

TOWN OF SOUTH HADLEY



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Dear Town Meeting Member:

Enclosed for your review are Fiscal Year 2012 departmental requests and goals for all town departments and Selectboard recommendations. This budget book is designed to assist you in making informed decisions at the annual and special town meetings scheduled for Saturday, May 14, 2011. Please take time to read it and familiarize yourself with its contents. As always, you are encouraged to contact any department head with questions or for additional clarification.

The budget book contains a variety of charts, graphs and information to provide as much data to you as possible. This material is intended to give an overall picture of the Town's financial health and historical trends and factors that contribute to revenues and expenditures.

Because this budget book is distributed prior to the Appropriations Committee's public hearing on the budget, it does not provide that Committee's recommendations on Selectboard, School Committee or Capital Planning Committee recommendations or special town meeting articles with financial implications. The Committee will make its recommendations after the April 19th Public Hearing. The numbers appearing in the budget book are those recommended by the Selectboard as voted at its meeting on April 7, 2011. Because of these factors, there may be changes between the items discussed at the Appropriations Committee Public Hearing and the final warrant mailed to town meeting members on or about April 29th.

Details on how to use this Budget Book in the most effective and informative manner appear at the end of this narrative.

Budget Overview

FY 2012 Budget Assumptions prepared in December by the Town's financial staff directly follow this narrative (significant changes since December are noted). When department heads received budget materials in early December, it was anticipated that FY12 would be very difficult. As a result, department heads were advised to submit a level funded budget. The budget numbers appearing under "FY12 Request" reflect those initial "level funded" departmental requests.

As of this time, the Town is using the Governor's numbers for FY12 which reflect a slight overall decrease in State funding and, like last year, the final revenue numbers from the State won't be known in time to be included in this budget book. Local revenues have been adjusted to reflect an estimate for the new meals tax as well as an estimated increase in Medicaid revenue. All other local revenues are estimated to be level or show a slight decrease.

The budget numbers appearing under “Selectboard’s Recommended” are those amounts voted by the Selectboard at its April 7th meeting, resulting in a proposed FY12 General Fund budget for Town departments that is less than the FY11 budget.

FY12 Proposed Budget Items of Note

Staffing

Staffing levels proposed for FY12 are below FY11 and several positions in the Police Department will remain unfilled and others will be working reduced hours.

Other Significant Budget Items

Significant savings were realized and /or recommended in the area of health insurance. Due to the Federal Early Retiree Reinsurance Program, the Hampshire County Group Insurance Trust chose not to increase the premiums for FY12, a savings of approximately \$149,000 over initial estimates. Also, the Selectboard recommended reducing the cost sharing of retiree health insurance to 51% Town funded, 49% retiree funded for an additional savings of roughly \$184,000.

Employee Pay and Benefits

There are no pay increases included in the recommended budget except those provided for by contract.

Capital Planning

Recommendations for capital appropriations/transfers total \$554,471, with \$200,000 being funded by enterprise funds and \$354,471 from taxes for direct capital expenditures of \$273,000 and \$81,471 to be transferred to the Capital Stabilization Fund for future capital needs.

Summary

This budget maintains the Town of South Hadley’s longstanding position of working within the constraints of Proposition 2 1/2. Once again, this is achieved for FY12, despite Local Aid reductions.

The budget process was difficult this year and we project that next year will be as well. State Aid is not expected to increase in the near term and will more than likely be less than what we end up receiving in the Proposed FY12 Budget that you are considering. How much longer we will be able to provide services at the current level will be evaluated over the next several months, as we carefully examine our current programs and look to create efficiencies.

The production of this information for Town Meeting members would have been impossible without the dedicated work and expertise of Town staff. I am, and the Town should be, very grateful for their service. Please make every effort to contact staff or me for answers to some of your questions before the hearing and before Town Meeting. We are here to help.

Thank you for your time and consideration.

Sincerely,

TOWN OF SOUTH HADLEY

Paul G. Beecher, Town Administrator

How to Use this Book

This budget book is divided into four sections. The first section gives an overview of the Town's organization. It also contains information on the Town's budget process and includes detailed graphs and charts outlining its financial position. Specific costs allocations have been made for services, benefits, and debt service, which are allocated to the town budget but are offsets to the School Department, South Hadley Electric Light Department and Enterprise Funds (landfill, sewer, and golf course).

The second section includes Departmental Budget Requests, their FY12 goals and objectives, and Departmental Accomplishments.

The third section pertains to Capital.

The fourth and final section of this document provides a detailed listing of tentative annual and special town meeting warrant articles and includes the recommendations of the Capital Planning Committee and those items supported and voted by the Selectboard for capital funding for FY12.

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Contents

How to Use this Book	3
Section I: Exhibits	9
Fiscal Year 2012 Town Budget	9
Fiscal Year 2012 Budget and Capital Review Calendar	10
Town Organization Summary by Department	11
Municipal Finance Terminology	12
FY2012 Budget Assumptions	14
Revenue Assumptions	14
Expense Assumptions	18
Program Assumptions	22
Property Taxes	23
Tax Rates for the Town of South Hadley	24
Explanation of Bond Ratings and What they Mean	25
Long-Term Debt Schedule	26
Projected State Aid	28
Free Cash	29
Stabilization Fund	30
Capital Stabilization Fund	30
Revenues	31
Indirect Costs	34
Pie Chart of Allocations	35
"General Fund" Budget and Revenue Comparison Estimates	36
Preliminary Estimated Sources and Uses	38
FY2012 Operating Budget (Requested & Selectboard Recommended)	39
Budget Request and Recommendation Summary Page by Fund Type	44
Capital Request/Recommended	45
Section II: Departmental Budget Requests	47

Reserve Fund	48
Appropriations	48
Selectboard.....	49
Youth Commission	50
Accounting.....	51
Clerk/Treasurer	52
Clerk/Treasurer: Special Article	53
Tax Collector	54
Assessors.....	56
Assessors: Revaluation	59
Elections and Registration	59
Town Hall	60
Town Counsel	60
Internal Service Fund.....	60
Human Resources	61
Information Technology	63
Technology	64
Planning	65
Zoning/Appeals.....	67
Conservation	68
Recreation	70
Police.....	72
Emergency Management.....	74
Forest Warden.....	74
Building Commissioner	75
Wiring Inspector	76
Sealer of Weights and Measures.....	77
Parking Clerk	77

Dog Officer	78
DPW: Administration	79
DPW: Construction & Maintenance	80
DPW: Vehicle Maintenance.....	81
DPW: Snow and Ice.....	82
DPW: Parks.....	83
DPW: Tree	84
DPW: Landfill.....	85
Landfill Enterprise-FY12 Supporting Documentation.....	86
DPW: Sewer.....	87
DPW: WWTP	88
WWTP Enterprise – FY12 Supporting Documentation.....	89
Council on Aging.....	90
Veterans’	91
Library.....	92
Gaylord Library	95
Town Audit.....	96
Cable Access.....	97
Retirement.....	98
Unemployment.....	98
Street Lighting	98
Property and Liability Insurance.....	99
Group Health Insurance	99
Celebrations	100
Damages to Persons/Property	100
Town Reports/Materials.....	101
Fica Medicare.....	101
Old Firehouse Museum.....	101

Workers' Compensation	102
Health.....	103
Retirement of Debt.....	104
Interest-Long Term Debt	104
Interest-Short Term Debt	105
Channel Marking	106
Ledges Golf.....	107
Golf Course Enterprise – FY12 Supporting Documentation	109
Canal Park.....	110
Conservation Land Fund.....	111
Capital Stabilization.....	112
Section III Capital Requests.....	113
General Bylaws of the Town of South Hadley 2005	114
Long-Term Debt Schedule.....	115
Capital Planning Committee Report to the Selectboard	117
Funding Capital Planning Committee Recommendations	120
DPW: Repair Aerator.....	121
DPW: Sycamore Knolls Pump Station	122
DPW: New Roller	123
School: Floor Tiles-Mosier School	124
School: Floor Tiles- High School	125
School: Walk-in Cooler/Freezer – Mosier School.....	126
School: Point-of-Sale System	127
School: Bathroom Partitions-Middle School	128
Treasurer: Shelving.....	129
Section IV- Warrant Articles	131
Special Town Meeting	132
Annual Town Meeting	133

Section I: Exhibits
Fiscal Year 2012 Town Budget



Selectboard

Frank De Toma

John G. Hine

Marilyn G. Ishler

Robert Judge

Bruce MacCullagh

Paul Beecher, Town Administrator

William C. Sutton, Town Accountant

Lynn Roberts, Asst. Town Accountant

The vision of the South Hadley Selectboard is to provide for a socially and economically vibrant community through principals of sound financial planning and effective, efficient and participatory governance.

Fiscal Year 2012 Budget and Capital Review Calendar

12/02/10	Budget Instructions and Forms Distributed to Town Departments
01/04/11	Departmental Budgets Due
01/04/11-01/14/11	Budget Materials Compiled, Reviewed by Town Administrator and Town Accountant
01/17/11	Budget and Supporting Materials Distributed to Appropriations Committee, Selectboard, Capital Planning Committee
01/18/11-02/8/11	Selectboard Review Budgets with Department Heads
01/17/11-2/21/11	Appropriations Committee Reviews Budgets with Department Heads
01/17/11-2/7/11	Capital Planning Committee Reviews Capital Requests with Department Heads
03/17/11	Deadline for Receipt of All Warrant Articles (including those submitted by petition)
03/18-4/14/11	Budget Packet Information Preparation Drafting of Warrant
04/15/11	Budget Packet Available with list of Warrant Articles for pick-up for Town Meeting Members
04/19/11	Public Hearing on the Budget (Proposed)
04/20/11	Tri-Board Meeting (Proposed)
04/28/11	Deadline for Appropriations Committee Recommendation
04/29/11	Final Warrant with Appropriations Committee Recommendations Mailed to Town Meeting Members
05/14/11	Annual Town Meeting

Town Organization Summary by Department

Department	Director
Accounting	William Sutton, Town Accountant
Assessors	Melissa Couture, Associate Assessor
Building	Steven Reno, Building Commissioner
Collector	Deborah Baldini, Collector
Conservation Commission	Janice Stone, Conservation Administrator
Council on Aging	Joanne Trybus, Director
Emergency Management	Forrest Price, Director
Human Resources/Procurement	Jennifer Wolowicz, Personnel Officer Chief Procurement Officer ADA Coordinator
Information Technology	Daniel Evans, IT Director
Library	Joseph Rodio, Director
Planning	Richard Harris, Town Planner
Plumbing	Fred Marion, Plumbing Inspector
Police	David Labrie, Chief of Police
Public Health	Sharon Hart, Director
Public Works	James Reidy, DPW Superintendent Right to Know Coordinator
Recreation	Andrew Rogers, Director
Town Administrator	Paul Beecher
Town Clerk/Treasurer	Carlene Hamlin
Tree Warden	Michael Lamontagne
Veterans	John A. O'Connor, Veterans' Agent
Wiring	Roy Rivers, Wiring Inspector

Municipal Finance Terminology

The following terms are frequently used in this report and at Town Meetings:

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit and granted only on application of the person seeking the abatement and only by the committing governmental unit.

Appropriation: An authorization granted by a town meeting, city council or other legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Article: An item listed in the Town Meeting Warrant which must contain a sufficient description of what is proposed to be voted upon. Every action taken at the town meeting must be pursuant to some Article printed in the warrant, and must be within the scope of such Article. The Warrant is issued by the Selectboard, and must also state the time and place of the upcoming Town Meeting.

Available Funds (Free Cash): Available funds is the amount (certified annually by the State Bureau of Accounts) determined by deducting from surplus revenue, all uncollected taxes from prior years. This money may be used by a vote of the Town Meeting.

Budget: A plan for allocating resources to support services, purposes and functions over a specific period of time.

Cherry Sheet: Named for the cherry colored paper on which the Commonwealth's Department of Revenue has traditionally printed it, the Cherry Sheet carries the estimates of assessments and offsets to be charged to the Town by the state, as well as the estimated tax distributions from the General Fund, reimbursement, agency funds, and other monies to be distributed to the Town.

Cherry Sheet Assessments: Estimates of annual charges to cover the cost of certain state and county programs.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

DOR: Massachusetts Department of Revenue

Estimated Receipts: A term that typically refers to the anticipated local revenues listed on page three of the Tax Recapitulation Sheet (Recap Sheet). These projections are based on the previous year's receipts and represent funding sources necessary to support the Town's annual budget.

General Fund: The fund used to account for most financial resources and activities governed by the normal town meeting appropriation process.

Fiscal Year: Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. For example, the 2012 fiscal year is July 1, 2011 to June 30, 2012.

Levy: The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2 ½ provisions.

Levy Limit: A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch.59 §21C (Proposition 2 ½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2 1/2 percent of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion.

New Growth: The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations. New growth is calculated by multiplying the assessed value associated with new construction, renovations and other increases by the prior year tax rate. The additional tax revenue is then incorporated into the calculation of the next year's levy limit.

Overlay: Funds put in reserve each year to provide for real estate tax abatements, exemptions and uncollected taxes in the coming year.

Overlay Reserve or Overlay Surplus: Unused accumulated amount of overlay from previous years that are not required to be reserved in a specific overlay account for a given year. Once released by the Assessors, the funds may be added to Free Cash and used for any municipal purpose.

Override: A vote by a community at an election to permanently increase the levy limit. An override vote may increase the levy limit no higher than the levy ceiling. The override question on the election ballot must state a purpose for the override and the dollar amount.

Raise and Appropriate: A phrase used to mean that an item will be paid for by real estate taxes and other revenue sources (excise taxes, permit fees, local aid, etc.) to be collected by the town in the coming fiscal year.

Recapitulation Tax Sheet: A document submitted by a city or town to the Department of Revenue in order to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate. The recap sheet should be submitted to the DOR by September 1 (in order to issue the first-half semi-annual property tax bills before October 1) or by December 1 (in order to issue the third quarterly property tax bills before January 1).

Reserve Fund: This fund is established by vote at an annual Town Meeting by appropriation (not exceeding 5% of the tax levy of the preceding year). It is used by vote of the Appropriations Committee to fund extraordinary or unforeseen expenses as required.

Stabilization Fund: This is a fund created to provide a reserve for future expenditures. Appropriations from the Stabilization Fund may be made at a Town Meeting by a 2/3's vote for any purpose the Town is authorized to borrow money.

Surplus Revenue: Surplus revenue is the amount by which cash, accounts receivable, and other current assets exceed liabilities and reserves.

Tax Rate: The tax rate is set by the Board of Assessors based upon estimates of disbursements and receipts.

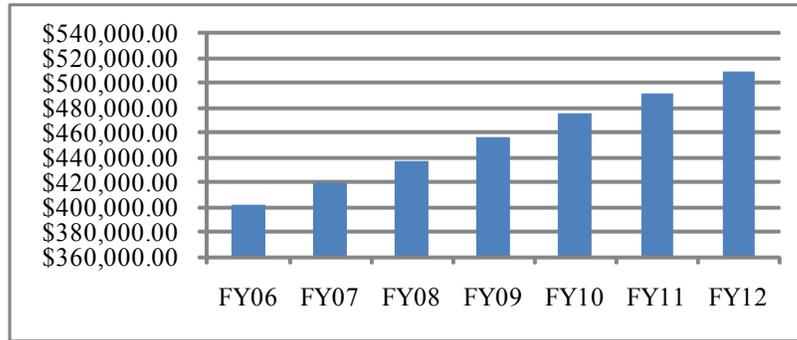
Town Meeting Warrant: The document which lists the Town Meeting's date, location, and list of Articles

FY2012 Budget Assumptions

Revenue Assumptions

- The Town is allowed to increase its tax levy limit 2.5% from the previous year's base. This will increase the limit in FY12 approximately \$508,968.

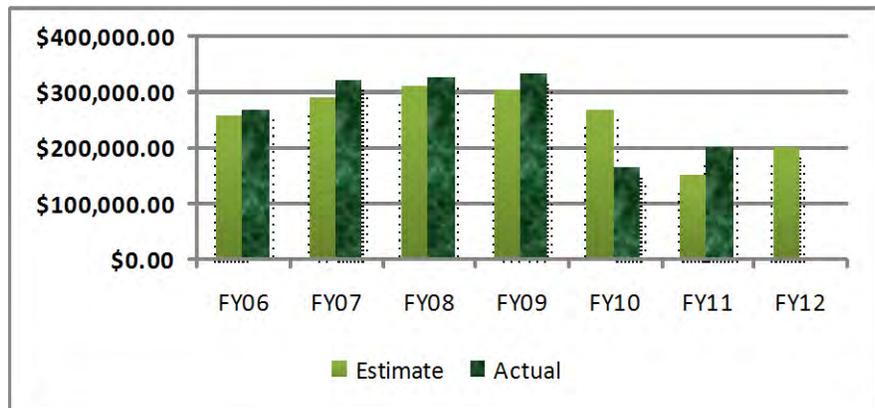
FY06	\$ 401,864.00
FY07	\$ 418,545.00
FY08	\$ 436,989.00
FY09	\$ 456,015.00
FY10	\$ 475,739.00
FY11	\$ 491,691.00
FY12	\$ 508,968.00



Trend: This amount increases each year by a nominal amount.

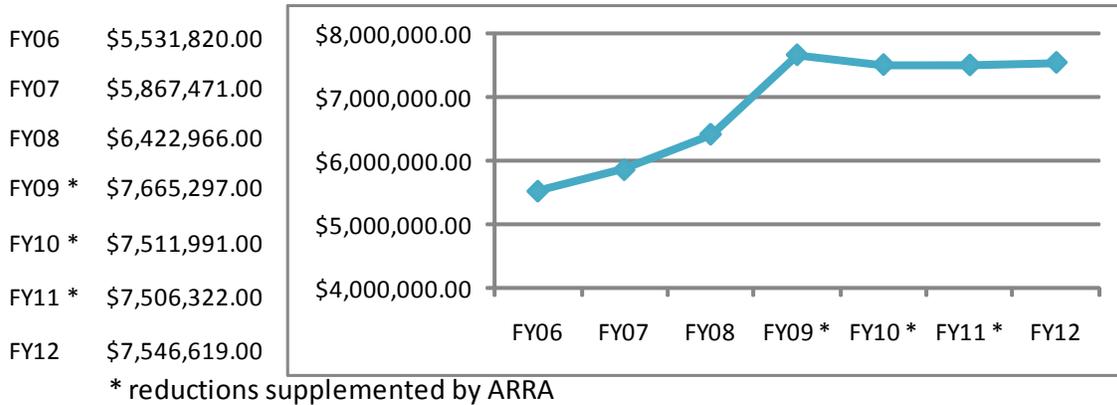
- FY12 new growth is estimated to be \$200,000. The policy for new growth is typically a three year average and that estimate is \$231,554. However, with the downturn in the economy and slight decline over last year in building permits, it has been decided to move forward with a more conservative estimate. This number may change throughout the budget season as more economic and building data becomes available.

FY	Estimate	Actual
FY06	\$257,101.00	\$265,355.00
FY07	\$289,300.00	\$319,190.00
FY08	\$308,941.00	\$324,089.00
FY09	\$302,878.00	\$332,903.00
FY10	\$267,000.00	\$162,373.00
FY11	\$150,000.00	\$199,385.00
FY12	\$200,000.00	\$0.00



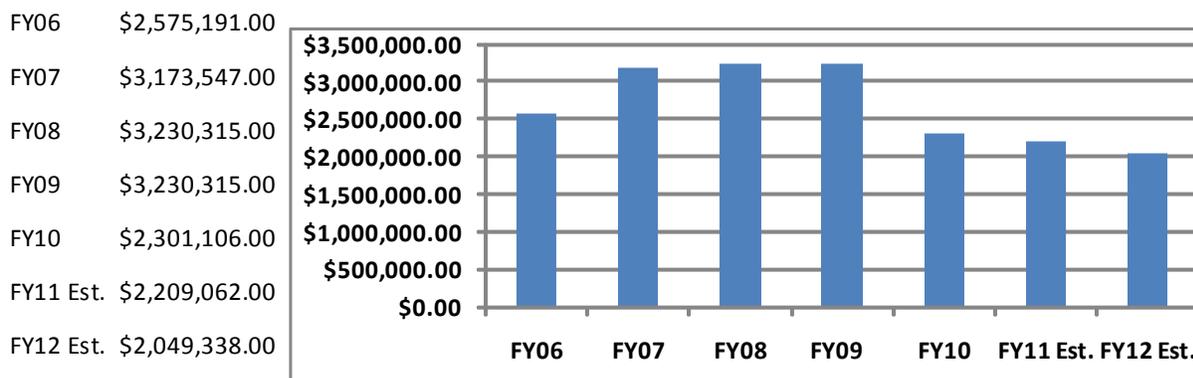
Trend: The Town's projection of this amount has been fairly reliable. It is assumed that the ranges will remain at the amount illustrated here.

3. We will assume a 5% reduction in Chapter 70 state aid for FY12, an approximate reduction of \$375,000. The FY11 amount is estimated to be \$7,506,322 after a fall reduction supplemented by ARRA. *As of April 2011, the Chapter 70 State Aid is estimated to be \$7,546,619 per the Governor's numbers.*



Trend: We had received roughly a level amount of Chapter 70 Aid the past few years. Chapter 70 remains a question mark since the Federal Stimulus Funds will no longer be available in FY12.

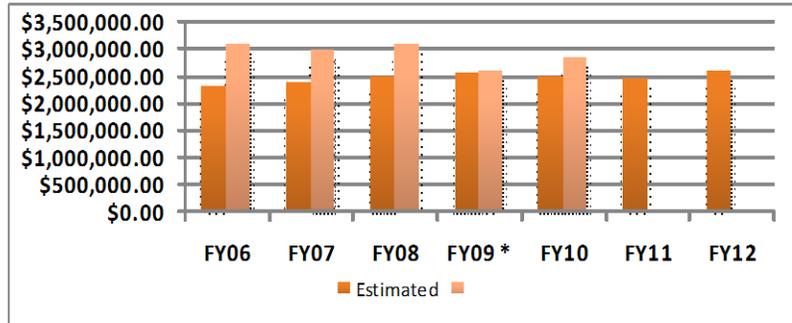
4. **Lottery Aid:** For FY12, an estimated 10% reduction is being used. *As of April 2011, FY12 Lottery (Unrestricted General Government) Aid has been estimated to be \$2,049,338, a decrease of approximately 7% from the FY11 estimate, per the Governor's numbers.*



Trend: Lottery Aid remained constant until FY07 with a significant increase over FY06 as a result of uncapping of the lottery to cities and towns. FY09 had a major reduction from a mid-year cut. Reductions have been experienced every year since FY08.

5. In FY12 General Fund Receipts will be decreased by \$25,000 to \$2,372,990. In FY11 General Fund Receipts were decreased by \$65,000 to \$2,397,990. **Update: As of April 2011, General fund receipts were adjusted and increased \$90,000 for estimated Meals Tax and \$100,000 for an estimated increase in Medicaid receipts for a net increase of \$165,000.**

Fiscal Year	Estimated	Actual
FY06	\$2,288,693.00	\$3,053,799.00
FY07	\$2,374,240.00	\$2,966,216.00
FY08	\$2,449,240.00	\$3,072,597.00
FY09 *	\$2,524,240.00	\$2,569,639.00
FY10	\$2,462,990.00	\$2,804,510.00
FY11	\$2,412,990.00	Not yet known
FY12	\$2,562,990.00	Not yet known

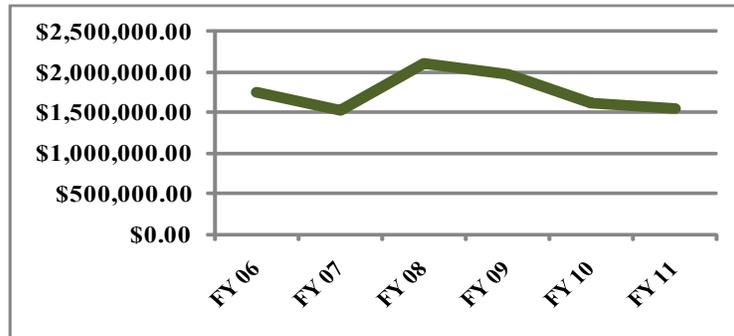


* FY09 includes investment losses

Trend: Local Receipts can vary by fiscal year. In the most recent years, the economic downturn has affected motor vehicle excise taxes, investment income, and building permits for example. A conservative approach will continue to be employed when forecasting amounts as this generates the bulk of the surplus funds at year end which feeds our certified Free Cash.

6. **Certified Free Cash:** Currently, the balance of Free Cash is \$1,252,346. Approximately \$450,000 of this is anticipated to be needed to cover the FY12 Golf deficit.

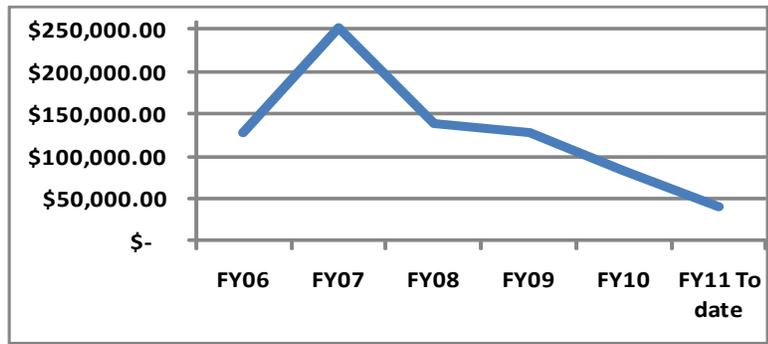
FY 06	\$1,743,995.00
FY 07	\$1,526,792.00
FY 08	\$2,097,666.00
FY 09	\$1,970,236.00
FY 10	\$1,604,391.00
FY 11	\$1,552,022.00



Trend: Tighter budgeting, departmental turn-backs and several one-time amounts had increased Free Cash significantly between FY06-FY09. FY08's Free Cash amount was the highest the Town has seen. FY09 certification was higher than predicted due to unanticipated departmental turn-backs in excess of \$700,000, and a decline was realized in FY10. However, Free Cash is not expected to grow this much or be this high in future years. The reduction in State Aid has put a greater burden on the Free Cash reserve. It is assumed that future Free Cash amounts will be lower and should be reserved for one-time expenditures such as capital items or emergencies.

7. Because of aggressive prior year collections, tax title collections are expected to level off. As of December 31, 2010 we have received \$39,302.

FY06	\$	128,418.00
FY07	\$	252,511.00
FY08	\$	139,547.00
FY09	\$	127,205.65
FY10	\$	82,519.00
FY11 To date	\$	39,302.00

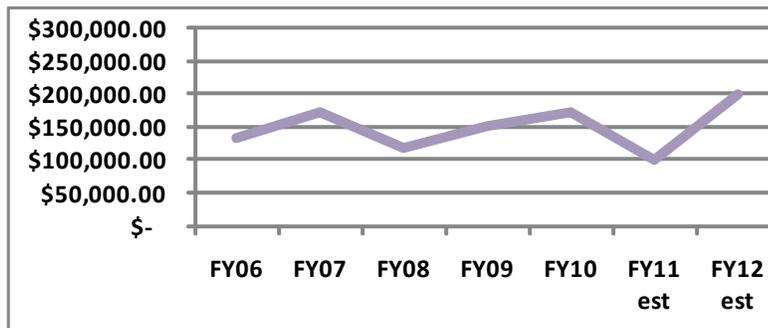


Trend: This revenue will probably decline and/or level off somewhat.

8. Medicaid reimbursements are assumed to continue at a steady rate with a minimum collection of \$100,000.

Update: *As of April 2011, due to a revised Federal formula and an estimated increase in Medicaid receipts, the estimate for FY12 has been increased to \$200,000.*

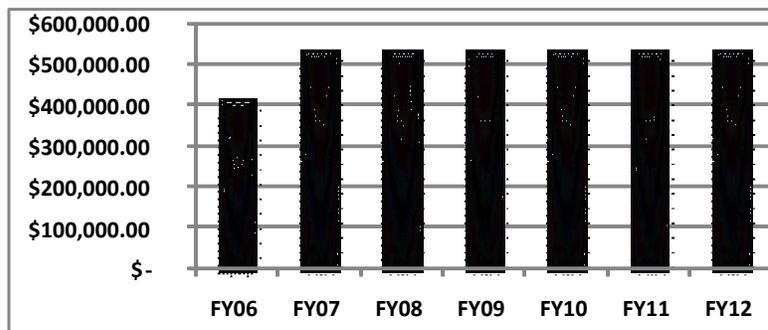
	Actual
FY06	\$ 133,196.00
FY07	\$ 172,950.00
FY08	\$ 116,957.00
FY09	\$ 152,277.00
FY10	\$ 171,936.00
FY11 est	\$ 100,000.00
FY12 est	\$ 200,000.00



Trend: These revenues vary substantially based on services provided & reimbursement rates. Major changes in the Federal program are in development. As a result, a conservative estimate will continue to be employed.

9. **SHELD Payments to Town:**

	Pilot	% Incr/Decr FY TO FY
FY06	\$ 410,000.00	-19.60%
FY07	\$ 527,600.00	28.70%
FY08	\$ 527,600.00	0.00%
FY09	\$ 527,600.00	0.00%
FY10	\$ 527,600.00	0.00%
FY11	\$ 527,600.00	0.00%
FY12	\$ 527,600.00	0.00%



Trend: The FY12 payment from SHELD will reflect the FY11 amount at this time.

10. **ARRA Funds:** The School budget will see a decrease of \$638,282 in federal stimulus funds (ARRA) that have helped stabilize the School budget over the past two years.

Expense Assumptions

1. A balanced budget is required by law.

2. Of the ten major bargaining units in Town (four Town, six School), only one of the Town contracts has been settled for FY12.
 - A 1% increase on DPW wages is approximately \$8,400. The FY12 contract has not yet been settled.

 - A 1% increase in police wages is approximately \$12,100 (this does not include other benefits like Quinn Bill, Holidays, etc...).

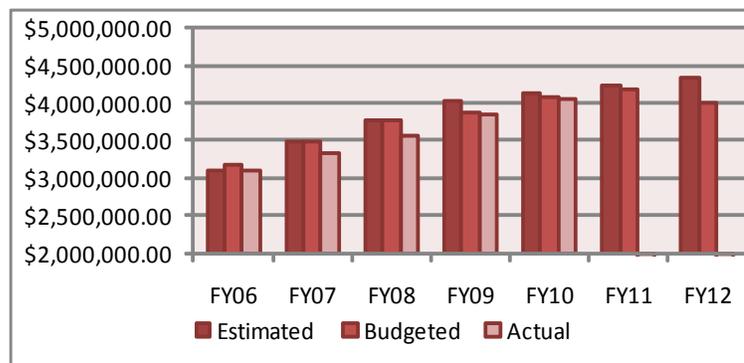
 - For each 1% granted in wages to non-union Personnel & the two newly created unions, the increase is approximately \$27,900. The FY11 budget was \$0. The FY12 \$0.

