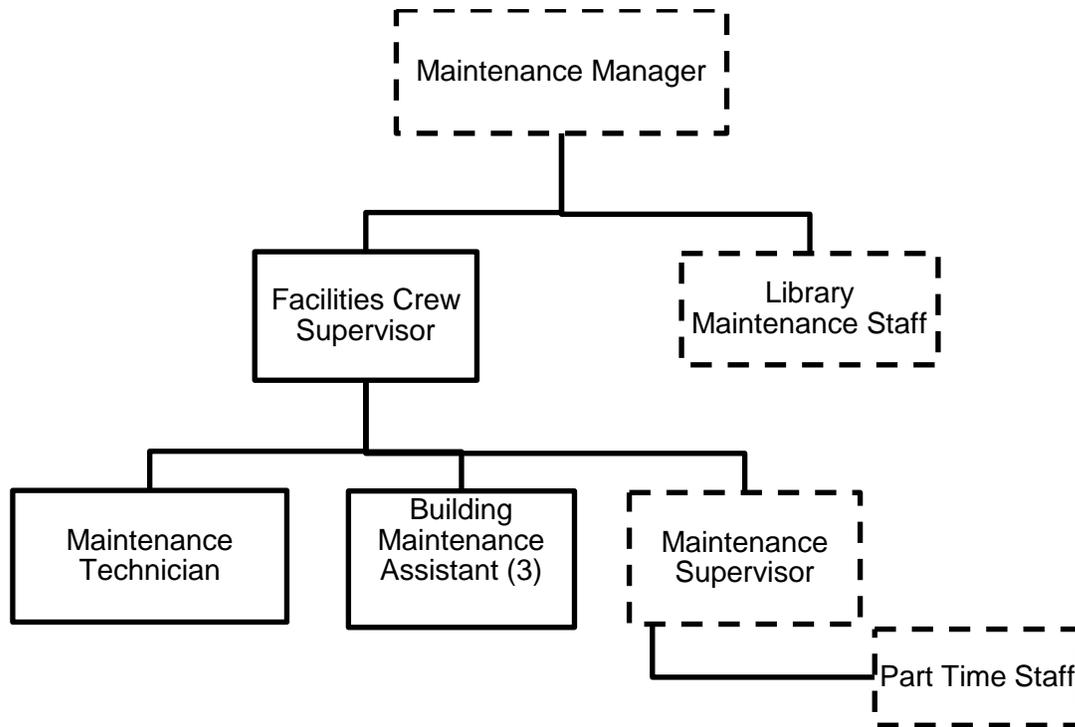
Voting Machine Maintenance includes programming and annual maintenance of voting equipment.

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:

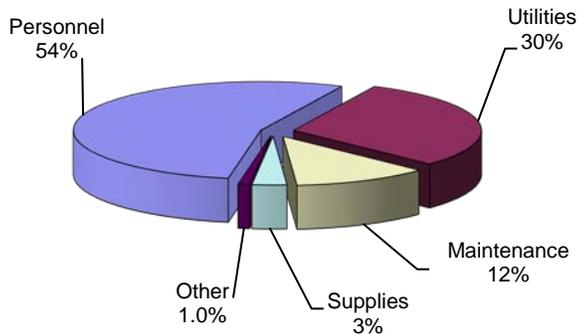
	FY 14	FY 15	FY 16	FY 17	FY 18
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Utility Usage (Town Hall, Bangs, Munson Library, East Street, 1200 North Amherst)					
Electricity (kWh)	529,594	515,694	470,368	455,977	457,339
Fuel – Gas (cf)	27,321	27,485	19,989	25,450	27,117
Fuel – 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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 477,806</b>	<b>495,788</b>	<b>491,860</b>	<b>537,185</b>	<b>521,927</b>	<b>(15,258)</b>	<b>-2.8%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
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%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 863,719</b>	<b>835,999</b>	<b>839,018</b>	<b>915,467</b>	<b>863,332</b>	<b>(52,135)</b>	<b>-5.7%</b>
<b>POSITIONS</b>							
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:**

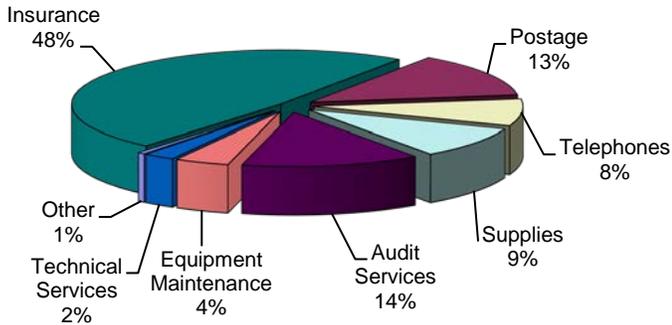
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Vehicles Insured	219	220	222	220	222
Buildings Insured	62	62	62	62	62
Insurance Claims Processed (Property/Auto)	82	32	48	56	95
Supply Requisitions Filled	189	186	204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

## GENERAL GOVERNMENT

## 1198 &amp; 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%
<b>TOTAL APPROPRIATION</b>	<b>\$ 454,834</b>	<b>341,119</b>	<b>499,025</b>	<b>415,692</b>	<b>415,692</b>	<b>0</b>	<b>0.0%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 159	159	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 454,993</b>	<b>341,278</b>	<b>499,025</b>	<b>415,692</b>	<b>415,692</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:



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.

## PUBLIC SAFETY SUMMARY

	FY16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19-20	% Change
Police Facility	\$ 221,110	209,626	219,009	219,826	220,340	514	0.2%
Police	\$ 4,441,382	4,569,588	4,738,303	5,055,636	5,040,035	(15,601)	-0.3%
Fire/EMS	\$ 4,503,744	4,576,466	4,520,940	4,742,690	4,875,396	132,706	2.8%
Communications Center	\$ 634,485	643,829	683,501	690,057	682,526	(7,531)	-1.1%
Animal Welfare	\$ 55,867	57,901	60,035	63,179	63,692	513	0.8%
<b>TOTAL APPROPRIATION</b>	<b>\$ 9,856,588</b>	<b>10,057,411</b>	<b>10,221,788</b>	<b>10,771,388</b>	<b>10,881,989</b>	<b>110,601</b>	<b>1.0%</b>
<b>SOURCES OF FUNDS</b>							
Ambulance Receipts	\$ 2,395,418	2,474,823	2,476,460	2,671,778	2,371,880	(299,898)	-11.2%
Departmental Receipts	\$ 206,994	166,359	143,484	139,200	124,200	(15,000)	-10.8%
Fines	\$ 101,836	76,055	76,175	72,200	72,200	0	0.0%
Licenses & Permits	\$ 47,554	31,314	43,110	31,000	31,000	0	0.0%
Transportation Fund	\$ 5,881	5,881	6,239	6,373	6,547	174	2.7%
Taxation	\$ 7,098,905	7,302,979	7,476,320	7,850,837	8,276,162	425,325	5.4%
Total	\$ 9,856,588	10,057,411	10,221,788	10,771,388	10,881,989	110,601	1.0%

The Public Safety function continues to be the largest segment of the Town's operating budget. The overall Public Safety functional area shows only a 1% increase because collective bargaining agreements have not been finalized. Once all contracts are settled, funds will be transferred from General Government. Public Safety provides police, fire, ambulance, emergency dispatch, and animal welfare services. There are 110 FTE employees proposed to meet the requirements of 24-hours-a-day/365-days-a-year service operating from the Police Facility, the Central Fire Station, the North Fire Station, and the Animal Welfare facility.

The Police Facilities budget increases slightly to cover salary increases that are currently settled.

The Police Department decrease represents steps, salary increases for contracts that are currently settled, staff turnover and the reduction of .50 FTE, which is due to moving the funding of a half time IT position to the IT department.

The Fire Department budget increased for contracts that are settled and the capital increase in operating budget is to begin to move funding for small capital purchases from the capital plan.

The Communications Department budget increases to cover step increases.

Animal Welfare remains at current service levels increasing slightly to cover step increase.

## PUBLIC SAFETY

## 2195: POLICE FACILITY

**MISSION STATEMENT:** To operate and maintain a secure, healthy, comfortable, and safe mission-critical facility for all users, twenty-four hours per day, seven days per week, fifty-two weeks per year. The building also serves as the Emergency Operation Center for the Town.

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

- Completed upgrades to the Police Community Room including new furniture and carpeting.
- Completed renovations to the Communications Center kitchen.

**Challenges**

- Higher use of the building is directly proportional to the amount of maintenance work needed. The number of arrests that require cell maintenance and cleaning continues to grow. Weekend staffing needs are a challenge for existing staff.

**LONG RANGE OBJECTIVES:**

- To protect the Town's mission critical asset.
- To continue to invest in the facility to avoid a major renovation project.
- To manage the space needs within the building and not adversely affect the building environment.
- To work to understand the impact on the building of a proposed regional emergency dispatch communication center serving Amherst and other communities.
- To implement energy savings initiatives tied to the audits done by Eversource and consultants.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To dispose of chemicals and obsolete facilities material. **ACCOMPLISHED**
- To upgrade furniture and flooring of Community Room as this conference room hosts an increasing number of meetings and trainings. **ACCOMPLISHED**
- To determine the condition of the chiller and cooling tower, and to develop a plan for replacement or repair. **RESCHEDULED**

**FY 20 OBJECTIVES:**

- To complete study and design of roof replacement including the investigation of solar panels.
- To complete installation of new boilers.
- To determine the condition of the chiller and cooling tower, and to develop a plan for replacement or repair.

**SERVICE LEVELS:**

	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Fuel (Gas) (ccf)	27,210	23,837	18,676	18,166	19,140
Electricity (kWH)	516,000	529,440	550,880	626,400	668,160
Water and Sewer (cu. ft.)	27,600	24,600	24,700	23,800	22,200
Hours of Operation (weekly)	168	168	168	168	168
Usable space (sq. ft.)	24,865	24,865	24,865	24,865	24,865
Meetings Scheduled (Conference)*	84	83	101	110	99
Meetings Scheduled (Community)*	140	130	80	128	127

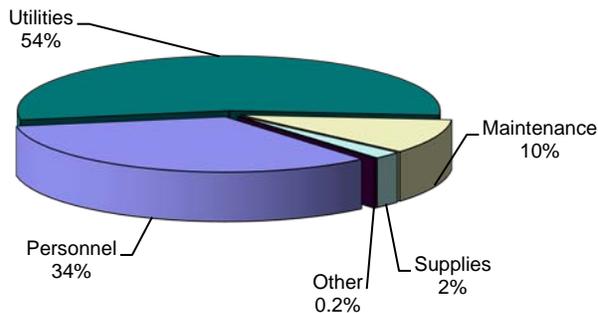
\*Includes weekly staff meetings

## PUBLIC SAFETY

## 2195: POLICE FACILITY

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 82,989	71,545	70,530	73,071	73,585	514	0.7%
Operating Expenses	\$ 138,121	138,081	148,479	146,755	146,755	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 221,110</b>	<b>209,626</b>	<b>219,009</b>	<b>219,826</b>	<b>220,340</b>	<b>514</b>	<b>0.2%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 19,623	30,928	32,360	36,016	21,758	(14,258)	-39.6%
Capital Appropriations	\$ 30,000	0	65,000	15,000	20,000	5,000	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 270,733</b>	<b>240,554</b>	<b>316,369</b>	<b>270,842</b>	<b>262,098</b>	<b>(8,744)</b>	<b>-3.2%</b>
<b>POSITIONS</b>							
Full Time	1.00	1.00	1.00	1.00	1.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	1.00	1.00	1.00	1.00	1.00	0.00	

## MAJOR COMPONENTS:



Personnel Services include the salary for a full-time Custodian, a weekend Custodian, and \$8,000 for overtime.

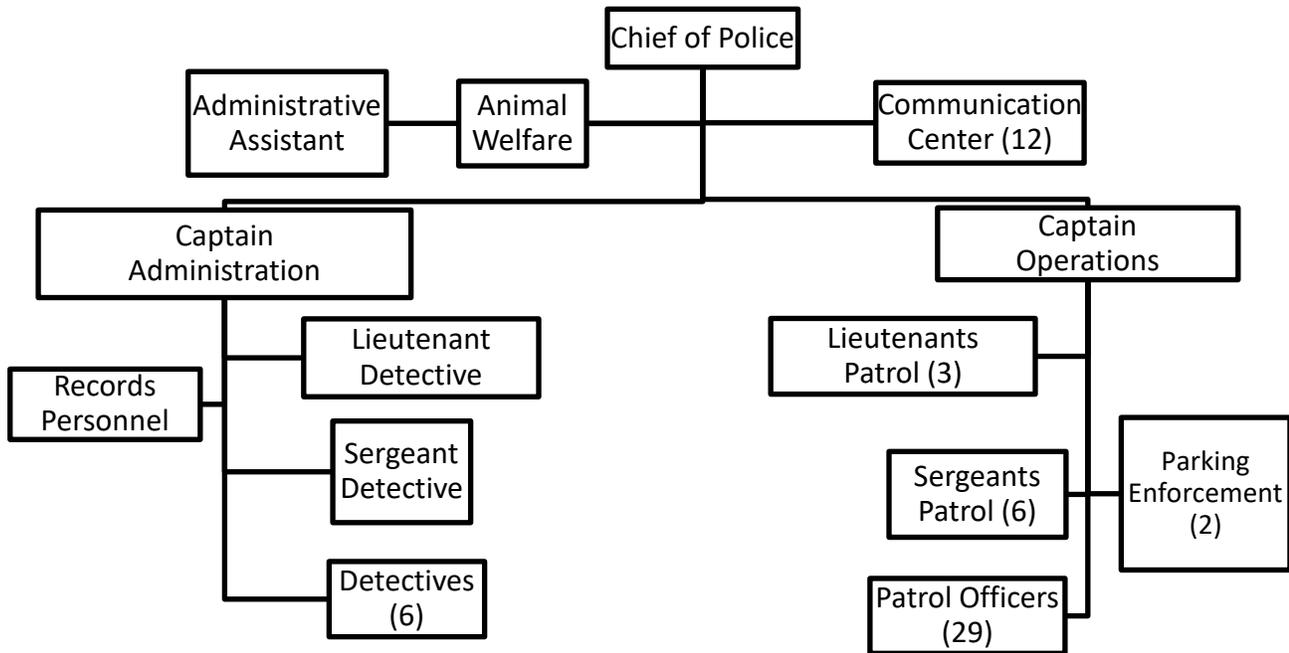
Maintenance costs, \$22,430, include contracted services for the elevator, HVAC, and security system as well as funds for building, grounds, and equipment maintenance.

Utilities, \$119,125, include heating fuel, electricity, water, sewer, and trash removal.

Supplies, \$4,700, are for cleaning supplies and uniforms.

**SIGNIFICANT BUDGET CHANGES:**

Personnel Services increased slightly to cover step increases, it does not include cost of living increases for contracts not currently settled.

**MISSION STATEMENT:**

The Amherst Police Department (APD) values the dedication and integrity of all members of the Department. APD values the diversity of the Amherst community and is grateful for its support and partnership. APD strives to protect the safety, rights, and property of every person within the Town of Amherst. APD holds itself to the highest professional and ethical standards.

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

- Changed significantly the number of large scale disturbances in North Amherst and other areas of the Town utilizing Community Policing through Environmental Design (CPTED).
- Reduced quality of life related disturbances by 18% since FY 17 including fights, noise violations, and disturbances.
- Created and implemented a Drug Addiction Response Team (DART) that actively engages community members through after care programs, resource management, and crisis services.
- Partnered with mental health professionals and implemented a practical, resource driven response plan to follow up with community members who have experienced crisis and trauma.

**Challenges:**

- Continue to work with the homeless community members through resource management.
- Extending successful outreach efforts to the Hampshire College community in anticipation of the change in the campus public safety role.

**LONG RANGE OBJECTIVES:**

- To create a useful Memorandum of Understanding with the school department that will facilitate consistent and positive interaction between the faculty and a designated officer as specified by law.
- To have staffing that will allow the dedication of an officer to contend with traffic issues and complaints with an overall goal of crash reduction, speed compliance, and pedestrian safety.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To build the Crisis Intervention Team by reaching an agency wide training level of 30% of all employees. **ACCOMPLISHED**
- To use the success of the Neighborhood Liaison Officer as a model to impact designated areas of North Amherst to decrease property crimes, disorder and other negative activities. **ACCOMPLISHED**
- To utilize grant and department resources to regenerate a designated domestic violence officer who will coordinate a unified response to sexual, domestic and dating violence, oversee departmental training in such areas, and coordinate with the courts to provide safety plans for the survivors of violence. **ACCOMPLISHED**
- To conduct a comprehensive review of Department policies and procedures. **ONGOING**

**FY 20 OBJECTIVES:**

- To develop departmental strategies to contend with the anticipated increases of motor vehicle collisions and fatalities, criminal cases of impaired operation, and health related calls for service associated with the legalization of recreational marijuana.
- To successfully complete a Department wide policy review to include an updated set of rules and regulations.
- To reach 100% of all Town departments with Alert, Lockdown, Inform, Counter, Evacuate (ALICE) to provide them with a safety plan.
- To identify and implement a web-based information share plan to better equip line officers and investigators with sector-based knowledge regarding crime and quality of life issues.
- To utilize CPTED on Phillips Street and the Main Street corridor to deter large scale disturbances.

## PUBLIC SAFETY

## 2210: POLICE

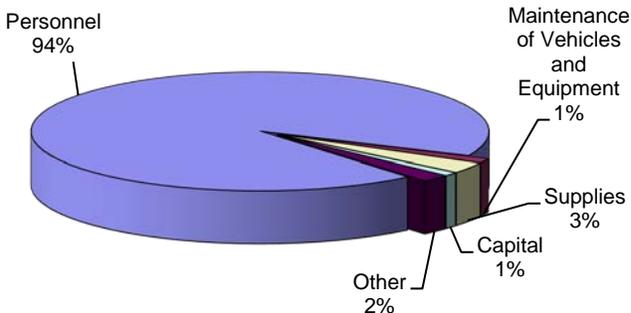
<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Calls for Service	15,925	14,712	15,672	17,230	18,417
Total Officers Responding	24,655	23,028	24,304	25,666	26,714
Arrests, Summons, TBL	1,226	808	924	850	979
Disorderly Conduct Arrests	117	79	63	62	62
Resisting Arrest	35	40	31	12	11
Assaulting a Police Officer	18	11	12	4	9
Operating Under the Influence Arrests	104	72	79	81	78
Under 21 Alcohol Arrests	282	166	191	102	144
Protective Custody	34	32	34	35	51
Homicide	0	0	0	1	0
Rape	22	15	12	13	22
Sexual Assaults (other)	10	14	7	22	25
Deaths	15	19	16	16	23
Robbery	2	1	7	2	2
Aggravated Assaults	24	25	35	36	42
Assault	49	40	36	36	33
Burglary	86	84	68	56	39
Motor Vehicle Burglary	54	36	23	19	15
Larceny	205	131	134	135	126
Motor Vehicle Thefts	17	15	12	14	5
209A-Restraining Order	255	193	188	331	252
Domestic Violence	121	141	142	114	164
Vandalism	122	92	114	91	99
Missing Person	20	16	18	27	25
Disturbances (Disturb, Fight, Noise)	1,201	1,056	1,210	1,188	1,012
Suspicious Activity	1,119	905	1,022	934	871
Assist Citizen	686	696	769	727	838
Medical Assists	564	609	628	672	760
Assist Fire Department	456	297	148	145	155
Community Outreach	522	335	570	1,365	1,267
Mental/Med Assist	93	121	236	261	279
Motor Vehicle Crashes	818	743	744	757	785
Alarms	617	578	468	558	587
Motor Vehicle Violations	2,489	2,348	2,362	2,318	2,881
Nuisance House Violations	55	26	41	46	53
Reports Made Online	208	153	242	176	156
Shoplifting	17	15	49	32	55

## PUBLIC SAFETY

## 2210: POLICE

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 4,190,808	4,325,221	4,469,555	4,741,086	4,718,485	(22,601)	-0.5%
Operating Expenses	\$ 246,832	243,294	263,559	311,250	311,250	0	0.0%
Capital Outlay	\$ 3,742	1,073	5,190	3,300	10,300	7,000	212.1%
<b>TOTAL APPROPRIATION</b>	<b>\$ 4,441,382</b>	<b>4,569,588</b>	<b>4,738,303</b>	<b>5,055,636</b>	<b>5,040,035</b>	<b>(15,601)</b>	<b>-0.3%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 1,528,764	1,535,247	1,659,308	1,838,105	1,809,603	(28,502)	-1.6%
Capital Appropriations	\$ 117,000	315,000	239,000	126,500	135,000	8,500	6.7%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 6,087,146</b>	<b>6,419,835</b>	<b>6,636,611</b>	<b>7,020,241</b>	<b>6,984,638</b>	<b>(35,603)</b>	<b>-0.5%</b>
<b>POSITIONS</b>							
Full Time	49.50	49.50	50.50	50.50	50.00	(0.50)	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	49.50	49.50	50.50	50.50	50.00	(0.50)	

## MAJOR COMPONENTS:



Personnel Services include salaries for the Chief, 2 Captains, 4 Lieutenants, 6 Detectives, 7 Sergeants, 28 Officers, and 2 Support Staff. Also included is \$584,370 for education incentives and \$393,477 for overtime.

Maintenance costs, \$60,250, include funds for 30 vehicles and equipment such as radios, breathalyzers, etc. Vehicle maintenance is provided by contract with an outside vendor.

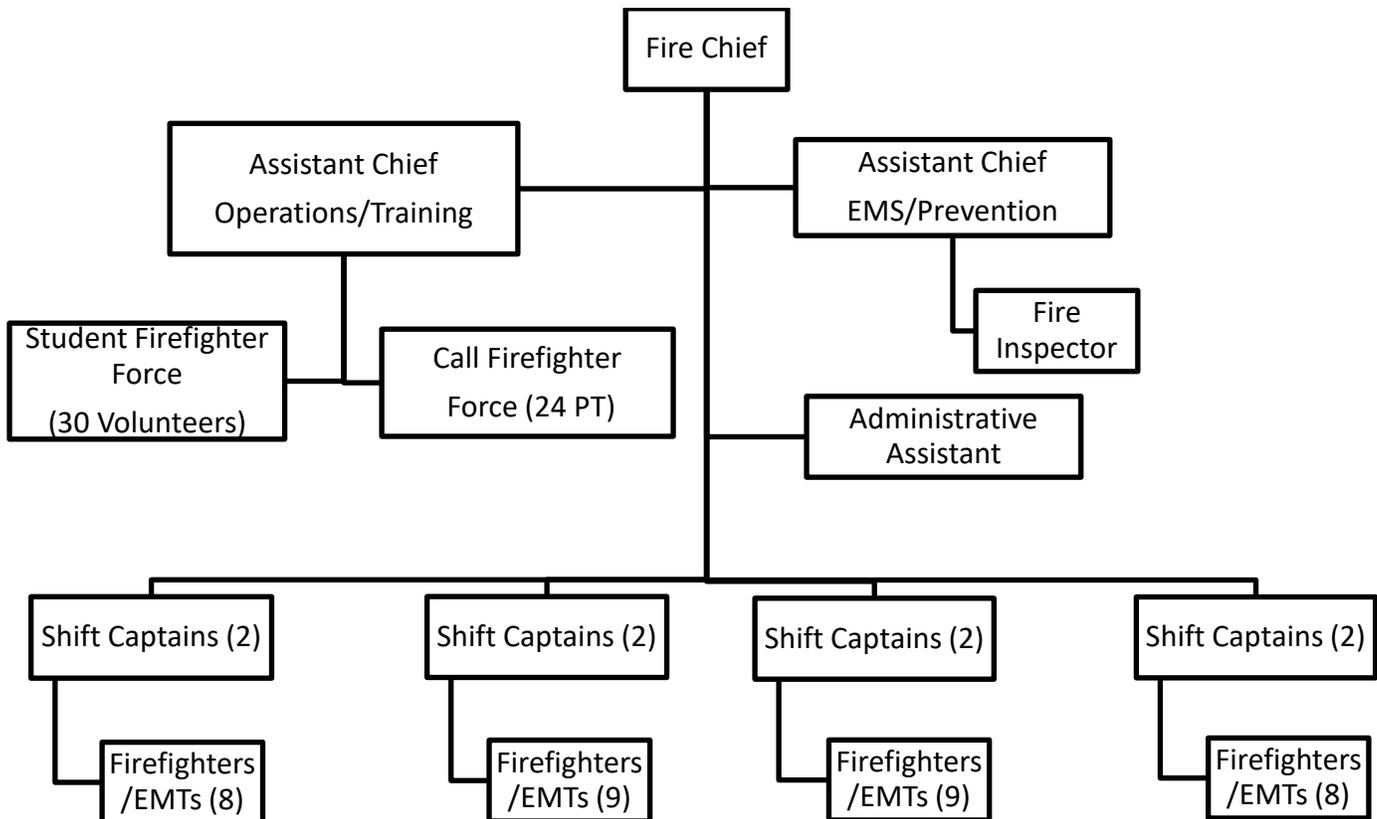
Supplies, \$149,900, include funds for gasoline, tires, and other vehicle supplies, office and computer supplies, and uniforms.

Other includes dues and subscriptions, meals for prisoners, photography supplies, police physicians, telephones, printing and advertising, towing, etc.

**SIGNIFICANT BUDGET CHANGES:**

The Police Department Personnel Services net decrease represents steps and staff turnover, it does not include cost of living increases for contracts not currently settled. The reduction of .50 FTE is due to moving the funding of a half time IT position to the IT department.

Operating costs have been increased by \$7,000 for small capital purchases.



**MISSION STATEMENT:** To enhance the quality of life in the Amherst community by providing quality emergency and support services. The Department strives to be a leader in "All Hazards" preparation, response, and recovery. The Department provides the highest level of service as it conducts fire suppression, emergency medical services, rescue services, fire prevention, safety education, hazardous material incident response, and disaster operations.

#### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

##### Accomplishments

- In FY 18 the Department responded to an increase of 3%, 223, in the number of total emergency calls for service over the prior year. Fire responses increased by 136 from last year, a rise of 9%. EMS responses increased by 87, a rise of 1.7%. The partnership with UMass-Amherst for the provision of funding to support weekend up staffing continues to produce successful results.
- Completed the 23<sup>rd</sup> successful year of Student Awareness of Fire Education (SAFE). This program provides fire safety education to all kindergarteners and fourth graders in Amherst, Pelham, Leverett, and Shutesbury. The program reached 730 kindergarten and fourth grade students this year. This is the second year of the program's expansion into kindergarten classes. Combined with our Senior SAFE program, we are reaching the two demographics most vulnerable to the dangers of fire.
- Secured \$28,000 in state grant funds for the purchase of emergency response equipment, emergency management equipment, and equipment to further outfit the Community Emergency Response Team (CERT).

##### Challenges

- Managing the Department's quality service delivery and operational ability in light of staffing challenges.
- Maintaining the 90-year-old Central Station in a workable/livable condition and addressing the growing maintenance needs for the 43-year-old North Station.
- Sustaining a vehicle fleet that is increasingly maintenance intensive.

**LONG RANGE OBJECTIVES:**

- To implement recommendations from the staffing study related to current and future needs for service.
- To continue efforts for site selection and development of a new Fire Department Headquarters.
- To develop a plan to maintain and enhance the North Station.
- To implement a daytime peak staffing plan.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To review and implement the recommendations from the recently completed fire staffing study. **ONGOING**
- To analyze and address the increase in emergency medical service calls, especially from senior care facilities. **ONGOING**
- To expand the Rescue Task Force training to include Public Safety partners as AFD develops an Active Shooter Response Initiative/Mass Casualty Response Initiative. **ACCOMPLISHED/ONGOING**
- To explore and apply to the FEMA Assistance to Firefighters Grant (AFG) Program to acquire a replacement ladder truck. **ACCOMPLISHED (GRANT DENIED) & RESCHEDULED**
- To improve efficiency of data transmission by making ambulances and EFR's Wi-Fi hotspots. **ACCOMPLISHED**

**FY 20 OBJECTIVES:**

- To apply to the FEMA Assistance to Firefighters (AFG) for funding to complete the sprinkler system at North Station.
- To expand the Rescue Task Force training to include Public Safety partners as AFD develops an Active Shooter Response Plan.
- To implement lessons learned from Emergency Management Table Top Exercise.
- To determine the impact of no longer providing emergency medical services to the Town of Hadley.

## PUBLIC SAFETY

## 2220: FIRE/EMS

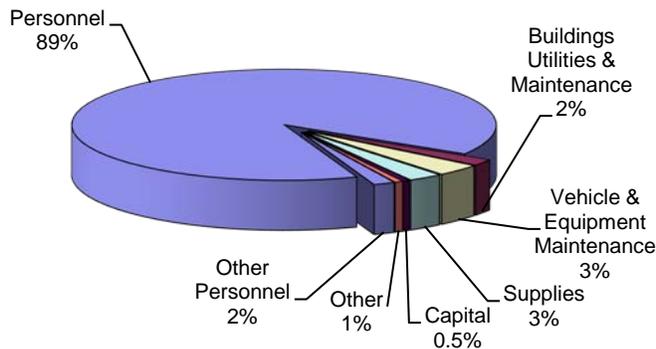
<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Total Emergency Responses	5,699	6,080	6,427	6,605	6,828
<b>Fire Responses:</b>					
Total Fire Calls:	1,315	1,517	1,428	1,492	1,628
Fires	105	110	107	95	91
Rescue (includes MVCs)	196	276	238	270	386
Other Alarms:	237	280	273	278	235
False/Accidental:	777	851	810	849	916
<b>Station Coverage Requests</b>					
Permanent Force:	168	165	189	202	158
Call Force:	103	102	115	131	109
Student Force:	40	48	71	68	53
Injuries Due to Fires:	1	0	2	0	1
Fire Deaths:	0	0	0	0	0
Firefighter Injuries:	18	22	24	23	17
Firefighter Lost Time Injuries:	2	8	7	6	2
<b>Ambulance Responses:</b>					
Total EMS Calls:	4,384	4,552	4,999	5,113	5,200
Advanced Life Support (ALS) level:	2,183	2,167	2,188	2,138	2,349
Basic Life Support (BLS) level:	1,391	1,374	1,680	1,764	1,528
Transfers:	5	0	0	0	0
Patient Contacts:	4,386	4,548	4,965	4,670	5,098
Pt. Contacts; Treat; No Transport:	176	182	249	204	296
Patients Transported by AFD:	3,450	3,508	3,823	3,854	3,877
Mutual Aid Ambulance into Amherst:	43	86	62	90	135
Mutual Aid Ambulances out of Amherst:	35	34	47	53	42
Fire Mutual Aid into Amherst:	1	2	2	4	3
Fire Mutual Aid out of Amherst:	14	16	8	19	9
<b>Fire Inspections/Prevention:</b>					
Residential Smoke Detectors:	230	238	240	226	343
Misc. Inspections:	781	671	615	576	568
University/Colleges:	241	132	101	114	120
Fire Education:	54	50	44	45	50

## PUBLIC SAFETY

## 2220: FIRE/EMS

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 3,999,906	4,129,132	4,065,251	4,231,180	4,356,886	125,706	3.0%
Operating Expenses	\$ 477,390	439,008	395,585	490,920	492,920	2,000	0.4%
Capital Outlay	\$ 26,448	8,326	60,105	20,590	25,590	5,000	24.3%
<b>TOTAL APPROPRIATION</b>	<b>\$ 4,503,744</b>	<b>4,576,466</b>	<b>4,520,940</b>	<b>4,742,690</b>	<b>4,875,396</b>	<b>132,706</b>	<b>2.8%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 1,477,156	1,522,229	1,733,619	1,928,123	1,918,564	(9,559)	-0.5%
Capital Appropriations	\$ 522,790	428,232	180,000	315,000	330,000	15,000	4.8%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 6,503,690</b>	<b>6,526,927</b>	<b>6,434,559</b>	<b>6,985,813</b>	<b>7,123,960</b>	<b>138,147</b>	<b>2.0%</b>
<b>POSITIONS</b>							
Full Time	47.00	47.00	47.00	47.00	47.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	47.00	47.00	47.00	47.00	47.00	0.00	

## MAJOR COMPONENTS:



Personnel Services include salaries for the Chief, 2 Assistant Chiefs, 8 Captains, 35 Firefighters, and one Support Staff. All staff (excluding support staff) are EMTs, 80% of whom are certified as Paramedics. Other costs include \$323,400 for overtime, \$271,260 for education incentive, and \$75,000 for the Call Firefighter Force.

Building and grounds maintenance is provided by firefighting staff.

Utilities are budgeted at \$66,800.

Vehicle and equipment maintenance, \$166,690, includes the cost of maintaining 25 vehicles, communication equipment, and emergency medical equipment such as defibrillators and monitors.

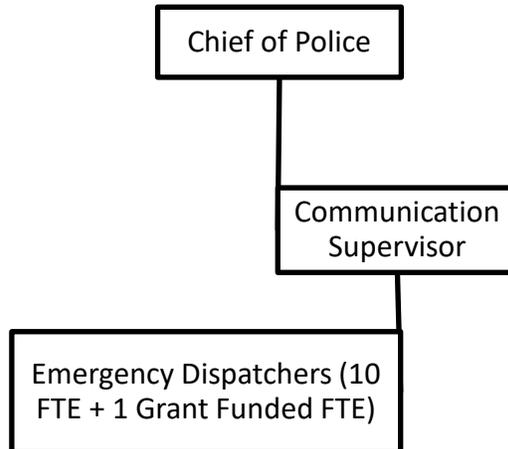
Supplies include the cost of gas and diesel (\$72,500), medical supplies (\$43,000), and office and other departmental supplies.

Capital includes funds for routine replacement of equipment such as vehicles, firefighting hose, nozzles, radios, pagers, and specialized firefighting and medical equipment.

**SIGNIFICANT BUDGET CHANGES:**

Personnel Services increase represents step and some contractual increases, it does not include cost of living increases for contracts not currently settled.

Operating costs increase by \$7,000 for small building repairs.



**MISSION STATEMENT:** To provide the public with the vital link to emergency services and to provide emergency service professionals who deliver expedient, courteous, and quality service. The Dispatch Center strives for excellence through dedication, training, and teamwork. This expectation of excellence extends beyond the Amherst border to neighbors in Pelham, Leverett, and Shutesbury.

#### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

##### Accomplishments

- Received a grant from the State of \$14,877 to provide for essential and mandatory training for Emergency Dispatchers.
- Received State 911 Department Support and Incentive Grant of \$84,023, which supports funding for one Emergency Dispatcher.
- Upgraded Town-wide security monitoring equipment.
- Participated in regional active shooter drill/scenario.
- Served as one of two regional hazmat dispatch centers for the State.

##### Challenges

- Increasing complexity of calls, and the time needed to safely resolve the incident, including call tracing, suicidal calls, mental health issues, well-being checks, erratic motor vehicle calls, and foreign language callers. Such complex calls require the full attention of one dispatcher for an extended period of time.
- The increase of calls for assistance from a growing and diverse population.
- Keeping pace with industry best standards and emerging technologies, including the implementation of TEXT to 911.
- Determining the impact of no longer providing Emergency Medical Service/Dispatch services to the Town of Hadley.

## PUBLIC SAFETY

## 2290: COMMUNICATIONS CENTER

**LONG RANGE OBJECTIVES:**

- To explore a regional emergency dispatch communication center serving Amherst and other communities at the existing Amherst Police Department site.
- To explore additional revenue sources, specifically to investigate funding available to accept 911 wireless cell calls directly.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To provide better coverage during known times of heavy activity and to lessen the stress on staff as it pertains to the mandatory backfilling of shifts. **ACCOMPLISHED**
- To determine best practices dealing with emerging 911 technologies, specifically 911 text calls, and investigating the impact of having 911 cellular calls being routed directly to the Amherst 911 center. **ONGOING**
- To continue to participate with state and local agencies in regional emergency operations planning and training. **ACCOMPLISHED**

**FY 20 OBJECTIVES:**

- To create a "lead dispatch" position to fill a critical need for an additional layer of supervision.
- To determine best practices dealing with emerging 911 technologies, specifically 911 text calls which will become a reality in FY 19.
- To address need for proper staffing levels to provide coverage for known contractual leaves.

**SERVICE LEVELS:**

	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
911 Calls Received	6,871	6,841	6,192	7,124	7,301
Business Line Calls	78,708	78,566	78,798	76,851	71,501
Radio Transmissions (new recording equipment FY 15)		125,298	142,769	150,225	181,468
<b>Calls</b>					
Police	15,925	14,712	15,869	17,230	18,417
Fire/In Amherst	1,162	1,314	1,189	1,226	1,266
EMS/In Amherst	3,218	3,432	3,743	3,794	3,941
EMS Mutual Aid Management	27	50	80	90	149
Medical Emergencies Requiring Emergency Medical Dispatching	2,676	2,694	3,101	2,520	3,050
Station Coverage	309	315	376	403	321
Animal Control	449	472	548	539	416
<b>Other Fire/EMS Service Requests</b>					
Hadley (E)	815	819	979	964	995
EMS/EMD'd calls	512	492	563	540	777
Leverett (E)	102	74	88	93	79
Pelham (E)	112	118	95	89	120
Shutesbury (E)	85	77	77	121	99
Mutual Aid (E)	36	39	47	53	42
Mutual Aid (F)	14	11	8	19	10
Out of District Paramedic Intercept	2	2	1	2	3
Regional Hazmat Activations	16	15	19	31	38
CAD Calls Initiated	22,322	21,344	23,147	25,453	26,999
Burning Permits Processed	538	703	812	576	474
Fire Service Inspections*	1,152	N/A	223	356	387
On Line Reporting CAD Calls/Incidents	112	149	163	115	112

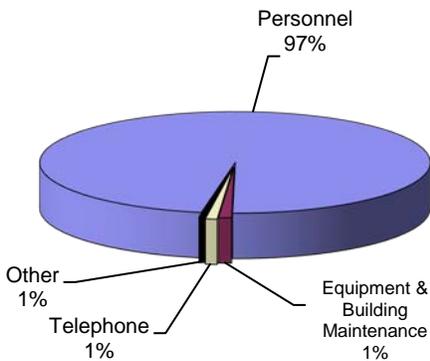
\*FY 15 Fire Inspections handled primarily by AFD Fire Inspector and office staff/FY 16 on duty crew fire inspections.

## PUBLIC SAFETY

## 2290: COMMUNICATIONS CENTER

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 619,313	630,030	668,295	672,607	665,076	(7,531)	-1.1%
Operating Expenses	\$ 15,172	13,799	15,206	17,450	17,450	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 634,485</b>	<b>643,829</b>	<b>683,501</b>	<b>690,057</b>	<b>682,526</b>	<b>(7,531)</b>	<b>-1.1%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 262,582	262,582	290,178	311,100	311,963	863	0.3%
Capital Appropriations	\$ 110,000	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 1,007,067</b>	<b>906,411</b>	<b>973,679</b>	<b>1,001,157</b>	<b>994,489</b>	<b>(6,668)</b>	<b>-0.7%</b>
<b>POSITIONS</b>							
Full Time	11.00	11.00	11.00	11.00	11.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	11.00	11.00	11.00	11.00	11.00	0.00	

## MAJOR COMPONENTS:

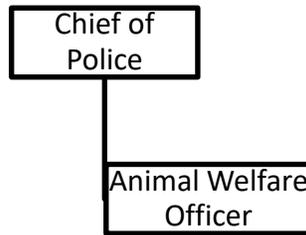


Personnel Services include salaries for 11 full time Emergency Dispatchers and for overtime and holiday pay.

Other costs include maintenance contracts on radio communications equipment, specialized telephone/radio circuits, training, supplies, dues, and subscriptions.

## SIGNIFICANT BUDGET CHANGES:

It is recommended that the 12<sup>th</sup> dispatcher position continue to be funded with the state 911 Department Support Grant, for a savings of \$44,401, plus benefits. Personnel decreases due to staff turnover, it does not include cost of living increases for contracts not currently settled.



**MISSION STATEMENT:** Animal Welfare is committed to protecting the health and safety of the community through the effective control of animals. The Town provides responsible pet care through public education of the leash law, license requirements, and other Town policies relative to the welfare of animals. Animal Welfare strives to find solutions to address disputes with and between dog owners.

#### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

##### Accomplishments

- Regionalized kennel with Town of Hadley and City of Northampton.
- Attended seminars concerning animal welfare issues, including laws pertaining to service animals and animal cruelty/human violence.
- Investigated dog bites and animal attacks, collected evidence, and submitted all pertinent reports. Continued to act as a mediator in dog bite incidents with all involved parties to achieve satisfactory outcomes.

##### Challenges

- Receiving compliance from pet owners on annual licensing.
- Enforcing regulations concerning the Town's leash laws on Conservation land and resolving conflicts between dog owners and other residents utilizing the Conservation areas are an ongoing struggle.

#### LONG RANGE OBJECTIVES:

- To continue working in partnership with neighboring animal welfare officers on an emergency management plan for the rescue of animals during a natural disaster.
- To increase the number of partners for our regional animal shelter.

#### STATUS UPDATE OF FY 19 OBJECTIVES:

- To keep expanding our shared regional approach to animal welfare by continuing to discuss with other municipalities the benefits of utilizing the Amherst Animal Shelter to offset costs. **ONGOING**
- To sustain high placement rate for all animals brought to the shelter through adoption, rescue organizations, and by utilizing foster homes. **ANNUAL GOAL MET**
- To conduct no cost annual rabies clinic to ensure that all pets in Amherst are protected from rabies and licensed. **ACCOMPLISHED**
- To locate and inspect the living space and condition of farm animals in the Town of Amherst, as dictated by Massachusetts General Law. **ACCOMPLISHED**
- To provide information and expertise to the Amherst Dog Park Task Force. **ONGOING**

#### FY 20 OBJECTIVES:

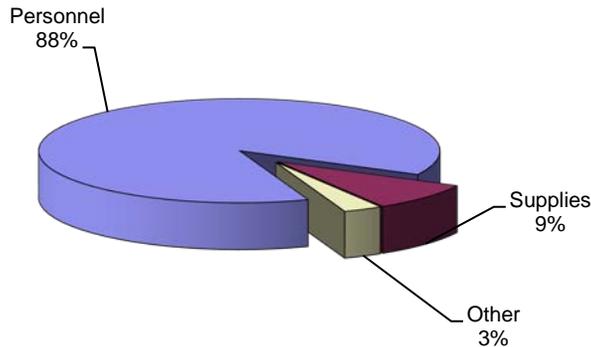
- To expand our shared regional approach to animal welfare by adding one other municipality to the Amherst Animal Shelter to offset costs.
- To sustain the high placement rate for all animals brought to the shelter through adoption, rescue organizations, and by utilizing foster homes.
- To conduct low cost annual rabies clinic to ensure that pets in Amherst are protected from rabies and licensed. Goal is 90% compliance.
- To locate and inspect the living space and condition of farm animals in the Town of Amherst, as per Massachusetts General Law.
- To continue to collaborate with the Amherst Dog Park Task Force.

## PUBLIC SAFETY

## 2291: ANIMAL WELFARE

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 50,447	52,363	54,318	55,674	56,187	513	0.9%
Operating Expenses	\$ 5,420	5,539	5,718	7,505	7,505	0	0.0%
Capital Outlay	\$ 0		0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 55,867</b>	<b>57,901</b>	<b>60,035</b>	<b>63,179</b>	<b>63,692</b>	<b>513</b>	<b>0.8%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 18,864	19,683	21,583	24,068	23,323	(745)	-3.1%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 74,731</b>	<b>77,584</b>	<b>81,618</b>	<b>87,247</b>	<b>87,015</b>	<b>(232)</b>	<b>-0.3%</b>
<b>POSITIONS</b>							
Full Time	1.00	1.00	1.00	1.00	1.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	1.00	1.00	1.00	1.00	1.00	0.00	

## MAJOR COMPONENTS:



Personnel Services include funding for a full time Animal Welfare Officer and \$500 for overtime.

Supplies, \$5,525, provide for gasoline and other vehicle supplies, uniforms, and office supplies.

Other expenses include funds for veterinary expenses, vehicle maintenance, telephone, dog food, and other miscellaneous expenses.

## SIGNIFICANT BUDGET CHANGES:

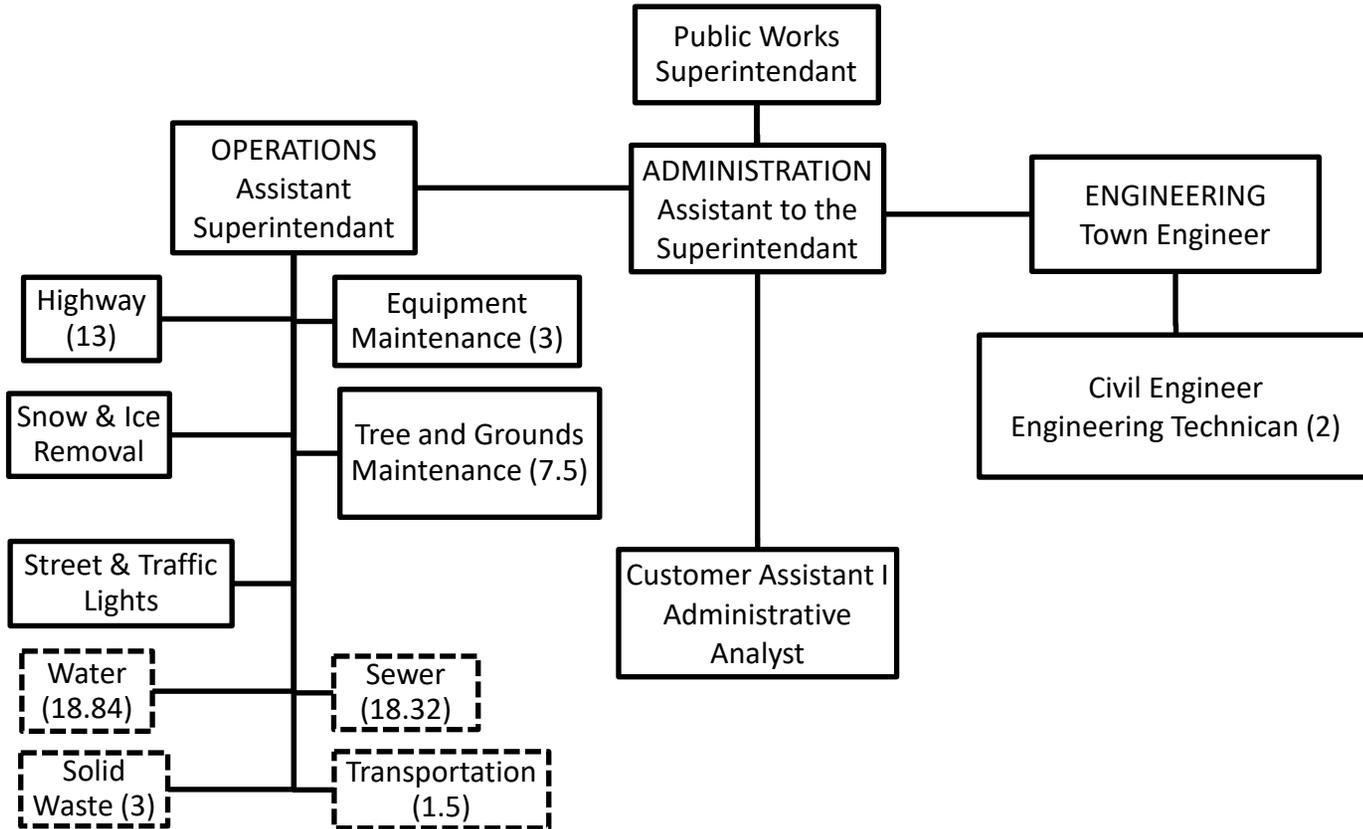
Personnel Services does not include cost of living increases for contracts not currently settled.

