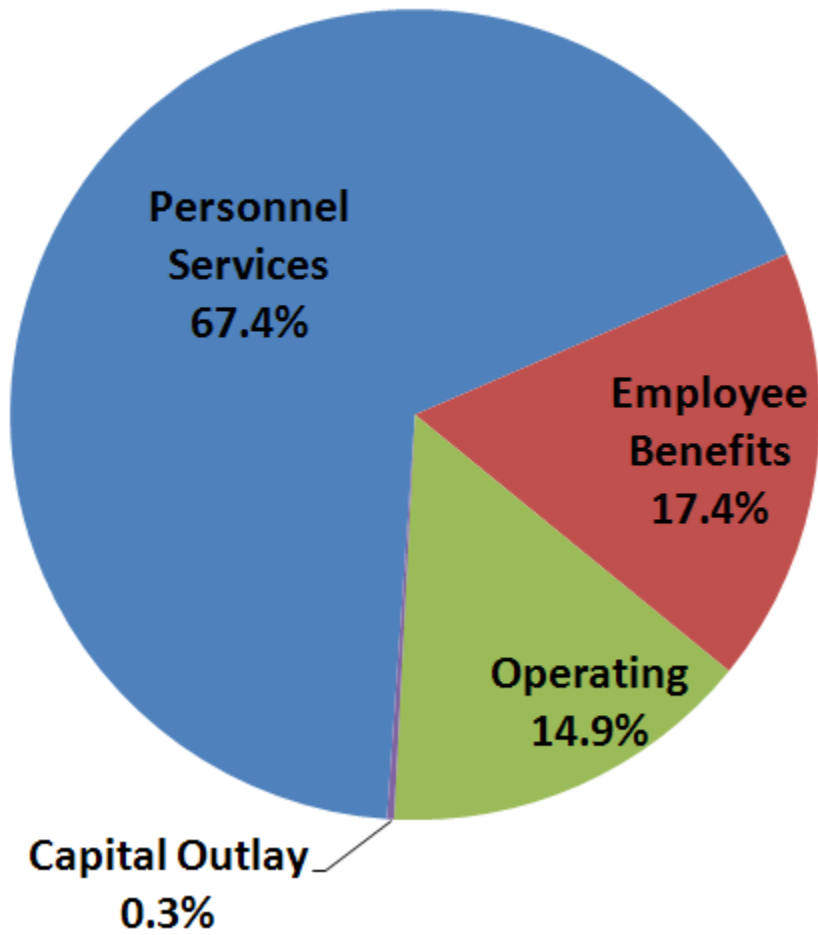
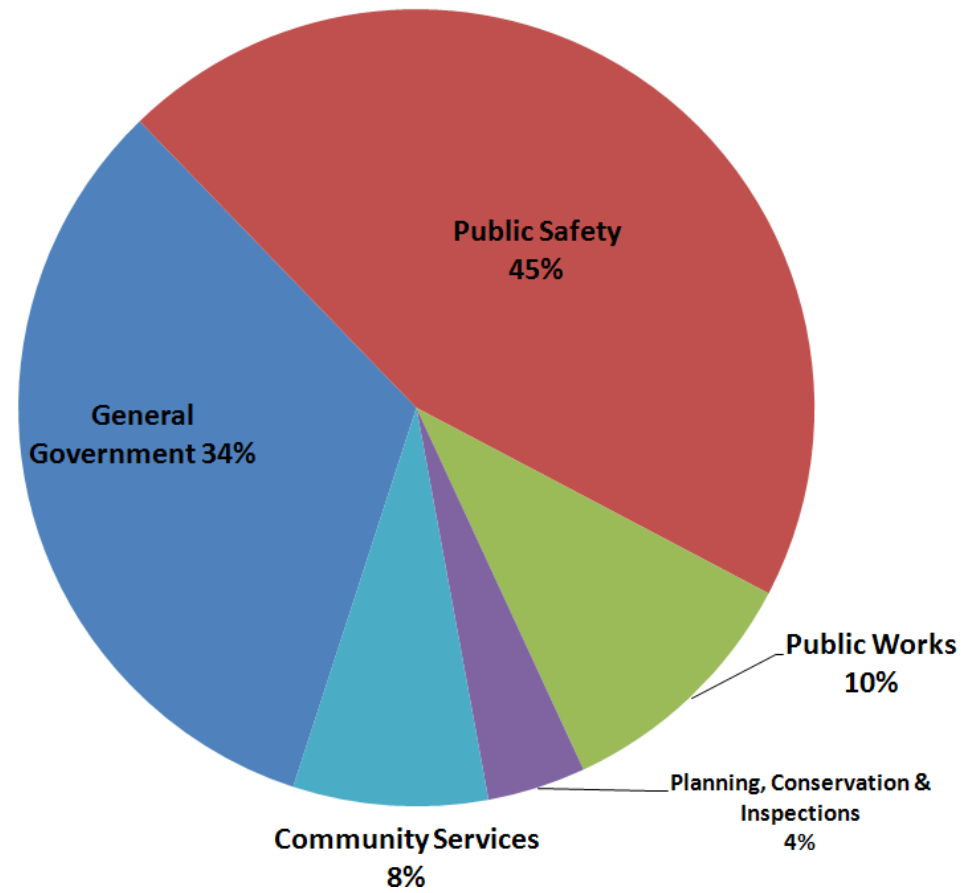


### GENERAL FUND EXPENDITURES SUMMARY

FY 11 Expenditures  
By Type



FY 11 Expenditures  
By Functional Area



## GENERAL GOVERNMENT SUMMARY

	FY 08	FY 09	FY 09	FY 10	FY 11	Change	Percent	FY 11	Change	Percent
	Actual	Budget	Actual	Budget	Manager	FY 10 - 11	Change	FinCom -3%	FY 10 - 11	Change
Select Board/Town Manager	\$ 227,745	238,327	245,255	223,184	226,121	2,937	1.3%	226,121	2,937	1.3%
Town Meeting/Finance Comm	\$ 628	800	448	800	800	0	0.0%	800	0	0.0%
Finance Department	\$ 775,145	819,185	798,993	849,586	865,124	15,538	1.8%	818,897	(30,689)	-3.6%
Legal Services	\$ 171,414	95,000	142,307	95,000	110,000	15,000	15.8%	95,000	0	0.0%
Human Resources/ Human Rights	\$ 201,115	197,008	186,551	152,626	157,217	4,591	3.0%	135,217	(17,409)	-11.4%
Information Technology	\$ 452,116	467,585	491,576	472,999	485,266	12,267	2.6%	485,266	12,267	2.6%
Town Clerk's Office	\$ 147,262	152,829	158,551	162,069	170,441	8,372	5.2%	130,430	(31,639)	-19.5%
Elections & Registration	\$ 35,046	54,824	71,510	28,524	52,440	23,916	83.8%	52,440	23,916	83.8%
Facilities Maintenance	\$ 436,354	461,297	474,154	458,596	432,349	(26,247)	-5.7%	432,349	(26,247)	-5.7%
General Services	\$ 368,733	405,361	374,468	410,321	380,721	(29,600)	-7.2%	380,721	(29,600)	-7.2%
SUBTOTAL	\$ 2,815,558	2,892,216	2,943,813	2,853,705	2,880,479	26,774	0.9%	2,757,241	(96,464)	-3.4%
Employee Pay/Benefits	\$ 2,812,123	3,097,512	2,764,584	3,052,003	3,241,716	189,713	6.2%	3,193,062	141,059	4.6%
<b>TOTAL APPROPRIATION</b>	<b>\$ 5,627,681</b>	<b>5,989,728</b>	<b>5,708,397</b>	<b>5,905,708</b>	<b>6,122,195</b>	<b>216,487</b>	<b>3.7%</b>	<b>5,950,303</b>	<b>44,595</b>	<b>0.8%</b>
<b>SOURCES OF FUNDS</b>										
Ambulance Receipts	\$ 113,821	85,788	85,788	88,987	97,816	8,829	9.9%	97,816	8,829	9.9%
Departmental Receipts	\$ 221,530	149,254	167,735	123,500	120,000	(3,500)	-2.8%	120,000	(3,500)	-2.8%
Interest From Taxes	\$ 142,909	144,000	143,255	129,000	129,000	0	0.0%	129,000	0	0.0%
Investment Income	\$ 431,421	342,500	262,531	200,000	200,000	0	0.0%	200,000	0	0.0%
Licenses & Permits	\$ 154,945	142,650	156,817	152,550	152,550	0	0.0%	152,550	0	0.0%
State Aid-Elections	\$ 6,403	7,500	7,848	0	0	0	0.0%	0	0	0.0%
Hours Reimbursement	\$									
Water Fund	\$ 165,931	161,017	161,017	165,647	178,619	12,972	7.8%	178,619	12,972	7.8%
Sewer Fund	\$ 175,688	167,496	167,496	171,937	186,004	14,067	8.2%	186,004	14,067	8.2%
Transportation Fund	\$ 33,892	33,316	33,316	36,950	40,290	3,340	9.0%	40,290	3,340	9.0%
Taxation	\$ 4,395,130	4,752,447	4,522,594	4,837,137	5,017,916	180,779	3.7%	4,846,024	8,887	0.2%

## GENERAL GOVERNMENT SUMMARY

General Government is the second largest function included in the Town's operating budget (Public Safety is the largest). This functional area includes all of the general administrative costs of managing and operating the Town (except Enterprise Funds), including financial operations, employee benefits for all General Fund departments (except retirement benefits), maintenance of public facilities (except police, fire and public works facilities), legal expenses and insurance costs.