 - The School Committee is starting negotiations of all 6 of their unions. It is too early to know how this may impact their budget. Step increases alone, which must be paid, are estimated at \$175,000.

 - Town of South Hadley’s Net School Spending amount as budgeted for FY11 exceeded the minimum amount required under the education reform formula.

3. The cost of health insurance plans for active and retired employees is expected to increase \$149,142 in FY12 to \$4,338,921. **Update: Due to the Federal Early Retiree Reinsurance Program, the Hampshire County Group Insurance Trust has chosen to not increase the premiums in FY12.**

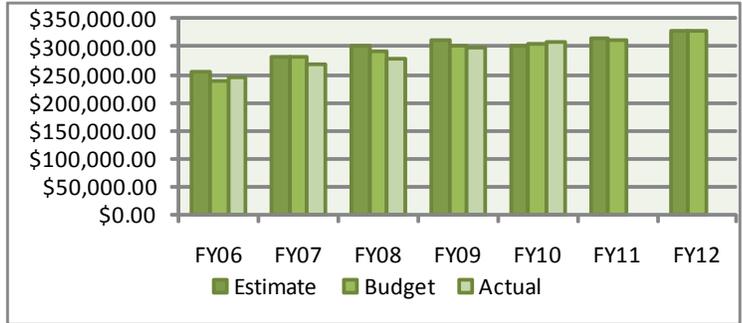
Fiscal Year	Estimated	Budgeted	Actual
FY06	\$3,088,800.00	\$3,180,539.00	\$3,090,848.00
FY07	\$3,498,977.00	\$3,498,977.00	\$3,320,486.00
FY08	\$3,765,638.00	\$3,765,638.00	\$3,559,964.00
FY09	\$4,019,613.00	\$3,867,000.00	\$3,843,946.00
FY10	\$4,141,995.00	\$4,078,430.00	\$4,049,406.00
FY11	\$4,242,683.00	\$4,189,779.00	not yet known
FY12	\$4,338,921.00	\$4,005,490.00	not yet known



Trend: Health insurance costs for active employees and retirees will continue to increase in double-digit amounts. Budget projections in the line item are not reliable.

4. In FY12, Medicare/Social Security Taxes will increase \$15,571 to \$326,977.

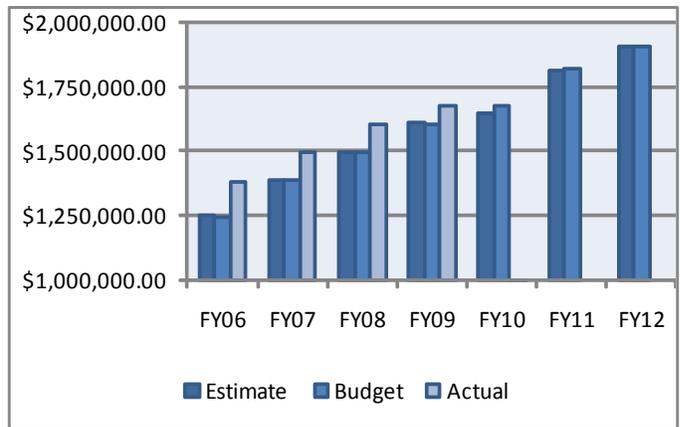
Fiscal Year	Estimate	Budget	Actual
FY06	\$254,000.00	\$240,000.00	\$245,878.00
FY07	\$280,000.00	\$280,000.00	\$266,900.00
FY08	\$300,000.00	\$290,000.00	\$279,242.00
FY09	\$310,000.00	\$300,000.00	\$299,838.00
FY10	\$300,000.00	\$305,300.00	\$307,164.00
FY11	\$315,000.00	\$311,406.00	not yet known
FY12	\$326,977.00	\$326,977.00	not yet known



Trend: This expense item will continue to increase into the foreseeable future.

5. FY12 Retirement Assessment will increase \$79,451 to \$1,902,732.

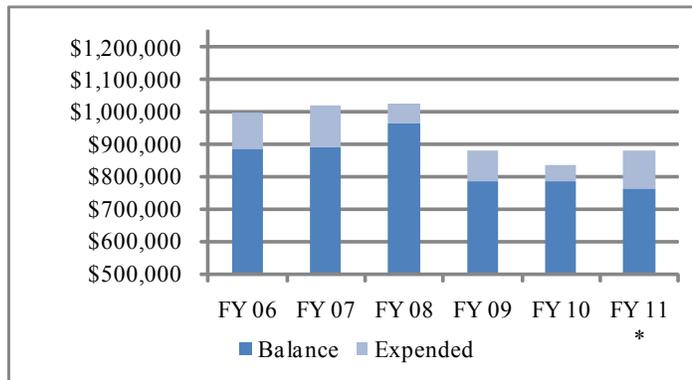
Fiscal Year	Estimate	Budget	Actual
FY06	\$1,251,926.00	\$1,245,166.00	\$1,245,166.00
FY07	\$1,386,568.00	\$1,386,568.00	\$1,380,001.00
FY08	\$1,491,466.00	\$1,491,466.00	\$1,491,493.00
FY09	\$1,613,262.00	\$1,605,939.00	\$1,605,265.00
FY10	\$1,647,705.00	\$1,678,108.00	\$1,678,094.00
FY11	\$1,815,653.00	\$1,823,281.00	Not Yet Known
FY12	\$ 1,902,732.00	\$ 1,902,732.00	



Trend: This amount will continue to increase as baby boomers retire.

6. FY12 Workers Compensation requested allocation will be \$0

Fiscal Year	Allocated	Balance	Expended
FY 06	\$55,000.00	\$887,023	\$ 108,843
FY 07	\$75,000.00	\$893,071	\$ 129,713
FY 08	\$65,000.00	\$963,274	\$ 65,075
FY 09	\$65,000.00	\$783,258	\$ 98,234
FY 10	\$ -	\$785,543	\$ 50,574
FY 11 *	\$65,000.00	\$764,103	\$ 114,510



* Balances @ 12/31/10

Trend: This account will continue to be funded at a minimum of \$55,000 to fund annual administrative costs. Any additional increases will be as a direct result of payments for worker injuries.

7. In FY12 the Golf Enterprise Fund will not meet budget and will incur an estimated deficit of approximately \$500,000. As of April 2011, changes in the management structure are in process.

<u>Golf Enterprise Deficit</u>	<u>Estimated @ ATM</u>	<u>Actual</u>	<u>Variance</u>
FY11	(\$468,616)		
FY10	(\$460,513)	(\$423,068)	\$37,445
FY09	(\$559,975)	(\$471,532)	\$88,443
FY08**	(\$672,393)	(\$579,074)	\$93,319
FY07	(\$62,312)	(\$501,020)	\$61,292
FY06*	(\$526,444)	(\$597,799)	(\$71,355)

*change in management structure/operations

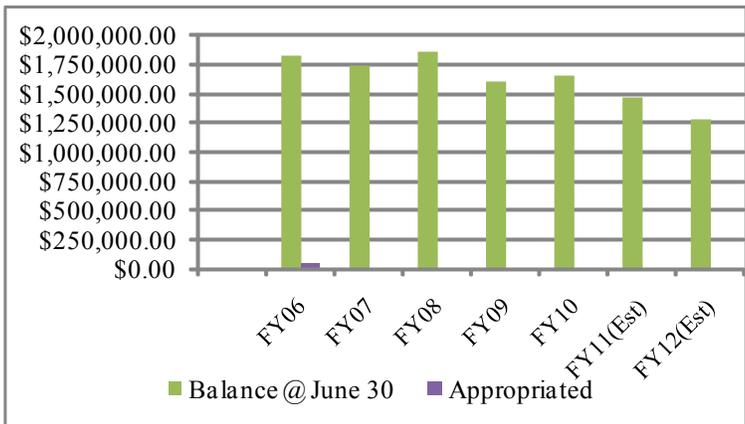
** includes indirect costs for the 1st time. Does not include monies appropriated for clubhouse.

Trend: The golf course is not anticipated to meet budget for the foreseeable future because of the annual bond payments. It met operating expenses for the first time in FY09.

8. SPED costs for FY12 are unknown at this time. Special Education costs have been climbing after a few years of decreases. This is mostly caused by new fiscal responsibilities for a small number of students. This increase is currently estimated at \$285,000. Update: As of April 2011, the current estimate is \$360,000.
9. With the new capital plan, no additional allocations are requested to the Stabilization Fund at this time. The goal is to maintain the balance and annually fund a sum of capital within the annual budget of the Town. Update: While the Six Year Capital Plan is still in the draft stage, an appropriation is proposed to the Capital Stabilization Fund for fiscal year 2012.

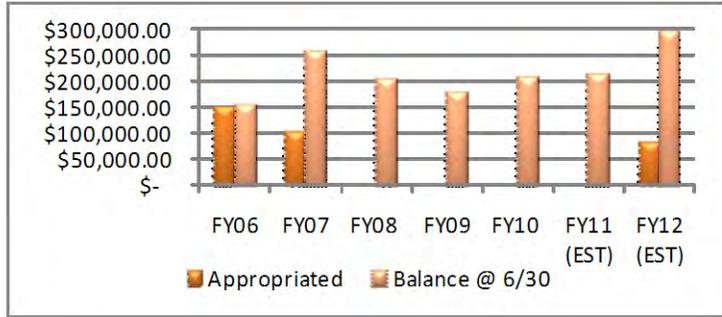
Stabilization Fund

<u>Fiscal Year</u>	<u>Balance @ June 30</u>	<u>Appropriated</u>
FY06	\$1,818,342.14	\$ 60,000.00
FY07	\$1,733,630.29	\$ -
FY08	\$1,857,986.09	\$ -
FY09	\$1,598,134.55	\$ -
FY10	\$1,657,221.30	\$ -
FY11(Est)	\$1,469,221.30	\$ -
FY12(Est)	\$1,281,221.30	\$ -



Capital Stabilization

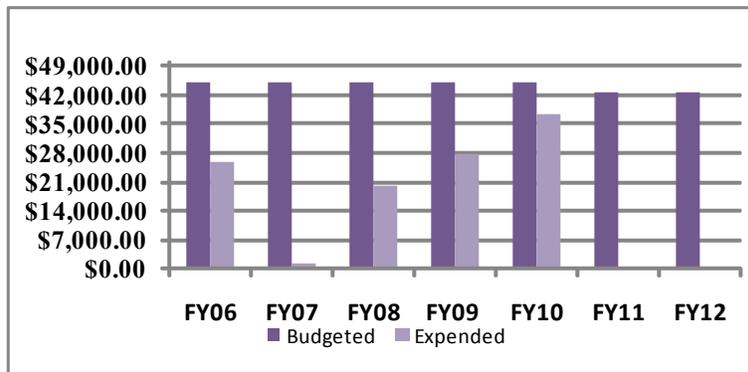
Fiscal Year	Balance @ 6/30	Appropriated
FY06	\$ 152,922.92	\$ 148,000.00
FY07	\$ 257,347.39	\$ 102,500.00
FY08	\$ 202,945.69	\$ -
FY09	\$ 177,357.35	\$ -
FY10	\$ 205,771.04	\$ -
FY11 (EST)	\$ 213,812.98	\$ -
FY12 (EST)	\$ 296,283.98	\$ 81,471.00



10. The Reserve Fund in FY12 will be \$42,500.

Fiscal Year Budgeted Expended

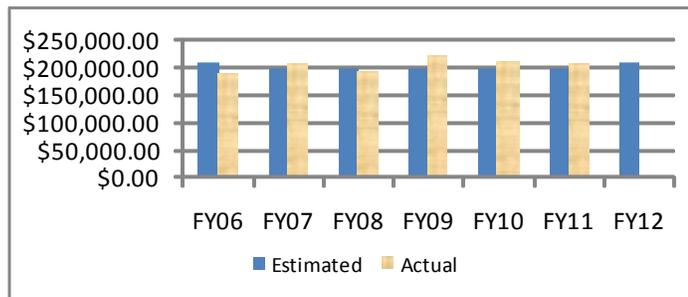
FY06	\$45,000.00	\$25,619.00
FY07	\$45,000.00	\$1,066.00
FY08	\$45,000.00	\$20,243.00
FY09	\$45,000.00	\$27,729.50
FY10	\$45,000.00	\$37,250.00
FY11	\$42,500.00	
FY12	\$42,500.00	



Trend: Tighter budgeting and low incidences of unforeseen events should keep this expense item stable.

11. The allowance for abatements and exemptions for FY12 will be approximately \$210,000.

Fiscal Year	Estimated	Actual
FY06	\$210,000.00	\$187,774.00
FY07	\$200,000.00	\$206,440.00
FY08	\$200,000.00	\$192,277.00
FY09	\$200,000.00	\$218,951.00
FY10	\$200,000.00	\$210,244.53
FY11	\$200,000.00	\$205,469.92
FY12	\$210,000.00	Not yet known



Trend: The reserve has shown a slight increase over previous years.

12. In FY12, the estimated expense for maturing debt is \$3,406,847, of which \$2,392,729 is principal and \$1,014,118 is interest.

FY12 Short-Term Interest is estimated at \$30,530.

In FY12 the debt exclusion portion of maturing debt is estimated at \$2,112,004, of which \$1,445,000 is principal and \$667,004, is interest.

In FY11, the estimated expense for maturing debt is \$3,686,166, of which \$2,556,609 principal and \$1,129,557 is interest.

The FY11 debt exclusion portion of maturing debt is \$2,176,979, of which \$1,445,000 is principal and \$731,979 is interest, with a reimbursement of \$1,434,140 from the Commonwealth.

FY11 Short-Term interest is \$14,423.00

Program Assumptions

1. Efforts will be made to preserve all programs, services, and staffing at FY11 levels. It is anticipated that “budget cuts” will have to be considered in order to balance the final budget. The extent and nature of those “cuts” will be determined as the Selectboard and Appropriations Committee develop their recommendations with the assistance of the Town Administrator and department heads.
2. Long-range budget and strategic planning will continue to be a priority and will continue to be pursued to track deteriorating infrastructure and unmet capital and operational needs while trying to ensure the best use of available resources.

Property Taxes

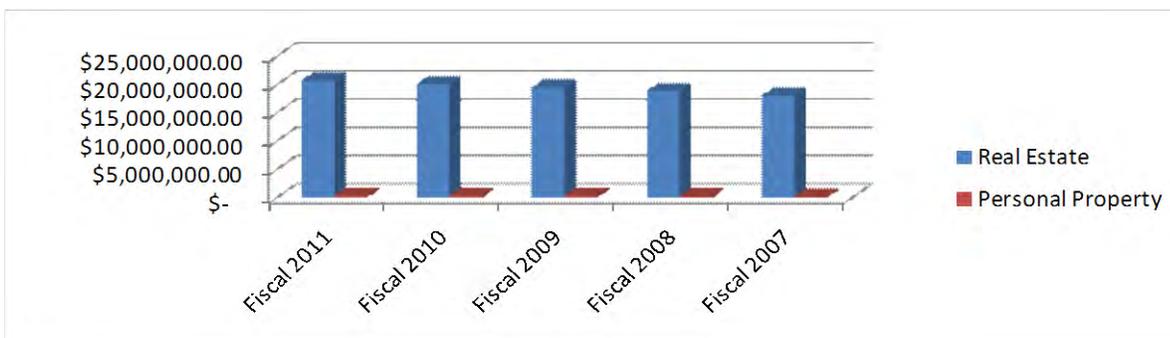
What are property taxes? Property taxes are the key resource for revenue within cities and towns in the Commonwealth. The Assessor's office establishes the "full and fair cash value" of each of the Town's approximately 7,100 taxable real estate parcels and approximately 300 business personal property accounts. The assessed values are the basis of the distribution of the Town's annual property tax levy. Once local receipts are "backed out" of the total budget, the amount remaining is considered the tax levy. This amount is then divided by the total assessed value of the Town. This formula generates a tax rate that is then applied to each individual assessment. This tax revenue is what pays for services in the Town that are not covered by their own fund, state aid or by receipts such as motor vehicle excise, building permit fees, etc.

There are three major components that influence the amount of revenue that can be generated by the property taxes:

1. *Automatic 2.5% increase*-- Based on Proposition 2 ½, a community's levy limit increases automatically by 2.5% over the previous year's limit. This amount is estimated to be \$508,968 for FY 2012.
2. *New Growth* – A community is allowed to increase its tax levy limit beyond the capacity of Proposition 2 ½ by the amount of new growth within the community. This includes new homes, additions, outbuildings etc. Assessors are required to present to the Department of Revenue for its approval, information on growth in the tax base as part of the tax rate setting process. In FY 2012 new growth to be added to the tax levy is approximately \$200,000.
3. *Overrides/Debt Exclusions* – When a community votes in an *override* this creates a *permanent* increase in the annual levy limit. When a *debt exclusion* is passed the levy limit is increased *temporarily* for the life of the debt only. Our most recent debt exclusion was for the school building projects, totaling \$28,690,000.

The following chart shows the actual tax revenue for the current fiscal year and the four previous years.

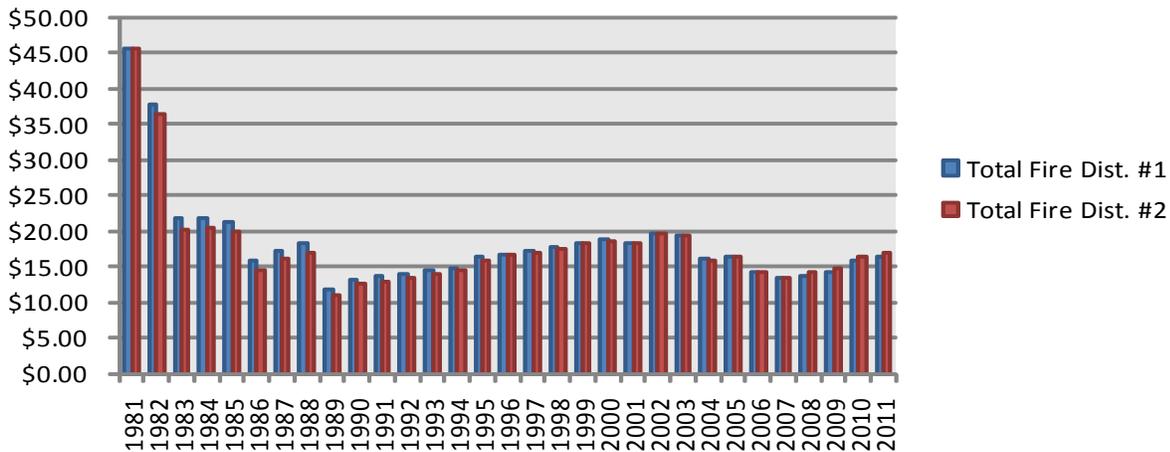
	Fiscal 2011	Fiscal 2010	Fiscal 2009	Fiscal 2008	Fiscal 2007
Real Estate	\$ 20,734,652.43	\$ 20,076,413.86	\$ 19,498,095.02	\$ 18,889,572.93	\$ 18,064,612.83
Personal Property	\$ 363,436.36	\$ 393,185.63	\$ 389,611.88	\$ 248,057.46	\$ 190,930.14
	\$ 21,098,088.79	\$ 20,469,599.49	\$ 19,887,706.90	\$ 19,137,630.39	\$ 18,255,542.97



Tax Rates for the Town of South Hadley

FISCAL YEAR	TOWN RATE	FD #1 RATE	FD #2 RATE	TOTAL DIST #1	TOTAL DIST #2
1981	41.70	4.00	3.80	\$45.70	\$45.50
1982	33.70	4.08	2.60	\$37.78	\$36.30
1983	18.86	2.89	1.45	\$21.75	\$20.31
1984	19.10	2.68	1.36	\$21.78	\$20.46
1985	18.60	2.78	1.43	\$21.38	\$20.03
1986	13.60	2.20	1.00	\$15.80	\$14.60
1987	15.00	2.30	1.20	\$17.30	\$16.20
1988	15.75	2.40	1.10	\$18.15	\$16.85
1989	10.10	1.60	0.90	\$11.70	\$11.00
1990	11.66	1.58	1.06	\$13.24	\$12.72
1991	11.98	1.71	1.02	\$13.69	\$13.00
1992	12.42	1.52	1.10	\$13.94	\$13.52
1993	12.80	1.56	1.12	\$14.36	\$13.92
1994	13.14	1.58	1.26	\$14.72	\$14.40
1995	14.38	1.98	1.36	\$16.36	\$15.74
1996	14.80	1.98	1.78	\$16.78	\$16.58
1997	15.24	1.97	1.78	\$17.21	\$17.02
1998	15.78	1.99	1.79	\$17.77	\$17.57
1999	16.24	1.98	2.02	\$18.22	\$18.26
2000	16.67	2.06	1.97	\$18.73	\$18.64
2001	16.51	1.78	1.75	\$18.29	\$18.26
2002	17.86	1.85	1.82	\$19.71	\$19.68
2003	17.40	2.00	1.87	\$19.40	\$19.27
2004	14.36	1.67	1.53	\$16.03	\$15.89
2005	14.72	1.67	1.58	\$16.39	\$16.30
2006	12.69	1.54	1.48	\$14.23	\$14.17
2007	11.85	1.46	1.43	\$13.31	\$13.28
2008	12.26	1.55	2.01	\$13.81	\$14.27
2009	12.56	1.62	2.33	\$14.18	\$14.89
2010	13.99	1.75	2.53	\$15.74	\$16.52
2011	14.36	1.90	2.53	\$16.26	\$16.89

South Hadley Tax Rates



Explanation of Bond Ratings and What they Mean

Explanation of Bond Ratings and What They Mean

On March 28, 2007 the Town of South Hadley's bond rating was upgraded to A1.

As the side chart shows Moody's has upgraded the Town of South Hadley's bond rating three times in nine years to the current rating of A1.

As of 2004, 49.81% of the communities rated by Moody's were rated above South Hadley with an A1 rating or higher.

With the latest upgrade, only 30.77% of communities rated are rated higher than South Hadley.

Moody's Investor Service Ratings	South Hadley's Historical Rating
Aaa	
Aa1	
Aa2	
Aa3	
A1	2007
A2	2002
A3	1999
Baa1	1991
Baa2	
Baa3	
Ba1	
Ba2	
Ba3	
B1	
B2	
B3	
Caa	
Ca	
C	

Bonds that are rated **Aaa** are judged to be of the best quality. They carry the smallest degree of investment risk and are generally referred to as "gilt edge." Interest payments are protected by a large or by an exceptionally stable margin and principal is secure. While the various protective elements are likely to change, such changes as can be visualized are most unlikely to impair the fundamentally strong position of such issues.

Bonds that are rated **Aa** are judged to be of high quality by all standards. Together with the Aaa group they comprise what are generally known as high-grade bonds. They are rated lower than the best bonds because margins of protection may not be as large as in Aaa securities or fluctuation of protective elements may be of greater amplitude or there may be other elements present which make the long-term risks appear somewhat larger than in Aaa securities.

Bonds that are rated **A** possess many favorable investment attributes and are to be considered as upper medium-grade obligations. Factors giving security to principal and interest are considered adequate, but elements may be present which suggest a susceptibility to impairment some time in the future.

Bonds that are rated **Baa** are considered as medium-grade obligations; they are neither highly protected nor poorly secured. Interest payments and principal security appear adequate for the present but certain protective elements may be lacking or may be characteristically unreliable over any great length of time. Such bonds lack outstanding investment characteristics and, in fact, have speculative characteristics as well.

Bonds that are rated **Ba** are judged to have speculative elements; their future cannot be considered as well assured. Often the protection of interest and principal payments may be very moderate, and thereby not well safeguarded during both good and bad times over the future. Uncertainty of position characterizes the bonds in this class.

Bonds that are rated **B** generally lack characteristics of the desirable investment. Assurance of interest and principal payments or maintenance of other terms of the contract over any long period of time may be small.

Caa Bonds that are rated **Caa** are of poor standing. Such issues may be in default or there may be present elements of danger with respect to principal or interest. Ca Bonds that are rated **Ca** represent obligations which are speculative in a high degree. Such issues are often in default or have other marked shortcomings. C Bonds that are rated **C** are the lowest rated class of bonds, and issues so rated can be regarded as having extremely poor prospects of ever attaining any real investment standing.

The bonds in the Aa, A, Baa, Ba and B, groups which Moody's believes possesses the strongest investment attributes are designated by the symbols Aa1, **A1**, Baa1, Ba1, and B1. In 1997, Moody's started to rate new public finance issues using expanded bond rating symbols to include modifiers 2 and 3 to the existing Numerical 1. The modifier 2 indicates that the issue is in the mid-range of its category and the modifier 3 indicates that it is in the low end.

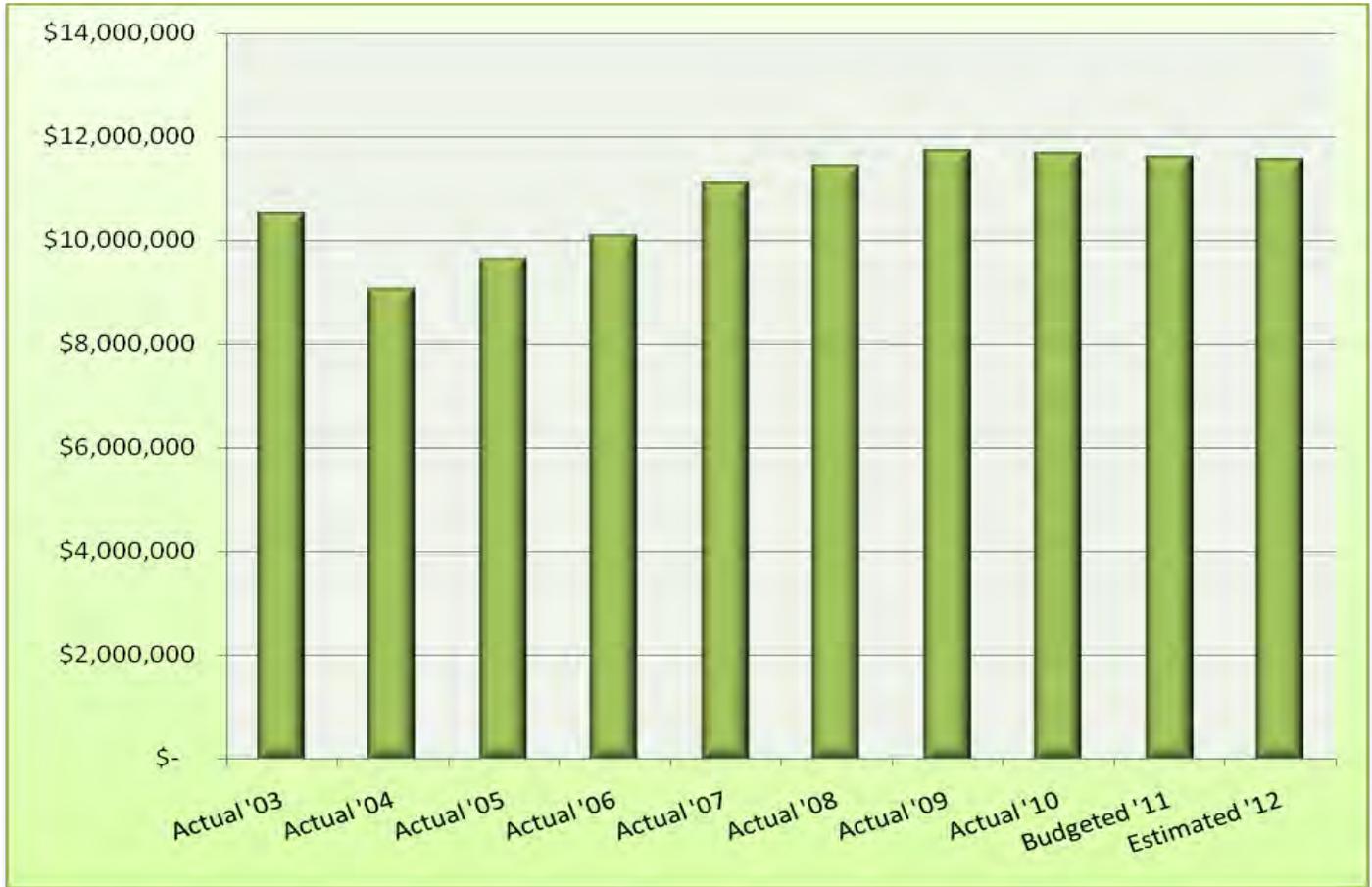
Long-Term Debt Schedule

December 28, 2010

<u>Date</u>	<u>Purpose</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	
6/1/1993	Sewer 91-33 P (3,197.39)	6,351.07	6,556.67	6,769.48	3,463.01						
6/1/1993	Sewer 91-33 I										
3/1/1994	Sewer P	20,000.00	20,000.00								
3/1/1994	Sewer I	2,120.00	1,060.00								
3/1/1994	Police P	110,000.00	110,000.00								
3/1/1994	Police I	11,660.00	5,830.00								
6/1/1995	Sewer 91-34 P (24,252.28)	47,893.68	50,545.31	53,337.15	27,730.18						
6/1/1995	Sewer 91-34 I										
7/15/1997	School Remodeling P	70,000.00									
7/15/1997	School Remodeling I	1,750.00									
11/1/1998	Sewer 97-54 P	27,994.72	27,870.62	21,400.00	30,363.60	31,835.92	33,101.25	34,157.58	34,423.59	35,746.00	
11/1/1998	Sewer 97-54 I	5,566.71	4,706.88	12,219.13	3,785.32	2,706.88	1,571.24	622.37			
7/15/1999	Golf Course P	150,000.00	155,000.00	165,000.00	170,000.00						
7/15/1999	Golf Course I	30,537.50	22,171.87	13,571.87	4,568.75						
8/1/2000	Sewer P	25,000.00									
8/1/2000	Sewer I	612.50									
8/1/2000	School Remodeling P	85,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00				
8/1/2000	School Remodeling I	22,362.50	18,320.00	14,360.00	10,300.00	6,180.00	2,060.00				
8/1/2000	Landfill P	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00				
8/1/2000	Landfill I	8,340.00	6,870.00	5,385.00	3,862.50	2,317.50	772.50				
8/1/2001	School Projects P	1,435,000.00	1,435,000.00	1,435,000.00	1,435,000.00	1,430,000.00	1,430,000.00	1,430,000.00	1,430,000.00		
8/1/2001	School Projects I	540,397.50	475,822.50	404,072.50	339,497.50	273,487.50	206,277.50	138,352.50	69,712.50		
9/28/2001	Sewer 98-128 P	37,034.97	36,709.02	42,444.15	41,757.96	42,105.47	46,528.62	46,386.54	50,411.79	49,480.27	
9/28/2001	Sewer 98-128 I	10,600.68	10,579.77	8,446.90	7,946.12	5,395.08	3,871.37	2,259.86	815.42		
10/15/2002	Sewer P	10,750.00									
10/15/2002	Sewer I	166.62									
10/15/2002	Building Remodeling P	6,750.00									
10/15/2002	Building Remodeling I	104.62									
10/15/2002	School Remodeling P	65,875.00									
10/15/2002	School Remodeling I	1,021.06									
10/15/2002	Dept Equipment P	16,625.00									
10/15/2002	Dept Equipment I	257.69									
12/14/2006	Sewer CW-05-26 P	186,563.00	190,332.00	194,177.00	198,099.00	202,102.00	206,184.00	210,350.00	214,599.00	218,935.00	
12/14/2006	Sewer CW-05-26 I (35,532.17)	72,929.97	69,161.02	65,315.93	61,393.17	57,391.16	53,308.30	49,142.96	44,893.47	40,558.13	
4/1/2007	Golf Course Refunding P	15,000.00	15,000.00	15,000.00	20,000.00	200,000.00	205,000.00	215,000.00	225,000.00	235,000.00	
4/1/2007	Golf Course Refunding I	174,557.50	173,976.25	173,395.00	172,695.00	168,295.00	159,170.00	149,745.00	139,820.00	128,320.00	
4/1/2007	School Project Refunding P	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	1,440,000.00	
4/1/2007	School Project Refunding I	191,581.25	191,181.25	190,781.25	190,381.25	189,981.25	189,581.25	189,181.25	188,781.25	188,381.25	
4/1/2007	Land Acquisition P	100,000.00	100,000.00								
4/1/2007	Land Acquisition I	5,750.00	1,875.00								
12/15/2009	Sewer CW-06-24 P	58,221.94	59,398.26	60,598.86	61,822.76	63,071.92	64,345.37	65,646.01	66,971.91	68,325.00	
12/15/2009	Sewer CW-06-24 I (11,906.85)	24,395.92	23,219.72	22,019.75	20,795.53	19,546.58	18,272.41	16,972.50	15,646.32	14,293.35	
7/8/2010	Sewer CW-06-24A P		683.00	697.00	711.00	726.00	740.00	755.00	771.00	786.00	
7/8/2010	Sewer CW-06-24A I	142.32	267.15	253.35	239.27	224.90	210.24	195.29	180.03	164.46	
9/24/2010	Sewer P		40,000.00	40,000.00	35,000.00	35,000.00	35,000.00				
9/24/2010	Sewer I		9,076.56	5,437.50	3,937.50	2,625.00	1,312.50				
9/24/2010	Golf Course Club House P		25,634.00								
	Total	Total Principal	2,514,059.38	2,392,728.88	2,154,423.64	2,143,947.51	2,124,841.31	2,140,899.24	2,012,295.13	2,032,177.29	2,048,272.27
	Total	Total Interest	1,104,854.34	1,014,117.97	915,258.18	819,401.91	728,150.85	636,407.31	546,471.73	459,848.99	371,717.19
	Total	Total Debt Service	3,618,913.72	3,406,846.85	3,069,681.82	2,963,349.42	2,852,992.16	2,777,306.55	2,558,766.86	2,492,026.28	2,419,989.46
General	Total Principal	649,250.00	490,000.00	290,000.00	300,000.00	310,000.00	315,000.00	215,000.00	225,000.00	235,000.00	
General	Total Interest	256,340.87	229,043.12	206,711.87	191,426.25	176,792.50	162,002.50	149,745.00	139,820.00	128,320.00	
General	Total Debt Service	905,590.87	719,043.12	496,711.87	491,426.25	486,792.50	477,002.50	364,745.00	364,820.00	363,320.00	
Excluded	Total Principal	1,445,000.00	1,445,000.00	1,445,000.00	1,445,000.00	1,440,000.00	1,440,000.00	1,440,000.00	1,440,000.00	1,440,000.00	
Excluded	Total Interest	731,978.75	667,003.75	594,853.75	529,878.75	463,468.75	395,858.75	327,533.75	258,493.75	188,381.25	
Excluded	Total Debt Service	2,176,978.75	2,112,003.75	2,039,853.75	1,974,878.75	1,903,468.75	1,835,858.75	1,767,533.75	1,698,493.75	1,628,381.25	
Sewer	Total Principal	419,809.38	432,094.88	419,423.64	398,947.51	374,841.31	385,899.24	357,295.13	367,177.29	373,272.27	
Sewer	Total Interest	116,534.72	118,071.10	113,692.56	98,096.91	87,889.60	78,546.06	69,192.98	61,535.24	55,015.94	
Sewer	Total Debt Service	536,344.10	550,165.98	533,116.20	497,044.42	462,730.91	464,445.30	426,488.11	428,712.53	428,288.21	

