

Select Board/Town Manager	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$ 218,363	212,811	214,870	228,959	227,376	(1,583)	-0.7%
Operating Expenses	\$ 8,015	7,100	12,024	7,600	7,600	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 226,378	219,911	226,894	236,559	234,976	(1,583)	-0.7%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 47,500	63,285	63,285	72,757	76,721	3,964	5.4%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 273,878	283,196	290,179	309,316	311,697	2,381	0.8%
SOURCES OF FUNDS							
Licenses & Permits	\$ 139,605	137,650	139,253	139,150	139,150	0	0.0%
Water Fund	\$ 16,649	16,334	16,334	17,791	18,612	821	4.6%
Sewer Fund	\$ 16,618	19,385	19,385	21,129	20,579	(550)	-2.6%
Golf Course Fund	\$ 1,571	0	0	0	0	0	0.0%
Transportation Fund	\$ 2,387	2,961	2,961	3,264	3,630	366	11.2%
Department Receipts	\$ 0	0	0	0	0	0	0.0%
Taxation	\$ 49,548	43,581	48,961	55,225	53,005	(2,220)	-4.0%
POSITIONS							
Full Time	2.00	2.00	2.00	3.00	3.00	0.00	
Part Time With Benefits	1.00	1.00	1.00	0.00	0.00	0.00	
Full Time Equivalents	2.80	2.80	2.80	3.00	3.00	0.00	

Legal		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$	0	0	0	0	0	0	0.0%
Operating Expenses	\$	168,515	110,568	144,164	110,000	95,000	(15,000)	-13.6%
Capital Outlay	\$	0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$	168,515	110,568	144,164	110,000	95,000	(15,000)	-13.6%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	0	0	0	0	0	0	0.0%
Capital Appropriations	\$	0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$	168,515	110,568	144,164	110,000	95,000	(15,000)	-13.6%
SOURCES OF FUNDS								
Taxation	\$	168,515	110,568	144,164	110,000	95,000	(15,000)	-13.6%
POSITIONS								
Full Time		0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits		0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents		0.00	0.00	0.00	0.00	0.00	0.00	

Select Board's FY10 Department Head Budget Hearings
Saturday, October 25, 2008

Department: FINANCE

Department Head: John Musante, Assistant Town Manager/Finance Director
Sonia Aldrich, Comptroller
Claire McGinnis, Collector
David Burgess, Principal Assessor

Each Department Head should plan to provide a concise written "Overview" in electronic form covering the issues/questions listed below to John Musante and Maria Racca by 4:30 p.m. on Wednesday, October 22. *Please use this worksheet and insert your answers in italics below each question.* Save file to **J:\Budget\10.25.08 SB Budget Hearing** --any questions, please contact Maria Racca at x3218. We will review and distribute to the Select Board in advance of Saturday's meeting.

1. Briefly describe your department's recent accomplishments and the negative or positive effects of budget increases/decreases on services/programs over the past three years (FY 07, FY 08, and FY 09).
 - *Since FY 03, the Finance Department has reduced the number of full-time equivalent staff by 20%, from 16.31 to 13.00. This has been possible only through the Town's investment in new technology and the staff's ability and willingness to embrace technology to deliver better and more efficient service to the public.*
 - *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 banking services and partnered with the IT and Fire Departments to streamline ambulance patient medical reporting and billing through deployment of laptop computers in ambulances.*
 - *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.*
 - *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.*
- *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.*
- *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 Town's 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.*

2. List any FTE that has been budgeted within current appropriations but is vacant. Indicate how long each position been vacant, and the expectations for those positions going forward? (e.g., currently advertising, expect to cut, etc.)

N/A

3. List any grant-funded positions or programs that are at risk if town funding decreases or is not available.

N/A

4. List any increased fees, whether the increase has covered what it was hoped to cover, and whether the increase has decreased participation. Also list any new or increased fees that could be considered given MA law limitations.

Increased Demand Fee (from \$5 to \$10) will be considered at Fall Town Meeting, Nov. 10, 2008. This is the first late fee added to all three types of tax bills, Real Estate, Personal Property and Motor Vehicle. The increased fee better approximates to overhead of printing, mailing, and monitoring these delinquent balances, as well as providing increased incentive for timely payment, improving Town cash flow.

5. List all the Town Manager-appointed and Select Board-appointed committees/boards you provide support for, and the approximate number of meetings per month and hours per month spent on committee/board support.