	Percent of General Government			Percent of Total Operating Budget		
	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>	<u>FY 09</u>	<u>FY 10</u>	<u>FY 11</u>
Employee Benefits*	54%	52%	53%	18%	17%	17%
Financial Operations	13%	14%	14%	4%	5%	5%
Maintenance of Public Facilities	7%	8%	7%	2%	3%	2%
Select Board / Town Manager	4%	4%	4%	1%	1%	1%
General Services	6%	7%	6%	3%	2%	2%
Elections/Town Clerk	3%	3%	4%	1%	1%	1%
Information Systems	8%	8%	8%	3%	3%	3%
Insurance	3%	3%	3%	1%	1%	1%
Legal Expenses	2%	2%	2%	1%	1%	1%

\*Not including retirement

### RECOMMENDED BUDGET:

In FY 08, Joel Bard, Attorney at Law, of Kopelman and Paige, P.C. of Boston, Massachusetts was selected to serve as Town Counsel via a contract with the Town that includes a fixed fee plus hourly rate for specialized services. For FY 11, the Legal Services budget is increased to be closer to recent experience which, while exceeding budget, is favorable to costs incurred prior to the current arrangement.

In Employee Benefits budget, health insurance for active and retired employees includes a projected 3% increase, which is substantially below industry trend as a direct result of plan design changes and employee co-pay increases implemented over the past three years.

\$20,000 is eliminated from the Information Technology budget that would have funded a project to outsource the Town's email system. Increases include \$11,441 for software relicensing agreements and \$3,320 for communications. Relicensing agreements include MUNIS, ESRI (GIS), Presidio, IMC, Civic Plus annual website support, and several others.

Increase of \$23,916 in Elections budget is due to having three scheduled elections in FY 11 and having to cover the cost of programming for the AutoMark Voter Assistance Terminals mandated by the Help America Vote Act.

The decrease in Facilities Maintenance operating budget is due to decreases in budgeted electricity of 25.2% (-\$31,076), the fruits of aggressive efforts at conservation and energy efficiency lighting, HVAC capital project completion at Bangs Community Center (see Recent Accomplishments) and cost savings via a profit-sharing contract with the Hampshire Council of Governments.

For the General Services budget, FY 10 was the last year of a 5 year lease that completely upgraded the Town's telephone system with increased functionality at less cost using VOIP technology. The annual savings of \$24,000 are realized in FY 11. An additional reduction of \$5,600 is possible because of the completion of a photocopier lease/purchase contract.

## GENERAL GOVERNMENT SUMMARY

### **ADDITIONAL CUTS TO MEET FINANCE COMMITTEE'S -3% BUDGET GUIDELINE:**

The Parking Clerk position in the Finance Department that is funded by the Transportation Fund would be eliminated and her duties would be assumed by the remaining 4 staff members in the Collector's Office by charging 20% of their salaries to the Transportation Fund. This reduces staff by one and the budget by \$46,227.

In the Human Resources budget, \$22,000 for a Labor Relations Consultant/Negotiator is eliminated. Historically, this has been a cost-effective alternative to hiring outside labor counsel to assist the Town in collective bargaining negotiations

In the Town Clerk budget, one of three remaining staff, a Customer Assistant, would be eliminated (50,811 plus benefits). Discretionary services such as notarizations, passport applications and passport photos could no longer be offered. Passport processing fee revenue of \$13,000 would be eliminated, also. To partially offset this reduction, \$10,800 is allocated to hire a full-time temporary employee for six weeks each preceding the three scheduled elections for FY 11. However, what is done in the Town Clerk's office cannot be fully taught in six weeks. Having temporary help for a longer period would be helpful but limited because six weeks before an election there is not enough election preparation work going on for the person to be trained on.

There are 28.88 FTE employees providing services in these budgets, no change from the reductions implemented in FY 10. If cuts to the Finance Committee's "worst case" -3% budget are necessary, an additional reduction of 1.93 FTEs would be necessary, for a total of 26.95 FTEs.

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

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

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

- Dramatically increased revenue from University of Massachusetts-Amherst and Amherst College.
- Grants of almost \$850,000 for potential regionalization of emergency dispatch with ten towns and University.
- Significantly increased revenue into the ambulance fund through contract with towns and rate increases.
- Acquired, tested, and utilized reverse 9-1-1 system.
- Reorganized the Inspections Department and incorporated in larger suite of services.
- Reorganized veteran's services and regionalized with Northampton and several smaller towns.
- Reorganized the Health Department to emphasize core services.
- Received Kendrick Park Study Committee Report and created RFP for design of park.
- Selection process for new Police Chief and Fire Chief completed.
- Provided advocacy and focus to garner approval for New England Environmental and Lofts at Judie's approvals.
- Successfully tested new Emergency Management System.
- Successfully secured grant for the creation of a Business Improvement District.

**Current Challenges:**

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

**LONG RANGE OBJECTIVES:**

To seek the appropriate balance between economic development initiatives and the preservation of the character of the Town.  
To reduce the Town's impact on the global climate, and save money, by reducing energy consumption.

**FY 11 OBJECTIVES:**

To provide leadership for collaborative budget, capital and long-range financial planning during a period of financial constraints.  
To increase resources from public and private institutions for public safety services to maintain effective services.  
To support the development and implementation of a comprehensive plan for sustainable growth.  
To support improvements in public transportation and traffic calming.  
To develop and adopt policies for the operations of the Select Board and for the direction of Town Government.  
To coordinate with the social services agencies a transition plan.

**GENERAL GOVERNMENT**

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

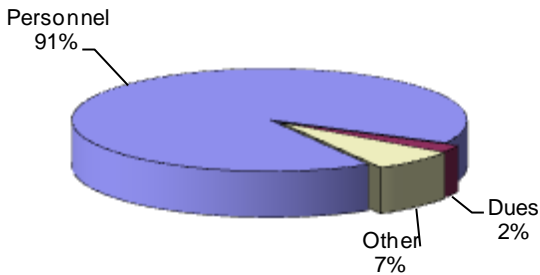
<b>SERVICE LEVELS:</b>	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY08</b>	<b>FY 09</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b><u>SELECT BOARD</u></b>					
Special & Regular Meetings	43	57	61	50	49
Town Meetings	16	15	19	12	11
Licenses and Permits	241	251	238	191	174
Town Meeting Warrant Preparations	4	5	5	3	3
Committee Appointments	72	102	71	101	89
Budget Guidelines	1	1	1	1	1
Town Program and Services Review		Continuous			
Policy Reviews and Updates		Continuous			
Citizen Petitions/Requests	102	111	95	90	
Town Common Reservations	96	97	50*	n/a	n/a
Banner Reservations	43	42	20*	n/a	n/a
Town Way Reservations			5	5	5
<b><u>TOWN MANAGER'S OFFICE</u></b>					
Collective Bargaining Agreements/Amendments	3	1	1	3	1
Committee Appointments	27	34	28	33	27
Annual Budget	1	1	1	1	1
Proposition 2 1/2 Overrides	0	0	1	0	0
Other Labor Issues (Grievances, Arbitration, etc)	5	37	38	33	30
Committees Staffed	16	15	15	5	5
* The scheduling moved to the Department of Public Works					

**GENERAL GOVERNMENT**

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

	FY 08 Actual	FY 09 Budget	FY 09 Actual	FY 10 Budget	FY 11 Manager	Change FY 10 - 11	Percent Change
Personnel Services	\$ 217,983	230,727	233,144	208,284	211,221	2,937	1.4%
Operating Expenses	\$ 9,761	7,600	12,110	14,900	14,900	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 227,745</b>	<b>238,327</b>	<b>245,255</b>	<b>223,184</b>	<b>226,121</b>	<b>2,937</b>	<b>1.3%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 72,757	76,721	76,721	70,237	71,365	1,128	1.6%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 300,502</b>	<b>315,048</b>	<b>321,976</b>	<b>293,421</b>	<b>297,486</b>	<b>4,065</b>	<b>1.4%</b>
<b>SOURCES OF FUNDS</b>							
Licenses & Permits	\$ 148,661	142,910	152,047	149,050	149,050	0	0.0%
Water Fund	\$ 17,791	18,612	18,612	18,335	17,817	(518)	-2.8%
Sewer Fund	\$ 21,129	20,579	20,579	20,159	19,573	(586)	-2.9%
Transportation Fund	\$ 3,264	3,630	3,630	4,345	3,966	(379)	-8.7%
Department Receipts	\$ 2,938	0	259	0	0	0	0.0%
Taxation	\$ 33,962	52,596	50,128	31,295	35,715	4,420	14.1%
<b>POSITIONS</b>							
Full Time	3.00	3.00	3.00	2.50	2.50	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	3.00	3.00	3.00	2.50	2.50	0.00	

**MAJOR COMPONENTS:**



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

Dues, \$5,400, for the Town's membership in the Massachusetts Municipal Association (MMA) and the Town Manager's membership in International City/County Management Association (ICMA).

Other includes \$7,500 for Special Activities.

**SIGNIFICANT BUDGET CHANGES:**

None. In FY 10, one of three administrative support staff to the Town Manager, Select Board, and Human Resources Director was eliminated.

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

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

**LONG RANGE OBJECTIVES:**

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

**FY 11 OBJECTIVES:**

To provide spending recommendations to Town Meeting consistent with the Finance Committee's financial policies and budget guidelines.  
To fund expenses of the Town Meeting Coordinating Committee.

