

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

**Department: PUBLIC HEALTH**  
**Department Head: Epi Bodhi**

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).

*Last year we received a three year grant to work on Social Justice and health equity. We have chosen to focus this work on the Town as a whole rather than limit it to the Health Department. This work is helping us to focus on the social determinants of health and to gain insights into how we can do business better as a Town and to work collaboratively across departments around issues regarding race and socioeconomic status. In the near future we will begin seeking input from Town residents to better inform this work.*

*Though unseen, an important accomplishment of our Department continues to be the containment of infectious diseases through surveillance and inspections.*

*Passage of rDNA and biohazard regulations as well as creation of Well Regulations by the Board of Health.*

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.)

*.5 FTE assistant sanitarian. In the process of interviewing. Has been vacant for approximately 8 mos. but we have been using a contractual employee at a higher salary to fill.*

*1 FTE Public Health Nurse Assistant Health Director- currently being advertised.*

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

*Cambodian Outreach Worker- We receive funding from 3 outside sources to cover this position. The Town currently covers 10 hours plus benefits.*

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 fees for permits and licenses in FY'07. Did not decrease participation. The Board will consider raising these fees again this year though the fee may not exceed the cost of the service. Newly established fee for establishments conducting research with Biological Hazards. New fees to be considered; Well Installers fee; Well Permit fee; BOH witness to Title 5 inspections); yearly Rental Registration renewal; monthly fee-based re-inspections for non-compliant, repeat violators, of food service establishments. New fee beginning 1/2009 Bed & Breakfast kitchen (there is currently a separate B&B establishment fee.) In addition, we are currently talking to several neighboring Towns about taking on some of their public health work.*

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 Health- approximately one meeting a month attended to by myself and regularly by the Management Assistant and Environmental Health Director and other staff members. BOH meetings are 2-3 hours in duration. Meeting prep time ranges from 20-30 hours per month.*

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.

*Volunteers have typically included student interns in the health and education related fields. They are guided into areas of the Health Department that are singled out as a specific limited project(s). The intern must work independently with the Director's guidance for a set period of time. The tasks involved may include research, computer use, meeting attendance, report writing, and/or a final work or document. Selection of a project is crucial depending on the needs of the Department at the time and the student's educational focus. While this is important for many different reasons, we are judicious in this use of volunteers.*

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).

*Services currently rendered are our core functions. We cannot cut personnel, inspections, disease surveillance, violations or enforcement, which are all state mandated duties of the Boards of Health in the Commonwealth. We strive for strong but friendly compliance and to avoid the need, if at all possible, of legal action.*

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

*Having the appropriate staff combination in terms of training and expertise. Having the appropriate number of staff. Our efficiency is challenged when these issues are compromised. Relationship building with business owners and citizens has assisted us in providing the best possible service. Prevention and inspection vigilance have kept the incidence of food-borne illness and the spread of communicable disease very low in the last few years.*

Health	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$ 288,567	294,608	289,432	279,915	279,716	(199)	-0.1%
Operating Expenses	\$ 5,851	5,550	8,246	5,550	5,550	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 294,418</b>	<b>300,158</b>	<b>297,678</b>	<b>285,465</b>	<b>285,266</b>	<b>(199)</b>	<b>-0.1%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 122,013	145,136	145,136	162,385	148,373	(14,012)	-8.6%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 416,431</b>	<b>445,294</b>	<b>442,814</b>	<b>447,850</b>	<b>433,639</b>	<b>(14,211)</b>	<b>-3.2%</b>
<b>SOURCES OF FUNDS</b>							
Env. Health Serv.	\$ 66,520	84,595	89,470	86,600	86,600	0	0.0%
Housing Inspections/Rental Registration	\$ 3,320	4,275	5,375	4,275	4,275	0	0.0%
Sewer Fund	\$ 2,000	2,000	2,000	2,000	2,000	0	0.0%
Comm. Health Serv.	\$ 48	140	70	140	140	0	0.0%
Smoking & Tobacco Violations	\$ 300	4,000	100	4,000	4,000	0	0.0%
Taxation	\$ 225,550	209,423	206,038	192,725	192,526	(199)	-0.1%
<b>POSITIONS</b>							
Full Time	5.00	5.00	5.00	5.00	5.00	0.00	
Part Time With Benefits	1.00	2.00	2.00	2.00	2.00	0.00	
Full Time Equivalent	5.72	5.97	5.97	5.50	5.50	0.00	