Assistant Town Manager/Finance Director: Finance Committee (met 39 times in FY 08), Joint Capital Planning Committee (weekly January-April), Budget Coordinating Group (as needed), Audit Committee (1-2 times/year), Insurance Advisory Committee (quarterly), Parking Task Force (monthly), Facilitation of Community Choices Committee (most weeks April – November 2008), Town Manager's Blue Ribbon Committee (five times so far);

Comptroller: Community Preservation Act Committee, Audit Committee, Insurance Advisory Committee

Collector: Parking Task Force monthly (4-6 hours per month).

Principal Assessor: Board of Assessors (10-12 meetings/year; 3 hours per meeting)

6. List any functions currently performed by volunteers that sometimes need to be covered by paid staff, and conversely, paid staff functions that might be covered by volunteers.

Town Hall and Bangs mail sorting in Town Managers office is performed by two Property Tax Work-Off Program participants, who then bring Collector and Assessor mail to the departments for further processing. These two women volunteer their time after achieving the maximum allowable hours for the program. They do all our easy filing on days when mail delivery is delayed. Approximately 2 hours daily, which staff covers in case of illness, snowstorm, etc.

7. List three cuts in FY 10 services that would least affect your core functions (note: these cuts can include services to other departments or town functions in addition to services the public sees).

The Department's entire mission encompasses core functions of any municipal government. The 20% reduction in personnel achieved over the past several years has reduced staffing to the minimum level necessary to meet its responsibilities effectively.

Finance Director/Treasurer: Development/monitoring of operating and capital budgets; fiscal forecasting; cash management; debt management; delinquent tax collection;

Comptroller/General Services: General ledger and financial reporting, accounts payable, payroll, benefits administration, grants management, procurement, fixed assets, internal audit, risk management;

Collector: Tax, excise, ambulance, water/sewer, parking billing and collection, licenses and permits receipts, parking clerk administration;

Assessor: Real estate and personal property assessments and administration, exemptions processing, new growth valuations, motor vehicle excise processing, mail.

8. List at least one area where efficiency might be improved for FY 10.

- *Exploring cost/benefit of providing property assessment services to neighboring town(s);*
- *Exploring online/debit card kiosk in foyer for payments in person;*
- *Implement addition of parking violation payment to our online bill pay menu;*
- *Establish an Intranet for employees' internal use. This would provide all employee information, such as new employee packets and all benefit enrollment and change forms. Things like open enrollments and deadline. This would also include all policies and procedures for various tasks such as: Getting vendors paid, Procurement procedures and forms, grant procedures, etc.*

Finance Committee		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$	100	100	100	100	100	0	0.0%
Operating Expenses	\$	372	400	786	700	700	0	0.0%
Reserve Fund Transfers	\$	0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$	472	500	886	800	800	0	0.0%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	0	0	0	0	0	0	0.0%
Capital Appropriations	\$	0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$	472	500	886	800	800	0	0.0%
SOURCES OF FUNDS								
Taxation	\$	472	500	886	800	800	0	0.0%
POSITIONS								
Full Time		0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits		0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents		0.00	0.00	0.00	0.00	0.00	0.00	

Finance Department		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$	725,295	740,128	731,528	717,827	755,997	38,170	5.3%
Operating Expenses	\$	36,939	59,215	39,504	46,250	44,990	(1,260)	-2.7%
Capital Outlay	\$	548	200	96	1,700	200	(1,500)	-88.2%
TOTAL APPROPRIATION	\$	762,781	799,543	771,128	765,777	801,187	35,410	4.6%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	233,089	275,328	275,328	294,921	306,082	11,161	3.8%
Capital Appropriations	\$	132,000	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$	1,127,870	1,074,871	1,046,456	1,060,698	1,107,269	46,571	4.4%
SOURCES OF FUNDS								
Ambulance Receipts	\$	78,240	82,745	82,745	84,725	55,788	(28,937)	-34.2%
Municipal Lien Fee	\$	15,950	22,000	13,650	22,000	22,000	0	0.0%
Sale of Abutters List	\$	4,081	3,000	2,453	3,000	3,000	0	0.0%
Collector's Fees	\$	7,697	6,000	6,557	6,000	6,000	0	0.0%
Interest from Taxes	\$	144,615	146,500	179,434	146,500	161,500	15,000	10.2%
Investment Income	\$	330,494	275,000	439,706	350,000	350,000	0	0.0%
Water Fund	\$	81,523	101,892	101,892	102,838	97,718	(5,120)	-5.0%
Sewer Fund	\$	82,572	107,204	107,204	105,629	100,136	(5,493)	-5.2%
Golf Course Fund	\$	2,459	0	0	0	0	0	0.0%
Transportation Fund	\$	6,536	8,165	8,165	9,251	10,627	1,376	14.9%
Other Dept Receipt	\$	15,452	15,000	16,254	15,000	15,000	0	0.0%
Taxation	\$	0	32,037	0	0	0	0	0.0%
POSITIONS								
Full Time		14.00	14.00	14.00	13.00	13.00	0.00	
Part Time With Benefits		1.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents		14.67	14.00	14.00	13.00	13.00	0.00	