## 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>
Animal Complaints	449	382	465	456	389
Animal Admin & Inspections	85	111	93	94	88
Animals Impounded	17	19	39	51	69
Licenses	1,418	1,498	1,521	1,480	1,437
Dog Bites	13	10	14	16	12

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### PUBLIC WORKS



## PUBLIC WORKS SUMMARY

		FY16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19-20	% Change
Public Works Administration	\$	360,668	369,649	384,857	386,779	399,152	12,373	3.2%
Highway	\$	784,634	731,848	771,332	790,519	810,333	19,814	2.5%
Snow & Ice Removal	\$	224,955	501,550	378,238	280,410	280,410	0	0.0%
Street & Traffic Lights	\$	60,279	62,855	114,022	120,674	121,472	798	0.7%
Equipment Maintenance	\$	254,432	266,471	250,847	279,966	271,506	(8,460)	-3.0%
Tree and Grounds Maintenance	\$	416,314	432,305	480,047	503,166	518,793	15,627	3.1%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>2,101,281</b>	<b>2,364,678</b>	<b>2,379,343</b>	<b>2,361,514</b>	<b>2,401,666</b>	<b>40,152</b>	<b>1.7%</b>
<b>SOURCES OF FUNDS</b>								
Departmental Receipts	\$	14,930	20,943	18,600	16,000	16,000	0	0.0%
Water Fund	\$	215,065	215,065	212,408	217,774	216,831	(943)	-0.4%
Sewer Fund	\$	149,771	149,771	135,505	141,909	135,008	(6,901)	-4.9%
Transportation Fund	\$	48,324	48,324	56,437	56,417	61,899	5,482	9.7%
Taxation	\$	1,673,191	1,930,575	1,956,393	1,929,414	1,971,928	42,514	2.2%
Total	\$	2,101,281	2,364,678	2,379,343	2,361,514	2,401,666	40,152	1.7%

Public Works Administration oversees engineering design, project management, construction oversight, and project implementation of all Public Works budgets and projects. The budget increase is the result of step increases.

The Highway division maintains the highways, streets, and sidewalks of the Town and assists other Public Works divisions. The budget increase is the result of step increases and staff turnover.

The Snow & Ice Removal budget is level funded.

All vehicles used for road maintenance, snow plowing, tree care, park maintenance, leaf pickup, as well as water and sewer (with appropriate reimbursements assessed) are maintained, repaired, and serviced by a three-person crew included in the Equipment Maintenance division. This budget increase of 3% covers step increases.

The Tree and Grounds Maintenance budget provides funds for: mowing parks, commons, and miscellaneous greenbelts throughout the Town; maintaining ball fields, including those at schools; and for maintaining park buildings and the Town center. The budget increase reflects step increases.

Public Works services will be preserved at current levels, provided by 27.88 FTE employees.

## PUBLIC WORKS

## 4410: PUBLIC WORKS ADMINISTRATION

**MISSION STATEMENT:** To manage all public works functions and activities in a manner that protects the health and safety of Amherst residents and guests.

### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

#### Accomplishments:

- Supported the Department with timely completion of payroll submittals, bill processing, work request transmittal, grant reimbursements, and contract management.
- The Engineering section supported its many customers with project development, design, construction/bidding documents, project oversight, and closeout.
- Engineering completed the design of phase one of the East Hadley Sidewalk Project.

#### Challenges:

- Recruiting and maintaining a qualified and capable DPW staff in a geographic region that is experiencing significant retirement turnovers in the public works field and a shortfall of skilled workers.
- Beginning the Environmental Protection Agency's Phase II Stormwater program. This is a five-year permit beginning in FY 19 that will require assessing, inventorying, identifying deficiencies, and preparing projects to meet new higher Federal standards for the Town's stormwater sewer system.
- Implementing the next Water Management Act permit for the Water Division which will also impact the Highway and Waste Water Treatment Divisions.

### LONG RANGE OBJECTIVES:

- To implement the next phase of the DPW headquarters replacement project as recommended by the feasibility study.
- To implement a new work order system that will be used by all DPW Division Directors and Supervisors on a daily basis and provide better information management and improved responsiveness to customers.
- To upgrade the annual recurring work schedule for the DPW. This includes reports to regulators, required water and soil samplings, and reports to Town boards and committees.

### STATUS UPDATE OF FY 19 OBJECTIVES:

- To submit the Town's Phase II Stormwater program permit application. The permit application will include a program of stormwater improvements and monitoring that will be implemented over the budget years of FY 20 through FY 26. **ACCOMPLISHED**
- To implement a new work order system that equitably and appropriately services citizen work requests and department scheduling and administration. **ONGOING**
- To improve the information flow between the public, office administration, and Division Directors, establishing better three-way communication process for work requests. This is step one of the implementation of the new work order system. **ONGOING**
- To provide construction oversight of Phase 3 of the Amherst Woods sewer project. **ACCOMPLISHED**
- To evaluate the DPW management and division structure for efficiency, response, and communication, with recommendations for adjustments to occur throughout the year. **ONGOING**

### FY 20 OBJECTIVES:

- To meet the Department's payroll, billing, grant, and contract management needs.
- To oversee the completion of the schematic design and design phase of the DPW facilities plan. This is to include identifying the processes that can or must be moved to alternative locations to facilitate construction of the DPW and Fire Station.
- To prepare for the issuance of the Town's Waste Water and Water Management Act permits and the revision to the Town staffing and procedures that will ensue.

## PUBLIC WORKS

## 4410: PUBLIC WORKS ADMINISTRATION

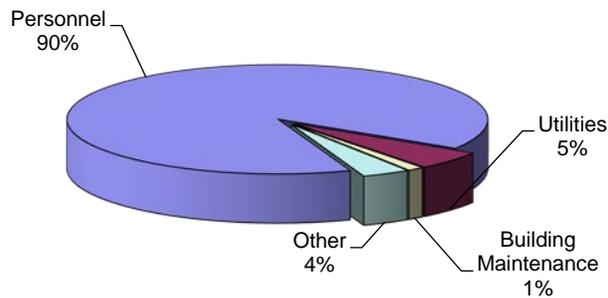
<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Citizen Work Requests	1,197	869	1,203	1,175	1,109
Driveway Permits	45	42	46	56	49
General Excavation Permits	70	64	59	62	58
Sale of Cemetery Lots	6	3	2	9	4
Specifications Prepared	14	7	5	8	8
Refuse Disposal Billing	650	619	652	675	759
Water Permits: New Services & Relays	39	32	36	43	30
Water & Wastewater Reports	240	240	240	240	240
Wastewater Reports to EPA	12	12	12	12	12
Sewer Entrance Permits	28	8	30	39	16
Committees Staffed	5	5	6	5	5
Subdivision (Review and Support to Planning Dept.)					
Engineering Review	1	1	0	1	1
Construction Oversight	2	1	1	1	2
Site Plan Review (private project reviews)	58	52	50	44	50
Project Design					
In House	15	11	22	18	19
Consultant	11	10	7	6	8
Construction Oversight					
Contractor Work	18	13	27	8	14
DPW Crews	9	7	5	6	7
Contractor/Consultant	6	4	6	4	3

## PUBLIC WORKS

## 4410: PUBLIC WORKS ADMINISTRATION

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 329,567	343,657	352,418	352,079	357,452	5,373	1.5%
Operating Expenses	\$ 31,101	25,992	32,439	34,700	34,700	0	0.0%
Capital Outlay	\$ 0	0	0	0	7,000	7,000	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 360,668</b>	<b>369,649</b>	<b>384,857</b>	<b>386,779</b>	<b>399,152</b>	<b>12,373</b>	<b>3.2%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 123,885	130,956	136,644	149,732	150,751	1,019	0.7%
Capital Appropriations	\$ 5,000	75,000	40,000	40,000	270,000	230,000	575.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 489,553</b>	<b>575,605</b>	<b>561,501</b>	<b>576,511</b>	<b>819,903</b>	<b>243,392</b>	<b>42.2%</b>
<b>POSITIONS</b>							
Full Time	4.04	4.04	4.04	4.04	4.04	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	4.04	4.04	4.04	4.04	4.04	0.00	

## MAJOR COMPONENTS:



Personnel Services include salaries for the Superintendent of Public Works, a Management Assistant, and 1/3 each of the Assistant Superintendent/Operations Director, a Management Assistant, an Administrative Analyst, an Engineering Technician, the Town Engineer, and the Assistant Town Engineer shared with the Water and Sewer Funds.

Building Maintenance, \$5,000, includes the cost of routine maintenance of the Public Works facility. Custodial and maintenance tasks are performed by staff in other public works budgets.

Utilities, \$22,050, include heating fuel, electricity, telephone, and water and sewer.

Other expenses include postage, office supplies, membership dues, subscriptions, etc., and small capital purchases.

**SIGNIFICANT BUDGET CHANGES:**

Personnel increases are due to steps; however, it does not include cost of living increases for contracts not currently settled.

Capital Outlay expenses increase includes funding for small capital purchases.

**MISSION STATEMENT:** To maintain the highways, streets, and sidewalks of the Town at a safe usable level based on funding and user expectations. To provide support services to the other functional areas of the Department as needed.

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

**Accomplishments**

- Continued to perform minor asphalt overlays on sections of Town roadways that need maintenance attention beyond pothole patching but do not fit into the Town's overall paving plan.
- Paved several streets in Amherst Woods after the installation of the new sewer lines.

**Challenges**

- Effectively maintaining roadside vegetation so that it is not an impediment to users of sidewalks, bike lanes, or the travel way.
- Addressing legacy private roads that need to be maintained by the property owners or properly upgraded and transferred to the public.
- To address, effectively and efficiently, resident work requests in the performance of routine and planned work.

**LONG RANGE OBJECTIVES:**

- To examine possible changes to the Division's structure to handle the new stormwater permit requirements.
- To address upcoming staff retirements and possible changes to service methods.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To improve the roadside mowing and Departmental response to vegetation complaints. **ONGOING**
- To crack seal 5 miles of Town roadways. **ACCOMPLISHED**
- To spend one to two months performing asphalt shim coats on several roads in town to extend their useful lives. **ACCOMPLISHED**
- To respond to pothole notices in five working days. **ONGOING**
- To continue improving the roadway painting schedule for all crosswalks and roadway markings in a four week time frame early every summer. **ONGOING**
- To continue to refine the street line painting schedule. **ONGOING**

**FY 20 OBJECTIVES:**

- To improve the roadside mowing and Departmental response to vegetation complaints.
- To spend one to two months performing asphalt shim coats or paving on several roads in town to extend their useful lives.
- To document better the response to pothole notices to identify ways to reach a five working day response.
- To continue to refine the street line painting schedule.

**SERVICE LEVELS:**

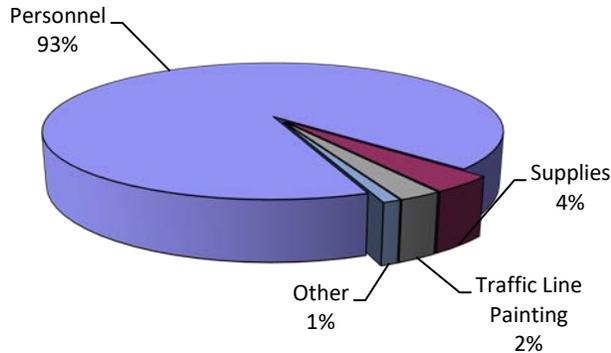
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
Resurfacing (mi)	2.5	3.8	2.4	2.3	1.53
Drainage Pipe Installed (ft)	160	120	80	115	190
Catch Basins Cleaned	260	100	156	150	160
Road Sweeping (mi)	270	270	270	270	270
Drainage Ditch Cleaning (mi)	0	0	1	2	1
Street & Traffic Sign Work Requests	160	225	117	225	285
General Street Maintenance (Pothole Patching) (tons)	1,500	320	400	600	550
Street Center Line Painting (ft)	110,982	239,892	200,171	172,444	190,744
Crosswalks Painted	140	140	140	78	160
Road Edge Line Painting (ft)	36,973	97,126	277,310	188,320	357,019
Granite Curbing Repaired or Installed (ft)	50	0	0	0	2,900
Repairs to Sidewalks (linear ft)	150	3,430	3,260	500	100
New Sidewalk (linear ft)	1,200	2,700	2,800	3,709	2,800
Sewer Pipe Installed (ft)	7,217	12,000	1,863	2,724	3,000
Roadside Mowing (mi)	325	325	325	325	325
Crack Sealing (mi)	1	0	0	5.32	7.53
Shimming (tons)	1,077	1,000	1,000	1,580	1,200

## PUBLIC WORKS

## 4422: HIGHWAY

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 679,571	670,316	715,909	730,908	750,722	19,814	2.7%
Operating Expenses	\$ 105,063	61,532	55,423	59,611	59,611	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 784,634</b>	<b>731,848</b>	<b>771,332</b>	<b>790,519</b>	<b>810,333</b>	<b>19,814</b>	<b>2.5%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 292,703	295,820	342,663	373,520	404,816	31,296	8.4%
Capital Appropriations	\$ 1,136,883	1,277,383	1,290,445	1,950,247	2,261,883	311,636	16.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 2,214,220</b>	<b>2,305,051</b>	<b>2,404,440</b>	<b>3,114,286</b>	<b>3,477,032</b>	<b>362,746</b>	<b>11.6%</b>
<b>POSITIONS</b>							
Full Time	13.00	13.00	13.00	13.00	13.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	13.00	13.00	13.00	13.00	13.00	0.00	

## MAJOR COMPONENTS:



Personnel Services include salaries for a Division Director, 3 Senior Crew Supervisors, 1 Sign Maintenance Worker, 5 Skilled Laborers/Truck Drivers (two shared with the Sewer Fund), and 4 Equipment Operators. Also included is \$20,000 for overtime and \$10,000 for extra help.

Supplies, \$31,110 include materials for road maintenance: asphalt, concrete, culverts, stone and gravel, signs, and small tools.

Purchase of services includes \$20,000 for traffic line painting.

**SIGNIFICANT BUDGET CHANGES:**

Personnel Services increase due to steps, it does not include cost of living increases for contracts not currently settled.

Operating expenses are level funded.

**PUBLIC WORKS****4423: SNOW AND ICE REMOVAL**

**MISSION STATEMENT:** To ensure the safety of motorists and pedestrians using public ways during winter weather. To provide access for emergency vehicles by ensuring that ice and snow operations are performed in a timely fashion.

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

- The DPW has shifted from a sand/salt/liquid mixture to a salt/liquid mixture for snow and ice control. This required that roadways be pre-treated before snowstorms begin. The material has reduced our overall salt usage, eliminated the need for extensive spring sweeping, and reduced plowing time and fuel costs.

**LONG RANGE OBJECTIVES:**

- To improve sanding controls to apply product where and when needed.
- To adjust winter operations to meet changing demands in winter services.
- To continue operations with an aging fleet of heavier equipment.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To train and integrate new employees into the Town's snow operations processes. **ONGOING**

**FY 20 OBJECTIVES:**

- To train and integrate new employees into the Town's snow operations processes.

**SERVICE LEVELS:**

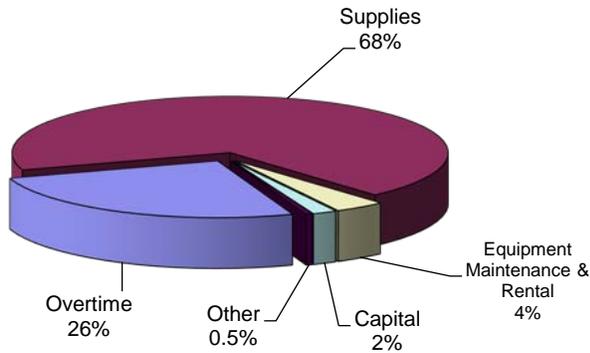
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Lane Miles Plowed	256	256	256	256	256
Sidewalk Miles Plowed	62	62	62	62	62
Snow Storms	32	55	24	42	13
Snow Fall (inches)	46.4	71.6	16.6	53.6	39
Sand Used (tons)	0	224	33	94.23	121
Salt Used (tons)	2,376	3,267	1,533	3,365	2,725
Ice Ban Magic (gal)	4,000	8,500	4,000	4,505	3,800

**PUBLIC WORKS**

**4423: SNOW AND ICE REMOVAL**

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 36,327	141,164	108,600	71,750	71,750	0	0.0%
Operating Expenses	\$ 188,628	355,425	266,445	203,660	203,660	0	0.0%
Capital Outlay	\$ 0	4,962	3,193	5,000	5,000	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 224,955</b>	<b>501,550</b>	<b>378,238</b>	<b>280,410</b>	<b>280,410</b>	<b>0</b>	<b>0.0%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 1,437	1,434	1,491	1,490	1,506	16	1.1%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 226,392</b>	<b>502,984</b>	<b>379,729</b>	<b>281,900</b>	<b>281,916</b>	<b>16</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:**



Overtime provides funds for snowplowing. Plowing done during the workday is charged to other Public Works Department budgets. Plowing required beyond the workday, or beyond an employee's 40 hour workweek, is charged to this budget as overtime.

Equipment Maintenance, \$7,000, includes the cost of vehicle supplies such as wiper blades, flashers, beacon lights, chains, etc. Equipment Rental, \$3,500, provides funds to rent dump trucks for snow removal.

Supplies, \$191,860, include salt, calcium chloride, Ice Ban Magic, sand, gasoline, and diesel.

Capital provides for the replacement of a snowplow, part of an annual replacement program.

<b>SIGNIFICANT BUDGET CHANGES:</b> None.
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**PUBLIC WORKS****4424 & 4425: STREET & TRAFFIC LIGHTS**

**MISSION STATEMENT:** To ensure the safety of those using public ways by maintaining Town owned street lights and pedestrian and traffic signals in operating condition.

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

- Supported several major projects such as: new electrical services for all bike stations, new street lighting on Kendrick Park/East Pleasant St., and the sewer pump station in Amherst Woods.
- Provided electrical assistance to Division Leadership in proper course of action in all electrical repairs and installations.

**Challenges**

- Developing methods to allocate funding for personnel according to demonstrated functional use including the General Fund.
- Continuing to maintain process automation equipment and software with ever increasing subscription costs.
- Maintaining traffic control integrity.

**LONG RANGE OBJECTIVES:**

- To standardize all traffic control components on a more reliable and cost efficient system.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To implement a Preventive Management system on an effective schedule for the street light and traffic control devices.  
**ONGOING**

**FY 20 OBJECTIVES:**

- To develop an electrical preventative maintenance program for the Water Division facilities.

**SERVICE LEVELS:**

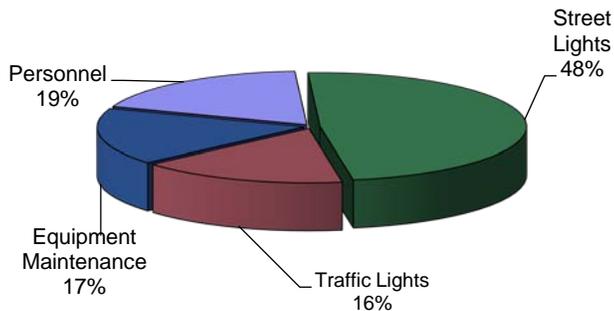
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Streetlights Maintained	1,160	1,160	1,160	1,180	1,190
School Zone Lights Maintained	4	4	5	5	5
Traffic Lights Maintained	14	14	14	13	13
Traffic Light Knockdowns	3	0	12	0	8
Street Light Trouble Calls	115	9	65	137	117
Service Calls to Support:					
Water Division			118	180	163
Waste Water Division			86	135	131
Parking			25	40	57
Tree & Grounds			18	27	62
DPW Buildings			18	37	87
Police and Fire			8	5	12
Town Hall			7	7	53
Schools			6	6	8
Amherst BID			5	8	6
Bangs Center			4	7	8

## PUBLIC WORKS

## 4424 &amp; 4425: STREET &amp; TRAFFIC LIGHTS

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 1,585	18	20,354	21,024	21,822	798	3.8%
Operating Expenses	\$ 58,694	62,837	93,668	99,650	99,650	0	0.0%
Capital Outlay	\$ 0	0	0	0		0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 60,279</b>	<b>62,855</b>	<b>114,022</b>	<b>120,674</b>	<b>121,472</b>	<b>798</b>	<b>0.7%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 0	0	3,582	5,279	7,925	2,646	50.1%
Capital Appropriations	\$ 0	6,000	6,000	16,000	20,000	4,000	25.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 60,279</b>	<b>68,855</b>	<b>123,604</b>	<b>141,953</b>	<b>149,397</b>	<b>7,444</b>	<b>5.2%</b>
<b>POSITIONS</b>							
Full Time	0.00	0.00	0.34	0.34	0.34	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	0.34	0.34	0.34	0.00	

## MAJOR COMPONENTS:



Personnel Services include salaries for 1/3 Division Supervisor shared with the Water and Sewer Funds.

Street lighting budget provides for electricity and maintenance of approximately 1,190 lights.

Traffic lighting budget provides electricity for 14 signalized intersections.

Equipment Maintenance provides the funds for the parts and service necessary to maintain traffic lights.

**SIGNIFICANT BUDGET CHANGES:**

Personnel Services does not include cost of living increases for contracts not currently settled.

The FY 18 budget reallocated personnel costs from enterprise funds to the general fund, reflecting the services provided cross-functionally. Prior to FY 18, Personnel Services above reflect overtime costs only.

**PUBLIC WORKS****4428: EQUIPMENT MAINTENANCE**

**MISSION STATEMENT:** To enable the other divisions to meet their missions by maintaining the Department's fleet of vehicles, construction equipment, and various portable pieces of equipment in excellent operating condition.

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

- Successfully accounted for services provided to other departments and billed Public Works, Town, Police, Fire, and Regional School accordingly for repairs and inspections.

**Challenges**

- Continue to meet daily vehicle maintenance, repaired break downs, and performed routine state inspections on a variety of Town vehicles.

**LONG RANGE OBJECTIVES:**

- To evaluate providing additional services to other Town departments.
- To evaluate an electronic vehicle maintenance system.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To refine vehicle maintenance schedules to perform major repair or maintenance work in the off-season for specific pieces of equipment. **ONGOING**

**FY 20 OBJECTIVES:**

- To continue refining vehicle maintenance schedules to perform major repair or maintenance work in the off season for specific pieces of equipment.

**SERVICE LEVELS:**

	<b>FY 14</b> <b>Actual</b>	<b>FY 15</b> <b>Actual</b>	<b>FY 16</b> <b>Actual</b>	<b>FY 17</b> <b>Actual</b>	<b>FY 18</b> <b>Actual</b>
Vehicles Repaired & Maintained*	105	105	105	105	103
Equipment Repaired & Maintained**	180	180	180	180	180
Gasoline Consumption (gal)	27,739	31,545	25,024	27,860	29,762
Oil Supplies (gal)	800	825	850	850	875
Diesel Consumption (gal)	28,504	33,177	22,369	24,258	21,178

\*Registered equipment including trailers.

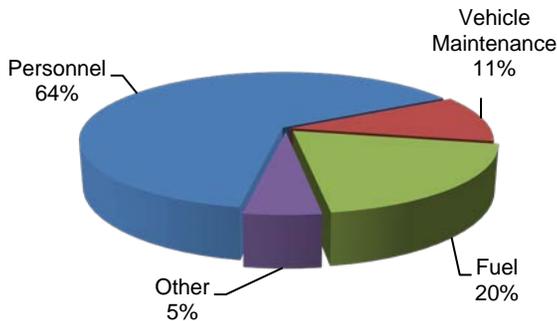
\*\*Small equipment, pumps, chain saws, lawn mowers, etc.

## PUBLIC WORKS

## 4428: EQUIPMENT MAINTENANCE

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 154,380	164,021	174,520	182,745	174,285	(8,460)	-4.6%
Operating Expenses	\$ 100,052	98,859	76,326	94,721	94,721	0	0.0%
Capital Outlay	\$ 0	3,591	0	2,500	2,500	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 254,432</b>	<b>266,471</b>	<b>250,847</b>	<b>279,966</b>	<b>271,506</b>	<b>(8,460)</b>	<b>-3.0%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 69,506	75,960	94,177	102,359	97,124	(5,235)	-5.1%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 323,938</b>	<b>342,431</b>	<b>345,024</b>	<b>382,325</b>	<b>368,630</b>	<b>(13,695)</b>	<b>-3.6%</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 provide for a Supervisor/Mechanic and two Mechanics.

Vehicle maintenance, \$30,000, includes funds for vehicle parts and supplies for approximately 53 vehicles.

Fuel includes \$53,284 for gas and diesel for all DPW general fund vehicles.

Capital Outlay provides funds for small equipment replacement.

**SIGNIFICANT BUDGET CHANGES:**

Personnel Services reflect staff turnover and does not include contracts not currently settled.

Operating expenses are level funded.

## PUBLIC WORKS

## 4498: TREE AND GROUND MAINTENANCE

**MISSION STATEMENT:** Enhance the quality of life for residents and the business community by providing an exceptional, diverse and healthy urban forest, connected by a system of parks, cemeteries, open spaces, and recreational facilities that are safe, accessible, and well maintained.

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

**Accomplishments**

- Continued support to LSSE, Schools, youth baseball, soccer, lacrosse, football, and ultimate.
- Planted more than 300 trees in the Town's urban reforestation efforts.
- Supported various paving and construction projects to upgrade or expand existing facilities, such as Amherst Woods sewer extension, North Pleasant Street paving, and South East Street paving.

**Challenges**

- To effectively manage the components of the Amherst Urban Forest, taking the 80-plus acres of turf in the parks and commons, the 106 miles of roadways with their 20,000-plus shade trees, and the three cemeteries that make up a large portion of the Town's green infrastructure, and integrate it with the built infrastructure so all thrive and complement each other.
- To provide adequate training to the staff to update safety and technical skills in the workforce.
- The need to upgrade many of the existing facilities and resources.

**LONG RANGE OBJECTIVES:**

- To evaluate the need for and siting of additional cemetery land (approximately 5 years of space remaining).
- To work with public schools and LSSE to develop consolidated grounds maintenance activities.
- To renovate the fountain in Sweetser Park.
- To upgrade the War Memorial bathhouse.
- To develop a "Wood Bank" for shade trees removed.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To complete planting 300 trees remaining in the plan of 2012. **ACCOMPLISHED**
- To continue Massachusetts Certified Arborist or International Society of Arboriculture training and certification for both members of the tree crew. **ONGOING**
- To continue to work with the Shade Tree Committee to support the 1<sup>st</sup> Saturday of Month Tree Planting program by providing logistical support, materials, and training. **ONGOING**
- To continue implementing electronic work order reporting and tree inventory capacity. **ONGOING**
- To continue improving coordination of park maintenance with the LSSE Department and public schools. **ONGOING**
- To increase the care of plantings at the Parking Garage. **ACCOMPLISHED**
- To continue working with Amherst Baseball League volunteers to improve baseball fields. **ONGOING**
- To improve the maintenance of the Town's three cemeteries. **ONGOING**

**FY 20 OBJECTIVES:**

- To continue implementing electronic work order reporting and tree inventory capacity.
- To finalize the Groff Park maintenance plan.
- To develop a small equipment maintenance plan.

## PUBLIC WORKS

## 4498: TREE AND GROUND MAINTENANCE

<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</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>
Burials	22	18	19	25	22
Grave Stones Repaired	2	2	6	4	5
Sale of Lots	6	6	2	9	4
Mowing: Community Field, Mill River, Groff Park, Town Commons and all School Areas	42	42	42	42	42
Field Maintenance					
Baseball/Softball Field Maintenance	15	15	15	15	15
Football Fields	3	3	3	3	3
Soccer Fields	5	5	5	5	5
Field Hockey Fields	3	3	3	3	3
Lacrosse Field	4	4	4	4	4
Swimming Pools (LSSE)	2	2	2	2	3
Wading Pools (LSSE)	2	2	2	1	1
Picnic Areas	3	3	3	3	3
Parks & Commons	18	18	18	18	18
Litter Basket Pickup	3,100	6,679*	6,679	6,679	6,679
Tennis Courts	2	2	2	2	2
Basketball Courts	2	2	2	2	3
Building Maintenance	7	7	7	7	7
Youth Soccer Fields	1	1	1	1	1
School Frisbee Fields	3	3	3	3	3
Removal of Public Trees	134	121	250	158	132
Public Shade Trees Planted	420	468	279	314	179
Public Shade Trees Trimmed	286	271	366	214	290
Stump Removal	22	44	91	64	75
Roadside Brush Cleaning (miles)	8	5	3	0.5	1
Banners Erected & Removed	44	37	34	38	33

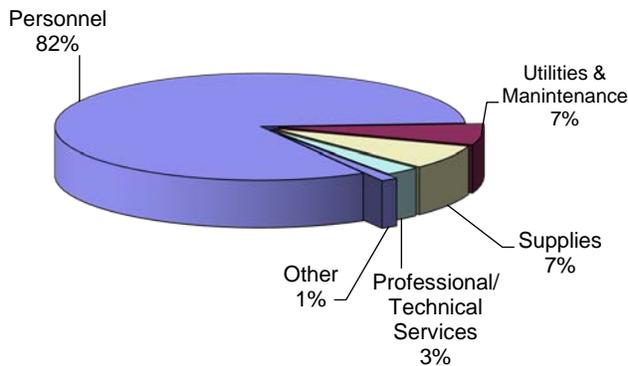
\*Recycling and bus stops included beginning FY 15.

## PUBLIC WORKS

## 4498: TREE AND GROUND MAINTENANCE

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 333,898	332,801	383,196	411,450	427,077	15,627	3.8%
Operating Expenses	\$ 82,416	99,505	96,852	90,016	90,016	0	0.0%
Capital Outlay	\$ 0	0	0	1,700	1,700	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 416,314</b>	<b>432,305</b>	<b>480,047</b>	<b>503,166</b>	<b>518,793</b>	<b>15,627</b>	<b>3.1%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 206,210	199,919	224,694	245,953	237,240	(8,713)	-3.5%
Capital Appropriations	\$ 115,000	20,000	65,500	10,000	0	(10,000)	-100.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 737,524</b>	<b>652,224</b>	<b>770,241</b>	<b>759,119</b>	<b>756,033</b>	<b>(3,086)</b>	<b>-0.4%</b>
<b>POSITIONS</b>							
Full Time	7.50	7.50	7.50	7.50	7.50	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	7.50	7.50	7.50	7.50	7.50	0.00	

## MAJOR COMPONENTS:



Personnel Services provide salaries for a Division Director, a Crew Supervisor, 3 Maintenance Workers, two Laborers, and a Skilled Laborer/Truck Driver which is shared with the Transportation Fund.

Utilities and Maintenance, \$33,226, include funds for lighting parks and commons (electricity for Community Field not included) and providing field, equipment, and building maintenance at picnic areas and other park facilities.

Supplies, \$37,147, include funds for fertilizer, gas and diesel fuel, and materials necessary to maintain equipment and clean park facilities.

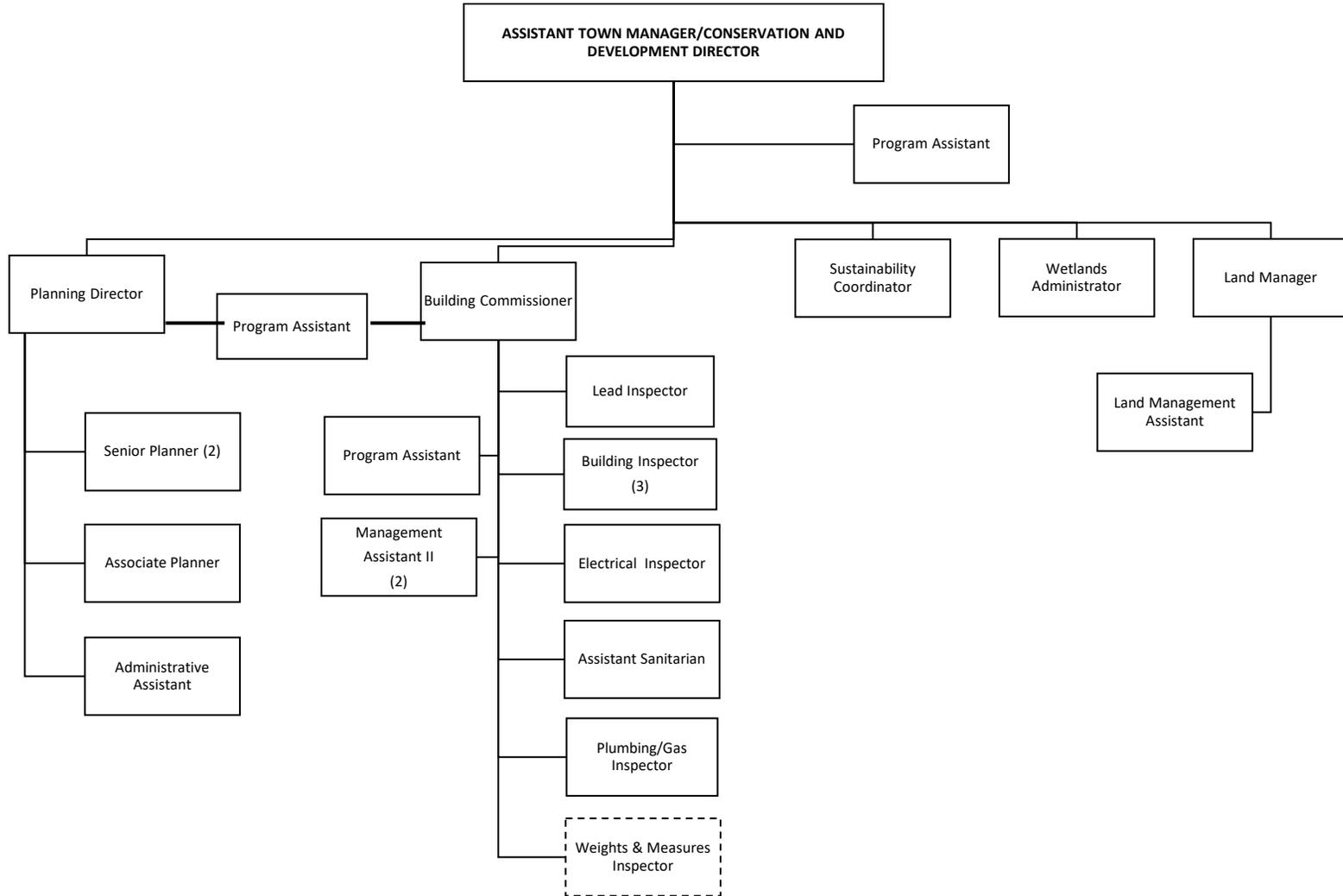
Other provides funds for purchase, replacement or rental of small equipment, uniforms, and training.

**SIGNIFICANT BUDGET CHANGES:**

Personnel Services reflect step increases; it does not include cost of living increases for contracts not currently settled.

Operating expenses are level funded.

### CONSERVATION AND DEVELOPMENT SUMMARY



## CONSERVATION AND DEVELOPMENT SUMMARY

		FY16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19-20	% Change
Conservation	\$	310,465	371,842	385,471	389,899	406,208	16,309	4.2%
Planning	\$	329,630	322,028	334,683	325,203	345,338	20,135	6.2%
Inspection Services	\$	612,506	624,657	681,848	738,660	770,531	31,871	4.3%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>1,252,602</b>	<b>1,318,526</b>	<b>1,402,003</b>	<b>1,453,762</b>	<b>1,522,077</b>	<b>68,315</b>	<b>4.7%</b>
<b>SOURCES OF FUNDS</b>								
Departmental Receipts	\$	143,930	119,200	116,520	93,300	93,300	0	0.0%
Licenses & Permits	\$	1,115,550	825,260	680,455	716,402	925,744	209,342	29.2%
Rental of Land	\$	2,998	1,758	475	1,000	1,000	0	0.0%
Zoning By-Law Violations	\$	3,800	3,100	31,400	5,000	5,000	0	0.0%
Water Fund	\$	22,820	22,820	21,236	42,472	25,604	(16,868)	-39.7%
Taxation	\$	-	346,388	551,917	595,588	471,429	(124,159)	-20.8%
Total	\$	1,291,098	1,318,526	1,402,003	1,453,762	1,522,077	68,315	4.7%

This functional area supports conservation programs that protect the environment and natural resources for current and future generations of Amherst residents, creates and implements appropriate planning initiatives and regulatory mechanisms for the preservation and responsible development of the Town, and ensures the public health, safety, and welfare of residents by administering Massachusetts General Laws and Regulations and Town Bylaws as they relate to land use and to the construction and occupancy of buildings and structures.

The overall increase of 4.7% is the result of salary adjustments and capital increase in Conservation operating budget to begin to move funding for small capital purchases from the capital plan. This budget also includes \$5,000 for extra help with trails and \$5,000 for legal ads in Planning.

There are 19.23 FTE employees providing services in this functional area.

## CONSERVATION AND DEVELOPMENT

## 5171: CONSERVATION

**MISSION STATEMENT:** To plan and manage programs and initiatives that protect the natural resources of Amherst, promote a sustainable environment for current and future generations, and ensure a natural environment resilient to the impacts of climate change, while providing staff support to the Conservation Commission and Agricultural Commission on issues related to wetlands, open space, farmland preservation, and climate change. The Assistant Town Manager/Director of Conservation and Development works to coordinate projects between multiple departments and carries out special initiatives as determined by the Town Manager.

### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES

#### Accomplishments

- Completed 5-year update to the Town's Open Space and Recreation Plan.
- Secured a \$170,000 grant for the protection of the Epstein property on the Mt. Holyoke Range.
- Organized many community events and workshops including the 9<sup>th</sup> Annual Amherst Sustainability Festival.
- Collaborated with DPW to restore Markert's Pond Conservation Area.
- Repaired numerous bridges and improved miles of trails on Conservation land.

#### Challenges

- Maintain the level of service that Amherst residents demand relative to the maintenance of 80 miles of trails, the use of Puffer's Pond by thousands of visitors annually, and the management of more than 5,000 acres of Conservation/Watershed land.

### LONG RANGE OBJECTIVES:

- To work more closely with the Friends of Puffers Pond and other local groups to increase funding for trails and the maintenance and enhancement of Puffer's Pond.
- To complete the purchase of Agricultural Preservation Restrictions over remaining unprotected farmland and the preservation of critical remaining open space.
- To integrate new data into the Geographic Information System and seek ways to utilize it to help manage the Town's Conservation areas for biodiversity and forest resiliency.
- To maximize non-tax funding sources to assist with future land acquisition and land management.
- To work collaboratively with LSSE and other Town departments to implement the Open Space and Recreation Plan.
- To continue to support the DPW in managing the Town's watershed forests utilizing sustainable forestry practices.

## CONSERVATION AND DEVELOPMENT

## 5171: CONSERVATION

### STATUS UPDATE OF FY 19 OBJECTIVES:

- To implement the regional BikeShare program including installation of bike stations at strategic locations in town. **ACCOMPLISHED/ONGOING**
- To support efforts to create a Sustainability Committee. **ACCOMPLISHED/ONGOING**
- To work collaboratively with the Dog Park Task Force to find a suitable site and build a dog park. **ACCOMPLISHED/ONGOING**
- To support work of the Amherst Center Recreation Working Group to complete an athletic field/facility Master Plan for Community Field, Amherst Regional High School, and Amherst Regional Middle School. **ACCOMPLISHED**
- To work with the Town's development partner to install solar on the new landfill. **ONGOING**
- To work with the Conservation Commission to revise the Amherst Wetlands Protection Bylaw and Regulations to reflect recent changes in state law. **ONGOING**
- To work with existing and new friends groups to increase fundraising efforts to support land management. **RESCHEDULED**
- To work closely with the Conservation Commission to complete chapters of the Conservation Land Use and Management Plan including those focused on farming, hunting, and camping. **ONGOING**
- To begin the planning and permitting processes to dredge Puffer's Pond as a precursor to future capital requests. **ONGOING**
- To work with the Town Manager, DPW, and the Puffer's Pond 2020 Group to address traffic flow, parking issues, and pedestrian/cyclist safety around Puffer's Pond. **ACCOMPLISHED/ONGOING**

### FY 20 OBJECTIVES:

- To support the work of the Energy and Climate Action Committee.
- To facilitate the Town's Municipal Vulnerability Preparedness process.
- To work with the Dog Park Task Force to construct a park at the south (old) landfill.
- To support work of the Amherst Center Recreation Working Group to begin implementation of the athletic field/facility Master Plan for Community Field, Amherst Regional High School, and Amherst Regional Middle School.
- To work with the Town's development partner to construct a solar array on the north (new) landfill.
- To work with the Conservation Commission to revise the Amherst Wetlands Protection Bylaw and Regulations to reflect recent changes in state law.
- To complete permitting processes to dredge Puffer's Pond.
- To work with the DPW and APD to implement changes to the parking and traffic flow on State Street near Puffer's Pond and to assess the effectiveness of those changes.

### SERVICE LEVELS:

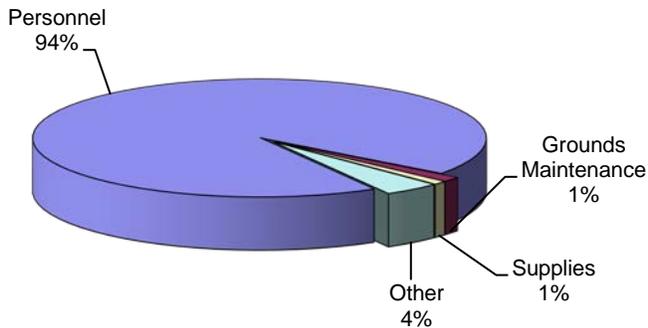
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Conservation Land Acreage Managed	2,140	2,140	2,150	2,165	2,165
Watershed Forest Acreage Managed	3,380	3,380	3,380	3,380	3,380
Trail Miles Maintained	80	80	80	80	80
Accessible Trails Maintained	4	4	4	4	4
Acres Monitored – Agric. Pres. Restrictions	2,102	2,102	2,102	2,102	2,102
Acres under Conservation Restrictions	202	202	202	202	202
Acres of Farmland Rented Out	100	100	100	100	100
Wetlands Act Notice of Intent and Determinations	12	51	36	30	35
Wetlands Act Major Cases Handled	7	5	10	4	6
Emergency Certifications	3	5	6	6	6
Public Requests for Information & Help	2,775	2,500	2,500	--	--
Bridges Built or Replaced	7	3	4	6	3
Volunteers	325	250	225	200	225

## CONSERVATION AND DEVELOPMENT

## 5171: CONSERVATION

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 283,954	339,422	354,132	371,097	380,406	9,309	2.5%
Operating Expenses	\$ 25,622	31,531	30,451	18,802	18,802	0	0.0%
Capital Outlay	\$ 889	889	889	0	7,000	7,000	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 310,465</b>	<b>371,842</b>	<b>385,471</b>	<b>389,899</b>	<b>406,208</b>	<b>16,309</b>	<b>4.2%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 132,780	132,780	145,249	166,645	165,993	(652)	-0.4%
Capital Appropriations	\$ 17,334	17,334	42,334	0	35,000	35,000	--
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 460,579</b>	<b>521,956</b>	<b>573,054</b>	<b>556,544</b>	<b>607,201</b>	<b>50,657</b>	<b>9.1%</b>
<b>POSITIONS</b>							
Full Time	2.75	2.75	3.75	3.75	3.75	0.00	
Part Time With Benefits	3.00	3.00	2.00	2.00	2.00	0.00	
Full Time Equivalents	4.50	4.50	4.79	4.79	4.79	0.00	

## MAJOR COMPONENTS:



Personnel Services include salaries for the Assistant Town Manager/Director of Conservation and Development, a Sustainability Coordinator, an Administrative Assistant, a Land Manager shared with the Water Fund, a part-time Wetlands Specialist, and a part-time Maintenance Assistant shared with the Water Fund.

Grounds maintenance provides funds for materials and supplies such as lumber, gravel, and mulch for more than 2,000 acres of Conservation Land including Puffer's Pond, Larch Hill, Amethyst Brook, and Mt. Pollux and approximately 80 miles of conservation trails throughout Town.

Supplies include tools and small equipment, gasoline, office and vehicle supplies.

Other includes funds for small capital purchases.

**SIGNIFICANT BUDGET CHANGES:**

Salary changes reflect cost of step increases and a small increase of \$5,000 to the extra help line, it does not include cost of living increases for contracts not currently settled.

Operating expenses are level funded.

Capital Outlay increases are attributed to a change in funding from the Capital Plan to the Departmental budget for small capital purchases.

**MISSION STATEMENT:** To protect and enhance the environmental, economic, and social quality of life in Amherst for residents and visitors by creating and implementing appropriate plans and regulations for the preservation of community resources and the orderly, rational, and sustainable development of the Town.

### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

#### Accomplishments

- Worked collaboratively with the Planning Board, developers, and residents' groups to increase the number of market rate and affordable housing units in Amherst.
- Coordinated grant applications and management in the following categories: water quality, energy efficiency, historic preservation, economic development, recreation, open space preservation, infrastructure improvements, affordable housing, and community development. Recent grants include \$825,000 in CDBG Mini-Entitlement funding for social services, modernization of affordable housing, and roadway improvements and state funding for design and construction at Groff Park.
- Provided significant support to the Downtown Parking Working Group to implement the strategies listed in the Downtown Parking Report.
- Provided significant support to the Amherst Municipal Affordable Housing Trust to encourage the development of affordable housing.
- Worked with design consultants and other Town departments to develop plans for improvements to Groff Park, the North Common and Main Street Parking Lot, and the athletic facilities at Community Field and the High School.
- Provided analysis and support to the Planning Board and Zoning Board of Appeals during the review of many recently permitted development projects, including barrier removal at Boltwood Walk, two large solar projects (4-megawatt solar array off Montague Road and 5-megawatt solar array off Pulpit Hill Road), a new restaurant and mixed-use building on University Drive (including 36 apartment units, with 4 affordable units), a new apartment building at South Point (including 47 apartment units, with 6 affordable units), a new apartment building on Northampton Road (including 115 apartment units, with 16 affordable units), and a new mixed-use building on Spring Street (including 58 apartment units).
- Worked with the recreational marijuana review team and the Economic Development Director to comprehend new Cannabis Control Commission regulations; drafted zoning amendments to accommodate the sale of recreational marijuana, which were approved by Town Meeting; and participated in the process to make recommendations to Town Manager on Host Community Agreements.