**AMHERST SENIOR CENTER/COUNCIL ON AGING**  
**Nancy H. Pagano, Director**

**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 (FY07, FY08, FY09).**

*FY 07 Major Accomplishments*

- *Planned and ran first annual COA Retreat for Board members and staff.*
- *Senior Center draft of volunteer manual written.*
- *Established Counseling Center with monies from Title III Grant.*
- *Worked with COA members and staff to help facilitate transportation for elders during emergency caused by problematic transition from one ADA transportation carrier to another when the new provider received contract. Worked with PVTA staff to improve service with current contractor and with transition to new provider at the end of 2007.*
- *Re-assumed responsibility for Senior Nursing Center from Amherst Health Dept.*
- *Worked with COA subcommittee and Town Counsel to establish new 501C-3 "Friends of the Amherst Senior Center". This involved finding individuals willing to serve, writing/ finalizing/approving by-laws, convening first meeting, and preparing Warrant Article for Town Meeting to transfer funds from The Senior Trust to the Friends of the Amherst Senior Center.*

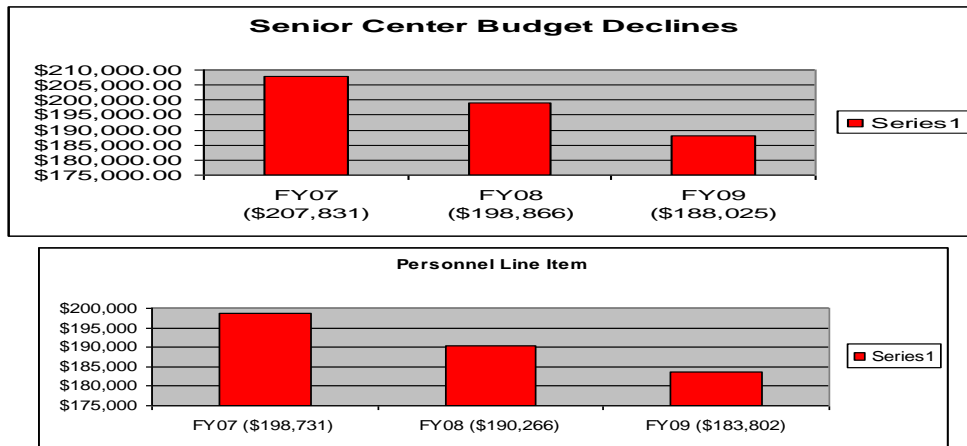
*FY08 Major Accomplishments*

- *Undertook first Friends of the Amherst Senior Center fundraiser which netted \$6,350 for FY08.*
- *Hired nurse and opened revamped and renamed "Senior Health Services" clinic, held twice weekly. Secured funding for Senior Health Services through a grant from Cooley Dickinson Hospital for \$5,000, a grant for \$1,625 from The Amherst Club, and an annual donation of \$10,000 from community benefactors.*
- *Served as one of two regional pilot sites for EnhanceFitness®, a program funded by the U.S. Center for Disease Control combining weights, aerobic exercise and exercise for flexibility.*
- *In conjunction with the Smith College School of Social Work and UMass Computer Science Dept, served as a test site for a National Science Foundation study of how technology can assist seniors.*
- *Celebrated 40th Anniversary of the establishment of the COA with a special reception.*
- *Worked with Alicia Morton to hold her 80th Birthday/Amherst Senior Center Fortieth Anniversary fundraiser at the Nacul Center which netted \$447.*
- *Worked with COA member Stephanie O'Keeffe to run annual staff and COA Retreat which looked at funding of all programs and services as it relates to staff time and resources.*
- *Expanded health seminars to twice monthly through the volunteer efforts of Shirley Packard, member of the Senior Health Advisory Committee.*
- *In spite of a reduction of funded staff hours and in the face of increased usage, maintained a varied menu of programs and services plus expanded Center hours of operation until 5 PM to accommodate Baby Boomer needs.*
- *Supported 301 volunteers in the face of reduced staff hours.*

*FY09 Major Accomplishments and Projects Underway*

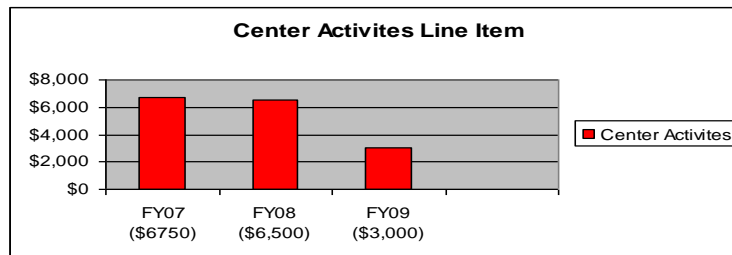
- *Worked closely with Attorney Deborah Jankowski and Friends Treasurer Doris Holden to finally complete the Internal Revenue Service (extensive and detailed) application for tax exempt status for the new "Friends of the Amherst Senior Center" Corporation.*
- *Worked with sub-committee of the Council on Aging to hold a special banquet in celebration of the Amherst Senior Center's fortieth anniversary.*
- *Secured funding for "MySeniorCenter", a new software program developed specifically for senior centers and other senior service programs. This software program tracks the number of participants that attend the various programs and activities taking place at the Center through the use of a key tag system. The system also manages an updated, confidential database that includes emergency contact information and lists social services members may be receiving. Installation and training will begin 10/23/08.*
- *About to begin working with Smith College graduate student to establish the Amherst Senior Center as a member of the SeniorNet Learning Center program so we can offer field-tested low cost introductory computer programs. SeniorNet is a non-profit organization that provides the support and structure to enable communities to set up such resources for their seniors at sites around the country. One component of the program is that it is peer-run. That is, seniors learn the skills to train and teach one another.*
- *Revised policy and application to handle emergency funds that can be lent or given to low-income elders.*
- *Currently attempting to establish an Elder Emergency Service Team in conjunction with the Amherst Fire, Police and Health Departments.*