Date	Purpose	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total	
6/1/1993	Sewer 91-33 P (3,197.39)													23,140.23	
6/1/1993	Sewer 91-33 I													0.00	
3/1/1994	Sewer P													40,000.00	
3/1/1994	Sewer I													3,180.00	
3/1/1994	Police P														
3/1/1994	Police I														
6/1/1995	Sewer 91-34 P (24,252.28)													179,506.32	
6/1/1995	Sewer 91-34 I													0.00	
7/15/1997	School Remodeling P													70,000.00	
7/15/1997	School Remodeling I													1,750.00	
11/1/1998	Sewer 97-54 P													276,893.28	
11/1/1998	Sewer 97-54 I													31,178.53	
7/15/1999	Golf Course P													640,000.00	
7/15/1999	Golf Course I													70,849.99	
8/1/2000	Sewer P													25,000.00	
8/1/2000	Sewer I													612.50	
8/1/2000	School Remodeling P													485,000.00	
8/1/2000	School Remodeling I													73,582.50	
8/1/2000	Landfill P													180,000.00	
8/1/2000	Landfill I													27,547.50	
8/1/2001	School Projects P													11,460,000.00	
8/1/2001	School Projects I													2,447,620.00	
9/28/2001	Sewer 98-128 P	48,725.96												441,584.75	
9/28/2001	Sewer 98-128 I													49,915.20	
10/15/2002	Sewer P													10,750.00	
10/15/2002	Sewer I													166.62	
10/15/2002	Building Remodeling P													6,750.00	
10/15/2002	Building Remodeling I													104.62	
10/15/2002	School Remodeling P													65,875.00	
10/15/2002	School Remodeling I													1,021.06	
10/15/2002	Dept Equipment P													16,625.00	
10/15/2002	Dept Equipment I													257.69	
12/14/2006	Sewer CW-05-26 P	223,357.00	227,870.00	232,473.00	237,170.00	241,961.00	246,849.00	251,836.00	256,923.00					3,739,780.00	
12/14/2006	Sewer CW-05-26 I (35,532.17)	36,135.21	31,622.94	27,019.51	22,323.08	17,531.77	12,643.67	7,656.82	2,569.23					671,596.34	
4/1/2007	Golf Course Refunding P	250,000.00	255,000.00	265,000.00	280,000.00	290,000.00	300,000.00	315,000.00	335,000.00	345,000.00	355,000.00			4,135,000.00	
4/1/2007	Golf Course Refunding I	117,132.50	106,720.00	96,320.00	85,280.00	73,595.00	61,500.00	48,892.50	35,567.50	21,627.50	7,277.50			2,093,886.25	
4/1/2007	School Project Refunding P	1,440,000.00	1,425,000.00											4,385,000.00	
4/1/2007	School Project Refunding I	116,381.25	58,781.25											1,884,993.75	
4/1/2007	Land Acquisition P													200,000.00	
4/1/2007	Land Acquisition I													7,625.00	
12/15/2009	Sewer CW-06-24 P	69,705.29	71,113.76	72,550.39	74,015.19	75,511.07	77,036.10	78,592.21	80,180.37	81,800.59				1,248,907.00	
12/15/2009	Sewer CW-06-24 I (11,906.85)	12,913.05	11,504.86	10,068.22	8,602.56	7,107.29	5,581.82	4,025.54	2,437.82	818.01				238,221.25	
7/8/2010	Sewer CW-06-24A P	802.00	818.00	835.00	852.00	869.00	886.00	904.00	923.00	941.00				13,699.00	
7/8/2010	Sewer CW-06-24A I	148.58	132.38	115.85	98.98	81.77	64.22	46.32	28.05	9.41				2,602.57	
9/24/2010	Sewer P													185,000.00	
9/24/2010	Sewer I													22,389.06	
9/24/2010	Golf Course Club House P														
	Total	Total Principal	2,032,590.25	1,979,801.76	570,858.39	592,037.19	608,341.07	624,771.10	646,332.21	673,026.37	427,741.59	355,000.00	0.00	0.00	27,828,510.58
	Total	Total Interest	282,710.59	208,761.43	133,523.58	116,304.62	98,315.83	79,789.71	60,621.18	40,602.60	22,454.92	7,277.50	0.00	0.00	7,629,100.43
	Total	Total Debt Service	2,315,300.84	2,188,563.19	704,381.97	708,341.81	706,656.90	704,560.81	706,953.39	713,628.97	450,196.51	362,277.50	0.00	0.00	35,457,611.01
General	Total Principal	250,000.00	255,000.00	265,000.00	280,000.00	290,000.00	300,000.00	315,000.00	335,000.00	345,000.00	355,000.00	0.00	0.00	5,799,250.00	
General	Total Interest	117,132.50	106,720.00	96,320.00	85,280.00	73,595.00	61,500.00	48,892.50	35,567.50	21,627.50	7,277.50	0.00	0.00	2,276,624.61	
General	Total Debt Service	367,132.50	361,720.00	361,320.00	365,280.00	363,595.00	361,500.00	363,892.50	370,567.50	366,627.50	362,277.50	0.00	0.00	8,075,874.61	
Excluded	Total Principal	1,440,000.00	1,425,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,845,000.00
Excluded	Total Interest	116,381.25	58,781.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,332,613.75
Excluded	Total Debt Service	1,556,381.25	1,483,781.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,177,613.75
Sewer	Total Principal	342,590.25	299,801.76	305,858.39	312,037.19	318,341.07	324,771.10	331,332.21	338,026.37	82,741.59		0.00	0.00	0.00	6,184,260.58
Sewer	Total Interest	49,196.84	43,260.18	37,203.58	31,024.62	24,720.83	18,289.71	11,728.68	5,035.10	827.42		0.00	0.00	0.00	1,019,862.07
Sewer	Total Debt Service	391,787.09	343,061.94	343,061.97	343,061.81	343,061.90	343,060.81	343,060.89	343,061.47	83,569.01		0.00	0.00	0.00	7,204,122.65

Projected State Aid



FY09-\$806,115 of Chap 70 monies was made up with SFSF funds
FY10- in addition an amount of \$ 460,058 was awarded from SFSF /ED Jobs funds
FY11- in addition an amount of \$518,577 was awarded from SFSF/ED Jobs Funds

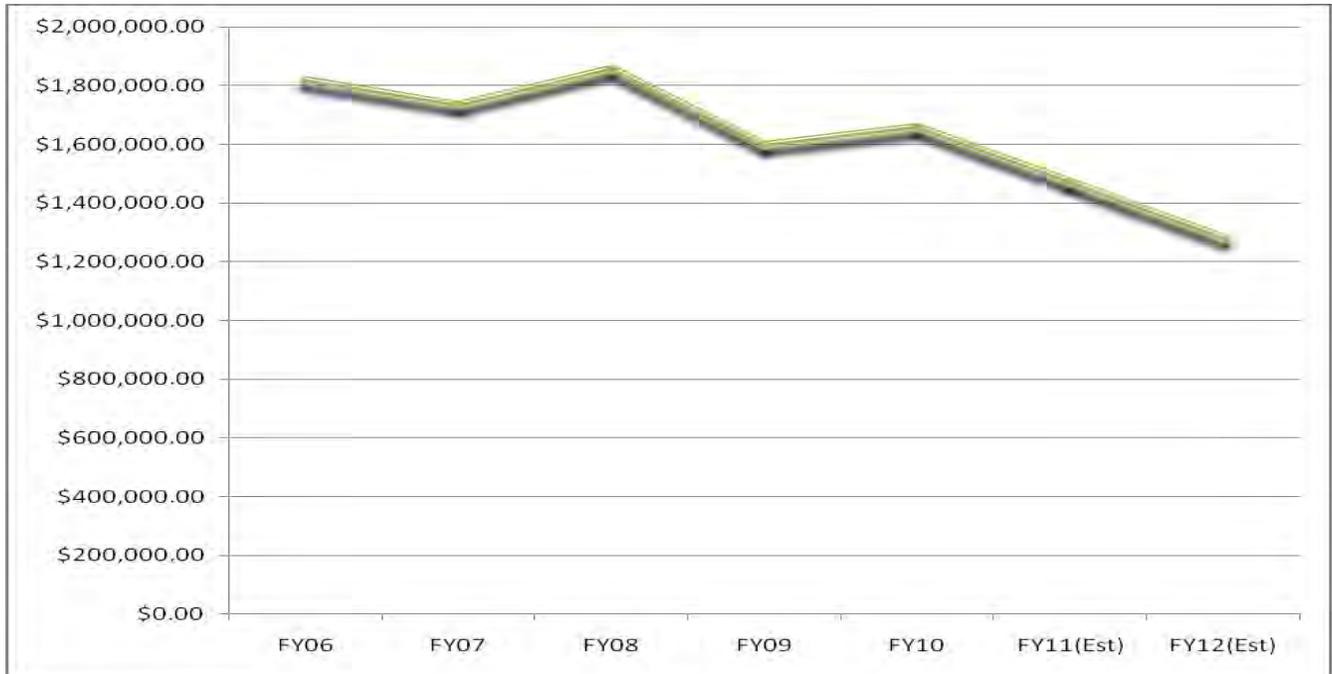
Free Cash

- Free Cash was certified at July 1, 2010 at \$1,552,022
- Fiscal year 2008 recorded the largest Free Cash balance in 10 years with a total of \$2,097,666
- The Certified Free Cash balance has dropped approximately 22% over the last 3 years.



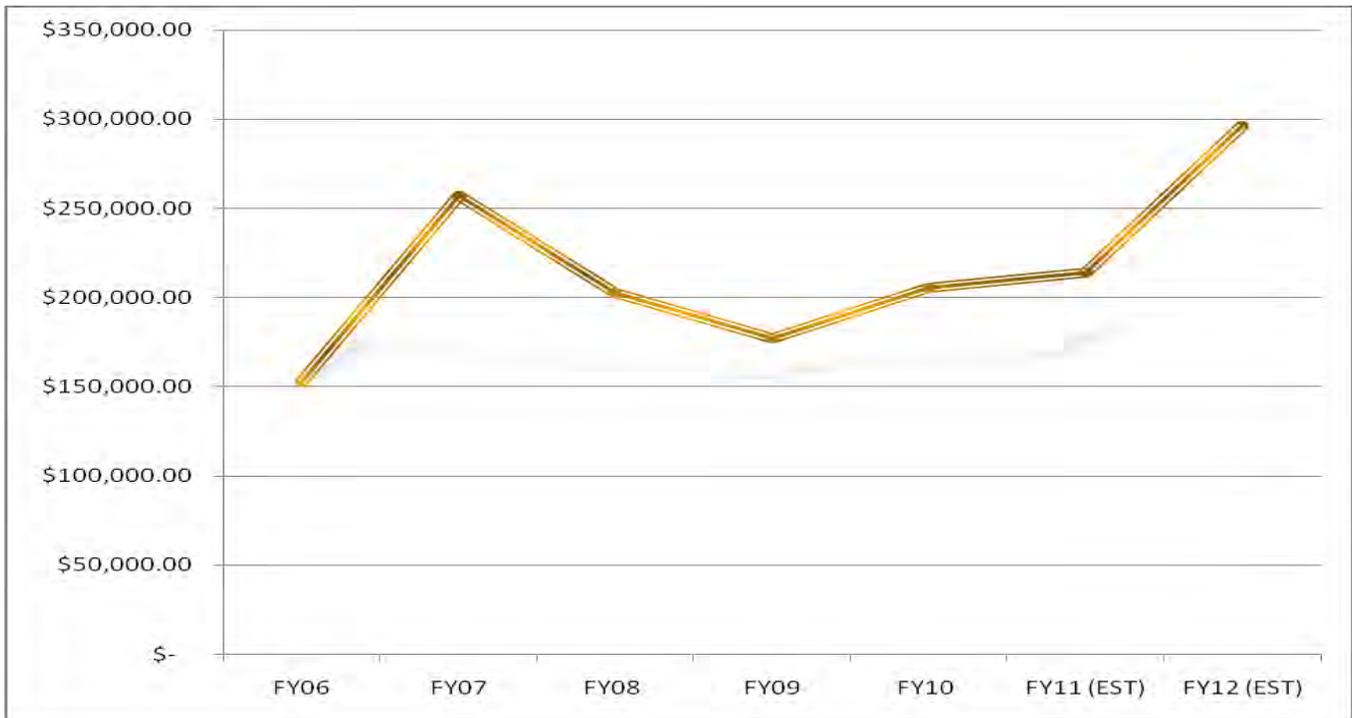
	Certified Free Cash	Appropriated from Free Cash	% Used
FY03	\$1,548,768.00	\$892,842.00	58%
FY04	\$1,663,785.00	\$1,185,092.00	71%
FY05	\$1,282,817.00	\$1,051,655.00	82%
FY06	\$1,743,995.00	\$1,243,995.00	71%
FY07	\$1,526,792.00	\$1,012,383.00	66%
FY08	\$2,097,666.00	\$1,490,016.00	71%
FY09	\$1,970,236.00	\$783,861.00	40%
FY10	\$1,604,391.00	\$800,145.00	50%
FY11 to date	\$1,552,022.00	\$299,676.00	19%

Stabilization Fund



Capital Stabilization Fund

An appropriation of \$81,471 is proposed for FY12



Revenues

Department	Description of Revenue	FY09 Actual	FY10 Actual	FY11 @12/31/10	FY12 Projected
Assessors	Abutters lists, copying fees, reports, etc.	\$ 1,254.31	\$ 653.35	\$ 353.83	\$ 200.00
Building	Building Permits	\$ 84,749.93	\$ 71,183.25	\$ 41,896.85	\$ 70,000.00
	Burning Permits	\$ 1,830.00	\$ 1,900.00	\$ -	\$ 2,000.00
	Tag Sale Permits	\$ 2,705.00	\$ 2,625.00	\$ 2,280.00	\$ 2,700.00
	Misc	\$ 105.90	\$ -	\$ -	\$ -
	Total Projected Revenue	\$ 89,390.83	\$ 75,708.25	\$ 44,176.85	\$ 74,700.00
Wiring	Permit Fees	\$ 17,300.00	\$ 28,467.76	\$ 9,330.00	\$ 20,000.00
Cable	Cable Fund Balance at 6/30/10 = \$296,942.43				
	Franchise Fee	\$ 90,579.59	\$ 96,719.00	\$ 85,483.77	\$ -
	Franchise Fee Interest	\$ 17,409.70	\$ 31,994.50	\$ 722.77	\$ -
	Tape, CD & DVD Duplications	\$ 12.00	\$ 108.00	\$ 39.00	\$ -
	Total Projected Revenue	\$ 108,001.29	\$ 128,821.50	\$ 86,245.54	\$ -
Channel Marking	Boat excise tax	\$ 8,620.57	\$ 7,669.34	\$ 279.29	\$ 7,000.00
Clerk Treasurer	Business Certificates	\$ 2,155.00	\$ 2,565.00	\$ 1,160.00	\$ 2,500.00
	Dog License	\$ 13,470.00	\$ -	\$ 915.00	\$ 16,000.00
	Dog License Late Fee	\$ -	\$ -	\$ 120.00	\$ -
	Fishing License Fees	\$ 291.80	\$ 277.10	\$ 101.25	\$ 300.00
	Gas Permits	\$ 125.00	\$ 60.00	\$ 10.00	\$ 60.00
	Marriage License	\$ 1,720.00	\$ 1,760.00	\$ 1,100.00	\$ 1,750.00
	Municiple fees fishing	\$ 529.00	\$ 503.00	\$ 164.00	\$ 500.00
	Street lists	\$ 520.00	\$ 610.00	\$ 230.00	\$ 600.00
	Copies vital records	\$ 7,460.00	\$ 7,635.00	\$ 3,874.00	\$ 7,500.00
	Miscellaneous	\$ 153,537.75	\$ 141,101.83	\$ 49,746.80	\$ 150,000.00
	Interest	\$ 22,646.44	\$ 189,025.92	\$ 42,764.81	\$ 84,000.00
	Legal Fees-Tax Title	\$ 17,789.65	\$ 890.00	\$ 39,302.13	\$ -
	Total projected	\$ 220,244.64	\$ 344,427.85	\$ 139,487.99	\$ 263,210.00
	Conservation	Wetland Filing Fees	\$ 1,677.50	\$ 2,137.50	\$ 95.00
Conservation Land Fund		\$ 1,409.96	\$ 1,100.00	\$ -	\$ -
Copies		\$ 124.00	\$ 50.00	\$ -	\$ 20.00
Total Projected Revenue		\$ 3,211.46	\$ 3,287.50	\$ 95.00	\$ 420.00
Council on Aging	III-C Nutrition Contract	\$ 88,048.07	\$ 96,542.00	\$ 24,135.00	\$ 96,542.00
	III-C Donations	\$ 48,193.69	\$ 43,231.00	\$ 10,744.96	\$ 40,000.00
	EOEA Formula Grant	\$ 23,979.00	\$ 25,823.00	\$ 25,823.00	\$ 25,823.00
	Minibus Fares	\$ 2,441.95	\$ 2,904.00	\$ 2,521.25	\$ 3,800.00
	Clinic Gift Account	\$ -	\$ 10.00	\$ -	\$ -
	Newsletter Gift	\$ 5,648.00	\$ 7,593.50	\$ 5,748.00	\$ 7,500.00
	Building Gift	\$ 15.00	\$ 131.00	\$ 25.00	\$ 500.00
	Christmas Basket	\$ 6,513.04	\$ 7,142.60	\$ 7,171.94	\$ 5,000.00
	Shopping Assistance	\$ 175.00	\$ 626.00	\$ 367.00	\$ 200.00
	Services Gift	\$ 1,405.00	\$ 4,510.17	\$ 40.00	\$ 3,000.00
	New Minibus	\$ 10.00	\$ 130.00	\$ 7.00	\$ 500.00
	Minibus Repair/Maintenance	\$ 120.00	\$ 330.00	\$ 70.00	\$ 300.00
	Activity Gift	\$ 15,224.33	\$ 28,341.70	\$ 4,354.00	\$ 28,000.00
	User Fees	\$ -	\$ -	\$ -	\$ -
	Service Provider Fees	\$ 776.45	\$ 309.05	\$ 154.65	\$ 300.00
	WMEC Chores Grant	\$ 2,220.00	\$ 2,473.00	\$ -	\$ 2,500.00
	WMEC Companions/Escort Program	\$ 1,354.24	\$ 1,594.00	\$ 433.17	\$ 1,800.00
	WMEC Diabetes Grant	\$ 2,814.90	\$ 1,680.00	\$ -	\$ 1,680.00
	WMEC Alzheimer's Support	\$ 2,280.00	\$ 2,650.00	\$ 570.00	\$ 2,650.00
	S.H. Friends of the Elderly	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00
Total Projected Revenue	\$ 205,718.67	\$ 230,521.02	\$ 86,664.97	\$ 224,595.00	

Department	Description of Revenue	FY09 Actual	FY10 Actual	FY11 @12/31/10	FY12 Projected
Golf	Greens Fees	\$ 583,942.92	\$ 572,378.48	\$ 279,543.40	\$ 645,000.00
	Cart Fees	\$ 168,417.10	\$ 179,242.23	\$ 95,564.65	\$ 195,000.00
	Season Passes	\$ 81,681.00	\$ 83,713.79	\$ 26,200.00	\$ 75,000.00
	Pro shop	\$ 41,716.08	\$ 41,370.45	\$ 18,705.02	\$ 35,000.00
	Concession fees	\$ 8,750.00	\$ 9,875.00	\$ 8,125.00	\$ 15,000.00
	Earnings on investment	\$ -	\$ -	\$ -	\$ -
	Driving Range	\$ 21,749.00	\$ 20,137.00	\$ 9,415.00	\$ 20,000.00
	Gift Certificates	\$ (1,320.46)	\$ (17,794.89)	\$ (7,003.72)	\$ -
	Utility Reimbursement	\$ 8,657.49	\$ 7,831.19	\$ 4,618.48	\$ 8,500.00
	Lessons	\$ 4,035.00	\$ 6,385.01	\$ 715.00	\$ -
	Miscellaneous Revenue	\$ 2,374.40	\$ 8,434.35	\$ (762.50)	\$ -
	Total Projected Revenue	\$ 920,002.53	\$ 911,572.61	\$ 435,120.33	\$ 993,500.00
	Board of Health	Board of Health	\$ 31,887.00	\$ 38,333.00	\$ 11,303.00
Plumbing and gas		\$ 23,635.00	\$ 26,335.00	\$ 14,835.00	\$ 25,000.00
Medicare		\$ -	\$ -	\$ -	\$ -
Total Projected Revenue		\$ 55,522.00	\$ 64,668.00	\$ 26,138.00	\$ 60,000.00
Library	Dog Tax	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 10,000.00
	Fines	\$ 11,166.99	\$ 12,720.30	\$ 6,102.87	\$ 12,000.00
	State aid (library incentive grant)	\$ 12,776.00	\$ 8,066.05	\$ -	\$ 7,200.00
	State Aid (Municipal Equalization Grant)	\$ 15,502.00	\$ 9,662.35	\$ -	\$ 8,800.00
	State Aid (Non-Resident Circulation Offset)	\$ 7,170.00	\$ 4,695.40	\$ -	\$ 4,000.00
	Library Donations	\$ 3,732.15	\$ 2,553.63	\$ 2,135.02	\$ 2,500.00
	Total Projected Revenue	\$ 60,347.14	\$ 47,697.73	\$ 8,237.89	\$ 44,500.00
Gaylord Library	Town Subsidy	\$ 13,500.00	\$ 13,000.00	\$ 12,350.00	\$ 12,350.00
	Donations	\$ 30,464.00	\$ 41,758.00	\$ 11,621.00	\$ 20,000.00
	Endowment Income	\$ 9,380.00	\$ 6,752.00	\$ 1,770.00	\$ 5,000.00
	Other Income	\$ 2,582.00	\$ 1,105.00	\$ 5,190.00	\$ 2,000.00
	Grants	\$ 4,468.00	\$ -	\$ -	\$ 150.00
	Total Projected Revenue	\$ 60,394.00	\$ 62,615.00	\$ 30,931.00	\$ 39,500.00
Planning	Subdivision Plans/ANR Plans	\$ 2,875.00	\$ 725.00	\$ 750.00	\$ 2,000.00
	Inspection Fees	\$ -	\$ -	\$ -	\$ 150.00
	Non-subdivision Plan & Permit reviews	\$ 3,661.95	\$ 3,645.00	\$ 435.00	\$ 1,800.00
	Earth removal permits	\$ 2,000.00	\$ -	\$ -	\$ -
	Notice to abutters	\$ 1,785.38	\$ 1,188.70	\$ 625.74	\$ 750.00
	Miscellaneous	\$ 163.20	\$ 83.66	\$ 45.00	\$ 100.00
	Total Projected Revenue	\$ 10,485.53	\$ 5,642.36	\$ 1,855.74	\$ 4,800.00
Police	Accident Reports	\$ 2,631.00	\$ 2,534.50	\$ 1,037.00	\$ 2,500.00
	Incident Reports	\$ 762.42	\$ 717.53	\$ 447.50	\$ 700.00
	LTC Permits	\$ 3,475.00	\$ 2,625.00	\$ 1,937.50	\$ 3,000.00
	Court Fines/Citations	\$ 43,493.50	\$ 38,055.00	\$ 7,840.00	\$ 35,000.00
	Administrative Fee	\$ 3,134.50	\$ 4,261.90	\$ 4,763.70	\$ 4,000.00
	Cruiser Fee	\$ 2,250.00	\$ 5,180.60	\$ 555.00	\$ 3,000.00
	Class D fine	\$ 1,000.00	\$ 1,600.00	\$ 200.00	\$ 1,000.00
	Misc	\$ 2,566.85	\$ 349.82	\$ 970.00	\$ 1,000.00
	Total Projected Revenue	\$ 59,313.27	\$ 55,324.35	\$ 17,750.70	\$ 50,200.00

Department	Description of Revenue	FY09 Actual	FY10 Actual	FY11 @12/31/10	FY12 Projected
Public Works	BBP Revolving Fund	\$ 9,659.77	\$ 12,321.43	\$ 2,069.58	\$ 8,000.00
	BBP Gift Account	\$ 5,410.00	\$ 2,104.72	\$ 714.73	\$ 5,000.00
	Road Opening Fees	\$ 918.00	\$ 1,988.00	\$ 627.00	\$ 1,000.00
	DPW-Misc	\$ 283.00	\$ 1,252.41	\$ 527.75	\$ 100.00
	Solid Waste Fees	\$ 503,229.52	\$ 385,405.31	\$ 20,908.43	\$ 250,000.00
	Solid Waste Host Community	\$ 618,389.86	\$ 481,431.15	\$ 213,653.60	\$ 800,000.00
	Recycling Center	\$ 117,284.84	\$ 91,871.28	\$ 59,329.96	\$ 45,000.00
	Metal Revenue	\$ -	\$ -	\$ -	\$ 10,000.00
	Sewer User Fee South Hadley	\$ 1,896,678.99	\$ 1,974,887.51	\$ 1,136,329.97	\$ 2,100,000.00
	Sewer Connection Fees	\$ 10,875.00	\$ 68,850.00	\$ 8,325.00	\$ 168,000.00
	Sewer Application Fee	\$ 1,500.00	\$ 2,400.00	\$ 1,200.00	\$ 1,500.00
	Septic Disposal/Pepsi Disposal	\$ 24,318.93	\$ 300.00	\$ 2,540.00	\$ 200.00
	WWTP-Misc	\$ 465.80	\$ -	\$ 50.00	\$ -
	Industrial Pretreatment	\$ -	\$ 6,650.00	\$ -	\$ 4,000.00
	Oil and Grease Program	\$ -	\$ -	\$ -	\$ 1,500.00
	Investment Earnings-landfill	\$ (216,421.39)	\$ 73,675.10	\$ 1,237.94	\$ 7,000.00
	Investment Earnings-WWTP	\$ (81,595.12)	\$ 27,757.08	\$ 15,621.73	\$ 25,000.00
	MRF	\$ -	\$ -	\$ 54,387.37	\$ 45,000.00
	Misc-Interstate Waste	\$ -	\$ 100,000.00	\$ 50,000.00	\$ -
		Total Projected Revenue	\$ 2,890,997.20	\$ 3,230,893.99	\$ 1,567,523.06
Recreation	Recreation Revolving	\$ 253,729.42	\$ 235,183.63	\$ 82,359.92	\$ 222,000.00
	Fireworks	\$ 10,037.11	\$ 10,424.90	\$ 668.89	\$ 1,000.00
	Total Projected Revenue	\$ 263,766.53	\$ 245,608.53	\$ 83,028.81	\$ 223,000.00
Sealer of Weights	Sealer Fees	\$ 2,820.00	\$ 2,900.00	\$ 10.00	\$ 2,900.00
Selectboard	Liquor License	\$ 32,810.00	\$ 35,880.00	\$ 28,055.00	\$ 39,050.00
	Common Victualler	\$ 1,250.00	\$ 1,455.00	\$ 780.00	\$ 1,230.00
	Miscellaneous Licenses	\$ 8,815.00	\$ 6,210.00	\$ 3,400.00	\$ 4,080.00
	Town Hall Rental	\$ 988.67	\$ 725.37	\$ 360.00	\$ 360.00
	Misc.	\$ -	\$ 985.12	\$ 2,908.13	\$ 5.00
	Total Projected Revenue	\$ 43,863.67	\$ 45,255.49	\$ 35,503.13	\$ 44,725.00
Tax Collector	Municipal Lien Certificates (\$25.00)	\$ 13,550.00	\$ 13,450.00	\$ 9,425.00	\$ 13,500.00
	Insufficient check fee (\$25.00)	\$ 701.10	\$ 875.65	\$ 250.00	\$ 750.00
	Marking Fee	\$ 10,228.00	\$ 9,231.73	\$ 3,880.00	\$ 11,570.00
	Demand Fee	\$ 27,250.00	\$ 41,918.14	\$ 31,011.83	\$ 38,585.00
	Total Projected Revenue	\$ 51,729.10	\$ 65,475.52	\$ 44,566.83	\$ 64,405.00