#### Challenges

- Working collaboratively with boards and committees to propose revisions to the Zoning Bylaw, to deal with issues such as legalization of marijuana and inclusionary zoning.
- Developing an improved procedure for project review, involving all departments and review boards/committees with jurisdiction, to ensure full consideration of public interests and Master Plan objectives.
- Responding to the increasing complexity of private development applications and the public permit review process.

### LONG RANGE OBJECTIVES:

- To assist the Planning Board and other Town boards/committees with ongoing implementation of the Amherst Master Plan, including: proposing appropriate zoning amendments, developing plans for the downtown and village centers, supporting improvements to Town facilities, supporting economic development and housing for diverse populations, preserving open space, providing facilities for recreation, and supporting improvements to transportation.
- To work with the Planning Board and Town Council to plan for an update to the Master Plan
- To apply for and administer federal and state grants for economic development, conservation, sustainability, historic preservation, affordable housing, and community development.
- To work with UMass and the colleges on planning and land use issues involving housing, economic development, and culture and the arts.
- To work with the Planning Board and others to develop amendments to the General Bylaws and Zoning Bylaw to encourage affordable housing and new market rate housing development.
- To support the Amherst Municipal Affordable Housing Trust and take other actions to preserve existing low and moderate income housing units, foster development of market rate housing, and increase the total supply to meet the needs of a diverse and growing population.
- To collaborate with DPW, Transportation Advisory Committee, and the Town Council to implement the Amherst Transportation Plan.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To continue the public planning process on design of an improved intersection and streetscape in North Amherst Village Center. **ONGOING**
- To work on a plan for the Town Center by utilizing public forums, surveys, and other outreach efforts to collect public input and develop a vision for the future of Downtown Amherst. **ONGOING**
- To continue to work with the Downtown Parking Working Group to implement the recommendations of the Downtown Parking Report and the inventory and analysis by its consultant, Nelson\Nygaard. **ACCOMPLISHED**
- To work with the IT Department to complete remapping of flood prone areas and create new FEMA-approved Flood Insurance Rate Maps (FIRM) and to assist the Planning Board with a public process to establish a new flood protection zoning district. **ONGOING**
- To continue to refine bylaws and regulations to address the challenges of legalized medical and adult-use marijuana. **ACCOMPLISHED**
- To develop plans for a CPA-funded rehabilitation and improvement project for the north end of the historic Town Common, with public input in the design process, and coordination with the DPW's plans for improvements to the Main Street parking lot. **ONGOING**
- To complete a public process and work with a consultant to design and construct improvements to Groff Park including a spray park, new playground, and pavilion. **ACCOMPLISHED (DESIGN); RESCHEDULED TO 2019 (CONSTRUCTION)**
- To participate in the MassDOT Route 9 Corridor Study process, including improvements to the section of Route 9 from University Drive to South Pleasant Street. **ONGOING**

**FY 20 OBJECTIVES:**

- To complete work on the North Common and Main Street Parking Lot and Groff Park projects.
- To begin to update the Master Plan.
- To begin to update the Housing Production Plan, previously completed in March 2013.
- To continue to plan for Downtown Amherst and Village Centers, with a primary focus on Downtown and North Amherst Village Center and secondary focus on East Amherst Village Center.
- To complete the flood mapping project and have FIRM maps adopted.
- To update ADA Transition Plan.

**SERVICE LEVELS:**

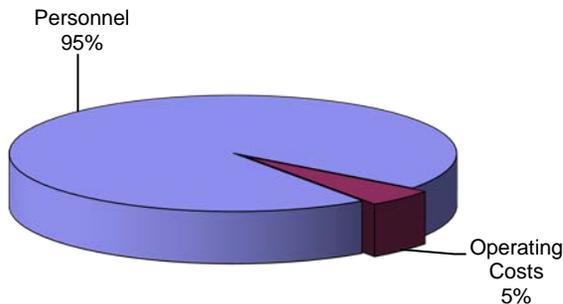
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Zoning/Subdivision/Regulation Amendments Worked On	15	8	7	14	13
ANR/Subdivision Plans Reviewed & Processed	18	11	7	17	17
Planning Board Special Permits	4	3	2	4	4
ZBA Special Permits Reviewed	41	41	27	27	29
Design Review Board Reviews	14	27	25	22	26
Demolition Delay Applications	6	15	7	22	35
Other Development Applications Processed (Local Historic District)	6	6	5	8	11
Planning Board Site Plan Reviews	20	17	27	17	16
Strategic Plans	3	3	2	4	2
Grant or Other Non-Town Funding Project Applications Processed/Administered	8	7	5	6	10
Contracts Administered	5	5	6	4	7
Special Planning Studies/Projects	12	2	7	11	8
Review of Other Projects	4	3	6	5	6
Committees/Boards Assisted	5	12	14	16	16
Committee & Board Meetings	190	178	158	174	194

## CONSERVATION AND DEVELOPMENT

## 5177: PLANNING

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 319,555	307,842	316,922	312,778	327,913	15,135	4.8%
Operating Expenses	\$ 10,075	14,186	17,761	12,425	17,425	5,000	40.2%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 329,630</b>	<b>322,028</b>	<b>334,683</b>	<b>325,203</b>	<b>345,338</b>	<b>20,135</b>	<b>6.2%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 166,956	153,404	153,547	177,192	198,830	21,638	12.2%
Capital Appropriations	\$ 20,000	20,000	0	130,000	60,000	(70,000)	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 516,586</b>	<b>495,432</b>	<b>488,230</b>	<b>632,395</b>	<b>604,168</b>	<b>(28,227)</b>	<b>-4.5%</b>
<b>POSITIONS</b>							
Full Time	4.40	4.40	4.40	4.40	4.50	0.10	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	4.40	4.40	4.40	4.40	4.50	0.10	

## MAJOR COMPONENTS:



Personnel Services includes salaries for a Planning Director, two Senior Planners (one of whom is 50% funded with CDBG), an Associate Planner, and a Permit Administrator.

Operating costs include public hearing legal ads, professional development and travel, materials associated with mapping, computers, printers/copiers, and other departmental supplies.

**SIGNIFICANT BUDGET CHANGES:**

During FY 20, the Department is again making use of CDBG funds to offset its administrative costs.

The Planning Department budget increase is due to steps and the reallocation of 10% of a Senior Planner from the Transportation fund to the General Fund, this does not include cost of living increases for contracts not currently settled. Half of one of the planner positions is funded by CDBG and 100% of the salary of an Administrative Assistant is funded by CDBG.

Operating expenses increase are attributed to printing and advertising to pay for legal ads. The Planning Department proposes to increase the applicants' fees to pay for legal ads

## CONSERVATION AND DEVELOPMENT

## 5241: INSPECTION SERVICES

**MISSION STATEMENT:** To ensure the public health, safety, and welfare of the inhabitants of the Town of Amherst by administering the General Laws and Regulations of the Commonwealth of Massachusetts and Town of Amherst Bylaws as they relate to land use and to the construction and occupancy of buildings and structures.

### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

#### Accomplishments

- Successful completion of large projects including the Amherst College Science Center and One East Pleasant Street.
- Efficient joint inspection and permit application review procedures.
- Renewal of the Residential Rental Property Permits.
- Assistance in developing zoning bylaw amendments.
- Removal of a dangerous abandoned building in the town center.

#### Challenges

- Current systems lacking automation for the large numbers of licenses and permits processed by the Department.
- Incorporating licensing processing and issuance into Inspection Services.

### LONG RANGE OBJECTIVES:

- To create an electronic document management system for all Conservation and Development records. This project has commenced with the scanning of all Zoning Board of Appeals historical documents, permits, and decisions. This will enable both Town staff and the public to electronically search for and view records associated with a property.
- To improve the Inspection Services website to expand information and resources.
- To continue to provide public education of codes, regulations, and permitting procedures.

### STATUS UPDATE OF FY 19 OBJECTIVES:

- To establish a policy related to Bed and Breakfast licensing—pending state code changes. **ACCOMPLISHED**
- To assist in development of updated signage regulations. **RESCHEDULED**
- To begin to document and maintain a list of abandoned buildings. **ONGOING**
- To continue to improve and advance in-field technology usage to allow staff to record inspection results in real time, document project status, and better communicate with owners, designers, and contractors. **ONGOING**
- To continue to improve communication with various departments and strengthen joint inspection procedures and enforcement. **ACCOMPLISHED**

### FY 20 OBJECTIVES:

- To provide support to the Board of License Commissioners.
- To assist in implementation of new permitting system.

## CONSERVATION AND DEVELOPMENT

## 5241: INSPECTION SERVICES

<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>PERMITS ISSUED:</b>					
Building Permits	931	1,209	1,166	1,001	964
Electrical Permits	930	1,136	980	994	909
Gas Permits	314	316	273	227	216
Plumbing Permits	422	427	374	378	346
Mechanical	104	30	36	34	23
Demolition Permits	14	25	28	19	19
Certificates of Inspection	119	140	237	167	204
Certificates of Occupancy	35	60	53	63	42
Total Permits	2,869	3,343	3,147	2,983	2,723
<b>INSPECTIONS</b>					
Building	710	1,047	1,280	1,353	1,220
Electrical	905	1,027	1,764	1,572	1,692
Gas	307	300	250	212	171
Plumbing	568	508	471	441	358
Total Building Inspections	2,490	2,882	3,654	3,578	3,441
Select Board Business Licenses	688	359	373	425	415
<b>HEALTH</b>					
<b>Permits/Licenses</b>					
Food Handling (includes Temp & Mobile)	185	167	152	173	206
Catering	14	12	14	15	22
Bakery	5	6	9	5	8
Body Arts Establishment	1	1	1	1	1
Frozen Food	2	3	4	5	6
Retail	20	22	32	24	26
Pools	13	17	17	13	15
Tanning	2	2	1	1	1
Motels/B&B's	10	11	9	8	11
Garbage/Offal	9	18	12	19	23
Septic Systems	15	42	15	59	15
Recreation Camp	21	28	17	14	9
Septic Installer	8	10	8	7	14
Wood Stove	18	42	54	34	38
Tobacco					17
Total Permits/Licenses	342	381	345	378	399
<b>Inspections</b>					
Food Service Establishment	285	192	279	295	242
Farmers Market	83	68	100	226	121
Temporary Food	94	99	126	103	71
Catering	20	10	10	40	33
Bakery	12	14	11	14	12
Body Arts	1	2	2	2	2
Frozen Food	4	2	2	10	7
Retail	22	28	30	26	33
Pools	19	14	22	22	32
Tanning	7	4	2	1	2
Motels/B&B's	10	10	0	1	7
Percolation Tests	110	14	7	7	16
Septic System Installation	15	15	12	15	14
Septic System – Title V	24	32	30	37	49
Recreation Camps	59	40	52	54	70
Well	3	1	0	5	4
Portable Toilets	0	1	3	3	3
Ice Rink	1	1	1	1	1
Housing Inspections		133	155	183	168
Total Health Inspections	668	680	844	1,045	887

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## CONSERVATION AND DEVELOPMENT

## 5241: INSPECTION SERVICES

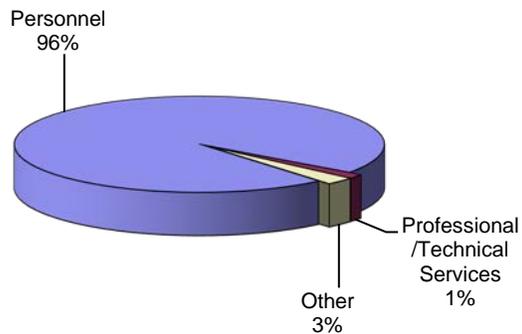
<b>SERVICE LEVELS (cont.):</b>	<b>FY 14 Actual</b>	<b>FY 15 Actual</b>	<b>FY 16 Actual</b>	<b>FY 17 Actual</b>	<b>FY 18 Actual</b>
<b>RESIDENTIAL RENTAL PERMITTING PROGRAM</b>					
Rental Permits		1,065	1,265	1,164*	1,022*
<b>COMPLAINTS AND VIOLATIONS</b>					
Zoning	221	55	70	53	73
Code	76	193	282	386	456
Fines Collected by Non-Criminal Disposition	\$6,200	\$2,200	\$4,300	\$2,410	\$31,500**
<b>WEIGHTS AND MEASURES</b>					
Inspections	40	47	40	37	23
*This figure represents total permits issued in the fiscal year.					
**Includes unusual activity due to a major offense at a single property.					
<b>CODES AND OTHER REGULATIONS ENFORCED:</b> Massachusetts State Building Code 8th Ed; <i>Massachusetts State Building Code for 1 &amp; 2 Family Dwellings 8<sup>th</sup> Edition</i> ; International Mechanical Code; International Energy Code 2009; <i>The Stretch Energy Cod</i> ;; <i>International Existing Building Code with Massachusetts Amendments</i> ; Massachusetts State Architectural Access Board Regulations; <i>Commonwealth of Massachusetts Sheet Metal Regulations</i> ; Massachusetts State Electrical Code; Commonwealth of Massachusetts Plumbing & Gas Codes; Sealer of Weights and Measures Regulations; Town of Amherst Zoning Bylaws; Conditions of Special Permits and Variances issued by the Zoning Board of Appeals, Conditions of Site Plan Review; Conditions of Design Review Board and Historical Commission; and the Town of Amherst Junk Car Bylaw; Sign Bylaw; and Portable Sign Bylaw. The department works closely with the Fire Department in regards to Ch. 148 of the Massachusetts General Laws concerning requirements for the installation of alarms and sprinkler systems, and the annual inspections required under the amendments to M.G.L. Ch. 148 for nightclubs and similar uses.					

## CONSERVATION AND DEVELOPMENT

## 5241: INSPECTION SERVICES

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 565,876	595,667	654,560	708,325	740,196	31,871	4.5%
Operating Expenses	\$ 44,517	27,375	27,288	28,835	28,835	0	0.0%
Capital Outlay	\$ 2,113	1,615	0	1,500	1,500	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 612,506</b>	<b>624,657</b>	<b>681,848</b>	<b>738,660</b>	<b>770,531</b>	<b>31,871</b>	<b>4.3%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 228,820	228,820	275,688	305,326	304,627	(699)	-0.2%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 841,326</b>	<b>853,477</b>	<b>957,536</b>	<b>1,043,986</b>	<b>1,075,158</b>	<b>31,172</b>	<b>3.0%</b>
<b>POSITIONS</b>							
Full Time	10.00	10.00	10.00	10.00	10.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	10.00	10.00	10.00	10.00	10.00	0.00	

## MAJOR COMPONENTS:



Personnel Services provide funds for the Building Commissioner, a Lead Inspector, a Building Inspector, an Electrical Inspector, a Code Enforcement Officer, a Health/Safe and Healthy Neighborhood Inspector, an Assistant Sanitarian, 2 Management Assistants, a Program Assistant and part-time or substitute Plumbing, Electrical, and Gas Inspectors.

Professional/Technical Services provides the funds for the regional sealer of weights and measures program.

**SIGNIFICANT BUDGET CHANGES:**

Personnel Services increase is due to steps, it does not include cost of living increases for contracts not currently settled.

Operating expenses are level funded.

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## COMMUNITY SERVICES SUMMARY

		FY16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19-20	% Change
Public Health	\$	184,366	183,891	118,847	120,142	132,464	12,322	10.3%
Senior Center	\$	211,361	230,141	249,147	231,285	229,425	(1,860)	-0.8%
Veterans' Services	\$	310,928	294,710	239,651	330,769	330,769	0	0.0%
Social Services	\$	37,500	20,000	16,126	80,000	20,000	(60,000)	-75.0%
Leisure Services & S.E.	\$	666,915	586,768	625,692	624,717	595,293	(29,424)	-4.7%
Pools	\$	191,070	192,655	190,580	203,527	219,111	15,584	7.7%
Golf Course	\$	241,247	244,990	224,337	237,011	240,476	3,465	1.5%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>1,843,387</b>	<b>1,753,155</b>	<b>1,664,381</b>	<b>1,827,451</b>	<b>1,767,538</b>	<b>(59,913)</b>	<b>-3.3%</b>
<b>SOURCES OF FUNDS</b>								
Departmental Receipts	\$	564,359	485,008	522,914	535,638	551,638	16,000	3.0%
Fines	\$	1,300	-	-	500	500	0	0.0%
State Reimbursement	\$	167,264	170,455	152,080	111,888	162,954	51,066	45.6%
Free Cash	\$			60,000	60,000	0	(60,000)	-100.0%
Taxation	\$	1,110,464	1,097,692	929,387	1,119,425	1,052,446	(66,979)	-6.0%
Total	\$	1,843,387	1,753,155	1,664,381	1,827,451	1,767,538	1,767,538	96.7%

This functional area provides funds for community services in the Town. These include public health services, senior programming and services, veterans' services and administration of benefits, social services, and recreation and other leisure services for youth and adults.

Community Services budgets decreased by a net of 3.3%, or (\$59,913), to a total of \$1.77 million.

The Health Department budget increase is the result of a 6-hour/week increase for the public health nurse.

The Senior Center budget decrease is due to savings from staff turnover. The Friends of the Senior Center, a non-profit organization, also provides significant donations to support the Center's activities.

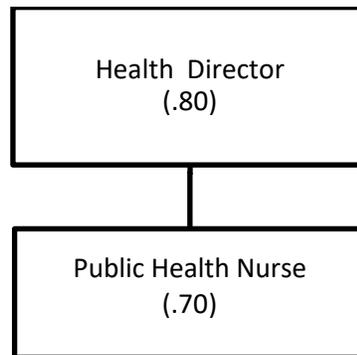
The Veterans' Services budget is level funded, after several years of increases to meet a growing need for veterans' services and payments to eligible veterans. The Town is a member of a regional veterans' services district including the City of Northampton and several smaller towns. The veterans' benefits costs are reimbursed 75% by the Commonwealth.

The Social Services budget was a new budget addition in FY 15. \$20,000 of Town funds is included in this budget to support social services. In FY 18 and FY 19 Town Meeting added onetime appropriations of \$60,000 each year for a total of \$80,000. The FY 20 budget is \$20,000.

The Leisure Services and Supplemental Education (LSSE) budget decrease is due to re-organization in the department. LSSE continues to offer a diverse array of youth sports, camps, after school, and adult education programs. The After School program, LSSE programs, and School Department academic and other support is budgeted in a revolving fund, outside of the LSSE budget.

The Pools budget change in Personnel Salaries is due to an increase in minimum wage for hourly employees. The operating budget increase includes funding for water usage at War Memorial Pool.

The Cherry Hill Golf Course budget increase is the result of an increase in minimum wage for hourly employees.



**MISSION STATEMENT:** To promote the health and well-being of the Amherst community and eliminate health disparities.

The work of the Health Department is organized into five major service areas:

- Access to Health Care: provide a means for all residents to access and receive appropriate health care.
- Infectious Disease Control: investigate and contain food-borne and communicable diseases.
- Disease Prevention and Health Promotion: promote the conditions necessary to acquire good health for all community residents.
- Health Policy: develop regulations to implement state statutes and to promote healthy conditions.
- Emergency Preparedness: develop an effective public health emergency response system.

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

**Accomplishments**

- Collaborated with the Hilltown Community Health Center in the opening and promotion of the John P. Musante Community Health Center June 11, 2018 in the Bangs Community Center.
- Health Director and representatives from police and fire met periodically to monitor drug use and overdose response in the community to assess for opioid abuse in the community.
- Hepatitis A vaccinations in collaboration with local and regional service providers have occurred in the community to prevent the spread of Hepatitis A. Eastern Massachusetts and eleven other states have seen a dramatic increase of Hepatitis A among those experiencing homelessness.
- Worked with the Board of Health to monitor emerging issues in recreational marijuana and evaluate the need for local regulation.
- Staffed the recreational marijuana review team to evaluate applications and met with potential operators of recreational marijuana establishments and reported findings to the Town Manager.
- Administered the Town's Emergency Assistance Program that preserves tenancy by addressing rental arrears that result in eviction notices and utility shut off payments.

**Challenges**

- Lack of resources for those experiencing mental illness and substance use disorder.
- Need for day services for those experiencing homelessness.
- Addressing the need for substance use disorder education.

## COMMUNITY SERVICES

## 6510: PUBLIC HEALTH

**LONG RANGE OBJECTIVES:**

- To promote the public's health by partnering and consulting with other Town departments and schools, higher education institutions, and human service agencies.
- To improve health services for underserved and high risk populations.
- To improve access to healthy food and fitness opportunities for all residents.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To collaborate with the Hilltown Community Health Center in the opening and promotion of the John P. Musante Community Health Center in the Bangs Community Center. **ANNUAL GOAL MET/ONGOING**
- To partner with the schools in providing marijuana use prevention education to students. **RESCHEDULED**
- To continue to develop initiatives to assess and meet the needs of people experiencing homelessness. **ONGOING**
- To assess and respond to indications of opioid abuse in the community. **ONGOING**

**FY 20 OBJECTIVES:**

- To research current trends in tobacco control and update the current Board of Health regulations pertaining to tobacco use and sales.
- To collaborate with other Town departments and the Board of Health in the siting and opening of recreational marijuana establishments.
- To collaborate with the school department and area human service organizations to educate youth and adults on safe recreational use of marijuana and harmful effects on the developing brain.

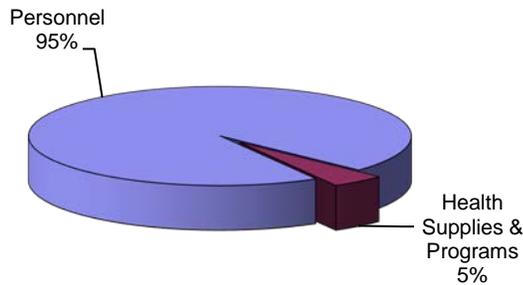
<b>SERVICE LEVELS</b>	<b>FY 14 Actual</b>	<b>FY 15 Actual</b>	<b>FY 16 Actual</b>	<b>FY 17 Actual</b>	<b>FY 18 Actual</b>
<b>Community Health Planning and Promotion</b>					
Sponsor Local/Regional Educational Programs	0	0	0	1	1
Grants Applied For	0	1	0	0	0
Grants Administered	4	3	2	1	1
<b>Infectious Disease Control</b>					
Tuberculosis Screening/Prevention	4	35	4	10	20
Vaccines					
Influenza	570	570	580	438	426
Childhood Vaccines	66	415	421	379	363
Children Immunized	82	205	225	203	181
Investigation of Communicable Diseases	66	54	57	76	97
<b>Miscellaneous:</b>					
Tobacco Compliance Checks	36	43	41	9*	17*
*The decreased number of tobacco compliance checks is an anomaly based on the grant funding and staffing that serves this 27-town regional effort. The expectation is the number will increase back to the previous year's level.					

## COMMUNITY SERVICES

## 6510: PUBLIC HEALTH

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 176,400	180,370	113,240	114,122	126,444	12,322	10.8%
Operating Expenses	\$ 7,965	3,521	5,608	6,020	6,020	0	0.0%
Capital Outlay	\$ 0	0		0		0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 184,365</b>	<b>183,891</b>	<b>118,847</b>	<b>120,142</b>	<b>132,464</b>	<b>12,322</b>	<b>10.3%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 127,091	125,325	91,057	95,709	93,627	(2,082)	-2.2%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 311,456</b>	<b>309,216</b>	<b>209,904</b>	<b>215,851</b>	<b>226,091</b>	<b>10,240</b>	<b>4.7%</b>
<b>POSITIONS</b>							
Full Time	2.00	2.00	1.00	0.00	0.00	0.00	
Part Time With Benefits	1.00	1.00	1.00	2.00	2.00	0.00	
Full Time Equivalents	2.54	2.54	1.54	1.34	1.50	0.16	

## MAJOR COMPONENTS:



Personnel Services include salaries for a part-time Health Director and a part-time Nurse.

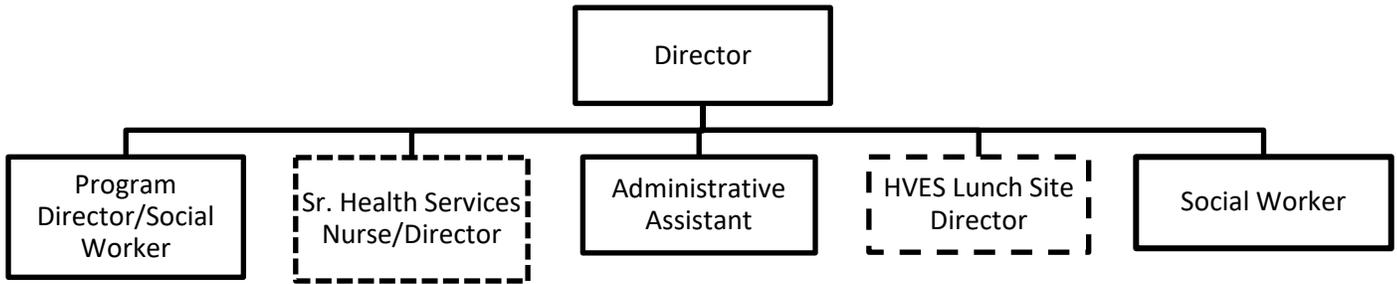
Health Supplies and Programs includes printing and advertising, dues and subscriptions, and for materials necessary to conduct health programs and clinics.

## SIGNIFICANT BUDGET CHANGES:

Personnel changes are due to an increase of six hours/week (0.16 FTE) for the Nurse, \$10,827 and step increases, it does not include cost of living increases for contracts not currently settled.

## COMMUNITY SERVICES

## 6541: SENIOR CENTER



**MISSION STATEMENT:** To improve the quality of life of seniors by developing programs to provide intellectual stimulation, improved physical strength, health and nutrition, socialization, and financial security. To provide a clean, comfortable, and welcoming meeting place and programs that accommodate the complete range of physical, psycho-social, and financial capabilities of all seniors.

#### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

##### Accomplishments

- Served an increasing number of clients facing complex problems requiring coordination of multiple Town departments and community service agencies. More clients are experiencing homelessness, are survivors of trauma, have mental health needs, have extremely limited English language skills, and/or have a range of sexual orientation and gender identity needs.
- Served 16,484 meals to homebound elders exclusively using volunteers. This involves enlistment, training, and coordination of volunteers for UMass Meals on Wheels and the Title III Highland Valley Elder Services hot lunch program. Typically eight deliverers are needed daily.
- Arranged for space in the community center to continue the convalescent equipment loan program after loss of appropriate storage closet. 322 items were loaned to 254 disabled elders at no charge in FY 18. New adequate safer space must be identified.
- Initiated new support groups for LGBTQ elders (served 16) and a Bereavement Group for Widows & Widowers using grant money (served 10).

#### LONG RANGE OBJECTIVES:

- To continue to seek new resources for funding and to strengthen our fundraising capabilities as program expenses are rising and placing added burden on our Friends group to ensure that we maintain current services.
- To establish a transportation program, a fitness mini-gym, and an adult social day program with additional space, staff, and funding.
- To add a full time program director to serve as volunteer coordinator and to assist with program development and administration.
- To work with other departments to develop a plan for future space needs.

#### STATUS UPDATE OF FY 19 OBJECTIVES:

- To support the Friends of the Amherst Senior Center in its fundraising efforts to maintain Senior Center programs and services as our elder population continues to grow in numbers and need. **ANNUAL GOAL MET**
- To maximize use of available program space in the Bangs Center and in the community. **ONGOING**
- To develop new support groups for LGBTQ elders and widows/widowers. **ACCOMPLISHED**

#### FY 20 OBJECTIVES:

- To conduct a 2020 survey of Town residents to assess current needs. This is done every ten years.
- To support the Friends of the Amherst Senior Center in its fundraising efforts to maintain Senior Center programs and services as our elder population continues to grow in numbers and need. Goal is to raise an additional 5%.
- To create a monthly Latinx Social/Support Group serving 8-10 seniors and offer weekly bilingual outreach services.

## COMMUNITY SERVICES

## 6541: SENIOR CENTER

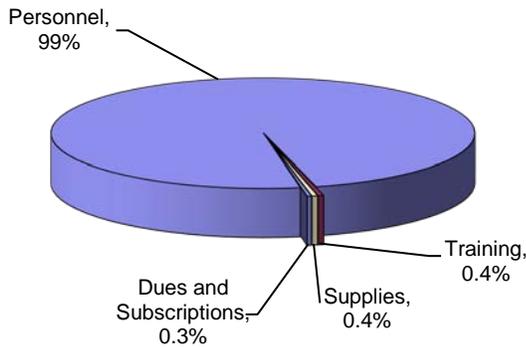
<b>SERVICE LEVELS:</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>Nutrition</b>				
Congregate Meals Served	6,123	5,445	5,922	5,992
Home Delivered Hot Supper and Brown Bag Lunch through UMass	7,625	9,158	8,958	9,867
Home Delivered Hot Lunch and Cold Plate Supper through HVES	5,838	5,300	5,930	6,608
Survival Center Food Box Program	479	448	415	509
Brown Bag Program with Western Mass Food Bank	840	905	770	792
<b>Support Services</b>				
Discounted Van Ticket Program Books Sold (20 tickets per book)	492	400	278	350
Friendly Visitor Program Visits	793	207	325	326
Newsletters Mailed (6x/yr)	20,008	21,004	22,319	22,895
Case Management/Advocacy Visits	5,287	5,681	5,575	5,775
Health Benefits Counseling (SHINE) Visits/Client	158/152	248/225	253/232	241/219
Employment Services Referrals (Seniors to Community Helpers)	98	124	129	96
Legal Assistance Referrals (to Western Mass. Legal Services)	61	63	81	62
Tax Work-Off Program Participants	35	34	34	30
Total Tax Work-off Program Hours Worked	3,318	2,812	3,121	3,575
Emergency Fund Requests	2	8	10	6
Medical Ride Program	229	238	230	181
Convalescent Equipment Loans	296	285	346	322
<b>Recreation/Education/Health Programs (participants)</b>				
Cultural Events (Classes, Seminars, Concerts)	1,596	1,428	1,506	1,593
Recreation/Socialization	2,882	3,585	3,007	2,668
Health Screenings (Nursing Center, Foot Assessment & BP clinics)	1,608	1,696	1,640	1,764
Health Clinics (Massage, Foot Care, Ear Irrigation, Flu)	712	740	497	702
Community Education (Discussion Groups, Computer Tutoring/Use, Classes)	2,460	2,349	2,365	1,924
SC Nursing Center Visits	1,319	1,351	1,305	1,447
<b>Volunteer Overview</b>				
People Volunteering:				
5 hrs/wk up to 19.5 hrs/wk	8	10	7	5
1 hrs/wk up to 5 hrs/wk	69	125	63	74
10 hrs/year up to 50 hrs/yr	76	95	81	51
Less than ten hours/yr	69	137	53	52
Total	294	369	210	184
Total # of Volunteer hours	13,323	13,083	13,576	14,738
<b>Grants Administered</b>				
Executive Office of Elder Affairs Formula Grant	\$36,135	\$36,142	\$36,135	\$38,946
Title III Grants through Highland Valley Elder Services				
1. Title III Nutrition Program	\$11,363	\$14,419	\$13,908	\$17,279
2. Title III Caregivers Support Group	\$2,000	\$5,250	\$5,250	\$7,000
Community Donations for Sr. Health Services Bangs Clinics & Outreach	\$17,500	\$17,500	\$17,500	\$17,500
Florence Savings Customer's Choice Community Grant	\$1,029	\$1,350	\$1,188	\$1,320
Friends of the Amherst Senior Center Fundraising	\$40,598	\$40,688	\$36,535	\$26,552

**COMMUNITY SERVICES**

**6541: SENIOR CENTER**

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 209,711	228,420	247,407	229,510	226,650	(2,860)	-1.2%
Operating Expenses	\$ 1,650	1,721	1,740	1,775	2,775	1,000	56.3%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 211,361</b>	<b>230,141</b>	<b>249,147</b>	<b>231,285</b>	<b>229,425</b>	<b>(1,860)</b>	<b>-0.8%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 103,739	103,739	134,578	147,281	132,433	(14,848)	-10.1%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 315,100</b>	<b>333,880</b>	<b>383,725</b>	<b>378,566</b>	<b>361,858</b>	<b>(16,708)</b>	<b>-4.4%</b>
<b>POSITIONS</b>							
Full Time	3.00	3.00	3.20	3.28	3.29	0.01	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	3.00	3.00	3.20	3.28	3.29	0.01	

**MAJOR COMPONENTS:**



Personnel Services include salaries for the Senior Center's Director, a Program Director (social worker), an Administrative Assistant (Office Manager), and a Social Worker. State funding offsets \$40,000. The Administrative Assistant also has responsibility for scheduling the Munson Library, which generated \$25,836 income for the Town in FY 18. The Friends of the Amherst Senior Center, a non-profit organization, provides funding to cover other expenses, as needed.

**SIGNIFICANT BUDGET CHANGES:**

Personnel Services decrease is due to the net of staff turnover and step increases, it does not include cost of living increases for contracts not currently settled.

Operating budget increase of \$1,000 is for training.

## COMMUNITY SERVICES

## 6543: VETERANS' SERVICES

### MISSION STATEMENT:

To aid, support, and advocate for the veterans of our community and/or their dependents by identifying benefits on the local, state, and federal level and providing financial, fuel, and medical assistance to veterans and/or their dependents who are eligible under M.G.L. Ch. 115. Amherst is a member of the Central Hampshire Veteran Services district with its headquarters located in Northampton. Our district currently includes 11 communities: Amherst, Northampton, Pelham, Hadley, Williamsburg, Goshen, Cummington, Chesterfield, Worthington, Middlefield, and Chester.

### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

#### Accomplishments

- Continued to work with the Massachusetts Interagency Council on Housing and Homelessness on the implementation of the Integrated Plan to Prevent and End Homelessness Among Veterans, identifying veterans experiencing homelessness, and developing appropriate permanent housing models for them.
- Worked at the Hampshire County Housing Court in Hadley on a weekly basis to address the needs of veterans who are at risk of homelessness, prevented three veterans and their families from falling into homelessness.
- Worked with the VA, SOLDIER ON, and the Western Mass. Veterans Treatment Court in assisting over a dozen veterans striving to move on with improving their lives and avoiding further involvement in the criminal justice system.
- Participated as a member of the Town's homelessness committee led by the Department of Public Health and the Municipal Affordable Housing Trust, identifying veteran guests at Craig's Doors or those living in encampments within the Town limits and assisting them to permanent housing.
- Arranged for Memorial Day and Veterans Day parades and other patriotic events.
- Participated in several events such as the Western Mass. Stand Down, Cummington Fair, 3-County Fair and the Big E, as well as outreach tables at UMass Basketball and Hockey sporting events on Veterans' Day weekend.

#### Challenges

- Made significant gains in overall outreach on veterans' benefits; however, the Department seems to be struggling with finding eligible veterans and their dependents for assistance through our chapter 115 benefits program. The numbers are down district wide but are most significantly decreased in Amherst. It is expected that 1 in 1,000 residents within a Massachusetts community are eligible for our program. The Department's objective is ongoing and efforts need to be doubled to ensure all who need assistance receive it.

### LONG RANGE OBJECTIVES:

- To increase outreach to returning combat and non-combat veterans from all wars. The injuries of these wars are both physical and psychological.
- To establish concrete relationships with Amherst housing providers, landlord and property managers, and organizations such as Habitat For Humanity to ensure that community veterans and/or their dependents are provided with the best possible housing Amherst can provide.
- To end veterans' chronic homelessness by developing a system within our district that when a veteran family falls into homelessness, that it will be rare, brief, and non-recurring.

## COMMUNITY SERVICES

## 6543: VETERANS' SERVICES

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To continue to support veterans' access to the John P. Musante Health Center by serving on the outreach committee. **ACCOMPLISHED/ONGOING**
- To continue to provide all towns in the District with ceremonial functions for Memorial Day and Veterans' Day. **ANNUAL GOAL MET**

**FY 20 OBJECTIVES:**

- To become a Supplemental Nutrition Assistance Program (SNAP) Outreach Partner in order to more directly assist Veterans and families access to this federal program.
- To participate in the Amherst Coalition for Affordable Housing to address the need for permanent housing for community veterans.
- To increase participation of all civic organizations in town to participate in the ceremonial functions of Memorial Day and Veterans' Day.
- To significantly increase outreach efforts in low-income housing developments and Amherst Housing Authority properties to ensure residents eligible for benefits and services haven't been missed.

**SERVICE LEVELS:**

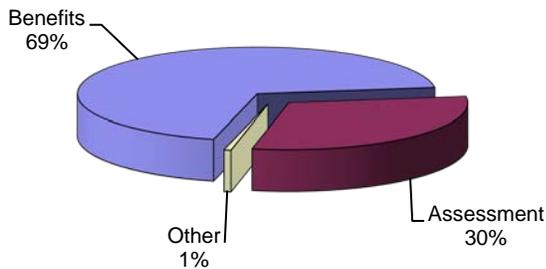
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Veterans/Dependents Receiving Assistance	54	45	47	31	25
Veterans/Dependents Assisted with VA Claims	21	18	12	25	27
Benefits Paid Out	\$230,325	\$223,019	\$227,273	\$206,230	\$149,050
75% State Reimbursement	\$172,743	\$167,264	\$170,455	\$152,080	\$111,788

## COMMUNITY SERVICES

## 6543: VETERANS' 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	\$ 84,692	88,472	90,641	96,865	102,678	5,813	6.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
Veterans' Benefits	\$ 226,236	206,238	149,010	233,904	228,091	(5,813)	-2.5%
<b>TOTAL APPROPRIATION</b>	<b>\$ 310,928</b>	<b>294,710</b>	<b>239,651</b>	<b>330,769</b>	<b>330,769</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>\$ 310,928</b>	<b>294,710</b>	<b>239,651</b>	<b>330,769</b>	<b>330,769</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:



Assessment paid to the Central Hampshire Veterans' Services district.

Benefits include funds for cash, rental, and medical assistance for qualifying veterans.

**SIGNIFICANT BUDGET CHANGES:**

Operating Expenses and Veterans' Benefits were adjusted to accurately reflect anticipated actual experience.

**COMMUNITY SERVICES****6560: SOCIAL SERVICES****LONG RANGE OBJECTIVES:**

- To support social services programs in the Town of Amherst and, as necessary, supplement grant and other funding sources.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To provide adequate support for social service programs that are not eligible for CDBG funding. **ONGOING**

**FY 20 OBJECTIVES:**

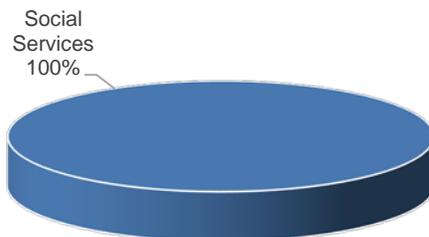
- To provide adequate support for social service programs that are not eligible for CDBG funding.

## COMMUNITY SERVICES

## 6560: SOCIAL SERVICES

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 0	0	0	0	0	0	0.0%
Operating Expenses	\$ 37,500	20,000	16,126	80,000	20,000	(60,000)	-75.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 37,500</b>	<b>20,000</b>	<b>16,126</b>	<b>80,000</b>	<b>20,000</b>	<b>(60,000)</b>	<b>-75.0%</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>\$ 37,500</b>	<b>20,000</b>	<b>16,126</b>	<b>80,000</b>	<b>20,000</b>	<b>(60,000)</b>	<b>-75.0%</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:



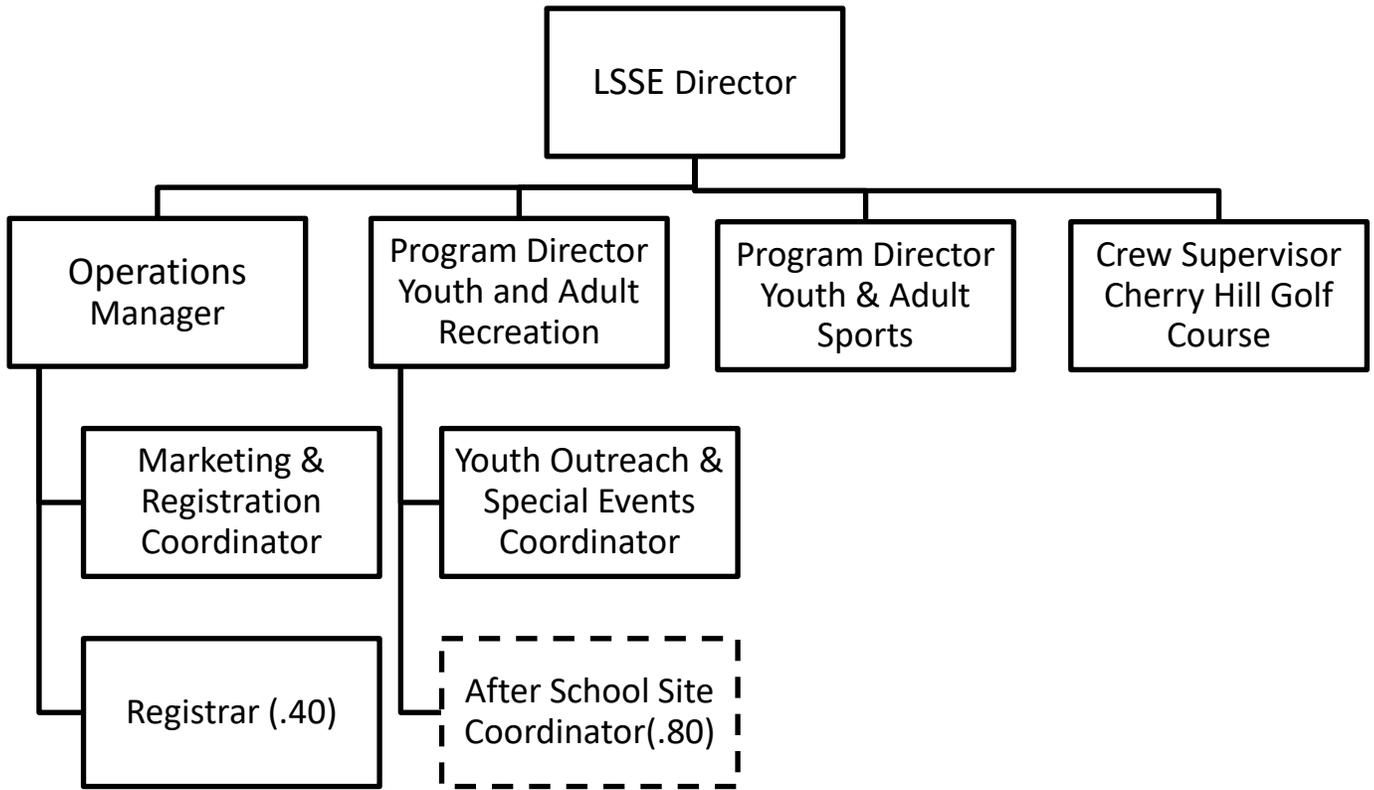
Social Services pays for the Emergency Funds Program, which helps Amherst residents who are facing a financial emergency and are without resources to resolve the crisis. The program helps sustain housing by providing funds that will assist with rental arrears, utility bills, transportation, or medical expenses.

## SIGNIFICANT BUDGET CHANGES:

Emergency Funds Program is a locally appropriated fund that supplements CDBG funding. Town Meeting voted to appropriate a one-time additional amount of \$60,000 in FY 18 & FY 19 from Free Cash. The FY 20 budget is \$20,000.

COMMUNITY SERVICES

6630: LEISURE SERVICES & SUPPLEMENTAL EDUCATION



**MISSION STATEMENT:** To enrich the quality of life for all members of the community by providing the highest level of recreational programs, facilities, and services.

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

**Accomplishments:**

- Created and implemented a new outreach program initiative that brought recreational programming to children living in low-moderate income housing areas located throughout the Town.
- Working with professional design firms, community volunteers, and other department staff, created a master plan for the downtown recreation area and the final plan for significant renovations to Groff Park.
- Reorganized the Department to achieve enhanced operational efficiency. Recruited and hired a new Sports Director, Camps, Special Events/Outreach Coordinator, and Marketing and Registration Coordinator.

**Challenges:**

- Maintaining current requirements for programmatic staffing ratios and ensuring the provision of acceptable safety standards while meeting the minimum wage requirement for seasonal part-time staff.

## COMMUNITY SERVICES

## 6630: LEISURE SERVICES & SUPPLEMENTAL EDUCATION

### LONG RANGE OBJECTIVES:

- To renovate recreation and parks facilities utilizing grants and capital funds.

### STATUS UPDATE OF FY 19 OBJECTIVES:

- To implement a new resident and non-resident fee policy and structure as recommended by the cost analysis and fees study. **ONGOING**
- To solicit program participant evaluations for 100% of all programs offered by the Department. **ACCOMPLISHED**
- To conduct a strategic planning process for the Department that will set priorities, focus energy and resources, strengthen operations, and ensure that employees and other stakeholders are working toward common goals. **RESCHEDULED**
- To conduct a feasibility study that examines rebranding the department so that it better reflects the work of the Department. This would potentially include a new name and logo. **RESCHEDULED**
- To make improvements to the on-line registration process and website and to improve the department's social media presence through the development and implementation of a program specific social media marketing plan. **ACCOMPLISHED**
- To expand collaborations with area businesses, social service agencies, and educational institutions to provide improved recreational opportunities for our community and to offer at least five new outreach programs at local housing areas and non-profits serving low income youth. **ACCOMPLISHED**
- To utilize recommendations from the design group, Weston and Sampson, to identify funding opportunities in order to implement portions of the design plan for improvements to recreational fields and facilities in downtown Amherst. **ACCOMPLISHED**
- To continue to identify suitable locations for LSSE programs and to work toward shared agreements at the Amherst Regional Middle School and the Bangs Community Center to support improved access to recreation programs for the community. **ACCOMPLISHED**

### FY 20 OBJECTIVES:

- To expand recreational outreach programs to at least four (4) additional low-moderate income housing areas and/or non-profit organizations.
- To activate the newly renovated Groff Park recreation area with a variety of new structured recreational programming opportunities for residents of the surrounding neighborhoods to include but not limited to drop-in programs, movie nights, etc.
- To implement year one programmatic objectives and recommendations as outlined in the Strategic Plan.
- To implement rebranding recommendations for the organization as outlined in the Strategic Plan.