- Working with a new committee of "Stay Put" volunteers to augment Senior Center Social Worker services to elders who wish to remain in their homes but need assistance.

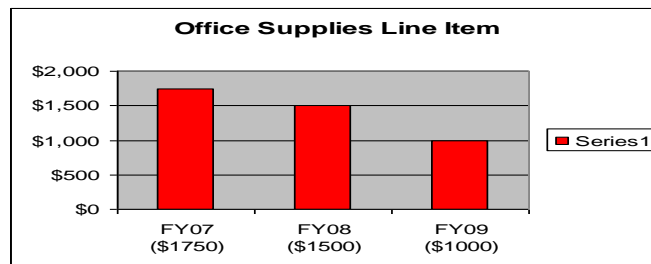


Declines in funding have so far resulted in a reduction in staff hours and position level. Over the last several years the full-time professional position of Program Director/Programs was replaced by a half-time Program Coordinator position shared with Public Works. This was downgraded in stages to its current status of Level F, Step 3 Program Assistant @20/hrs week paid for by Executive Office of Elder Affairs grant-funding (with Town-funded benefits). This has resulted in the systematic elimination of assistance to the Director and Social Worker in program development and supervision, as well as the reduced ability to give quality training and support to volunteers. Additionally staff has to focus more on fundraising and less on program management and development. This is happening at a time when elders and their need for services is increasing. Many programs have been eliminated, particularly in the recreation area and our outreach survey has come to a halt. Increases in the demand for essential services to individuals have burgeoned and all staff assist with service delivery in some way, e.g. selling van tickets..

Level funding in FY10 would result in elimination of the Program Assistant (described above) and the EOE grant (also subject to state cutbacks) to be moved to partially support the Senior Center's Administration Assistant who manages the office and all its recordkeeping, as well as the Bangs and Munson scheduling (which in FY08 brought in \$24,836 to the Town's General Fund.)



The **Center Activities** line item would be eliminated in a level-funded FY10 budget. Center Activities money is used for staff training, plastic bags for the free food program, paper cups, coffee, food program packaging, licensing, food, entertainment, repairs, and equipment. Fundraising and donations already augment this fund which requires substantially more than the Town budget has provided for the last several years.



The **Office Supplies** line item would be eliminated in a level-funded FY10 budget. This pays for supplies that we cannot get from the Town Hall General Services supply closet such as printer cartridges, planners, colored paper,

decorations, mailing labels, hanging folders, markers, name tags, etc. Fundraising and donations already augment this fund which requires substantially more than the Town budget has provided for the last few years.

**In-State Travel, Training & Dues and Memberships**--In previous years the Senior Center had memberships in the National Council on Aging, the Western Mass. Council on Aging, the Amherst Chamber of Commerce, and the Massachusetts Councils on Aging. Now we only belong to the MCOA and Town support for this in a level-funded FY10 budget would be eliminated. Training and associated gas/tolls for staff will be totally paid for by fundraising and/or continued staff personal contributions. In all their years of employment, the current Director and Social Worker have used their own cars for meetings, elder transportation on occasion, shopping, etc. and have never asked for reimbursement.

**2. List any FTE that has been budgeted within current appropriations but is vacant. Indicate how long each position has been vacant, and the expectations for those positions going forward?**

N/A

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

See answer to question #1 above. The Program Assistant position will be eliminated if further cuts are made to the Senior Center's Personnel line item so that the EOEI Formula Grant can be moved to support the Administrative Assistant. Clearly the scheduling of the Munson Library as well as the day-to-day Senior Center operation would be drastically impacted by any reduction of staff hours here.