**SERVICE LEVELS:**

	<u>FY 05</u> <u>Actual</u>	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>	<u>FY 08</u> <u>Actual</u>	<u>FY 09</u> <u>Actual</u>
<b>Finance Committee:</b>					
Number of Meetings	33	42	34	37	30
Number of Transfers	3	4	2	1	1
<b>Moderator:</b>					
Committee Appointments	3	2	17	5	3
Committees Supported	2	2	2	2	2

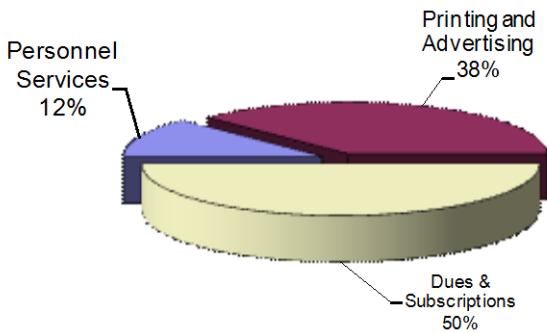


**GENERAL GOVERNMENT**

**1131: TOWN MEETING/  
FINANCE COMMITTEE**

	FY 08 Actual	FY 09 Budget	FY 09 Actual	FY 10 Budget	FY 11 Manager	Change FY 10 - 11	Percent Change
Personnel Services	\$ 100	100	100	100	100	0	0.0%
Operating Expenses	\$ 528	700	348	700	700	0	0.0%
Reserve Fund Transfers	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 628</b>	<b>800</b>	<b>448</b>	<b>800</b>	<b>800</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>\$ 628</b>	<b>800</b>	<b>448</b>	<b>800</b>	<b>800</b>	<b>0</b>	<b>0.0%</b>
<b>SOURCES OF FUNDS</b>							
Taxation	\$ 628	800	448	800	800	0	0.0%
<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 includes the Moderator's salary.

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

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

**SIGNIFICANT BUDGET CHANGES:**

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

## GENERAL GOVERNMENT

## 1133, 1134, 1141 & 1146 FINANCE DEPARTMENT

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

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

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

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

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

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

### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Refinanced 1999 bond issue in December 2009 and achieved a budgetary savings of \$125,306.
- Improved Town's bond rating to AA (Standard & Poor's) November 2009. Higher bond rating lowers borrowing costs.
- New 10-Year Financial Trend Monitoring Report presented October 2009.
- Staffed the citizen Facilitation of Community Choices Committee which concluded in its December 2008 report that "the budget gap for the next 5 years is of such magnitude that substantial cutbacks and restructuring will be required, and revenue increases in some form will also be needed."
- Created the Town's first comprehensive set of financial management policies and objectives in January 2008, which are intended to increase and sustain the financial strength and stability of the Town of Amherst. They reflect a combination of policies and practices either required by state/federal statute or regulation, the Amherst Town Government Act, Town bylaws, industry best practices, and local preferences. Articulation of these policies and objectives is essential to long-term financial planning that sets realistic boundaries on what the Town of Amherst can accomplish and helps direct resources to the highest priorities.
- Led a multi-year effort to stabilize employee health care costs by eliminating the costly indemnity plan, adding HMO's and the option of purchasing lower cost Canadian prescription drugs, increasing employee contributions, and increasing premiums to appropriate levels to pay claims and restore reserve levels in the Health Claims Trust Fund to required levels. Plan design changes have generated estimated savings in excess of \$2 million since 2006.
- Since FY 03, the Finance Department has reduced the number of full-time equivalent staff by 20%, from 16.31 to 13.00 before any FY 11 cuts. This has been possible only through the Town's investment in new technology and the staff's ability and willingness to embrace technology to deliver better and more efficient service to the public.
- In FY 07, automated handheld parking ticket technology was deployed to parking enforcement officers, which provided the dual benefit of reducing the number of voided tickets from illegible script and the elimination of data entry of ticket data by collector's staff.
- The Collector's Office introduced on-line bill paying services and partnered with the IT and Fire Departments to streamline ambulance patient medical reporting and billing through deployment of laptop computers in ambulances. Parking ticket bill pay added in 2009.
- The Assessors increased on-line access to property information.
- It was necessary, however, to close the Central Services counter to the public on Thursday mornings beginning July 2007 to allow remaining staff to continue to complete billing and other critical reconciliations and back office functions in a timely manner.
- All State and Federal reporting requirements are filed in a timely and accurate manner. Annual independent financial audits have been consistently clean with no significant findings.
- Annual tax collections consistently in excess of 98% by fiscal year end.

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

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

**FY 11 OBJECTIVES:****ASSISTANT TOWN MANAGER/FINANCE DIRECTOR:**

- To promote the benefits of and develop a long range strategic financial plan for the Town in collaboration with citizens and community leaders.
- To refine the Town's comprehensive set of financial management policy guidelines developed in 2008.
- To increase community access to budget and financial information via the Town's website and other mediums.
- To help craft and work to implement state-local revenue sharing recommendations as a member of the MMA's Fiscal Policy Committee.

**ACCOUNTING:**

- To streamline Human Resources, payroll and benefit functions to better support and assist a reorganized Human Resource department.
- To procure an actuary to update the Town's OPEB (Other Post-Employment Benefits) unfunded liability calculation. This is an ongoing accounting standard GASB 43 & 45, which requires that public sector employers recognize the cost of OPEB such as retiree health insurance coverage over the active service life of their employees rather than on a pay-as-you-go basis. This requirement does not impact the budget appropriation for those benefits, but does require the liability to record in the Town's financial statements. The actuary will need to be updated every three years.
- To create additional written policies and procedures to meet requirements under (Statement of Auditing Standard) SAS 112.

**ASSESSING:**

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

**COLLECTION:**

- To evaluate and implement debit card payments.
- Continue efforts to increase the awareness of and utilization of online bill paying services for taxpayers.
- Acquire batch processing of parking ticket voids through software vendor.

## GENERAL GOVERNMENT

1133, 1134, 1141 & 1146  
FINANCE DEPARTMENT

<b>SERVICE LEVELS:</b>	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
<b>ASSISTANT TOWN MANAGER/FINANCE DIRECTOR:</b>					
Committees staffed	5	5	6	8	8
Budgets Processed	1	1	1	1	1
<b>ACCOUNTING</b>					
Departmental Budgets Maintained/Monitored	61	61	61	61	61
Budget Appropriation Lines Maintained	1,556	1,677	1,750	1,817	1,833
Grants Maintained/Monitored	41	49	49	36	38
General Journal Entry Lines	5,837	6,370	6,012	6,113	6,064
Budget Amendments Executed	1,679	1,238	1,351	1,443	1,274
Balance Sheet Accounts Reconciled	4,294	4,253	4,428	5,060	5,312
Funds Maintained	322	334	349	360	380
Vouchers Checked	20,846	20,057	20,285	19,639	19,457
Warrants Processed	142	149	169	171	157
Warrant Checks	10,688	10,864	11,601	10,464	9,949
Purchase Orders Encumbered/Controlled	2,763	2,252	2,286	2,278	2,282
Payroll Checks	8,257	8,197	7,263	6,345	6,038
Direct Payroll Deposits	13,466	13,505	14,333	13,838	14,373
Personnel Action Forms Processed	735	680	666	684	1,241
Personnel Tax / Benefit Changes Executed	741	793	831	944	998
Supply Requisitions Filled	231	222	242	271	243
Insurance Claims Processed (Property/Auto)	55	50	57	80	56
Contracts processed/maintained/monitored	110	141	158	143	121
Bids and Proposals reviewed, monitored and assembled	19	57	44	35	45
<b>ASSESSING:</b>					
Real Estate Property Assessments	7,170	7,260	7,299	7,306	7,310
Recertification Review	0	1	0	0	1
Deeds Recorded	509	576	528	440	408
Site Reviews	800	625	530	575	630
Personal Property Assessments	506	755	831	861	283
Abatement Application Reviews					
Real Estate/Personal Property	99	253	64	87	487
Motor Vehicle Excise	2,043	2,073	1,873	2,141	2,103
Appeals Granted Real/PP	43	187	53	47	318
Tax Dollars Abated	\$21,517	\$211,396	\$62,796	\$31,538	\$178,150
Tax abated as % of Levy	0.08%	0.7%	0.1%	.05%	.5%
Tax Exemptions		\$110,940	\$116,625	\$132,972	\$122,746
Exemptions as % of Levy		0.4%	0.4%	0.5%	.4%
Abutters Lists Prepared	93	123	107	79	84
Chapter Land Applications	191	184	179	179	185
Personal Exemptions Processed	131	144	132	133	119
Real Estate Exemptions Processed	532	534	520	520	525
Outgoing Mail Processed	193,169	167,794	176,000	135,123	146,142
Boards Staffed			1	1	1
<b>Service levels continued on next page.</b>					