General Services		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$	7,544	7,938	7,689	7,938	7,938	0	0.0%
Operating Expenses	\$	390,129	415,288	419,075	426,923	397,423	(29,500)	-6.9%
Capital Outlay	\$	593	1,500	4,382	0	0	0	0.0%
TOTAL APPROPRIATION	\$	398,266	424,726	431,146	434,861	405,361	(29,500)	-6.8%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	125	126	126	130	126	(4)	-3.1%
Capital Appropriations	\$	0	30,000	30,000	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$	398,391	454,852	461,272	434,991	405,487	(29,504)	-6.8%
SOURCES OF FUNDS								
Taxation	\$	398,266	424,726	431,146	434,861	405,361	(29,500)	-6.8%
POSITIONS								
Full Time		0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits		0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents		0.00	0.00	0.00	0.00	0.00	0.00	

Select Board's FY10 Department Head Budget Hearings
Saturday, October 25, 2008

Department: HUMAN RESOURCES/HUMAN RIGHTS
Department Head: Eunice Torres

Each Department Head should plan to provide a concise written "Overview" in electronic form covering the issues/questions listed below to John Musante and Maria Racca by 4:30 p.m. on Wednesday, October 22. *Please use this worksheet and insert your answers in italics below each question.* Save file to **J:\Budget\10.25.08 SB Budget Hearing** --any questions, please contact Maria Racca at x3218. We will review and distribute to the Select Board in advance of Saturday's meeting.

1. Briefly describe your department's recent accomplishments and the negative or positive effects of budget increases/decreases on services/programs over the past three years (FY 07, FY 08, and FY 09).

- *Successfully completed the annual enrollment for health insurance and provided several information sessions regarding health insurance benefits provided by the town.*
- *Assisted in negotiating and settling three of the four Labor contracts; continue to negotiate on the fourth.*
- *Provided sexual harassment training for Department Heads, and Supervisors, DPW and Jones Library staff.*
- *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.*
- *Director and the Chair of the Commission had an informative meeting with the Chancellor of UMASS regarding issues related to the suspension of an African American student for an attempted homicide.*
- *Addressed several formal Human Rights complaints; one of which required a complete investigation.*
- *Annual Retreat of the Human Rights Commission.*

Negative effects of cutbacks:

- *We have been unable to adequately address workers compensation issues.*

- *As a result of cutbacks and the combining of Rights and Resources, some issues with the commission are not fully addressed. For the first time in several years the Commission is having quorum problems.*

2. List any FTE that has been budgeted within current appropriations but is vacant. Indicate how long each position been vacant, and the expectations for those positions going forward? (e.g., currently advertising, expect to cut, etc.)

Currently have no vacant positions

3. List any grant-funded positions or programs that are at risk if town funding decreases or is not available.

Currently no grant funded positions.

4. List any increased fees, whether the increase has covered what it was hoped to cover, and whether the increase has decreased participation. Also list any new or increased fees that could be considered given MA law limitations.

Other than when a Police Department entrance examination is being conducted, we do not collect fees.

5. List all the Town Manager-appointed and Select Board-appointed committees/boards you provide support for, and the approximate number of meetings per month and hours per month spent on committee/board support.

Other than when a Police Department entrance examination is being conducted, we do not collect fees.

6. List any functions currently performed by volunteers that sometimes need to be covered by paid staff, and conversely, paid staff functions that might be covered by volunteers.

NA

7. List three cuts in FY 10 services that would least affect your core functions (note: these cuts can include services to other departments or town functions in addition to services the public sees).