**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.**

- **A \$4.10/per day increase to \$5/day is now charged to our UMass Meals on Wheels recipients, and we believe this has already resulted in a 4% decrease in participation in this program. The price change was made to cover an increase by UMass Dining Services and the raising of the per meal delivery stipend (given to the drivers) which went from \$.50 to \$1.00. The HVES home delivered hot lunch program recipients, who only have to donate what they can afford, have subsequently grown by 9.5% in FY08.**

The gas reimbursement option given to the lunchtime drivers follows the Town's increase from \$.35 to \$.50 per mile and drivers who used to donate their gas have decreased. A huge worry: the state and federal grant funding that pays for the gas reimbursement and our lunch site director (@\$.19 per home delivered meal) is borderline underfunded and also subject to cuts. This program is the most important service we provide as 100+ elders receive a nutritious meal and a well-being check which is vital because many recipients live alone and have no other contacts. Note: The grant that pays for this program and the mandated associated quarterly reports are prepared by the Director of the Senior Center. Federal Law mandates no required fees for participation and the control of who gets the deliveries is in the hands of the HVES care advisors based on need. Our volunteers delivered 16,749 lunches in FY08 to Amherst and Pelham elders, and if it hadn't been for some snow program cancellations, the count would have been 16,961.

- **Donation baskets** are now being displayed in our Wednesday bread and produce program and all programs where there is food associated. We do not require donations for participation as we know that people in need will opt out.
- Any Senior Center class where there is a cost associated for the instructor or supplies is never paid for out of Town monies. Participants pay a fee directly to the instructor to participate. Educational seminars and many classes are taught by volunteers and do not cost anything to run. If the program is wellness-related, partial funding for low income residents, called "wellness scholarships" are available (\$525 worth of \$15 scholarships were given in FY08 primarily for help with foot care.) These are funded by donations and fundraising by the "Friends of the Amherst Senior Center." **Tacking on additional "registration fees"** is a distasteful option and runs the very real risk of pricing out those most in need. Requests for funding from the Friends would be the more desirable avenue.
- **Munson Library rental fees could be raised to bring in more money to the General Fund.** These haven't been raised for at least four years.

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

- I support the Council on Aging which usually meets monthly (1.5-2 hrs for the actual meeting plus 2+hrs prep and +2 hrs follow-up) and also serve on several COA sub-committees such as the Ad Hoc Survey Committee (1-2 hrs/month), the Fortieth Anniversary Committee (has been 2-4 hrs/month but now is over), the Senior Health Advisory Committee (1.5 hrs/month, but I don't go every time), the Transportation Committee or PVTA Advisory

*Committee (1 hr per meeting, but I don't go every time). I also support the closely aligned Friends of the Amherst Senior Center Corporation and attend all their meetings (held about every other month for about 1 hr) in an advisory capacity. For the last two+ years additionally I have worked closely with the Friends legal counsel, Attorney Deb Jankowski, and Friends Treasurer, Doris Holden, to complete the paperwork recently submitted to the IRS to obtain the tax exemption certificate. I am also the Senior Center's representative to the S.A.L.T. (Seniors and Law Enforcement Together) Council at its monthly one-hour meetings.*

- *I am staff liaison and secretary to the Kanegasaki Sister City Committee which involves convening meetings, taking minutes, writing the annual Town Report, maintaining historical records--this committee meets intensely February through April but infrequently at other times. Usually business meetings are 1.5 hours except when entertaining visitors and when that happens, involvement expands to 3-4 special events @2-3 hrs each.*

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

- *(A) Meal delivery to shut-ins, telephone reception, emergency transportation of elders, program supervision, preparation of agendas, minutes, management of the lunch site, Wednesday food pick up from local grocery stores and bakeries, delivery of food or van tickets to shut-ins, assistance to elders in computer lab., program registrations.*
- *(B) Van ticket sales. We already have farmed out every possible task to our 301 volunteers.*

**7. List three cuts in FY10 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).**

- *Responsibility for scheduling as well as key & rent money collection for the Munson Library.*
- *Liaison to the Kanegasaki Sister City Committee*
- *Managing the Health Equipment Loan Closet*
- *Managing the Tax Work-Off Program*

**8. List at least one area where efficiency might be improved for FY10.**

- *On a designated day/time, a representative from Central Services would come to the Bangs Center to pick up all departments' turnovers. This would eliminate time used by several staff people to do this.*
- *Bangs security issues would be greatly helped by the installation of at least one closed circuit TV in the Senior Center administrative office and Amherst Town Facilities Coordinator's offices hooked up to a camera in the lobby and bottom floor hallway. This would greatly reduce the amount of time the Senior Center staff would have to deal with problems around noise and other disturbances/emergencies.*