### 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>
Youth Programs Run	NA	NA	353	329	388
Adult Programs Run	NA	NA	89	86	38
Participants Served	29,897	29,233	31,075	28,548	30,277
Total Registrants *	4,589	3,801	4,218	4,963	4,710
Total Community Events Attendees*	24,222	23,854	25,497	24,025	25,567
Youth Sports Coaches Trained	110	122	120	118	143
Coaches Training Sessions Offered	6	6	6	6	7
Community Theater Tickets Processed	3,879	3,554	5,089	4,032	4,399
Fee Subsidy Families Served	227	234	303	261	243
Fee Subsidy Individuals Served	908	884	1,447	1,114	1,164
LSSE Commission Meetings	14	12	12	12	12
Grant Applications Prepared	5	5	3	1	1
Program Volunteers Utilized	667	647	649	652	672
Estimated Volunteer Hours	18,771	17,367	15,899	16,999	16,989
Committees Staffed	10	10	11	10	12
Partnerships/Collaborations	28	28	29	23	23

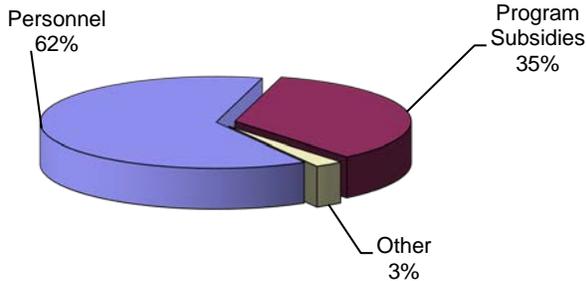
\*See Appendix C for Details.

**COMMUNITY SERVICES**

**6630: LEISURE SERVICES & SUPPLEMENTAL EDUCATION**

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 453,586	366,629	410,802	401,901	372,477	(29,424)	-7.3%
Operating Expenses	\$ 213,329	220,139	214,890	222,816	222,816	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 666,915</b>	<b>586,768</b>	<b>625,692</b>	<b>624,717</b>	<b>595,293</b>	<b>(29,424)</b>	<b>-4.7%</b>
<b>TOTAL PROGRAMS (Appendix C)</b>	<b>\$ 1,116,480</b>	<b>1,112,451</b>	<b>1,081,940</b>	<b>1,118,671</b>	<b>1,165,601</b>	<b>46,930</b>	<b>4.2%</b>
<b>TOTAL BUDGET</b>	<b>1,783,395</b>	<b>1,699,219</b>	<b>1,707,632</b>	<b>1,743,388</b>	<b>1,760,894</b>	<b>17,506</b>	<b>1.0%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 197,213	197,213	206,500	214,399	193,754	(20,645)	-9.6%
Capital Appropriations	\$ 0	15,000	5,000	140,000	0	(140,000)	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 1,980,608</b>	<b>1,911,432</b>	<b>1,919,132</b>	<b>2,097,787</b>	<b>1,954,648</b>	<b>(143,139)</b>	<b>-6.82%</b>
<b>POSITIONS</b>							
Full Time	6.45	6.45	6.45	5.85	6.45	0.60	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	6.45	6.45	6.45	5.85	6.45	0.60	

**MAJOR COMPONENTS:**



Personnel Services include salaries for the Director (shared 70/20/10% with the Pools and Cherry Hill Golf Course), a full time Program Director (shared 90/10% with Cherry Hill Golf Course), a Program Director, an Administrative Assistant, the Business and Operations Manager, and two Customer Assistants (one shared 92.5/7.5% with the Pools and one shared 40/60% with the Collectors office).

Program Subsidies, \$207,376, provide tuition assistance to low income families. The Department uses the criteria used by the schools for qualification in assisted lunch programs.

**SIGNIFICANT BUDGET CHANGES:**

The decrease in Personnel Salaries is due to a re-organization in the Department which eliminated .60 FTE of the customer assistant's position, it does not include cost of living increases for contracts not currently settled.

Operating Expenses are level funded.

## COMMUNITY SERVICES

## 6633: MUNICIPAL POOLS

**MISSION STATEMENT:** To enhance the physical and social development of every participant by providing safe, fun, organized, accessible, and well managed aquatic programs and facilities.

### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Total number of swim lessons taught at the outdoor pools was up 10% over the previous year.
- Updated all training materials and made improvements to in-service training program for lifeguards and swim instructors.
- Provided over 600 free daily swim passes for low income residents to the Amherst Survival Center and Amherst Family Center for distribution.

### LONG RANGE OBJECTIVES:

- To continue to operate safe, fun, and affordable aquatics programs including swim lessons, lap swim, and open swim that meets the needs of the residents of Amherst and surrounding areas.
- To teach every child in Amherst how to swim.

### STATUS UPDATE OF FY 19 OBJECTIVES:

- To oversee Landscape Architect Design Team preparation of design development, permitting, procurement, and construction for Groff Park spray park, playground pavilion, walkways, and amenities. Construction to begin Sept. 1, 2018. **ACCOMPLISHED**
- To continue to work with the Amherst Center Recreation Working Group to develop a plan for renovations to the War Memorial facility that would possibly include the addition of a spray park, improvements to the playground, and improve other areas/facilities on the site. **ACCOMPLISHED**
- To improve filtration system at Mill River Pool through use of funds provided for this purpose by the Community Preservation Act. **RESCHEDULED AND ASSIGNED TO DPW**
- To ensure that no child is turned away from taking swim lessons or participating in open swim due to their family's inability to pay. **ACCOMPLISHED**
- To continue to offer Special Discount Days to encourage more participation and increase revenue on less popular days such as: Monday Madness (50% discount for all daily fee swimmers); Family Saturdays 2 for 1 – Parent admitted for free with a child; and Surf and Turf Sundays – Play a round of golf at Cherry Hill and swim for free! **ACCOMPLISHED**

### FY 20 OBJECTIVES:

- To monitor construction for Groff Park renovations and provide appropriate programming opportunities for the public. Opening of Groff Park is scheduled for July 2019.
- To increase the number of children who take swim lessons by 10%.
- To ensure that no child is turned away from taking swim lessons or participating in open swim due to their family's inability to pay.

## COMMUNITY SERVICES

## 6633: MUNICIPAL POOLS

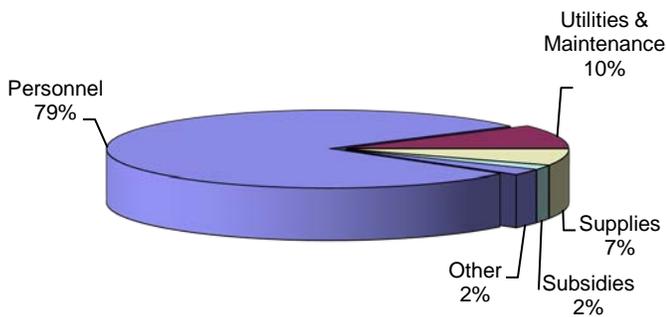
<b>SERVICE LEVELS:</b>		<b>CY 14</b>	<b>CY 15</b>	<b>CY 16</b>	<b>CY 17</b>	<b>CY 18</b>
		<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<u>Number of Operating Days</u>	War Memorial	65	65	65	65	65
	Mill River	65	65	65	65	68
<u>Pool Memberships Sold</u>						
	Full Summer Memberships	163	133	332	224	230
	Half Summer Memberships	35	53	59	16	18
	Total Memberships Sold	198	186	391	240	248
<u>Swim Attendance</u>						
	Daily Public Admissions	7,191	7,456	8,572	8,380	8,770
	Camp Admissions	2,009	2,369	2,847	2,677	2,699
	Total Admissions	9,200	9,825	11,419	11,057	11,469
	Average Daily Attendance	141	151	175	170	172
<u>Swim Lessons</u>						
	Public Swim Lessons Participants	419	448	488	526	558
	Camp Swim Lessons Participants	366	448	567	540	628
	Total Swim Lessons Attendees Participants Taught	785	896	1,055	1,066	1,186

## COMMUNITY SERVICES

## 6633: MUNICIPAL POOLS

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Personnel Services	\$ 153,369	148,321	157,297	162,127	173,222	11,095	6.8%
Operating Expenses	\$ 37,701	44,334	33,283	41,400	45,889	4,489	10.8%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 191,070</b>	<b>192,655</b>	<b>190,580</b>	<b>203,527</b>	<b>219,111</b>	<b>15,584</b>	<b>7.7%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 8,597	8,597	12,634	13,759	15,777	2,018	14.7%
Capital Appropriations	\$ 0	13,500	6,500	15,000	0	(15,000)	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 199,667</b>	<b>214,752</b>	<b>209,714</b>	<b>232,286</b>	<b>234,888</b>	<b>2,602</b>	<b>1.1%</b>
<b>POSITIONS</b>							
Full Time	0.20	0.20	0.20	0.35	0.35	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.20	0.20	0.20	0.35	0.35	0.00	

## MAJOR COMPONENTS:



Personnel Services include the Director's salary (shared 20/70/10% with the LSSE and Cherry Hill Golf Course), the Business and Operations Manager and a Customer Assistant are shared (7.5/92.5%) with LSSE, and part-time non-benefited lifeguards and instructors.

Utilities & Maintenance, \$21,539, includes fuel, electricity, water, sewer, and materials.

Supplies, \$14,900, include chemicals, cleaning and other departmental supplies, as well as state-mandated uniforms.

Subsidies provide financial assistance to low income families.

Other includes training, credit card fees, inspections, communications, and small tools and equipment.

**SIGNIFICANT BUDGET CHANGES:**

The change in Personnel Salaries is due to an increase in minimum wage for lifeguards and instructors (\$10,000) and step increases.

Operating Expenses include an increase to cover use of water at War Memorial Pool which was previously being paid from another budget.

## COMMUNITY SERVICES

## 6660: GOLF COURSE

**MISSION STATEMENT:** To provide a high quality and affordable golf experience for residents of the Town and the surrounding area as well as year round recreational experiences for the community.

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

- Passbook sales were initiated resulting in 53 ten-play passbooks being sold. Up 40% over the previous year.
- Course improvements included: irrigation repairs on the course and improvements to greens and tee boxes. Tree work was completed on various holes to improve safety and overall conditions. The course continues to implement its integrated pest management system, developed by UMass, to reduce its use of chemicals.
- Recreational programming at Cherry Hill continues to expose more members of our community to the site through a variety of programs including: WinterFest, sledding, dog walking, hiking, bird watching treks, snow shoeing, and Nordic skiing.
- Above average rainfall totals in the spring of 2018 negatively impacted number of rounds played and revenue. However, revenues were up 4% over the previous fiscal year.

**LONG RANGE OBJECTIVES:**

- To maintain the course as a year round recreational asset and scenic wildlife habitat for the Town.
- To continue to expand diverse non-golf related recreational programming opportunities at the site that attracts diverse participation from Amherst area residents.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To appoint a blue ribbon committee to examine all aspects of golf operations and to make recommendations for the course operations and/or potential use the property going forward. **RESCHEDULED**
- To continue to increase the number of rounds played at the course by offering special discount incentives and targeted promotional activities. **ONGOING**
- To expand winter usage of the site through programs such as WinterFest, Nordic skiing, and other outdoor activities. **ACCOMPLISHED**
- To create an open and friendly environment that allows compatible programming on the shoulder months of the golf season. **ACCOMPLISHED**
- To fully fund the operations through grants, fees, and programming income. **ONGOING**

**FY 20 OBJECTIVES:**

- To examine all aspects of golf operations and to make recommendations for the course operations and/or potential use of the property going forward.
- To continue to increase the number of rounds played at the course by offering special discount incentives and targeted promotional activities.
- To expand Nordic skiing activities at the golf course during the winter months.
- To create an open and friendly environment that allows compatible programming on the shoulder months of the golf season.
- To fully fund the operations through fees and programming income.

**SERVICE LEVELS:**

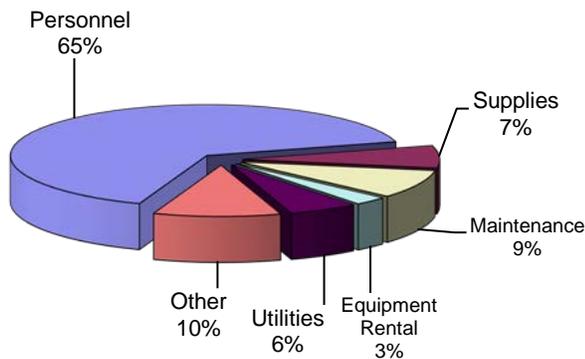
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
Rounds of Golf Played	13,834	11,884	13,637	11,859	11,344
By Season Pass holder	4,801	4,657	5,821	4,262	3,367
By General Public	9,033	7,227	7,816	7,597	7,977
Operating Days	213	215	225	218	208
Average Daily Rounds Played	65	55	61	53	56
Season Passes Sold	74	71	96	65	51
Partial Season Passes Sold	124	20	15	32	53
Clinic Participants	16	14	21	8	16
League Participants	60	58	65	54	56
Nordic Skiers (ARHS)	35	40	38	35	40

## COMMUNITY SERVICES

## 6660: GOLF COURSE

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
<b>EXPENDITURES</b>							
Personnel Services	\$ 156,902	158,282	135,239	152,985	156,450	3,465	2.3%
Operating Expenses	\$ 83,155	86,708	89,098	80,526	80,526	0	0.0%
Capital Outlay	\$ 1,190	0	0	3,500	3,500	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 241,247</b>	<b>244,990</b>	<b>224,337</b>	<b>237,011</b>	<b>240,476</b>	<b>3,465</b>	<b>1.5%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 40,488	39,378	41,118	43,539	41,393	(2,146)	-4.9%
Capital Appropriations	\$ 30,500	31,000	11,000	39,167	0	(39,167)	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 312,235</b>	<b>315,368</b>	<b>276,455</b>	<b>319,717</b>	<b>281,869</b>	<b>(37,848)</b>	<b>-11.8%</b>
<b>POSITIONS</b>							
Full Time	1.35	1.35	1.35	1.20	1.20	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	1.35	1.35	1.35	1.20	1.20	0.00	

## MAJOR COMPONENTS:



Personnel Services include the salary for the Director (shared 10/70/20% with the LSSE and Pools), a Program Director (shared 10/90% with LSSE), a Crew Supervisor and wages for part-time non-benefited help to operate the clubhouse and maintain the grounds.

Maintenance, \$21,500, funds for repairs to buildings, grounds, vehicles and equipment.

Equipment Rental, \$6,500, includes funds for the lease of golf carts.

Supplies, \$17,100, include funds for fertilizers, insecticides, grounds keeping supplies, office supplies, and equipment supplies.

Utilities are \$13,776.

Other, \$25,150 includes expenses such as gasoline, diesel, banking fees, printing and advertising, communications, dues and subscriptions, etc.

## SIGNIFICANT BUDGET CHANGES:

The increase in Personnel Salaries is due to an increase in minimum wage for part-time non-benefitted employees (\$3,000) and step increases; it does not include cost of living increases for contracts not currently settled.

Operating Expenses are level funded.

## DEBT SERVICE

## 7701: DEBT &amp; INTEREST

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Principal	1,902,797	2,020,854	2,057,329	1,981,694	1,743,008	(238,686)	-12.0%
Interest	326,279	314,018	234,876	206,148	189,472	(16,676)	-8.1%
<b>TOTAL APPROPRIATION</b>	<b>2,229,076</b>	<b>2,334,872</b>	<b>2,292,206</b>	<b>2,187,842</b>	<b>1,932,480</b>	<b>(255,362)</b>	<b>-11.7%</b>
<b>SOURCES OF FUNDS</b>							
Taxation	1,929,960	2,021,518	1,988,798	1,866,999	1,511,015	(355,984)	-19.1%
CPAC Funds	299,116	313,354	303,408	320,843	421,465	100,622	31.4%
<b>Total</b>	<b>2,229,076</b>	<b>2,334,872</b>	<b>2,292,206</b>	<b>2,187,842</b>	<b>1,932,480</b>	<b>(255,362)</b>	<b>-11.7%</b>

**MAJOR COMPONENTS:**

	<u>Principal</u>	<u>Interest</u>	<u>TOTAL</u>
Regional Projects	257,608	44,434	302,042
South Amherst School Renovation & Roof	15,000	1,050	16,050
Bangs Community Center Roof/HVAC	49,500	990	50,490
Town Hall Exterior – GF	28,000	560	28,560
Town Hall Exterior – CPA	22,500	450	22,950
Hawthorne Property Acquisition - CPA	50,000	2,625	52,625
Road Improvements, 2012	450,000	23,625	473,625
Housing Authority Co -Project - CPA	35,000	2,450	37,450
Central Fire Station Renovations	18,400	1,748	20,148
Roads Improvements, 2013	100,000	9,500	109,500
AFD Pumper Truck	40,000	4,800	44,800
South East St Land Acquisition – CPA	6,000	720	6,720
Anne Whalen Housing Preservation – CPA	11,000	1,320	12,320
Rolling Green Unit Preservation – CPA	130,000	22,400	152,400
East Street School Renovations	70,000	12,600	82,600
24 Montague Rd Land Acquisition	135,000	16,200	151,200
Fort River School Study	100,000	4,000	104,000
Wildwood School Boilers	100,000	8,000	108,000
Kieras Land Acquisition - CPA	25,000	2,000	27,000
Groff Park Modernization - CPA	100,000	10,000	110,000
Interest on Temporary Debt		<u>20,000</u>	<u>20,000</u>
<b>TOTAL</b>	<b>\$1,743,008</b>	<b>\$189,472</b>	<b>\$1,932,480</b>

**SIGNIFICANT BUDGET CHANGES:**

Debt service budget includes Groff Park Modernization for the first time. The Regional Schools Capital plan is available on its website,

[https://drive.google.com/drive/folders/1BYrNm-Gcbz\\_vB0RpSPXBYv5F3DIPckw](https://drive.google.com/drive/folders/1BYrNm-Gcbz_vB0RpSPXBYv5F3DIPckw)

Five purposes funded by debt will make final payments in FY 19 and have dropped out of the FY 20 debt service budget: Crocker Farm School, Marks Meadow Portable Classrooms, Trees, DPW Trucks, and Dispatch Communication Equipment.

## DEBT SERVICE

## 7701: DEBT &amp; INTEREST

<b>SERVICE LEVELS:</b>	<b>FY 14 <u>Actual</u></b>	<b>FY 15 <u>Actual</u></b>	<b>FY 16 <u>Actual</u></b>	<b>FY 17 <u>Actual</u></b>	<b>FY 18 <u>Actual</u></b>
Number of New Issues:					
School Debt	2	1	0	0	0
Town Debt	2	2	2	1	1
Library Debt	0	0	0	0	0

## GENERAL FUND

## OTHER EXPENDITURES

**MISSION:**

**Reserve Fund** Provided funding and/or services for purposes which have not been recognized as being a routine part of Town operations and, therefore, have not been incorporated in the operating budget. Under the new form of government, a reserve fund is no longer necessary beginning FY 20.

**OPEB** To provide funding for Other Post-Employment Benefits, i.e. health insurance and other non-pension benefits, for retirees.

**LONG RANGE OBJECTIVES:**

- To set aside adequate funding to cover long-term OPEB liabilities.

**FY 20 OBJECTIVES:**

- To continue regular annual funding of the OPEB liability.

**SERVICE LEVELS:**

	<u>FY 14</u> <u>Actual</u>	<u>FY 15</u> <u>Actual</u>	<u>FY 16</u> <u>Actual</u>	<u>FY 17</u> <u>Actual</u>	<u>FY 18</u> <u>Actual</u>
Reserve Fund Transfers	1	1	0	0	0

## GENERAL FUND

## OTHER EXPENDITURES

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
Reserve Fund	\$ 0	0	0	100,000	-	(100,000)	-100.0%
OPEB	\$ 296,345	300,000	400,000	500,000	500,000	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 296,345</b>	<b>300,000</b>	<b>400,000</b>	<b>600,000</b>	<b>500,000</b>	<b>(100,000)</b>	<b>-16.7%</b>

**SIGNIFICANT BUDGET CHANGES:**

FY 20 will be the sixth year of funding OPEB in the operating budget. This is part of a long-term policy to adequately fund this liability. Fund balance on June 30, 2018 was \$4,968,958.

There is no longer a need for the Reserve Fund with the Town Council form of government.

**GENERAL FUND**

**OTHER ASSESSMENTS**

**MISSION:** To pay for charges assessed by other governmental entities.

**LONG RANGE OBJECTIVES:**

- To review participation in the County Regional Lock-up Facility.

**FY 20 OBJECTIVES:**

- To participate in management of transportation services and retirement benefits through membership on the governing boards of the Pioneer Valley Transit Authority and the Hampshire County Retirement Board.
- To evaluate the efficiency and effectiveness of services provided to the Town by other agencies.

<b>SERVICE LEVELS:</b>	<b>FY 14 <u>Actual</u></b>	<b>FY 15 <u>Actual</u></b>	<b>FY 16 <u>Actual</u></b>	<b>FY 17 <u>Actual</u></b>	<b>FY 18 <u>Actual</u></b>
Number of Programs:					
State	6	6	6	6	5
County	1	1	1	1	1
Pioneer Valley Planning Commission	1	1	1	1	1
Hampshire County Retirement System	1	1	1	1	1

**SIGNIFICANT BUDGET CHANGES:**

Hampshire County Retirement Assessment increases by 5.5%, or \$303,376, to total of \$5,868,847 allocated to the General Fund for Town, Library, and non-teacher School employees. The Enterprise Funds are allocated their share of the total assessment of \$6,563,247 in their respective budgets. We will achieve a savings of approximately \$117,889 (about 2%) by again paying 100% of the assessment by July 1 instead of two 50% payments on July 1 and January 1. This assessment also includes an annual payment of \$225,766 to fund the liability created by the Early Retirement Incentive program adopted by the Town in 2002 and 2003. The pension funding schedule is based upon an updated January 1, 2018 actuarial study.

The PVTA assessment estimate is increased by \$30,898, 3%. UMass and the Five Colleges Inc. pay \$974,155 of this assessment. The remaining \$132,960, the Town share of the estimated PVTA assessment, is paid by the Transportation Fund.

State assessments assume minor changes from FY 19.

**\*\* NOTE:** Per DOR accounting requirements, this budget depicts gross cherry sheet assessments. Enterprise reimbursements now include reimbursements to the Town Transportation Enterprise Fund (RMV non-renewal surcharge and Town share of PVTA assessment) and the Elementary Schools budget is adjusted to account for school choice and charter school tuition assessment to reimburse the Town for Cherry Sheet assessments.

## GENERAL FUND

## OTHER ASSESSMENTS

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Manager	Change FY 19 - 20	Percent Change
State Assessments:	\$						
Air Pollution Districts	\$ 8,630	8,846	8,988	9,175	9,277	102	1.1%
RMV Non-Renewal Surcharge	\$ 65,860	58,040	58,040	58,040	58,040	0	0.0%
Regional Transit (PVTA)	\$ 865,183	991,149	1,059,344	1,076,217	1,107,115	30,898	2.9%
Special Education	\$ 3,005	9,008	0	13,825	34,190	20,365	0.0%
School Choice Sending Tuition	\$ 238,888	208,910	210,106	210,106	236,858	26,752	12.7%
Charter School Sending Tuition	\$ 1,400,052	1,628,279	1,639,246	1,762,883	1,958,166	195,283	11.1%
County Regional Lockup Assessment	\$ 35,928	35,928	35,928	35,928	35,928	0	0.0%
PVPC	\$ 5,673	5,815	5,954	6,104	6,104	0	0.0%
Retirement Assessment	\$ 4,508,523	4,694,157	5,128,863	5,565,471	5,868,847	303,376	5.5%
<b>TOTAL APPROPRIATION</b>	<b>\$ 7,131,742</b>	<b>7,640,132</b>	<b>8,146,469</b>	<b>8,737,749</b>	<b>9,314,525</b>	<b>576,776</b>	<b>6.6%</b>
<b>SOURCES OF FUNDS</b>							
Taxation	\$ 6,368,709	6,761,202	7,234,339	7,817,494	8,340,370	522,876	6.7%
UMass/Five Colleges	\$ 763,033	878,930	912,130	920,255	974,155	53,900	5.9%
<b>Total</b>	<b>7,131,742</b>	<b>7,640,132</b>	<b>8,146,469</b>	<b>8,737,749</b>	<b>9,314,525</b>	<b>576,776</b>	<b>6.6%</b>

**MAJOR COMPONENTS:**

State assessments include fees payable to the Registry of Motor Vehicles that the Town collected for the Registry, the assessment due as a member of the Air Pollution Control District, and costs for retired teacher's health insurance.

County assessments include an assessment instituted in FY 08 for operations the Regional Lockup Facility by the Hampshire County Sheriff.

Estimated School Choice and Charter School Sending Tuition assessment increases are budgeted here. The Charter School Sending Tuition has increased substantially in recent years, and state reimbursements have not kept pace, meaning that net state aid has remained flat or decreased.

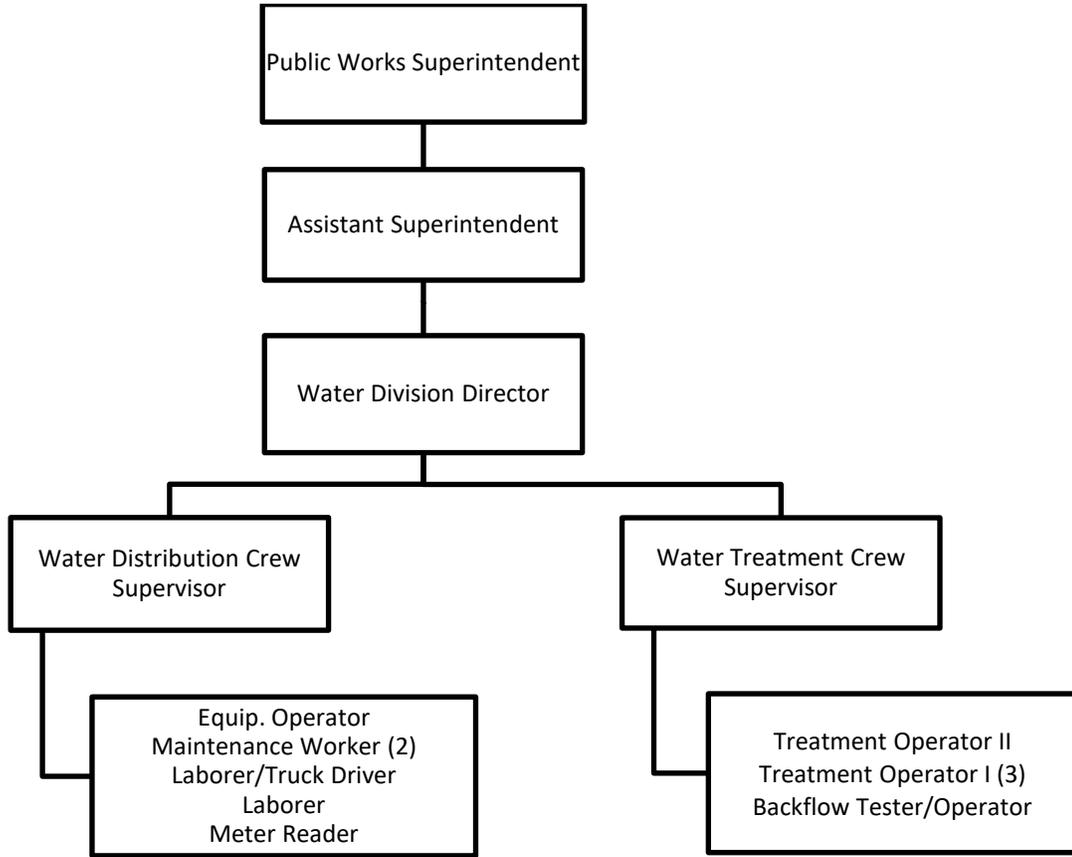
Pioneer Valley Planning Commission (PVPC) provides regional planning services in the Pioneer Valley. The amount budgeted is the assessment to the Town for membership.

The Retirement Assessment covers General Fund municipal and library employees as well as non-teaching school employees.

**WATER  
FUND**

## WATER FUND

**MISSION STATEMENT:** To develop, treat, and distribute a sufficient supply of high quality water to meet the needs of Amherst residents, businesses, and institutions through a user fee based revenue system.



## WATER FUND SUMMARY

		FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Operating Revenues	\$	4,241,473	4,477,215	4,365,794	4,452,188	4,452,576	388	0.0%
Interest and Late Fees	\$	31,566	50,888	73,470	20,000	40,000	20,000	100.0%
State Grants	\$	0	0	0	0	0	0	0.0%
<b>SUBTOTAL REVENUES</b>	<b>\$</b>	<b>4,273,040</b>	<b>4,528,103</b>	<b>4,439,264</b>	<b>4,472,188</b>	<b>4,492,576</b>	<b>20,388</b>	<b>0.5%</b>
Borrowing								
Authorizations	\$	0	0	0	0	0	0	0.0%
Surplus Funds	\$	170,500	58,000	0	0	0	0	0.0%
<b>TOTAL RESOURCES</b>	<b>\$</b>	<b>4,443,540</b>	<b>4,586,103</b>	<b>4,439,264</b>	<b>4,472,188</b>	<b>4,492,576</b>	<b>20,388</b>	<b>0.5%</b>
Operating Budget	\$	2,952,625	2,848,265	2,980,652	3,328,478	3,362,351	33,873	1.0%
Debt Service	\$	362,100	355,100	348,100	453,100	442,900	(10,200)	-2.3%
Capital Program	\$	315,500	320,666	302,666	215,000	190,000	(25,000)	-11.6%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>3,630,225</b>	<b>3,524,031</b>	<b>3,631,418</b>	<b>3,996,578</b>	<b>3,995,251</b>	<b>(1,327)</b>	<b>0.0%</b>
Indirect Costs Appropriated in General Fund	\$	463,319	451,297	465,180	475,610	497,325	21,715	4.6%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>4,093,544</b>	<b>3,975,328</b>	<b>4,096,598</b>	<b>4,472,188</b>	<b>4,492,576</b>	<b>20,388</b>	<b>0.5%</b>

## WATER FUND

## RESOURCES

**GOAL STATEMENT:** To provide an adequate amount and proper balance of revenue sources to ensure that the Water Fund is completely self-supporting.

### LONG RANGE OBJECTIVES:

- To develop a long range plan to ensure an adequate supply of high quality water is available to meet the needs of Amherst residents, businesses, and institutions.

### STATUS UPDATE OF FY 19 OBJECTIVES:

- To continue to adequately fund operating and capital needs with a minimum water rate increase. **ANNUAL GOAL MET**
- To develop a more defined policy regarding an appropriate reserve level for Water Fund Surplus. **ONGOING**

### FY 20 OBJECTIVES:

- To continue to adequately fund operating and capital needs with a minimum water rate increase.
- To develop a more defined policy regarding an appropriate reserve level for Water Fund Surplus.

### 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>
Funding Composition (%)					
Operating Revenues	88	99	95	98	99
Interest	1	1	1	1	1
Surplus Funds	11	0	4	1	0

## WATER FUND

## RESOURCES

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Water Rates	\$ 4,064,313	4,270,977	4,109,813	4,282,188	4,282,576	388	0.0%
Water Liens	\$ 83,044	80,360	106,227	75,000	75,000	0	0.0%
Water Connection Fees	\$ 34,900	33,000	58,500	35,000	35,000	0	0.0%
Other Water Revenues	\$ 59,217	92,879	91,254	60,000	60,000	0	0.0%
Water Interest and Late Fees	\$ 31,566	50,888	73,470	20,000	40,000	20,000	100.0%
	\$ 4,273,040	4,528,103	4,439,264	4,472,188	4,492,576	20,388	0.5%

**SIGNIFICANT BUDGET CHANGES:**

The FY 20 proposed Water Fund revenue budget of \$4,492,576 is an increase of 0.5% from the FY 19 budget of \$4,472,188 (see Water Fund Summary). The current water rate is \$3.80 per 100 cf, the proposed rate is \$3.90, an increase of 2.6% for FY 20. The July 1, 2018 Water Fund Free Cash balance was \$1,774,408 (41% of operating revenues). The Town's water/sewer rates remain below comparable state and regional averages.

## WATER FUND

## 4450: WATER SUPPLY AND DISTRIBUTION

**GOAL STATEMENT:** To supply adequate volumes of high quality water to the residents, business, and institutions of Amherst and to maintain compliance with all Environmental Protection Agency Drinking Water Regulations.

### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

#### Accomplishments

- Replaced culverts along Well #4 access road.
- Installed new backup generator for Baby Carriage Treatment Facility.
- Continued routine maintenance and upgrades at Atkins Water Treatment Plant to include new clarifier beads in filter #1, new magnetic flow meters and upgrades to the chlorine system.

#### Challenges

- Implement new Water Management Act permit.
- To continue to explore new sources of drinking water in accordance with recent system analysis.
- To continue to execute the system improvement plans to repair/replace old water mains, valves, and hydrants.

### LONG RANGE OBJECTIVES:

- To prepare for Northampton Road reconstruction project, including a water line upgrade.
- To continue to explore new sources of drinking water.
- To upgrade and restore the Centennial Water Treatment Plant to operational capabilities after recent lightning strikes and equipment malfunctions.
- To continue to execute the system improvement plans to repair/replace old water mains, valves, and hydrants.

### STATUS UPDATE OF FY 19 OBJECTIVES:

- To replace water lines on Canton Avenue and Harvard Street. **RESCHEDULED**
- To continue the planning process of getting Internet fiber connections to the facilities that don't currently have service. **ONGOING**
- To repair /replace roof at Atkins Water Treatment Plant. **RESCHEDULED**
- To design equalization tank and hook-up to existing sewer at Centennial Water Treatment Plant. **RESCHEDULED**

### FY 20 OBJECTIVES:

- To replace water lines on Canton Avenue and Harvard Street.
- To continue the planning process of getting Internet fiber connections to the facilities that don't currently have service.
- To repair/replace roof at Atkins Water Treatment Plant.
- To install a generator at Well #4.

### SERVICE LEVELS:

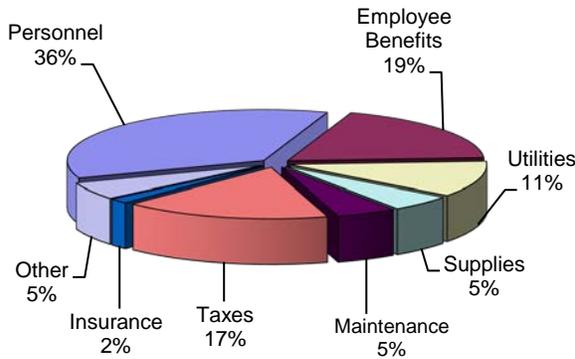
	FY 14	FY 15	FY 16	FY 17	FY 18
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
New Water Services Installed	15	32	16	14	15
Water Service Relays	23	15	20	7	15
Water Services	6,285	6,317	6,327	6,341	6,400
Water Metered					
& Produced (billion gals)	0.98	1.1	1.0	0.97	1.0
Positive Coliform Bacteria Samples	0	0	1	0	4
Meters Installed	457	305	127	176	775
Hydrants in Service	1,126	1,132	1,132	1,135	1,138
Frozen Water Services	6	26	0	0	2
Hydrants Repaired	30	16	20	37	42
Water Mains Flushed (mi)	114	114	114	114	114
Water Main Breaks Repaired	11	9	8	2	9
Meters Read by Radio	25%	34%	39%	50%	53%

**WATER FUND**

**4450: WATER SUPPLY AND DISTRIBUTION**

		FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Personnel Services	\$	1,042,826	993,830	1,052,636	1,150,197	1,203,553	53,356	4.6%
Operating Expenses	\$	1,902,133	1,854,435	1,928,016	2,173,881	2,154,398	(19,483)	-0.9%
Capital Outlay	\$	7,666	0	0	4,400	4,400	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>2,952,625</b>	<b>2,848,265</b>	<b>2,980,652</b>	<b>3,328,478</b>	<b>3,362,351</b>	<b>33,873</b>	<b>1.0%</b>
<b>SOURCES OF FUNDS</b>								
Water Revenues	\$	2,952,625	2,848,265	2,980,652	3,328,478	3,362,351	33,873	1.0%
Surplus Funds	\$	0	0	0	0	0	0	0.0%
<b>POSITIONS</b>								
Full Time		18.73	18.56	18.58	18.58	18.60	0.02	
Part Time with Benefits		1.00	1.00	1.00	1.00	1.00	0.00	
Full Time Equivalents		18.99	18.82	18.83	18.83	18.85	0.02	

**MAJOR COMPONENTS:**



Personnel Services include salaries for the Assistant Superintendent (shared with the Sewer Fund and the General Fund), one Division Director, two Division Supervisors, three Water Treatment Operators, one Skilled Laborer, one Laborer, one Maintenance Worker, one Meter Reader, one Backflow Tester, one Backflow/Meter Specialist, and an Equipment Operator. The Town Engineer, the Civil Engineer, a Division Supervisor, a Clerk, an Administrative Analyst, an Applications Manager, and an Engineer Technician are shared with the General Fund and Sewer Fund. A Utility Technician, an Environmental Scientist, and an Electrician are shared with the Sewer Fund. A Watershed land Manager and a part-time Maintenance Assistant are shared with the General Fund. The Procurement Officer is shared with the General Fund, Sewer Fund and Transportation Fund. Also included is \$77,000 for overtime.

\$629,860 is budgeted for health, retirement, life insurance, and other benefits, including a payment of \$79,000 into the OPEB Trust Fund.

Utilities include \$326,254 for electricity and \$54,932 for fuel.

Maintenance, \$166,600, includes funds to repair dams, bridges, service lines, and meters.

Supplies, \$172,600, includes funds for gasoline, office supplies, and chemicals.

Taxes, \$570,721, are paid to Amherst, Pelham, and Shutesbury for watershed property.

Insurance, \$52,500, provides building, vehicle, and liability coverage.

Other, \$185,331, includes funds for uniforms, training, communications, engineering, DEP annual assessment, and lab analysis.

<p><b>SIGNIFICANT BUDGET CHANGES:</b></p> <p>Personnel Services changes are for step increases and COLA's.</p> <p>Operating expenses decreased by 0.9% mainly due to changes in health, property, and casualty insurance.</p>
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## WATER FUND

## GENERAL FUND SERVICES

**GOAL STATEMENT:** To compensate the General Fund for services provided by various departments.

### LONG RANGE OBJECTIVES:

#### STATUS UPDATE OF FY 19 OBJECTIVES:

- To ensure that all costs related to water services are identified and appropriately charged through evaluation and modification of the indirect cost model used to assess charges for General Fund administrative support. **ANNUAL GOAL MET**

#### FY 20 OBJECTIVES:

- To ensure that all costs related to water services are identified and appropriately charged through evaluation and modification of the indirect cost model used to assess charges for General Fund administrative support.

### 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>
Departments Reimbursed	9	9	9	9	9
Percentage of Total Fund Expenses Paid to the General Fund	10	10	11	11	11

**WATER FUND**

**GENERAL FUND SERVICES**

		FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
General Fund Services	\$	463,319	451,297	465,180	475,610	497,325	21,715	4.6%
Transfer to Trust Funds	\$	0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>463,319</b>	<b>451,297</b>	<b>465,180</b>	<b>475,610</b>	<b>497,325</b>	<b>21,715</b>	<b>4.6%</b>
<b>SOURCES OF FUNDS</b>								
Water Revenues	\$	463,319	451,297	465,180	475,610	497,325	21,715	4.6%

**MAJOR COMPONENTS:**

General Fund Services: The General Fund provides services which are used by the Water Fund. Transfers are made from the Water Fund to the General Fund to compensate for the costs of these services. Charges for FY 20 are as follows:

Town Council	7% of budget	\$ 6,901
Town Manager	7% of budget	35,404
Finance Department	9% of budget	141,037
Human Resources/Human Rights	6% of budget	25,525
Information Technology	8% of budget	46,023
Public Works Administration	31% of budget	98,752
Construction & Maintenance	5% of budget	61,899
Equipment Maintenance	15% of budget	56,180
Conservation	5% of budget	23,604
Inspection Services	0.4% of budget	<u>2,000</u>
<b>TOTAL</b>		<b><u>\$497,325</u></b>

**SIGNIFICANT BUDGET CHANGES:**

The Town Council has been added for compensation to the General Fund in FY 20.

**WATER FUND**

**DEBT SERVICE**

**GOAL STATEMENT:** To provide funds for principal and interest payments for short and long term debt.

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

**LONG RANGE OBJECTIVES:**

- To prepare for the replacement of the Northampton Road water line.
- To prepare for the North Pleasant Street water line replacement project from Massachusetts Avenue to Eastman Lane.
- To prepare for engineering at the Centennial Water Treatment Plant.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To make payments on debt incurred to renovate the Centennial Water Treatment Plant and associated sewer line extension. **ANNUAL GOAL MET**
- To make payments on debt incurred to repair water lines on Pine Street. **ANNUAL GOAL MET**
- To make payments on debt incurred for the water meter radio upgrades. **ANNUAL GOAL MET**

**FY 20 OBJECTIVES:**

- To make payments on debt incurred to renovate the Centennial Water Treatment Plant and associated sewer line extension.
- To make payments on debt incurred to repair water lines on Pine Street.
- To make payments on debt incurred for the water meter radio upgrades.

<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Issues Outstanding	1	1	2	2	2
New Issues	0	1	0	0	1

## WATER FUND

## DEBT SERVICE

		FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Principal	\$	250,000	250,000	250,000	330,000	330,000	0	0.0%
Interest	\$	112,100	105,100	98,100	123,100	112,900	(10,200)	-8.3%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>362,100</b>	<b>355,100</b>	<b>348,100</b>	<b>453,100</b>	<b>442,900</b>	<b>(10,200)</b>	<b>-2.3%</b>
<b>SOURCES OF FUNDS</b>								
Water Revenues	\$	362,100	355,100	348,100	453,100	442,900	(10,200)	-2.3%

<b>MAJOR COMPONENTS:</b>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Centennial Treatment Plant	\$200,000	\$60,850	\$260,850
Pine Street	50,000	23,250	73,250
Water Meter Radios	80,000	28,800	108,800
	<u>\$330,000</u>	<u>\$112,900</u>	<u>\$442,900</u>

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

**WATER FUND**

**CAPITAL PROGRAM SUMMARY**

**GOAL STATEMENT:** To provide for the maintenance and improvement of the Town's water system and to secure additional water resources.

**LONG RANGE OBJECTIVES:**

- To sample the surface water supplies for compliance with two new Environmental Protection Agency regulations, "Long Term 2 Enhanced Surface Water Treatment Rule" and the "Stage 2 Disinfection Byproducts Rule" (reduction in the formation of harmful chemicals by the chlorination process). Compliance with these regulations will likely require significant capital improvements to the Atkins Water Treatment Plant.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To complete the following:  
 Water Treatment Improvements. **RESCHEDULED**  
 Replace a Pickup Truck. **ACCOMPLISHED**  
 Water System Improvements. **ANNUAL GOAL MET**  
 DPW Facility Improvements. **ANNUAL GOAL MET**

**FY 20 OBJECTIVES:**

- To complete the following:  
 Begin design of Centennial Water Treatment Plant upgrade.  
 Replace one vehicle.  
 Water System Improvements. Water line on Canton Avenue and Harvard Street.

<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Number of Projects:					
Departmental Equipment	2	1	1	1	2
Existing Facilities	3	5	3	4	2
New Facilities	1	2	1	1	1

## WATER FUND

## CAPITAL PROGRAM SUMMARY

		FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Departmental Equip.	\$	40,000	47,666	47,666	50,000	40,000	(10,000)	-20.0%
Existing Facilities	\$	105,000	215,000	55,000	165,000	150,000	(15,000)	-9.1%
New Facilities	\$	170,500	58,000	200,000	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>315,500</b>	<b>320,666</b>	<b>302,666</b>	<b>215,000</b>	<b>190,000</b>	<b>(25,000)</b>	<b>-11.6%</b>
<b>SOURCES OF FUNDS</b>								
Water Revenues	\$	145,000	320,666	302,666	215,000	190,000	(25,000)	-11.6%
Borrowing Auth.	\$	0	0	0	0	0	0	0.0%
Surplus Funds	\$	170,500	58,000	0	0	0	0	0.0%

**MAJOR COMPONENTS:**

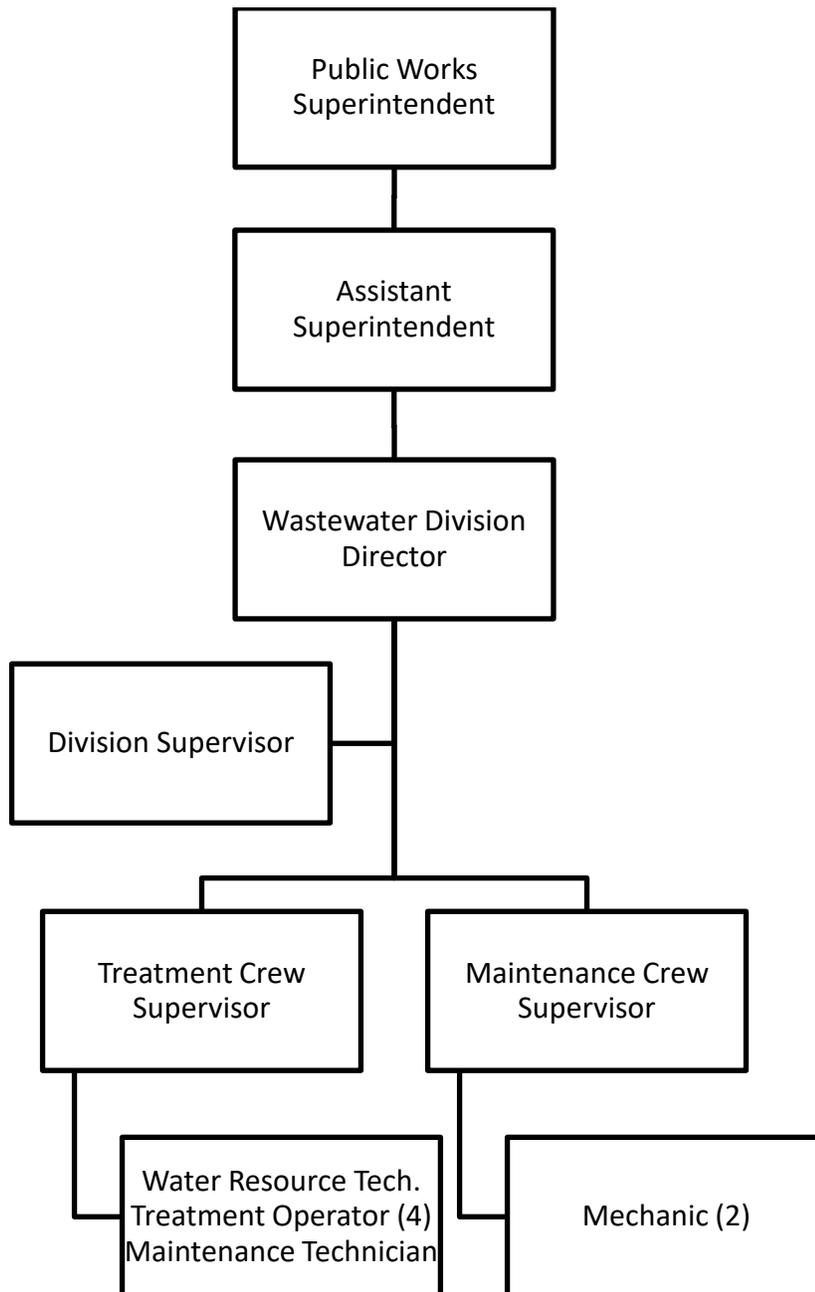
Facilities	\$ 100,000	Water System Improvements
	50,000	Water Treatment System Improvements
Equipment	40,000	Replacement Vehicle

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**SEWER  
FUND**

**SEWER FUND**

**MISSION STATEMENT:** To provide an environmentally safe system for collection, treatment, and disposal of sewage and to do so through a user fee based revenue system.