Mandatory items in the budget – we have little to no control over the costs associated with these items:

- *Unemployment Insurance*
- *Assessment for our portion of Medicare deductions*
- *Medical and life insurances*
- *Retirement Assessment*

- *Indemnification for public safety employees; workers compensation for all others*
- *Flexible Benefits payments.*

Discretionary items in the budget:

- *Recruitment – (\$17,200) While we anticipate recruitment of Public Safety personnel in FY10, the current budgeted amount is \$10,000 less than spent in FY08. Some ways in which we have discussed reducing this expense include relying more on electronic formats and less on print advertising.*
- *Counseling Services – (\$7,537) This is the Employee Assistance Program. While discretionary, this is very valuable to both the Town and the employees particularly in stressful financial times.*
- *Training – (\$3,000) As we move toward more in-house training, particularly the mandatory training, we could perhaps cut this item somewhat. Was cut from \$3,500 in FY 08.*
- *Management Services – (\$27,000) Annual contract for labor negotiator.*
- *Office Supplies (\$150) This budget is primarily for special items not supplied by the General Services budget such as printer toner. Was cut from \$300 in FY08.*
- *Travel-In State – (\$1,000) Provides for travel reimbursement for work related training, conferences, hearings, etc. Was cut from \$1,350 in FY 08.*
- *Membership Dues – (\$600) Currently only continue Mass. Municipal Personnel Assn. and International Personnel Management memberships. Was cut from \$900 in FY 08.*
- *Special Activities – (\$500) to cover small incidental expenses associated with employees.*

8. List at least one area where efficiency might be improved for FY 10.

Exploring centralization of health insurance to both better serve the subscribers, meet federal and state guidelines, and more effectively manage the claims side of our plans.

Working toward computerization of forms and other data which will enable better and more efficient processing while still maintaining the integrity of the purpose of the form(s).

Human Resources/Human Rights	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$ 78,024	151,557	89,545	139,780	146,460	6,680	4.8%
Employee Benefits	\$ 53,392	23,078	58,654	17,200	17,200	0	0.0%
Operating Expenses	\$ 28,819	38,275	32,430	31,100	30,750	(350)	-1.1%
Capital Outlay	\$ 0	0	130	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 160,235	212,910	180,759	188,080	194,410	6,330	3.4%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 35,535	38,352	38,352	54,665	53,954	(711)	-1.3%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 195,770	251,262	219,111	242,745	248,364	5,619	2.3%
SOURCES OF FUNDS							
Water Fund	\$ 18,721	14,813	14,813	17,214	13,295	(3,919)	-22.8%
Sewer Fund	\$ 21,518	17,124	17,124	20,842	15,389	(5,453)	-26.2%
Golf Course Fund	\$ 2,125	0	0	0	0	0	0.0%
Transportation Fund	\$ 4,597	3,663	3,663	3,932	2,979	(953)	-24.2%
Taxation	\$ 113,274	177,310	145,159	146,092	162,747	16,655	11.4%
POSITIONS							
Full Time	2.00	2.00	2.00	2.00	2.00	0.00	
Part Time With Benefits	1.00	1.00	1.00	0.00	0.00	0.00	
Full Time Equivalents	2.74	2.74	2.74	2.00	2.00	0.00	

Employee Benefits	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$ 2,222,022	2,475,861	2,588,620	2,961,465	3,301,073	339,608	11.5%
Operating Expenses	\$ 0	0	0	0	0	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$ 2,222,022	2,475,861	2,588,620	2,961,465	3,301,073	339,608	11.5%
SUPPLEMENTAL INFORMATION							
Employee Benefits	\$ 0	0	0	0	0	0	0.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$ 2,222,022	2,475,861	2,588,620	2,961,465	3,301,073	339,608	11.5%
SOURCES OF FUNDS							
Taxation	\$ 2,222,022	2,475,861	2,588,620	2,961,465	3,301,073	339,608	11.5%
POSITIONS							
Full Time	0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	0.00	0.00	0.00	0.00	0.00	0.00	

Select Board's FY10 Department Head Budget Hearings
Saturday, October 25, 2008

Department: TOWN CLERK
Department Head: Sandra Burgess

Each Department Head should plan to provide a concise written "Overview" in electronic form covering the issues/questions listed below to John Musante and Maria Racca by 4:30 p.m. on Wednesday, October 22. *Please use this worksheet and insert your answers in italics below each question.* Save file to **J:\Budget\10.25.08 SB Budget Hearing** --any questions, please contact Maria Racca at x3218. We will review and distribute to the Select Board in advance of Saturday's meeting.