Senior Center	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$ 185,115	198,731	197,979	190,266	183,802	(6,464)	-3.4%
Operating Expenses	\$ 8,634	9,100	8,671	8,600	4,360	(4,240)	-49.3%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 193,749</b>	<b>207,831</b>	<b>206,650</b>	<b>198,866</b>	<b>188,162</b>	<b>(10,704)</b>	<b>-5.4%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 71,246	96,444	96,444	111,104	117,224	6,120	5.5%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 264,995</b>	<b>304,275</b>	<b>303,094</b>	<b>309,970</b>	<b>305,386</b>	<b>(4,584)</b>	<b>-1.5%</b>
<b>SOURCES OF FUNDS</b>							
Grants	\$ 0	0	0	0	0	0	0.0%
Taxation	\$ 193,749	207,831	206,650	198,866	188,162	(10,704)	-5.4%
<b>POSITIONS</b>							
Full Time	3.00	3.00	3.00	3.00	3.00	0.00	
Part Time With Benefits	1.00	1.00	1.00	1.00	1.00	0.00	
Full Time Equivalents	3.80	3.80	3.80	3.54	3.54	0.00	

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

**Department: COMMUNITY DEVELOPMENT**  
**Department Head: Roy Rosenblatt**

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).

*For FY 09, 80% of the Community Services Director's salary is being paid for with CDBG funds.*

*During FY 07 the Department began administering the Town's CDBG program – funding was used to remedy a drainage problem at the Pomeroy Lane Coop. In FY 08 most of the Town's CDBG funding contributed to the construction of 11 new units of rental housing on Main St. In FY 09 the Department began the renovation of kitchens at Chestnut Ct. Apartments. The project is now essentially complete. Also the RFP for the construction of affordable housing was first advertised on Friday (Oct.24, 2008) with proposals due on October 10<sup>th</sup>.*

*Budget decreases have had a negative impact on low income residents as the amount of social service funding provided by the Town has decreased significantly.*

*In FY 07 Town Meeting allocated about \$140,000 for human service agency funding; FY 08 and FY 09 Town Meeting allocated \$66,000, a dramatic reduction in funding. Many agencies have had to reduce client services due to these cuts.*

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.)

*none*

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.

*none*

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 Committees are: the Housing Partnership/Fair Housing Committee, the Community Development Committee and the Committee on Homelessness. The CDC and the Committee on Homelessness each meet about once per month and the Housing Partnership sometimes meets twice per month. I estimate about 30% of my time is spent on Committee work.*

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.

*none*

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 only thing that can be cut from this budget is funding for social service agencies.*

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

*Since this department is staffed by one full-time and one part-time employee, we are doing pretty well.*

Community Development	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$ 57,378	46,706	41,592	45,277	15,624	(29,653)	-61.7%
Operating Expenses	\$ 141,226	141,195	135,724	66,200	66,200	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 198,604</b>	<b>187,901</b>	<b>177,315</b>	<b>111,477</b>	<b>81,824</b>	<b>(29,653)</b>	<b>-61.1%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 20,662	20,650	20,650	23,106	4,917	(18,189)	-162.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 219,266</b>	<b>208,551</b>	<b>197,965</b>	<b>134,583</b>	<b>86,741</b>	<b>(47,842)</b>	<b>-35.5%</b>
<b>SOURCES OF FUNDS</b>							
Taxation	\$ 198,604	187,901	177,315	111,477	81,824	(29,653)	-61.1%
<b>POSITIONS</b>							
Full Time	1.00	0.68	0.68	0.68	0.20	(0.48)	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	1.00	0.68	0.68	0.68	0.20	(0.48)	

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

**Department:** *VETERANS' SERVICES*  
**Department Head:** *Kathleen Pollard*

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).

- *Monetary reimbursements to the Town from the Commonwealth for eligible veterans benefits paid to Amherst veterans are current.*
- *Changed the way we distribute funds as to minimize overpayments.*
- *Added the Town of Pelham in our service area and receive an annual \$3,000 payment from the Town.*

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.

*N/A*

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.

*N/A*

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.

*I have volunteers in the form of work study students (paid for by VA) and Senior Aides workers (paid for by Federal monies); they are limited to answering the phone, and guidance to the citizen on questions of literature available. What functions of this office that volunteers are able to be utilized is very limited.*

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 only area that least affects my core functions is the commemorations budget. It pays for: Grave markers for cemetery flags to honor military service of the deceased; Memorial Day Parade and Ceremony; Veteran's Day Ceremony. The commemorations budget is only \$875 and not very much considering what issues would be at risk in this or any community. Lack of community acknowledgement for the hundreds of our soldiers who have served to insure the United States of America has afforded us the luxuries of the freedoms we all take for granted. This would send the wrong message to the community whether your political views are for or against the happenings of today.*

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

*To file paperwork and receive authorization via the internet, saving on postage.*