## GENERAL GOVERNMENT

1133, 1134, 1141 & 1146  
FINANCE DEPARTMENT

<b>SERVICE LEVELS (continued):</b>	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
<b>COLLECTION:</b>					
Motor Vehicle Excise Tax Billings	20,769	18,714	18,242	18,466	17,602
Collection rate through 6/30	91.5%	93.8%	92.6%	92.5%	95.9%
Real Estate / Person Property					
Tax Billings	14,377	15,902	15,623	11,393	15,020
Collection rate through 6/30	98.6%	98.8%	98.3%	98.6%	98.5%
Municipal Lien Certificates Issued	647	638	544	515	567
Water/Sewer Billings	24,251	24,589	26,478	25,022	25,018
Collection rate through 6/30	88.5%	88.7%	87.9%	87.1%	89.0%
Central Service Counter Transactions	38,442	37,627	38,688	37,719	38,486
Parking Ticket Appeals/Hearings	598	831	948	890	1,318
Parking Permits Issued	722	685	799	705	750
Tickets issued	28,275	27,955	26,795	22,529	24,335
Collection rate through 6/30	93.2%	82.9%	82.5%	88.0%	86.0%
Ambulance Billings	2,394	3,008	3,047	3,160	3,221
Collection rate through 6/30	80.5%	68.0%	73.7%	74.9%	67.0%
Commercial Sanitary Landfill Billings	557	605	801	831	784
Tax Liens	25	22	25	25	19
Excise Tax & Parking Ticket Releases	1,469	1,638	1,094	305	63
(progressing into an online process with Registry of Motor Vehicles)					
Water/Sewer Liens added to Taxes	269	276	317	365	401
Water/Sewer Final Billings (Specials)	267	265	265	189	181
Police Outside Detail Billings	382	408	437	379	418
Late Bills (demands) RE/PP/MVE	4,210	4,717	4,600	4,240	4,274
Deferred Tax Liens	5	3	10	6	6
Payments Processed (other than counter)	61,420				
Mail		50,678	59,411	59,342	58,014
Online (2006 covers 7 mo span, 2007 is a full year)		572	1,568	2,561	1,975
Parking violation payments (now an archive system)		20,668	5,734	957	514
Payments by file import				7,006	7,638
<b>TREASURY:</b>					
Tax Liens Redeemed	25	26	21	19	15
Taxes in Bankruptcy Redeemed	0	0	0	0	0
Direct Debit Payment Accounts	400 (est.)	413	445	464	499
Bank Account Reconciliations	950 (est.)	936	900	765	731
Electronic Bank Transmissions	475 (est.)	501	652	818	885
Check Reversals	120 (est.)	113	107	92	122
Tailings (checks not cashed)	11	127	3	207	92
Debt Issues (Temporary & Permanent)	3	2	1	2	1
Deferred Tax Liens Redeemed	1	0	0	0	3
% of Funds Invested	99%	99%	99%	99%	99%

## GENERAL GOVERNMENT

## 1133, 1134, 1141 & 1146 FINANCE DEPARTMENT

### SIGNIFICANT BUDGET CHANGES:

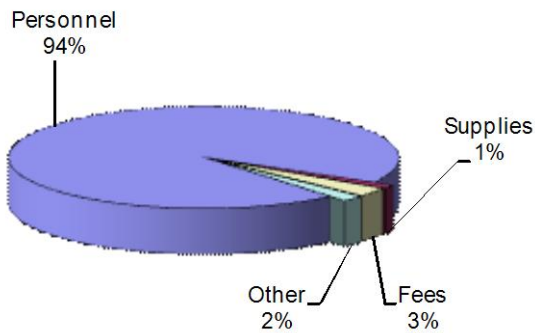
#### RECOMMENDED BUDGET:

None.

#### ADDITIONAL CUTS TO MEET FINANCE COMMITTEE'S -3% BUDGET GUIDELINE:

The Parking Clerk position in the Finance Department that is funded by the Transportation Fund would be eliminated and her duties would be assumed by the remaining 4 staff members in the Collector's Office by charging 20% of their salaries to the Transportation Fund. This reduces staff by one and the budget by \$46,227.

### MAJOR COMPONENTS:



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

Supplies, \$9,800, primarily include tax bills and other specialized assessing, billing, collection and accounting forms.

Fees include \$14,100 for banking fees, \$11,150 for dues and subscriptions, bonds, registry fees

Other expenses include \$4,500 for technical assistance and \$8,665 for training.

## GENERAL GOVERNMENT

1133, 1134, 1141 & 1146  
FINANCE DEPARTMENT

	FY 08 Actual	FY 09 Budget	FY 09 Actual	FY 10 Budget	FY 11 Manager	Change FY 10 - 11	Percent Change
Personnel Services	\$ 734,360	773,995	764,144	808,126	823,664	15,538	1.9%
Operating Expenses	\$ 40,771	44,990	34,681	41,260	41,260	0	0.0%
Capital Outlay	\$ 14	200	167	200	200	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 775,145</b>	<b>819,185</b>	<b>798,993</b>	<b>849,586</b>	<b>865,124</b>	<b>15,538</b>	<b>1.8%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 294,921	306,082	306,082	295,428	300,092	4,664	1.6%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 1,070,066</b>	<b>1,125,267</b>	<b>1,105,075</b>	<b>1,145,014</b>	<b>1,165,216</b>	<b>20,202</b>	<b>1.8%</b>
<b>SOURCES OF FUNDS</b>							
Ambulance Receipts	\$ 84,725	55,788	55,788	56,625	60,735	4,110	7.3%
Municipal Lien Fee	\$ 10,025	22,000	15,025	15,000	15,000	0	0.0%
Sale of Abutters List	\$ 1,829	3,000	1,825	3,000	3,000	0	0.0%
Collector's Fees	\$ 7,530	6,000	43,190	3,000	3,000	0	0.0%
Interest from Taxes	\$ 142,909	144,000	143,255	129,000	129,000	0	0.0%
Investment Income	\$ 431,421	342,500	262,531	200,000	200,000	0	0.0%
Water Fund	\$ 102,838	97,718	97,718	102,994	105,801	2,807	2.7%
Sewer Fund	\$ 105,629	100,136	100,136	106,064	109,891	3,827	3.6%
Transportation Fund	\$ 9,251	10,627	10,627	12,706	12,161	(545)	-4.3%
Other Dept Receipt	\$ 92,976	15,000	13,070	15,000	15,000	0	0.0%
Taxation	\$ 0	22,416	55,828	206,197	211,536	5,339	2.6%
<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 Equivalent	13.00	13.00	13.00	13.00	13.00	0.00	

**GENERAL GOVERNMENT****1151: LEGAL SERVICES**

**MISSION STATEMENT:** To provide a variety of legal services to the Town Manager and as authorized by the Town Manager that, to the extent possible, a) ensures that the actions of the Town are legally appropriate and b) seeks the efficient resolution of legal disputes in the long-term best interest of the Town.

**LONG RANGE OBJECTIVES:**

To assist in the revision of Town bylaws and regulations in accordance with current federal and state statutes and regulations.  
To provide written and electronic legal resources to enable Town officials to find some answers to legal questions without need for advice from Town Counsel.

**FY 11 OBJECTIVES:**

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

**SERVICE LEVELS:**

	<u>FY 05</u> <u>Actual</u>	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>	<u>FY 08</u> <u>Actual</u>	<u>FY 09</u> <u>Actual</u>
Town Counsel Hours	824	N/A	987	1,227	1,227
Special Counsel Hours	51	N/A	0	0	0
Total Hours	1,075	N/A	987	1,227	1,227
Total Cases	49	N/A	35	19	15

\* Included in Town Counsel Hours

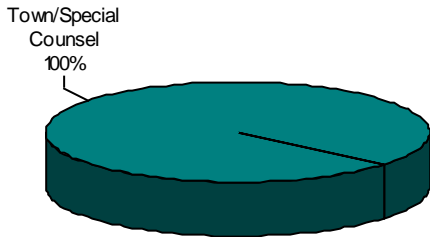


**GENERAL GOVERNMENT**

**1151: LEGAL SERVICES**

	FY 08 Actual	FY 09 Budget	FY 09 Actual	FY 10 Budget	FY 11 Manager	Change FY 10 - 11	Percent Change
Personnel Services	\$ 0	0	0	0	0	0	0.0%
Operating Expenses	\$ 171,414	95,000	142,307	95,000	110,000	15,000	15.8%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 171,414</b>	<b>95,000</b>	<b>142,307</b>	<b>95,000</b>	<b>110,000</b>	<b>15,000</b>	<b>15.8%</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>\$ 171,414</b>	<b>95,000</b>	<b>142,307</b>	<b>95,000</b>	<b>110,000</b>	<b>15,000</b>	<b>15.8%</b>
<b>SOURCES OF FUNDS</b>							
Taxation	\$ 171,414	95,000	142,307	95,000	110,000	15,000	15.8%
<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.

**SIGNIFICANT BUDGET CHANGES:**

In FY 08, Joel Bard, Attorney at Law, of Kopelman and Paige, P.C. of Boston, Massachusetts was selected to serve as Town Counsel via contract with the Town that includes a fixed fee plus hourly rate for specialized services. For FY 11, the budget is increased to be closer to recent experience which, while exceeding budget, is favorable to costs incurred prior to the current arrangement.

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

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

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

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

- Successfully completed the annual re-enrollment for health insurance including a verification of eligibility.
- Organized and presented an all town and school health fair with representatives from various health care providers and representation from Hampshire County Retirement System.
- Implemented increased employee health insurance co-pays effective July 2009 with a positive recommendation from the employee Insurance Advisory Committee.
- Coordinated employee meetings with the Town Manager to share information and solicit employee feedback on budget and personnel issues.
- Provided sexual harassment training for Department Heads, and Supervisors, DPW and Jones Library staff and the Fire department.
- Assisted in several grievance hearings and resolutions.
- The Human Rights Commission held its Annual Human Rights Day with a candle light vigil, annual community gathering and awards presentation to school students for acts of kindness and social justice's projects during the school year.
- Addressed several formal Human Rights complaints.
- Annual Retreat of the Human Rights Commission.
- Successfully hired a new Police Chief.
- Provide support to the Personnel Board and the Human Rights Commission. Both meet an average of 10 times per year.
- Working toward computerization of forms and other data which will enable better more efficient processing while still maintaining the integrity of the purpose of the form(s).