## SEWER FUND SUMMARY

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Operating Revenues	\$ 4,233,462	4,260,696	4,096,617	4,413,500	4,452,000	38,500	0.9%
Interest and Late Fees	\$ 30,022	45,823	76,260	20,000	40,000	20,000	100.0%
Grants	\$ 0	0	0	0	0	0	0.0%
<b>SUBTOTAL REVENUES</b>	<b>\$ 4,263,484</b>	<b>4,306,519</b>	<b>4,172,878</b>	<b>4,433,500</b>	<b>4,492,000</b>	<b>58,500</b>	<b>1.3%</b>
Borrowing							
Authorizations	\$ 0	0	0	0	0	0	0.0%
Available Funds	\$ 0	0	0	0	0	0	0.0%
Surplus Funds	\$ 0	0	33,017	92,376	15,578	(76,798)	-83.1%
<b>TOTAL RESOURCES</b>	<b>\$ 4,263,484</b>	<b>4,306,519</b>	<b>4,205,895</b>	<b>4,525,876</b>	<b>4,507,578</b>	<b>(18,298)</b>	<b>-0.4%</b>
Operating Budget	\$ 3,016,612	2,779,697	3,100,494	3,302,895	3,311,717	8,822	0.3%
Debt Service	\$ 386,158	378,610	376,791	619,771	698,537	78,766	12.7%
Capital Program	\$ 250,000	240,000	405,000	255,000	120,000	(135,000)	-52.9%
Interfund Transactions	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 3,652,770</b>	<b>3,398,307</b>	<b>3,882,285</b>	<b>4,177,666</b>	<b>4,130,254</b>	<b>(47,412)</b>	<b>-1.1%</b>
Indirect Costs Appropriated in General Fund	354,140	334,098	336,744	348,210	377,324	29,114	8.4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,006,910</b>	<b>3,732,405</b>	<b>4,219,029</b>	<b>4,525,876</b>	<b>4,507,578</b>	<b>(18,298)</b>	<b>-0.4%</b>

## SEWER FUND

## RESOURCES

**GOAL STATEMENT:** To provide an adequate amount and proper balance of revenue sources to ensure that the Sewer Fund is completely self-supporting.

**LONG RANGE OBJECTIVES:**

- To maintain projection models to facilitate rate setting.
- To plan rate increases to meet long term fund objectives.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To continue to adequately fund operating and capital needs. **ACCOMPLISHED**
- To develop a more defined policy regarding an appropriate reserve level for Sewer Fund Surplus. **ONGOING**

**FY 20 OBJECTIVES:**

- To continue to adequately fund operating and capital needs.
- To develop a more defined policy regarding an appropriate reserve level for Sewer Fund Surplus.

**SERVICE LEVELS:**

	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Funding Composition (%)					
Operating Revenues	96	99	99	99	97
Interest	1	1	1	1	2
Grants	0	0	0	0	0
Surplus Funds	3	0	0	0	1

## SEWER FUND

## RESOURCES

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Sewer Rates	\$ 4,010,977	4,086,881	3,787,327	4,270,500	4,294,000	23,500	0.6%
Sewer Liens	\$ 69,242	73,091	90,477	50,000	65,000	15,000	30.0%
Sewer Entrances	\$ 122,050	53,000	162,200	60,000	60,000	0	0.0%
Septic Disposal	\$ 24,195	42,345	49,905	33,000	33,000	0	0.0%
Sewer Miscellaneous	\$ 6,998	5,378	6,708	0	0	0	0.0%
Sewer Interest and Late Fees	\$ 30,022	45,823	76,260	20,000	40,000	20,000	100.0%
	\$ 4,263,484	4,306,519	4,172,878	4,433,500	4,492,000	58,500	1.3%

**SIGNIFICANT BUDGET CHANGES:**

The overall sewer budget of \$4,492,000 increases by 1.3%. The current sewer rate is \$3.90 per 100 cf. A rate increase to \$4.00 per 100 cf (2.6%) is recommended for FY 20. This rate increase will help maintain an adequate fund balance in future years. \$15,578 will be appropriated from Sewer Fund Surplus to support capital in this budget. The July 1, 2018 Sewer Fund Free Cash balance was \$1,492,380 (35.7% of operating revenues—this percentage will decrease in coming years). The Town's water/sewer rates remain below state and regional averages.

**SEWER FUND****4441: SEWER MAINTENANCE**

**GOAL STATEMENT:** To maintain sanitary sewers throughout the Town and provide a 24-hour-a-day response capability for emergency situations.

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

- Repaired a broken force main at the South East #4 Station.
- Completed over 100 manhole inspections throughout the collection system.
- Through the use of contractors, televised over 14,000 linear feet of sewer lines on West Pomeroy Lane and South East Street.
- Repaired several manhole leaks, stopping a combined 36,000 gallons of ground water per day from reaching the WWTP.
- Repaired broken sewer main on Columbia Drive.

**Challenges**

- Lack of a sewer camera prevents accurate pipeline assessment and prohibits repair work.
- Unusually heavy rains this year.
- Approximately 50% of collection system doesn't pass through a pump station, so flow profiles are limited.

**LONG RANGE OBJECTIVES:**

- To use flow monitoring devices and sewer inspection camera to implement point-repair program in the collection system.
- To use real time data from pump stations to reduce frequency of physical station checks and allocate more resources to collection system maintenance, repair, and rehabilitation.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To begin construction of the Amherst Woods/Station Road Sewer phase 3 project. **ONGOING**
- To upgrade the air relief valves in the West Street pump station force main. This force main carries all the wastewater from South Amherst to the wastewater treatment facility. **RESCHEDULED**
- To replace the gate valves in the West Street pump station. **RESCHEDULED**
- To install variable frequency drives in the West Street Pump Station. **RESCHEDULED**

**FY 20 OBJECTIVES:**

- To continue to improve inflow and infiltration (I/I) mitigation efforts in compliance with DEP mandated I/I study phase II. To include continuing the current sewer manhole inspection program and replacing "vented" manhole covers with solid covers to prevent I/I.
- To obtain and install VFDs for West Street Pumping Station.
- To repair (slip-line) the sewer on West Pomeroy Lane.
- To create access roads to cross-country manholes off West Pomeroy Lane and East Hadley Road.

**SERVICE LEVELS:**

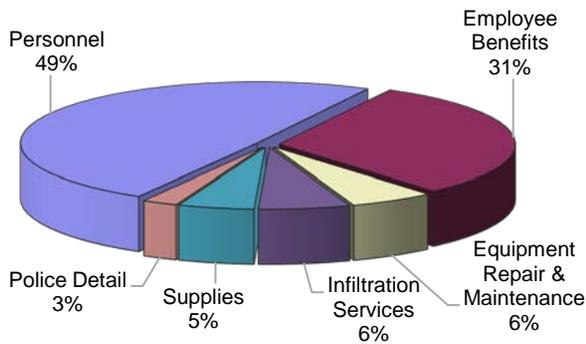
	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
Sanitary Sewer Complaints	42	41	38	42	39
Sewer Main Stoppages	7	5	11	23	21
Sewer Main Flushing (mi)	30	35	14	26	35
Sewer Mains Treated for Roots (linear ft)	5,540	5,500	4,922	7,316	7,403
Sewer Maintained (miles)	122	122	122	122	122
T.V.'d Sections of Problem Sewers (linear ft)	11,042	5,000	150	1,542	10,554
Sewer Rehabilitated (ft)	0	0	0	315	100
Sewer Replaced (ft)	7,217	0	0	355	0
Sewer Extended (ft)	0	12,000	0	9,000	3,800

**SEWER FUND**

**4441: SEWER MAINTENANCE**

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Personnel Services	\$ 65,605	80,778	81,320	97,032	102,982	5,950	6.1%
Operating Expenses	\$ 74,032	78,777	99,402	85,272	105,574	20,302	23.8%
Capital Outlay	\$ 0	0	0	0		0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 139,637</b>	<b>159,555</b>	<b>180,721</b>	<b>182,304</b>	<b>208,556</b>	<b>26,252</b>	<b>14.4%</b>
<b>SOURCES OF FUNDS</b>							
Sewer Revenues	\$ 139,637	159,555	180,721	182,304	208,556	26,252	14.4%
<b>POSITIONS</b>							
Full Time	2.00	2.00	2.00	2.00	2.00	0.00	
Part Time with Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	2.00	2.00	2.00	2.00	2.00	0.00	

**MAJOR COMPONENTS:**



Personnel Services include funds for one maintenance worker and two laborer/truck drivers shared with the Highway budget in the General Fund.

\$64,774 is budgeted for health, retirement, life insurance, and other employee benefits.

Equipment Repair and Maintenance includes funds for renting equipment to pump sewers.

Infiltration Services provide funds for root control and video inspections.

Departmental Supplies provide miscellaneous sewer materials such as pipes, elbows, caps, etc.

Police Detail provides for traffic control.

<p><b>SIGNIFICANT BUDGET CHANGES:</b></p> <p>Personnel Services changes are for step increases and COLA's.</p> <p>Operating expenses increase due to changes in health insurance enrollment.</p>
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**SEWER FUND****4440: WASTEWATER TREATMENT PLANT**

**GOAL STATEMENT:** To treat all wastewater discharges to the Connecticut River within standards set by the U.S. Environmental Protection Agency and Massachusetts Department of Environmental Protection.

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

- Maintained operation of the treatment facility with only one minor violation while managing wastewater flows of 5-6 million gallons a day (MGD); normal flows are 2.5-3 MGD. Made repairs to the superstructure on primary clarifier #1.
- Rebuilt thickened waste activated sludge pump #2 and retrofitted it with a mechanical seal.
- Updated and reinforced safety chains and guardrails throughout the plant.
- Repairs made to 600kW main plant generator.

**Challenges:**

- I/I impact at the WWTP.
- No effluent or return activated sludge flow meter.

**LONG RANGE OBJECTIVES:**

- To plan, design, and implement a major upgrade to the existing treatment facility to meet current and future needs. Some of the improvements will be to:
  - Obtain and install new drives for final clarifiers.
  - Aerator upgrades pending new NPDES permit.
  - Install new Stamford baffles in final clarifier #1.
  - Replace 2 under-sized plant water pumps with 1 adequately sized pump.
  - Plant water ground valves.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To continue the investigation of water reuse options at the WWTP to replace processes that use potable water. **ONGOING**
- To replace West Street pump station force main air releases. **RESCHEDULED**
- To implement new operations permit for facility. **ONGOING**
- To replace plant water strainer and inoperative valves. **RESCHEDULED**
- To continue investigating alternate control strategies to provide stability to the plant's biological process. **ONGOING**
- To commission new heating boiler system. **ACCOMPLISHED**
- To continue pilot program with MassCEC and UMass Amherst to study different ways to operate the facility to reduce secondary bio-solids and nitrogen. **ACCOMPLISHED**
- To continue to support to UMass Civil Engineering Department Piloting facility. **ONGOING**

**FY 20 OBJECTIVES:**

- To install new gravity belt thickener in place of old dissolved air flotation unit.
- To rebuild or replace thickened waste activated sludge pump #3.
- To purchase and install an effluent flow meter that would allow more accurate pacing of chlorine.
- To upgrade plant supervisor control and data acquisition computer.

## SEWER FUND

## 4440: WASTEWATER TREATMENT PLANT

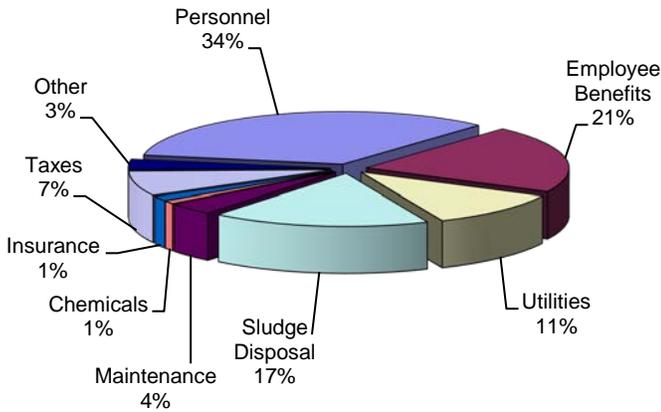
<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Flow Totals (billion gals)	1.41	1.37	1.24	1.19	1.32
Chlorine (lbs)	8,935	9,857	9,695	11,212	10,010
Polymer (lbs)	3,223	3,762	3,513	4,067	3,126
Tests Achieving EPA Standards:					
Main Plant	99.9%	99.9%	100%	99.9%	99.9%
Pumping Stations Operated	20	20	20	21	21
Grit & Screenings Deposited at Sanitary Landfill (cu.yd)	56	40	76	99	78
Septic Waste Delivered to Plant (loads)	254	209	172	336	308
Liquid Sludge Disposed (gal)	4,216,300	4,120,884	3,793,492	4,018,587	3,807,140
Dry Sludge Produced (tons)	1,035	1,038	1,023	989	986

**SEWER FUND**

**4440: WASTEWATER TREATMENT PLANT**

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Personnel Services	\$ 939,987	946,466	947,030	1,021,569	1,053,745	32,176	3.1%
Operating Expenses	\$ 1,933,782	1,673,676	1,972,743	2,085,022	2,035,416	(49,606)	-2.4%
Capital Outlay	\$ 3,205	0	0	14,000	14,000	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 2,876,974</b>	<b>2,620,142</b>	<b>2,919,773</b>	<b>3,120,591</b>	<b>3,103,161</b>	<b>(17,430)</b>	<b>-0.6%</b>
<b>SOURCES OF FUNDS</b>							
Sewer Revenues	\$ 2,876,974	2,620,142	2,919,773	3,120,591	3,103,161	(17,430)	-0.6%
Surplus Funds	\$ 0	0	0	0	0	0	0.0%
<b>POSITIONS</b>							
Full Time	16.48	16.31	16.32	16.32	16.34	0.02	
Part Time with Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	16.48	16.31	16.32	16.32	16.34	0.02	

**MAJOR COMPONENTS:**



Personnel Services include salaries for the Assistant Superintendent (shared with the Water Fund and the General Fund), a Division Director, two Supervisors, a Water Resources Technician, four Treatment Operators, three Mechanics, a Laborer and a Maintenance Worker. Engineering division staff, a Division Supervisor, an Office Manager, an Administrative Analyst, and an Applications Manager, are shared with the General Fund and the Water Fund. A Utility Technician, an Environmental Scientist, and an Electrician are shared with the Water Fund. The Procurement Officer is shared with the General Fund, Water Fund, and Transportation Fund. Also included is \$36,000 for overtime.

Employee Benefits include \$641,873 for health, retirement, life insurance, OPEB, and other employee benefits.

Utilities include \$302,000 for electricity, \$35,000 for fuel, and

\$5,200 for water.

Maintenance includes funds for repair of facilities, vehicles, and equipment.

Insurance includes building, vehicle, and liability coverage.

**SIGNIFICANT BUDGET CHANGES:**

Personnel Services changes are for step increases and COLA's.

Operating expenses decrease by 2.4% due to changes in health, property, building, and casualty insurance.

**SEWER FUND****GENERAL FUND SERVICES**

**GOAL STATEMENT:** To compensate the General Fund for services provided by various departments.

**LONG RANGE OBJECTIVES:****STATUS UPDATE OF FY 19 OBJECTIVES:**

- To ensure that all costs related to sewer services are identified and appropriately charged through evaluation and modification of the indirect cost model used to assess charges for General Fund administrative support. **ANNUAL GOAL MET**
- To charge the General Fund for services provided. **ACCOMPLISHED**

**FY 20 OBJECTIVES:**

- To ensure that all costs related to sewer services are identified and appropriately charged through evaluation and modification of the indirect cost model used to assess charges for General Fund administrative support.
- To charge the General Fund for services provided.

**SERVICE LEVELS:**

	<b>FY 14</b> <b><u>Actual</u></b>	<b>FY 15</b> <b><u>Actual</u></b>	<b>FY 16</b> <b><u>Actual</u></b>	<b>FY 17</b> <b><u>Actual</u></b>	<b>FY 18</b> <b><u>Actual</u></b>
Departments Reimbursed	6	6	6	6	6
Percentage of Total Fund Expenses Paid to the General Fund	8	9	9	9	8

**SEWER FUND**

**GENERAL FUND SERVICES**

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
General Fund Services	\$ 354,140	334,098	336,744	348,210	377,324	29,114	8.4%
Transfers to Other Funds	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 354,140</b>	<b>334,098</b>	<b>336,744</b>	<b>348,210</b>	<b>377,324</b>	<b>29,114</b>	<b>8.4%</b>
<b>SOURCES OF FUNDS</b>							
Sewer Revenues	\$ 354,140	334,098	336,744	348,210	377,324	29,114	8.4%

**MAJOR COMPONENTS:**

General Fund Services: The General Fund provides services which are used by the Sewer Fund. Transfers are made from the Sewer Fund to the General Fund to compensate for the cost of these services. Additionally, the General Fund uses resources of the Sewer Fund and pays for that use. These payments are netted against amounts owed to the General Fund. Charges for FY 20 are as follows:

Town Council	7% of budget	\$ 6,867
Town Manager	7% of budget	35,229
Finance Department	9% of budget	143,858
Human Resources/ Human Rights	6% of budget	25,339
Information Technology	8% of budget	46,023
Public Works Administration	31% of budget	97,554
Equipment Maintenance	10% of budget	37,454
Rental of Garage at Wastewater Treatment Facility		<u>(15,000)</u>
<b>TOTAL</b>		<b><u>\$377,324</u></b>

**SIGNIFICANT BUDGET CHANGES:**

The Town Council has been added for compensation to the General Fund and the offsetting expences for equipment for catch basin cleaning has been eliminated as this now resides in the Sewer Fund.

## SEWER FUND

## DEBT SERVICE

**GOAL STATEMENT:** To provide funds for principal and interest payments for temporary and long-term debt.

**LONG RANGE OBJECTIVES:**

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To make payments on debt incurred for the Pine Street Project. **ANNUAL GOAL MET**
- To make payments on debt incurred for the 2012 Harkness Road and Amherst Woods sewer extension projects. **ANNUAL GOAL MET**

**FY 20 OBJECTIVES:**

- To make payments on debt incurred for the Pine Street Project.
- To make payments on debt incurred for the 2012 Harkness Road and Amherst Woods sewer extension projects.

**SERVICE LEVELS:**

	<b>FY 14</b> <b><u>Actual</u></b>	<b>FY 15</b> <b><u>Actual</u></b>	<b>FY 16</b> <b><u>Actual</u></b>	<b>FY 17</b> <b><u>Actual</u></b>	<b>FY 18</b> <b><u>Actual</u></b>
Issues Outstanding	3	3	3	3	3
New Issues	1	0	0	0	1

## SEWER FUND

## DEBT SERVICE

		FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Principal	\$	267,200	267,200	267,200	463,400	469,600	6,200	1.3%
Interest	\$	118,958	111,410	109,591	156,371	228,937	72,566	46.4%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>386,158</b>	<b>378,610</b>	<b>376,791</b>	<b>619,771</b>	<b>698,537</b>	<b>78,766</b>	<b>12.7%</b>
<b>SOURCES OF FUNDS</b>								
Sewer Revenues	\$	386,158	378,610	376,791	619,771	698,537	78,766	12.7%

<b>MAJOR COMPONENTS:</b>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Sewer Extension	\$206,600	\$ 64,627	\$271,227
Pine Street Extension	53,000	23,610	76,610
Sewer Extension, Harkness Design	10,000	700	10,700
Amherst Woods Sewer Extension	<u>200,000</u>	<u>140,000</u>	<u>340,000</u>
	<u>\$469,600</u>	<u>\$228,937</u>	<u>\$698,537</u>

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

**SEWER FUND**

**CAPITAL PROGRAM SUMMARY**

**GOAL STATEMENT:** To provide for the maintenance and improvement of the Town's sewer system.

**LONG RANGE OBJECTIVES:**

- To plan, design, and implement a major upgrade to the existing treatment facility to meet current and future needs.
- To implement a long range Sewer Extension Master Plan consistent with economic development goals of the Town.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To complete the following:
  - Collection System Improvements  
To upgrade pumps and generators at several of the waste water pump stations. **ACCOMPLISHED**
  - Treatment System Improvements  
To rebuild second grinder pump. **ACCOMPLISHED**  
To install new effluent pump meter. **RESCHEDULED**
  - New vehicle. **ACCOMPLISHED**
  - New Gravity Belt Thickener to replace existing sludge backup thickening system. **ONGOING**

**FY 20 OBJECTIVES:**

- To complete the following:
  - Begin design reuse water treatment facility,
  - Finalize the East Amherst Sewer expansions,
  - Install new valves and pump drives in West Street Pump Station,
  - New dump truck,
  - New mower.

<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</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>
Number of Projects:					
Departmental Equipment	0	2	1	1	0
Existing Facilities	3	3	3	3	3
New Facilities	0	0	0	0	0

## SEWER FUND

## CAPITAL PROGRAM SUMMARY

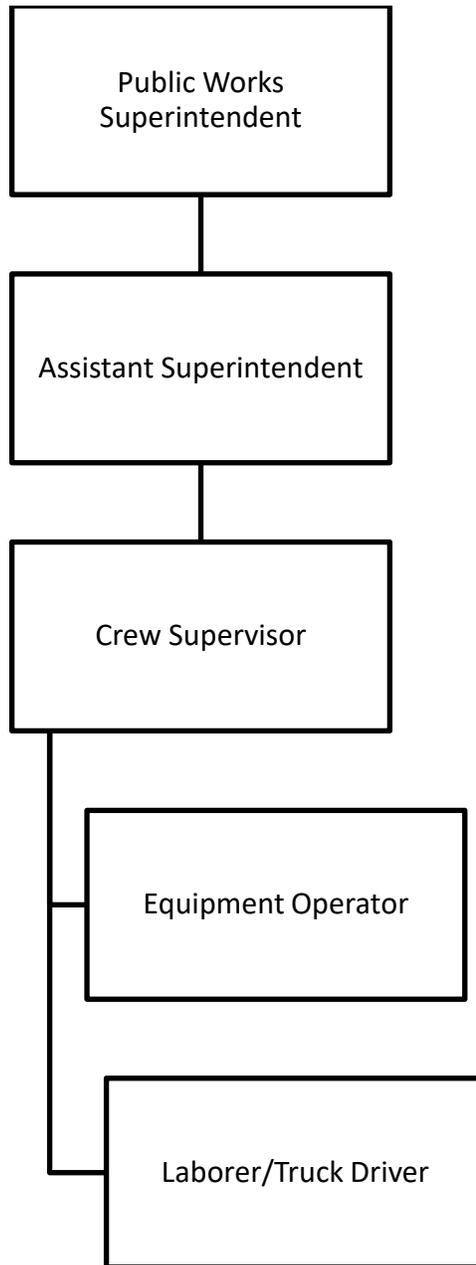
		FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Departmental Equip.	\$	45,000	35,000	0	50,000	60,000	10,000	20.0%
Existing Facilities	\$	205,000	205,000	405,000	205,000	60,000	(145,000)	-70.7%
New Facilities	\$	0	0	0	0		0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>250,000</b>	<b>240,000</b>	<b>405,000</b>	<b>255,000</b>	<b>120,000</b>	<b>(135,000)</b>	<b>-52.9%</b>
<b>SOURCES OF FUNDS</b>								
Sewer Revenues	\$	250,000	240,000	371,983	162,624	104,422	(58,202)	-35.8%
Other Available Funds	\$	0	0	0	0	0	0	0.0%
Surplus Funds	\$	0	0	33,017	92,376	15,578	(76,798)	-83.1%

<b>MAJOR COMPONENTS:</b>		
Facilities	\$50,000	Collection System Improvements
	10,000	DPW Facilities Improvements
Equipment	50,000	Dump Truck
	10,000	Mower

**SOLID WASTE  
FUND**

## SOLID WASTE FUND

**MISSION STATEMENT:** To provide for the environmentally safe disposal of solid waste and to develop and promote programs that are viable alternatives to landfilling, all to be funded through a user fee based revenue system.



## SOLID WASTE SUMMARY

		FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Operating Revenues	\$	481,794	480,459	525,117	487,270	487,270	0	0.0%
Interest and Late Fees	\$	164	612	1,563	0	0	0	0.0%
<b>SUBTOTAL REVENUES</b>	<b>\$</b>	<b>481,957</b>	<b>481,071</b>	<b>526,680</b>	<b>487,270</b>	<b>487,270</b>	<b>0</b>	<b>0.0%</b>
Borrowing								
Authorizations	\$	0	0	0	0	0	0	0.0%
Other Available Funds	\$	0	0	0	0	0	0	0.0%
Taxation	\$	0	0	0	0	0	0	0.0%
Surplus Funds	\$	0	0	0	0	6,392	6,392	--
<b>TOTAL RESOURCES</b>	<b>\$</b>	<b>481,957</b>	<b>481,071</b>	<b>526,680</b>	<b>487,270</b>	<b>493,662</b>	<b>6,392</b>	<b>1.3%</b>
Operating Budget	\$	477,328	456,574	471,036	487,270	493,662	6,392	1.3%
Gen. Fund Services	\$							
Debt Service	\$	0	0	0	0	0	0	0.0%
Capital Program	\$	0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>477,328</b>	<b>456,574</b>	<b>471,036</b>	<b>487,270</b>	<b>493,662</b>	<b>6,392</b>	<b>1.3%</b>
Indirect Costs Appropriated in General Fund		0	0	0	0	0	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>477,328</b>	<b>456,574</b>	<b>471,036</b>	<b>487,270</b>	<b>493,662</b>	<b>6,392</b>	<b>1.3%</b>

### SIGNIFICANT BUDGET CHANGES:

The Solid Waste Fund budget of \$493,662 reflects an increase of 1.3% from the previous year. The Town continues to vigorously support recycling initiatives and the operation of the transfer station. Recent experience has shown a reduction in tonnage dropped off at the transfer station, resulting in lower costs to the Town for disposal of waste. The recommended FY 20 Solid Waste Fund budget uses \$6,392 of surplus funds. Fund balance as of July 1, 2018 was \$116,364 (22% of operating revenue).

The landfill remains a significant capital asset and the Town has long-term obligations to cap and perform environmental monitoring of the site. The fund has a small balance to support this. While the landfill has closed, a solid waste transfer and recycling operation continues to operate. Since FY 05, operating revenues have not been sufficient to reimburse the General Fund for services provided. The Department of Public Works continues to review options for maintaining the transfer station.

## SOLID WASTE FUND

## RESOURCES

**GOAL STATEMENT:** To provide a fee structure that minimizes or eliminates the need for support from the General Fund.

**LONG RANGE OBJECTIVES:**

- To monitor adequacy of tipping and entrance fees to support operating and capital needs.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To generate new revenues to the Solid Waste Fund from other uses on Town-owned properties, including but not limited to development of photovoltaic solar power generation. **ANNUAL GOAL MET**

**FY 20 OBJECTIVES:**

- To generate new revenues to the Solid Waste Fund from other uses on Town-owned properties, including but not limited to development of photovoltaic solar power generation.

**SERVICE LEVELS:**

	<b>FY 14</b> <b><u>Actual</u></b>	<b>FY 15</b> <b><u>Actual</u></b>	<b>FY 16</b> <b><u>Actual</u></b>	<b>FY 17</b> <b><u>Actual</u></b>	<b>FY 18</b> <b><u>Actual</u></b>
Funding Composition (%)					
Operating Revenues	100	97	100	100	100
Interest	0	0	0	0	0
Surplus	0	3	0	0	0
Other Available Funds	0	0	0	0	0
Taxation	0	0	0	0	0

## SOLID WASTE FUND

## RESOURCES

		FY 16	FY 17	FY 18	FY 19	FY 20	Change	Percent
		Actual	Actual	Actual	Budget	Proposed	FY 19 - 20	Change
Tipping Fees	\$	227,764	192,561	194,661	199,270	199,270	0	0.0%
Variances	\$	39,680	39,630	43,680	38,000	38,000	0	0.0%
Recycling	\$	25,259	49,148	47,670	40,000	40,000	0	0.0%
SLF Miscellaneous	\$	2,164	13,727	2,493	0	0	0	0.0%
Entrance fee	\$	160,091	159,840	163,755	150,000	150,000	0	0.0%
Cell Tower Rental	\$	26,835	25,553	72,859	60,000	60,000	0	0.0%
Interest and Late Fees	\$	164	612	1,563	0	0	0	0.0%
	\$	481,957	481,071	526,680	487,270	487,270	0	0.0%

**SIGNIFICANT BUDGET CHANGES:**

None.

**SOLID WASTE FUND****4435: SOLID WASTE FACILITIES**

**GOAL STATEMENT:** To operate a solid waste transfer and recycling facility and to promote programs that offer viable alternatives to landfilling.

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

- Completed second year of grant from Department of Environment Protection (DEP) to offset the cost of disposing of mattresses.
- Continued to co-sponsor the Town's safe needle program with the Health Department.
- Coordinated leaf drop off to local farmers and residents.
- Served over 200 participants at the annual Household Hazardous Waste collection day.

**LONG RANGE OBJECTIVES:**

- To implement the Recycling and Refuse Management master plan.
- To increase the Town's recycling and waste diversion rates and consistent recycling town wide.
- To improve enforcement of the Town's waste bans and requirements on the waste haulers in Town.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To continue second year of DEP Waste Reduction Enforcement Coordinator Grant. **ACCOMPLISHED**
- To increase recycling revenues. **ONGOING**

**FY 20 OBJECTIVES:**

- To make improvements to the landfill gas collection and disposal system as outlined in the DEP plan.
- To increase recycling revenues.

**SERVICE LEVELS:**

	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
Solid Waste Received & Transferred (tons)	40	50	10**	178	225
Construction & Demo (tons)	1,400	1,500	549**	1,230	1,459
Recycling Paper (tons)	354	333	401	383	371
Mixed Glass, Cans and Plastic	153	152	152	153	152
Metal	84	59	91	60	111
Oil (gal)	450	500	600	500	475
Household Hazardous Waste (gal)	1,200	1,000	1,800	2,000	1,960
Paint—Oil/Latex (gal)	350	0	0	0	0
Tires (tons)	4.2	4.1	3.5	1.3	5.0
Compost Bins Sold	25	40	32	31	24
Electronics (tons)	13	32	14	19	21
Leaves (tons)	130	86	2.2	117	112
Fluorescent Bulbs (each)				2,413	2,775
Appliances with Freon (each)				316	127

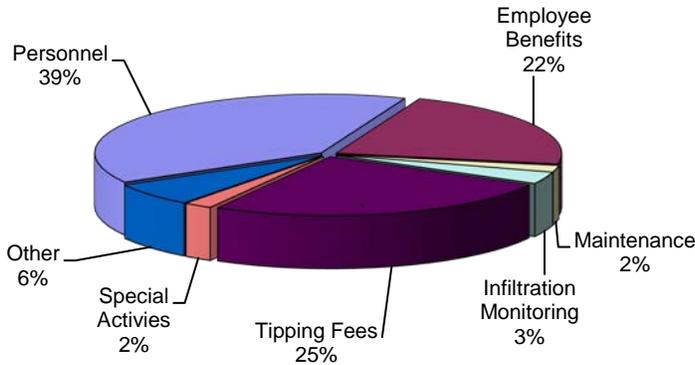
\*\* FY 16 MSW & Construction/Demo are estimates due to data loss.

**SOLID WASTE FUND**

**4435: SOLID WASTE FACILITIES**

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Personnel Services	\$ 180,066	182,997	177,474	182,944	194,226	11,282	6.2%
Operating Expenses	\$ 297,262	273,577	293,562	304,326	299,436	(4,890)	-1.6%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 477,328</b>	<b>456,574</b>	<b>471,036</b>	<b>487,270</b>	<b>493,662</b>	<b>6,392</b>	<b>1.3%</b>
<b>SOURCES OF FUNDS</b>							
Solid Waste Revenues	\$ 477,328	456,574	471,036	487,270	487,270	0	0.0%
Solid Waste Surplus	\$ 0	0	0	0	6,392	6,392	--
Other Available Funds	\$ 0	0	0	0	0	0	0.0%
<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 a Crew Supervisor, one Equipment Operator, and one Laborer/Truck Driver and extra help at the landfill.

\$108,296 is budgeted for health, retirement, life insurance, and other employee benefits.

Maintenance, \$8,800, includes funds to repair buildings and equipment.

Infiltration Monitoring, \$16,000, includes funds for testing soil and gases emitted from the landfills.

Other includes \$7,000, for diesel fuel, \$11,620 for utilities, and smaller amounts for tools and equipment and office supplies.

Tipping fees, \$125,000, are the cost of transporting and disposing of waste and recyclables collected at the Amherst transfer station.

**SIGNIFICANT BUDGET CHANGES:**

Personnel Services changes are for step increases and COLA's. Also includes funds for Waste Reduction Enforcement Coordinator, who is paid partially by a grant, which will expire in FY 20.

Operating Expenses decrease due to changes in health, property, and casualty insurance.

**SOLID WASTE FUND**

**GENERAL FUND SERVICES**

**GOAL STATEMENT:** To compensate the General Fund for services provided by various departments.

**LONG RANGE OBJECTIVES:**

**FY 20 OBJECTIVES:**

<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<u><b>Actual</b></u>	<u><b>Actual</b></u>	<u><b>Actual</b></u>	<u><b>Actual</b></u>	<u><b>Actual</b></u>
Departments Reimbursed	0	0	0	0	0

**SOLID WASTE FUND****GENERAL FUND SERVICES**

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
General Fund Services	\$ 0	0	0	0	0	0	0.0%
Transfer to Trust Fund	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>SOURCES OF FUNDS</b>							
Solid Waste Revenue	\$ 0	0	0	0	0	0	0.0%

**SIGNIFICANT PROGRAM CHANGES:**

This fund no longer generates sufficient revenue to compensate the General Fund for services provided.

**SOLID WASTE FUND**

**DEBT SERVICE**

**GOAL STATEMENT:** To provide funds for principal and interest payments for temporary and long-term debt.

**LONG RANGE OBJECTIVES:**

**FY 20 OBJECTIVES:**

<b>SERVICE LEVELS:</b>	<b>FY 14 <u>Actual</u></b>	<b>FY 15 <u>Actual</u></b>	<b>FY 16 <u>Actual</u></b>	<b>FY 17 <u>Actual</u></b>	<b>FY 18 <u>Actual</u></b>
Existing Issues	0	0	0	0	0
New Issues	0	0	0	0	0

**SOLID WASTE FUND****DEBT SERVICE**

		FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Principal	\$	0	0	0	0	0	0	0.0%
Interest	\$	0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>SOURCES OF FUNDS</b>								
Solid Waste Revenue	\$	0	0	0	0	0	0	0.0%
Taxation		0	0	0	0	0	0	0.0%
Surplus	\$	0	0	0	0	0	0	0.0%

**MAJOR COMPONENTS:**

None.

**SIGNIFICANT PROGRAM CHANGES:**

None.

**SOLID WASTE FUND****CAPITAL PROGRAM SUMMARY**

**GOAL STATEMENT:** To provide for the maintenance and improvement of the Town's solid waste disposal system.

**LONG RANGE OBJECTIVES:**

- To prepare for equipment replacements including a roll off truck and a scale.

**SERVICE LEVELS:**

	<b>FY 14</b> <b><u>Actual</u></b>	<b>FY 15</b> <b><u>Actual</u></b>	<b>FY 16</b> <b><u>Actual</u></b>	<b>FY 17</b> <b><u>Actual</u></b>	<b>FY 18</b> <b><u>Actual</u></b>
Number of Projects:					
Department Equipment	0	0	0	0	0
Existing Facilities	0	0	0	0	0
New Facilities	0	0	0	0	0

## SOLID WASTE FUND

## CAPITAL PROGRAM SUMMARY

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Departmental Equip.	\$ 0	0	0	0	0	0	0.0%
Existing Facilities	\$ 0	0	0	0	0	0	0.0%
New Facilities	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>SOURCES OF FUNDS</b>							
Solid Waste Revenue	\$ 0	0	0	0	0	0	0.0%
Borrowing Auth.	\$ 0	0	0	0	0	0	0.0%
Surplus Funds	\$ 0	0	0	0	0	0	0.0%
General Fund Transfers	\$ 0	0	0	0	0	0	0.0%
Other Available Funds	\$ 0	0	0	0	0	0	0.0%

**MAJOR COMPONENTS:**

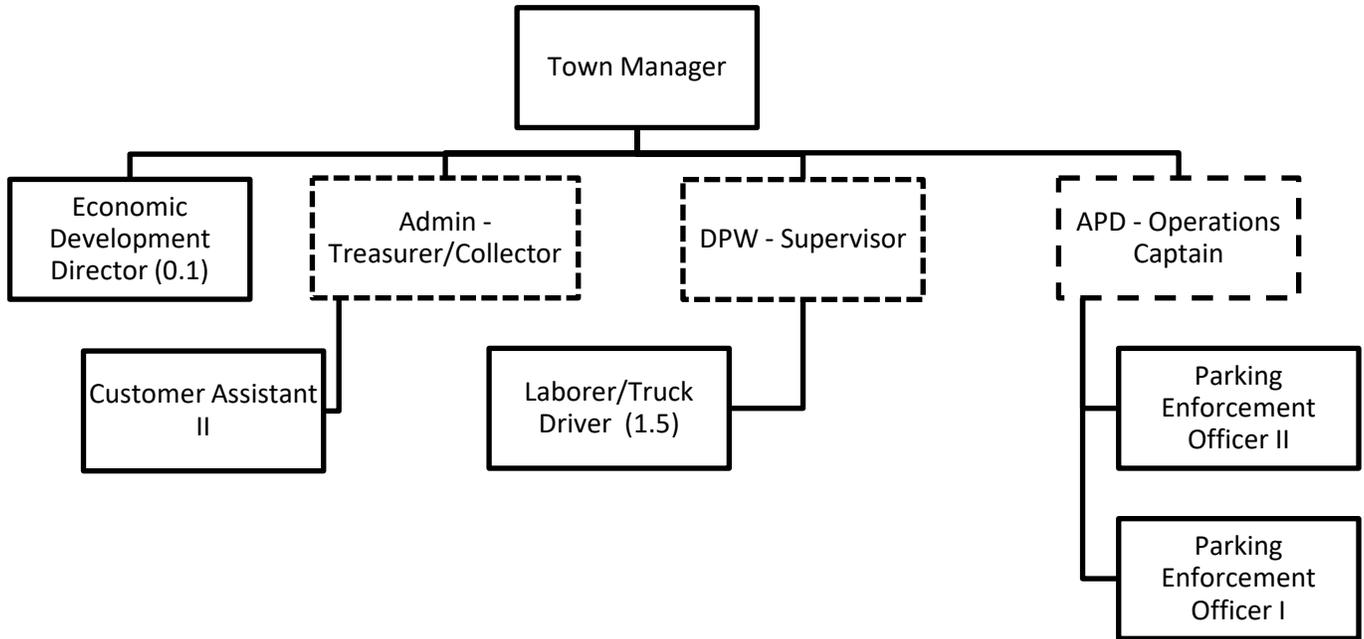
None.

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**TRANSPORTATION  
FUND**

## TRANSPORTATION FUND

**MISSION STATEMENT:** To provide a parking and public transportation system that meets the needs of Amherst residents and businesses, and that can be supported through fees and other alternative non-tax revenue sources.



## TRANSPORTATION FUND SUMMARY

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Operating Revenues	\$ 961,882	903,376	1,087,419	1,130,743	1,071,117	(59,626)	-5.3%
Interest and Late Fees	\$ 1,262	1,591	807	500	500	0	0.0%
<b>SUBTOTAL REVENUES</b>	<b>\$ 963,144</b>	<b>904,967</b>	<b>1,088,226</b>	<b>1,131,243</b>	<b>1,071,617</b>	<b>(59,626)</b>	<b>-5.3%</b>
Borrowing							
Authorizations	\$ 0	0	0	0	0	0	0.0%
Transportation Fund Surplus	\$ 0	0	139,733	53,000	0	(53,000)	-100.0%
<b>TOTAL RESOURCES</b>	<b>\$ 963,144</b>	<b>904,967</b>	<b>1,227,959</b>	<b>1,184,243</b>	<b>1,071,617</b>	<b>(112,626)</b>	<b>-9.5%</b>
Operating Budgets	\$ 624,754	594,147	611,188	722,246	667,144	(55,103)	-7.6%
Debt Service	\$ 56,313	96,585	90,658	89,875	96,500	6,625	7.4%
Capital Program	\$ 55,000	0	115,000	60,000	10,000	(50,000)	-83.3%
<b>TOTAL APPROPRIATION</b>	<b>\$ 736,067</b>	<b>690,732</b>	<b>816,846</b>	<b>872,121</b>	<b>773,644</b>	<b>(98,477)</b>	<b>-11.3%</b>
Indirect Costs Appropriated in General Fund	\$ 258,968	292,248	313,415	312,122	297,973	(14,149)	-4.5%
<b>TOTAL EXPENDITURES</b>	<b>\$ 995,035</b>	<b>982,980</b>	<b>1,130,261</b>	<b>1,184,243</b>	<b>1,071,617</b>	<b>(112,626)</b>	<b>-9.5%</b>

## TRANSPORTATION FUND

## REVENUES

**GOAL STATEMENT:** To maintain revenue sources adequate to support existing parking and transportation facilities and related expenses.

### LONG RANGE OBJECTIVES:

- To develop revenue sources that increase incrementally year to year.
- To develop a fund balance policy for this fund.
- To develop a policy for prioritizing projects and expenses, including downtown parking.

### STATUS UPDATE OF FY 19 OBJECTIVES:

- To measure and monitor impact of pricing changes effective November 1, 2017 on parking occupancy, also known as turnover of the space. **ONGOING**
- To understand costs of credit card payment at new lot meters (merchant fees), and to make changes where possible to reduce those costs without reducing benefits to our consumers. To complete these same analysis of meter and merchant fees paid through the mobile app. **ONGOING**
- To rebuild fund balance to 25%, following use of fund balance in FY 18 for capital spending. **ONGOING**

### FY 20 OBJECTIVES:

- To continue to measure and monitor the impact of pricing changes effective November 1, 2017 on parking occupancy, also known as turnover of the space.
- To understand the revenue implications of the consultants forthcoming recommendations.

### SERVICE LEVELS:

	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</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>
Funding Composition (%)					
Operating Revenues	100	100	100	100	89
Interest	0	0	0	0	0
Grants	0	0	0	0	0
Taxation	0	0	0	0	0
Surplus Funds	0	0	0	0	11

## TRANSPORTATION FUND

## REVENUES

		FY 16	FY 17	FY 18	FY 19	FY 20	Change	Percent
		Actual	Actual	Actual	Budget	Proposed	FY 19 - 20	Change
Parking Violations	\$	241,623	214,840	242,636	300,000	280,000	(20,000)	-6.7%
Parking Fines	\$	129,077	116,110	111,114	145,000	142,000	(3,000)	-2.1%
Parking Fines - Registry Fees	\$	47,091	44,104	41,612	45,000	45,000	0	0.0%
Parking Meter Fees	\$	482,879	465,689	631,808	583,743	542,117	(41,626)	-7.1%
Parking Permit Fees	\$	22,762	25,634	26,040	24,000	25,000	1,000	4.2%
Parking Garage Reserved Fee	\$	28,905	29,000	25,020	25,000	28,000	3,000	12.0%
Parking Miscellaneous	\$	9,545	8,000	9,189	8,000	9,000	1,000	12.5%
Parking Interest and Late Fees	\$	1,262	1,591	807	500	500	0	0.0%
	\$	963,144	904,967	1,088,226	1,131,243	1,071,617	(59,626)	-5.3%

Current Rate Summary	Location	Current
Metered Parking	All downtown streets and lots	\$0.50-\$1.00/hr depending on location
Permit Parking	Residential Employment	\$25/yr \$25/yr
Leased	Lower level of Boltwood Garage	\$1,000/yr

**SIGNIFICANT BUDGET CHANGES:**

FY 20 revenues are projected conservatively based on the FY 18 actual, awaiting trend in revenues, up and down, from multiple changes in rates, times of day, and time limits allowed, effective November 1, 2017.

The July 1, 2018 Transportation Fund Free Cash is \$133,246 (12% of operating revenue).

## TRANSPORTATION FUND

## 4480: PARKING MANAGEMENT

**GOAL STATEMENT:** To develop and manage transportation systems to serve the Town Center and adjacent residential areas.

### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

#### Accomplishments

- Replaced parking kiosks with new kiosks.
- Replaced pay-by-space with pay-by-plate system.
- Implemented mobile parking payments with Parkmobile application.
- Implemented ValleyBike bicycle sharing program with five Town stations.

#### Challenges

- Securing ValleyBike station sponsorships.

### LONG RANGE OBJECTIVES:

- To explore the need for, and feasibility of, a new parking facility.
- To implement recommendations from the parking consultant's parking management plan to maximize the efficiency and availability of existing parking supply.
- To develop internal policies and staffing structure to centralize management of the parking system.
- To expand the ValleyBike program to include more stations throughout Amherst.

### STATUS UPDATE OF FY 19 OBJECTIVES:

- To implement a BikeShare program in downtown area and other locations in cooperation with UMass, Northampton, South Hadley, Holyoke, and Springfield. **ANNUAL GOAL MET AND ONGOING**
- To measure impact of changes in rates, hours, and limits, comparing to baseline occupancy data from prior studies and to recommend to Town Manager and Select Board further incremental changes if indicated to create parking turnover and availability. **ONGOING**
- Review winter overnight parking regulations. **ONGOING**

### FY 20 OBJECTIVES:

- To implement Phase 2 of the ValleyBike program with additional stations.
- To update bylaws to address shared mobility devices (e.g. bike shares, scooter shares, etc.).
- To prioritize and develop an implementation plan to execute the parking consultant's parking management plan that maximizes the efficiency and availability of existing parking supply.