Veterans	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$ 57,085	58,987	63,699	52,177	54,345	2,168	4.2%
Operating Expenses	\$ 706	1,150	3,850	725	725	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
Veterans' Benefits	\$ 107,417	80,000	120,853	80,000	100,000	20,000	25.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 165,208</b>	<b>140,137</b>	<b>188,401</b>	<b>132,902</b>	<b>155,070</b>	<b>22,168</b>	<b>16.7%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 20,518	23,809	23,809	26,776	23,025	(3,751)	-14.0%
Capital Appropriations	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 185,726</b>	<b>163,946</b>	<b>212,210</b>	<b>159,678</b>	<b>178,095</b>	<b>18,417</b>	<b>11.53%</b>
<b>SOURCES OF FUNDS</b>							
State Reimbursement of Veterans' Benefits	\$ 14,516	0	26,776	68,842	68,842	0	0.0%
Departmental Receipts	0	0	0	0	0	0	0.0%
Taxation-Vet. Serv.	\$ 57,791	60,137	67,549	52,902	55,070	2,168	4.1%
Taxation-Vet. Ben.	\$ 92,901	80,000	94,077	11,158	31,158	20,000	179.2%
Reserve Fund	0	0	0	0	0	0	0.0%
<b>POSITIONS</b>							
Full Time	1.00	1.00	1.00	1.00	1.00	0.00	
Part Time With Benefits	0.00	0.00	0.00	0.00	0.00	0.00	
Full Time Equivalents	1.00	1.00	1.00	1.00	1.00	0.00	

Commemorations	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	\$ 1,651	875	1,116	875	875	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 1,651</b>	<b>875</b>	<b>1,116</b>	<b>875</b>	<b>875</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>\$ 1,651</b>	<b>875</b>	<b>1,116</b>	<b>875</b>	<b>875</b>	<b>0</b>	<b>0.0%</b>
<b>SOURCES OF FUNDS</b>							
Taxation	\$ 1,651	875	1,116	875	875	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	



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

**Department: LSSE**  
**Department Head: Linda Chalfant**

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).

*Accomplishments:*

*Winter Fest 2007 – Was an enormously successful new special event (estimated crowd of 1,500) for the whole family which utilized partnerships with the Amherst Chamber of Commerce and the Amherst Friends of Recreation. The July 4<sup>th</sup> Independence Day Celebration and Halloween Fest 2007 were equally successful events which provided new enhancements, community building opportunities for thousands of participants, and fostered economic development. The July 4<sup>th</sup> and Halloween Fest celebrations also involve area businesses and included a partnership with Promoting Downtown Amherst, the University of Massachusetts, etc.*

*The Groff Park Restrooms were completely rebuilt and opened to the public in the spring of 2008.*

*The Plum Brook Athletic Fields Project moved to near completion in 2008 with the installment of the recreation area sign and final plantings.*

*In addition to our athletic leagues and classes the community is enjoying a new, informal option to sports and recreation, offered through our Sandlot Sports Programs.*

*Since 2006 LSSE has raised \$136,347 or 72% more in revenue in order to offset our tax support via an administrative reimbursement. A variety of methods were employed to reach this financial goal- more marketing and promotion, new fees, new programs, more fundraising, reduction in expenses, etc.*

*From Page to Stage- Is an Access/Literacy Program undertaken by the Amherst Leisure Services Community Theater Board and Department. This unique program provides free access to LSSE's yearly Community Theater production through Schools, charitable organizations, and*

*libraries. The program is funded by businesses throughout the region and brings families to Amherst from Springfield, Greenfield, Easthampton, Holyoke, and Northampton. Our goal is to provide access to 700 participants. The Community Theater program, now in its 16<sup>th</sup> year, regularly sells over 5,000 tickets.*

*We have taken on new challenges, i.e. the Cherry Hill Golf Course and done so without an increase in staff.*

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.)

*The Aquatics Program Coordinator position was not filled for the past two years despite my concern for safety. The position was changed as a result of the LSSE reorganization process to a Sports/Aquatics Coordinator and the position description is currently being reviewed in Human Resources.*

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

*We do receive arts program support from the local arts council and at times the Massachusetts Cultural Council. These grants may be in jeopardy if state funding diminishes.*

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.

*LSSE continues to increase fees in a strategic manner and on a yearly review basis. The fee increases along with less tax support has meant, however, less access to our public programs. Adults with Special Needs no longer can access our Fee Subsidy Program, Low Income Adults can no longer access our Fee Subsidy program, increased fees has created a barrier for children from some low income families that can no longer afford the participant fee even with a Town subsidy.*

*Except for Special Events, and Wading Pools, we have no free programs. Charge an admission fee for wading pool usage. Special Events are subsidized with business sponsorships.*

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.