**LONG RANGE OBJECTIVES:****Human Resources:**

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

**Human Rights:**

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

**FY 11 OBJECTIVES:****Human Resources:**

- To continue computerization of human resources management systems (ex. Personnel Action Forms).
- To review and revise position classifications to ensure fair and equitable compensation for services provided.
- To assist in negotiating and implementing collective bargaining agreements.
- To provide ID Cards for all Town employees.
- To support Town government in moving toward a social justice orientation through dialogue sessions examining issues of social justices and health equity. Representative from each department will participate in a dialogue to consider the impact of issues of Social justices on health outcome and to determine practices that can be undertaken by departments of Town government that have a potential for changing health outcomes. Following the dialogue sessions a series of recommendations for changes in policy and practices of the departments of Town government would be presented and discussed with Department heads. Department heads will examine the extent to which recommendations for actions could be implemented in their departments. All relevant personnel in each department would receive an orientation about the proposed changes and support in the adoption of the proposed changes in practices. Ongoing opportunities for trainings will be organized to raise awareness of social justice issues and health equity for citizens of Amherst. A mechanism to measure community equity over time will be created implemented and monitored.

**Human Rights:**

- To effectively pursue Town workforce diversity with focus on recruitment/diversity, employee training, and updated employee recruitment advertising and evaluation systems. Will develop/implement specific strategies to make progress on this objective.
- To implement investigation and reporting procedures pursuant to the Human Rights Bylaw.
- To support the efforts of social justices and health equity in collaboration regarding dialogues, trainings and etc.

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

<b>SERVICE LEVELS:</b>	<b>FY 05 Actual</b>	<b>FY 06 Actual</b>	<b>FY 07 Actual</b>	<b>FY 08 Actual</b>	<b>FY 09 Actual</b>
<b>Human Resources:</b>					
Grievances	10	16	11	10	10
Collective Bargaining including Impact Bargaining	5	22	11	23	5
<b>Human Rights:</b>					
Complaints	40	52	25	10	5
Consultations/Training Sessions	125	72	32	4	3
Human Rights Commissions Meetings	11	11	11	10	11
Conferences	2	2	0	0	0
Community Outreach	825	855	227	145	215
<u>Disability Access Advisory</u>					
Committee Meetings	11	11	10	N/A	N/A
Conferences	1	1	0	N/A	N/A

**SIGNIFICANT BUDGET CHANGES:****RECOMMENDED BUDGET:**

The Human Resources Director assumes responsibility for oversight of the Social Justice Grant. This grant was previously overseen by the Health Director.

A reorganization and merger of the Human Rights/Human Resources functions was implemented in FY 08. The focus of the Human Rights Department was redirected internally to address issues of diversity and sensitivity to issues of diversity within the organization. The incumbent Director of Human Rights was assigned to the Human Resource Department and her title changed to Human Resources/Human Rights Director to reflect her new objective to lead and direct the recruitment and selection of new Town employees to ensure a more diverse workforce and to train existing employees on issues of sensitivity and social justice in the workplace. The Town's former Director of Human Resources, who has served as a consultant over the last few years, was hired as the Health Claims Trust Manager and is now funded 100% from that fund.

**ADDITIONAL CUTS TO MEET FINANCE COMMITTEE'S -3% BUDGET GUIDELINE:**

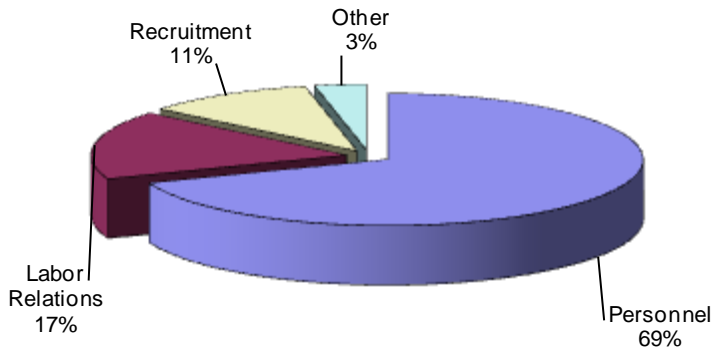
\$22,000 for a Labor Relations Consultant/Negotiator is eliminated. Historically, this has been a cost-effective alternative to hiring outside labor counsel to assist the Town in collective bargaining negotiations.

## GENERAL GOVERNMENT

## 1152: HUMAN RESOURCES/HUMAN RIGHTS

	FY 08 Actual	FY 09 Budget	FY 09 Actual	FY 10 Budget	FY 11 Manager	Change FY 10 - 11	Percent Change
Personnel Services	\$ 140,596	149,058	132,025	104,676	109,267	4,591	4.4%
Operating Expenses	\$ 60,519	47,950	54,526	47,950	47,950	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 201,115</b>	<b>197,008</b>	<b>186,551</b>	<b>152,626</b>	<b>157,217</b>	<b>4,591</b>	<b>3.0%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 54,665	53,954	53,954	38,240	38,820	580	1.5%
Capital Appropriations	\$ 0	0	0			0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 255,780</b>	<b>250,962</b>	<b>240,505</b>	<b>190,866</b>	<b>196,037</b>	<b>5,171</b>	<b>2.7%</b>
<b>SOURCES OF FUNDS</b>							
Water Fund	\$ 17,214	13,295	13,295	9,582	10,705	1,123	11.7%
Sewer Fund	\$ 20,842	15,389	15,389	10,978	12,244	1,266	11.5%
Transportation Fund	\$ 3,932	2,979	2,979	2,426	2,707	281	11.6%
Taxation	\$ 159,127	165,345	154,888	129,640	131,561	1,921	1.5%
<b>POSITIONS</b>							
Full Time	2.00	2.00	2.00	1.50	1.50	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	2.00	2.00	2.00	1.50	1.50	0.00	

## MAJOR COMPONENTS:



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

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

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

Other includes \$2,000 for training and other expenses of the Human Rights Commission.

**GENERAL GOVERNMENT****1150: EMPLOYEE BENEFITS**

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

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

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

**LONG RANGE OBJECTIVES:**

- To explore alternative sources and formats for providing benefits.
- To review and revise employee benefits to respond to changing needs of the workforce.
- To provide employees and retirees with a statement of the value of benefits.

**FY 11 OBJECTIVES:**

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

**SERVICE LEVELS:**

	<u>FY 05</u> <u>Actual</u>	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>	<u>FY 08</u> <u>Actual</u>	<u>FY 09</u> <u>Actual</u>
Health Insurance**					
Family Coverage	555	544	144	144	521
Individual Coverage	400	402	87	86	501
Medicare Supplemental Coverage	124	138	151	102	171
Life Insurance**	883	967	254	253	N/A
Unemployment Claims	74*	48*	24	20	19
Recruitment	28	29	17	16	14
Flexible Benefits	63	50	65	72	
Employee Assistance Referrals	52	27	21	77	79

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

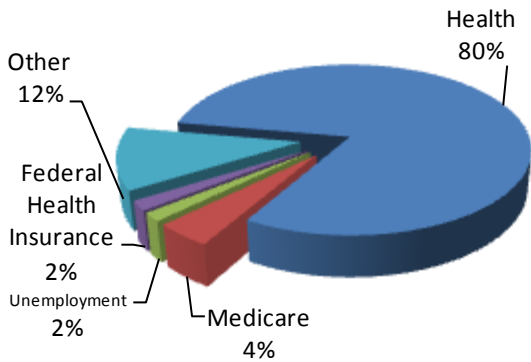
\* Includes elementary school claims.

## GENERAL GOVERNMENT

## 1154: EMPLOYEE BENEFITS

	FY 08 Actual	FY 09 Budget	FY 09 Actual	FY 10 Budget	FY 11 Manager	Change FY 10 - 11	Percent Change
Personnel Services	\$ 2,812,123	3,097,512	2,764,584	3,052,003	3,241,716	189,713	6.2%
Operating Expenses	\$ 0	0	0	0	0	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 2,812,123</b>	<b>3,097,512</b>	<b>2,764,584</b>	<b>3,052,003</b>	<b>3,241,716</b>	<b>189,713</b>	<b>6.2%</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>\$ 2,812,123</b>	<b>3,097,512</b>	<b>2,764,584</b>	<b>3,052,003</b>	<b>3,241,716</b>	<b>189,713</b>	<b>6.2%</b>
<b>SOURCES OF FUNDS</b>							
Taxation	\$ 2,812,123	3,097,512	2,764,584	3,052,003	3,241,716	189,713	6.2%
<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 Equivalent	0.00	0.00	0.00	0.00	0.00	0.00	

## MAJOR COMPONENTS:



Health insurance is \$2,618,848.

Medicare is \$145,000.

Unemployment insurance is \$52,726.

Federal Health Insurance is \$60,000.

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

**SIGNIFICANT BUDGET CHANGES:**

Health insurance for active and retired employees includes a projected 3% increase, which is substantially below industry trend as a direct result of plan design changes and employee co-pay increases implemented over the past three years.

**GENERAL GOVERNMENT****1155: INFORMATION TECHNOLOGY**

**MISSION STATEMENT:** To select, implement, maintain, and support all things technology and e-government related to improve the efficiency of departments, while providing citizens and professionals superior government services.