## TRANSPORTATION FUND

## 4480: PARKING MANAGEMENT

<b>SERVICE LEVELS:</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</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>
Street Meters Maintained	339	339	339	339	339
Handicapped Spaces	21	21	21	21	21
Lot Meters Maintained	12	12	12	12	12
Electric Charging Spaces Maintained			2	4	4
Stolen and Demolished Meters	2	3	0	0	4
Meter Repairs	65	207*	400**	245	238
Tickets Issued	22,808	26,425	23,285	20,100	19,410
Traffic Enforcement/Special Events	26	24	51***	50**	50**
Meter Enforcement (hrs)	4,478	4,380	4,037	4,866	5,509
Boot Uses/Releases	38	15	28	15	33
Parking Permits Issued	740	731	759	798	897
Collection Rate of Total Issues	79%	68%	66%	78%	79%
Hearings/Appeals	1,252	1,233	1,162	1,074	1,566
Annual Meter Revenue per Space					
N Pleasant St. Lot	\$572	\$634	\$634	\$627	\$481
Boltwood Garage					
Upper	\$1,158	\$1,155	\$1,112	\$1,213	\$1,074
Lower	\$447	\$505	\$424	\$416	\$268
Street Meters	\$532	\$563	\$591	\$642	\$746
Amity St. Lot	\$1,081	\$1,030	\$909	\$968	\$1,591
Main St. Lot	\$906	\$918	\$900	\$957	\$1,297
Spring St. Lot	\$582	\$594	\$604	\$681	\$585

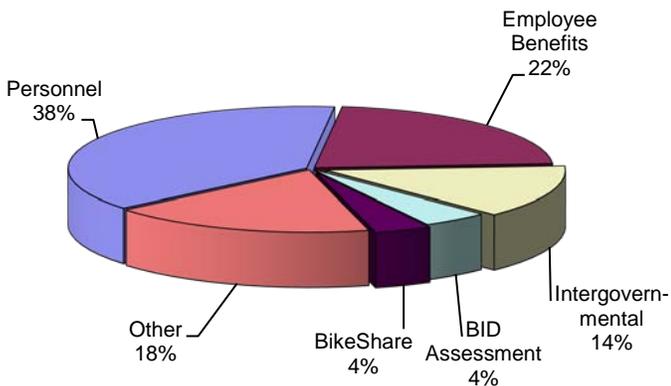
\*Includes 130 responses to the Pay By Space meters.  
\*\*Estimate.  
\*\*\*Now includes Farmers' Market assistance.

**TRANSPORTATION FUND**

**4480: PARKING MANAGEMENT**

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Personnel Services	\$ 222,621	224,815	233,553	254,242	258,277	4,035	1.6%
Operating Expenses	\$ 399,681	369,332	377,635	464,004	404,867	(59,137)	-12.7%
Capital Outlay	\$ 2,452	0	0	4,000	4,000	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 624,754</b>	<b>594,147</b>	<b>611,188</b>	<b>722,246</b>	<b>667,144</b>	<b>(55,102)</b>	<b>-7.6%</b>
<b>SOURCES OF FUNDS</b>							
User Fees	\$ 624,754	594,147	586,455	669,246	667,144	(2,102)	-0.3%
Surplus	\$ 0	0	24,733	53,000	0	(53,000)	-100.0%
<b>POSITIONS</b>							
Full Time	4.60	4.60	4.65	4.65	4.70	0.05	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	4.60	4.60	4.65	4.65	4.70	0.05	

**MAJOR COMPONENTS:**



Personnel Services includes funds for two full time Enforcement Officers, two part-time Enforcement Officers, a parking Clerk, the Economic Development Director (10%/90% shared with the General Fund), and one and a half Maintenance Workers. The Procurement Officer is shared with the General Fund, Sewer Fund, and Water Fund.

Employee Benefits are \$147,409 for health insurance, retirement, and other employee benefits, including a payment of \$26,902 into the OPEB Trust Fund.

Intergovernmental of \$91,831 includes funds for the PVTA subsidies and taxes to the General Fund for parking facilities.

The Business Improvement District (BID) Assessment is \$30,000.

ValleyBike operating costs are \$26,000 which may be covered by sponsorships.

Other includes supplies, utilities, technical services, and subsidies.

<b>SIGNIFICANT BUDGET CHANGES:</b>
Personnel Services changes are for step increases and COLA's.
Operating expense decrease is mainly due to the reduction of \$53,000 for extended bus service. Town Meeting voted the increase for FY 19; this was not carried over into FY 20.
The Federal Congestion Mitigation and Air Quality (CMAQ) grant and Bewegen, Inc. provide ValleyBike capital costs for Amherst with Northampton, Holyoke, and Springfield. Cooley Dickenson Hospital is sponsoring the Town Hall station. The stations located on the UMass campus are the responsibility of UMass.
Ridership trend data for all bus routes are included in Appendix F.

## TRANSPORTATION FUND

## GENERAL FUND SERVICES

**GOAL STATEMENT:** To compensate the General Fund for services provided by various departments.

**LONG RANGE OBJECTIVES:**

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To evaluate charges for services from General Fund departments. **ANNUAL GOAL MET**

**FY 20 OBJECTIVES:**

- To evaluate charges for services from General Fund departments.

**SERVICE LEVELS:**

	<u>FY 14</u> <u>Actual</u>	<u>FY 15</u> <u>Actual</u>	<u>FY 16</u> <u>Actual</u>	<u>FY 17</u> <u>Actual</u>	<u>FY 18</u> <u>Actual</u>
Departments Reimbursed	6	6	6	6	6
Percentage of Total Fund Expenses Paid to the General Fund	10	26	26	30	28

## TRANSPORTATION FUND

## GENERAL FUND SERVICES

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
General Fund Loan Repayment	0	0	0	0	0	0	0.0%
General Fund Services	\$ 258,968	292,248	313,415	312,122	297,973	(14,149)	-4.5%
<b>TOTAL APPROPRIATION</b>	<b>\$ 258,968</b>	<b>292,248</b>	<b>313,415</b>	<b>312,122</b>	<b>297,973</b>	<b>(14,149)</b>	<b>-4.5%</b>
<b>SOURCES OF FUNDS</b>							
User Fees	258,968	292,248	313,415	312,122	297,973	(14,149)	-4.5%

**MAJOR COMPONENTS:**

The General Fund provides services which are used by the Transportation Fund. Transfers are made from the Transportation Fund to the General Fund to compensate for the cost of these services. Charges for FY 20 are as follows:

Town Council	2% of budget	\$ 1,590
Town Manager	1% of budget	6,385
Finance Department	1% of budget	18,519
Human Resources	2% of budget	5,896
Construction and Maintenance	5% of budget	61,899
Information Systems	3% of budget	19,176
Police Department	0.1% of budget	6,548
Cherry Sheet Charges:		
PVTA Assessment		132,960
RMV Ticket Marking Assessment		<u>45,000</u>
<b>TOTAL</b>		<b><u>\$297,973</u></b>

**SIGNIFICANT BUDGET CHANGES:**

Decreases in FY 20 are the net result of a decrease in PVTA assessment to the Town (-\$23,002) and an increase in the General Fund reimbursement (+\$8,853).

## TRANSPORTATION FUND

## DEBT SERVICE

**GOAL STATEMENT:**

To provide funds to satisfy debt obligations.

**LONG RANGE OBJECTIVES:****STATUS UPDATE OF FY 19 OBJECTIVES:**

- To make payments on debt incurred to build the parking garage on the Boltwood site. **ANNUAL GOAL MET**
- To make payments on debt incurred to rebuild the Amity Street Lot, crosswalk and accessibility ramp. **ANNUAL GOAL MET**

**FY 20 OBJECTIVES:**

- To make payments on debt incurred to build the parking garage on the Boltwood site.
- To make payments on debt incurred to rebuild the Amity Street Lot, crosswalk and accessibility ramp.

**SERVICE LEVELS:**

	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</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>
Issues Outstanding	1	1	2	2	2

## TRANSPORTATION FUND

## DEBT SERVICE

		FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Principal	\$	50,000	90,000	85,000	85,000	85,000	0	0.0%
Interest	\$	6,313	6,585	5,658	4,875	11,500	6,625	135.9%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>56,313</b>	<b>96,585</b>	<b>90,658</b>	<b>89,875</b>	<b>96,500</b>	<b>6,625</b>	<b>7.4%</b>
<b>SOURCE OF FUNDS</b>								
User Fees	\$	56,313	96,585	90,658	89,875	96,500	6,625	7.4%

<b>MAJOR COMPONENTS:</b>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
Boltwood Garage	\$45,000	\$900	\$45,900
Amity Lot	40,000	1,600	41,600
Main Street Lot	0	9,000	9,000
	<u>\$85,000</u>	<u>\$11,500</u>	<u>\$96,500</u>

**SIGNIFICANT BUDGET CHANGES:**

None.

## TRANSPORTATION FUND

## CAPITAL PROGRAM

**GOAL STATEMENT:** To maintain facilities and equipment to ensure the delivery of efficient parking and transportation services.

**RECENT ACCOMPLISHMENTS AND CURRENT CHALLENGES:**

Maintaining available parking during construction of North Common/Main Street Lot.

**LONG RANGE OBJECTIVES:**

- To build the fund balance in support of future capital expenditures.

**STATUS UPDATE OF FY 19 OBJECTIVES:**

- To complete planning and engineering of Main Street Lot reconstruction. **ONGOING**
- To rebuild the Main Street Lot in conjunction with the reconstruction of the North Common. **ONGOING**

**FY 20 OBJECTIVES:**

- To complete planning and engineering of Main Street Lot reconstruction.
- To rebuild the Main Street Lot in conjunction with the reconstruction of the North Common.

**SERVICE LEVELS:**

	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</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>
Number of Projects:					
Departmental Equipment	1	1	1	1	1
Existing Facilities	2	2	2	0	0
New Facilities	0	0	0	0	0

## TRANSPORTATION FUND

## CAPITAL PROGRAM

	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Budget	FY 20 Proposed	Change FY 19 - 20	Percent Change
Departmental Equipment	\$ 0	0	115,000	0	0	0	0.0%
Existing Facilities	\$ 55,000	0	0	60,000	10,000	(50,000)	-83.3%
New Facilities	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 55,000</b>	<b>0</b>	<b>115,000</b>	<b>60,000</b>	<b>10,000</b>	<b>(50,000)</b>	<b>-83.3%</b>
<b>SOURCE OF FUNDS</b>							
User Fees	\$ 55,000	0	0	60,000	10,000	(50,000)	-83.3%
Borrowing	\$ 0	0	0	0	0	0	0.0%
Authorizations							
Surplus Funds	\$ 0	0	115,000	0	0	0	0.0%

**MAJOR COMPONENTS:**

\$10,000 for painting the stairway and elevator structures in the Boltwood Garage.

## **APPENDICES**

**Appendix A****GRANT FUNDED PROGRAMS AND POSITIONS**

NAME OF GRANT	PURPOSE	STATE OR FEDERAL	AMOUNT REQUESTED	AWARD AMOUNT
<b>COMMUNITY SERVICES:</b>				
CDBG-Community Development Block Grant Program	FFY17 CDBG- East Hadley Rd improvements, planning for supportive housing project, housing authority modernization and support for a food pantry, homelessness services, youth mentoring & family stabilization	Federal	\$ 825,000	\$ 825,000
CDBG-Community Development Block Grant Program	FFY18 CDBG- East Hadley Rd infrastructure improvements, planning for ADA transitiin plan, and to provide support for a food pantry, homelessness services, adult literacy, immigrant services and family stabilization services	Federal	\$ 825,000	\$ 825,000
<b>CONSERVATION:</b>				
LAND (Local Acquisitions for Natural Diversity) Grant	For the acquisition of 30+/- acres of land known as the Epstein Property	State	\$ 194,285	\$ 194,285
MVP (Municipal Vulnerability Preparedness) Grant	To conduct municipal vulnerability preparedness planning	State	\$ 29,000	\$ 29,000
Amherst Groff Park Land Water Conservation Fund Grant	Groff Park Improvements	Stae	\$ 300,000	\$ 300,000
<b>COUNCIL ON AGING:</b>				
FY19 Formula Grant	The development and implementation of local programs for the elderly	State	\$ 48,180	\$ 48,180
Highland Valley Elder Services Title III Grant-Nutrition Grant	To provide nutrition to every senior who wishes to participate	Federal	\$1.00 per meal	Up to \$17,500
Highland Valley Elder Services Title III Grant-Aging across the Spectrum Program Grant	To reduce isolation, stress via ongoing caregivers, widow to widowers & LGBT support/social groups and provide easier access to support groups, speakers, loaning library, etc. to elders	Federal	\$ 7,000	\$ 7,000
<b>DISPATCH:</b>				
FY19 State 911 Dept Support and Incentive Grant	Personnel costs	State	\$ 108,749	\$ 108,749
FY19 STATE 911 Dept Training Grant	Reimbursement of training-related costs associated with the 9-1-1 system	State	\$ 12,300	\$ 12,300
<b>FIRE:</b>				
FY19 Student Awareness of Fire Education (SAFE) Grant	The Student Awareness of Fire Education program is to teach fire safety education in local schools and to senior citizens	State	\$ 18,162	\$ 18,162
Ambulance Task Force Mobilization & Mass Casualty Incident Planning	Cooperative agreement between MDPH-EOHHS-HRSA to provide EMS in reponse to mass casualty incidents. The grant includes the placement of a MCI trailer at the North station and the funds are to help support this also.	State	\$ 2,000	\$ 2,000
Department of Fire Services Hazmat Dispatch Grant	DFS will provide a yearly stipend of up to \$10,000 to provide dispatch services for hazmat events in our region	State		\$ 10,000
MDU Grant	To ensure the Mass Decontamination Units assigned to AFD will be maintained in a state of readiness in the event of an emergency	State	\$ 2,000	\$ 2,000
<b>LIBRARY:</b>				
LSTA (Library Services & Technology Act) Grant	Jones Library centennial, creating community project	Federal	\$ 15,000	\$ 15,000
<b>PLANNING:</b>				
Community Compact Grant	To assist with the development of an economic development plan	State	\$ 25,000	\$ 25,000
Amherst Center Cultural District	For promotional brochures, networking events and hiring temporary staff to support the cultural district	State	\$ 5,000	\$ 5,000
<b>POLICE:</b>				
Community-Defined Solutions to Violence Against Women Program	Town of Amherst, Umass and Hadley collaborative response to combat domestic violence, sexual violence and stalking against women by strengthening response plans	Federal	\$ 400,207	\$ 400,207
FFY2019 Traffic Enforcement & Equipment Program Grant	Highway Safety Traffic Enforcement grant program- participate in approx. 5 traffic mobilizations	State	\$ 12,000	\$ 12,000
FY19 Crisis Intervention Team Expansion- Jail Diversion Program	To continue the Crisis Intervention Team (CIT) and to fund the additional staffing needed to attend training	State	\$ 17,484	\$ 17,484
<b>PUBLIC WORKS:</b>				
Sustainable Materials Recovery Program Grant	To hire a Waste Reduction Enforcement Officer	State	\$ 55,000	\$ 55,000
Recycling Dividends Program	For recycling, composting, improving air quality and reuse and source reduction activities	State	\$ 7,700	\$ 7,700

**Appendix A****GRANT FUNDED PROGRAMS AND POSITIONS**

Amount of Matching Funds	AGENCY	DURATION	Name of POSITION	FTE
\$ 0	Department of Housing & Community Development	July 1, 2017 - June 30, 2020	Administrative Assistant Planner	Senior 1.0 0.5
\$ 0	Department of Housing & Community Development	July 1, 2018 - June 30, 2021	Administrative Assistant Planner	Senior 1.0 0.5
\$ 83,265	Executive Office of Energy & Environmental Affairs	July 1, 2018 - June 30, 2019	N/A	N/A
\$ 0	Executive Office of Energy & Environmental Affairs	June 30, 2018 - June 30, 2019	N/A	N/A
\$ 0	Executive Office of Energy & Environmental Affairs	July 1, 2018 - June 30, 2019	N/A	N/A
\$ 0	Executive Office of Elder Affairs	July 1, 2018 - June 30, 2019	Social Worker	0.74
\$ 0	Highland Valley Elder Services, Inc	October 1, 2018 - September 30, 2019	N/A	N/A
\$ 0	Highland Valley Elder Services, Inc	October 1, 2018 - September 30, 2019	N/A	N/A
amended	EOPPS- State 911 Dept	July 5, 2018 - June 30, 2019	Dispatcher	1.00
\$ 0	Executive Office of Public Safety/ State 911 Department	July 5, 2018 - June 30, 2019	N/A	N/A
\$ 0	Executive Office of Public Safety	Funds must be expended w/in 12 months of receipt	N/A	N/A
\$ 0	Massachusetts Department of Public Health	Ongoing	N/A	N/A
\$ 0	Department of Fire Services	Yearly stipend	N/A	N/A
\$ 0	Department of Public Health	Ongoing	N/A	N/A
\$ 0	Massachusetts Board of Library Commissioners	October 1, 2018 - September 30, 2020	N/A	N/A
\$ 0	Executive Office for Administration and Finance	June 28, 2017 - June 30, 2019	N/A	N/A
\$ 0	Massachusetts Cultural Council	January 18, 2019 - June 30, 2019	N/A	N/A
\$ 0	US Dept of Justice-Office on Violence Against Women	October 1, 2017 - September 30, 2020	Police Dectective	1.00
In Kind	Executive Office of Public Safety & Security	By mobilization - September 30, 2019	N/A	N/A
In Kind	Executive Office of Health and Human Services (EOHHS)- Department of Mental Health (DMH)	July 1, 2018 - June 30, 2019	NA	NA
\$ 0	Department of Environmental Protection	June 6, 2017 - November 1, 2019	Waste Reduction Enforcement Coordinator	1.00
\$ 0	Department of Environmental Protection	August 21, 2018- June 30, 2019	N/A	N/A

**APPENDIX B**

**MAINTENANCE COSTS BY MUNICIPAL FACILITY**

	Town Hall		Bangs Community Center		Police Facility		Munson Memorial Library		North Amherst School		Amherst Child Care Facility		East Street School	
	23,000		30,703		24,465		7,520		8,945		5,500		8,550	
	75		75		168		50		60		50			
	1069		3580		226		730							
	FY 18 Actual	FY 20 Manager	FY 18 Actual	FY 20 Manager	FY 18 Actual	FY 20 Manager	FY 18 Actual	FY 20 Manager	FY 18 Actual	FY 20 Manager	FY 18 Actual	FY 20 Manager	FY 18 Actual	FY 20 Manager
<b>Square Feet</b>														
<b>Hours of Operation (weekly)</b>														
<b>Meetings Scheduled (FY 18)</b>														
<b>Personnel Services</b>	77,346	71,932	154,052	167,130	70,530	73,585	36,084	26,016	10,511	9,962	133	0	10,467	8,462
<b>Operating Expenses</b>														
<b>Fuel</b>	11,849	15,000	11,934	17,000	19,543	30,000	4,654	5,000	4,528	6,250	0	0	3,783	8,800
<b>Electricity</b>	39,613	47,100	30,575	36,000	97,447	85,200	5,199	6,000	4,139	3,950	0	0	769	2,500
<b>Refuse Collection</b>	1,206	1,850	1,245	1,500	1,200	1,300	482	450	554	250	0	0	0	500
<b>Water/Sewer</b>	722	725	1,131	2,550	1,989	2,625	300	650	490	250	0	0	130	500
<b>Building Maintenance &amp; Contracts</b>	33,304	20,200	10,331	11,500	21,729	18,100	7,765	9,250	5,226	4,050	2,170	3,300	1,928	4,500
<b>Grounds Maintenance</b>	792	250	1,144	600	590	500	528	100	0	0	0	0	0	250
<b>Equipment Maintenance</b>	706	1,950	589	2,000	480	3,830	273	525	3,034	950	0	1,000	0	500
<b>Supplies</b>	2,570	4,600	5,687	6,775	5,502	4,700	532	1,200	40	1,000	0	0	0	1,500
<b>All Other</b>	698	1,500	2,648	1,900	0	500	0	150	0	0	0	900	0	1,150
<b>Capital</b>	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	168,805	165,107	219,335	246,955	219,009	220,340	55,817	49,341	28,522	26,662	2,303	5,200	17,077	28,662

## APPENDIX C

## FEE-BASED RECREATION PROGRAMS

Massachusetts General Laws allow fees to be charged and retained separately for certain recreational and adult educational and recreational programs. Revenues generated from these programs may be expended without further appropriation for expenses incurred in operating such programs.

## REVENUE SUMMARY

	FY 14	FY15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>RECREATION REVOLVING FUND</b>	Actual	Actual	Actual	Actual	Actual	Budget	Estimate
<u>Purchase of Services</u>							
Printing/Advertising	\$10,312	\$9,289	\$12,354	\$9,602	\$8,984	\$11,000	\$9,000
Misc.					\$14,764		\$13,000
Food & Bev Supplies							
<b>Subtotal Purchase of Services</b>	<b>\$10,312</b>	<b>\$9,289</b>	<b>\$12,354</b>	<b>\$9,602</b>	<b>\$23,748</b>	<b>\$11,000</b>	<b>\$22,000</b>
<u>Youth Programs</u>							
Instructional Classes	\$82,122	\$93,433	\$93,943	\$76,218	\$65,679	\$59,423	\$66,000
Day Camps	\$111,751	\$96,097	\$119,648	\$154,488	\$147,405	\$145,183	\$175,000
Sports Camps	\$75,071	\$63,340	\$73,096	\$87,430	\$87,649	\$101,275	\$109,899
NUTC	\$195,094	\$213,427	\$258,574	\$248,967	\$230,055	\$252,597	\$227,000
Youth Sports Leagues	\$109,759	\$109,828	\$108,193	\$88,949	\$103,051	\$108,510	\$106,800
Downhill Skiing	\$20,694	\$13,428	\$16,868	\$14,933	\$16,790	\$17,500	\$17,000
Vacation Camps	\$11,961	\$23,001	\$28,658	\$20,682	\$21,593	\$22,370	\$21,000
<b>Subtotal Youth Programs</b>	<b>\$606,452</b>	<b>\$612,554</b>	<b>\$698,979</b>	<b>\$691,667</b>	<b>\$672,222</b>	<b>\$706,858</b>	<b>\$722,699</b>
<u>Adult Programs</u>							
Sports Leagues	\$23,945	\$23,692	\$25,664	\$21,942	\$17,394	\$22,800	\$24,450
Open Gyms	\$8,276	\$5,702	\$6,022	\$2,498	\$3,495	\$5,960	\$4,175
Boltwood Project	\$1,345	\$940	\$915	\$510	\$635	\$450	\$500
<b>Subtotal Adult Programs</b>	<b>\$33,566</b>	<b>\$30,334</b>	<b>\$32,601</b>	<b>\$24,950</b>	<b>\$21,524</b>	<b>\$29,210</b>	<b>\$29,125</b>
<u>Family Programs</u>							
Special Events	\$26,782	\$25,874	\$27,844	\$34,097	\$34,169	\$39,200	\$41,000
Community Theater	\$76,997	\$58,131	\$90,307	\$80,722	\$92,152	\$92,267	\$95,000
Field/Facility Activities	\$14,741	\$11,970	\$15,300	\$10,897	\$15,735	\$16,624	\$18,500
Miscellaneous Programs	\$7,804	\$4,355	\$0	\$2,655	\$1,897	\$0	\$4,000
Indoor Pool	\$16,051	\$12,985	\$16,394	\$11,563	\$34,144	\$49,240	\$40,850
<b>Subtotal Family Programs</b>	<b>\$142,375</b>	<b>\$113,315</b>	<b>\$149,845</b>	<b>\$139,934</b>	<b>\$178,097</b>	<b>\$197,331</b>	<b>\$199,350</b>
<b>TOTAL</b>	<b>\$792,705</b>	<b>\$765,492</b>	<b>\$893,779</b>	<b>\$866,153</b>	<b>\$895,591</b>	<b>\$944,399</b>	<b>\$973,174</b>
<u>ADULT ED. REVOLVING FUND</u>							
Performing Arts	\$10,552	\$11,656	\$11,849	\$8,997	\$1,969	\$8,395	\$1,320
Visual Arts	\$7,271	\$5,658	\$2,354	\$0	\$0	\$2,862	\$2,970
Health Programs	\$20,390	\$15,784	\$19,881	\$18,465	\$13,512	\$15,696	\$13,000
Hobbies Programs	\$6,019	\$5,897	\$7,087	\$3,831	\$452	\$3,156	\$500
Personal Development	\$7,537	\$7,351	\$4,523	\$3,576	\$3,177	\$1,930	\$1,000
Sports Programs	\$1,384	\$570	\$780	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$53,153</b>	<b>\$46,916</b>	<b>\$46,474</b>	<b>\$34,869</b>	<b>\$19,110</b>	<b>\$32,039</b>	<b>\$18,790</b>
	<b>\$845,858</b>	<b>\$812,408</b>	<b>\$940,253</b>	<b>\$901,022</b>	<b>\$914,701</b>	<b>\$976,438</b>	<b>\$991,964</b>

**APPENDIX C****FEE-BASED RECREATION PROGRAMS****EXPENDITURE SUMMARY**

	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
<b>RECREATION REVOLVING FUND</b>	Actual	Actual	Actual	Actual	Actual	Budget	Estimate
<u>Purchase of Services</u>							
Extra Help	\$19,955	\$16,420	\$8,244	\$16,177	\$10,123	\$22,930	\$22,000
Printing/Advertising	\$11,060	\$11,317	\$11,467	\$11,636	\$11,701	\$13,155	\$15,700
Postage	\$7,720	\$10,220	\$10,004	\$10,225	\$3,750	\$10,000	\$7,800
Credit Card Services	\$12,368	\$14,037	\$14,286	\$13,769	\$15,823	\$15,000	\$9,834
Food & Bev Supplies	\$0	\$0	\$0	\$5,072	\$14,700	\$0	\$8,000
<b>Subtotal Purch. of Svcs.</b>	<b>\$51,103</b>	<b>\$51,994</b>	<b>\$44,000</b>	<b>\$56,879</b>	<b>\$56,096</b>	<b>\$61,085</b>	<b>\$63,334</b>
<u>Youth Programs</u>							
Instructional Classes	\$44,071	\$43,667	\$57,114	\$46,858	\$38,031	\$31,798	\$38,500
Day Camps	\$84,070	\$69,799	\$65,328	\$66,308	\$86,125	\$84,621	\$101,170
Sports Camps	\$42,747	\$32,717	\$36,562	\$44,202	\$42,986	\$59,611	\$62,510
NUTC	\$171,873	\$192,731	\$226,777	\$225,287	\$202,387	\$242,960	\$200,000
Youth Sports Leagues	\$59,714	\$53,639	\$42,355	\$42,875	\$49,711	\$57,288	\$65,470
Downhill Skiing	\$16,031	\$8,283	\$14,304	\$11,500	\$11,589	\$14,500	\$12,896
Vacation Camps	\$3,469	\$9,542	\$10,281	\$9,955	\$4,489	\$7,696	\$6,900
<b>Subtotal Youth Programs</b>	<b>\$421,975</b>	<b>\$410,378</b>	<b>\$452,721</b>	<b>\$446,985</b>	<b>\$435,318</b>	<b>\$498,474</b>	<b>\$487,446</b>
<u>Adult Programs</u>							
Sports Leagues	\$3,800	\$3,980	\$5,585	\$14,318	\$2,567	\$6,035	\$7,400
Open Gyms	\$2,122	\$1,555	\$2,090	\$1,194	\$28	\$2,941	\$900
Boltwood Project	\$221	\$83	\$0	\$0	\$292	\$100	\$300
<b>Subtotal Adult Programs</b>	<b>\$6,143</b>	<b>\$5,618</b>	<b>\$7,675</b>	<b>\$15,512</b>	<b>\$2,887</b>	<b>\$9,076</b>	<b>\$8,600</b>
<u>Family Programs</u>							
Special Events	\$20,614	\$19,728	\$25,972	\$27,485	\$31,653	\$30,193	\$28,899
Community Theater	\$59,507	\$40,382	\$70,593	\$62,860	\$71,683	\$71,389	\$73,704
Field/Facility Activities	\$12,341	\$14,765	\$18,994	\$24,492	\$11,741	\$25,650	\$31,000
Miscellaneous Programs	\$2,213	\$2,223	\$30	\$7,374	\$1,948	\$0	\$2,000
Indoor Pool	\$10,377	\$11,675	\$14,775	\$8,733	\$56,116	\$48,940	\$55,025
<b>Subtotal Family Programs</b>	<b>\$105,052</b>	<b>\$88,773</b>	<b>\$130,364</b>	<b>\$130,944</b>	<b>\$173,141</b>	<b>\$176,172</b>	<b>\$190,628</b>
Administrative Reimb.	\$210,593	\$204,036	\$250,979	\$225,734	\$221,355	\$199,592	\$223,166
Operating Expenses	\$51,103	\$51,994	\$44,000	\$56,879	\$56,096	\$61,085	\$63,334
<b>TOTAL</b>	<b>\$794,866</b>	<b>\$760,799</b>	<b>\$885,739</b>	<b>\$876,054</b>	<b>\$888,797</b>	<b>\$944,399</b>	<b>\$973,174</b>
<b>ADULT ED. REVOLVING FUND</b>							
Performing Arts	\$5,450	\$5,713	\$6,454	\$3,710	\$1,122	\$4,002	\$858
Visual Arts	\$2,999	\$2,346	\$1,064	\$0	\$3,856	\$1,825	\$1,798
Health Programs	\$11,672	\$9,020	\$11,235	\$9,831	\$8,065	\$8,425	\$8,250
Hobbies Programs	\$2,909	\$2,421	\$2,102	\$1,847	\$369	\$1,860	\$250
Personal Development	\$3,044	\$2,987	\$1,991	\$1,600	\$0	\$927	\$800
Sports Programs	\$202	\$182	\$319	\$0	\$0	\$0	\$0
Misc. Programs	\$6,000	\$9,160	\$8,951	\$10,946	\$96	\$0	\$0
Admin. Reimbursements	\$20,877	\$15,088	\$14,395	\$6,935	\$5,602	\$15,000	\$6,834
<b>TOTAL</b>	<b>\$53,153</b>	<b>\$46,917</b>	<b>\$46,509</b>	<b>\$34,869</b>	<b>\$19,110</b>	<b>\$32,039</b>	<b>\$18,790</b>
Total Rec Rev & Ad ED	\$848,019	\$807,716	\$932,248	\$910,923	\$907,907	\$976,438	\$991,964

**APPENDIX C****FEE-BASED RECREATION PROGRAMS**

The Leisure Services and Supplemental Education Department manages the statutory revolving funds, and through fee-based programming, attempts to provide as many diverse programs as possible. Programs for youth include instructional classes in art, dance, crafts, sports, and community theater; ultimate camps; football; summer day camps; sports camps; basketball leagues; downhill ski program; swimming lessons and recreational swimming; tennis lessons; after-school programs; family bus trips; special events; and other activities. Programs for adults include instructional classes in personal development, ultimate, health and fitness, crafts, dance, art, and music; softball leagues; and open gyms. Approximately 250 programs are offered annually and nearly 800 volunteers are utilized to assist with the preparation and implementation of these activities.

**REGISTRATION SUMMARY**

<b>RECREATION REVOLVING FUNDS</b>	FY 14 Actual	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY18 Actual	FY 19 Budget	FY 20 Estimate
<b>Youth Programs</b>							
Instructional Classes	429	431	388	306	262	210	265
Day Camps	618	582	690	844	756	810	742
Sports Camps	402	331	401	420	454	550	625
NUTC	243	269	330	295	268	300	265
Youth Sports Leagues	990	1,029	998	831	857	995	1,010
Downhill Skiing	63	32	40	42	47	40	45
Vacation Camps	62	73	151	125	111	130	100
Subtotal Youth Programs	2,807	2,747	2,998	2,863	2,755	3,035	3,052
<b>Adult Programs</b>							
Sports Leagues	528	533	509	393	423	440	565
Open Gyms	1,370	1,371	1,348	500	1,275	1,360	1,210
Subtotal Adult Programs	1,898	1,904	1,857	893	1,698	1,800	1,775
<b>Family Programs</b>							
Special Events	20,343	20,300	20,350	20,250	22,168	20,350	20,350
Community Theater	3,879	3,554	5,147	4,032	4,448	5,058	4,885
Indoor Pool	167	166	223	183	265	200	540
Boltwood Project	29	19	18	10	12	10	10
Miscellaneous Programs	348	158	123	79	183	129	940
Subtotal Family Programs	24,766	24,197	25,861	24,554	27,076	25,747	26,725
TOTAL	29,471	28,848	30,716	28,310	31,529	30,582	31,552
<b>ADULT ED. REVOLVING FUND</b>							
Performing Arts	110	116	100	62	19	55	12
Visual Arts	59	37	9	-	13	18	15
Health Programs	118	102	143	101	81	92	85
Hobbies Programs	75	73	86	35	2	20	10
Personal Development	58	5	14	40	2	15	15
Sports Programs	6	52	7	-	-	-	-
Total Adult Ed. Registrations	426	385	359	238	117	200	137
Total Adult Ed/Rec Rev Regis	29,897	29,233	31,075	28,548	31,646	30,782	31,689

## APPENDIX C

## FEE-BASED RECREATION PROGRAMS

## LSSE TAX SUPPORT

Department	FY 14 Actual	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Proposed	FY 20 Proposed	Change
Expenditures								
6630 LEISURE SERVICES & SUPPLEMENTAL EDU	513,765	529,832	666,915	586,768	625,692	602,085	595,293	(6,792)
2002 RECREATION REVOLVING FUND	794,866	760,799	885,739	876,054	888,797	944,399	973,174	28,775
2001 ADULT ED./CONTINUING ED. REVOLVING	53,153	46,917	46,509	34,869	19,110	32,039	18,790	(13,249)
2000 AFTER SCHOOL	338,990	180,640	184,232	201,528	174,033	142,233	173,637	31,404
<b>TOTAL RECREATION BUDGET</b>	<b>1,700,774</b>	<b>1,518,188</b>	<b>1,783,395</b>	<b>1,699,218</b>	<b>1,707,633</b>	<b>1,720,756</b>	<b>1,760,894</b>	<b>40,138</b>
Revenues								
6630 LEISURE SERVICES & SUPPLEMENTAL EDU	242,746	231,079	275,366	239,723	269,458	238,592	254,000	15,408
2002 RECREATION REVOLVING FUND	792,705	765,492	893,779	873,336	895,591	944,399	973,174	28,775
2001 ADULT ED./CONTINUING ED. REVOLVING	53,153	46,916	46,474	34,869	19,110	32,039	18,790	(13,249)
2000 AFTER SCHOOL	357,408	167,531	184,506	201,879	173,570	142,233	173,637	31,404
<b>TOTAL RECREATION RESOURCES excluding Taxation</b>	<b>1,446,012</b>	<b>1,211,018</b>	<b>1,400,125</b>	<b>1,349,807</b>	<b>1,357,729</b>	<b>1,357,263</b>	<b>1,419,601</b>	<b>62,338</b>
Tax Support - Operating Budget	254,762	307,169	383,269	349,411	349,904	363,493	341,293	(22,200)
% of Total Recreation Operating Budget from Tax Support	15%	20%	21%	21%	20%	21%	19%	(0)
Employee Benefits	184,977	197,213	182,724	200,780	206,500	211,884	197,655	(14,229)
Tax Support - Operating Budget plus Employee Benefits	439,739	504,382	565,993	550,191	556,404	575,377	538,948	(36,429)
% of Total Recreation Budget from Tax Support	23%	29%	29%	29%	29%	30%	28%	
PROGRAM SUBSIDIES	110,889	110,889	205,061	207,156	195,367	207,376	207,376	
SPECIAL ACTIVITIES								
<b>TOTAL</b>	<b>110,889</b>	<b>110,889</b>	<b>205,061</b>	<b>207,156</b>	<b>195,367</b>	<b>207,376</b>	<b>207,376</b>	
% of Tax Support for Subsidies and Special Activities	44%	36%	54%	59%	56%	57%	61%	
% of Total Recreation Budget for Subsidies and Special Activities	7%	7%	11%	12%	11%	12%	12%	
Operating Tax Support less Subsidies and Special Activities	143,873	196,280	178,208	142,255	154,537	156,117	133,917	
% of Total Recreation Budget from Tax Support	8%	13%	10%	8%	9%	9%	8%	
<b>CAPITAL EXPENDITURES</b>	<b>32,451</b>	<b>15,000</b>		<b>15,000</b>	<b>5,000</b>	<b>140,000</b>	<b>557,500</b>	
Operating Tax Support less Subsidies with Capital	176,324	211,280	178,208	157,255	159,537	296,117	691,417	
% of Total Recreation Budget and Capital from Tax Support	10%	14%	10%	9%	9%	16%	30%	
Tax Support including Subsidies and Capital	287,213	322,169	383,269	364,411	354,904	503,493	898,793	
% of Total Recreation Budget and Capital from Tax Support	17%	21%	21%	21%	21%	27%	39%	

**APPENDIX D****CURRENT DEBT OBLIGATIONS**

Issue	Interest Rate	Amount Issued	Interest	Total Issue Cost	Outstanding Balance 6/30/2019		Budgeted FY 20		Outstanding Balance 6/30/2020	
					Principal	Interest	Principal	Interest	Principal	Interest
<b>General Fund Debt</b>										
Town Hall Exterior (General Fund)	2.13%	280,000	44,079	324,079	28,000	560	28,000	560	0	0
Town Hall Exterior (CPA)	2.13%	225,000	35,421	260,421	22,500	449	22,500	450	0	0
Bangs Community Center Roof/HVAC	2.19%	420,000	71,369	491,369	49,500	990	49,500	990	0	0
Road Improvements, FY 2012	2.21%	4,500,000	685,188	5,185,188	900,000	32,063	450,000	23,625	450,000	8,438
Hawthorne Land Acquisition (CPA)	2.21%	500,000	76,132	576,132	100,000	15,562	50,000	2,625	50,000	12,937
South Amherst School Roof Repair and Renovation	2.10%	177,000	24,390	201,390	45,000	1,950	15,000	1,050	30,000	900
Housing Authority Co-Project (CPA)	2.10%	350,000	50,050	400,050	105,000	4,550	35,000	2,450	70,000	2,100
Central Fire Station Renovations	1.26%	184,000	25,719	209,719	73,600	3,772	18,400	1,748	55,200	2,024
Roads, 2013	1.26%	1,000,000	139,775	1,139,775	400,000	20,500	100,000	9,500	300,000	11,000
AFD Pumper Truck	2.61%	400,000	82,800	482,800	200,000	15,600	40,000	4,800	160,000	10,800
East ST School Renovations	1.43%	700,000	119,560	819,560	420,000	37,800	70,000	12,600	350,000	25,200
S East St Land Acquisition (CPA)	2.61%	60,000	12,420	72,420	30,000	2,340	6,000	720	24,000	1,620
Ann Whalen Unit Preservation (Housing) (CPA)	2.61%	110,000	22,770	132,770	55,000	4,290	11,000	1,320	44,000	2,970
Rolling Green Unit Preservation (Housing) (CPA)	1.43%	1,250,000	212,046	1,462,046	730,000	64,200	130,000	22,400	600,000	41,800
24 Montague Rd Land Acquisition	BAN	675,000	81,000	756,000	405,000	32,400	135,000	16,200	270,000	16,200
Fort River School Study	BAN	250,000	10,000	260,000	200,000	7,000	100,000	4,000	100,000	3,000
Wildwood School Boilers	BAN	500,000	30,000	530,000	400,000	20,000	100,000	8,000	300,000	12,000
Kieras Land Acquisition (CPA)	BAN	125,000	7,500	132,500	100,000	5,000	25,000	2,000	75,000	3,000
Groff Park Modernization	BAN	500,000	30,000	530,000			100,000	10,000	400,000	20,000
<b>Total General Fund Debt</b>		<b>18,933,400</b>	<b>3,538,775</b>	<b>23,992,175</b>	<b>4,263,600</b>	<b>269,026</b>	<b>1,485,400</b>	<b>125,038</b>	<b>3,278,200</b>	<b>173,989</b>

**APPENDIX D****CURRENT DEBT OBLIGATIONS**

Issue	Interest Rate	Amount Issued	Interest	Total Issue Cost	Outstanding Balance 6/30/2019		Budgeted FY 20		Outstanding Balance 6/30/2020	
					Principal	Interest	Principal	Interest	Principal	Interest
<b><u>Regional School Debt</u></b>										
Regional Cap'l Projects, 2013-2015		1,628,786	264,319	1,893,106	1,099,412	84,282	157,608	25,332	941,804	58,950
Capital projects of 16 - 18					900,000	110,032	100,000	19,102	800,000	90,930
<b>Total Regional School Debt</b>		<b>17,773,678</b>	<b>9,234,663</b>	<b>27,008,341</b>	<b>1,999,412</b>	<b>194,314</b>	<b>257,608</b>	<b>44,434</b>	<b>1,741,804</b>	<b>149,880</b>
<b><u>Water Fund Debt</u></b>										
Centennial WTP	2.16%	4,000,000	1,027,700	5,027,700	2,600,000	439,750	200,000	60,850	2,400,000	378,900
Pine St Extensions	2.61%	1,000,000	358,125	1,358,125	750,000	205,125	50,000	23,250	700,000	181,875
Radio Read Meters	BAN	800,000	176,000	976,000	720,000	144,000	80,000	28,800	640,000	115,200
<b>Total Water Debt</b>		<b>5,000,000</b>	<b>1,385,825</b>	<b>6,385,825</b>	<b>4,070,000</b>	<b>788,875</b>	<b>330,000</b>	<b>112,900</b>	<b>3,740,000</b>	<b>675,975</b>
<b><u>Sewer Fund Debt</u></b>										
Sewer Extensions design	2.03%	113,000	14,660	127,660	30,000	1,300	10,000	700	20,000	600
Sewer Extensions of 2013	2.04%	4,087,000	977,394	5,064,394	2,826,400	457,353	206,600	64,627	2,619,800	392,726
Pine St Extensions	2.61%	1,000,000	356,895	1,356,895	765,000	206,295	53,000	23,610	712,000	182,685
Phase II Amherst Woods Ext's	BAN	3,000,000	1,260,000	4,260,000	2,800,000	1,195,000	200,000	140,000	2,600,000	1,055,000
<b>Total Sewer Debt</b>		<b>9,200,000</b>	<b>1,167,554</b>	<b>6,367,554</b>	<b>6,421,400</b>	<b>1,859,948</b>	<b>469,600</b>	<b>228,937</b>	<b>5,951,800</b>	<b>1,631,011</b>
<b><u>Transportation Fund Debt</u></b>										
Parking Garage Refunding	2.10%	500,000	75,157	575,157	45,000	901	45,000	900	0	0
Amity Lot, Crosswalk & HP ramp	BAN	200,000	12,000	212,000	80,000	2,400	40,000	1,600	40,000	800
Main Street Lot	BAN	450,000	76,500	526,500			0	9,000	450,000	67,500
<b>Total Transportation Debt</b>		<b>1,150,000</b>	<b>163,657</b>	<b>1,313,657</b>	<b>125,000</b>	<b>3,301</b>	<b>85,000</b>	<b>11,500</b>	<b>490,000</b>	<b>68,300</b>
<b>TOTAL DEBT</b>		<b>51,407,078</b>	<b>15,243,224</b>	<b>62,650,303</b>	<b>16,879,412</b>	<b>3,115,463</b>	<b>2,627,608</b>	<b>522,809</b>	<b>15,201,804</b>	<b>2,699,155</b>

**APPENDIX D****DEBT OBLIGATIONS FY 20 - FY 26**

Issue	Maturity Date	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 23 Projected	FY 24 Projected	FY 25 Projected	FY 26 Projected	Future Periods
<b>General Fund Municipal Debt:</b>									
<b>Municipal:</b>									
Town Hall Exterior (GF)	FY 20	28,560	0						
Bangs Community Center Roof/HVAC	FY 20	50,490	0						
Road Improvements, FY 2012	FY 21	473,625	458,438	0					
South Amherst School Roof Repair and Renovation	FY 22	16,050	15,600	15,300	0				
Central Fire Station Renovations	FY 24	20,148	19,596	19,044	18,584	0			
Roads 2013	FY 24	109,500	106,500	103,500	101,000	0			
AFD Pumper Truck	FY 24	44,800	44,000	43,200	42,400	41,200	0		
East ST School Renovations	FY 25	82,600	79,800	77,000	74,200	72,800	71,400	0	
24 Montague Rd Land Acquisition	FY 22	151,200	145,800	140,400	0				
Fort River School Study	FY 21	104,000	103,000	0					
Wildwood School Boilers	FY 23	108,000	106,000	104,000	102,000	0			
<b>Subtotal Municipal Debt</b>		<b>1,188,973</b>	<b>1,078,734</b>	<b>502,444</b>	<b>338,184</b>	<b>114,000</b>	<b>71,400</b>	<b>0</b>	<b>0</b>
<b>Regional School District Debt (Amherst Share):</b>									
Capital Projects of '13-'15	FY 26	182,940	176,636	171,908	168,755	165,603	162,451	155,401	
Capital Projects of '16-'18	FY 29	119,102	115,930	115,000	114,000	113,000	113,000	112,000	208,000
<b>Subtotal Regional School District Debt</b>		<b>302,042</b>	<b>292,566</b>	<b>286,908</b>	<b>282,755</b>	<b>278,603</b>	<b>275,451</b>	<b>267,401</b>	<b>208,000</b>
<b>CPA Fund Debt</b>									
Town Hall Exterior	FY 20	22,950	0						
Hawthorne Land Acquisition	FY 21	52,625	50,938	0					
Housing authority co-project	FY 22	37,450	36,400	35,700	0				
S. East St Land acquisition	FY 24	6,720	6,600	6,480	6,360	6,180	0		
Ann Whalen Unit Preservation (Housing)	FY 24	12,320	12,100	11,880	11,660	11,330	0		
Kieras Land Acquisition	FY 24	27,000	26,500	26,000	25,500	0			
Rolling Green Unit Preservation (Housing)	FY 25	152,400	147,200	142,000	136,800	134,200	81,600	0	
Groff Park Modernization	FY 24	110,000	108,000	106,000	104,000	102,000	0		
<b>Subtotal CPA Fund Debt</b>		<b>421,465</b>	<b>387,738</b>	<b>328,060</b>	<b>284,320</b>	<b>253,710</b>	<b>81,600</b>	<b>0</b>	<b>0</b>
<b>TOTAL GENERAL FUND DEBT</b>		<b>1,912,480</b>	<b>1,759,037</b>	<b>1,117,412</b>	<b>905,259</b>	<b>646,313</b>	<b>428,451</b>	<b>267,401</b>	<b>208,000</b>

**APPENDIX D****DEBT OBLIGATIONS FY 20 - FY 26**

Issue	Maturity Date	FY 2020 Projected	FY 2021 Projected	FY 2022 Projected	FY 23 Projected	FY 24 Projected	FY 25 Projected	FY 26 Projected	Future Periods
<b><u>Water Fund Debt</u></b>									
Centennial WTP Improvements	FY 32	260,850	254,850	250,850	246,850	242,850	238,850	234,850	1,309,800
Pine St Extensions	FY 34	73,250	72,250	71,250	70,250	68,750	67,250	65,750	466,375
Radio Read Meters	FY 28	108,800	105,600	102,400	99,200	96,000	92,800	89,600	169,600
<b>TOTAL WATER FUND DEBT</b>		<b>442,900</b>	<b>432,700</b>	<b>424,500</b>	<b>416,300</b>	<b>407,600</b>	<b>398,900</b>	<b>390,200</b>	<b>1,945,775</b>
<b><u>Sewer Fund Debt</u></b>									
Sewer Extensions, 2012 and 2013	FY 33	281,927	275,429	269,031	253,666	243,000	239,000	234,875	1,518,125
Pine St Extensions	FY 34	76,610	75,550	74,490	73,430	71,840	67,250	65,750	466,375
Phase II Amherst Woods Ext's	FY 33	340,000	330,000	320,000	310,000	300,000	290,000	280,000	1,680,000
<b>TOTAL SEWER FUND DEBT</b>		<b>698,537</b>	<b>680,979</b>	<b>663,521</b>	<b>637,096</b>	<b>614,840</b>	<b>596,250</b>	<b>580,625</b>	<b>3,664,500</b>
<b><u>Transportation Fund Debt</u></b>									
Boltwood Parking Garage Refunding	FY 20	45,900	0						
Amity Lot, Crosswalk & HP ramp	FY 21	41,600	40,800	0					
Main Street Lot	FY 25	9,000	112,500	108,000	103,500	99,000	94,500	0	
<b>TOTAL TRANSPORTATION FUND DEBT</b>		<b>96,500</b>	<b>153,300</b>	<b>108,000</b>	<b>103,500</b>	<b>99,000</b>	<b>94,500</b>	<b>0</b>	<b>0</b>
<b>TOTAL ENTERPRISE FUND DEBT</b>		<b>1,237,937</b>	<b>1,266,979</b>	<b>1,196,021</b>	<b>1,156,896</b>	<b>1,121,440</b>	<b>1,089,650</b>	<b>970,825</b>	<b>5,610,275</b>
<b>TOTAL DEBT SERVICE (ALL FUNDS)</b>		<b>3,150,417</b>	<b>3,026,016</b>	<b>2,313,433</b>	<b>2,062,155</b>	<b>1,767,753</b>	<b>1,518,101</b>	<b>1,238,226</b>	<b>5,818,275</b>

**APPENDIX E****Community Development Block Grant (CDBG)**

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The Community Development Block Grant (CDBG) is an important source of funding for Town projects and services.