Indirect Costs

School Indirect Costs Reflected on Town Side of Budget

FY 12 :

FY 12 Budget Recommendation		\$19,252,563
<i>Health Insurance</i>	\$	2,731,410
<i>FICA/Medicare</i>	\$	233,036
<i>Contributory & Non Contr. Retirement</i>	\$	669,762
<i>Unemployment</i>	\$	56,954
<i>Property & Liability Insurance</i>	\$	88,000
<i>Workers Compensation</i>	\$	-
Total Indirects		\$ 3,779,162
Total Amount of Budget Dollars in Support of School Department		\$23,031,725

SHELD Indirect Costs Reflected on Town Side of Budget

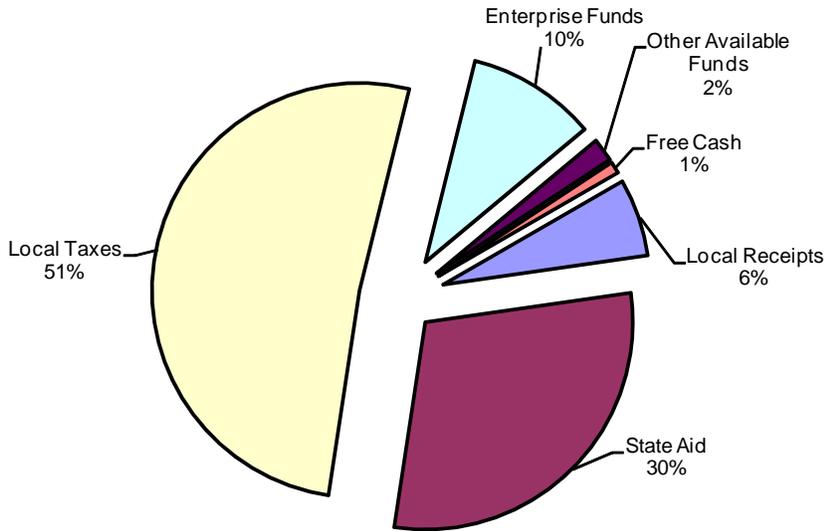
FY 12:

FY 12 Estimated Payment to Town		\$ 527,600
<i>Health Insurance</i>	\$	161,565
<i>FICA/Medicare</i>	\$	16,480
<i>Contributory Retirement</i>	\$	203,592
<i>Estimated Costs for Admin Services</i>	\$	14,614
Total Indirects		\$ 396,251
Total Monetary Net Contributions to Town		\$ 131,349

Pie Chart of Allocations

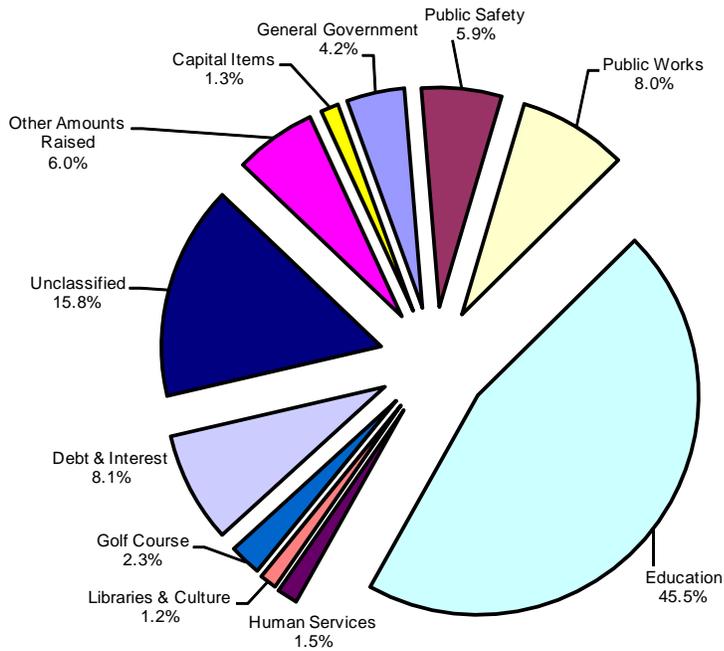
FY 2012 Budget

Where the Money Comes From



TOTAL SELECTBOARD RECOMMENDED BUDGET
\$ 42,267,557
For Fiscal Year June 30, 2012

Where the Money Goes



"General Fund" Budget and Revenue Comparison Estimates

(Does not Include Enterprise Funds, or Debt Exclusion)
Based on Selectboard Recommended Budgets & Governor's Budget

	FY 2011 Budget	FY 2012 Requests	<i>Difference</i>
Estimated Revenue Sources:			
Amount Estimated in Local Receipts	\$ 2,397,990	\$ 2,562,990	\$ 165,000
Estimated Increase in Tax Levy	\$ 20,355,250	\$ 21,067,696	\$ 712,446
Amount of "Free Cash" Usage (Amount Includes \$246,355 for '11 Golf Deficit)	\$ 761,692	\$ 392,966	\$ (368,726)
Stabilization Fund Usage	\$ 200,000	\$ -	\$ (200,000)
Available Funds (that help fund budgets)	\$ 265,332	\$ 231,739	\$ (33,593)
Amount from Enterprise Funds to G/F (For Indirect Costs & Admin Services)	\$ 358,598	\$ 369,015	\$ 10,417
Estimated Amount from SHELD for indirects/PILOT	\$ 527,600	\$ 527,600	\$ -
<i>Net</i> Estimated Amount State Aid (Cherry Sheet)	\$ 10,166,011	\$ 10,111,502	\$ (54,509)
 Total of Estimated Revenue Sources	 \$ 35,032,473	 \$ 35,263,508	 \$ 231,035
Less:			
Shared Fixed/ Unclassified Costs	\$ 6,675,438	\$ 6,535,209	\$ (140,229)
Net Amount Available for Funding of Operating Budgets/ Capital	 \$ 28,357,035	 \$ 28,728,299	 \$ 371,264
Capital Spending :			
Capital Stab/ Items	\$ 434,000	\$ 354,471	\$ (79,529)
Town & School Debt	\$ 497,156	\$ 337,685	\$ (159,471)
Net Change in Capital Spending	 \$ 931,156	 \$ 692,156	 \$ (239,000)
 New Net Amount Available for Operating	 \$ 27,425,879	 \$ 28,036,143	 \$ 610,264

Continued on next page

	FY 2011 Budget	FY 2012 Requests	<i>Difference</i>
<i>Operating Budget Requests:</i>			
School Dept	\$ 18,793,008	\$ 19,252,563	\$ 459,555
General Government	\$ 1,616,818	\$ 1,626,492	\$ 9,674
Reserve Fund	\$ 42,500	\$ 42,500	\$ -
Public Safety	\$ 2,560,215	\$ 2,479,000	\$ (81,215)
DPW	\$ 1,225,060	\$ 1,183,260	\$ (41,800)
Snow & Ice	\$ 100,004	\$ 100,005	\$ 1
Council on Aging	\$ 295,134	\$ 315,018	\$ 19,884
Veterans Benefits	\$ 195,000	\$ 215,300	\$ 20,300
Libraries	\$ 514,155	\$ 510,417	\$ (3,738)
Gaylord Library	\$ 12,350	\$ 12,350	\$ -
Town Audit/ GASB 45 - Actuary	\$ 26,000	\$ 28,000	\$ 2,000
Non Fixed Unclassified	\$ 123,366	\$ 122,767	\$ (599)
Health	\$ 115,636	\$ 112,984	\$ (2,652)
Canal Park	\$ 1,000	\$ 900	\$ (100)
Cable Studio Dept	\$ 80,306	\$ 78,306	\$ (2,000)
Conservation Land Fund	\$ 5,000	\$ 5,000	\$ -
Wage & Class Plan	\$ -	\$ -	\$ -
Property Revaluation	\$ 10,000	\$ 10,000	\$ -
Other Special Articles	\$ 32,214	\$ 5,550	\$ (26,664)
Current Year Golf Course Deficit Funded (no Capital or indirect costs)	\$ 216,355	\$ 392,966	\$ 176,611
Total of Operating Expense Requests	\$ 25,964,121	\$ 26,493,378	\$ 529,257
Operating Expenses (over)/under Net Amount Avail			\$ 81,007
Estimated increase in amount for Other Assessments			
(School Choice; Regional Transit; Veterans Budget; etc...)	\$ 1,256,288	\$ 1,335,353	\$ 79,065
(adjust for FY11 to FY12 overlay amount raised)	\$ 205,470	\$ 207,412	\$ 1,942
Operating Expenses & Assessments (over)/under Net Amount Avail			\$ -

Preliminary Estimated Sources and Uses

Based on Selectboard Recommended Budgets & Governor's (House 1) Revenues

April 14, 2011

AMOUNT TO BE RAISED:

Appropriations

School Department	19,252,563
General Government	1,626,492
Public Safety	2,479,000
Reserve Fund	42,500
DPW	3,289,338
Snow & Ice	100,005
Council on Aging	315,018
Veterans Benefits	215,300
Libraries	510,417
Gaylord Library	12,350
Town Audit	24,000
GASB 45 - Actuary	4,000
Unclassified Accounts	6,657,976
Workers' Compensation	-
Health	112,984
Debt & Interest	1,325,373
Debt & Interest (Debt Exclusion)	2,112,004
Connecticut River Markers	5,500
Canal Park	900
Ledges Golf Course Enterprise	989,793
Cable Studio Manager	78,306
Conservation Land Fund	5,000
Stabilization Fund	-
Wage & Classification Plan	-
Capital Stabilization Fund	81,471
Estimated Capital Funding	473,000

Total Appropriations 39,713,290

Special Articles:

Property Revaluation	10,000
Animal License Module	5,550

Revised Total Appropriations 39,728,840

PVPC/VETS	30,978
Overlay Reserve	207,412
Cherry Sheet Charges	153,061
Cherry Sheet Offsets	995,952
School Choice Tuition	1,151,314

Total 42,267,557

ESTIMATED RECEIPTS:

Revenues:

Local Estimated Receipts	2,562,990
Cherry Sheet	11,107,454
Debt Exclusion Reimbursement	1,434,140
Enterprise Funds	4,259,608
Available Funds	630,205
Electric Light Department	527,600

Total 20,521,997

Total to be Raised	42,267,557
Total Estimated Receipts	20,521,997
Tax Levy Required	21,745,560
Actual Tax Levy Limit	21,067,696
Debt Exclusion to be Raised	677,864

SURPLUS/DEFICIT \$ -

<u>Available Funds</u>	
Ambulance Fund	100,100
Boat Excise	5,500
Dog Refund	19,030
Aid To Libraries	7,925
Cable Studio Fund	104,684
Free Cash	392,966
Stabilization Fund	-
Total	630,205

<u>Enterprise Funds</u>	
WWTP	1,348,919
WWTP Debt & Interest	554,145
Landfill	957,159
Landfill Debt & Interest	36,870
Reimbursement to General Fund	369,015
Ledges Golf Course Enterprise	596,827
Ledges Golf Course Debt & Interest	396,673
(assumes a \$392,966 deficit for FY12 not including indirect costs in General Fund)	
Total	4,259,608

FY2012 Operating Budget (Requested & Selectboard Recommended)

TOWN WARRANT	DEPARTMENT	EXPENDED FY2009	EXPENDED FY2010	BUDGET FY2011	REQUEST FY2012	CHANGE FY11-12	SELECTBOARD'S RECOMMENDED FY2012	CHANGE FROM REQUESTED
ART. #8	SCHOOLS							
	PERSONNEL	\$14,753,849	\$14,830,552	\$15,106,837				
	OTHER EXPENSES	\$3,537,431	\$3,719,685	\$3,686,171				
	TOTAL SCHOOLS	\$18,291,280	\$18,550,237	\$18,793,008	\$19,252,563	\$459,555	\$19,252,563	\$0
<i>Plus Estimated School Share of Fixed/Unclassified Costs</i>								
	<i>*For Illustrative Purposes Only</i>							
	Retirement	\$ 506,564	\$ 563,509	\$ 614,446	\$ 669,762	\$ 55,316		
	Unemployment	\$ 27,375	\$ 31,597	\$ 56,954	\$ 56,954	\$ -		
	Health Insurance	\$ 2,583,517	\$ 2,720,897	\$ 2,848,212	\$ 2,848,212	\$ -		
	FICA	\$ 210,751	\$ 218,916	\$ 221,939	\$ 233,036	\$ 11,097		
	Prop & Liab Insurance	\$ 79,744	\$ 74,040	\$ 81,474	\$ 88,000	\$ 6,526		
	Workers Comp (based on approp)	\$ 53,040	\$ -	\$ 52,585	\$ -	\$ (52,585)		
	TOTAL SCHOOL BUD. W/ INDIRECTS	\$ 21,752,271	\$ 22,159,196	\$ 22,668,618	\$ 23,148,527	\$ 479,909		
ART. #6	RESERVE FUND BUDGET	\$45,000	\$42,500	\$42,500	\$42,500	\$0	\$42,500	\$0
	TRANSFERS TO OTHER DEPARTMENTS	(\$27,730)	(\$37,250)	(\$3,000)		\$3,000		
	CLOSED TO FREE CASH	(\$17,270)	(\$5,250)					
ART. #7	COMPENSATION FOR ELECTED TOWN OFFICIALS (ANNUALLY)							
	MODERATOR	\$1	\$1	\$1	\$1	\$0	\$1	\$0
	SELECTBOARD (EACH 5)	\$2,000	\$2,000	\$2,000	\$2,000	\$0	\$2,000	\$0
	TAX COLLECTOR	\$54,352	\$57,450	\$57,450	\$57,450	\$0	\$57,450	\$0
	ASSESSORS (EACH 3)	\$2,500	\$2,500	\$2,500	\$2,500	\$0	\$2,500	\$0
	TOWN CLERK-TREASURER	\$62,800	\$58,000	\$58,250	\$58,250	\$0	\$58,250	\$0
	WAGE AND CLASSIFICATION PLAN	\$96,736	\$80,000	\$0	\$0	\$0	\$0	\$0
	TRANSFERS TO OTHER DEPARTMENTS	(\$92,081)	(\$76,576)					
	DIRECT EXPENDITURES	(\$2,907)	(\$3,066)					
ART. #9	GENERAL GOVERNMENT							
	MODERATOR							
	PERSONAL SERVICES	\$0	\$0	\$1	\$1	\$0	\$1	\$0
	TOTAL MODERATOR	\$0	\$0	\$1	\$1	\$0	\$1	\$0
	APPROPRIATIONS COMMITTEE							
	OTHER EXPENSES	\$231	\$0	\$450	\$450	\$0	\$450	\$0
	TOTAL APPROPRIATIONS COMM.	\$231	\$0	\$450	\$450	\$0	\$450	\$0
	INTERNAL SERVICE ACCOUNT							
	OTHER EXPENSES						\$23,757	\$23,757
	SELECTBOARD							
	PERSONAL SERVICES	\$327,453	\$274,412	\$304,458	\$241,885	(\$62,573)	\$241,885	\$0
	OTHER EXPENSES	\$46,771	\$51,990	\$41,475	\$81,475	\$40,000	\$79,975	(\$1,500)
	TOTAL SELECTMEN	\$374,224	\$326,402	\$345,933	\$323,360	(\$22,573)	\$321,860	(\$1,500)
	YOUTH COMMISSION							
	PERSONAL SERVICES							
	OTHER EXPENSES			\$2,000	\$4,800	\$2,800	\$4,700	(\$100)
	TOTAL YOUTH COMMISSION			\$2,000	\$4,800	\$2,800	\$4,700	(\$100)
	HUMAN RESOURCES							
	PERSONAL SERVICES	\$42,672	\$45,233	\$45,234	\$52,772	\$7,538	\$52,772	\$0
	OTHER EXPENSES	\$2,976	\$3,193	\$7,750	\$14,450	\$6,700	\$28,650	\$14,200
	TOTAL HUMAN RESOURCES	\$45,648	\$48,426	\$52,984	\$67,222	\$14,238	\$81,422	\$14,200
	ACCOUNTANT							
	PERSONAL SERVICES	\$133,779	\$140,139	\$140,145	\$140,145	\$0	\$140,145	\$0
	OTHER EXPENSES	\$1,875	\$1,556	\$1,500	\$1,500	\$0	\$810	(\$690)
	TOTAL ACCOUNTANT	\$135,654	\$141,695	\$141,645	\$141,645	\$0	\$140,955	(\$690)
	CLERK-TREASURER							
	PERSONAL SERVICES	\$152,144	\$151,884	\$152,135	\$152,135	\$0	\$152,135	\$0
	OTHER EXPENSES	\$33,242	\$30,130	\$36,405	\$36,405	\$0	\$30,405	(\$6,000)
	MUNIS SOFTWARE		\$8,100	\$0	\$0	\$0	\$0	\$0
	TOTAL CLERK-TREASURER	\$185,386	\$190,114	\$188,540	\$188,540	\$0	\$182,540	(\$6,000)
	TAX COLLECTOR							
	PERSONAL SERVICES	\$90,060	\$94,087	\$98,077	\$98,177	\$100	\$98,177	\$0
	OTHER EXPENSES	\$19,909	\$19,043	\$20,849	\$20,749	(\$100)	\$19,224	(\$1,525)
	TOTAL TAX COLLECTOR	\$109,969	\$113,130	\$118,926	\$118,926	\$0	\$117,401	(\$1,525)
	ASSESSORS							
	PERSONAL SERVICES	\$132,297	\$135,413	\$135,931	\$135,931	\$0	\$135,931	\$0
	OTHER EXPENSES	\$17,624	\$10,204	\$13,200	\$13,200	\$0	\$11,850	(\$1,350)
	TOTAL ASSESSORS	\$149,921	\$145,617	\$149,131	\$149,131	\$0	\$147,781	(\$1,350)

TOWN WARRANT	DEPARTMENT	EXPENDED FY2009	EXPENDED FY2010	BUDGET FY2011	REQUEST FY2012	CHANGE FY11-12	SELECTBOARD'S RECOMMENDED FY2012	CHANGE FROM REQUESTED
	ELECTION AND REGISTRATION							
	PERSONAL SERVICES	\$18,051	\$15,092	\$19,764	\$8,325	(\$11,439)	\$8,325	\$0
	OTHER EXPENSES	\$9,876	\$15,303	\$14,450	\$13,750	(\$700)	\$13,750	\$0
	TOTAL ELECTION AND REG.	\$27,927	\$30,395	\$34,214	\$22,075	(\$12,139)	\$22,075	\$0
	TOWN HALL							
	PERSONAL SERVICES	\$17,820	\$18,759	\$0	\$0	\$0	\$0	\$0
	OTHER EXPENSES	\$121,510	\$110,848	\$152,085	\$157,085	\$5,000	\$157,085	\$0
	TOTAL TOWN HALL	\$139,330	\$129,607	\$152,085	\$157,085	\$5,000	\$157,085	\$0
	TOWN COUNSEL							
	PERSONAL SERVICES	\$2,600	\$2,600	\$2,600	\$2,600	\$0	\$2,600	\$0
	OTHER EXPENSES	\$34,485	\$17,659	\$30,000	\$30,000	\$0	\$30,000	\$0
	TOTAL TOWN COUNSEL	\$37,085	\$20,259	\$32,600	\$32,600	\$0	\$32,600	\$0
	PERSONNEL BOARD							
	OTHER EXPENSES	\$5,351	\$1,704	\$5,054	\$0	(\$5,054)	\$0	\$0
	TOTAL PERSONNEL BOARD	\$5,351	\$1,704	\$5,054	\$0	(\$5,054)	\$0	\$0
	I.T. DEPARTMENT							
	PERSONAL SERVICES	\$103,252	\$105,463	\$105,464	\$105,713	\$249	\$105,713	\$0
	OTHER EXPENSES	\$91,129	\$95,529	\$88,709	\$88,460	(\$249)	\$88,460	\$0
	TOTAL DATA PROCESSING	\$194,381	\$200,992	\$194,173	\$194,173	\$0	\$194,173	\$0
	TECHNOLOGY COMMITTEE							
	OTHER EXPENSES	\$23,800	\$5,000	\$10,000	\$10,000	\$0	\$10,000	\$0
	TOTAL TECH COMMITTEE	\$23,800	\$5,000	\$10,000	\$10,000	\$0	\$10,000	\$0
	PLANNING BOARD							
	PERSONAL SERVICES	\$68,738	\$71,222	\$71,222	\$71,222	\$0	\$71,222	\$0
	OTHER EXPENSES	\$3,623	\$3,988	\$5,250	\$5,250	\$0	\$4,350	(\$900)
	TOTAL PLANNING BOARD	\$72,361	\$75,210	\$76,472	\$76,472	\$0	\$75,572	(\$900)
	BOARD OF APPEALS							
	OTHER EXPENSES	\$0	\$0	\$675	\$675	\$0	\$675	\$0
	TOTAL BOARD OF APPEALS	\$0	\$0	\$675	\$675	\$0	\$675	\$0
	CONSERVATION COMMISSION							
	PERSONAL SERVICES	\$40,028	\$38,628	\$38,629	\$38,629	\$0	\$38,629	\$0
	OTHER EXPENSES	\$2,384	\$2,418	\$2,424	\$2,424	\$0	\$2,324	(\$100)
	TOTAL CONSERVATION COMMITTEE	\$42,412	\$41,046	\$41,053	\$41,053	\$0	\$40,953	(\$100)
	RECREATION DEPARTMENT							
	PERSONAL SERVICES	\$75,229	\$70,724	\$71,207	\$71,207	\$0	\$71,207	\$0
	OTHER EXPENSES	\$9,712	\$3,835	\$2,675	\$2,675	\$0	\$1,285	(\$1,390)
	TOTAL RECREATION DEPT.	\$84,941	\$74,559	\$73,882	\$73,882	\$0	\$72,492	(\$1,390)
	TOTAL GENERAL GOVERNMENT	\$1,628,621	\$1,544,156	\$1,619,818	\$1,602,090	(\$17,728)	\$1,626,492	\$24,402
ART. #10	PUBLIC SAFETY							
	POLICE							
	PERSONAL SERVICES	\$2,047,556	\$1,886,077	\$2,106,384	\$2,031,654	(\$74,730)	\$2,031,654	\$0
	OTHER EXPENSES	\$273,238	\$262,964	\$276,123	\$273,838	(\$2,285)	\$271,688	(\$2,150)
	POLICE CRUISERS	\$52,911	\$56,000	\$56,000	\$56,000	\$0	\$56,000	\$0
	TOTAL POLICE	\$2,373,705	\$2,205,041	\$2,438,507	\$2,361,492	(\$77,015)	\$2,359,342	(\$2,150)
	POLICE MATRONS							
	PERSONAL SERVICES	\$245	\$374	\$500	\$0	(\$500)	\$0	\$0
	TOTAL POLICE MATRONS	\$245	\$374	\$500	\$0	(\$500)	\$0	\$0
	MA EMERGENCY MANAGEMENT ASSOC. (MEMA)							
	PERSONAL SERVICES	\$5,000	\$2,500	\$5,000	\$5,000	\$0	\$5,000	\$0
	OTHER EXPENSES	\$1,500	\$0	\$6,169	\$6,169	\$0	\$6,169	\$0
	TOTAL MEMA	\$6,500	\$2,500	\$11,169	\$11,169	\$0	\$11,169	\$0
	FOREST WARDEN/FIRES							
	PERSONAL SERVICES	\$500	\$500	\$500	\$500	\$0	\$500	\$0
	OTHER EXPENSES	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL FOREST WARDEN/FIRES	\$500	\$500	\$500	\$500	\$0	\$500	\$0
	BUILDING INSPECTOR							
	PERSONAL SERVICES	\$59,663	\$60,903	\$62,658	\$62,658	\$0	\$62,658	\$0
	OTHER EXPENSES	\$1,855	\$1,915	\$2,700	\$2,700	\$0	\$1,800	(\$900)
	TOTAL BUILDING INSPECTOR	\$61,518	\$62,818	\$65,358	\$65,358	\$0	\$64,458	(\$900)
	WIRING INSPECTOR							
	PERSONAL SERVICES	\$21,649	\$22,016	\$22,211	\$22,211	\$0	\$22,211	\$0
	OTHER EXPENSES	\$1,538	\$1,460	\$1,680	\$1,680	\$0	\$1,180	(\$500)
	TOTAL WIRING INSPECTOR	\$23,187	\$23,476	\$23,891	\$23,891	\$0	\$23,391	(\$500)

TOWN WARRANT	DEPARTMENT	EXPENDED FY2009	EXPENDED FY2010	BUDGET FY2011	REQUEST FY2012	CHANGE FY11-12	SELECTBOARD'S RECOMMENDED FY2012	CHANGE FROM REQUESTED
	SEALER OF WEIGHTS & MEASURES							
	PERSONAL SERVICES	\$6,215	\$6,215	\$6,215	\$6,215	\$0	\$6,215	\$0
	OTHER EXPENSES	\$359	\$283	\$400	\$400	\$0	\$350	(\$50)
	TOTAL SEALER OF WEIGHT & MEASURES	\$6,574	\$6,498	\$6,615	\$6,615	\$0	\$6,565	(\$50)
	DOG OFFICER							
	PERSONAL SERVICES	\$11,530	\$11,546	\$11,615	\$11,615	\$0	\$11,615	\$0
	OTHER EXPENSES	\$1,568	\$1,385	\$1,860	\$1,860	\$0	\$1,760	(\$100)
	TOTAL DOG OFFICER	\$13,098	\$12,931	\$13,475	\$13,475	\$0	\$13,375	(\$100)
	PARKING CLERK							
	OTHER EXPENSES	\$137	\$47	\$200	\$200	\$0	\$200	\$0
	TOTAL PUBLIC SAFETY	\$2,485,464	\$2,314,185	\$2,560,215	\$2,482,700	(\$77,515)	\$2,479,000	(\$3,700)
ART. #12	DEPARTMENT OF PUBLIC WORKS							
	ADMINISTRATION							
	PERSONAL SERVICES	\$101,746	\$105,645	\$105,648	\$85,038	(\$20,610)	\$85,038	\$0
	OTHER EXPENSES	\$19,894	\$16,455	\$18,140	\$17,939	(\$201)	\$17,539	(\$400)
	TOTAL ADMINISTRATION	\$121,640	\$122,100	\$123,788	\$102,977	(\$20,811)	\$102,577	(\$400)
	CONSTRUCTION & MAINTENANCE							
	PERSONAL SERVICES	\$307,193	\$319,259	\$322,610	\$290,865	(\$31,745)	\$290,865	\$0
	OTHER EXPENSES	\$105,938	\$133,268	\$122,000	\$122,000	\$0	\$122,000	\$0
	TOTAL CONSTRUCTION & MAINT.	\$413,131	\$452,527	\$444,610	\$412,865	(\$31,745)	\$412,865	\$0
	SANITARY LANDFILL							
	PERSONAL SERVICES	\$158,935	\$162,712	\$165,077	\$185,687	\$20,610	\$185,687	\$0
	OTHER EXPENSES	\$727,367	\$679,344	\$787,328	\$771,712	(\$15,616)	\$771,472	(\$240)
	TOTAL SANITARY LANDFILL	\$886,302	\$842,056	\$952,405	\$957,399	\$4,994	\$957,159	(\$240)
	PARKS							
	PERSONAL SERVICES	\$277,257	\$275,685	\$293,017	\$304,373	\$11,356	\$304,373	\$0
	OTHER EXPENSES	\$126,425	\$126,580	\$125,800	\$125,800	\$0	\$125,600	(\$200)
	TOTAL PARKS	\$403,682	\$402,265	\$418,817	\$430,173	\$11,356	\$429,973	(\$200)
	TREE DEPARTMENT							
	PERSONAL SERVICES	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$5,000	\$0
	OTHER EXPENSES	\$56,107	\$80,817	\$74,600	\$74,600	\$0	\$74,600	\$0
	TOTAL TREE DEPARTMENT	\$61,107	\$85,817	\$79,600	\$79,600	\$0	\$79,600	\$0
	WATER POLLUTION CONTROL							
	PERSONAL SERVICES	\$552,110	\$564,959	\$577,518	\$582,381	\$4,863	\$582,381	\$0
	OTHER EXPENSES	\$654,456	\$582,487	\$609,300	\$569,300	(\$40,000)	\$566,538	(\$2,762)
	TOTAL WATER POLL. CONTROL	\$1,206,566	\$1,147,446	\$1,186,818	\$1,151,681	(\$35,137)	\$1,148,919	(\$2,762)
	VEHICLE MAINTENANCE							
	PERSONAL SERVICES	\$45,909	\$46,642	\$47,245	\$47,245	\$0	\$47,245	\$0
	OTHER EXPENSES	\$112,368	\$95,433	\$111,000	\$111,000	\$0	\$111,000	\$0
	TOTAL VEHICLE MAINT.	\$158,277	\$142,075	\$158,245	\$158,245	\$0	\$158,245	\$0
	TOTAL DEPARTMENT PUBLIC WORKS	\$3,250,705	\$3,194,286	\$3,364,283	\$3,292,940	(\$71,343)	\$3,289,338	(\$3,602)
ART. #13	SNOW AND ICE							
	PERSONAL SERVICES	\$63,087	\$17,643	\$20,380	\$20,380	\$0	\$20,380	\$0
	OTHER EXPENSES	\$227,754	\$163,786	\$79,624	\$79,625	\$1	\$79,625	\$0
	TOTAL SNOW AND ICE	\$290,841	\$181,429	\$100,004	\$100,005	\$1	\$100,005	\$0
ART. #14	COUNCIL ON AGING							
	PERSONAL SERVICES	\$216,519	\$228,233	\$225,374	\$246,758	\$21,384	\$246,758	\$0
	OTHER EXPENSES	\$69,000	\$66,247	\$69,760	\$69,760	\$0	\$68,260	(\$1,500)
	TOTAL COUNCIL ON AGING	\$285,519	\$294,480	\$295,134	\$316,518	\$21,384	\$315,018	(\$1,500)
ART. #15	VETERANS							
	OTHER EXPENSES	\$97,029	\$129,387	\$195,000	\$215,300	\$20,300	\$215,300	\$0
	TOTAL VETERANS	\$97,029	\$129,387	\$195,000	\$215,300	\$20,300	\$215,300	\$0
ART. #16	LIBRARIES							
	PERSONAL SERVICES	\$346,906	\$359,875	\$348,815	\$345,052	(\$3,763)	\$345,052	\$0
	OTHER EXPENSES	\$177,897	\$177,498	\$165,340	\$165,365	\$25	\$165,365	\$0
	TOTAL LIBRARIES	\$524,803	\$537,373	\$514,155	\$510,417	(\$3,738)	\$510,417	\$0
ART. #17	GAYLORD LIBRARY	\$13,500	\$13,000	\$12,350	\$12,350	\$0	\$12,350	\$0
ART. #18	TOWN AUDIT	\$20,500	\$22,000	\$22,000	\$24,000	\$2,000	\$24,000	\$0
	GASB 34/ GASB 45 COMPLIANCE	\$6,000	\$6,000	\$4,000	\$4,000	\$0	\$4,000	\$0