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

- To coordinate information technology activities within all Town departments and between external agencies.
- To maintain, improve and expand all aspects of the Town's web services and public access systems.
- To leverage technologies that increase transparency and foster citizen participation in public decision-making processes.
- To seek creative and external funding mechanisms for technology projects and initiatives.
- To consolidate and standardize technologies and systems wherever possible to reduce total cost of ownership.
- To maintain and improve all Town voice and video systems including the Town-wide IP Telephony system.
- To troubleshoot, maintain and improve all aspects of the Town's technology infrastructure.
- To monitor, maintain, and audit network security systems ensuring the information privacy of citizens and staff.
- To maintain nightly offsite backups of network and database systems.
- To maintain and update comprehensive archival systems in compliance with Federal, State and Local law.
- To maintain, improve and expand the Town's public wired and wireless mesh Internet systems.
- To provide daily operational technical support to all departments, boards and committees, and to provide emergency 24/7 technical support to Police, Fire, EMS, Public Works, and Communications.
- To train and provide project and initiative specific technical assistance and consulting to departments, boards and committees.
- To maintain and improve technology policies and procedures.

**LONG RANGE OBJECTIVES:**

To further develop and integrate all current and future software systems including: MUNIS (Financial/Billing/Collection), VISION (Assessment software package), GIS (Geographic Information Systems package), a Town-wide inspection management package, IMC (Public Safety software package), and Cartograph (Public Works management package).

To develop a single Town website/portal that provides citizens, professionals and visitors secure access to all Town services information.

To securely and completely extend the Town's technology infrastructure to the wireless world, providing Town departments seamless access to technology systems while mobile.

**FY 11 OBJECTIVES:**

To automate the board/committee/commission meeting postings and minute and agenda submittals through the web.

To implement an integrated system that allows citizens and business view and pay real estate bills, utility bills, personal property bills, business licenses fees and more through the web.

To implement a GIS based crime analysis system which will vastly enhance the Police Department's capability to analyze and recognize crime or incident patterns.

To implement an Intranet-based employee self-service system providing employees anytime access to leave time, pay stubs and more, as well as providing employees a means to directly enter hours and leave requests without the need for paper.

To implement a roll based dashboard system providing managers and administrators simple real-time access to budgetary and personal information in a single screen.

**SERVICE LEVELS:**

	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>
Buildings connected to the WAN	11	12	13	14	14
Subnets and virtual networks on the WAN	24	51	54	55	57
Network user/group accounts	633	714	794	809	875
Desktop/notebook computers	365	440	493	491	540
Physical Servers and Network Storage Units	30	35	31	34	34
Virtual Servers	0	0	0	22	26
Printers	73	70	64	50	46
Multifunctions (copier/printer/scanner/fax)	20	21	22	22	22
IP Phones	N/A	300	305	325	345
Network database software packages	45	47	48	47	48
MUNIS modules	21	22	22	24	25
Websites	2	5	5	6	6
Total Visitors (www.amherstma.gov only)	N/A	N/A	41,000	52,000	65,000
GIS Users	45	50	50	50	50
Public GIS Use				8,991	12,567
Work Orders Completed	2,791	3,149	3,392	3,392	3,561

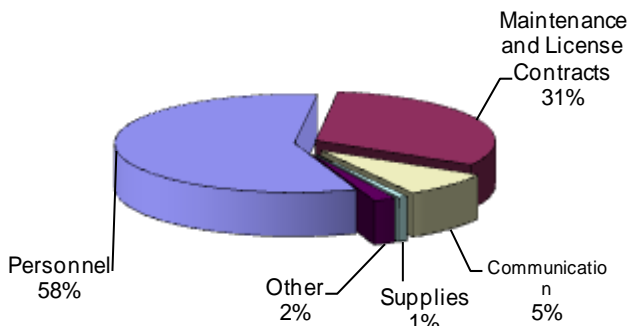


## GENERAL GOVERNMENT

## 1155: INFORMATION TECHNOLOGY

	FY 08 Actual	FY 09 Budget	FY 09 Actual	FY 10 Budget	FY 11 Manager	Change FY 10 - 11	Percent Change
Personnel Services	\$ 304,419	310,484	324,078	299,551	297,057	(2,494)	-0.8%
Operating Expenses	\$ 147,507	157,101	167,498	173,448	188,209	14,761	8.5%
Capital Outlay	\$ 191	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 452,116</b>	<b>467,585</b>	<b>491,576</b>	<b>472,999</b>	<b>485,266</b>	<b>12,267</b>	<b>2.6%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 102,319	110,122	110,122	111,129	102,234	(8,895)	-8.0%
Capital Appropriations	\$ 459,500	202,000	202,000	201,000	216,500	15,500	7.7%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 1,013,935</b>	<b>779,707</b>	<b>803,698</b>	<b>785,128</b>	<b>804,000</b>	<b>18,872</b>	<b>2.4%</b>
<b>SOURCES OF FUNDS</b>							
Taxation	\$ 348,853	358,721	382,333	353,692	338,137	(15,555)	-4.4%
Water Fund	\$ 28,088	31,392	31,392	34,736	44,296	9,560	27.5%
Sewer Fund	\$ 28,088	31,392	31,392	34,736	44,296	9,560	27.5%
Transportation Fund	\$ 17,445	16,080	16,080	17,473	21,456	3,983	22.8%
Ambulance Receipts	\$ 29,096	30,000	30,000	32,362	37,081	4,719	14.6%
Dept Receipts	\$ 546	0	379	0	0	0	0.0%
<b>POSITIONS</b>							
Full Time	4.50	4.50	4.50	4.00	4.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	4.50	4.50	4.50	4.00	4.00	0.00	

## MAJOR COMPONENTS:



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

Relicensing Agreements, \$140,404, provides for the payment of relicense and maintenance agreements on a variety of software and operating systems.

Communication costs, \$42,560, include leased lines and internet access.

Supplies, \$4,520, include backup tapes, computer and printer parts, etc.

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

## SIGNIFICANT BUDGET CHANGES:

\$20,000 is eliminated from this budget that would have funded a project to outsource the Town's email system. Increases include \$11,441 for software relicensing agreements and \$3,320 for communications. Relicensing agreements include MUNIS, ESRI (GIS), Presidio, IMC, Civic Plus annual website support, and several others.

**GENERAL GOVERNMENT****1161: TOWN CLERK'S OFFICE**

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

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

- The Town Clerk department completed the process of overhauling the vitals indexing system from paper to electronic. This project allowed us to destroy thousands of index cards and dispose of the file drawers in which they were stored, resulting in the recovery of much needed space in the Town Clerk's vault.
- Staff reduction remains the greatest challenge. Approximately 90 - 95% of the work done in the Town Clerk's office is mandated by state law. Further staff reductions would require discontinuation of the few discretionary services we offer. There is a very high level of expectation among our citizens that services like these are available. Of greater concern, however, is the fact that further staff reductions would severely impact the Town Clerk department's ability to provide those services that are required by state statute and local by-law.

**LONG RANGE OBJECTIVES:**

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

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

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

**FY 11 OBJECTIVES:**

To develop and maintain a database of all municipal employees as broadly defined for the purpose of serving as the Town's liaison to the State Ethics Commission to ensure compliance with new state regulations regarding mandatory training requirements.

To continue to make a variety of public records and general information available through the Town's website.

To explore ways to increase revenues from Passport Applications including maintaining extended hours and continuing to provide passport photo service.

To increase compliance with state and local laws which require licensing of dogs.

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

**SERVICE LEVELS:**

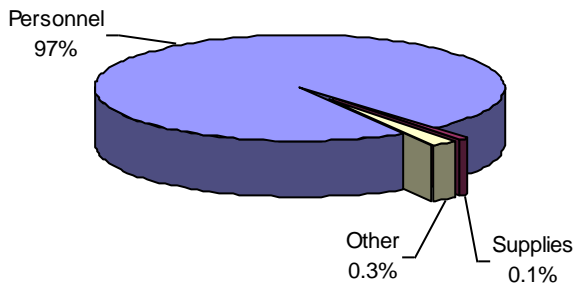
	<u>FY 05</u> <u>Actual</u>	<u>FY 06</u> <u>Actual</u>	<u>FY 07</u> <u>Actual</u>	<u>FY 08</u> <u>Actual</u>	<u>FY 09</u> <u>Actual</u>
Certified Copies of Documents	1,625	1,599	1,838	1,652	1,692
Marriage Intentions	179	167	152	132	128
Marriage Licenses	170	167	165	109	111
Dog Licenses	1,193	1,188	1,281	1,438	1,430
Fish & Game Licenses/Stamps	496	356	334	236	230
Zoning Board of Appeals					
Applications/ Decisions	45	50	39	37	42
Street Lists	120	82	71	83	101
Posting Open Meetings	864	1,125	1,163	1,049	1,080
Planning Board Applications/Decisions	13	7	11	7	7
Business Notices (d/b/a)	148	136	107	146	144
Raffle Permits	17	16	16	21	18
Underground Storage Registrations	31	31	29	28	28
Cemetery Deeds	7	6	7	9	4
Notarizations	341	484	457	549	608
Passport Applications	798	462	648	646	533
Burial Permits	83	78	103	114	103
Request for Voter Information	58	40	30	17	24
Performance Oath	258	199	275	277	380
Non-certified Copies of documents		454	405	433	382
Vital Records Recorded		479	474	474	462
Pole Location Petitions		7	3	3	9
Vital Records: Filing/Amendments			5	3	10
Passport Photos			303	439	380