*Amherst Leisure Services and Supplemental Education Commission- 1-2 meetings per month, 5.5 or more hours per meeting. Community Preservation Committee- Attend when available-meetings are monthly, Kendrick Park Committee- 1-2 meetings per month, 3 or more hours per meeting, Kendrick Park Recreation Subcommittee 1-2 meetings per month, 3 or more hours per*

meeting, 250<sup>th</sup> Anniversary Committee- 1 meeting per month, 2.5 hours per meeting,, 250<sup>th</sup> Anniversary Marketing Subcommittee- 2 meetings per month, 2.5 hours per meeting, 250<sup>th</sup> Anniversary Executive Committee- 1 meeting per month, 2.5 hours per meeting. 250<sup>th</sup> Anniversary Committee events/activities/ communication- varies. All hours per meeting are approximate.

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 utilized 505 volunteers in 2007 at LSSE. We typically fill as many of our part time staff positions as possible with work study students and interns- which presents an enormous savings for us, but which requires careful supervision. All staff be they volunteers or paid employees must be trained, supervised, CORI'd, etc. We will continue to look for ways to expand the role of work study students and interns into our operation. We currently utilize the Senior Tax Work Off Program and we have just enrolled in the federally funded Senior Aide Program. Both of these programs provide excellent low income and free alternatives for some of our program functions.*

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).

*Our core functions include: building community, strengthening families, teaching lifelong learning skills, promoting health and well being, fostering economic development events/activities. Offering a wide variety of programs has allowed for a wide variety of buy in and diversified revenue sources. Outside of the Schools, Parks and Recreation programs can be the most effective source for bringing diverse groups of people together, and this has long term and short term benefits for the community. Because of this thinking, when making cuts we usually consider what's the most expensive option- and that often leads us to swimming pools.*

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

*We can look to do more marketing via the web site and processing of receipts via the web site as low cost alternatives to postage, paper, handling costs, etc. It should be remembered however, that the internet and computers are still not available for some of the families new to this country and for many of our low income participants.*

LSSE		FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$	473,634	488,319	454,794	507,709	482,683	(25,026)	-4.9%
Operating Expenses	\$	119,916	142,845	132,746	129,995	129,995	0	0.0%
Capital Outlay	\$	0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$</b>	<b>593,550</b>	<b>631,164</b>	<b>587,540</b>	<b>637,704</b>	<b>612,678</b>	<b>(25,026)</b>	<b>-3.9%</b>
<b>TOTAL PROGRAMS (Appendix D)</b>	<b>\$</b>	<b>1,110,878</b>	<b>1,186,238</b>	<b>1,246,683</b>	<b>1,249,444</b>	<b>1,331,666</b>	<b>82,222</b>	<b>6.6%</b>
<b>TOTAL BUDGET</b>		<b>1,704,428</b>	<b>1,817,402</b>	<b>1,834,223</b>	<b>1,887,148</b>	<b>1,944,344</b>	<b>57,196</b>	<b>3.0%</b>
<b>SUPPLEMENTAL INFORMATION</b>								
Employee Benefits	\$	138,285	166,081	166,081	175,148	175,918	770	0.4%
Capital Appropriations	\$	107,500	10,000	10,000	19,000	60,000	41,000	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$</b>	<b>1,950,213</b>	<b>1,993,483</b>	<b>2,010,304</b>	<b>2,081,296</b>	<b>2,180,262</b>	<b>98,966</b>	<b>4.76%</b>
<b>SOURCES OF FUNDS</b>								
Revolving Funds Admin. Reimbursements	\$	189,434	285,434	285,434	289,434	325,781	36,347	12.6%
Program Fees	\$	1,109,697	1,186,238	1,246,959	1,249,444	1,331,666	82,222	6.6%
Program Surplus	\$						0	0.0%
Taxation	\$	405,297	345,730	301,830	348,270	286,897	(61,373)	-17.6%
<b>POSITIONS</b>								
Full Time		7.00	7.00	7.00	7.05	8.51	1.46	
Part Time With Benefits		5.00	5.00	5.00	5.00	2.00	(3.00)	
Full Time Equivalents		10.30	10.30	10.30	10.79	10.05	(0.74)	