1. Briefly describe your department's recent accomplishments and the negative or positive effects of budget increases/decreases on services/programs over the past three years (FY 07, FY 08, and FY 09).

The Town Clerk's office has made significant improvements in the way election workers are trained with more specific focus on individual related responsibilities. This has resulted in more informed election workers working at the polling locations.

For the past two years (summers) we have been engaged in overhauling our vitals indexing system; making it electronic and doing away with thousands of cards stored in file drawers which consume a vast amount of our vault storage space.

During this same time period we have been taking passport photos; this has resulted in processing more passport applications.

Budget decreases so far have been in the area of training. The effects of this have not been felt yet. Further cuts in the Town Clerk department would have to come from personnel.

There are currently two FTE in addition to the Town Clerk. A reduction in the number of staff would require cuts in unmandated services such as notarizations, website support and passport applications.

2. List any FTE that has been budgeted within current appropriations but is vacant. Indicate how long each position been vacant, and the expectations for those positions going forward? (e.g., currently advertising, expect to cut, etc.)

Does not apply to Town Clerk's department.

3. List any grant-funded positions or programs that are at risk if town funding decreases or is not available.

Does not apply to Town Clerk's department. (Cuts to State Budgets could possibly have a trickle down effect. For example, funding for programming of AutoMark device. Reimbursement for extended polling hours for state elections)

4. List any increased fees, whether the increase has covered what it was hoped to cover, and whether the increase has decreased participation. Also list any new or increased fees that could be considered given MA law limitations.

Fees were recently increased for filing Home Births, and amendments to Vital Records. Fees once applied to the filing for a cemetery deed are now applied to all transactions, i.e. sale of cemetery plot from one person to another, and sale of cemetery plot back to the town. This fee was also increased. These transactions occur infrequently, but the fees more accurately reflect the time and resources required to process.

5. List all the Town Manager-appointed and Select Board-appointed committees/boards you provide support for, and the approximate number of meetings per month and hours per month spent on committee/board support.

Board of Registrars – Requires minimal staff time and resources.

6. List any functions currently performed by volunteers that sometimes need to be covered by paid staff, and conversely, paid staff functions that might be covered by volunteers.

We have one volunteer who comes in one morning a week and performs functions which would otherwise have to be performed by paid staff.

During busy times, such as we are experiencing now, other people from the community step up and volunteer to perform functions which do not require training.

This leaves more time for paid staff to attend to the functions which require training. During busy periods 3 FTE is not adequate and overtime is necessary in order to get all tasks completed.

7. List three cuts in FY 10 services that would least affect your core functions (note: these cuts can include services to other departments or town functions in addition to services the public sees).

This is very difficult to address since essential all the core functions in the Town Clerk department are statutorily mandated. The only discretionary services are notarizations, swearing in notaries and others who are required to take oaths, and passport applications. Notarizations require an inordinate amount of time compared to the fee charged. Passport processing generates fee revenues which would be lost if the program was cut.

8. List at least one area where efficiency might be improved for FY 10.

Big elections are definitely less stressful if adequate staffing is in place. This will not occur in FY10. Overall functions could be performed more efficiently if there were more staff resources to distribute the load. It has been a few years since there was a position cut in the Town Clerk's department, but during that time the state/federal government has mandated additional functions. And apart from Thursday mornings when we are closed, no other services to the public have been cut; rather we find ourselves constantly receiving more suggestions from the public and responding to them.

Clerks		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$	132,554	143,335	138,189	138,154	145,887	7,733	5.6%
Operating Expenses	\$	2,769	3,115	2,665	3,230	3,130	(100)	-3.1%
Capital Outlay	\$	0	0	383	0	0	0	0.0%
TOTAL APPROPRIATION	\$	135,323	146,450	141,237	141,384	149,017	7,633	5.4%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	45,299	41,578	41,578	40,703	46,695	5,992	14.7%
Capital Appropriations	\$	0	0	0	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$	180,622	188,028	182,815	182,087	195,712	13,625	7.5%
SOURCES OF FUNDS								
Licenses & Permits	\$	6,430	3,500	6,830	3,500	3,500	0	0.0%
Dept. Receipts	\$	46,775	62,000	54,193	47,000	47,000	0	0.0%
Taxation	\$	82,118	80,950	80,214	90,884	98,517	7,633	8.4%
POSITIONS								
Full Time		3.00	3.00	3.00	3.00	3.00	0.00	
Part Time With Benefits		1.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents		3.53	3.00	3.00	3.00	3.00	0.00	