## GENERAL GOVERNMENT

## 1161: TOWN CLERK'S OFFICE

	FY 08 Actual	FY 09 Budget	FY 09 Actual	FY 10 Budget	FY 11 Manager	Change FY 10 - 11	Percent Change
Personnel Services	\$ 143,637	149,699	155,181	158,759	167,041	8,282	5.2%
Operating Expenses	\$ 3,625	3,130	3,370	3,310	3,400	90	2.7%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 147,262</b>	<b>152,829</b>	<b>158,551</b>	<b>162,069</b>	<b>170,441</b>	<b>8,372</b>	<b>5.2%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 40,703	46,695	46,695	39,677	41,421	1,744	4.4%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 187,965</b>	<b>199,524</b>	<b>205,246</b>	<b>201,746</b>	<b>211,862</b>	<b>10,116</b>	<b>5.0%</b>
<b>SOURCES OF FUNDS</b>							
Licenses & Permits	\$ 6,284	3,500	4,770	3,500	3,500	0	0.0%
Dept. Receipts	\$ 52,995	47,000	49,032	47,000	45,000	(2,000)	-4.3%
Taxation	\$ 87,983	102,329	104,749	111,569	121,941	10,372	9.3%
<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 binding documents, dues and subscriptions, printing and microfilm updates, and materials for passport photo services.

## SIGNIFICANT BUDGET CHANGES:

## RECOMMENDED BUDGET:

None.

## ADDITIONAL CUTS TO MEET FINANCE COMMITTEE'S -3% BUDGET GUIDELINE:

One of three remaining staff, a Customer Assistant, would be eliminated (\$50,811 plus benefits). Discretionary services such as notarizations, passport applications and passport photos could no longer be offered. It is important to keep in mind that once the Town gives up being a Passport Acceptance Facility we would not be able to become one again. The U.S. Department of State no longer allows city and town clerks to become passport agents; Amherst was grandfathered in when this decision was made. Passport processing fee revenue of \$13,000 would be eliminated, also.

The public would no longer be able to have their requests filled right away. All this would be necessary and would help, but considering the fact that the remainder of what is done in the Town Clerk's office is mandated by statute, and that at the current level of staffing, all three staff are fully, 100% immersed in election preparation, temporary staffing will not be sufficient, regardless of who is hired, to allow us to perform the tasks required within the normal 37.5 hour work week.

To partially offset this reduction, \$10,800 is allocated to hire a full-time temporary employee for six weeks each preceding the three scheduled elections for FY 11. However, what is done in the Town Clerk's office cannot be fully taught in six weeks. Having temporary help for a longer period would be helpful but limited because six weeks before an election there is not enough election preparation work going on for the person to be trained on.

## GENERAL GOVERNMENT

## 1162: ELECTIONS 1163: REGISTRATION

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

### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- The Town Clerk department continues to refine training methods for election workers. The business of preparing for and conducting elections becomes increasingly more complex. Training is critical in maintaining the integrity of a system which is continuously under the microscope.
- The Town Clerk department prepared for and conducted the 2008 State/Presidential Election while simultaneously preparing and conducting a Special Town Election. There was a 44% voter turnout for the Special Town Election and a 69% turnout for the State/Presidential Election.
- 3,200 voter registration affidavits were processed and a record number of absentee ballots were processed due to the dual nature of the November 4, 2008 election.
- Town Clerk staff and Election Workers also had to contend with a last minute change in election law which introduced a third ballot and a separate set of regulations adding to the complexity of the dual elections.

### LONG RANGE OBJECTIVES:

To monitor discussions regarding changes in federal election laws.

To effectively conduct and preserve the integrity of elections.

To continue to be compliant with the Help America Vote Act (HAVA) by investigating possible means of improving the voting process.

To develop guidelines for the implementation of election day registration.

To actively participate in the educational mission of the Massachusetts Town Clerk's Association.

### FY 11 OBJECTIVES:

To continue discussions with the Board of Registrars in studying and developing recommendations for the number and location of future polling places needed to adequately facilitate voting needs.

To conduct training workshops for election workers to ensure their understanding of constantly changing election procedures.

To continue to train Election Workers to perform functions of Clerk and Warden positions to allow more flexibility for staffing.

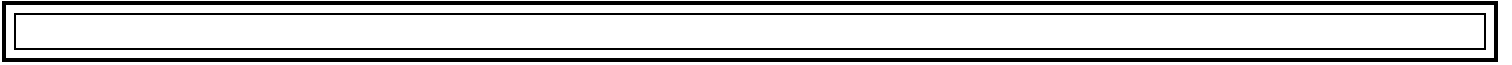
To conduct the State Primary, State Election, and the Annual Town Election.

To prepare for any possible challenge to the 2010 Federal Census.

To prepare for possible redistricting based on final Census 2010 count.

### SERVICE LEVELS:

	FY 05	FY 06	FY 07	FY 08	FY 09
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Elections	3	2	4	2	4
Town Meeting Sessions	17	21	19	16	11
Election Worker Training Sessions	3	6	1	4	9
Special Precinct Elections	11	8	2	5	6
Posted Meetings, Board of Registrars	2	1	2	3	3
Voter/Residency Certificates	9	4	8	3	3
Voter Registration Sessions	3	2	4	2	3
Voter Registrations, changes, deletions	3,997	2,248	4,258	7,883	11,012
Voter Registration (peak)	17,827	16,165	16,984	16,329	18,909
Voter % Turnout					
Town Elections	35.2	15.8	26.28	22.65	12.73
Presidential Primary	n/a	n/a	n/a	42.36	n/a
State Primaries	12.6	n/a	23.31	n/a	13.67
State Elections (* incl. Presidential)	*65.0	n/a	48.45	n/a	*67.8
Petition/Nomination Signatures Verified	13,785	15,565	2,637	7,887	1,309
Petition/Nomination Papers	285	632	66	881	122
Town Meeting Petition Articles	14	16	16	21	3
Annual Street Listing Forms	10,580	9,870	12,391	9,464	10,677
Confirmation Cards		3,430	2,804	2,477	3,777

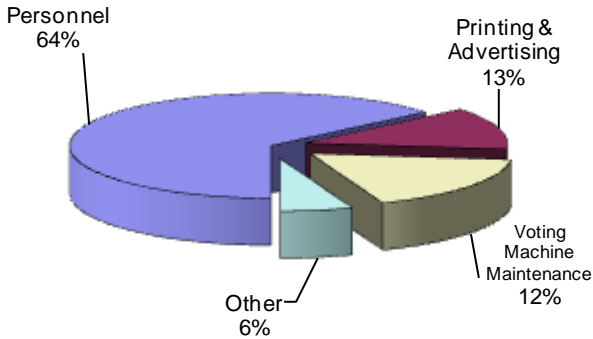


**GENERAL GOVERNMENT**

**1162: ELECTIONS  
1163: REGISTRATION**

	FY 08 Actual	FY 09 Budget	FY 09 Actual	FY 10 Budget	FY 11 Manager	Change FY 10 - 11	Percent Change
Personnel Services	\$ 22,097	31,974	44,537	15,974	34,340	18,366	115.0%
Operating Expenses	\$ 12,949	22,850	26,973	12,550	18,100	5,550	44.2%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 35,046</b>	<b>54,824</b>	<b>71,510</b>	<b>28,524</b>	<b>52,440</b>	<b>23,916</b>	<b>83.8%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 385	490	490	268	571	303	113.1%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 35,431</b>	<b>55,314</b>	<b>72,000</b>	<b>28,792</b>	<b>53,011</b>	<b>24,219</b>	<b>84.1%</b>
<b>SOURCES OF FUNDS</b>							
State Aid-Election	\$ 6,403	7,500	7,848	0	0	0	0.0%
Hours Reimbursement							
Taxation	\$ 28,643	47,324	63,662	28,524	52,440	23,916	83.8%
<b>POSITIONS</b>							
Full Time	0.05	0.05	0.05	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.05	0.05	0.05	0.00	0.00	0.00	

**MAJOR COMPONENTS:**



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

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

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

**SIGNIFICANT BUDGET CHANGES:**

Increase in Elections budget is due to having three scheduled elections in FY 11 and having to cover the cost of programming for the AutoMark Voter Assistance Terminals mandated by the Help America Vote Act.

## GENERAL GOVERNMENT

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

**MISSION STATEMENT:** To maintain a safe, healthy, clean and efficient environment for conducting Town business and other public activities through comprehensive building operations and preventative maintenance programs which also serve to preserve and extend the life of the Town's physical assets.

### RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:

- Town Hall second floor re-layout for optimization of departments complete.
- Town Hall third floor office re-layout and construction and move complete.
- Town Hall clock faces restored and improved lighting, clock mechanism cleaned, (worn and at risk).
- Bangs Community Center roof project is complete which will enable interior work to commence.
- Bangs interior / exterior painting has been ongoing all year. Door ways, walls, steps etc.
- Bangs rear sidewalk repaired / replaced after years of salt deterioration.
- Bangs LSSE wing new carpet and all new painting done this past year.
- Bangs offices remodeled on the first floor after vacated by personnel move to the Town Hall. Current use is under consideration by the Town Manager.
- Bangs boiler leaking section repaired will be complete before Town Meeting.
- North Amherst School (Survival Center) Exterior maintenance project complete, a combination of CDBG and capital funds were used to perform this work.
- Energy has come in favorably this past year due to the downturn in the economy and the contracts in place. The most volatile commodity is electricity. The DTE who regulates pricing and laws is always changing. Green energy is attractive but comes at a price embedded in service charges.
- Audits by the Massachusetts Division of Energy Resources (DOER) completed generating additional energy savings and grant opportunities. Secured a non matching \$162,000 energy grant for the Town and the schools.
- This past year we negotiated an extended Natural Gas contract reducing price per unit by 10% NGas is the best value commodity on the market.
- Earned a \$68,557 profit share rebate from Hampshire Power, the electricity program of the Hampshire Council of Governments.
- Munson Library painting interior & exterior.
- Munson fan-only mode installed on furnace to circulate air in the summer.
- Munson slate roof repaired and snow stops installed to prevent snow and ice from falling on a person.
- Several small pieces of equipment repaired.
- Challenges are the continued increase of building use does not allow for effective building maintenance. Also the budget does not cover non-essential services. Ex: professional exterior window washing above one story. A recent position eliminated has cut resources by 20%. The team continues to do a great job protecting the Town assets.

### LONG RANGE OBJECTIVES:

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

To computerize all facility systems, maximizing energy conservation.

To achieve water tight roofs on all buildings with a plan for replacement.

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

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

### FY 11 OBJECTIVES:

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

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

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

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

To create building profiles for each building.

To repair mechanicals within the buildings to a minimal baseline.

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

To establish PM programs with an HVAC contactor maximizing system uptime.

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

To detail building utility usage year over year.

To investigate contracting out services for one building.

To plan for FY 12 objectives.

To pull together a utility bid package for deregulated utilities.

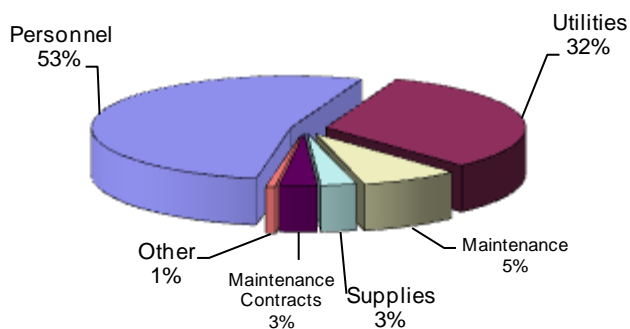
## GENERAL GOVERNMENT

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

	FY 08 Actual	FY 09 Budget	FY 09 Actual	FY 10 Budget	FY 11 Manager	Change FY 10 - 11	Percent Change
Personnel Services	\$ 244,497	248,750	273,202	222,390	229,974	7,584	3.4%
Operating Expenses	\$ 191,857	212,547	200,952	236,206	202,375	(33,831)	-14.3%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 436,354</b>	<b>461,297</b>	<b>474,154</b>	<b>458,596</b>	<b>432,349</b>	<b>(26,247)</b>	<b>-5.7%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 104,215	104,448	104,448	116,830	107,382	(9,448)	-8.1%
Capital Appropriations	\$ 718,000	433,500	433,500	47,500	67,500	20,000	42.1%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 1,258,569</b>	<b>999,245</b>	<b>1,012,102</b>	<b>622,926</b>	<b>607,231</b>	<b>(15,695)</b>	<b>-2.5%</b>
<b>SOURCES OF FUNDS</b>							
Dept. Receipts	\$ 52,691	56,254	58,025	54,000	54,000	0	0.0%
Taxation	\$ 383,663	405,043	416,129	404,596	378,349	(26,247)	-6.5%
<b>POSITIONS</b>							
Full Time	5.20	5.20	5.20	4.25	4.25	0.00	
Part Time With Benefits	1.00	1.00	1.00	1.00	1.00	0.00	
Full Time Equivalents	5.83	5.83	5.83	4.88	4.88	0.00	

**SERVICE LEVELS** on Page 46:

## MAJOR COMPONENTS:



Personnel Services include salaries for one fourth of a Facilities Director (shared with schools), a Facilities Coordinator, 3 full time custodians, and a part time custodian.

Utilities, \$139,975, are for Town Hall, the Bangs Center and the Munson Building. Fuel, electricity, water, sewer and refuse collection are included.

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

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

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

**SIGNIFICANT BUDGET CHANGES:**

The decrease in operating budget is due to decreases in budgeted electricity of 25.2% (-\$31,076), the fruits of aggressive efforts at conservation and energy efficiency lighting, HVAC capital project completion at Bangs Community Center (see Recent Accomplishments) and cost savings via a profit-sharing contract with the Hampshire Council of Governments.



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

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

**RECENT ACCOMPLISHMENTS & CURRENT CHALLENGES:**

- The Town saved approximately \$70,000 in FY 08 on Property and Casualty Insurance by going out to bid even though it is not required.
- Finance and IT worked together to completely upgrade the Towns' telephone system with increased functionality at less cost using VOIP technology. This was accomplished by entering into a 5 year lease program that was able to be paid for within the existing telephone budget, no increases in operating budget or capital funds were required to accomplish this. The lease will be complete in FY 10.
- Finding staff time and resources to assess policies and procedures becomes more and more difficult as budgets get tighter and reduced staff takes on more work. New technology has been essential in this process and will continue to be necessary in order for us to continue.

**LONG RANGE OBJECTIVES:**

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

**FY 11 OBJECTIVES:**

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

**SERVICE LEVELS:**

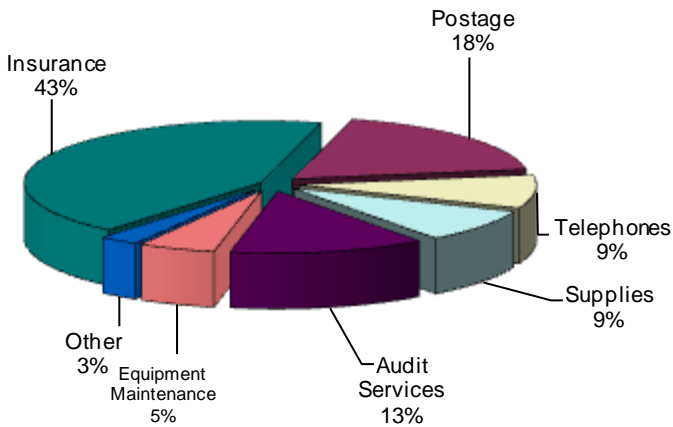
	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>
Number of Town Reports Printed	75	50	50	50	
Photocopies (per month average)	109,610	116,000	142,000	120,213	90,312
Town Vehicles Insured	192	197	197	206	209
Buildings Insured	62	64	66	64	64
Audits Performed	1	1	1	1	1
Bulk and Presort Mailings	18	31	35	26	29
Telephone Lines Maintained	198	300	350	363	363
Supply Requisitions Filled	231	222	242	271	243
Insurance Claims Processed (Property/Auto)	55	50	57	80	56

## GENERAL GOVERNMENT

## 1198 &amp; 1199: GENERAL SERVICES

	FY 08 Actual	FY 09 Budget	FY 09 Actual	FY 10 Budget	FY 11 Manager	Change FY 10 - 11	Percent Change
Personnel Services	\$ 7,573	7,938	7,798	7,938	7,938	0	0.0%
Operating Expenses	\$ 361,160	397,423	364,734	402,383	372,783	(29,600)	-7.4%
Capital Outlay	\$ 0	0	1,936	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 368,733</b>	<b>405,361</b>	<b>374,468</b>	<b>410,321</b>	<b>380,721</b>	<b>(29,600)</b>	<b>-7.2%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 130	126	126	142	135	(7)	-4.9%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 368,863</b>	<b>405,487</b>	<b>374,594</b>	<b>410,463</b>	<b>380,856</b>	<b>(29,607)</b>	<b>-7.2%</b>
<b>SOURCES OF FUNDS</b>							
Taxation	\$ 368,733	405,361	374,468	410,321	380,721	(29,600)	-7.2%
<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, \$163,623, includes general liability, auto, public official and professional liability, and boiler insurance.

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

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

Telephones, \$33,000

Postage, \$70,000.

Audit, \$51,000.

**SIGNIFICANT BUDGET CHANGES:**

FY 10 was the last year of a 5 year lease that completely upgraded the Town's telephone system with increased functionality at less cost using VOIP technology. The annual savings of \$24,000 are realized in FY 11. An additional reduction of \$5,600 is possible because of the completion of a lease/purchase contract for a photocopier.

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

<b>SERVICE LEVELS:</b>	<b>FY 05</b>	<b>FY 06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>FY 09</b>
	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
Utility Usage (Town Hall, Bangs, Munson Library)					
Electricity (KWH)	573,575	600,152	616,634	641,421	609,228
Fuel – Gas (ccf)	24,028	21,819	23,016	26,740	25,090
Fuel – Oil (Gallons)	1,898	1,979	1,804	1,790	2,002
Water & Sewer (c.f.)	45,200	52,500	57,400	59,500	57,500
Square Feet Maintained	75,668	75,668	75,668	75,668	75,668
Facilities Managed	7	7	7	7	7
Automated Computer Systems Monitored	3	3	3	4	4
Hours of Building Usage per Week	310	310	310	310	310
Hours of Maintenance per Week	231	225	225	225	185
Meetings Scheduled	6,550	6,561	6,931	7,340	6,143
Emergency Responses	15	12	20	25	28
Committees Staffed	0	0	0	2	2
Rental Contracts	5	5	5	5	5