Pools	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
Personnel Services	\$ 128,102	130,412	120,402	139,480	138,479	(1,001)	-0.7%
Operating Expenses	\$ 43,770	40,500	66,841	29,000	29,000	0	0.0%
Capital Outlay	\$ 0	0	0	0	0	0	0.0%
<b>TOTAL APPROPRIATION</b>	<b>\$ 171,872</b>	<b>170,912</b>	<b>187,243</b>	<b>168,480</b>	<b>167,479</b>	<b>(1,001)</b>	<b>-0.6%</b>
<b>SUPPLEMENTAL INFORMATION</b>							
Employee Benefits	\$ 4,680	5,059	5,059	4,681	9,415	4,734	101.1%
Capital Appropriations	\$ 0	0	0	8,500	0	(8,500)	0.0%
<b>TOTAL DEPARTMENT COST</b>	<b>\$ 176,552</b>	<b>175,971</b>	<b>192,302</b>	<b>181,661</b>	<b>176,894</b>	<b>(4,767)</b>	<b>-2.6%</b>
<b>SOURCES OF FUNDS</b>							
Fees	\$ 59,007	60,000	76,320	60,000	28,800	(31,200)	-52.0%
Taxation	\$ 112,865	110,912	110,923	108,480	138,679	30,199	27.8%
<b>POSITIONS</b>							
Full Time	0.00	0.00	0.00	0.00	0.00	0.00	
Part Time With Benefits	0.35	0.35	0.35	0.35	0.35	0.00	
Full Time Equivalents	0.34	0.35	0.35	0.35	0.35	0.00	

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

**Department: LSSE – CHERRY HILL GOLF COURSE**  
**Department Head: Barbara Bilz**

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).

*Cherry Hill has seen a 32% growth in revenues over the past three fiscal years while the growth in the industry for the state of Massachusetts has declined by 6% over the past three 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.
  - *Cherry Hill Golf Course will increase its membership fees 5-10% for FY 10.*
  - *Work with local businesses and chamber to promote corporate memberships at Cherry Hill Golf Course – resulting in a projected \$16,500 additional revenue.*
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.

*none*

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.

*none*

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).

.

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

- *Utilize Department of Corrections inmates to a greater extent to provide no cost maintenance work at Cherry Hill.*
- *Expand collaborations with UMASS College of Natural Resources and the Environment to advise and assist with ground maintenance and other golf course operational needs.*
- *Explore feasibility of developing disk golf course on the Cherry Hill property to bring in additional revenue.*

Cherry Hill	FY 06 Actual	FY 07 Budget	FY 07 Actual	FY 08 Budget	FY 09 Budget	Change FY 08 - 09	Percent Change
<b>EXPENDITURES</b>							
<b>Operating Budget</b>							
Personnel Services	\$ 138,157	106,096	119,471	120,204	119,212	(992)	-0.8%
Operating Expenses	\$ 103,608	83,049	94,297	84,391	85,761	1,370	1.6%
Capital Outlay	\$ 0	3,240	1,928	3,240	3,240	0	0.0%
Subtotal Operating Budget	\$ 241,765	192,385	215,696	207,835	208,213	378	0.2%
General Fund Services	\$ 14,204	0	0	0	0	0	0.0%
Debt Service	\$ 0	0	0	0	0	0	0.0%
Capital Program	\$ 0	0	0	0	0	0	0.0%

<b>TOTAL APPROPRIATION</b>	<b>\$ 255,969</b>	<b>192,385</b>	<b>215,696</b>	<b>207,835</b>	<b>208,213</b>	<b>378</b>	<b>0.2%</b>
----------------------------	-------------------	----------------	----------------	----------------	----------------	------------	-------------

**SUPPLEMENTAL INFORMATION**

Employee Benefits	\$ 0	21,858	21,858	24,027	7,054	(16,973)	-70.6%
Capital Appropriations	\$ 0	0	0	15,000	10,500	(4,500)	0.0%

<b>TOTAL DEPARTMENT COST</b>	<b>\$ 255,969</b>	<b>214,243</b>	<b>237,554</b>	<b>246,862</b>	<b>225,767</b>	<b>(21,095)</b>	<b>-8.5%</b>
------------------------------	-------------------	----------------	----------------	----------------	----------------	-----------------	--------------

**SOURCES OF FUNDS**

Green Fees	\$ 100,570	125,000	124,986	125,000	130,000	5,000	4.0%
Cart Rentals	\$ 25,340	30,000	26,523	30,000	30,000	0	0.0%
Concessions	\$ 450	0	5,700	5,000	15,000	10,000	0.0%
Pro Shop	\$ 6,916	5,000	1,875	5,000	5,000	0	0.0%
Memberships	\$ 62,820	60,000	60,356	70,000	70,000	0	0.0%
Other Receipts	\$ 0	0	0	0	0	0	0.0%
Interest	\$ 62	0	0	0	0	0	0.0%
Reserve Fund Transfer	\$ 13,419	0	0	0	0	0	0.0%
Taxation	\$ 48,848	0	18,114	0	0	0	0.0%

<b>TOTAL RESOURCES</b>	<b>\$ 258,425</b>	<b>220,000</b>	<b>237,554</b>	<b>235,000</b>	<b>250,000</b>	<b>15,000</b>	<b>6.4%</b>
------------------------	-------------------	----------------	----------------	----------------	----------------	---------------	-------------

**POSITIONS**

Full Time	1.00	1.00	1.00	1.05	1.05	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	1.05	1.05	0.00