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Elections / Registration		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$	21,520	38,700	42,290	25,275	31,974	6,699	26.5%
Operating Expenses	\$	13,386	27,150	16,401	17,050	22,850	5,800	34.0%
Capital Outlay	\$	0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$	34,906	65,850	58,691	42,325	54,824	12,499	29.5%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	207	563	563	385	490	105	27.3%
Capital Appropriations	\$	0	80,000	80,000	0	0	0	0.0%
TOTAL DEPARTMENT COST	\$	35,113	146,413	139,254	42,710	55,314	12,604	29.5%
SOURCES OF FUNDS								
State Aid-Election	\$	0	5,580	5,580	0	7,848	7,848	0.0%
Hours Reimbursement								
Taxation	\$	34,906	60,270	53,111	42,325	46,976	4,651	11.0%
POSITIONS								
Full Time		0.05	0.05	0.05	0.05	0.05	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	0.05	0.05	0.00	

Select Board's FY10 Department Head Budget Hearings
Saturday, October 25, 2008

Department: *INFORMATION TECHNOLOGY*
Department Head: *Kristopher Pacunas*

Each Department Head should plan to provide a concise written "Overview" in electronic form covering the issues/questions listed below to John Musante and Maria Racca by 4:30 p.m. on Wednesday, October 22. *Please use this worksheet and insert your answers in italics below each question.* Save file to **J:\Budget\10.25.08 SB Budget Hearing** --any questions, please contact Maria Racca at x3218. We will review and distribute to the Select Board in advance of Saturday's meeting.

1. Briefly describe your department's recent accomplishments and the negative or positive effects of budget increases/decreases on services/programs over the past three years (FY 07, FY 08, and FY 09).

The IT Department has initiated and led many technology consolidation and standardization efforts within the Town and Libraries which has improved efficiencies while lowering total cost of ownership.

- *In 2006 the IT Department voluntarily assumed responsibility for all technology needs in the Jones Library and branches, including the over 120 computers and the many complex citizen servicing technology systems.*
- *In 2007 the IT Department implemented a Town-wide IP Telephony system dramatically improving interdepartmental and public communications. This system was purchased and implemented through a funding mechanisms that required no additional operating or capital monies. In FY 2011 the Town's phone communications operating budget will actually see a reduction of \$30,000 as a result of this system.*
- *Also in 2007 the IT Department initiated a partnership with UMass Office of Information Technology to implement a seamless downtown community wireless internet system. This now highly utilized, and beloved system, was paid for exclusively by grants secured by the University, and the system is exclusively supported and maintained by the Town's Information Technology Department.*
- *In 2008 the IT Department led the way in implementing a new Permitting and Code Enforcement System that has connected all inspection departments seamlessly together creating a true digital workflow environment. Ultimately this system will dramatically improve service to citizens and professionals, while also increasing productivity of many departments and staff.*

- *Also in 2008, the IT Department implemented an all new Town website offering many new services and true distributed content upkeep (allowing departments, boards and committees the ability to manage their own sections of the Town's website.) This new website will pave the way for a more open, digitally accessible, and transparent Amherst Town Government.*

These are just a few examples of the underlying commitment of the Information Technology Department to deliver technology needs and services to the citizens and professionals of Amherst, while maintaining an almost flat operating budget over the years.

2. List any FTE that has been budgeted within current appropriations but is vacant. Indicate how long each position been vacant, and the expectations for those positions going forward? (e.g., currently advertising, expect to cut, etc.)
3. List any grant-funded positions or programs that are at risk if town funding decreases or is not available.
4. List any increased fees, whether the increase has covered what it was hoped to cover, and whether the increase has decreased participation. Also list any new or increased fees that could be considered given MA law limitations.
5. List all the Town Manager-appointed and Select Board-appointed committees/boards you provide support for, and the approximate number of meetings per month and hours per month spent on committee/board support.

The IT Department directly and indirectly provides support for all boards and committees through our many technology systems, and services.

6. List any functions currently performed by volunteers that sometimes need to be covered by paid staff, and conversely, paid staff functions that might be covered by volunteers.