Amherst is considered a Mini-entitlement community because of its “high statistical indication of need, poverty rate and size” and applies annually to the Massachusetts Department of Housing and Community Development (DHCD) for CDBG funds that come from the U.S. Department of Housing and Urban Development (HUD). As a Mini-entitlement community, the Town can apply for \$825,000 in funding for projects, programs, and services that improve the lives of Amherst’s low- and moderate-income residents whose annual income does not exceed 80% of the Area Median Income as determined by HUD.

The CDBG Advisory Committee, with assistance from Town staff, advises the Town Manager on the Town’s Mini-entitlement application process by holding public hearings and public meetings so that Amherst residents and boards and committees have an opportunity to discuss funding priorities and target areas for projects. The CDBG Advisory Committee solicits proposals from the community and then prioritizes its recommendations to the Town Manager who determines the final projects to be included in the Town’s application to DHCD.

For the 2018 CDBG grant, Amherst received nearly \$500,000 to continue the multi-use path along East Hadley Road, \$40,000 to update the Town’s ADA self-evaluations and Transition Plan, and \$165,000 in funding for five social services. The multi-use path on East Hadley Road will connect one of the Town’s highest needs neighborhood with the newly renovated Groff Park, as well as public transportation on Route 116. The Transition Plan update will help the Town identify strategies to make programs and facilities more accessible. The social service agencies that received funding include the food pantry at the Amherst Survival Center, the one stop resource center at Amherst Community Connections, supportive housing program at Family Outreach of Amherst, adult education at the Literacy Project, and immigrant education and career training at the Center for New Americans. A designated portion of the CDBG grant is spent on administration.

The Town Council does not have a role in CDBG funding.

**APPENDIX F****TRANSPORTATION FUND DATA**

<b>UMASS TRANSIT PVTA PASSENGERS BY ROUTE Summary</b>							
<b>ROUTE</b>	<b>FY 15</b>	<b>FY 16</b>	<b>Diff</b>	<b>FY 17</b>	<b>Diff</b>	<b>FY 18</b>	<b>Diff</b>
Route 30 (North Amherst/Old Belchertown)	1,066,995	1,116,039	49,044	1,064,800	(51,239)	999,301	(65,499)
Route 31 (Sunderland/South Amherst)	1,000,140	1,009,142	9,002	954,149	(54,993)	936,826	(17,323)
Route 33 (Shopper Shuttle/Puffers Pond)	200,536	275,163	74,627	268,306	(6,857)	262,035	(6,271)
Route 34 (Orchard Hill)	274,059	334,243	60,184	360,309	26,066	344,912	(15,397)
Route 35 (Mullins Center)	316,966	382,046	65,080	413,949	31,903	445,608	31,659
Route 36 (Gatehouse)	649		(649)		0		0
Route 36 (Atkins Corner/Olympia Drive)	10,927	22,632	11,705	27,902	5,270	30,447	2,545
Route 37 (Amity Shuttle)	21,512		(21,512)		0		0
Route 38 (MHC)	315,178	288,248	(26,930)	279,817	(8,431)	267,061	(12,756)
Route 39 (Smith/Hampshire)	85,371	71,762	(13,609)	53,833	(17,929)	59,988	6,155
Route 45 (B'town)	64,095	75,651	11,556	71,533	(4,118)	61,206	(10,327)
Route 46 (S. Drfld)	14,212	16,606	2,394	15,704	(902)	13,438	(2,266)
SN/SD (S.Deerfield Combo)	390		(390)		0		0
BR/BN (B'town Combo)	748		(748)		0		0
Trippers	11,176	8,934	(2,242)	7,706	(1,228)	4,094	(3,612)
<b>TOTALS</b>	<b>3,392,851</b>	<b>3,600,466</b>	<b>207,615</b>	<b>3,518,008</b>	<b>(82,458)</b>	<b>3,424,916</b>	<b>(93,092)</b>

**APPENDIX F****TRANSPORTATION FUND DATA**

<b>UMASS TRANSIT</b>													
<b>PVTA Passengers by Route</b>													
<b>FY16</b>													
<b>ROUTE</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>Total</b>
Route 30 (North Amherst/Old Belchertown Rd.)	31,872	33,156	139,132	150,480	122,924	90,008	82,343	131,741	117,696	140,054	45,536	31,097	1,116,039
Route 31 (Sunderland/South Amherst)	37,189	35,356	122,638	130,087	106,839	80,359	75,334	116,939	105,460	119,346	46,353	33,242	1,009,142
Route 33 (Shopper Shuttle/Puffers Pond)	17,388	17,653	29,535	27,097	24,599	21,102	21,543	26,483	26,091	26,445	19,502	17,725	275,163
Route 34 (Orchard Hill)	0	0	38,880	45,419	40,049	28,755	26,470	54,793	45,412	48,248	6,217	0	334,243
Route 35 (Mullins Center)	0	0	41,096	51,356	46,319	33,679	30,195	61,759	51,081	59,057	7,504	0	382,046
Route 36 (Atkins Corner/Olympia Drive)	5,063	5,058	1,314	0	0	799	1,244	0	1,023	0	3,540	4,591	22,632
Route 38 (MHC)	0	0	37,706	45,391	35,134	23,038	23,343	41,207	33,368	41,954	7,107	0	288,248
Route 39 (Smith/Hampshire)	0	0	10,075	11,004	10,274	6,212	5,935	11,182	7,103	8,720	1,257	0	71,762
Route 45 (Belchertown Center)	3,723	3,670	8,693	8,612	7,765	6,008	6,185	8,255	8,061	7,312	3,597	3,770	75,651
Route 46 (South Deerfield/Whately Park & Ride)	817	806	1,908	1,890	1,705	1,319	1,358	1,812	1,770	1,605	789	827	16,606
Trippers	0	0	1,659	1,615	965	498	842	1,487	975	893	0	0	8,934
<b>TOTALS</b>	<b>96,052</b>	<b>95,699</b>	<b>432,636</b>	<b>472,951</b>	<b>396,573</b>	<b>291,777</b>	<b>274,792</b>	<b>455,658</b>	<b>398,040</b>	<b>453,634</b>	<b>141,402</b>	<b>91,252</b>	<b>3,600,466</b>
<b>UMASS TRANSIT</b>													
<b>PVTA Passengers per In-Service Hour (Hastus)</b>													
<b>FY16</b>													
<b>ROUTE</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>Total</b>
Route 30 (North Amherst/Old Belchertown Rd.)	44.86	47.16	93.18	88.27	84.26	68.03	74.39	81.78	75.02	85.93	51.10	42.88	69.74
Route 31 (Sunderland/South Amherst)	49.23	47.62	81.36	75.94	72.91	60.26	67.21	72.27	66.84	72.80	51.00	44.40	63.49
Route 33 (Shopper Shuttle/Puffers Pond)	25.99	27.92	43.98	39.30	41.15	31.51	33.40	40.60	36.91	39.93	29.45	26.08	34.68
Route 34 (Orchard Hill)	0.00	0.00	54.71	51.74	53.51	49.48	70.36	65.54	60.68	57.71	38.09	0.00	55.76
Route 35 (Mullins Center)	0.00	0.00	54.79	54.26	57.20	55.59	74.80	68.83	65.56	65.26	44.49	0.00	77.25
Route 36 (Atkins Corner/Olympia Drive)	16.34	16.33	18.38	0.00	0.00	6.70	7.46	0.00	12.26	0.00	14.15	14.82	13.30
Route 38 (MHC)	0.00	0.00	37.98	34.13	31.57	24.19	27.10	33.17	32.62	32.78	19.81	0.00	30.37
Route 39 (Smith/Hampshire)	0.00	0.00	18.20	16.81	16.97	11.96	11.25	16.08	12.01	11.58	8.22	0.00	13.68
Route 45 (Belchertown Center)	18.02	19.45	39.11	37.69	39.37	27.20	29.54	38.04	34.37	33.54	17.92	18.33	29.38
Route 46 (South Deerfield/Whately Park & Ride)	8.33	9.56	18.40	17.72	18.35	12.68	15.16	17.64	16.02	15.62	8.35	8.54	13.86
Trippers	0.00	0.00	40.88	32.35	22.53	14.87	54.57	31.42	22.59	18.73	0.00	0.00	26.44
<b>HOURS</b>	<b>2685.71</b>	<b>2700.48</b>	<b>7,248.20</b>	<b>8,454.28</b>	<b>7,265.58</b>	<b>6,586.54</b>	<b>5,622.43</b>	<b>8,067.85</b>	<b>6,576.53</b>	<b>8,215.89</b>	<b>3,929.49</b>	<b>2,805.78</b>	<b>70,158.76</b>
<b>miles</b>	<b>40,465</b>	<b>39,192</b>	<b>100,759</b>	<b>117,415</b>	<b>100,967</b>	<b>92,747</b>	<b>82,101</b>	<b>112,211</b>	<b>105,190</b>	<b>114,294</b>	<b>56,510</b>	<b>40,969</b>	<b>1,002,820</b>

**APPENDIX F****TRANSPORTATION FUND DATA**

<b>UMASS TRANSIT</b>													
<b>PVTA Passengers by Route</b>													
<b>FY17</b>													
<b>ROUTE</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>Total</b>
Route 30 (North Amherst/Old Belchertown Rd.)	29,817	33,598	140,176	143,104	110,968	93,354	67,768	120,363	112,816	121,482	62,609	28,745	1,064,800
Route 31 (Sunderland/South Amherst)	31,884	35,537	119,156	123,840	99,269	81,750	63,086	101,824	100,291	106,032	59,456	32,024	954,149
Route 33 (Shopper Shuttle/Puffers Pond)	17,590	18,967	28,612	28,686	25,604	21,180	20,106	23,604	23,760	24,811	18,721	16,665	268,306
Route 34 (Orchard Hill)	0	0	42,324	52,019	44,107	35,205	21,674	48,117	49,106	51,307	16,450	0	360,309
Route 35 (Mullins Center)	0	0	47,775	58,473	48,510	43,954	25,431	57,782	57,131	57,154	17,739	0	413,949
Route 36 (Atkins Corner/Olympia Drive)	5,000	5,620	975	0	769	946	2,741	0	1,265	0	3,868	6,718	27,902
Route 38 (MHC)	0	0	40,909	41,591	34,110	24,733	18,887	36,520	31,493	39,356	12,218	0	279,817
Route 39 (Smith/Hampshire)	0	0	7,834	7,764	7,318	4,489	3,232	7,338	5,749	7,333	2,776	0	53,833
Route 45 (Belchertown Center)	3,556	3,940	7,782	8,354	6,736	5,610	5,426	7,556	7,477	6,955	4,439	3,702	71,533
Route 46 (South Deerfield/Whately Park & Ride)	781	865	1,708	1,834	1,479	1,232	1,191	1,659	1,641	1,527	974	813	15,704
Trippers	0	0	1,840	1,355	963	672	594	1,081	672	476	53	0	7,706
<b>TOTALS</b>	<b>88,628</b>	<b>98,527</b>	<b>439,091</b>	<b>467,020</b>	<b>379,833</b>	<b>313,125</b>	<b>230,136</b>	<b>405,844</b>	<b>391,401</b>	<b>416,433</b>	<b>199,303</b>	<b>88,667</b>	<b>3,518,008</b>
<b>UMASS TRANSIT</b>													
<b>PVTA Passengers per In-Service Hour (Hastus)</b>													
<b>FY17</b>													
<b>ROUTE</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>Total</b>
Route 30 (North Amherst/Old Belchertown Rd.)	41.63	44.63	88.08	87.11	78.73	65.19	65.03	78.22	71.81	77.33	55.27	39.64	66.06
Route 31 (Sunderland/South Amherst)	44.29	45.71	74.34	74.78	69.86	56.51	59.45	65.68	63.34	66.94	51.71	42.78	59.61
Route 33 (Shopper Shuttle/Puffers Pond)	27.27	26.83	42.10	42.67	40.32	31.51	29.59	37.76	33.61	38.47	27.55	24.52	33.52
Route 34 (Orchard Hill)	0.00	0.00	53.38	62.32	66.46	53.04	74.17	60.68	65.72	64.71	44.27	0.00	60.53
Route 35 (Mullins Center)	0.00	0.00	54.98	59.75	65.55	59.40	80.16	63.50	70.60	60.98	44.86	0.00	62.20
Route 36 (Atkins Corner/Olympia Drive)	16.78	17.47	20.45	0.00	10.61	9.79	12.60	0.00	14.96	0.00	20.01	21.38	16.01
Route 38 (MHC)	0.00	0.00	37.39	32.24	30.31	25.40	22.72	30.64	30.71	31.70	22.89	0.00	29.33
Route 39 (Smith/Hampshire)	0.00	0.00	12.14	11.47	11.28	8.12	5.85	10.40	9.69	9.94	8.83	0.00	9.75
Route 45 (Belchertown Center)	19.02	18.32	34.49	38.63	33.06	25.22	25.47	36.74	32.13	33.82	20.69	18.00	27.96
Route 46 (South Deerfield/Whately Park & Ride)	8.88	8.55	16.12	17.96	15.44	11.78	11.89	16.85	14.77	15.52	9.58	8.40	12.98
Trippers	0.00	0.00	31.64	37.67	35.93	25.07	50.55	33.78	21.82	14.51	3.52	0.00	28.28
<b>HOURS</b>	<b>2691.52</b>	<b>2916.85</b>	<b>7,847.37</b>	<b>8,243.00</b>	<b>7,164.41</b>	<b>7,053.02</b>	<b>5,417.81</b>	<b>7,782.48</b>	<b>7,624.25</b>	<b>7,845.92</b>	<b>5,186.94</b>	<b>2,809.69</b>	<b>72,583.26</b>
<b>miles</b>	<b>38,928</b>	<b>42,607</b>	<b>108,370</b>	<b>114,327</b>	<b>100,428</b>	<b>98,399</b>	<b>80,643</b>	<b>108,039</b>	<b>105,711</b>	<b>111,085</b>	<b>73,151</b>	<b>41,384</b>	<b>1,023,071</b>

**APPENDIX F****TRANSPORTATION FUND DATA**

<b>UMASS TRANSIT</b>													
<b>PVTA Passengers by Route</b>													
<b>FY18</b>													
<b>ROUTE</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>Total</b>
Route 30 (North Amherst/Old Belchertown Rd.)	27,860	30,223	133,236	132,029	103,536	82,035	65,383	113,443	103,393	123,982	56,213	27,968	999,301
Route 31 (Sunderland/South Amherst)	30,675	35,365	121,676	121,320	96,828	74,757	59,604	102,699	93,465	108,176	61,355	30,906	936,826
Route 33 (Shopper Shuttle/Puffers Pond)	16,737	18,328	28,883	27,946	23,960	19,118	18,612	24,126	23,079	26,194	18,686	16,366	262,035
Route 34 (Orchard Hill)	0	0	43,679	50,357	42,925	31,193	21,983	48,368	41,636	53,380	11,391	0	344,912
Route 35 (Mullins Center)	0	0	53,896	64,147	54,698	42,277	27,794	64,153	53,448	69,534	15,661	0	445,608
Route 36 (Atkins Corner/Olympia Drive)	5,823	6,679	996	0	937	885	2,526	0	1,564	0	4,387	6,650	30,447
Route 38 (MHC)	0	0	40,604	41,762	31,232	23,131	17,523	33,890	30,243	38,127	10,549	0	267,061
Route 39 (Smith/Hampshire)	0	0	8,548	8,201	7,598	5,318	4,085	8,089	6,846	8,627	2,676	0	59,988
Route 45 (Belchertown Center)	3,205	3,794	7,279	7,052	6,126	4,463	4,490	6,135	5,588	6,032	3,828	3,214	61,206
Route 46 (South Deerfield/Whately Park & Ride)	704	833	1,598	1,548	1,345	980	986	1,347	1,227	1,324	840	706	13,438
Trippers	0	0	728	528	564	152	224	495	429	919	55	0	4,094
<b>TOTALS</b>	<b>85,004</b>	<b>95,222</b>	<b>441,123</b>	<b>454,890</b>	<b>369,749</b>	<b>284,309</b>	<b>223,210</b>	<b>402,745</b>	<b>360,918</b>	<b>436,295</b>	<b>185,641</b>	<b>85,810</b>	<b>3,424,916</b>
<b>UMASS TRANSIT</b>													
<b>PVTA Passengers per In-Service Hour (Hastus)</b>													
<b>FY18</b>													
<b>ROUTE</b>	<b>July</b>	<b>August</b>	<b>September</b>	<b>October</b>	<b>November</b>	<b>December</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>Total</b>
Route 30 (North Amherst/Old Belchertown Rd.)	39.85	40.15	84.23	77.81	71.02	62.81	60.18	73.71	68.16	76.30	51.64	39.19	62.09
Route 31 (Sunderland/South Amherst)	42.61	45.49	76.36	70.99	65.95	56.61	53.96	66.25	61.07	66.09	55.45	41.98	58.57
Route 33 (Shopper Shuttle/Puffers Pond)	25.95	25.93	43.75	40.68	37.87	30.35	27.49	38.74	33.59	39.70	27.60	24.80	33.04
Route 34 (Orchard Hill)	0.00	0.00	55.04	57.41	60.80	53.72	65.79	60.95	58.98	63.90	34.51	0.00	56.79
Route 35 (Mullins Center)	0.00	0.00	60.84	63.53	70.94	64.10	77.15	70.28	68.13	71.83	44.03	0.00	65.65
Route 36 (Atkins Corner/Olympia Drive)	19.28	20.47	27.48	0.00	12.92	9.15	12.30	0.00	18.48	0.00	21.36	19.23	17.85
Route 38 (MHC)	0.00	0.00	36.02	31.99	28.55	24.18	20.44	28.43	29.94	30.34	21.72	0.00	27.96
Route 39 (Smith/Hampshire)	0.00	0.00	13.66	12.61	12.30	10.17	7.54	12.13	12.46	12.18	9.93	0.00	11.44
Route 45 (Belchertown Center)	17.14	17.64	33.95	31.24	30.11	22.16	20.91	29.62	24.94	27.73	17.76	16.20	24.12
Route 46 (South Deerfield/Whately Park & Ride)	8.00	8.23	21.22	20.26	19.71	14.77	14.33	19.60	16.75	18.34	12.38	11.73	15.44
Trippers	0.00	0.00	20.75	13.48	17.92	7.64	14.98	14.50	14.01	25.10	7.61	0.00	15.11
<b>HOURS</b>	<b>2,678.26</b>	<b>2,920.90</b>	<b>7,767.10</b>	<b>8,425.46</b>	<b>7,253.92</b>	<b>6,477.51</b>	<b>5,569.38</b>	<b>7,726.31</b>	<b>7,327.03</b>	<b>8,162.96</b>	<b>4,889.92</b>	<b>2,749.90</b>	<b>71,948.65</b>
<b>miles</b>	<b>39,326</b>	<b>43,037</b>	<b>107,498</b>	<b>116,367</b>	<b>101,105</b>	<b>90,801</b>	<b>82,255</b>	<b>106,968</b>	<b>101,570</b>	<b>112,930</b>	<b>68,957</b>	<b>39,730</b>	<b>1,010,544</b>

**APPENDIX G****TOWN OF AMHERST HISTORICAL FINANCIAL DATA**

The information on the following pages reflects a historical database from which analysis can be performed and trends monitored. Capital expenditures as well as pertinent demographic information need to be added before this database can be used effectively.

Over the years differing accounting and/or budgeting processes have been used making it difficult to classify information consistently. For that reason the revenue, expenditure, tax rate and property valuation information provided on the following pages begins in different fiscal years.

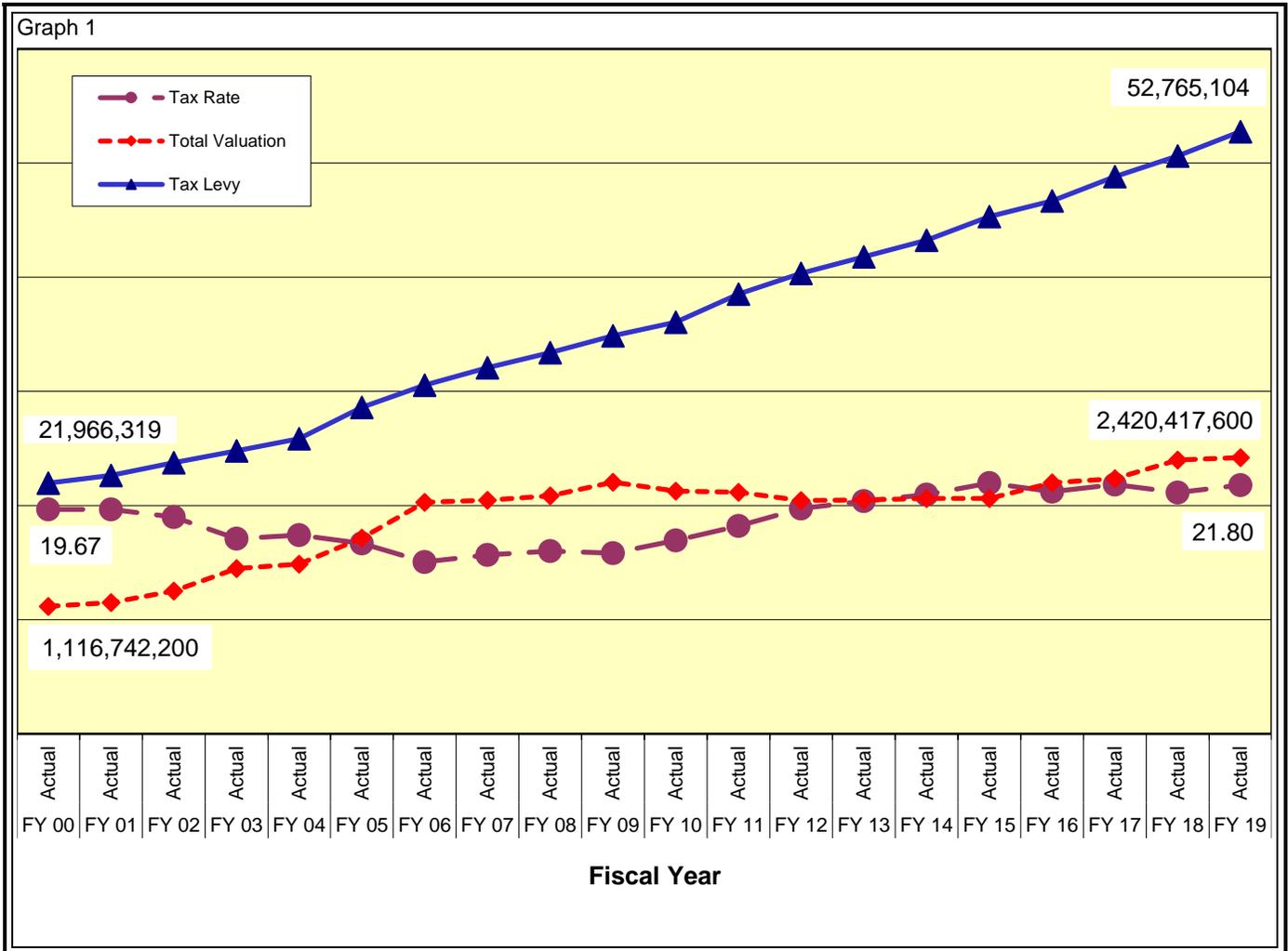
**RECURRING REVENUE SUMMARY**  
**FY 09 – FY 18**

	<b>FY 09</b>	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>	<b>FY 16</b>	<b>FY 17</b>	<b>FY 18</b>
	<b>Actual</b>									
<b><u>Taxes and Excise:</u></b>										
Real & Personal	34,471,642	36,067,594	38,959,791	40,344,032	41,799,726	43,254,058	44,993,435	46,699,210	48,827,161	50,972,199
Payments in Lieu of Taxes	924,112	937,568	937,452	947,646	941,877	947,025	948,735	948,435	950,525	977,397
Excise Taxes	1,503,164	1,698,222	1,918,250	2,198,362	2,233,020	2,336,987	2,327,782	2,561,676	2,542,360	2,661,946
<i>Total</i>	<u>36,898,918</u>	<u>38,703,384</u>	<u>41,815,493</u>	<u>43,490,040</u>	<u>44,974,623</u>	<u>46,538,070</u>	<u>48,269,952</u>	<u>50,209,321</u>	<u>52,320,046</u>	<u>54,611,542</u>
<b><u>Other Local Source Revenues</u></b>										
Charges for Services	777,492									
Departmental Revenue	1,420,447	1,292,870	1,435,020	1,314,518	1,484,745	1,092,364	1,428,148	1,548,636	1,419,010	1,221,496
Rentals	62,665	57,732	74,506	85,438	85,729	97,954	85,965	102,243	131,392	137,726
Licenses and Permits	841,873	808,840	739,013	884,535	1,109,086	1,102,441	1,301,754	1,529,475	1,190,837	926,576
Special Assessments	644,640	855,146	695,986	671,811	649,540	583,126	741,867	763,033	878,930	913,056
Fines and Forfeits	174,287	178,086	243,692	256,169	269,229	232,437	147,562	129,758	101,928	127,331
Penalties and Interest	186,444	179,980	199,214	210,239	216,058	303,430	223,077	203,416	260,469	330,465
Investment Income	262,531	159,206	103,369	79,177	76,094	53,610	96,608	107,336	90,117	101,309
Miscellaneous	1,877,982	1,535,615	1,738,937	1,791,024	1,249,408	1,153,087	136,250	488,533	403,311	370,391
<i>Total</i>	<u>6,248,361</u>	<u>5,067,475</u>	<u>5,229,737</u>	<u>5,292,911</u>	<u>5,139,889</u>	<u>4,618,449</u>	<u>4,161,230</u>	<u>4,872,430</u>	<u>4,475,994</u>	<u>4,128,350</u>
TOTAL LOCAL REVENUES	43,147,279	43,770,859	47,045,230	48,782,951	50,114,512	51,156,519	52,431,182	55,081,751	56,796,040	58,739,892
<b><u>State Aid:</u></b>										
Chapter 70	5,607,673	6,141,373	5,782,594	5,813,638	5,864,398	5,895,073	5,925,198	5,954,998	6,020,943	6,055,023
Lottery	8,859,880									
Unrestricted General Govt Aid		7,417,544	7,120,842	6,605,976	7,120,842	7,289,164	7,491,306	7,760,993	8,094,716	8,410,410
Additional Assistance	201,188									
Other Cherry Sheet Revenues	781,358	679,131	611,901	683,496	605,394	690,581	709,425	489,774	623,200	463,244
Other State Revenues	92,136	72,139	73,096	70,456	295,553	329,204	345,652	430,346	441,403	737,337
<i>Total</i>	<u>15,542,235</u>	<u>14,310,187</u>	<u>13,588,433</u>	<u>13,173,566</u>	<u>13,886,187</u>	<u>14,204,022</u>	<u>14,471,581</u>	<u>14,636,111</u>	<u>15,180,262</u>	<u>15,666,014</u>
<b><u>Other Financing Sources</u></b>										
Special Revenue Funds	2,068,818	2,094,262	2,117,978	2,276,577	2,546,028	2,355,028	2,839,433	2,592,292	2,594,380	2,599,780
Available Funds	86,582	83,774	44,844	44,844	83,798					
Surplus Funds:										
Free Cash	991,243	1,044,833	66,347	65,250	218,200	1,602,341	125,000	836,675	1,328,964	3,561,633
Stabilization Fund								105,000	0	
Enterprise Fund Reimburs.		797,467	830,089	831,243	852,083	880,193	1,050,777	1,067,358	1,145,843	1,115,339
Overlay Surplus	153,975			39,000		160,028			115,000	
Miscellaneous	40,778									
Jones Inc										
<i>Total</i>	<u>3,341,396</u>	<u>4,020,336</u>	<u>3,059,258</u>	<u>3,256,914</u>	<u>3,700,109</u>	<u>4,997,590</u>	<u>4,015,210</u>	<u>4,601,325</u>	<u>5,184,187</u>	<u>7,276,752</u>
<b>TOTAL REVENUES</b>	<u>62,030,910</u>	<u>62,101,382</u>	<u>63,692,921</u>	<u>65,213,431</u>	<u>67,700,808</u>	<u>70,358,131</u>	<u>70,917,973</u>	<u>74,319,187</u>	<u>77,160,489</u>	<u>81,682,658</u>

**RECURRING EXPENDITURE SUMMARY**  
**FY 09 – FY 18**

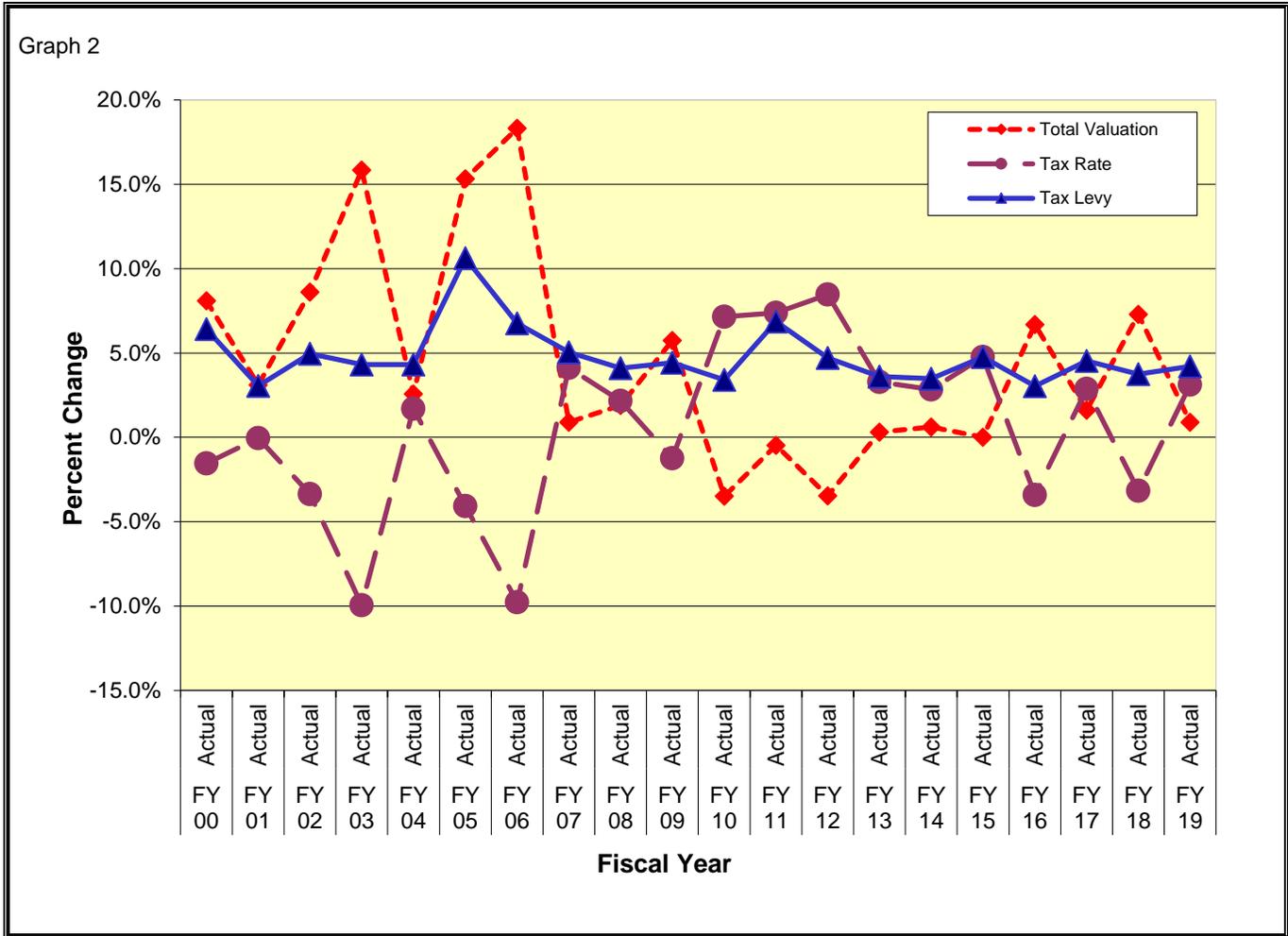
	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 ACTUAL
<b>GENERAL GOVERNMENT:</b>										
Select Board/Town Mgr	245,255	223,184	309,252	244,920	249,184	252,261	276,078	344,103	364,483	397,065
Fin Comm & Res Fund	448	580	550	634	878	887	822	1,159	8,404	2,372
Elect & Regis	71,510	29,257	50,569	42,008	77,443	31,940	50,314	45,719	79,684	33,327
Finance Department	798,993	836,395	822,734	855,276	891,474	905,876	943,390	940,216	916,356	966,974
Town Clerk's Office	158,551	161,039	173,285	180,743	193,229	195,245	207,670	191,748	196,646	206,598
Legal Services	142,307	125,797	173,237	174,287	117,896	135,220	113,401	116,612	116,995	69,507
Human Resources/Human Rights	186,551	155,164	134,428	193,251	152,208	152,696	149,558	186,101	196,836	185,866
Employee Pay and Benefits	2,764,584	2,868,547	2,931,935	3,019,192	3,670,560	3,189,862	3,089,442	3,131,233	3,117,848	3,902,810
Information Technology	491,576	478,780	491,892	500,942	522,338	503,452	481,683	517,985	522,224	526,607
Facilities Maintenance	474,154	440,102	438,251	420,175	437,966	502,831	478,542	477,806	495,788	491,860
General Services	374,468	378,822	358,507	387,688	301,578	382,187	471,566	454,834	341,119	499,025
<i>Total</i>	<u>5,708,397</u>	<u>5,697,667</u>	<u>5,848,640</u>	<u>6,019,118</u>	<u>6,614,755</u>	<u>6,252,457</u>	<u>6,262,466</u>	<u>6,407,517</u>	<u>6,356,383</u>	<u>7,282,011</u>
<b>PUBLIC SAFETY:</b>										
Police	3,904,939	3,863,374	3,712,557	3,925,667	4,064,748	4,177,267	4,362,392	4,441,382	4,569,588	4,738,303
Police Facility	198,787	196,498	197,874	181,407	188,878	208,373	186,127	221,110	209,626	219,009
Fire/EMS	3,613,303	3,771,709	3,868,072	3,848,915	3,990,973	4,093,704	4,350,636	4,503,744	4,576,466	4,520,940
Communications Center	588,458	490,783	554,084	541,510	578,087	607,665	626,235	634,485	643,829	683,501
Animal Welfare	47,013	49,121	52,366	51,737	53,751	53,787	55,442	55,867	57,901	60,035
<i>Total</i>	<u>8,352,500</u>	<u>8,371,485</u>	<u>8,384,953</u>	<u>8,549,237</u>	<u>8,876,437</u>	<u>9,140,796</u>	<u>9,580,832</u>	<u>9,856,588</u>	<u>10,057,411</u>	<u>10,221,788</u>
<b>PUBLIC WORKS:</b>										
Public Works Administration	251,731	236,116	259,075	286,085	279,044	315,861	302,210	360,668	369,649	384,857
Highway	524,374	654,469	718,467	741,264	643,309	681,129	716,555	784,634	731,848	771,332
Snow and Ice Removal	285,733	187,455	280,081	150,238	187,280	418,813	531,586	224,955	501,550	378,238
Street and Traffic Lights	110,564	128,037	114,754	104,938	102,591	83,309	64,910	60,279	62,855	114,022
Equipment Maintenance	248,467	226,039	239,442	258,364	263,912	268,046	244,365	254,432	266,471	250,847
Tree and Grounds Maintenance				410,098	452,586	435,442	450,456	416,314	432,305	480,047
Tree Care & Pest Co.	116,292	73,559	71,282							
Town Cemeteries	15,571	16,156	17,197							
Parks, Commons & Downtown Maintenance	267,473	276,647	312,559							
<i>Total</i>	<u>1,820,205</u>	<u>1,798,478</u>	<u>2,012,857</u>	<u>1,950,987</u>	<u>1,928,722</u>	<u>2,202,600</u>	<u>2,310,082</u>	<u>2,101,281</u>	<u>2,364,678</u>	<u>2,379,343</u>
<b>PLANNING, CONSERVATION, INSPECTIONS:</b>										
Planning Department	295,471	266,851	232,038	251,398	268,560	250,432	337,293	329,630	371,842	334,683
Conservation Commission	216,596	244,045	215,219	265,645	261,897	282,319	330,880	310,465	322,028	385,471
Inspection Services	346,937	314,876	315,227	361,743	397,822	440,799	455,864	612,506	624,657	681,848
<i>Total</i>	<u>859,004</u>	<u>825,772</u>	<u>762,484</u>	<u>878,785</u>	<u>928,279</u>	<u>973,550</u>	<u>1,124,037</u>	<u>1,252,602</u>	<u>1,318,526</u>	<u>1,402,003</u>
<b>COMMUNITY SERVICES:</b>										
Public Health	272,335	247,636	234,787	246,265	243,102	259,315	282,671	184,366	183,891	118,847
Community Development	77,613	0	0							
Senior Center	189,615	173,536	176,485	180,059	183,820	188,595	193,213	211,361	230,141	249,147
Veterans' Services and Benefits	215,455	253,976	328,590	331,260	357,005	322,393	305,552	310,928	294,710	239,651
Town Commemorations	1,156	787	350							
Social Services							107,491	37,500	20,000	16,126
Leisure Serv. & S.E.	571,827	554,180	453,943	478,136	533,041	513,765	529,832	666,915	586,768	625,692
Pools	193,193	90,734	75,927	122,078	177,169	182,016	187,050	191,070	192,655	190,580
Golf Course	212,540	218,996	221,414	237,455	236,134	247,162	242,175	241,247	244,990	224,337
<i>Total</i>	<u>1,733,734</u>	<u>1,539,845</u>	<u>1,491,496</u>	<u>1,595,253</u>	<u>1,730,271</u>	<u>1,713,245</u>	<u>1,847,984</u>	<u>1,843,387</u>	<u>1,753,155</u>	<u>1,664,381</u>
<b>DEBT SERVICE:</b>										
<i>Total Town Budget</i>	<u>400,928</u>	<u>387,619</u>	<u>455,266</u>	<u>1,088,925</u>	<u>1,079,550</u>	<u>1,353,551</u>	<u>1,480,992</u>	<u>1,660,698</u>	<u>1,636,921</u>	<u>1,731,945</u>
<i>Total School Budget</i>	<u>18,874,768</u>	<u>18,620,866</u>	<u>18,955,696</u>	<u>20,082,304</u>	<u>21,158,013</u>	<u>21,636,199</u>	<u>22,606,393</u>	<u>23,122,072</u>	<u>23,487,075</u>	<u>24,681,471</u>
Amherst Elementary School	19,549,757	20,332,601	21,580,892	20,771,672	21,551,249	21,989,199	21,490,563	21,854,065	21,992,281	22,522,642
Amherst-Pelham Regional School District	12,385,189	12,574,043	13,112,795	13,506,166	13,746,434	13,746,434	14,463,908	14,825,506	15,033,646	15,502,710
Debt Service	967,598	911,001	850,865	765,677	711,906	586,049	537,178	419,091	697,951	560,260
<i>Total School Budget</i>	<u>32,902,544</u>	<u>33,817,645</u>	<u>35,544,552</u>	<u>35,043,515</u>	<u>36,009,589</u>	<u>36,321,682</u>	<u>36,491,649</u>	<u>37,098,662</u>	<u>37,723,879</u>	<u>38,585,612</u>
Jones Library	1,587,673	1,467,093	1,509,623	1,665,666	1,690,788	1,741,512	1,788,532	1,833,245	1,879,077	1,926,054
Debt Service	58,547	54,473	47,179							
<i>Total Library Budget (excluding direct expenditures)</i>	<u>1,646,221</u>	<u>1,521,566</u>	<u>1,556,802</u>	<u>1,665,666</u>	<u>1,690,788</u>	<u>1,741,512</u>	<u>1,788,532</u>	<u>1,833,245</u>	<u>1,879,077</u>	<u>1,926,054</u>
<b>TOTAL</b>	<u><b>53,423,533</b></u>	<u><b>53,960,077</b></u>	<u><b>56,057,050</b></u>	<u><b>56,791,485</b></u>	<u><b>58,858,390</b></u>	<u><b>59,699,393</b></u>	<u><b>60,886,574</b></u>	<u><b>62,053,979</b></u>	<u><b>63,090,030</b></u>	<u><b>65,193,137</b></u>

TAX RATE AND PROPERTY VALUATION SUMMARY



Graph 1:  
 This graph illustrates growth in property values, tax levies, and the effect of these two factors on the tax rate. Property values have increased by 117%, the tax levy by 140%, and the tax rate has increased by 11% over the period FY 00 – FY 19.

TAX RATE AND PROPERTY VALUATION SUMMARY



Graph2:

This graph shows annual percentage changes in the tax rate, tax levy and total property valuation since FY 99.

In FY 80 and FY 81 two significant legislative changes occurred. The Court in the “Sudbury Decision” ordered that property valuations be based on full and fair cash values. Therefore, every property, not just those sold during the prior fiscal period, were required to be valued based on current arms-length sales. The effect of this decision was to raise property values in all cities and towns, thereby redistributing the tax burden between individual properties and lowering tax rates.

The second significant change was the passage of the referendum called Proposition 2½ which limited the annual increase in property tax levies to 2½% over the prior year. Throughout most of the 1980s the Town used reserves to balance budgets rather than using its allowable taxing capacity under Proposition 2½. By FY 88 the Town was taxing up to its limit and the only significant increases after that period resulted from Proposition 2½ override referendums in 1992, 2004, and 2010. For FY 92, voters approved raising taxes by more than \$1 million over the limit, by \$2 million in FY 04, and by \$1.7 million in FY 10.

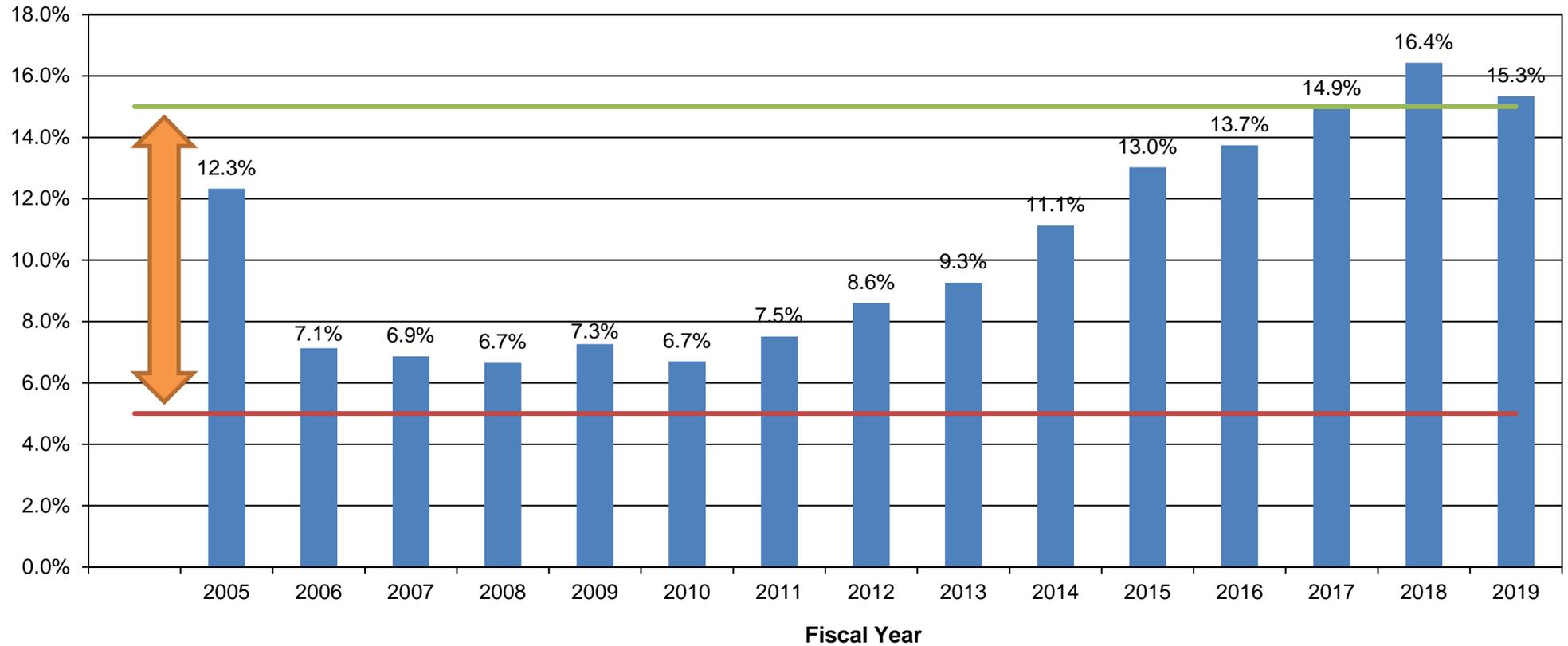
This graph illustrates the relationship between property values, tax rates and the tax levy. Generally, as long as the levy is stable, values and rates mirror each other; as values increase, rates decrease. If the levy increases and values decrease, the rate increases. If the levy and values increase, the rate will increase or decrease depending on the amount of increase in the other two variables.