TOWN WARRANT	DEPARTMENT	EXPENDED		BUDGET	REQUEST	CHANGE	SELECTBOARD'S	CHANGE FROM																																																															
		FY2009	FY2010	FY2011	FY2012	FY11-12	RECOMMENDED	REQUESTED																																																															
ART. #19	CABLE STUDIO MANAGER																																																																						
	PERSONAL SERVICES	\$43,255	\$46,487	\$65,106	\$65,106	\$0	\$65,106	\$0																																																															
	OTHER EXPENSES	\$9,844	\$21,430	\$15,200	\$13,700	(\$1,500)	\$13,200	(\$500)																																																															
	TOTAL CABLE STUDIO	\$53,099	\$67,917	\$80,306	\$78,806	(\$1,500)	\$78,306	(\$500)																																																															
<div style="border: 1px solid black; padding: 5px;"> <p><i>Estimated Town Share of Fixed/Unclassified Costs</i> (Note: Enterprise amounts not broken out)</p> <table> <tr> <td>* For Illustrative Purposes Only</td> <td>Retirement</td> <td>\$ 893,817</td> <td>\$ 904,821</td> <td>\$ 973,632</td> <td>\$ 1,029,378</td> <td>\$ 55,746</td> <td></td> <td></td> </tr> <tr> <td></td> <td>Unemployment</td> <td>\$ 22,590</td> <td>\$ 51,403</td> <td>\$ 43,046</td> <td>\$ 43,046</td> <td>\$ -</td> <td></td> <td></td> </tr> <tr> <td></td> <td>Health Insurance</td> <td>\$ 1,084,761</td> <td>\$ 1,140,851</td> <td>\$ 1,167,691</td> <td>\$ 1,167,691</td> <td>\$ -</td> <td></td> <td></td> </tr> <tr> <td></td> <td>FICA</td> <td>\$ 72,855</td> <td>\$ 72,776</td> <td>\$ 73,772</td> <td>\$ 77,461</td> <td>\$ 3,689</td> <td></td> <td></td> </tr> <tr> <td></td> <td>Prop & Liab Insurance</td> <td>\$ 135,031</td> <td>\$ 124,191</td> <td>\$ 104,488</td> <td>\$ 112,000</td> <td>\$ 7,512</td> <td></td> <td></td> </tr> <tr> <td></td> <td>Workers Comp (based on approp)</td> <td>\$ 11,960</td> <td>\$ -</td> <td>\$ 12,415</td> <td>\$ -</td> <td>\$ (12,415)</td> <td></td> <td></td> </tr> <tr> <td></td> <td>TOTAL TOWN BUD. W/ INDIRECTS</td> <td>\$ 9,003,214</td> <td>\$ 8,836,463</td> <td>\$ 9,258,098</td> <td>\$ 9,211,383</td> <td>\$ (46,715)</td> <td></td> <td></td> </tr> </table> </div>									* For Illustrative Purposes Only	Retirement	\$ 893,817	\$ 904,821	\$ 973,632	\$ 1,029,378	\$ 55,746				Unemployment	\$ 22,590	\$ 51,403	\$ 43,046	\$ 43,046	\$ -				Health Insurance	\$ 1,084,761	\$ 1,140,851	\$ 1,167,691	\$ 1,167,691	\$ -				FICA	\$ 72,855	\$ 72,776	\$ 73,772	\$ 77,461	\$ 3,689				Prop & Liab Insurance	\$ 135,031	\$ 124,191	\$ 104,488	\$ 112,000	\$ 7,512				Workers Comp (based on approp)	\$ 11,960	\$ -	\$ 12,415	\$ -	\$ (12,415)				TOTAL TOWN BUD. W/ INDIRECTS	\$ 9,003,214	\$ 8,836,463	\$ 9,258,098	\$ 9,211,383	\$ (46,715)		
* For Illustrative Purposes Only	Retirement	\$ 893,817	\$ 904,821	\$ 973,632	\$ 1,029,378	\$ 55,746																																																																	
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	TOTAL TOWN BUD. W/ INDIRECTS	\$ 9,003,214	\$ 8,836,463	\$ 9,258,098	\$ 9,211,383	\$ (46,715)																																																																	
ART. #20	UNCLASSIFIED																																																																						
	RETIREMENT FUND																																																																						
	TOWN	\$893,817	\$904,821	\$973,632	\$1,029,378	\$55,746	\$1,029,378	\$0																																																															
	SCHOOL	\$506,564	\$563,509	\$614,446	\$669,762	\$55,316	\$669,762	\$0																																																															
	SHELD	\$204,884	\$209,764	\$235,203	\$203,592	(\$31,611)	\$203,592	\$0																																																															
	TOTAL	\$1,605,265	\$1,678,094	\$1,823,281	\$1,902,732	\$79,451	\$1,902,732	\$0																																																															
	UNEMPLOYMENT COMPENSATION																																																																						
	TOWN	\$22,590	\$51,403	\$43,046	\$43,046	\$0	\$43,046	\$0																																																															
	SCHOOL	\$27,375	\$31,597	\$56,954	\$56,954	\$0	\$56,954	\$0																																																															
	SHELD	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																																															
	TOTAL	\$49,965	\$83,000	\$100,000	\$100,000	\$0	\$100,000	\$0																																																															
	EMPLOYEES & RETIREES GROUP INS.																																																																						
	ACTIVE:																																																																						
	TOWN	\$747,263	\$785,828	\$851,782	\$851,782	\$0	\$851,782	\$0																																																															
	SCHOOL	\$1,933,505	\$2,085,610	\$2,160,669	\$2,160,669	\$0	\$2,160,669	\$0																																																															
	SHELD	\$111,474	\$111,087	\$99,298	\$99,298	\$0	\$99,298	\$0																																																															
	RETIREES:																																																																						
	TOWN	\$337,498	\$355,023	\$315,909	\$315,909	\$0	\$260,733	(\$55,176)																																																															
	SCHOOL	\$650,012	\$635,287	\$687,543	\$687,543	\$0	\$570,741	(\$116,802)																																																															
	SHELD	\$64,194	\$76,571	\$74,578	\$74,578	\$0	\$62,267	(\$12,311)																																																															
	TOTAL	\$3,843,946 *	\$4,049,406	\$4,189,779	\$4,189,779	\$0	\$4,005,490	(\$184,289)																																																															
	HAZARD INSURANCE																																																																						
	TOWN	\$135,031	\$124,191	\$104,488	\$112,000	\$7,512	\$112,000	\$0																																																															
	SCHOOL	\$79,744	\$74,040	\$81,474	\$88,000	\$6,526	\$88,000	\$0																																																															
	SHELD																																																																						
	TOTAL	\$214,775	\$198,231	\$185,962	\$200,000	\$14,038	\$200,000	\$0																																																															
	MEDICARE INSURANCE																																																																						
	TOWN	\$72,855	\$72,776	\$73,772	\$77,461	\$3,689	\$77,461	\$0																																																															
	SCHOOL	\$210,751	\$218,916	\$221,939	\$233,036	\$11,097	\$233,036	\$0																																																															
	SHELD	\$16,232	\$15,472	\$15,695	\$16,480	\$785	\$16,480	\$0																																																															
	TOTAL	\$299,838	\$307,164	\$311,406	\$326,977	\$15,571	\$326,977	\$0																																																															
	STREET AND TRAFFIC LIGHTS	\$86,319	\$87,230	\$112,341	\$112,341	\$0	\$112,341	\$0																																																															
	MEMORIAL DAY MARKERS & FLAGS	\$2,764	\$2,760	\$2,800	\$2,800	\$0	\$2,800	\$0																																																															
	DAMAGE TO PERSONS & PROPERTY	\$0	\$0	\$10	\$10	\$0	\$10	\$0																																																															
	TOWN REPORTS	\$2,366	\$2,782	\$3,500	\$3,500	\$0	\$3,500	\$0																																																															
	OLD FIREHOUSE MUSEUM	\$3,202	\$2,821	\$4,725	\$4,126	(\$599)	\$4,126	\$0																																																															
	TOTAL UNCLASSIFIED	\$6,108,440	\$6,411,488	\$6,733,804	\$6,842,265	\$108,461	\$6,657,976	(\$184,289)																																																															
	WORKERS' COMPENSATION FUND	\$65,000	\$0	\$65,000	\$0	(\$65,000)	\$0	\$0																																																															
ART. #21	HEALTH AND SANITATION																																																																						
	PERSONAL SERVICES	\$90,212	\$106,899	\$111,236	\$110,084	(\$1,152)	\$110,084	\$0																																																															
	OTHER EXPENSES	\$3,535	\$3,819	\$4,400	\$2,900	(\$1,500)	\$2,900	\$0																																																															
	TOTAL HEALTH AND SANITATION	\$93,747	\$110,718	\$115,636	\$112,984	(\$2,652)	\$112,984	\$0																																																															

TOWN WARRANT	DEPARTMENT	EXPENDED FY2009	EXPENDED FY2010	BUDGET FY2011	REQUEST FY2012	CHANGE FY11-12	SELECTBOARD'S RECOMMENDED FY2012	CHANGE FROM REQUESTED
ART. #22	MATURING DEBT AND INTEREST							
	PAYMENT ON DEBT							
	TOWN	\$243,775	\$243,775	\$233,375	\$210,000	(\$23,375)	\$210,000	\$0
	ENTERPRISE FUNDS	\$729,214	\$706,502	\$657,359	\$657,729	\$370	\$657,729	\$0
	SCHOOL	\$1,698,975	\$1,696,475	\$1,665,875	\$1,525,000	(\$140,875)	\$1,525,000	\$0
	TOTAL	\$2,671,964	\$2,646,752	\$2,556,609	\$2,392,729	(\$163,880)	\$2,392,729	\$0
	PAYMENT ON INTEREST LONG TERM							
	TOWN	\$42,464	\$29,858	\$17,773	\$7,705	(\$10,068)	\$7,705	\$0
	ENTERPRISE FUNDS	\$370,064	\$349,896	\$354,672	\$321,089	(\$33,583)	\$321,089	\$0
	SCHOOL	\$896,175	\$827,599	\$757,112	\$685,324	(\$71,788)	\$685,324	\$0
	TOTAL	\$1,308,703	\$1,207,353	\$1,129,557	\$1,014,118	(\$115,439)	\$1,014,118	\$0
	PAYMENT ON INTEREST SHORT TERM							
	TOWN	\$0	\$0	\$0	\$14,460	\$14,460	\$14,460	\$0
	ENTERPRISE FUNDS	\$29,021	\$18,537	\$14,423	\$8,870	(\$5,553)	\$8,870	\$0
	SCHOOL	\$0	\$0	\$0	\$7,200	\$7,200	\$7,200	\$0
	TOTAL	\$29,021	\$18,537	\$14,423	\$30,530	\$16,107	\$30,530	\$0
	TOTAL DEBT AND INTEREST	\$4,009,688	\$3,872,642	\$3,700,589	\$3,437,377	(\$263,212)	\$3,437,377	\$0
	Less Debt Exclusion Debt	(\$2,294,373)	(\$2,236,573)	(\$2,176,979)	(\$2,112,004)	\$64,975	(\$2,112,004)	\$0
	Total Debt less Exclusion	\$1,715,315	\$1,636,069	\$1,523,610	\$1,325,373	(\$198,237)	\$1,325,373	\$0
ART. #23	CONN. RIVER CHANNEL MARKINGS AND SAFETY COMMITTEE	\$3,950	\$4,093	\$5,500	\$5,500	\$0	\$5,500	\$0
	TOWN AMBULANCE							
	PERSONAL SERVICES	\$113,498	\$52,599	\$0	\$0	\$0	\$0	\$0
	OTHER EXPENSES	\$75,323	\$2,971	\$0	\$0	\$0	\$0	\$0
	TOTAL AMBULANCE	\$188,821	\$55,570	\$0	\$0	\$0	\$0	\$0
ART. #24	LEDGE'S GOLF ENTERPRISE FUND							
	PERSONAL SERVICES	\$109,834	\$117,169	\$137,334	\$0	(\$137,334)	\$0	\$0
	OTHER EXPENSES	\$777,214	\$776,691	\$785,375	\$989,793	\$204,418	\$989,793	\$0
	TOTAL GOLF	\$887,048	\$893,860	\$922,709	\$989,793	\$67,084	\$989,793	\$0
ART. #25	CANAL PARK	\$934	\$975	\$1,000	\$1,000	\$0	\$900	(\$100)
ART. #26	CONSERVATION LAND TRUST	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$5,000	\$0
	TOTAL	\$38,312,896	\$38,211,862	\$39,149,011	\$39,328,108	\$179,097	\$39,158,819	(\$169,289)
	Less Debt Exclusion Debt	(\$2,294,373)	(\$2,236,573)	(\$2,176,979)	(\$2,112,004)	\$64,975	(\$2,112,004)	\$0
	TOTAL LESS DEBT EXCLUSION	\$36,018,523	\$35,975,289	\$36,972,032	\$37,216,104	\$244,072	\$37,046,815	(\$169,289)
	SPECIAL ARTICLES:							
ART. #27	REVALUATION	\$20,000	\$12,000	\$10,000	\$10,000	\$0	\$10,000	\$0
ART. #34	ANIMAL LICENSE MODULE				\$5,550	\$5,550	\$5,550	\$0
	ENERGY AUDIT			\$32,214		(\$32,214)		
	MCCRAY APR			\$71,500		(\$71,500)		
	CHARTER COMMISSION	\$16,633						
	CAPITAL ARTICLES:							
	See Separate Page							
	TOTAL WITH SPECIAL ARTICLES	\$38,349,529	\$38,223,862	\$39,262,725	\$39,343,658	\$80,933	\$39,174,369	(\$169,289)

For FY12 - Per the Selectboard Recommended budgets - office supplies have been moved out of various budgets to a new Internal Service Account

* = Note: In FY2009, \$610,149 of this total was paid by the State Fiscal Stabilization Funds (SFSF).

Budget Request and Recommendation Summary Page by Fund Type

	EXPENDED FY2009	EXPENDED FY2010	BUDGETED FY2011	REQUESTED FY2012	CHANGE FY11-12	SELECTBOARD'S RECOMMENDED FY2012	CHANGE FROM REQUESTED
TOTAL GENERAL FUND:							
TOWN OPERATING BUDGET	\$6,797,085	\$6,542,063	\$7,026,258	\$6,829,847	(\$196,411)	\$6,847,849	\$18,002
Transfer to Workers Comp Fund	\$65,000	\$0	\$65,000	\$0	(\$65,000)	\$0	\$0
Transfer to Stabilization Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Indirect Costs - Town *	\$2,209,054	\$2,294,042	\$2,362,639	\$2,429,586	\$66,947	\$2,374,410	(\$55,176)
Town Debt *	\$286,239	\$273,633	\$251,148	\$232,165	(\$18,983)	\$232,165	\$0
Enterprise Fund Debt *	\$1,128,299	\$1,074,935	\$1,026,454	\$987,688	(\$38,766)	\$987,688	\$0
Indirect Costs - SHELDT *	\$396,784	\$412,894	\$424,774	\$393,948	(\$30,826)	\$381,637	(\$12,311)
TOTAL G/F TOWN BUDGETS	\$10,882,461	\$10,597,567	\$11,156,273	\$10,873,234	(\$283,039)	\$10,823,749	(\$49,485)
SCHOOL OPERATING BUDGET	\$18,291,280	\$18,550,237	\$18,793,008	\$19,252,563	\$459,555	\$19,252,563	\$0
Indirect Costs - School *	\$3,407,951	\$3,608,959	\$3,823,025	\$3,895,964	\$72,939	\$3,779,162	(\$116,802)
School Debt *	\$2,595,150	\$2,524,074	\$2,422,987	\$2,217,524	(\$205,463)	\$2,217,524	\$0
LESS DEBT EXCLUSION	(\$2,294,373)	(\$2,236,573)	(\$2,176,979)	(\$2,112,004)	\$64,975	(\$2,112,004)	\$0
School Debt less Exclusion	\$300,777	\$287,501	\$246,008	\$105,520	(\$140,488)	\$105,520	\$0
TOTAL GENERAL FUND	\$35,176,842	\$35,280,837	\$36,195,293	\$36,239,285	\$43,992	\$36,072,998	(\$166,287)
Less Debt Exclusion	(\$2,294,373)	(\$2,236,573)	(\$2,176,979)	(\$2,112,004)	\$64,975	(\$2,112,004)	\$0
Total General Fund Less Exclusion	\$32,882,469	\$33,044,264	\$34,018,314	\$34,127,281	\$108,967	\$33,960,994	(\$166,287)
TOTAL REC RES'D APPROP (AMBULANCE & LINE - OF -DUTY & CHANNEL MARKINGS)	\$192,771	\$59,663	\$5,500	\$5,500	\$0	\$5,500	\$0
ENTERPRISE FUNDS:							
LANDFILL	\$886,302	\$842,056	\$952,405	\$957,399	\$4,994	\$957,159	(\$240)
WASTE WATER TREATMENT	\$1,206,566	\$1,147,446	\$1,186,818	\$1,151,681	(\$35,137)	\$1,148,919	(\$2,762)
LEDGE'S GOLF COURSE	\$887,048	\$893,860	\$922,709	\$989,793	\$67,084	\$989,793	\$0
TOTAL ALL FUNDS	\$38,349,529	\$38,223,862	\$39,262,725	\$39,343,658	\$80,933	\$39,174,369	(\$169,289)
LESS DEBT EXCLUSION	(\$2,294,373)	(\$2,236,573)	(\$2,176,979)	(\$2,112,004)	\$64,975	(\$2,112,004)	\$0
TOTAL LESS EXCLUSION	\$36,055,156	\$35,987,289	\$37,085,746	\$37,231,654	\$145,908	\$37,062,365	(\$169,289)
CAPITAL FUND/ ITEMS **	\$1,231,248	\$117,000	\$628,875	\$554,471	(\$74,404)	\$554,471	\$0
TOTAL WITH CAPITAL	\$39,580,777	\$38,340,862	\$39,891,600	\$39,898,129	\$6,529	\$39,728,840	(\$169,289)

* = Amounts budgeted within the towns Maturing Debt & Unclassified Accounts in the General Fund

** = Includes Borrowing Authorizations

Capital Request/Recommended

Department	Description	FY09 Expended	FY10 Expended	FY11 Budgeted	Cap Planning Recommended FY2012	Selectboard Recommended FY2012
Capital Stabilization	Appropriation	\$ -	\$ -	\$ -		\$ 81,471.00
Cable Studio	Upgrade	\$ 65,000.00	\$ -	\$ 39,000.00	\$ -	\$ -
Clerk/Treasure	Storage System	\$ -	\$ -	\$ -	\$ 20,000.00	\$ 20,000.00
School	HS-Concrete Sidewalk/Pad	\$ 13,370.00	\$ -	\$ -	\$ -	\$ -
	Mid:Rooftop Air Conditioner	\$ 15,500.00	\$ -	\$ -	\$ -	\$ -
	Mid:Auto Pool Cover	\$ 50,000.00	\$ -	\$ -	\$ -	\$ -
	Mos:Gym Roof Replace	\$ 147,000.00	\$ -	\$ -	\$ -	\$ -
	Mos:Portable Classrm Impr	\$ 21,900.00	\$ -	\$ -	\$ -	\$ -
	Mosier:Gym Lights & Paint	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -
	Lincoln St. Parking Lot	\$ -	\$ -	\$ 75,000.00	\$ -	\$ -
	Mid: Drop Off Zone	\$ -	\$ 100,000.00	\$ -	\$ -	\$ -
	HS: Replace Floor Tiles	\$ -	\$ -	\$ -	\$ 25,000.00	\$ 25,000.00
	Mosier:Floor Tile Repair	\$ -	\$ -	\$ -	\$ 120,000.00	\$ 120,000.00
	Replace Dishwasher	\$ -	\$ -	\$ 40,000.00	\$ -	\$ -
	Mosier: Freezer/Cooler	\$ -	\$ -	\$ -	\$ 40,000.00	\$ 40,000.00
	Toilet Partitions	\$ -	\$ -	\$ -	\$ 23,000.00	\$ 23,000.00
	POS System	\$ -	\$ -	\$ -	\$ 25,000.00	\$ 25,000.00
I.T.Department	GIS Base Map	\$ 36,150.00	\$ -	\$ -	\$ -	\$ -
	Munis System-Server	\$ -	\$ 14,997.22	\$ -	\$ -	\$ -
Planning Board	Comprehensive Master Plan	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -
	Zoning Bylaw Review	\$ -	\$ -	\$ 50,000.00	\$ -	\$ -
Recreation	** Splash Pad/Beachgmds Renv	\$ 88,200.00	\$ -	\$ -	\$ -	\$ -
Department of Public Works						
DPW-Const & Mtce	4x4 Pick-Up w/Plow	\$ 31,972.77	\$ -	\$ -	\$ -	\$ -
	Roller/compactor	\$ -	\$ -	\$ -	\$ 20,000.00	\$ 20,000.00
DPW-Parks	Athletic Field Groomer	\$ 15,419.24	\$ -	\$ -	\$ -	\$ -
	4 Door 4x4 Pick-Up w/Plow	\$ 34,326.50	\$ -	\$ -	\$ -	\$ -
DPW-WWTP	* 4x4 Pick-Up w/Plow/LLift Gate	\$ 30,967.76	\$ -	\$ -	\$ -	\$ -
	* I & I Mitigation	\$ 300,000.00	\$ -	\$ -	\$ -	\$ -
	Aerator Tank Repair	\$ -	\$ -	\$ 75,000.00	\$ 150,000.00	\$ 150,000.00
	Sycamore Knolls pump	\$ -	\$ -	\$ -	\$ 50,000.00	\$ 50,000.00
DPW-Misc	Queensville Dam Repair	\$ 60,000.00	\$ -	\$ -	\$ -	\$ -
Council on Aging	Roof Repairs-Engineer Study	\$ 10,000.00	\$ -	\$ -	\$ -	\$ -
	Window Replacement	\$ 10,068.00	\$ -	\$ -	\$ -	\$ -
Library	HVAC Replacement	\$ 75,150.51	\$ -	\$ -	\$ -	\$ -
Police	Dispatch Console	\$ 106,174.00	\$ -	\$ -	\$ -	\$ -
Ledges Golf Club	Water Looping	\$ 40,000.00	\$ -	\$ -	\$ -	\$ -
	Diverter Wall	\$ -	\$ -	\$ 30,000.00	\$ -	\$ -
Town Hall	Roof Repairs	\$ -	\$ -	\$ 200,000.00	\$ -	\$ -
Total:		\$ 1,231,198.78	\$ 114,997.22	\$ 509,000.00	\$ 473,000.00	\$ 554,471.00

* Denotes borrowing

** \$43,520 returned to Free Cash from grant

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Section II: Departmental Budget Requests

Reserve Fund

Mission Statement:

The legal purpose of the Reserve Fund is to fund extraordinary and unforeseen expenditures, transfers from which are voted at the discretion of the Appropriations Committee.

Significant Budget Changes:

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 27,729.50	\$ 37,249.99	\$ 42,500.00	\$ 42,500.00	\$ -	\$ 42,500.00	\$ -

Appropriations

Mission Statement:

To consider and make recommendations to Town Meeting on matters having financial implications for the Town; to develop an annual recommendation on Town and School budgets for Town Meeting consideration; and to review and make allocations from the Reserve Fund, established pursuant to Massachusetts General Laws, for extraordinary and unforeseen expenditures during the year.

Significant Budget Changes:

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 231.00	\$ -	\$ 450.00	\$ 450.00	\$ -	\$ 450.00	\$ -

Selectboard

Mission Statement:

To professionally manage and administer day-to-day and long-term town activities, events, and staff and to ensure quality service delivery to residents and constituent groups by trained and qualified personnel at the most efficient cost.

FY2012 Departmental Goals and Objectives:

- **Community and Economic Development:** Enhancing the quality of life in South Hadley by promoting community and economic development that reflect community values.
- **Leadership, Governance and Organization:** Continuous improvement of town government by strengthening oversight and accountability.
- **Financial Planning:** Developing sound fiscal management through long term financial and capital planning.

Significant Budget Changes:

New monies are being requested to join the Hampshire County Council of Governments.

There is an addition of \$20,000 for Economic Development for South Hadley Falls.

Update: A clerical position was transferred from the Selectboard budget to aid the Council on Aging.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 327,453.00	\$ 274,412.28	\$ 304,458.00	\$ 241,885.00	\$(62,573.00)	\$ 241,885.00	\$ -
O/E	\$ 46,770.63	\$ 51,989.75	\$ 41,475.00	\$ 81,475.00	\$ 40,000.00	\$ 79,975.00	\$ (1,500.00)
Total	\$ 374,223.63	\$ 326,402.03	\$ 345,933.00	\$ 323,360.00	\$(22,573.00)	\$ 321,860.00	\$ 344,433.00

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Youth Commission

Mission Statement:

The mission of the South Hadley Youth Commission is to empower youth to become change-makers in our community. The vision of the South Hadley Youth Commission is to build a positive community by working to eliminate prejudice based on race, religion, national origin, cultural background, gender, age, sexual orientation, or ability.

FY2012 Departmental Goals and Objectives:

- To plan, promote and participate in community service, educational and recreational activities *with and for* South Hadley's youth.
 - To organize a Youth Summit leadership training in collaboration with Mount Holyoke College students.
 - To develop a code of conduct for members
 - To work with Mount Holyoke College students on Circle Painting Project
 - To organize a Battle of the Bands event open to South Hadley youth
 - To organize a Buttery Brook Skate Board Park clean-up project
 - To explore locations and feasibility of a Mural Project

- To act as a forum for youth and adult concerns regarding youth in South Hadley.

- To work with the town to create a Director position for the Youth Commission that will include short and long-term objectives.

- To explore grant funding for projects and activities expenses.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ -	\$ -	\$ 2,000.00	\$ 4,800.00	\$ 2,800.00	\$ 4,700.00	\$ (100.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Accounting

Mission Statement:

To maintain and ensure the integrity of the Town's financial records and accounting systems in a professional manner, and to maximize financial procedures to enhance the overall financial health of the Town. To process and report Town related financial and/or financially related legal matters under the guidelines defined by Federal Law, State Statutes, Town By-Laws, and Town Policy.

FY2012 Departmental Goals and Objectives:

- Continue to assist in expanding the knowledge and use of the Munis Personnel system.
- Continue to assist the Town Administrator with various Town financial and budgetary concerns and procedures.
- Continue working with our auditors to identify, improve where necessary and document the Town's internal control policies identified in the Statement on Auditing Standards No. 112
- Continue to assist with the continued development of Long-Term Financial Plans and Budget Strategies as we deal with the economic downturn and reductions in State Aid
- To review and begin to prioritize and determine the feasibility of implementing the potential recommendations listed in the DOR Financial Management Review report.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 133,778.81	\$ 140,139.21	\$ 140,145.00	\$ 140,145.00	\$ -	\$ 140,145.00	\$ -
O/E	<u>\$ 1,875.16</u>	<u>\$ 1,555.71</u>	<u>\$ 1,500.00</u>	<u>\$ 1,500.00</u>	<u>\$ -</u>	<u>\$ 810.00</u>	<u>\$ (690.00)</u>
Total	\$ 135,653.97	\$ 141,694.92	\$ 141,645.00	\$ 141,645.00	\$ -	\$ 140,955.00	\$ (690.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- All state reporting requirements were met for the prior fiscal year.
- The Town's Free Cash was certified at \$1,552,022 for FY11.
- Continued steps were taken in implementing the new personnel system and progress continues with regards to this module, including the automation of accruals.
- Continued assistance in the enhancing and troubleshooting of the payroll encumbrance system for the Town and School Departments.
- Set up and attended training on the Munis payroll module.
- Refined and expanded the purchase order process to encumber more of departmental budgets at the beginning of the fiscal year, providing a more accurate budget picture throughout the fiscal year.
- Continued to assist with the transition to a centralized office supply purchasing consolidation.
- Produced the Capital Planning budget book, re-designed the Town budget book and assisted the Town Administrator throughout the budget process.
- Assisted with the funding plan of capital items and the long term plans of the Town.
- Continued streamlining the budget process in order to assist with the preparation of the budget books and to continue to work closely with the Town Administrator and Appropriations Committee in assisting them with the budgets and various financial concerns.

Clerk/Treasurer

Mission Statement:

The Town Clerk is the Keeper of the Town Seal and certifies Town Meeting records as well as the records filed in other town departments. The office is responsible for maintaining vital records, oversees the election process, the sale of various licenses (marriage, dog etc), annual Town census, voter registration and administers the Oath of Office. The Treasurer is responsible for collecting, managing and investing town funds; reconciles all bank accounts; oversees the borrowing process for capital projects; payroll process and benefits package, cash management reports to local and state authorities; payment of withholding taxes and retirement dues; and through the Town Accountant, assures proper payment of bills.

FY2012 Departmental Goals and Objectives:

- Continue to decrease a multitude of banking relations and establish new relations that will collateralize town funds.
- Review processing of the town's payroll system and maintenance of personnel files.