The IT Department utilizes interns when possible.

7. List three cuts in FY 10 services that would least affect your core functions (note: these cuts can include services to other departments or town functions in addition to services the public sees).

The core function of the IT Department is to directly provide 24/7 technology systems and support to all departments, boards and committees, and indirectly provide and maintain systems for use by Town citizens and professionals. The vast and comprehensive town-wide technology infrastructure used by all, requires maintenance and support every day. Mandatory software upgrades and patches, unforeseen hardware, failures, offsite live and nightly data backups, security of citizen and staff personal

information, and monitoring overall system health is just some of the vital daily efforts ensuring Amherst's municipal services don't come to a stop.

This being said, it is difficult to prioritize another cut in service beyond the general reductions conducted over the past several years. I believe policy needs to be set determining which departments, boards, committees or citizen services are most appropriate have a reduction in service, and thus a cut in technology systems could be made in that area as a result.

8. List at least one area where efficiency might be improved for FY 10.

The IT Department will be moving to a single office space in FY 2009, this will improve our ability to work as a team and share responsibilities. The IT Department is overextended and this will allow the department to better manage all of the new responsibilities it has taken on over the past three years.

Information Technology		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$	271,091	291,667	293,377	294,871	304,176	9,305	3.2%
Operating Expenses	\$	157,547	157,633	157,447	143,928	157,101	13,173	9.2%
Capital Outlay	\$	0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$	428,638	449,300	450,823	438,799	461,277	22,478	5.1%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	77,646	92,805	92,805	102,319	110,122	7,803	7.6%
Capital Appropriations	\$	220,000	160,500	160,500	459,500	436,000	(23,500)	-5.1%
TOTAL DEPARTMENT COST	\$	726,284	702,605	704,128	1,000,618	1,007,399	6,781	0.7%
SOURCES OF FUNDS								
Taxation	\$	378,032	377,679	378,338	336,082	352,413	16,331	4.9%
Water Fund	\$	16,928	22,588	22,588	28,088	31,392	3,304	11.8%
Sewer Fund	\$	16,928	22,588	22,588	28,088	31,392	3,304	11.8%
Golf Course Fund	\$	2,716	0	0	0	0	0	0.0%
Transportation Fund	\$	10,123	17,445	17,445	17,445	16,080	(1,365)	-7.8%
Ambulance Reciepts	\$	0	9,000	9,000	29,096	30,000	904	3.1%
Dept Receipts	\$	3,911	0	864	0	0	0	0.0%
POSITIONS								
Full Time		4.50	4.50	4.50	4.50	4.50	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	4.50	4.50	0.00	

Select Board's FY10 Department Head Budget Hearings
Saturday, October 25, 2008

Department: *FACILITIES*
Department Head: *Ron Bohonowicz*

Each Department Head should plan to provide a concise written "Overview" in electronic form covering the issues/questions listed below to John Musante and Maria Racca by 4:30 p.m. on Wednesday, October 22. *Please use this worksheet and insert your answers in italics below each question.* Save file to **J:\Budget\10.25.08 SB Budget Hearing** --any questions, please contact Maria Racca at x3218. We will review and distribute to the Select Board in advance of Saturday's meeting.

1. Briefly describe your department's recent accomplishments and the negative or positive effects of budget increases/decreases on services/programs over the past three years (FY 07, FY 08, and FY 09).

Facilities focused and will continue to focus on energy conversation and negotiations. The APD HVAC program has reduced the amount of utility consumption by approximately 15% resulting in a cost avoidance. Much of the energy savings have been offsetting rate increases. Unfortunately rates have risen faster than consumption has decreased. This year we have just completed a lighting retro fit which has decreased electricity consumption by approximately 350,000 kilowatts both throughout the schools and the town buildings. We are currently being audited by the Massachusetts Division of Energy Resources (DOER) for additional energy savings and grant opportunities. This past year we negotiated a new three year Natural Gas contract reducing price per unit by 7%. Capital projects either completed or in process are Town Hall Masonry Exterior, Town Hall Chiller, APD HVAC, Survival Center paving, Bangs Roof & HVAC (beginning), Survival Center Exterior (beginning). Changed the frequency of the elevator contracts for this year resulted in a 15% savings to budget. The operating budget for facilities has been deteriorating for years to the point that furnaces have not had yearly maintenance performed resulting in costly emergency service calls and causing potential dangerous conditions. As a result I have asked and will continue to ask for more funds to better maintain and insure our assets are protected beyond the letter of the law.