Only a levy increase causes taxes to increase. Valuation changes cause the tax burden to be redistributed. The rate results from changes in the other two variables.

## TAX RATE AND PROPERTY VALUATION SUMMARY

	FY 10 Actual	FY 11 Actual	FY 12 Actual	FY 13 Actual	FY 14 Actual	FY 15 Actual	FY 16 Actual	FY 17 Actual	FY 18 Actual	FY 19 Actual
Tax Rate	16.95	18.20	19.74	20.39	20.97	21.97	21.22	21.83	21.14	21.80
Total Valuation	2,127,375,010	2,117,159,900	2,043,770,600	2,050,011,060	2,062,663,700	2,062,663,700	2,200,466,300	2,235,716,580	2,398,902,300	2,420,417,600
Residential Valuation	1,918,464,577	1,912,485,770	1,836,413,460	1,839,983,064	1,851,630,904	1,851,630,904	1,975,561,465	1,993,310,284	2,138,408,369	2,155,858,664
Residential Valuation %	90.18%	90.33%	89.85%	89.75%	89.77%	89.77%	89.78%	89.16%	89.14%	89.07%
Commercial Valuation	154,294,823	149,671,530	146,292,440	148,642,836	150,328,496	150,328,497	158,148,535	156,410,516	173,366,831	179,515,636
Commercial Valuation %	7.25%	7.07%	7.16%	7.25%	7.29%	7.29%	7.19%	7.00%	7.23%	7.42%
Industrial Valuation	4,563,700	4,317,000	4,557,000	4,557,000	4,557,000	4,557,001	4,669,400	4,669,400	4,713,400	4,713,400
Industrial Valuation %	0.21%	0.20%	0.22%	0.22%	0.22%	0.22%	0.21%	0.21%	0.20%	0.19%
Personal Property Valuation	50,051,910	50,685,600	56,507,700	56,828,160	56,147,300	56,147,301	62,086,900	81,326,380	82,413,700	80,329,900
Personal Property Valuation %	2.35%	2.39%	2.76%	2.77%	2.72%	2.72%	2.82%	3.64%	3.44%	3.32%
Open Space Valuation	-	-	-	-	-	-	-	-	-	-
Open Space Valuation %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Tax Levy	36,059,006	38,532,310	40,344,032	41,799,726	43,254,058	45,316,721	46,693,895	48,805,693	50,632,229	52,765,104
Total Real Estate Parcels	6,816	6,812	6,799	6,801	6,805	6,805	6,756	6,750	6,741	6,742
Total Residential	6,190	6,196	6,186	6,188	6,188	6,188	6,217	6,225	6,226	6,226
Total Open Space										
Total Commerical	586	586	584	584	591	591	529	496	486	487
Total Industrial	30	30	29	29	29	29	29	29	29	29
Total Personal Property	269	266	266	264	270	270	262	258	166	177
New Growth (Dollars)	366,366	367,924	473,730	504,145	455,075	707,541	624,631	1,012,274	730,933	819,985
New Growth (Values)	36,059,006	21,706,390	26,029,140	25,539,300	22,318,540	33,740,650	30,410,465	47,703,770	33,482,920	38,788,290

## Reserves as a Percentage of General Fund Budget



Free cash and a stabilization fund permit greater financial flexibility and provide the Town with a safety net.

From FY 05 to FY 06, Amherst's reserves as a percentage of operating revenue declined substantially. Since FY 11, reserves have gradually increased, in keeping with the Town's Financial Policies and Objectives.

With plans for major investment in capital in the 2-20-year horizon, exceeding the Reserve ceiling is an intentional buffer against future spikes in debt expense.

**APPENDIX H****GLOSSARY**

The following definitions explain the meaning of some of the terms frequently used in documents and discussions related to the Town's financial matters:

<b>Abatement</b>	A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit. (See Commitment.)
<b>Accounting System</b>	The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.
<b>Accrued Interest</b>	The amount of interest that has accumulated on the bond since the date of the last interest payment, and in the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest.)
<b>Additional Assistance</b>	A state aid program that provides unrestricted general fund revenue to a certain number of communities through the Cherry Sheet. Additional Assistance evolved from the old resolution aid formula of the 1980s, but following state budget cuts, it was level funded beginning in FY 92 and then subsequently reduced.
<b>Adopted Budget</b>	The resulting budget that has been approved by the Town Council.
<b>Agency Fund</b>	One of four types of Fiduciary Funds. It is used to report resources in a purely custodial capacity by a governmental unit. Agency funds generally involve only the receipt, temporary investment, and periodic transfer of money to fulfill legal obligations to individuals, private organizations, or other governments. For example, certain employee payroll withholdings typically accumulate in an agency fund until due and forwarded to the federal government, health care provider, and so forth.
<b>Allocation</b>	The distribution of available monies, personnel, buildings and equipment among various Town departments, divisions or cost centers.
<b>Amortization</b>	The gradual repayment of an obligation over time and in accordance with a pre-determined payment schedule.
<b>Annual Budget</b>	An estimate of Expenditures for specific purposes during the Fiscal Year and the proposed means (estimated Revenues) for financing those activities.
<b>Appellate Tax Board (ATB)</b>	A board appointed by the governor that has jurisdiction to decide appeals from local decisions relating to property taxes, motor vehicle excises, state owned land valuations, exemption eligibility, property classification, and equalized valuations.
<b>Appropriation</b>	An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended. (See Encumbrance, Free Cash).
<b>Assessed Valuation</b>	A value assigned to real estate or other property by a government as the basis for levying taxes. In Massachusetts, assessed valuation is based on the property's full and fair cash value as set by the Assessors. (See Fair Market Value.)
<b>Assessment Date</b>	The date property tax liability is fixed. In Massachusetts, property taxes are assessed as of the January 1 prior to the fiscal year. Assessors determine the physical status of taxable real and personal property, its ownership, fair cash value and usage classification as of that date. By local option (M.G.L. ch. 59 §2A), the physical status of real property on June 30 is deemed to be its condition on the previous January 1.
<b>Audit</b>	An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool for evaluating the fiscal performance of a community.
<b>Audit Committee</b>	A committee appointed by the select board, mayor, or city council, with specific responsibility to review a community's independent audit of financial statements and to address all issues relating to it as well as those outlined in the accompanying management letter.
<b>Audit Management Letter</b>	An independent auditor's written communication to government officials, separate from the community's audit. It generally identifies areas of deficiency, if any, and presents recommendations for improvements in accounting procedures, internal controls and other matters.
<b>Audit Report</b>	Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions; (d) financial statements and schedules; and (e) statistical tables, supplementary comments, and recommendations. Almost always accompanied by a management letter.
<b>Available Funds</b>	Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for

	capital expenditures or other onetime costs. Examples of available funds include Free Cash, Stabilization Fund, Overlay Surplus, water surplus, and enterprise Retained Earnings. (See Reserves.)
<b>Balance Sheet</b>	A statement that discloses the assets, liabilities, reserves, and equities of a fund or governmental unit at a specified date.
<b>Balance Budget</b>	A budget in which receipts are greater than (or equal to) expenditures. A requirement for all Massachusetts cities and Towns.
<b>Betterments (Special Assessments)</b>	A special property tax that may be assessed to the property owners of an area whenever part of a community benefits from a public improvement, or betterment (e.g., water, sewer, sidewalks, etc.), to reimburse the governmental entity for all, or part, of the costs it incurred in completing the project. Each property parcel receiving the benefit is assessed a proportionate share of the cost which may be paid in full, or apportioned over a period of up to 20 years. In this case, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.
<b>Block Grant</b>	A Federal grant of money awarded by formula under very general guidelines that allow grantees broad latitude in spending activities. Recipients are normally state or local governments.
<b>Bond</b>	A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year.
<b>Bond Anticipation Note (BAN)</b>	Short-term debt instrument used to generate cash for initial project costs and with the expectation that the debt will be replaced later by permanent bonding. Typically issued for a term of less than one year, BANs may be re-issued for up to five years, provided principal repayment begins after two years (M.G.L. ch. 44 §17). Principal payments on school related BANs may be deferred up to seven years (increased in 2002 from five years) if the community has an approved project on the Massachusetts School Building Authority (MSBA) priority list. BANs are full faith and credit obligations.
<b>Bond Authorization</b>	Action of town meeting or a city council authorizing the executive branch to raise money through the sale of bonds in a specific amount and for a specific purpose. Once authorized, issuance is by the treasurer upon the signature of the mayor, or select board. (See Bond Issue.)
<b>Bond Issue</b>	The actual sale of the entire, or a portion of, the bond amount authorized by a town meeting or city council.
<b>Bond Rating</b>	A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed income investment. Rating agencies such as Moody's and Standard and Poor's use rating systems which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.
<b>Bonds Authorized and Unissued</b>	Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by town meeting or the city council to be removed from community's books.
<b>Budget</b>	A plan for allocating resources to support particular services, purposes and functions over a specified period of time.
<b>Budget Calendar</b>	The schedule of key dates or milestones which a government follows in the preparation and adoption of the budget.
<b>Budget Message</b>	A statement that, among other things, offers context by summarizing the main points of a budget, explains priorities, describes underlying policies that drive funding decisions, and otherwise justifies the expenditure plan and provides a vision for the future.
<b>Business-Type Activities</b>	One of two classes of activities reported in the GASB 34 government-wide financial statements. These activities are financed in whole or in part by fees charged to users for goods or services. Some examples are enterprise (M.G.L. ch. 44 §53F½), special revenue (M.G.L. ch. 41 §69B) water, and municipal electric fund.
<b>Capital Assets</b>	All tangible property used in the operation of government which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Asset).
<b>Capital Budget</b>	An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method

	of financing for each recommended expenditure, <i>i.e.</i> , tax levy and rates, and identify those items that were not recommended. (See Capital Asset, Fixed Asset).
<b>Capital Improvements Plan</b>	A blueprint for planning a community's capital expenditures that comprises an annual capital budget and a five-year capital plan. It coordinates community planning, fiscal capacity and physical development. While all of the community's needs should be identified in the plan, there is a set of criteria that prioritizes the expenditures.
<b>Capital Outlay Expenditure Exclusion</b>	A temporary increase in the tax levy to fund a capital project or make a capital acquisition. Exclusions require two-thirds vote of the select board or city council (sometimes with the mayor's approval) and a majority vote in a community wide referendum. The exclusion is added to the tax levy only during the year in which the project is being funded and may increase the tax levy above the levy ceiling.
<b>Capital Projects Fund</b>	Fund type used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).
<b>Cash</b>	Currency, coin, checks and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.
<b>Cash Basis of Accounting</b>	An accounting method used that records and recognizes revenues when cash is received and expenses when cash is paid out of the Town treasury.
<b>Cash Book</b>	A source book of original entry, which a treasurer is required to maintain, for the purpose of recording municipal receipts, adjustments to balances, deposits to municipal accounts and disbursements through warrants.
<b>Cash Management</b>	The process of monitoring the ebb and flow of money in and out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short-term borrowing and investment of idle cash.
<b>Cash Receipts</b>	Any money received by a municipality or its departments whether by cash, check or electronic transfer.
<b>Certificate of Deposit (CD)</b>	A bank deposit evidenced by a negotiable or non-negotiable instrument that provides on its face that the amount of such deposit, plus a specified interest, is payable to the bearer or to any specified person on a certain date specified in the instrument, at the expiration of a certain specified time, or upon notice in writing.
<b>Chapter 61 Land</b>	Forest, agricultural/horticultural, and recreational lands valued according to M.G.L. ch. 61, 61A, and 61B. Land is valued at its current use rather than the full and fair cash value. The commercial property tax rate is applicable for land defined under these chapters.
<b>Chapter 70 School Funds</b>	The school funding formula created under the Education Reform Act of 1993 by which state aid is distributed through the Cherry Sheet to help establish educational equity among municipal and regional school districts.
<b>Chapter 90 Highway Funds</b>	State funds derived from periodic transportation bond authorizations and apportioned to communities for highway projects based on a formula under the provisions of M.G.L. ch. 90 §34. The formula is based on three variables: local road mileage (58.33%) as certified by the Massachusetts Highway Department (MHD), local employment level (20.83%) derived from the Department of Employment and Training (DET), and population estimates (20.83%) from the US Census Bureau. Local highway projects are approved in advance, and then later on the submission of certified expenditure reports to MHD, communities receive cost reimbursements to the limit of the grant. Under the formula, communities with a larger number of road miles receive proportionately more aid than those with fewer road miles.
<b>Charges for Services (User Charges or Fees)</b>	The charges levied on the users of particular goods or services provided by local government requiring individuals to pay for the private benefits they receive. Such charges reduce the reliance on property tax funding.
<b>Charter School Aid</b>	A component of ch. 70 state aid provided to a municipality for public education. Beginning in FY 99, no new charter aid will be included in ch. 70 aid, and any Charter Aid distributed in FY 98 and prior years has been included in FY 99 base aid, in ch. 70 aid, and any Charter Aid distributed in FY 98 and prior years has been included in FY 99 base aid.
<b>Chief Procurement Officer (CPO)</b>	An individual defined under M.G.L. ch. 30B §2 and authorized to procure supplies or services for a governmental body.
<b>Cherry Sheet</b>	Named for the cherry colored paper on which they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements that provide funds for costs incurred during a prior period for certain programs or services. Cherry Sheets are located at <a href="http://www.mass.gov/dls">www.mass.gov/dls</a> . (See Cherry Sheet Assessments, Estimated Receipts.)
<b>Cherry Sheet Assessments</b>	Estimates of annual charges to cover the cost of certain state and county programs.
<b>Cherry Sheet Offset Items</b>	Local aid that may be spent without appropriation in the budget, but which must be spent for specific municipal and regional school district programs. Current offset items include racial equality grants, school lunch grants, School Choice Receiving Tuition and public libraries grants. (See also Offset Receipts.)
<b>Cherry Sheet Receipts</b>	M.G.L. ch. 58 §25A provides that the Commissioner of Revenue estimate the state's funding of local reimbursement and assistance programs as authorized by law and appropriated by

	the legislature. Local assessors are required to use these figures when determining the local property tax rate.
<b>Classification Of The Tax Rate</b>	Each year, the select board or city council vote whether to exercise certain tax rate options. Those options include choosing a residential factor to adopt (M.G.L. ch. 40 §56), and determining whether to offer an open space discount (ch. 61, 61A and 61B), a residential exemption (ch. 59 §5C), and/or a small commercial exemption (ch. 59 §5I) to property owners.
<b>Collective Bargaining</b>	The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union.
<b>Commercial, Industrial, Personal Property (CIP)</b>	A group of three property types used to describe the effect of multiple tax rates. A municipality can take a number of actions to shift the levy burden associated with a single tax rate from Open Space and Residential categories to the CIP categories.
<b>Commitment</b>	An authorization to collect taxes, fees or other charges due a municipality. For example, the assessors' commitment of real estate taxes authorizes the collector to pursue and receive payment from property owners.
<b>Community Preservation Act (CPA)</b>	Enacted as M.G.L. ch. 44B in 2000, the Community Preservation Act permits cities and towns accepting its provisions to establish a restricted fund from which monies can only be appropriated for a) the acquisition, creation and preservation of open space; b) the acquisition, preservation, rehabilitation, and restoration of historic resources; and c) the acquisition, creation and preservation of land for recreational use; d) the creation, preservation and support of community housing; and e) the rehabilitation and restoration of open space, land for recreational use and community housing that is acquired or created using monies from the fund. Acceptance requires town meeting or city council approval, together with referendum approval by majority vote. The local program is funded by a local surcharge up to 3% on real property tax bills and matching dollars from the state generated from registry of deeds fees. (See DOR IGR 00-209 as amended by IGR 01-207 and IGR 02-208).
<b>Computer Assisted Mass Appraisal (CAMA)</b>	An automated system for maintaining property data, valuing property, notifying owners, and ensuring tax equity through uniform valuations.
<b>Consumer Price Index (CPI)</b>	The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."
<b>Contingent Appropriation</b>	An appropriation that authorizes spending for a particular purpose only if subsequently approved in a voter referendum. Under M.G.L. ch. 59 §21C (m), towns may make appropriations from the tax levy, available funds or borrowing, contingent upon the subsequent passage of a Proposition 2½ override or exclusion question for the same purpose. If initially approved at an annual town meeting, voter approval of the contingent appropriation must occur by September 15. Otherwise, the referendum vote must occur within 90 days after the town meeting dissolves. The question may be placed before the voters at more than one election, but if not approved by the applicable deadline, the appropriation is null and void. If contingent appropriations are funded through property taxes, DOR cannot approve the tax rate until the related override or exclusion question is resolved or the deadline passes, whichever occurs first.
<b>Cost-Benefit Analysis</b>	A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.
<b>Cost Of Living Adjustment (COLA)</b>	Reference to language in municipal contracts that provide for annual or periodic increases in salaries and wages for employees over the course of the contract. The amount of an increase is most often negotiated based on a community's ability to pay, but is sometimes tied to the annual change in a specified index, <i>i.e.</i> , Consumer Price Index (CPI).
<b>Debt Authorization</b>	Formal approval by a two-thirds vote of town meeting or city council to incur debt, in accordance with procedures stated in M.G.L. ch. 44 §§1, 2, 3, 4a, 6-15.
<b>Debt Exclusion</b>	An action taken by a community through a referendum vote to raise the funds necessary to pay debt service costs for a particular project from the property tax levy, but outside the limits under Proposition 2½. By approving a debt exclusion, a community calculates its annual levy limit under Proposition 2½, then adds the excluded debt service cost. The amount is added to the levy limit for the life of the debt only and may increase the levy above the levy ceiling.
<b>Debt Limit</b>	The maximum amount of debt that a municipality may authorize for qualified purposes under state law. Under M.G.L. ch. 44 §10, debt limits are set at 5% of EQV for a city and 5% of EQV for a town. By petition to the Municipal Oversight Board, cities and towns can receive approval to increase their debt limit to 5 and 10% of EQV, respectively.
<b>Debt Service</b>	The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.
<b>Debt Statement</b>	Reference to a report, which local treasurers are required to file with the DOR, showing authorized and issued debt, debt retired and interest paid by a community during the prior

	fiscal year, as well as authorized but unissued debt at year-end. Also known as the "Statement of Indebtedness."
<b>Deferred Revenue</b>	Amounts that do not meet the criteria for revenue recognition. Also, earned amounts that are not yet available to liquidate liabilities of a current period.
<b>Deficit</b>	The excess of expenditures over revenues during an accounting period. Also refers to the excess of the liabilities of a fund over its assets.
<b>Demand</b>	Notice to a delinquent taxpayer of overdue taxes typically mailed soon after the 30-day, or otherwise determined, payment period has ended.
<b>Department</b>	A principal, functional, and administrative entity created by statute and the Town Manager to carry out specified public services.
<b>Department Of Revenue (DOR)</b>	State department responsible for collecting a wide variety of taxes, providing taxpayer support, and administering programs related to municipal finance through the Division of Local Services (DLS).
<b>Deputy Collector</b>	If 14 days after the mailing of a demand payment is not received, the collector may issue warrants to one or more deputy collectors authorizing them to collect delinquent taxes, commonly motor vehicle excise. For outstanding excise, the deputy may mark licenses/registrations or provide evidence (e.g., death absence, poverty, insolvency or other inability of the persons assessed to pay) that the accounts are uncollectable. All amounts collected by the deputy collector should be deposited to a municipal bank account from which the deputy may be paid his compensation by check signed by the collector once the tax payments have cleared (M.G.L. ch. 60 §92). However, if a community requires all receipts be paid over to the treasurer, the deputy collector must be paid through the warrant process. (See DOR IGR 90-219)
<b>Designated Unreserved Fund Balance</b>	A limitation on the use of all or part of the expendable balance in a governmental fund.
<b>Division Of Local Services (DLS)</b>	A division within the DOR (Department of Revenue) responsible for helping Massachusetts cities and towns achieve sound and efficient fiscal management through technical assistance, training, and oversight. DLS bureaus are responsible for ensuring the fairness and equity of local property taxation, the accuracy and quality of local accounting and treasury management, interpreting state laws that affect local governance, distributing local aid, maintaining a comprehensive databank on local finances, and auditing local school districts.
<b>Education Reform Act of 1993</b>	State law that authorized the seven-year ch. 70 funding program for education and that established spending targets for school districts as a means to remedy educational inequities. Scheduled to end by FY 00, the program has been extended, pending agreement on further reforms.
<b>Emergency Spending</b>	M.G.L. ch. 44 §31 allows a community to spend in excess of appropriation in cases of major disasters that pose an immediate threat to the health or safety of persons or property, following the emergency declaration by council or select board and the approval of the Director of Accounts.
<b>Eminent Domain</b>	The power of a government to take property for public purposes. Frequently used to obtain real property that cannot be purchased from owners in a voluntary transaction. Property owner receives fair compensation (market value at the time of the taking) as determined through court proceedings.
<b>Encumbrance</b>	A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that is chargeable to, but not yet paid from, a specific appropriation account.
<b>Enterprise Funds</b>	A fund authorized by M.G.L. ch. 44 §53F½ that is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery—direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or retained earnings generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services. Amherst has four: water, sewer, solid waste, and transportation. Both the costs and the revenues of the enterprise are segregated from other finances of the Town.
<b>Equalized Valuations (EQV)</b>	The determination of an estimate of the full and fair cash value of all property in the Commonwealth as of a certain taxable date. EQVs have historically been used as a variable in distributing some state aid accounts and for determining county assessments and other costs. The Commissioner of Revenue, in accordance with M.G.L. ch. 58 §10C, is charged with the responsibility of biannually determining an equalized valuation for each city and town in the Commonwealth.
<b>Estimated Receipts</b>	A term that typically refers to anticipated local revenues listed on page three of the Tax Recapitulation Sheet. Projects of local revenues are often based on the previous year's

	receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts.)
<b>Excess Levy Capacity</b>	The difference between the levy limit and the amount of real and personal property taxes actually levied in a given year. Annually, the select board or city council must be informed of excess levy capacity and their acknowledgment must be submitted to DOR when setting the tax rate.
<b>Exemption</b>	A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include veterans, blind individuals, surviving spouses, and persons over 70 years of age.
<b>Expendable Trust</b>	A fund, administered by the treasurer, from which both principle and interest can be expended for the purposes specified and agreed upon when the money was donated or transferred to the community. (See Trust Fund; Non Expendable Trust.)
<b>Expenditure/Expense</b>	An outlay of money made by municipalities to provide the programs and services within their approved budget.
<b>Fair Market Value/Full And Fair Cash Value (FFCV)</b>	Fair cash value has been defined by the Massachusetts Supreme Judicial Court as "fair market value, which is the price an owner willing but not under compulsion to sell ought to receive from one willing but not under compulsion to buy. It means the highest price that a normal purchaser not under peculiar compulsion will pay at the time, and cannot exceed the sum that the owner after reasonable effort could obtain for his property. A valuation limited to what the property is worth to the purchaser is not market value. The fair cash value is the value the property would have on January first of any taxable year in the hands of any owner, including the present owner" (Boston Gas Co. v. Assessors of Boston, 334 Mass. 549, 566 (1956)).
<b>Fiduciary Funds</b>	Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include expendable trust, non-expendable trust, pension trust, and agency funds.
<b>Financial Advisor</b>	An individual or institution that assists municipalities in the issuance of tax exempt bonds and notes. The public finance department of a commercial bank or a non-bank advisor usually provides this service.
<b>Financial Statement</b>	A presentation of the assets and liabilities of a community as of a particular date and most often prepared after the close of the fiscal year.
<b>Fiscal Year</b>	Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. For example, the 2000 fiscal year is July 1, 1999 to June 30, 2000. Since 1976, the federal government fiscal year has begun October 1 and ended September 30.
<b>Fixed Assets</b>	Long-lived, tangible assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.
<b>Fixed Costs</b>	Costs that are legally or contractually mandated such as retirement, taxes, insurance, debt service costs or interest on loans.
<b>Foundation Budget</b>	The spending target imposed by the Education Reform Act of 1993 for each school district as the level necessary to provide an adequate education for all students.
<b>Free Cash</b>	Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. Important: free cash is not available for appropriation until certified by the Director of Accounts. (See Available Funds.)
<b>Full Accrual</b>	A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.
<b>Fund</b>	An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.
<b>Fund Accounting</b>	Organizing the financial records of a municipality into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

<b>Fund Balance</b>	The difference between assets and liabilities reported in a governmental fund. Also known as fund equity. (See also Undesignated Fund Balance.)
<b>General Fund</b>	The fund used to account for most financial resources and activities governed by the normal town meeting/city council appropriation process.
<b>General Ledger</b>	The accountant's record of original entry, which is instrumental in forming a paper trail of all government financial activity.
<b>General Obligation Bonds</b>	Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.
<b>Generally Accepted Accounting Principles (GAAP)</b>	Uniform minimum standards and guidelines for financial accounting and reporting that serve to achieve some level of standardization
<b>GIS (Geographical Information System)</b>	A computerized mapping system and analytical tool that allows a community to raise information on a parcel, area or community wide basis. It also allows parcels to be identified and sorted on the basis of certain specified criteria. The system can integrate assessors' property data, water and sewer line networks, wetlands, floodplains and as well as other data.
<b>Government Finance Officers Association (GFOA)</b>	A nationwide association of public finance professionals.
<b>Governmental Accounting Standards Board (GASB)</b>	The ultimate authoritative on accounting and financial reporting standard setting body for state and local governments.
<b>Governmental Funds</b>	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, capital projects funds, debt service funds, and permanent funds.
<b>Grant</b>	A contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal government. Grants are usually made for specific purposes.
<b>Hotel/Motel Excise</b>	A local option since 1985 that allows a community to assess a tax on short-term room occupancy. The community may levy up to 4% of the charge for stays of less than 90 days at hotels, motels and lodging houses.
<b>House 1 (Governor's Budget Proposal)</b>	Designation given to the Governor's annual budget request, which is submitted to the House of Representatives by the fourth Wednesday of January. Except that a newly elected governor has eight weeks from the day he/she takes office to submit a budget. The budget is designated House 1 in the first year of the two-year legislative session and House 1A in the second year.
<b>Indirect Cost</b>	Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.
<b>Inside Debt</b>	Municipal debt incurred for purposes enumerated in M.G.L. ch. 44, §7, and measured against the community's debt limit as set under ch. 10. Consequently, the borrowing is inside the debt limit and referred to as inside debt. (See also Outside Debt.)
<b>Interest</b>	Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.
<b>Interest Rate</b>	The interest payable, expressed as a percentage of the principal available, for use during a specified period of time. It is always expressed in annual terms.
<b>Internal Controls</b>	The policies and procedures established by management to ensure the integrity and comprehensiveness of the data collected by the accounting system for use in internal and external financial reports, as well as the overall control environment in which the government operates.
<b>Land Court</b>	Established in 1898, the Land Court has the exclusive jurisdiction to foreclose rights of redemption on a property in tax title.
<b>Levy</b>	The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2½ provisions.
<b>Levy Ceiling</b>	A levy ceiling is one of two types of levy (tax) restrictions imposed by M.G.L. ch. 59 §21C (Proposition 2½). It states that, in any year, the real and personal property taxes imposed may not exceed 2½% of the total full and fair cash value of all taxable property. Property taxes levied may exceed this limit only if the community passes a capital exclusion, a debt exclusion, or a special exclusion. (See Levy Limit.)
<b>Levy Limit</b>	A levy limit is one of two types of levy (tax) restrictions imposed by M.G.L. ch. 59 §21C (Proposition 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½% of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion. (See Levy Ceiling.)

<b>Lien</b>	A legal claim against real or personal property to protect the interest of a party (i.e., a city or town) to whom a debt is owed (i.e., taxes). In the case of real property, the lien in favor of a municipality automatically arises each January 1, but must be secured through other action. On other property, a lien must be recorded to become secure.
<b>Line Item Budget</b>	A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.
<b>Local Aid</b>	Revenue allocated by the Commonwealth to cities, towns, and regional school districts. Estimates of local aid are transmitted to cities, towns, and districts annually by the "Cherry Sheets." Most Cherry Sheet aid programs are considered general fund revenues and may be spent for any purpose, subject to appropriation.
<b>Local Appropriating Authority</b>	In a town, the town meeting has the power to appropriate funds, including the authorization of debt. In a city, the city council has the power upon the recommendation of the Town Manager.
<b>Local Receipts</b>	Locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, investment income, hotel/motel tax, fees, rentals, and charges. Annual estimates of local receipts are shown on the tax rate recapitulation sheet.
<b>Long-Term Debt</b>	Community borrowing, or outstanding balance at any given time, involving loans with a maturity date of 12 months or more. (See Permanent Debt.)
<b>Mass Appraisal</b>	Use of standardized procedures for collecting data and appraising property to ensure that all properties within a municipality are valued uniformly and equitably.
<b>Massachusetts General Laws (M.G.L.)</b>	Laws passed by the Massachusetts legislature. The M.G.L. is organized by chapters with multiple sections in each chapter. Currently there are 282 chapters (see <a href="http://www.mass.gov/legis/laws/mgl/index.htm">www.mass.gov/legis/laws/mgl/index.htm</a> ). Note that laws enacted prior to the current legislative session are in one location and those enacted in the current session are located in a separate location.
<b>Massachusetts Municipal Depository Trust (MMDT)</b>	An investment program, founded in 1977 under the supervision of the State Treasurer, in which municipalities may pool excess cash for investment.
<b>Massachusetts School Building Authority (MSBA)</b>	Administers the state program that reimburses cities, towns, and regional school districts varying percentages of their school construction costs depending on the wealth of the community or district and the category of reimbursement. Projects that received their first reimbursement payment prior to July 26, 2004 will continue to get annual state payments to offset the related annual debt service. Thereafter, cities, towns, and regional school districts will receive a lump sum amount representing the state's share of the eligible project costs. (See DLS Bulletin 200420B.)
<b>Minimum Local Contribution</b>	The minimum that a city or town must appropriate from property taxes and other local revenues for the support of schools (See Education Reform Act of 1993.)
<b>Motor Vehicle Excise (MVE)</b>	A locally imposed annual tax assessed to owners of motor vehicles registered to an address within the community. The excise tax rate is set by statute at \$25.00 per \$1000 of vehicle value. Owner registration and billing information is maintained by the State Registry of Motor Vehicles and is made available to a city or town, or to the Deputy Collector who represents it.
<b>Municipal Charges Lien</b>	For delinquent water (M.G.L. ch. 40 §§42A-F), sewer (M.G.L. ch. 83 §§16AF), and trash (M.G.L. ch. 44 §28C(f)) charges, a community may lien these amounts on the property tax provided the enabling legislation is accepted and a certificate of acceptance is on file at the Registry of Deeds. For other unpaid local charges and fees, a community may adopt M.G.L. ch. 40 §58 separately for each purpose in order to lien each upon the property tax. The lien is created by recording a listing of a particular type of charge or fee (by parcel of land and by name) at the Registry of Deeds.
<b>Municipal Data Bank</b>	Located within the Division of Local Services (DLS), the Municipal Data Bank collects, organizes, stores and publishes historical financial information on cities and towns, regional districts and the Commonwealth. Public access to the data is available through links at the DLS website at <a href="http://www.mass.gov/dls">www.mass.gov/dls</a> .
<b>Net Assets Unrestricted (Formerly Retained Earnings)</b>	An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).
<b>Net School Spending (NSS)</b>	School budget and municipal budget amounts attributable to education, excluding long-term debt service, student transportation, school lunches and certain other specified school expenditures. A community's NSS funding must equal or exceed the NSS Requirement established annually by the Department of Education (DOE) (See Education Reform Act of 1993).
<b>Net School Spending Requirement</b>	Sum of a school district's minimum local contribution and the Chapter 70 aid received in a given fiscal year (FY). Municipalities and regional school districts must appropriate funds sufficient to the net school spending requirement. In addition to the NSS requirement funds need to be appropriated to support costs of student transportation, fixed assets, long term debt service, and other costs not part of the NSS. Ch. 194 §126 of the Acts of 1998 limits

	the net school spending requirement for regional vocational districts to 150% of the foundation budget. When the net school spending requirements exceed 150% of the foundation budget, the required local contributions of the member towns are reduced proportionately. Any reduction is applied to any below foundation districts to which the municipality belongs.
<b>New Growth</b>	The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit. For example, new growth for FY 09 is based on new construction, etc. that occurred between January and December 2007. In the fall of 2008, when new growth is being estimated to set the FY 09 levy limit, the FY 08 tax rate is used in the calculation.
<b>Non-Allocated Receipts</b>	Municipal receipts that need not be expended in a particular way due to their source. Non-allocated receipts are listed on page 3 of the Tax Rate and Pro Forma Recapitulation form. Specifically excluded are offset receipts, enterprise funds, and revolving funds.
<b>Non-Expendable Trust</b>	A trust fund administered by the treasurer, from which principle, but not interest, can be expended for the purposes specified by the donor or agreed upon when the money was donated or transferred to the community. (See Trust Fund; Expendable Trust.)
<b>Non-Recurring Revenue Source</b>	A one-time source of money available to a city or town. By its nature, a non-recurring revenue source cannot be relied upon in future years. Therefore, such funds should not be used for operating or other expenses that continue from year-to-year. (See Recurring Revenue Source.)
<b>Objects Of Expenditures</b>	A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."
<b>Official Statement</b>	A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.
<b>Offset Receipts</b>	A local option that allows estimated receipts of a particular department to be earmarked for use of the department and appropriated to offset its annual operating budget. If accepted, M.G.L. ch. 44 §53E limits the amount of offset receipts appropriated to no more than the actual receipts collected for the prior fiscal year. The Director of Accounts must approve use of a higher amount before appropriation. Actual collections greater than the amount appropriated close to the general fund at year-end. If actual collections are less, the deficit must be raised in the next year's tax rate.
<b>Operating Budget</b>	A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.
<b>Other Amounts To Be Raised (see Tax Recapitulation Sheet)</b>	Amounts not appropriated but raised through taxation. Generally, these are locally generated expenditures (e.g., overlay, teacher pay deferral, deficits) as well as state, county and other special district charges. Because they must be funded in the annual budget, special consideration should be given to them when finalizing the budget recommendations to the city council or town meeting.
<b>Other Post-Employment Benefits (OPEB)</b>	Employees of state and local governments may be compensated in a variety of forms in exchange for service that will not be received until after their employment with the government ends. The most common type of these post-employment benefits is a pension. Post-employment benefits other than pensions generally take the form of health insurance and dental, vision, prescription, or other healthcare services provided to eligible retirees, including in some cases their beneficiaries. They may also include life insurance. As a group, these are referred to as OPEB.
<b>Outside Debt</b>	Municipal borrowing for purposes enumerated in M.G.L. ch. 44, §8, the debt incurred for which is not measured against the community's debt limit per ch. 10. Consequently, the borrowing is outside the debt limit and referred to as outside debt. (See Inside Debt.)
<b>Overlay Reserve (Provision for Abatements &amp; Exemptions)</b>	An account established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal appropriation process, but rather is raised on the tax rate recapitulation sheet.
<b>Overlay Deficit</b>	A deficit that occurs when the amount of overlay raised in a given year is insufficient to cover abatements, statutory exemptions, and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year.
<b>Overlay Surplus</b>	Any balance in the overlay account of a given year in excess of the amount remaining to be collected or abated can be transferred into this account. Within ten days of a written request by the chief executive officer of a city or town, the assessors must provide a certification of the excess amount of overlay available to transfer. Overlay surplus may be appropriated for any lawful purpose. At the end of each fiscal year, unused overlay surplus is "closed" to surplus revenue; in other words, it becomes a part of free cash.
<b>Override</b>	A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount.

<b>Override Capacity</b>	The difference between a community's levy ceiling and its levy limit. It is the maximum amount by which a community may override its levy limit.
<b>Payments In Lieu Of Taxes (PILOT)</b>	An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.
<b>Permanent Debt</b>	Borrowing by a community typically involving a debt service amortization period of greater than one year. (See Long-Term Debt.)
<b>Personal Property</b>	Movable items not permanently affixed to, or part of the real estate. It is assessed separately from real estate to certain businesses, public utilities, and owners of homes that are not their primary residences.
<b>Personnel Costs</b>	The cost of salaries, wages and related employment benefits.
<b>Preliminary Tax Bill</b>	The tax bill for the first two quarters of the fiscal year sent, no later than July 1, by communities on a quarterly tax billing cycle. The tax due on a preliminary tax bill can be no greater than the amount due in the last two quarters of the previous fiscal year.
<b>Principal</b>	The face amount of a bond, exclusive of accrued interest.
<b>Procurement Officer</b>	Through local acceptance of M.G.L. ch. 41, §103, a city or town may establish a purchasing department and appoint a purchasing agent who shall purchase all supplies for the city or town.
<b>Property Tax Levy (See Levy)</b>	The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2½ provisions.
<b>Proposition 2½</b>	State law enacted in 1980 that regulates local property tax administration. Major provisions of this legislation are located in M.G.L. ch. 59 - Assessment of Local Taxes §21C and relate to the determination of a levy limit and levy ceiling for each town.
<b>Proprietary Funds</b>	Funds that account for government's business-type activities (e.g., activities that receive a significant portion of their funding through user charges). The fund types included in proprietary funds are the enterprise fund and the internal service fund. The internal service fund accounts for certain central services (e.g., data processing, printing, postage, motor pool) and then allocates the cost among departments or funds within the governmental unit.
<b>Provision for Abatements &amp; Exemptions</b>	(See Overlay Reserve.)
<b>Public Employee Retirement Administration (PERAC)</b>	The Public Employee Retirement Administration oversees and directs the state retirement system and administers benefits for members.
<b>Purchase Order</b>	An official document or form authorizing the purchase of products and services. Outstanding purchase orders are called encumbrances.
<b>Quarterly Tax Bills</b>	Local option to issue two estimated (or three estimated when authorized by the General Court) property tax bills followed by two (or one, if three estimated) regular bills by prescribed dates.
<b>Raise And Appropriate</b>	A phrase used to identify a funding source for an expenditure or expenditures, which refers to money generated by the tax levy or other local receipt.
<b>Real Property</b>	Land, buildings and the rights and benefits inherent in owning them.
<b>Recap Sheet</b>	(See Tax Rate Recapitulation Sheet.)
<b>Receipts Reserved</b>	Proceeds that are earmarked by law and placed in separate accounts for appropriation for particular purposes. For example, ambulance receipts.
<b>Receivables</b>	An expectation of payment of an amount certain accruing to the benefit of a city or town.
<b>Reconciliation Of Receivables</b>	Periodic process where the accountant and collector compare records to confirm amount of taxes outstanding. DOR requires an annual reconciliation of receivables without variances to be submitted with a balance sheet as a prerequisite to certifying a community's free cash.
<b>Recertification/Triennial Certification</b>	The Commissioner of Revenue, through the Bureau of Local Assessment, is required to review local assessed values every three years and to certify that they represent full and fair cash value (FFCV). Refer to M.G.L. ch. 40 §56 and ch. 59 §2A(c).
<b>Recurring Revenue Source</b>	A source of money used to support municipal expenditures, which by its nature can be relied upon, at some level, in future years. (See Non-Recurring Revenue Source.)
<b>Requisition</b>	Form used by the requesting department when ordering products and services from external vendors. This document generates a Purchase Order.
<b>Reserve Fund</b>	An amount set aside annually within the budget of a city (not to exceed 3% of the tax levy for the preceding year) or town (not to exceed 5% of the tax levy for the preceding year) to provide a funding source for extraordinary or unforeseen expenditures. In a town, the finance committee can authorize transfers from this fund for "extraordinary or unforeseen" expenditures. Other uses of the fund require budgetary transfers by town meeting. In a

	city, transfers from this fund may be voted by the city council upon recommendation of the mayor.
<b>Reserves</b>	Money accumulated for future expenditure. The General Fund savings account and the Stabilization Fund are general reserves that may be used for a wide variety of purposes. Some reserves are available only for restricted purposes, for example, the Pension and Insurance reserve.
<b>Rating Agencies</b>	This term usually refers to Moody's Investors Service, Standard and Poor's Corporation, and Fitch ICBA, Inc. These are the three major agencies which issue credit ratings on municipal bonds.
<b>Residential Exemption</b>	A municipality can grant a residential exemption of a dollar amount that cannot exceed 20% of the average assessed value of all residential class properties. The exemption reduces, by the adopted percentage, the taxable valuation of each residential parcel that is a taxpayer's principal residence. Granting the exemption raises the residential tax rate and shifts the residential tax burden from moderately valued homes to apartments, summer homes and higher valued homes.
<b>Retained Earnings</b>	An equity account reflecting the accumulated earnings of an enterprise fund that may be used to fund capital improvements, to reimburse the general fund for prior year subsidies, to reduce user charges and to provide for enterprise revenue deficits (operating loss).
<b>Revaluation</b>	The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information. Every three years, assessors must submit property values to the DOR for certification. Assessors must also maintain current values in the years between certifications so that each taxpayer in the community pays his or her share of the cost of local government in proportion to the value of his property. (See Recertification.)
<b>Revenue Deficit</b>	The amount by which actual revenues at year-end fall short of projected revenues and are insufficient to fund the amount appropriated. In such a case and unless otherwise funded, the revenue deficit must be raised in the following year's tax rate.
<b>Revenues</b>	All monies received by a governmental unit from any source.
<b>Revolving Fund</b>	Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.
<b>Schedule A</b>	A statement of revenues, expenditures and other financing sources, uses, changes in fund balance and certain balance sheet account information prepared annually by the accountant or auditor at the end of the fiscal year. This report is based on the fund account numbers and classifications contained in the UMAS manual.
<b>School Choice Aid</b>	A component of Chapter 70 state aid provided to a municipality for public education. If a district is spending below the foundation budget and it was a "sending" district under school choice in the prior fiscal year (FY), the district generally receives school choice aid in an amount equal to any increase in its prior year estimated gross school choice liability, when compared to the previous year.
<b>Short-Term Debt/Temporary Debt</b>	Outstanding balance, at any given time, on amounts borrowed with a maturity date of 12 months or less.
<b>Special Assessments</b>	(See Betterments.)
<b>Special Revenue Fund</b>	Funds, established by statute only, containing revenues that are earmarked for and restricted to expenditures for specific purposes. Special revenue funds include receipts reserved for appropriation, revolving funds, and grants from governmental entities and gifts from private individuals or organizations.
<b>Stabilization Fund</b>	A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (M.G.L. ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed 10% of the prior year's tax levy. The total of all stabilization fund balances shall not exceed 10% of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money from the stabilization fund
<b>Submitted Budget</b>	The proposed budget that has been approved by the Town Manager and forwarded to the Town Council for their approval. The Council must act upon the submitted budget within prescribed guidelines and limitations according to statute and the Town Charter.
<b>Supplemental Appropriations</b>	Appropriations made by the Town Council after an initial appropriation to cover expenditures beyond original estimates.

<b>Surplus Revenue</b>	The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.
<b>Tailings</b>	Unclaimed municipal funds, or a repository, referred to as a "tailings account," for the retention, until eventual disposition, of unclaimed funds in the custody of a municipality. Tailings might include unclaimed tax refunds, vendor payments yet to clear, overages on the community's commitment, etc. (M.G.L. ch. 200A)
<b>Tax Rate</b>	The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.
<b>Tax Recapitulation Sheet</b>	A document submitted by a city or town to the DOR in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semiannual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).
<b>Tax Title</b>	A collection procedure that secures a city or town's lien on real property and protects the municipality's right to payment of overdue property taxes. Otherwise, the lien expires if five years elapse from the January 1 assessment date and the property has been transferred to another owner. If amounts remain outstanding on the property after issuing a demand for overdue property taxes and after publishing a notice of tax taking, the collector may take the property for the city or town. After properly recording the instrument of taking, the collector transfers responsibility for collecting the overdue amounts to the treasurer. After six months, the treasurer may initiate foreclosure proceedings.
<b>Tax Title Foreclosure</b>	The procedure initiated in Land Court by a city or town treasurer to obtain legal title to real property already in tax title and on which property taxes are overdue.
<b>Tax Title Redemption</b>	The act of a property owner to pay overdue taxes, plus any fees, charges, other costs and interest, on real property that the community had placed in tax title to secure its lien. The taxpayer's right to redeem terminates when the treasurer files a petition to foreclose on the property in the Land Court.
<b>Trust Fund</b>	In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by town meeting. (See Expendable Trust and Non-Expendable Trust.)
<b>Undesignated Fund Balance</b>	A requirement imposed by law, regulation or order without underlying financial support, thereby resulting in direct or indirect costs to the body made responsible for its implementation.
<b>Uniform Municipal Accounting System</b>	UMAS succeeds the so-called Statutory System (STAT) and is regarded as the professional standard for municipal accounting in Massachusetts. As a uniform system for local governments, it conforms to Generally Accepted Accounting.
<b>User Charges/Fees</b>	A municipal funding source where payment is collected from the user of a service to help defray the cost of providing the service. Note that any increases in the fees must satisfy the three tests set forth in the so called Emerson case. (See Emerson College v. Boston, 391 Mass. 415 (1984); DOR IGR 88-207.)
<b>Warrant</b>	An authorization for an action. For example, a town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The assessors' warrant authorizes the tax collector to collect taxes in the amount and from the persons listed, respectively.