Significant Budget Changes:

While there is no monetary change, the office staff has been reduced by 1 FTE.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 152,144.22	\$ 151,884.08	\$ 152,135.00	\$ 152,135.00	\$ -	\$ 152,135.00	\$ -
O/E	\$ 33,241.72	\$ 30,130.15	\$ 36,405.00	\$ 36,405.00	\$ -	\$ 30,405.00	\$ (6,000.00)
Software	\$ -	\$ 8,100.00	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 185,385.94	\$ 190,114.23	\$ 188,540.00	\$ 188,540.00	\$ -	\$ 182,540.00	\$ (6,000.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- Elections were a major part of the Clerk's Office this past year. Special State Elections were held at year end with the passing of Senator Kennedy and a local election with the resignation of two Selectboard Members. All precincts were moved to one polling location South Hadley High School this Fall. I'm pleased to report that the centralized location was not only cost effective but also saw some of the largest voter turnouts ever recorded.
- A comprehensive study was conducted on our current license fee structures. The annual Town Census and 2010 Federal Census were overseen with great diligence. Launched the first draft proposals for realigning our current Districts. We continue to welcome home the brave men and women who have served our Country and are preparing to launch new system programs for recording vital statistics. Implemented policy to meet the current revisions under the new open meeting law.
- The Treasurer's Office continues to refine the current business practices. Adopted new department turnover forms, created and enacted a non sufficient fund policy as well as monthly cash flow budget reports. Tighter controls were implemented to improve internal controls. Currently, receipts are deposited three times a week and the Treasurer was able to secure a small safe from the police department to secure funds in the office vault until deposited. A monthly program has been established to monitor current tax title properties. This year the Town held a public auction which was successful.

Clerk/Treasurer: Special Article

Significant Budget Changes:

All dog owners in the Town of South Hadley must annually license their dog with the Town Clerk's Office. The Clerk's Office currently uses an Access Data base to track our dog owners which is old and antiquated. Purchasing the MUNIS Animal License module will provide the tools to create and maintain licenses, process payments and perform historical reporting.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ -	\$ -	\$ -	\$ 5,550.00	\$ 5,550.00	\$ 5,550.00	\$ -

Tax Collector

Mission Statement:

The Collector's Office endeavors to collect all taxes and fees that are committed in a quick and efficient manner, in accordance with Massachusetts General Laws Chapter 60 and to provide courteous, comprehensive service to citizens seeking information or assistance.

FY2012 Departmental Goals and Objectives:

- A change to Mass General Laws now allows municipalities to issue bills via electronic billing. Individuals can choose to receive their bills by e-mail instead of receiving a hard copy in the mail. I have obtained permission from the Selectboard to offer this option and have been working with a company that will handle this service for us. Not only will they handle the e-billing portion but will also provide on-line payment services. Residents will not only be able to pay their bills on line as they do now but will also be able to view their bills on-line as well as their payment history. I am hoping to have everything in place to offer this new service by the first quarter of 2012, if not sooner.
- Another goal in my effort to keep up with the changes in technology is switching our lockbox provider to a company that offers a wider range of services and more advanced technology than we are receiving now. There will be no changes in the function of the lockbox that will be noticed by residents except for a new mailing address for payments. The changes will be in Collector's office where we will have access to more information on the internet regarding payments and access to a variety of reports on the payments made. This change should also be in place for the first quarter of 2012 or sooner.
- I will continue to pursue avenues to clear older levies. The majority of balances left from older real estate levies are due to parcels with "Owners Unknown". With the cooperation of the Associate Assessor all outstanding real estate bills with Owners Unknown were submitted to the Department of Revenue for permission to abate. This request was denied and we were informed that all of these properties will have to be taken into tax title. There are currently 30 such properties and to take all of them at the same time would be a costly undertaking. My intent is to take one or two a year thereby spreading the cost out over time. Once the parcel is taken and turned over to the Treasurer they can be cleared through the land of low value process.
- As always, my goal is to provide the residents with a high standard of courteous, knowledgeable service. Keeping myself and my staff educated in changes in municipal laws and moving forward with advances in technology benefits both the taxpayer and the town.

Significant Budget Changes:

With the approval of the Selectboard I am moving forward to contract with Invoice Cloud, Inc. This is a web based electronic invoice presentment and payment partnership.

Recent changes in Massachusetts General Laws allows town and cities to offer residents the option of receiving their bill via email. The monthly cost to the Town for the services provided by Invoice Cloud, Inc. is \$50 per month. I am hoping to absorb this in my level funded budget under the printing line item. When a resident chooses to receive their bills electronically it will cut our printing cost for hard copy bills as well as postage costs.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 90,059.79	\$ 94,086.52	\$ 98,077.00	\$ 98,177.00	\$ 100.00	\$ 98,177.00	\$ -
O/E	\$ 19,909.30	\$ 19,043.06	\$ 20,849.00	\$ 20,749.00	\$ (100.00)	\$ 19,224.00	\$ (1,525.00)
Total	\$ 109,969.09	\$ 113,129.58	\$ 118,926.00	\$ 118,926.00	\$ -	\$ 117,401.00	\$ (1,525.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- In keeping up with current technology, the Collector's Office is now offering taxpayers the option of paying their bills with a credit card in the office or over the phone. This service is offered at no cost to the Town. The resident is charged a fee at the time of the transaction by the credit a card company. Despite the fee, many residents have utilized this payment option, especially for smaller motor vehicle excise bills.
- I submitted a request to the Board of Assessor's for the abatement of delinquent motor vehicle excise bills dating from 1984 to 2000. Due to the age of the bills and unclear records showing payment he histories, these bills were deemed as uncollectable. The Board of Assessor's subsequently approved this request and staff in the Assessor's office has begun to process of entering the abatements. When this process is complete staff in the Collector's Office will adjust off interest and fees thereby clearing these levies. Clearing these levies has been a long-time goal and was also a recommendation made by the Town's outside auditors.
- In an effort to stay abreast of changes in the laws and functions pertinent to the Collector's Office, my Assistant, Joan Germain, has attended all courses offered by the Massachusetts's Collector/Treasurer's Association and I am pleased to announce that she attained her certification this year.
- All bills for FY2010 were issued in a timely fashion and the new practice of co-mingling the sewer and curbside pick-up fee bills with the corresponding quarterly real estate bill has resulted in postage savings to the town.

Assessors

Mission Statement:

The Board of Assessors works to deliver fair and equitable assessments on all real and personal property within the Town.

FY2012 Departmental Goals and Objectives:

- To set the tax rates and perform the tax billing in a timely fashion.
- To continue to take photos of properties to be included on the property record cards within Vision software. This is a multi-year goal.
- Finalize organization of consolidated storage area and complete inventory of all documents. Multiple storage areas were consolidated into one room beneath the auditorium. Items need to still be filed and organized so that a complete inventory of all documents can be made. At such time we can write in to Secretary of State's office for permission to dispose of certain documents within the regulations of the Assessors disposal schedule.
- Work towards submitting all necessary documentation to Department of Revenue to assess Owner Unknown properties. Once this is completed the Collector can process these into tax title, the town can take the properties and then sell the properties in the hopes of returning them to the tax rolls.

Significant Budget Changes:

There are no changes within our budget this fiscal year.

- 91% of the budget is utilized for personal services
- 4.5% of the budget is utilized for outside services such as consulting, computer programs, deeds and mapping.
- 1% of the budget is utilized for office supplies.
- 3.5% of the budget is utilized for professional development as well as dues and subscriptions.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 132,296.92	\$ 135,412.72	\$ 135,931.00	\$ 135,931.00	\$ -	\$ 135,931.00	\$ -
O/E	\$ 17,623.79	\$ 10,203.83	\$ 13,200.00	\$ 13,200.00	\$ -	\$ 11,850.00	\$ (1,350.00)
Total	\$ 149,920.71	\$ 145,616.55	\$ 149,131.00	\$ 149,131.00	\$ -	\$ 147,781.00	\$ (1,350.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- This year was in part a transitional year for the Board of Assessors. In May the Board of Assessors received the resignation of David Hutchinson. The Selectboard solicited interested parties and on June 15, 2010 held joint interviews with the Board of Assessors with four candidates. After the interviews a joint vote was taken and with a vote of 5-1 Kevin Taugher was appointed to fill Mr. Hutchinson's vacated term.
- The Assessors office worked in conjunction with both the Town Planner as well as Pioneer Valley Planning Commission (PVPC) on testing the web based maps. The Planning Board contracted with PVPC to create a digital base map. This was a fantastic project as there has been a need for this for many years. Once the maps were "up and running" the Assessors office worked with PVPC to add .pdf files of all Fiscal 2010 property record cards. Much work was also done by the Network Technician regarding the naming convention of the files to ensure the matching of parcels with the card files. This was then integrated by PVPC and we have received great responses from folks knowing this information is now available 24 hours a day.
- The Assessors office thoroughly tested the 8.1 version of Munis prior to going Live. There were some very important changes that had to be done to the software before it could be used for the tax billing. Once Munis created the "fixes" they were downloaded and re-tested.
- All staff email was changed from Microsoft Outlook to Google Apps. There is still a learning curve as mail information and documents are treated very differently within this new email. We are also finding there are things that can no longer be done through this email such as email merges.
- Throughout the year the Assessors office has enhanced its web page by adding more forms and more information so that it is readily available to our customers. The entire page had to be reconfigured as we were running out of space with the initial configuration of the page. Also, at the Annual Town Meeting in May it was voted that all board and committees must now post their meeting agendas and minutes on the Town's website. The Assessors office has complied with this change without issue.
- The Assessors office worked in conjunction with the Collector's office to submit information to Department of Revenue regarding Owner Unknown properties. The legal staff at Department of Revenue has provided direction as to how to clear these up and return them to the tax rolls in the future.
- The Assessors office and vault were reorganized so that most file cabinets are now housed within the vault for better protection of documentation.
- The Board of Assessors has had to make changes to the way meetings are now held under the new Open Meeting Law. As part of the Hampden Hampshire Counties Assessors Association, a seminar in conjunction with the Attorney General's Office was held at Town Hall on November 18, 2010.
- Fiscal 2011 was an interim adjustment year for the Assessors. All calendar year 2009 and 2008 sales were reviewed and analyzed. Based on the market information the Board could have voted to increase values slightly, however with the state of the economy did not. All valuations, interim adjustment reports and new growth were submitted to Department of Revenue and approved without question. The tax rates were submitted and approved in early December.
- During calendar year 2010 the Assessors office committed 17 motor vehicle excise commitments and two boat commitments to the Collector.

- During calendar year 2010 the Assessors office processed the following number of abatements:

Category	Levy Year	# of Abatements	Amount
Motor Vehicle Excise	1984	11	\$ 191.58
	1985	187	\$ 5,554.74
	1987	12	\$ 505.62
	1988	31	\$ 1,093.85
	1993	147	\$ 4,496.50
	1996	144	\$ 6,011.94
	2006	1	\$ 83.75
	2007	5	\$ 374.13
	2008	13	\$ 1,699.93
	2009	55	\$ 2,456.32
	2010	620	\$ 40,335.68
Boat Excise	2010	11	\$ 297.86
	2011	16	\$ 454.35
Real Estate	2009	2	\$ 4,812.69
	2010	321	\$143,747.11
Personal Property	2010	2	\$ 387.62
	Grand Totals	1,578	\$212,503.67

Assessors: Revaluation

Mission Statement:

The Board of Assessors must comply with regulatory statute to complete a revaluation of all properties every three years to keep assessments fair and equitable.

FY2012 Departmental Goals:

To complete the next mandated revaluation in Fiscal 2014.

Significant Budget Changes:

There are no changes to this request from last year. Prior to Fiscal 2011 the Assessors office has budgeted for the revaluation over a two-year period to allow for an early start on the revaluation process as well as to lessen the financial burden of appropriating all funds within one year. This has since been changed to a three-year appropriation. The Assessors office has requested \$10,000 in Fiscal 2011 however; legislation has passed to change the cyclical timing of our revaluation and has changed our next scheduled revaluation from Fiscal 2013 to 2014. Based on the above, one year between now and our next revaluation will not need funding

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Revaluation	\$ 20,000.00	\$ 12,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 10,000.00	\$ -

Elections and Registration

Mission Statement:

The Elections Division is responsible for the preparation of all state and local elections. Duties include posting of warrants, preparation of materials for polling places, ballot preparation, and supervision of election personnel. Other duties include voter registration and census updates, voter certification, and supervision of recounts of disputed elections.

FY2012 Departmental Goals and Objectives:

The Clerk's Office will continue to hold all elections at South Hadley High School.

Significant Budget Changes:

The budget is decreased due to only holding one election during 2012.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 18,051.07	\$ 15,092.12	\$ 19,764.00	\$ 8,325.00	\$ (11,439.00)	\$ 8,325.00	\$ -
O/E	\$ 9,875.96	\$ 15,302.99	\$ 14,450.00	\$ 13,750.00	\$ (700.00)	\$ 13,750.00	\$ -
Total	\$ 27,927.03	\$ 30,395.11	\$ 34,214.00	\$ 22,075.00	\$ (12,139.00)	\$ 22,075.00	\$ -

Town Hall

Mission Statement:

To continue to develop a routine maintenance and predictable capital plan for town building needs

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 17,820.11	\$ 18,758.60	\$ -	\$ -	\$ -	\$ -	\$ -
O/E	<u>\$ 121,509.70</u>	<u>\$ 110,848.43</u>	<u>\$ 152,085.00</u>	<u>\$ 157,085.00</u>	<u>\$ 5,000.00</u>	<u>\$ 157,085.00</u>	<u>\$ -</u>
Total	\$ 139,329.81	\$ 129,607.03	\$ 152,085.00	\$ 157,085.00	\$ 5,000.00	\$ 157,085.00	\$ -

Town Counsel

Mission Statement:

To provide ongoing legal counsel, representation and defense of the Town regarding legal matters.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 2,599.92	\$ 2,599.92	\$ 2,601.00	\$ 2,601.00	\$ -	\$ 2,601.00	\$ -
O/E	<u>\$ 34,485.50</u>	<u>\$ 17,658.77</u>	<u>\$ 30,000.00</u>	<u>\$ 30,000.00</u>	<u>\$ -</u>	<u>\$ 30,000.00</u>	<u>\$ -</u>
Total	\$ 37,085.42	\$ 20,258.69	\$ 32,601.00	\$ 32,601.00	\$ -	\$ 32,601.00	\$ -

Internal Service Fund

Mission Statement:

The mission of the Internal Service fund is to facilitate the procurement of office supplies for the enrolled departments at pricing and quality that meets or exceeds the end user's expectations. We hope to create an environment where departments would employ the most effective and innovative methods for procuring quality goods. The Town is committed to the highest standards of service and continuously strives for improvement in all these areas.

Significant Budget Changes:

This is the first year the Town consolidates the majority of the departmental office supply requests into one account to maximize purchasing power.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 23,757.00	\$ 23,757.00

Human Resources

Mission Statement:

The Human Resources Department works toward fostering an atmosphere of openness and customer service for both the internal and external customer in a manner that exceeds the customer's expectations. Additionally, the Department deals with a wide variety of workplace issues and seeks to improve the quality and effectiveness of Town services by recruiting the best employees, and reviewing and improving Departments' organizational structures.

The mission of the Chief Procurement Officer is to ensure that materials, equipment and services purchased by all Town Departments are in compliance with state statutes and local ordinances, while promoting fairness and integrity. Additionally, the Chief Procurement Officer's function is to obtain high quality supplies and services at the lowest possible cost. The Chief Procurement Officer is also responsible for the disposal of surplus property.

FY2012 Departmental Goals and Objectives:

- Using the Department of Revenue's Financial Management Review report create a timetable of suggested changes to present to Town Meeting for consideration.
- Work with the Town Administrator to create a team oriented environment amongst departments in order to provide better service.
- Continue to work with the Employee Recognition & Customer Service Committee to improve employee morale.
- Coordinate a staff development customer service workshop to be conducted by an outside trainer.
- Continue to provide training and development opportunities which will allow staff to meet personal needs and goals within, and consistent with, Town goals and objectives. An example of this is determining training opportunities/needs for department heads in communication skills, effective supervision, and time management etc.

Significant Budget Changes:

The personnel services line for this budget shows an increase from 30 to 35 hours. This increase is necessary to support the duties of this office as well as serving in a supporting role to the Town Administrator. Added to this budget are the Tuition Reimbursement monies that were formerly in the Personnel Board budget.

Update: The Selectboard proposed a \$15,000 increase to support a salary & wage study.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 42,672.28	\$ 45,232.64	\$ 45,234.00	\$ 52,772.00	\$ 7,538.00	\$ 52,772.00	\$ -
O/E	\$ 2,975.82	\$ 3,192.89	\$ 7,750.00	\$ 14,450.00	\$ 6,700.00	\$ 28,650.00	\$ 14,200.00
Total	\$ 45,648.10	\$ 48,425.53	\$ 52,984.00	\$ 67,222.00	\$ 14,238.00	\$ 81,422.00	\$ 14,200.00

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies..

Departmental Accomplishments:

- Successfully completed negotiations of the DPW and IBPO contract.
- Began contract negotiations with Unit A & B.
- Served as the Acting Town Administrator in the absence of the Town Administrator.
- Implemented a new centralized purchasing program for office supplies.
- Compiled the monthly Town Administrator reports.
- Completed a bid for the replacement of the town hall roof.
- Chaired the newly formed Employee Recognition & Customer Service Committee.
- Served on the Shared Services Committee.
- Served as the lead for the Financial Management Review that was conducted by the the Division of Local Services
- Implemented the changes needed to join the collaborative for our natural gas purchases.
- Appointed to the School Building Committee.
- Attended all Personnel Board meetings.
- Attended all Personnel Review Board meetings.
- Worked with various departments and elected boards in regards to personnel issues.
- Worked with various department heads and elected boards in filling vacancies, this included recruitment, interviewing and reference checks.

Information Technology

Mission Statement:

The I.T. Department endeavors to equip the Town with the technology, tools, and policies necessary to operate efficiently and in a cost-effective manner. The I.T. Department is charged to protect and ensure the integrity of the Town's computer systems and information. The I.T. Department also strives to ensure that technology is leveraged to create and maintain a network and data infrastructure that will position the Town for future technology trends and advances.

FY2012 Departmental Goals and Objectives:

- Review printing practices Town wide in order to cut costs
- Continue to streamline and automate manual processes
- Continue building VPN network
- Work hard to support departments to the best of our ability within the frameworks of a level funded budget
- Seek opportunities for collaboration with the School Department

Significant Budget Changes:

- MUNIS support - \$2640 increase, 5%
- New Email and Archival system to comply with new Public Records and Record Retention laws \$4,150
- There were other smaller fixed cost increases: Vision Appraisal - 5%, Internet Access - 9%

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 103,252.23	\$ 105,463.27	\$ 105,464.00	\$ 105,714.00	\$ 250.00	\$ 105,714.00	\$ -
O/E	\$ 91,129.00	\$ 95,529.00	\$ 88,709.00	\$ 88,459.00	\$ (250.00)	\$ 88,459.00	\$ -
Total	\$ 194,381.23	\$ 200,992.27	\$ 194,173.00	\$ 194,173.00	\$ -	\$ 194,173.00	\$ -

Departmental Accomplishments:

- Implemented Google Apps email system and Postini email archival system
- Streamlined and automated several processes including turnovers, Selectboard licensing, B.O.H licensing
- Installed Town Hall phone system
- Implemented a major MUNIS upgrade (Municipal Information System)
- Upgraded computers at the Council on Aging and the Water Treatment plant
- Implemented a VPN (Virtual Private Network) between the DPW and Town Hall. A major step toward building a Wide Area Network

Technology

Mission Statement:

The I.T. Department endeavors to equip the Town with the technology, tools, and policies necessary to operate efficiently and in a cost-effective manner. The I.T. Department is charged to protect and insure the integrity of the Town's computer systems and information. The I.T. Department also strives to ensure that technology is leveraged to create and maintain a network and data infrastructure that will position the Town for future technology trends and advances.

FY2012 Departmental Goals and Objectives:

To receive MUNIS training in order to better utilize the system

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 23,800.00	\$ 5,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 10,000.00	\$ -

Departmental Accomplishments:

As a result of the MUNIS Financial analysis and MUNIS training, the following steps have been taken:

- **Munis Maintenance**
 - *Keeping up to Date:* The sub-committee is working closely with the I.T. Director to update the Munis system within 6 months of a version release. The general sub-committee consensus was that a 6 month window allowed for any “kinks” to be worked out
- **Distribution of Munis**
 - *Access:* Steps are being taken to broaden the usage and access. Permissions have been reviewed and individual access is slowly being changed to incorporate more functionality.
- **Reference Material**
 - *Knowledge Base:* Munis users have been reminded of the versatility of the Knowledge Base and instructed on how to use the Client Portal to obtain answers to problems, if necessary.
- **Chart of Accounts**
 - *Structure:* A review of accounts has been started and obsolete information is being deleted.
 - Additional accounts have been created to take advantage of reporting functionality that was previously unused. The purchase of additional software that would aid in the financial functionality for Projects and Grants has been submitted to the I.T. Department for inclusion in the Capital Planning Report
- **Purchase Orders**
 - *Usage by Town departments:* As of July 1, 2010, departments were required to submit purchase orders for monthly contractual costs, annual dues and subscriptions, etc.
- **Budgeting**
 - *Budget Entry:* Additional permissions have been granted to the School department to allow budgetary transfers to be done within the department.
- **Payroll**
 - *Accrual Tables:* Benefit accruals are almost finalized within Munis. Additional time is needed to finish
 - *Auxiliary Tables:* 4 days of training have been held to aid in the restructuring of the payroll auxiliary tables and implementing of position control. Pay types have been reviewed and corrected as necessary. Salary tables have been created and used wherever possible. Position Control is being implemented. Time is needed to complete the process. Job Class Codes have been reviewed and corrected as necessary (for Town side of payroll only. School department will be done at a later date).

Planning

Mission Statement:

The South Hadley Planning Board and staff assists the community in efforts to achieve balanced growth, quality development, and preservation of community assets through effective development regulation, assisting in obtaining funding resources for community projects, and long-term planning.

FY2012 Departmental Goals and Objectives:

- Complete the first phase of a revision of the Town’s Zoning Bylaw and Subdivision based on the Recommended Actions in the adopted Master Plan (with assistance from a consultant).
- Develop an integrated regulatory and funding program to implement the Master Plan’s Affordable Housing Recommended Actions.
- Continue to establish plan application and review procedures which are more fully integrated with the Master Plan goals and objectives and more fully assess and mitigate infrastructure, environmental, and neighborhood impacts and enhance compatibility.
- Develop an updated Open Space and Recreation plan and submit for State approval.
- Establish and implement a multi-year program for developing the Core Commercial Areas Focus Plans with priority given to developing a new Falls Revitalization Strategy, possibly utilizing resources from area colleges/universities.
- Perform a Design Assessment and develop Design Review Standards to serve as the basis for a Design Review Bylaw (with assistance from a consultant).
- Formalize a coordinated development review process beginning with a community permitting manual or guide.
- Manage and monitor the implementation and use of the Planning Board’s website and the GIS subcommittee recommendations

Significant Budget Changes:

The proposed budget does not include a net increase. However, it does propose to shift funds between line items to reflect the anticipated needs to advertise and print information regarding proposed changes to Zoning and General Bylaws and to reflect actual expenses within the appropriate line items. Accordingly,

- The line item for Reports & Maps is proposed to be increased while the line item for Advertising is proposed to be decreased. This shift reflects an intent to print information regarding the proposed Zoning Bylaw changes and development of a Design Review Bylaw. It also reflects the Board’s anticipation of advertising and conducting at least 6 public hearings on these and related matters.
- The line item for Professional Development is proposed to be increased by \$250 to reflect the true costs of attending necessary workshops which have sometimes been inappropriately charged to other line items.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 68,737.78	\$ 71,221.88	\$ 71,222.00	\$ 71,222.00	\$ -	\$ 71,222.00	\$ -
O/E	\$ 3,622.54	\$ 3,988.13	\$ 5,250.00	\$ 5,250.00	\$ -	\$ 4,350.00	\$ (900.00)
Total	\$ 72,360.32	\$ 75,210.01	\$ 76,472.00	\$ 76,472.00	\$ -	\$ 75,572.00	\$ (900.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- Completed revisions to the draft Master Plan
- Adopted the Master Plan and obtained Town Meeting endorsement
- Worked with the Town Administrator and other persons to have several new committees/commissions (Community and Economic Development Commission, Sustainability and Energy Commission, Open Space Committee, and Master Plan Implementation Committee) activated to implement recommendations in the new Master Plan
- Began working with the new Community and Economic Development Commission and Sustainability and Energy Commission
- Revised and adopted new Special Permit Rules and Regulations
- Worked with Town Administrator and Library Director to identify and secure a site for a new library including development of the RFP for procuring the site
- Managed the development of a Preliminary Energy Audit for all of the municipal buildings
- Initiated an Investment Grade Energy Audit for all of the municipal buildings (scheduled for completion in Spring 2011)
- Worked with the Pioneer Valley Planning Commission to implement the FY 2009 Community Development Block Grant program including the rehabilitation of the duplex at 50-52 School Street, infrastructure upgrades on Canal Street, and design for the new Senior Center roof
- Managed the disposition of the duplex at 50-52 School street
- Worked with the Pioneer Valley Planning Commission to develop the FY 2011-2012 Community Development Block Grant application program
- Worked with the advisory committee on evaluating the requirements for being designated as a Green Community
- Reviewed the application for a Special Permit for Southern Plains Condos and an application to modify the Special Permit at the Orchards Golf Club
- Reviewed the application for Site Plan Review for the new Mount Holyoke College Public Safety office and modification of the EInk building space
- Reviewed proposed relocation of Family Pizza to the Stonybrook Village site on Newton Street
- Reviewed and decided upon at least a half dozen Approval Not Required Plans
- Worked with several prospective applicants regarding new duplex and multi-family developments
- Began developing a new sign bylaw (targeted for Fall 2011 Town Meeting)
- Began the process to revise the Zoning Bylaw including securing a consultant to assist in the effort
- Began the process of developing a Design Review Bylaw including securing a consultant to undertake a Design Assessment
- Evaluated the viability of applying for an American Institute of Architects Sustainable Development Assistance Team grant
- Prepared and submitted the Town's Commonwealth Capital Application
- Prepared and submitted an application for a Public Works Economic Development (PWED) grant to undertake development of a parking garage at the Village Commons
- Continued work on the Intervener Status Committee tasks to have the Lower Riverside Park, Upper Gatehouse Park, and Texon demolition projects brought to a conclusion
- Served as the Town's representative to the MassBroadband 123 effort including attending several meetings and webinars
- Attended various workshops and training opportunities related to economic development, housing, reprecincting, green communities, GIS programs, and zoning
- Responded to several complaints regarding zoning violations
- Managed the bi-monthly meetings of the Development Review Team
- Began development of an inventory of available commercial/industrial building space
- Worked with the Pioneer Valley Planning Commission and the Assessor's Office to complete the new digital base map, create digital assessor maps, and implement a web-based GIS program

Zoning/Appeals

Mission Statement:

: Appointed by the Selectboard for the purposes of hearing and considering property owners' and residents' requests for relief from the strict application of local by-laws and to consider appeals of decisions made by the Building Commissioner.

FY2012 Departmental Goals and Objectives:

- Hear all petitions and render decisions on petitions in a timely fashion
- Review all sites of petitions before the Board
- Coordinate reviews of all applications with the Planning Department and Building Commissioner
- Work with the Planning Board and the consultants in revisions to the Zoning By-Law
- Work with the Planning Department to develop new Rules, Procedures, and Application forms to govern Chapter 40B Comprehensive Permit applications

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ -	\$ -	\$ 675.00	\$ 675.00	\$ -	\$ 675.00	\$ -

Departmental Accomplishments:

As of January 2011, no applications for variances or appeals had been submitted for the Board of Appeals to consider. The chair of the Zoning Board of Appeals has been working with the Planning Board which has adopted a new Master Plan. Recommendations included in this plan are proposals for some Zoning Bylaw amendments which impact the Zoning Board of Appeals.

Conservation

Mission Statement:

To administer the Massachusetts Wetlands Protection Act and local Wetlands Bylaw within the Town, assisting the public to understand and follow the Act, Regulations and Bylaw. Protect and manage land for conservation purposes and passive recreational use. Promote the conservation of natural resources and protect the watershed resources in South Hadley.

FY2012 Departmental Goals and Objectives:

- Provide assistance to residents and applicants about the wetland permitting process, to ensure awareness and compliance with the state regulations and local bylaw.
- Organize a few ways to commemorate the 50th anniversary of the Conservation Commission in 2011, including providing updated maps of conservation areas and trails for the town website.
- Promote and support land conservation efforts in town.
- Continue participation and assistance to town officials by serving on the Intervenor Status Committee.

Significant Budget Changes:

The Conservation Department's biggest expense is Personal Services. The Conservation Administrator is presently employed at 30 hours per week to assist the volunteer board in necessary tasks, such as organizing, reviewing, and scheduling hearings for permit applications, and preparing and issuing decisions by the legal deadlines. We also have the part-time (22.5 hours/wk) services of a secretary from the clerical pool, who covers the office when the Administrator is out, in addition to doing bookkeeping, filing, research and other tasks. Her salary is included in the Selectboard's budget.

In the FY2011 budget the Conservation Commission used \$2,000 from its Wetlands Filing Fee (WFF) account towards the Conservation Administrator's salary and \$1,600 for other expenses. Because of the continuing financial difficulties at the state and town level, the Commission is submitting the same budget which includes funding from the WFF. We hope this will not be expected in the future, since the account is supplied solely by permit filing fees, and we have received only \$95 into it this year.

We are still anticipating some time in the future the need to request funding for dredging the pond at the Black Stevens Conservation Area next to the High School.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 40,028.05	\$ 38,628.37	\$ 38,629.00	\$ 38,629.00	\$ -	\$ 38,629.00	\$ -
O/E	\$ 2,384.10	\$ 2,417.88	\$ 2,424.00	\$ 2,424.00	\$ -	\$ 2,324.00	\$ (100.00)
Total	\$ 42,412.15	\$ 41,046.25	\$ 41,053.00	\$ 41,053.00	\$ -	\$ 40,953.00	\$ (100.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies..

Departmental Accomplishments:

The Conservation Commission continues to meet every three weeks and more often as necessary to hold public meetings and make decisions on permit applications in a timely manner. The Conservation Administrator has worked with applicants to make sure their material is ready for submittal and review by the Commission and DEP before the meeting date. This year there were a number of state and local public works projects funded by federal Stimulus Funds.

The most important Conservation Commission project this year has been completion of the APR (Agricultural Preservation Restriction) for 100 acres of farmland at McCray's Farm off Alvord Street. With the generous contribution by the Massachusetts Department of Agriculture and the outstanding fundraising efforts and expertise of The Kestrel Trust, the \$1.43 Million project was accomplished with only \$55,500. of Town funds. This APR protects this very important economic, visual, cultural and open space resource in South Hadley for present and future generations. We are very grateful for the strong support shown by Town Meeting members, the Town Administrator and the Selectboard throughout the process.