2. List any FTE that has been budgeted within current appropriations but is vacant. Indicate how long each position been vacant, and the expectations for those positions going forward? (e.g., currently advertising, expect to cut, etc.)

We have no opening.

3. List any grant-funded positions or programs that are at risk if town funding decreases or is not available.

None.

4. List any increased fees, whether the increase has covered what it was hoped to cover, and whether the increase has decreased participation. Also list any new or increased fees that could be considered given MA law limitations.

Increases; Sewer & Water, Waste Removal, Utilities Cost, Gasoline, All service contracts due to fuel, Pest control (new this past year, cockroaches in BOH and mice in senior ctr.), and Supplies continue to rise. We are trying to offset these cost transferring between accounting units. It will be tight.

5. List all the Town Manager-appointed and Select Board-appointed committees/boards you provide support for, and the approximate number of meetings per month and hours per month spent on committee/board support.

Energy Committee; 3x per year for a total of 15hrs. Most of the work is part of my normal role they may ask for additional data that needs to be gathered.

6. List any functions currently performed by volunteers that sometimes need to be covered by paid staff, and conversely, paid staff functions that might be covered by volunteers.

We utilize free community service people for task throughout the Bangs. They require supervision but are generally good workers.

7. List three cuts in FY 10 services that would least affect your core functions (note: these cuts can include services to other departments or town functions in addition to services the public sees).

Eliminate the use of town buildings and property to groups after normal daytime working hours or charge a fee to everyone. There are many free uses of our town buildings and property. The Bangs center and Munson buildings are being used by groups all the time for either free or a ridiculously low prices. Many of the vendors know this is a bargain. Charge a market rate. This would also reduce the vandalism. Assign the master scheduler role to an admin for all rentable space. Rates to be established by the Town Manager with input from the Facilities Director. If necessary create a program to increase rates year over year until they are fair market value.

Note; if another department such as parks stops mowing Munson lawn or plowing snow then those dollars will have to be transferred to the facilities budget to perform necessary task while cutting other budgets.

8. List at least one area where efficiency might be improved for FY 10.

Town Hall & Bangs have inherent HVAC issues with baseboard heat. A capital project of approximately \$10,000 dollars will net a 5yr payback.

Facility Maintenance		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$	227,995	245,123	223,089	238,493	242,053	3,560	1.5%
Operating Expenses	\$	181,213	163,650	206,263	196,596	212,547	15,951	8.1%
Capital Outlay	\$	730	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$	409,939	408,773	429,353	435,089	454,600	19,511	4.5%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	75,192	93,726	93,726	104,215	104,448	233	0.2%
Capital Appropriations	\$	80,000	5,000	5,000	848,000	412,500	(435,500)	-51.4%
TOTAL DEPARTMENT COST	\$	565,131	507,499	528,079	1,387,304	971,548	(415,756)	-30.0%
SOURCES OF FUNDS								
Dept. Receipts	\$	58,092	40,000	55,883	56,254	56,254	0	0.0%
Taxation	\$	351,847	368,773	373,470	378,835	398,346	19,511	5.2%
POSITIONS								
Full Time		5.95	5.20	5.20	5.20	5.20	0.00	
Part Time With Benefits		1.00	1.00	1.00	1.00	1.00	0.00	
Full Time Equivalents		6.58	5.83	5.83	5.83	5.83	0.00	

REVENUE WORKSHEET

Police Facility		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$	54,148	58,902	57,734	58,890	59,802	912	1.5%
Operating Expenses	\$	110,519	84,700	127,497	111,980	120,905	8,925	8.0%
Capital Outlay	\$	0	0	0	0	0	0	0.0%
TOTAL APPROPRIATION	\$	164,666	143,602	185,231	170,870	180,707	9,837	5.8%
SUPPLEMENTAL INFORMATION								
Employee Benefits	\$	10,705	12,686	12,686	14,074	14,940	866	6.2%
Capital Appropriations	\$	172,000	165,000	165,000	20,000	0	(20,000)	-100.0%
TOTAL DEPARTMENT COST	\$	347,371	321,288	362,917	204,944	195,647	(9,297)	-4.5%
SOURCES OF FUNDS								
Taxation	\$	164,666	143,602	185,231	170,870	180,707	9,837	5.8%
POSITIONS								
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	