In response to feedback from residents during the Comprehensive Plan process and since, the Commission has been putting more time into work on the trails on town conservation land. In the past year the Conservation Administrator walked all the trails at Black Stevens, Bynan, Bagg-Pierce, Carver-Jones-Newton, Titus Pond, Warner, Stonybrook/Trompke, and Bachelor Brook/Stony Brook and recorded their locations with her personal GPS unit. She is now making new trails maps of these areas for the Conservation website. A Conservation Commission volunteer, Lin Pickle, gave a talk on "The Hidden Trails of South Hadley" to an overflow crowd at the library in July, and led two public walks with the Administrator in October at Bynan and Bachelor Brook/Stony Brook. Lin also supervised an eagle scout project that created a new short trail at Bachelor Brook/Stony Brook near the soccer fields. In addition, the Commission partnered with Home Improvement Associates on an "Extreme Bridge Makeover" at Black Stevens Conservation Area in October, with the local Count Me In group helping, to replace an old broken footbridge with a new one. Count Me In organized a clean-up day at Black Stevens in June with approximately 50 people participating in picking up trash, removing invasive plants, and trimming vegetation along trails. The Administrator worked with the DPW and a crew of individuals performing community service on reopening some very overgrown trails at Bagg-Pierce, and maintaining a trail at Bachelor Brook/Stony Brook. The Commission also purchased a new bench at the LeBlanc Conservation Area off Brainerd Street, for the benefit of those walking up and down the hill.

Besides her main duty of administering the Wetlands Protection Act and local wetlands bylaw, the Conservation Administrator served on the Development Review Team and Intervenor Status Committee, offering advice on conservation issues. The Administrator also serves on two regional committees on behalf of the town, the Route 47 National Scenic Byway Committee and the National Park Service's Trail Stewardship Council for the New England National Scenic Trail, which passes through South Hadley. Work continues on both of these committees. For further information on the New England National Scenic Trail go to the website at <http://www.newenglandnst.org/>. For maps and information on the South Hadley Conservation Commission go to: http://www.southhadley.org/Pages/SouthHadleyMA_Conservation/index.

Recreation

Mission Statement:

To provide a wide range of recreational programs and activities through the use of tax dollars and self-support.

FY2012 Departmental Goals and Objectives:

- To continue to utilize technology with our department. This includes communication with our participants through additional specialized websites for leagues, increased use of our website for the distribution of information, continued use of Facebook and Twitter for marketing and trying expand the use of our online registration software.
- To establish a program for customer feedback for our programs including online surveys, coach rating tools and various other techniques.
- To continue to work with various town officials to identify key areas for facility improvements and to continue to seek grant funding for these projects.
- To continue to research, create and implement new programs that are interesting to the community.

Significant Budget Changes:

The Recreational Supplies line of \$500.00 was reduced to \$0.00. This amount was split up and moved to both the Medical Supplies line and the Office Supplies line to reflect actual spending. Items that were purchased out of Recreational Supplies can now be purchases out of our Revolving fund.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 75,228.77	\$ 70,724.00	\$ 71,207.00	\$ 71,207.00	\$ -	\$ 71,207.00	\$ -
O/E	\$ 9,712.34	\$ 3,835.00	\$ 2,675.00	\$ 2,675.00	\$ -	\$ 1,285.00	\$ (1,390.00)
Total	\$ 84,941.11	\$ 74,559.00	\$ 73,882.00	\$ 73,882.00	\$ -	\$ 72,492.00	\$ (1,390.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

The Recreation Department enjoyed another successful year in 2010. The Department continued operation of our many programs which involve youth and adult sports, fitness classes, bus trips and various training courses. Our 2010 offering including the following:

Youth Sports (grade level):

- Lacrosse (K-8)
- Baseball (K-12)
- Softball (K-12)
- Tee-ball (K)
- Football (K-8)
- Field Hockey (5-8)
- Soccer (K-8)
- Cheerleading (3-8)
- Basketball (K-12)
- Wrestling (K-8)

Adult Activities

- Men's Softball (women's offered with no response)
- Men's Basketball League (winter and spring)
- Over 30 basketball
- Open Gym Volleyball (spring and fall)
- Total Body Blast
- Yoga
- Aquacise
- Cardio-Kickboxing
- Zumba

Special Events

- James Taylor @ Tanglewood
- Two - New York City Shopping Trips
- Three trips to Fenway Park to see the Red Sox.
- Easter Egg Hunt and Hat Parade
- Fantasy Baseball Trip to Toronto to see the Red Sox
- Fourth of July Fireworks Celebration
- Summer Concert Series
- Baby Sitting Training Classes
- Little Chefs
- Youth/Adult Fencing Classes
- Beachgrounds Summer Party/Red Sox Alumni Game

Summer Programs

- Youth and Adult Tennis Lessons
- Baseball School
- Softball Camp (new)
- Soccer Camp (one new one)
- Summer Creations
- Girls and Boys Basketball School
- Golf camps (two this year)

- During the past year, we started to use the internet in new ways to enhance many of our programs. Many of our leagues now have websites where game schedules, standings and announcements are made so participants do not have to rely upon a coach for the distribution of information. We look forward to expanding this in the future to all of our programs. Also in the past year, we added Facebook and Twitter to help advertise to a new generation that relies upon these types of social media. We have also looked at ways to update our website and online registration system to be more user friendly.
- Fencing was added this past year for both youth and adults in the Town Hall Auditorium. Our instructor has professional experience in private training and as a college coach. This was well received and we look forward to continuing to offer this in future years.
- For the second year in a row, we offered the Summer Concert series at the Town Common in conjunction with the Village Commons. With the help of a local Arts Council Grant, we were able to expand the series to offer nine dates which is up from seven the year before. Attendance was very good at these shows and we look forward to continued success with the Concert Series.
- The Fourth of July Fireworks Celebration was held once again at the Michael E. Smith Middle School on July 3rd. This event was funded once again by the generous donations of PeoplesBank and all of the other sponsors that are with us every year. The Recreation Department was also able to provide bounce houses for the children free of charge. We had a number of non-profit vendors involved once again this year and a good time was had by all.
- The Department looks forward to 2011 with enthusiasm and we hope to continue to offer the community programs that are fun, beneficial, affordable and enjoyable.

Police

Mission Statement:

The mission of the South Hadley Police Department, in partnership with the community, is to protect life and property, to understand and serve the needs of the Town's citizens, and to improve the quality of life by maintaining order, assisting in resolving problems, and apprehending criminals in a manner consistent with the law and reflective of shared community values.

FY2012 Departmental Goals and Objectives:

- To pursue grant opportunities that would allow the department to increase community policing services and purchase technological equipment to better serve the community.
- To incorporate the Coplogic software program into the Police Department web page and promote the use of electronic reports and forms for administrative and business communications with the Department.
- To continue the process of reviewing, revising and disseminating policies and procedures that govern the efficient and effective operation of the department and collaborate with the police union on changes in a cooperative and constructive manner.

Significant Budget Changes:

As of FY12, the funding for the Matron is being requested as part of the Police Department budget. FY'12 budget is similar to FY'11 with the exception of a \$35,000.00 award from the Statewide Emergency Telecommunications Board used to offset dispatcher salary costs to the Town.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 2,047,556.00	\$ 1,886,077.00	\$ 2,106,384.00	\$ 2,031,654.00	\$ (74,730.00)	\$ 2,031,654.00	\$ -
O/E	\$ 326,149.25	\$ 318,963.81	\$ 332,123.00	\$ 329,838.00	\$ (2,285.00)	\$ 327,688.00	\$ (2,150.00)
Total	\$ 2,373,705.25	\$ 2,205,040.81	\$ 2,438,507.00	\$ 2,361,492.00	\$ (77,015.00)	\$ 2,359,342.00	\$ (2,150.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- The Department was awarded a \$600.00 State Highway Safety Division Bicycle Helmet Program grant which allowed the department to purchase bicycle helmets. These helmets were provided free of charged to needy youths at various school fairs and safety days. Bicycle officers also distributed helmets during their summertime patrols.
- The Executive Office of Public Safety/Statewide Emergency Telecommunication Board awarded the department with a \$6,481.00 training grant. This grant allowed for increased training opportunities for police and dispatchers regarding E911 calls.

- The State Highway Safety Division Traffic Enforcement Board award \$4,200.00 to the Department. These funds provided additional traffic enforcement patrols through various enforcement mobilizations including “Click it or Ticket’, and Drunk Driving, Over the Limit, Under arrest” patrols.
- The Department received a \$14,180.00 award from the Western Massachusetts Homeland Security Council for the purchase and implementation of Coplogic, an online reporting software program that will allow victims of minor crimes to file reports and receive law enforcement feedback electronically.
- The Executive Office of Public Safety/Statewide Emergency Telecommunications Board award \$42,704.00 to the Department. This funding was used to supplant dispatcher salaries and equip and secure the dispatch center.

Emergency Management

Mission Statement:

The Emergency Management Department is the town agency responsible for providing coordination and logistical support to federal, state, local, voluntary and private resources during emergencies and disasters in the Town of South Hadley. The Emergency Management Director provides leadership to: develop plans for effective response to all hazards, disasters or threats; provide information to the citizenry; and assist individuals, families, businesses and communities to mitigate against, prepare for, respond to and recover from emergencies, both natural and man made.

FY2012 Departmental Goals and Objectives:

Insure that the South Hadley Emergency Management Department keeps abreast of state-wide changes and improvements in emergency management concepts, capabilities, and equipment in order to provide the proper support to town first responders and to our citizens.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 5,000.04	\$ 2,500.04	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -
O/E	\$ 1,500.00	\$ -	\$ 6,169.00	\$ 6,169.00	\$ -	\$ 6,169.00	\$ -
Total	\$ 6,500.04	\$ 2,500.04	\$ 11,169.00	\$ 11,169.00	\$ -	\$ 11,169.00	\$ -

Departmental Accomplishments:

Re-certified Town participation in the Hampshire Regional Emergency Planning Committee which serves as the regional emergency planning committee and satisfies FEMA/MEMA requirements for grant eligibility.

Forest Warden

Mission Statement:

To control open burning by possession of a valid permit from the Town Forest Warden issued by the Building Department, and by calling the Police Department before starting the fire each day of the permit. To prevent woodland fires and to extinguish any by calling for assistance from the Fire Districts and/or the Commonwealth's District Fire Warden.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 499.92	\$ 499.92	\$ 500.00	\$ 500.00	\$ -	\$ 500.00	\$ -

Building Commissioner

Mission Statement:

The Building Department endeavors to ensure public safety, health and welfare insofar as they are affected by building construction, through structural strength, adequate means of egress facilities, sanitary conditions, light and ventilation, energy conservation, fire safety, and the use or occupancy of buildings, structures or premises as they relate to the building code, zoning regulations and bylaws. In addition to the State Building Code the Department shall enforce all zoning regulations and the by-laws as prescribed by the South Hadley General By-Laws. The Department works with other agencies and departments to collect the information and obtain the education necessary to stay current with industry and governmental changes and requirements.

FY2012 Departmental Goals and Objectives:

- Maintain Building Commissioners Certification by attending training classes and receiving the required continuing education hours to keep my certification in good standing. Building Officials are required to obtain fifty hours of continuing education every three years. In addition, as of February 1, 2011 the new 2009 International Building Code will be in effect and will require additional training. Also, Massachusetts has recently adopted the 2009 International Residential Code for one and two family dwellings. This new code should go into effect within the next six months and will also require additional training.
- Operate department within the approved budget and continue to look for new ways to reduce spending. A large portion of the budget is dedicated to professional development and travel. This is to maintain my Building Commissioners certification. By taking advantage of the training that is offered locally and free, I will be able to minimize the spending on both travel and training. The other large portion of the budget is for the Assistant Building Commissioner, who fills in during vacation or illness time. By utilizing this position on a part-time, as needed basis I will be able to minimize the spending on this position.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 59,662.69	\$ 60,902.59	\$ 62,658.00	\$ 62,658.00	\$ -	\$ 62,658.00	\$ -
O/E	\$ 1,854.68	\$ 1,914.53	\$ 2,700.00	\$ 2,700.00	\$ -	\$ 1,800.00	\$ (900.00)
Total	\$ 61,517.37	\$ 62,817.12	\$ 65,358.00	\$ 65,358.00	\$ -	\$ 64,458.00	\$ (900.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- All requirements for maintaining my Building Commissioner's certification have been met.
- Training on the new 2009 International Energy Code has been completed and training on the new 2009 International Building Code has begun.
- A comparison to the surrounding communities building permit fees has been completed. A proposal for a building permit fee increase has been submitted for approval.
- The unexpended budget turned back for FY2010 was \$2,540.88.

Wiring Inspector

Mission Statement:

The Wiring Department is responsible for the review, permitting, and inspection of all dwellings for wiring and electrical compliance and safety.

FY2012 Departmental Goals and Objectives:

- Stay up to date with the new National and State Electrical Code that went into effect on January 1, 2011 by attending training and seminars for continuing education hours.
- Maintain my certification as an inspector.
- Provide quality and timely inspections for the residents of the town.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 21,648.80	\$ 22,016.20	\$ 22,211.00	\$ 22,211.00	\$ -	\$ 22,211.00	\$ -
O/E	\$ 1,537.51	\$ 1,460.15	\$ 1,680.00	\$ 1,680.00	\$ -	\$ 1,180.00	\$ (500.00)
Total	\$ 23,186.31	\$ 23,476.35	\$ 23,891.00	\$ 23,891.00	\$ -	\$ 23,391.00	\$ (500.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- Obtained enough continuing education hours to maintain my certification.
- Turned back \$414.00 from my budget for FY10 (almost 2% of my budget)
- Compared surrounding towns permit fees and submitted a proposal to the selectboard for an increase in permit fees.

Sealer of Weights and Measures

Mission Statement:

To test and seal all scales and gas pumps throughout the town on a periodic basis. Perform price verification checks with scanners that are used at all checkout counters.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 6,214.92	\$ 6,214.92	\$ 6,215.00	\$ 6,215.00	\$ -	\$ 6,215.00	\$ -
O/E	\$ 359.26	\$ 282.94	\$ 400.00	\$ 400.00	\$ -	\$ 350.00	\$ (50.00)
Total	\$ 6,574.18	\$ 6,497.86	\$ 6,615.00	\$ 6,615.00	\$ -	\$ 6,565.00	\$ (50.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Parking Clerk

Mission Statement:

To receive and record revenues from parking tickets as well as to conduct hearings when a ticket is disputed.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 137.32	\$ 47.08	\$ 200.00	\$ 200.00	\$ -	\$ 200.00	\$ -

Dog Officer

Mission Statement:

The Animal Control Department is on call 24/7 for any animal problems. The Board of Health and Police Department may call at any time for emergencies. The general public can also reach the Department on a 24-hour emergency basis. Animal officers carry specialized equipment to aid in the capture, transport or medical assistance as needed. Dogs are cared for in temporary shelters that are maintained without any funds from the Town. The budget has no increases but will maintain the highest quality of service. The MSPCA has now gone out of business and has put more of the services back to the local towns. Our department has worked without the services of the MSPCA for many years and will continue serving the town for animal services.

FY2012 Departmental Goals and Objectives:

The goal of the Animal Control Department is to maintain a quick response to emergency incidents. The budget has been maintained at the same level since 1996. Significant progress has been made towards controlling the spread of disease and bites. The department will strive to continue providing the same level of services to our residents in the future.

Significant Budget Changes:

There are no changes to the budget for fiscal year 2012.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 11,530.00	\$ 11,545.50	\$ 11,615.00	\$ 11,615.00	\$ -	\$ 11,615.00	\$ -
O/E	\$ 1,567.60	\$ 1,384.62	\$ 1,860.00	\$ 1,860.00	\$ -	\$ 1,760.00	\$ (100.00)
Total	\$ 13,097.60	\$ 12,930.12	\$ 13,475.00	\$ 13,475.00	\$ -	\$ 13,375.00	\$ (100.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

The Animal Control Officers have maintained a good relationship with the Town of Granby and their Dog Officer. Granby currently provides the Town with a safe place to confine stray dogs.

DPW: Administration

Mission Statement:

To provide efficient and cost effective services for the safety and convenience of the public. These services include the maintenance of Town-owned roads, bridges, parks, stormwater collection systems, and sewage collection systems; the treatment of wastewater; and the management of solid waste and recycling.

FY2012 Departmental Goals and Objectives:

- Work with MassDOT to successfully complete the Morgan Street/Route 202 Road Resurfacing Project. The project scope is as follows:
 - Resurfacing of Morgan Street from Route 116 to East Street
 - Reconstruction and resurfacing of Morgan Street sidewalks from Route 116 to Mosier Street
 - Resurfacing of Route 202 from the bridge over the Connecticut River to the Bardwell Street Overpass
 - Replacement of guardrail
- Successful completion of the FY 2011 Road and Sidewalk Paving Project. The project scope is as follows:
 - Resurfacing of Brainerd Street from Route 116 to Lathrop Street
 - Construction of new Brainerd Street sidewalks from Route 116 to Lyman Street
 - Resurfacing of Lincoln Street Parking Lot
 - Replacement of guardrail
- Work with Town Planner and the Pioneer Valley Planning Commission to obtain Community Development Block Grant Funds to resurface Canal Street

Significant Budget Changes:

There are no significant changes to the FY 2012 DPW Administration Budget. ***Update: The percentage allocation (between Administration & Landfill) for the Superintendent and Town Engineer positions was changed from 20% to 33% to reflect current additional responsibilities related to the landfill.***

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 101,746.36	\$ 105,644.58	\$ 105,648.00	\$ 85,038.00	\$(20,610.00)	\$ 85,038.00	\$ -
O/E	\$ 19,894.31	\$ 16,455.05	\$ 18,140.00	\$ 17,939.00	\$ (201.00)	\$ 17,539.00	\$ (400.00)
Total	\$ 121,640.67	\$ 122,099.63	\$ 123,788.00	\$ 102,977.00	\$(20,811.00)	\$ 102,577.00	\$ (400.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- Completion of sidewalk, drainage, and berm improvements at Canal Street using Community Development Block Grant funds.
- Approval of about \$850,000 of Transportation Improvement Program funds for Morgan Street roadway improvements.
- Completion of drainage improvements at Hadley Street, Morgan Street, and Berwyn Street.
- Replacement of deteriorated outfall structure at Titus Pond.

DPW: Construction & Maintenance

Mission Statement:

To maximize the use of available resources to provide the highest level of service to residents and to ensure safe and efficient maintenance of Town roads, bridges, sewers, drainage systems, sidewalks, trees, vehicles, and equipment.

FY2012 Departmental Goals and Objectives:

- Disconnect catch basins from sewer system at Leahey Avenue and install about 200 feet of pipe and a new outfall
- Remove poor sidewalks in areas with minimal pedestrian traffic and loam and see
- Reconstruct sidewalks at Taylor Street

Significant Budget Changes:

This budget has been reduced by \$31,745 as a result of not hiring a new employee to replace a Highway Division employee that retired earlier this year.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 307,193.17	\$ 319,258.78	\$ 322,610.00	\$ 290,865.00	\$(31,745.00)	\$ 290,865.00	\$ -
O/E	\$ 105,938.39	\$ 133,268.15	\$ 122,000.00	\$ 122,000.00	\$ -	\$ 122,000.00	\$ -
Total	\$ 413,131.56	\$ 452,526.93	\$ 444,610.00	\$ 412,865.00	\$(31,745.00)	\$ 412,865.00	\$ -

Departmental Accomplishments:

- Installed about 600 feet of drainage pipe at High Street
- Reset numerous catch basin and manhole frames throughout town
- Drainage/berm improvements at Silverwood Terrace, Sycamore Parc, and Mountainview Street
- Concrete work at Ferry Street, Brainerd Street, Main Street, Morgan Street, and Town Common

DPW: Vehicle Maintenance

Mission Statement:

To efficiently maintain the vehicles and equipment of the Department of Public Works so that the vehicles and equipment can be used reliably and safely.

FY2012 Departmental Goals and Objectives:

- Rebuild vactor equipment on flusher truck
- Improve communication of maintenance issues between Mechanic and Parks/WWTP Divisions
- Adjust schedule for inspection stickers for snow removal vehicles so stickers are obtained in late summer or early fall.

Significant Budget Changes:

There is no change to the Vehicle Maintenance budget.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 45,909.28	\$ 46,642.12	\$ 47,245.00	\$ 47,245.00	\$ -	\$ 47,245.00	\$ -
O/E	\$ 112,367.75	\$ 95,432.89	\$ 111,000.00	\$ 111,000.00	\$ -	\$ 111,000.00	\$ -
Total	\$ 158,277.03	\$ 142,075.01	\$ 158,245.00	\$ 158,245.00	\$ -	\$ 158,245.00	\$ -

Departmental Accomplishments:

- Rebuilt sweeper elevator and hydraulic tank
- Rebuilt conveyor on #8 sander
- Replaced starter and alternator on 966 loader
- Replaced water pump, alternator, and starter on forklift
- Replaced sander chains
- Repaired water pump for Flusher

DPW: Snow and Ice

Mission Statement:

To provide efficient and cost effective clearing and removal of snow and ice to attain safe and passable roadways.

FY2012 Departmental Goals and Objectives:

- To continue pre-treating roadways, when appropriate, to maximize the effectiveness of plowing and sanding/salting
- To maintain the same level of service without hiring a replacement for a recently retired full-time Highway Division employee.

Significant Budget Changes:

The Snow and Ice budget has been increased by \$1.00. Reportedly, this increase is necessary to qualify for certain federal aid in the event of a major snow/ice storm.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 63,087.45	\$ 17,642.54	\$ 20,380.00	\$ 20,380.00	\$ -	\$ 20,380.00	\$ -
O/E	\$ 227,754.33	\$ 163,785.64	\$ 79,624.00	\$ 79,625.00	\$ 1.00	\$ 79,625.00	\$ -
Total	\$ 290,841.78	\$ 181,428.18	\$ 100,004.00	\$ 100,005.00	\$ 1.00	\$ 100,005.00	\$ -

Departmental Accomplishments:

Last year, the DPW, along with the Town's hired contractors, cleared about 40" of snow from Town roads.

DPW: Parks

Mission Statement:

To efficiently maintain Town-owned athletic fields, parks, buildings, and grounds using available resources.

FY2012 Departmental Goals and Objectives:

- Complete Phase 2 of BATTERY BROOK PARK PLAYGROUND EXPANSION PROJECT.
- Continue the Woodlawn Field improvements by installing outfield irrigation and erecting the batting cage that was purchased by the Recreation Department.
- Replant the front of the Police Station with new plant material.

Significant Budget Changes:

The Parks Division budget has been increased by \$11,356 to fund possible step raises for Parks Division employees as mandated through the agreement between the Town and the Laborers Union.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 277,257.02	\$ 275,684.52	\$ 293,017.00	\$ 304,373.00	\$ 11,356.00	\$ 304,373.00	\$ -
O/E	\$ 126,425.32	\$ 126,580.00	\$ 125,800.00	\$ 125,800.00	\$ -	\$ 125,600.00	\$ (200.00)
Total	\$ 403,682.34	\$ 402,264.52	\$ 418,817.00	\$ 430,173.00	\$ 11,356.00	\$ 429,973.00	\$ (200.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- Reconstruction of Woodlawn Baseball Field, including the installation of drainage pipe, a new irrigation system, sod, and infield mix.
- Reconstruction of Beachgrounds Baseball Field.
- Initiated a new organic-based fertilizer program.
- Began construction of BATTERY BROOK PARK PLAYGROUND EXPANSION.
- Began a more intensive maintenance program of Town properties, including planting more annuals and the removal and replanting of shrub beds at Town Hall and Bridge Street.
- Continued improvement of infields throughout Town through the addition of infield mix.

DPW: Tree

Mission Statement:

To efficiently and cost effectively maintain the inventory of Town-owned trees to ensure the protection of people and property.

FY2012 Departmental Goals and Objectives:

- Improve the communication between the Tree Warden and DPW to ensure tree work is scheduled as quickly as possible
- To explore the possibility of performing more minor tree trimming work by Town employees
- To plant at least 20 new trees around Town

Significant Budget Changes:

There is no change to the Tree budget.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 4,999.92	\$ 4,999.92	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -
O/E	<u>\$ 56,107.48</u>	<u>\$ 80,817.18</u>	<u>\$ 74,600.00</u>	<u>\$ 74,600.00</u>	<u>\$ -</u>	<u>\$ 74,600.00</u>	<u>\$ -</u>
Total	\$ 61,107.40	\$ 85,817.10	\$ 79,600.00	\$ 79,600.00	\$ -	\$ 79,600.00	\$ -

Departmental Accomplishments:

- Improved roadside removal of brush along guardrails by using free labor provided by the Massachusetts Trial Court Community Service Program and the Hampshire County House of Corrections
- Removal and trimming of approximately 120 trees

DPW: Landfill

Mission Statement:

To provide the highest level of service to residents for the convenient, safe, and efficient operation of waste collection/disposal and recycling programs in Town.

FY2012 Departmental Goals and Objectives:

- Educate residents about the Green Bag Program
- Increase business recycling
- Revise and publish an updated *Recyclopedia*

Significant Budget Changes:

The Landfill budget has been decreased \$15,615 due to reduced disposal costs. ***Update: The percentage allocation (between Administration & Landfill) for the Superintendent and Town Engineer positions was changed from 20% to 33% to reflect current additional responsibilities related to the landfill.***

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 158,934.72	\$ 162,712.36	\$ 165,077.00	\$ 185,687.00	\$ 20,610.00	\$ 185,687.00	\$ -
O/E	\$ 727,366.89	\$ 679,343.30	\$ 787,328.00	\$ 771,712.00	\$ (15,616.00)	\$ 771,472.00	\$ (240.00)
Total	\$ 886,301.61	\$ 842,055.66	\$ 952,405.00	\$ 957,399.00	\$ 4,994.00	\$ 957,159.00	\$ (240.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- Creation of Unwanted Medications Collection Program at the Police Department
- Conducted two Household Hazardous Waste Collections
- Approval of Sustainable Materials Recovery Program Grant for up to \$62,000 to be used to implement the Green Bag Program
- Conducted a community shredding event
- Finalized an extension of the curbside collection agreement with Allied Waste Services

DPW: Sewer

Mission Statement:

To efficiently maintain the Town's sewage collection system to protect the environment and the public.

FY2012 Departmental Goals and Objectives:

- Clean 250 catch basins
- Continue aggressive flushing/cutting/treating program to maintain proper flows in sewer and drain pipes
- Work with Town Engineer to locate sewer and drain lines so that they can be accurately mapped

Significant Budget Changes:

The FY 2012 DPW Sewer Budget is level funded.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 53,483.08	\$ 41,294.35	\$ 71,150.00	\$ 71,150.00	\$ -	\$ 71,150.00	\$ -

Departmental Accomplishments:

- Cleaned approximately 230 catch basins
- Inspection and monitoring of Judd Brook Interceptor
- Repair and maintenance of Stony Brook siphon and Mosier Street siphon
- Video camera work performed at pipes with known problems
- Chain cutter work performed to clear blocked or partially blocked lines

DPW: WWTP

Mission Statement:

To efficiently operate and maintain the Town's Wastewater Treatment Plant and to provide safe and efficient treatment of all wastewater received and discharged to the Connecticut River.

FY2012 Departmental Goals and Objectives:

- Repair Aeration Tank #4.
- Repair 2 Return Activated Sludge pumps.
- Replace sodium hypochlorite pumps.
- Finish repairs to Topors Pump Station.

Significant Budget Changes:

The Wastewater Treatment Plant budget has been reduced by \$35,137 due to decreased sludge disposal costs resulting from the new landfill operations agreement.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 552,110.12	\$ 564,958.73	\$ 577,518.00	\$ 582,381.00	\$ 4,863.00	\$ 582,381.00	\$ -
O/E	\$ 600,973.50	\$ 541,192.65	\$ 538,150.00	\$ 498,150.00	\$ (40,000.00)	\$ 495,388.00	\$ (2,762.00)
Total	\$ 1,153,083.62	\$ 1,106,151.38	\$ 1,115,668.00	\$ 1,080,531.00	\$ (35,137.00)	\$ 1,077,769.00	\$ (2,762.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- Repaired the grit removal system.
- Repaired and painted two of the treatment plant outbuildings.
- Continued implementation of the Stormwater Rebate Program.
- Improved flexibility of plant staffing when Plant Laborer was promoted to Plant Operator.

Council on Aging

Mission Statement:

The Council on Aging is committed to identifying the needs of the aged populations and to act as provider of information, referral, counseling, nutrition, and health needs that encourage independence, participation, and community involvement. The Council and staff endeavor to provide meaningful educational, cultural, social, recreational and volunteer activities and to design programs and services to meet these needs and the changing needs of our elders.

FY2012 Departmental Goals and Objectives:

- Anticipate Community Development Block Grant funding to renovate senior center roof, HVAC system and address issues in basement
- Develop a collaboration with Center for Human Development, Inc. (merger with Hawthorn)
- Evaluate effectiveness of current programs
- Complete COA Handbook
- Survey of residents 50 and over to assess needs and interests for future programs
- Assess newsletter process for cost effectiveness
- Explore new revenue sources and/or new grants
- Monitor fiscal stability of nutrition program

Significant Budget Changes:

None *Update: A clerical position was transferred from the Selectboard budget to aid the Council on Aging.*

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12- 11	Selectboard Recommended	Change from Request
P/S	\$ 216,518.63	\$ 228,232.88	\$ 225,374.00	\$ 246,758.00	\$ 21,384.00	\$ 246,758.00	\$ -
O/E	\$ 68,999.95	\$ 66,246.91	\$ 69,760.00	\$ 69,760.00	\$ -	\$ 68,260.00	\$ (1,500.00)
Total	\$ 285,518.58	\$ 294,479.79	\$ 295,134.00	\$ 316,518.00	\$ 21,384.00	\$ 315,018.00	\$ (1,500.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- Completed update of Volunteer Manual
- Nutrition Program - award of new 3-year contract as well as stabilization of account through donations and conservative practices
- Honor Flight - free trip to Washington D.C. for 8 veterans arranged by Activity/Volunteer Coordinator
- Social Service Coordinator has trained to be a SHINE Counselor
- Xerox Copier purchased by the Friends of South Hadley Elderly, Inc. and donated to the COA to print newsletter
- Smooth transition of personnel
- Wii purchased and used for activities

Veterans'

Mission Statement:

The Veterans Services Department provides financial and medical assistance to needy veterans and their families. With respect and concern for the individuals involved, the department assists veterans and their survivors in obtaining benefits in accordance with State and Federal regulations. The Town has a joint Veterans District with the Towns of Granby and Easthampton.

FY2012 Departmental Goals and Objectives:

Continue same level of service in light of greater demand throughout the District.

Significant Budget Changes:

Significant increase in caseload resulting in need for increased budget funding

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 97,028.69	\$ 129,386.88	\$ 195,000.00	\$ 215,300.00	\$ 20,300.00	\$ 215,300.00	\$ -

Departmental Accomplishments:

Keeping abreast of advanced technology requirements imposed by the State

Library

Mission Statement:

The South Hadley Public Library is a vital community resource where residents become enriched, entertained, informed, and connected to ideas and information. A dedicated library staff provides current collections, services, and technology for patrons of all ages to discover support in developing lifelong skills for personal and professional improvement. The library is a unifying force in the community, bringing together differing ages, backgrounds, and points of view in a vibrant, comfortable and welcoming environment.

FY2012 Departmental Goals and Objectives:

- The Library Director and Trustees will use print and online media to publicize library resources and our library building program.
- Library staff will visit the South Hadley High School Library to become familiar with the resources and services offered to the students.
- Library staff will focus on the South Hadley business community to promote specific services of interest.
- Library staff will work to address mold and moisture issues in the local history area of our multi-purpose room.
- The Youth Services and Adult Services Librarians will meet with academic/school colleagues at the beginning of the academic year to discuss joint collaboration and communication methods.
- The Library Director and Youth Services Librarian will cooperate on making the multi-purpose room an “extension” of the Youth Room for improved seating and family space.
- The Youth Services Librarian will improve communication with the South Hadley Public Schools and South Hadley Youth Commission to cross-promote services.
- Library staff will implement third-party software to improve access to new materials lists and program schedules.
- Online video presentations will be produced and made available via Facebook, YouTube, and other relevant sites to showcase library news and services.

Significant Budget Changes:

- The library’s FY12 budget is \$3,738 less than the FY11 figure. These savings are the result of two new staff being hired at lower wages than the previous employees.
- There is a \$200 increase in Longevity due to the anniversary dates of two experienced employees.
- An additional \$25 for Water is requested to cover increased costs.
- Due to an oversight in writing the warrant articles to be read at the May 2010 Town Meeting, our Personnel Services and Operating Expenses were off by \$856 but this was remedied with a transfer at the November 2010 Special Town Meeting. The \$856 “switch” between the Library Page and Natural Gas budget lines places the funding where it was originally approved by the Selectboard and Appropriations Committee last year.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 346,905.50	\$ 359,874.54	\$ 348,815.00	\$ 345,052.00	\$ (3,763.00)	\$ 345,052.00	\$ -
O/E	\$ 177,896.88	\$ 177,498.12	\$ 165,340.00	\$ 165,365.00	\$ 25.00	\$ 165,365.00	\$ -
Total	\$ 524,802.38	\$ 537,372.66	\$ 514,155.00	\$ 510,417.00	\$ (3,738.00)	\$ 510,417.00	\$ -

Departmental Accomplishments:

- 194,978 library materials were circulated from our building, an increase of over 8% from the previous year. This continues a steady multi-year increase in library circulation as we strive to provide timely materials to meet both educational and recreational needs.
- 13,543 hours of public access computer time were used by residents taking advantage of our high-speed Internet computers and Microsoft Office programs. This is an increase of 1,268 hours, or over 10%, from last year. Many people are using the library computers to apply for jobs, make travel reservations, use Email, complete school projects, and conduct personal and professional business. Not everybody has a computer, but everyone has access through our library.
- 18,829 items were borrowed from other libraries to meet local needs our collection couldn't accommodate. Inter-library loan service is a key component that state certified libraries are able to provide, and our community use of this vital service grew over 6% in the past year.
- The library was excited to debut a new online language learning program called "Byki" this past year. "Byki" stands for "before you know it" and offers self-paced learning of words or phrases. Over 80 languages are available to learn, from Afrikaans to Zulu – as well as several English as a Second Language options. Any resident can sign up for a free account through the library's website.
- Our 2010 Summer Reading theme was "Go Green at Your Library". A total of 438 children and teens (24 more than last year) participated in fun and educational programs that focused on books and the environment. Programs for youth included a fossil workshop, two "upcycling" programs making crafts from used household materials, and a continued partnership with WGBY public television to provide educational programs to children. Adult programs over the summer included a hiking presentation done in cooperation with the Conservation Commission and a talk about fair trade coffee with Dean Cycon of Dean's Beans.
- The library was pleased to collaborate with Mount Holyoke College on two different projects this year. As a community partner with the MHC Library's *Harry Potter's World: Renaissance Science, Magic and Medicine* exhibit, we presented an educational Young Wizards Show that made science fun through zany experiments and demonstrations. The library also partnered with the MHC Chemistry department on a "Passport to Chemistry" project. Self-contained kits for families to conduct chemistry experiments at home and practice the skills of observation and recording were made available. Participants who completed four experiments were invited to a special chemistry day held at the college.
- The South Hadley Public Library was one of six libraries in the state, and the only Western Mass. library, to receive a "Reading Rink" grant award from the Boston Bruins. The rinks feature a Bruins rug, Bruins themed hockey furniture, bookcases made from hockey sticks and a kids-sized Bruins rocking chair. They provide a comfortable space for young readers and their families to read together, do a craft, or take part in a library

program. Libraries were chosen by the Boston Bruins and the Massachusetts Board of Library Commissioners based on several factors including the number of participants in summer reading.

- Our annual “South Hadley Reads” community-wide discussion series continued for the ninth consecutive year with programs and discussions centered on Greg Mortenson’s book *Three Cups of Tea*. The cooperation of our library, the Gaylord Memorial Library, Council on Aging, and Odyssey Bookshop resulted in another successful year of this series. With the assistance of South Hadley High School Librarian Becky Mazur we were also able to offer a teen discussion of this timely book.
- To make our multi-purpose room more accommodating for public meetings, the library added a laptop computer that can be used with our digital projector and screen for group meetings. New speakers were also purchased that fit both the laptop and our DVD player for media and movie presentations. The room is available for civic, educational, and cultural purposes – as well as quiet study space when no programs are scheduled.
- In order to better communicate our ongoing programs and services, the library designed a Facebook page to engage patrons in an online environment. Any Facebook user can search for “South Hadley Circ Desk” and become a Facebook friend to receive updates, reminders, and recommendations. When you visit the library in person, be sure to check our digital display board that highlights upcoming programs.
- The Board of Library Trustees and Library Design Study Committee followed Designer Selection procedures to hire an Owners Project Manager and Architect for the library building project. Following a thorough site selection process, the Trustees endorsed the Northeast Utilities site at the corner of Main & Canal Streets as the best site for a new library. Work is ongoing to finalize a Purchase & Sale Agreement and conduct environmental testing. A Schematic Design for the new building is near completion and will be part of the Construction Grant application due on January 27, 2011 with awards to be announced on June 16, 2011.

Gaylord Library

Mission Statement:

To serve the entire community as a free public library, providing materials for educational support, independent learning, and general reading enjoyment.

FY2012 Departmental Goals and Objectives:

- To continue to operate as a favorite South Hadley destination for library resources and programs that anticipate and satisfy our community's needs for information, enjoyment, and enlightenment.
- To secure adequate funding for the Gaylord Memorial Library to provide and maintain a desired level of library service and development.
- To continue to encourage gifts and endowments to the Library.
- To update computer hardware and applications to meet the needs of the Library and community.

Significant Budget Changes:

Gaylord Library's budget is severely out of balance, in spite of significant fundraising activities by our staff and volunteers. Over the past few years we have used money from our investments to cover the shortfall, which has reduced our endowment by \$30,000 to \$40,000 per year. Unless additional sources of financial support are obtained, the Library's endowment will be depleted within the next decade.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 13,500.00	\$ 13,000.00	\$ 12,350.00	\$ 12,350.00	\$ -	\$ 12,350.00	\$ -

Departmental Accomplishments:

- 19,225 items loaned to residents
- 879 interlibrary loans
- 196 programs including story hours, author talks, etc.
- 2,761 people attended programs
- Holdings increased 8%
- 1248 volunteer hours
- Cooperative programming with South Hadley Public Library, COA and Odyssey paid by PeoplesBank grant
- Cooperative programming with South Hadley Chamber – Holiday Stroll
- New monthly Wine Down fundraisers
- Book Sale, Book Fair, Annual Winetasting Gala, Annual Appeal
- Inventoried local history vault materials
- New local history blog

Town Audit

Mission Statement:

To ensure that the Town's financial and accounting data is fairly stated and represented and that all schedules and financial statements are in conformity with Generally Accepted Accounting Principles (GAAP).

Significant Budget Change:

Due to the negotiation of a new contract for auditing services, a 9% increase has been projected for fiscal year 2012. There is no increase needed to cover the consultation services for GASB 45.

	FY09 Exp	FY10 Exp	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Town Audit	\$ 20,500.00	\$ 22,000.00	\$ 22,000.00	\$ 24,000.00	\$ 2,000.00	\$ 24,000.00	\$ -
Actuary Study	\$ 6,000.00	\$ 6,000.00	\$ 4,000.00	\$ 4,000.00	\$ -	\$ 4,000.00	\$ -
Total	\$ 26,500.00	\$ 28,000.00	\$ 26,000.00	\$ 28,000.00	\$ 2,000.00	\$ 28,000.00	\$ -

Cable Access

Mission Statement:

The Cable Studio provides the South Hadley community with channel time, production equipment, training and technical assistance free of charge for the production and presentation of non-commercial programs.

FY2012 Departmental Goals and Objectives:

- Increase the number of volunteers that regularly use the studio and create original programming
- Find new ways of attracting a younger audience to watch the community channel
- Hold more training events for the community

Significant Budget Changes:

The only significant changes in the budget would be a decrease in our Events line item. I had requested \$2,000 last year with the thought that there would be more expenses related to training and other public events, but those costs have not occurred. For that reason, I am decreasing the budget to \$1,000. I still want to have funds available for events, but I feel that \$1,000 will be a much more reasonable number. I have also completely eliminated the Legal Fees item because we are no longer in negotiations with Comcast for our contract and there are no legal items in the foreseeable future.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 43,254.99	\$ 46,487.48	\$ 65,106.00	\$ 65,106.00	\$ -	\$ 65,106.00	\$ -
O/E	\$ 9,844.44	\$ 21,429.66	\$ 15,200.00	\$ 13,700.00	\$ (1,500.00)	\$ 13,200.00	\$ (500.00)
Total	\$ 53,099.43	\$ 67,917.14	\$ 80,306.00	\$ 78,806.00	\$ (1,500.00)	\$ 78,306.00	\$ (500.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- The studio has seen a rather impressive increase in volunteers this year. Among those are SHHS alumni and adult residents who have taken an interest in the producing programming. The alumni, namely Dan Dubuc and Addison Boroff, have taken it upon themselves to film and commentate on a great many high school sporting events. They have produced some very high quality programs and are continuing to follow the SHHS sports teams from season to season. The other volunteers have been very instrumental in allowing the studio to do more complex programs and capture live events with more cameras.
- We also saw a significant improvement in studio equipment thanks to an appropriation at the Annual Town meeting to upgrade our control room. The studio personnel, as well as a hand-full of students, have spent time learning the new equipment and are getting quite adept at it. I have faith that with time, this new equipment will bring new interest into the studio and we will see even greater quality programming originating here.
- This year also saw the creation of a quarterly studio newsletter which informs the community about events and changes at the studio. The newsletter is disseminated digitally to our email mailing list and physical copies have been available at the South Hadley Public Library.
- In August, the studio held its first Adult Training Seminar which drew a reasonable size crowd and also brought us lasting volunteers. We hope to hold seminars in the near future.

Retirement

Mission Statement:

The Town is billed each year by Hampshire County Retirement System for its share of the fiscal year appropriation. South Hadley's share for FY2011 is 13.70% of the retirement appropriation. This pays the retirement benefit for current eligible School and Town retirees and contributes to the Unfunded Liability of the Retirement System. The pension appropriation is 19.07% of the total aggregate salaries for September 2010. The total increase for FY11 is 4.93%

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 1,605,265.00	\$ 1,678,094.00	\$ 1,823,281.00	\$ 1,902,732.00	\$ 79,451.00	\$ 1,902,732.00	\$ -

Unemployment

Mission Statement:

This account funds unemployment costs for eligible town and school employees no longer working for the Town.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 49,965.35	\$ 83,000.00	\$ 100,000.00	\$ 100,000.00	\$ -	\$ 100,000.00	\$ -

Street Lighting

Mission Statement:

To work with the South Hadley Electric Light Department in providing adequate street lighting for Town roads and neighborhoods at an affordable cost and within a limited budget.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 86,319.09	\$ 87,229.82	\$ 112,341.00	\$ 112,341.00	\$ -	\$ 112,341.00	\$ -

Property and Liability Insurance

Mission Statement:

To provide comprehensive blanket insurance coverage for Town and School property, equipment, staff, and officials in the event of a loss or incident.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 214,775.00	\$ 198,230.77	\$ 185,962.00	\$ 200,000.00	\$ 14,038.00	\$ 200,000.00	\$ -

Group Health Insurance

Mission Statement:

This appropriation contributes to the Town's share of the health insurance and life insurance plans for the eligible employees of the Town, SHELD, and School Department. Pursuant to M.G.L. Chapter 32B, as a benefit of employment, any active, permanent employee of the Town, School, or SHELD who works a minimum of 20 hours per week, is eligible for Group Health Insurance.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 3,843,946.00	\$ 4,049,406.41	\$ 4,189,779.00	\$ 4,189,779.00	\$ -	\$ 4,005,490.00	\$ (184,289.00)

The Selectboard has recommended a restructuring of the retirement rates.

Celebrations

Mission Statement:

Provide flags and markers for the graves of South Hadley veterans as well as the decoration of other appropriate sites in honor of our veterans.

FY2012 Departmental Goals and Objectives:

Decoration of veterans graves as prescribed by law

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 2,764.15	\$ 2,760.37	\$ 2,800.00	\$ 2,800.00	\$ -	\$ 2,800.00	\$ -

Departmental Accomplishments:

Assisted with Memorial Day and Veterans Day programs

Damages to Persons/Property

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ -	\$ -	\$ 10.00	\$ 10.00	\$ -	\$ 10.00	\$ -

Town Reports/Materials

Mission Statement:

By statute, municipalities of the Commonwealth are required to publish an annual report of annual expenditures, town meetings actions and certain other mandated reports. The Town's general by-laws require the printing and mailing of materials within certain deadlines prior to town meeting.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 2,365.78	\$ 2,782.22	\$ 3,500.00	\$ 3,500.00	\$ -	\$ 3,500.00	\$ -

Fica Medicare

Mission Statement:

This appropriation is to fund the Town's matching contribution for Social Security and Medicare.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 299,837.69	\$ 307,164.34	\$ 311,406.00	\$ 326,977.00	\$ 15,571.00	\$ 326,977.00	\$ -

Old Firehouse Museum

Mission Statement:

The Trustees of the Firehouse Museum work with the South Hadley Historical Society which supports the Museum by providing volunteers, staffing the building during hours when it is open to the public, and developing historical displays.

FY2012 Departmental Goals and Objectives:

The goal of the trustees of the Firehouse museum during the fiscal year 2012 is to continue maintaining the museum so that it remains a premiere museum to view artifacts of yesteryears and to show visitors the significance that the Connecticut River played in the growth of South Hadley.

Significant Budget Changes:

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 3,202.28	\$ 2,820.58	\$ 4,725.00	\$ 4,126.00	\$ (599.00)	\$ 4,126.00	\$ -

Workers' Compensation

Mission Statement:

This is a Trust Fund for self-insurance of the Town's workers' compensation costs for injuries incurred at the workplace. It consists of all medical and hospitalization costs, third party administration, lost wages, legal representation, and reinsurance for Town and School personnel. Until 2004, SHELD employees were included as well. The original fund amount goal was \$1,000,000.00 in order for the interest generated to pay for all expenditures.

FY11 Amount Budgeted: \$65,000

FY12 Amount Requested: \$0

Balance	7/1/2009	\$783,258.24	Balance	7/1/2010	\$785,542.80
ATM	May-09	\$0.00	ATM	May-10	\$65,000.00
Interest Thru	6/30/2010	\$52,859.03	Interest Thru	2/28/2011	\$29,737.16
Expended Thru	6/30/2010	\$50,574.47	Expended Thru	3/31/2011	\$117,828.56
Balance	6/30/2010	\$785,542.80	Balance	3/31/2011	\$762,451.40

Historical Appropriation and Expense

FY	Appropriated	Expended
2006	\$ 55,000.00	\$ 108,843.54
2007	\$ -	\$ 129,713.29
2008	\$ 65,000.00	\$ 65,074.92
2009	\$ 65,000.00	\$ 98,234.15
2010	\$ -	\$ 50,574.47
2011	\$ 65,000.00	\$ -

Health

Mission Statement:

By law, the Board of Health is the designated public health authority for the Town. It is primarily a regulatory agency, and strives to effectively enforce all applicable laws and rules and regulations pertaining to public health in order to preserve and protect public health, the major goal and responsibility. Additionally, community health needs are continually evaluated and identified so that appropriate programs and services that lend to the promotion of public health for all can be provided.

FY2012 Departmental Goals and Objectives:

- To create an educational program on Nicotine Delivery Devices.
- Receive training at the Center for Domestic Preparedness in Anniston, Alabama on Agricultural Emergency Response Training for CBRNE Incidents course that provides the responder with an overview of agro terrorism and Chemical, Biological, Radiological, Nuclear, or Explosive (CBRNE) hazards, relative to their potential impact upon agricultural resources and the agricultural community. Lectures include response actions, epidemiology, zoonotic diseases, foreign animal diseases, animal restraint and euthanasia, and animal carcass disposal. Hands-on training provides knowledge and skills in selecting and using Personal Protective Equipment (PPE), conducting decontamination, using survey and monitoring equipment, and preserving the crime scene.
- To continue to work in the Mt. Tom Tobacco Coalition, to enforce tobacco control regulations, to write new regulations.
- To look at Hazardous Materials Regulations and Dumpster Regulations.
- To work with the Center for Ecological Technology and the Solid Waste Coordinator on a Business Recycling Program.

Significant Budget Changes:

Personal Service Budget decreased by 1%. Operating Expense Budget decreased by 34%

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 90,212.04	\$ 106,899.02	\$ 111,236.00	\$ 110,084.00	\$ (1,152.00)	\$ 110,084.00	\$ -
O/E	\$ 3,535.34	\$ 3,818.59	\$ 4,400.00	\$ 2,900.00	\$ (1,500.00)	\$ 2,900.00	\$ -
Total	\$ 93,747.38	\$ 110,717.61	\$ 115,636.00	\$ 112,984.00	\$ (2,652.00)	\$ 112,984.00	\$ -

Departmental Accomplishments:

- Worked collaboratively with Massachusetts Department of Public Health and the Hampshire Emergency Preparedness Coalition to enhance the community's capacity to share resources and respond to public health threats and emergencies, including terrorism and outbreaks of infectious diseases.
- Created/permitted a permanent unwanted medication drop off at the Police Department.
- Trained at the Center for Domestic Preparedness in Anniston, Alabama in key areas of environmental health: disaster management; responder safety; potable water, wastewater management and disposal; food safety, vector control and pest management, solid waste and hazardous materials, shelters; and building assessment.
- Responded to approximately 220 complaints with follow-up.
- Created regulations to impose fees for the employment of outside consultants (593 s.53G)
- Director participated in several committees, Suicide Prevention, Drug and Alcohol Task Force, Solid Waste Advisory
- Committee, Mt. Tom Tobacco Coalition, Hampshire Emergency Preparedness Coalition, Medical Reserve Corp.

Retirement of Debt

Mission Statement:

This account represents principal payments on borrowing for numerous capital outlay projects approved by Town Meeting such as Schools, Sewer and Landfill Projects. These are projects for which the maximum two (2) year short-term borrowing period has been reached and have now becomes permanent debt.

FY2012 Departmental Goals and Objectives:

Engaged the services of UniBank to assist in the issuance of future town debt.

Significant Budget Changes:

Awaiting confirmation of land purchase for the Library.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 2,671,964.36	\$ 2,646,752.45	\$ 2,556,609.00	\$ 2,392,729.00	\$(163,880.00)	\$ 2,392,729.00	\$ -

Interest-Long Term Debt

Mission Statement:

This represents the interest due on the permanent debt for the Town. The debt has been issued for school projects, sewer projects, the Police Station and landfill projects.

Significant Budget Changes:

Please refer to Long Term Debt Schedule.

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 1,308,702.45	\$ 1,207,353.34	\$ 1,129,557.00	\$ 1,014,118.00	\$(115,439.00)	\$ 1,014,118.00	\$ -

Interest-Short Term Debt

Mission Statement:

The Treasurer is responsible for calling investors to bid on the notes and bonds for the Town and determining the lowest bid. The Selectboard must approve the low bid and sign the notes along with the Treasurer. Interest is paid on short-term borrowing, one year or less. Short-term borrowing is a tool used to put off principal payments while waiting for reimbursements from the state and federal government and to plan the best time for principal payments to begin without causing major increases in fiscal year debt payments or major cash flow problems.

Significant Budget Changes:

<i>January 3,2011</i>	Notes	Rate	Days	Interest	Paydown	Total
Sewer I & I	\$ 300,000.00	1.14%	359	\$ 3,410.00		\$ 3,410.00
Departmental Equipment	\$ 50,000.00	1.14%	359	\$ 568.42		\$ 568.42
Golf Course Clubhouse	\$ 430,197.00	1.14%	359	\$ 4,890.62	\$ 25,634.00	\$ 30,524.62
Total	\$ 780,197.00	1.14%	359	\$ 8,869.04	\$ 25,634.00	\$ 34,503.04

* Estimates on potential Future Borrowings

* School Feasibility Study	\$ 360,000.00	2.00%	359	\$ 7,200.00		\$ 7,200.00
* Land Purchase (3 Pmts)	\$ 241,000.00	2.00%	359	\$ 4,820.00		\$ 4,820.00
* Land Purchase	\$ 723,000.00	2.00%	359	\$ 14,460.00		\$ 14,460.00

Total \$ 30,530.00

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 29,021.44	\$ 18,536.93	\$ 14,423.00	\$ 30,530.00	\$ 16,107.00	\$ 30,530.00	\$ -

Channel Marking

Mission Statement:

To represent the Town of South Hadley in a four-community effort along with Holyoke Gas & Electric to install and maintain a channel marking system for the Connecticut River. The annual installation and removal of Canal Park docks are also funded through this budget. South Hadley funds these programs through the collection of boat excise tax (M.G.L. Chapter 60B) within the Town. "50% of said excise tax shall be credited to the municipal waterways improvement and maintenance fund". This budget comes from that fund.

FY2012 Departmental Goals and Objectives:

Continue the work of monitoring the installation, maintenance & removal of channel markers for the 2012 season and be sure funding is available to maintain program.

Significant Budget Changes:

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 3,950.00	\$ 4,093.00	\$ 5,500.00	\$ 5,500.00	\$ -	\$ 5,500.00	\$ -

Departmental Accomplishments:

Oversee the installation & removal of channel markers along with their maintenance during the 2010 season. There were 10 lost markers in the fall high water event along with 5 needing major repair.

Ledges Golf

Mission Statement:

Committed to provide the public golfer with an unparalleled golf experience everyday, every time, through quality course conditions, service and complete customer satisfaction.

Significant Budget Changes:

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
P/S	\$ 109,834.37	\$ 117,168.76	\$ 137,334.00	\$ -	\$ (137,334.00)	\$ -	\$ -
O/E	\$ 777,214.20	\$ 776,691.80	\$ 785,375.00	\$ 989,793.00	\$ 204,418.00	\$ 989,793.00	\$ -
Total	\$ 887,048.57	\$ 893,860.56	\$ 922,709.00	\$ 989,793.00	\$ 67,084.00	\$ 989,793.00	\$ -

Golf Course Services

An increase of \$8K over the 2011 budget is reflective in the following line items:

Professional and Technical-this increase is for the new POS system and the associated monthly fees

Annual Contracts-IGM's contract was increase per agreement

Golf Course Supplies

This area reflects a decrease of \$3K as compared to 2011 budget. Pro Shop supplies are down \$9K but an increase of \$6K is anticipated in increased fuel costs netting a \$3K improvement.

Golf Course Other

All of the \$71K increase as compared to 2011 budget is in line item Professional Development. Of this number \$15K is allocated for travel expenses. This line item now includes the fees and travel expenses for the expanded IGM services. There is a small decrease in range supplies. This will be reflected in the additional revenue generated to have the Course cover all labor and expenses.

Revenue

With the limited historical information, following are our revenue projections for 2012. They do reflect enough revenue to cover all expenses and labor including the increase fees and incentives of the expanded IGM services agreement.



International Golf Maintenance, Inc.

8390 ChampionsGate Boulevard, Suite 200 • ChampionsGate, Florida 33896-8312
(800) 413-5500 • (407) 589-7200 • Fax: (407) 589-7216

www.igminc.net

Green Fees	\$645,000
Cart Fees	\$195,000
Season Passes	\$ 75,000
Pro Shop	\$ 35,000
Concessions	\$ 15,000
Range	\$ 20,000
Lessons	\$ 0
Utility	<u>\$ 8,500</u>
 Total Revenue	 \$993,500

The green fee number is based on 30,000 rounds at an average of \$21.50 per round. This is a \$2 increase as compared to the 2010 actual.

The cart fees are based on 30,000 rounds at an average of \$6.5 per round. This is a \$.50 increase as compared to 2010 actual.

Pro Shop is up a modest \$3,000 while all lesson revenue has been removed. All lessons will be on off time and all monies received for lessons will be that of the professional teaching.

All other revenue categories are flat to 2010 actual.

Summary

Based on the above information, the course will erase the current deficit of approximately \$90,000 and cover all of its labor and expenses. Any additional revenue generated will go straight to the bottom line and become a profit center for the Town.

Golf Course Enterprise – FY12 Supporting Documentation

Estimated Revenues

Green Fee's/ Cart Rentals	\$ 840,000
Season Passes	\$ 75,000
Pro Shop	\$ 35,000
Driving Range	\$ 20,000
Concession	\$ 15,000
Utility Reimbursement	\$ 8,500
Total	\$ 993,500

Expenses

Golf Enterprise Operating Budget

Personal Services	\$ -
Other Expenses	\$ 989,793
Total Operating Budget	\$ 989,793

Debt & Interest	\$ 396,673
Capital Outlay	\$ -

Subtotal \$ 1,386,466

Direct/Indirect Costs in General Fund

Admin Services	\$ 18,316
DPW Related Services	\$ 14,146
Liab. Insurance/ Misc.	\$ 4,250
Subtotal	\$ 36,712

Total \$ 1,423,178

Estimated Surplus/(Deficit) \$ (429,678)

Proposed funding is as follows:

\$993,500 to come from enterprise revenues, \$392,966 to come from free cash, and \$36,712 to be appropriated in the general fund from the tax levy. (The proposed funding and budget may change as the new golf course management structure gets finalized).

* (Certified Retained Earnings as of 7/1/10 - \$98,696)

Canal Park

Mission Statement:

The mission of the Canal Park Committee has several distinct aspects among which are documenting the historical importance of this, our nation's first commercially operating navigational canal to Western New England's development throughout the first half of the 19th century and publicize its historic importance to our own townspeople as well as potential tourists. Develop, maintain and expand the present Bicentennial Canal Park along Canal Street for the use and pleasure of our town's people. Provide non-motorized boat access to the Connecticut River and protect the remaining outer bank of the canal bed from further soil erosion.

FY2012 Departmental Goals and Objectives:

- Power washing and staining/painting the Bicentennial Canal Park sign
- Making necessary repairs to the non-motorized boat dock
- Conducting a spring and fall cleanup of Bicentennial Canal Park

Significant Budget Changes:

The fiscal year 2012 budget is unchanged from fiscal year 2011

	FY09 Expended	FY10 Expended	FY11 Budget	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 933.55	\$ 975.00	\$ 1,000.00	\$ 1,000.00	\$ -	\$ 900.00	\$ (100.00)

Selectboard recommended reflects office supply monies being transferred to create the Internal Service Fund for the consolidated purchasing of office supplies.

Departmental Accomplishments:

- Power washing and re-staining the overlook at Bicentennial Canal Park
- Planting of numerous shrubs and flowers
- Trails were groomed and numerous invasive species removed

Conservation Land Fund

Mission Statement:

To administer the Massachusetts Wetlands Protection Act and local Wetlands Bylaw within the Town, assisting the public to understand and follow the Act, Regulations and Bylaw. To protect and manage land for conservation purposes and passive recreational use. To promote the conservation of natural resources and protect the watershed resources in South Hadley.

FY2012 Departmental Goals and Objectives:

- Provide assistance to residents and applicants about the wetland permitting process, to ensure awareness and compliance with the state regulations and local bylaw.
- Organize a few ways to commemorate the 50th anniversary of the Conservation Commission in 2011..
- Promote and support land conservation efforts in town.
- Continue participation and assistance to town officials by serving on the Intervenor Status Committee.

Significant Budget Changes:

We have been slowly accumulating funds in this account with requests for \$5,000 at Annual Town Meeting for many years. This year we used funds from this account to complete the APR (Agricultural Preservation Restriction) for 100 acres of farmland at McCray's Farm off Alvord Street. We spent \$4,000 to cover most of the cost of the first appraisal for the property, and then gave a check for \$20,000. to the Department of Agriculture as part of the Town's share of the \$1.43 million package. The other part of the Town's share (\$51,500.) was taken from the Ledge's Farmland Protection Fund (Farm Tax). Because these accounts already had funds in them, we did not have to ask Town Meeting for new money for this important project.

	FY09 Appropriated	FY10 Appropriated	FY11 Appropriated	FY12 Request	Change FY12-11	Selectboard Recommended	Change from Request
Total	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -

Departmental Accomplishments:

See description under Conservation Commission.

Capital Stabilization

Mission Statement:

A practice of appropriating a meaningful sum of money into this account should continue to be employed.

FY11 Amount Budgeted/Appropriated: -0-

FY12 Amount Requested: \$81,471

FY10			FY11		
Balance	7/1/2009	\$177,357.35	Balance	7/1/2010	\$205,771.04
ATM	May-09	\$0.00	ATM	May-10	\$0.00
Interest Thru	6/30/2010	\$28,413.69	Interest Thru	2/28/2011	\$7,841.94
Balance	6/30/2010	\$205,771.04	Balance	2/28/2011	\$213,612.98

Section III Capital Requests

General Bylaws of the Town of South Hadley 2005

General Bylaws: Section 503 Capital Planning Committee

503.1 Membership and term

The Capital Planning Committee will consist of nine (9) members, each of whom shall be appointed for a three-year term, and shall consist of three (3) individuals recommended by the Selectboard, two (2) members recommended by the School committee, three (3) individuals recommended by the Appropriations Committee, and one (1) member recommended by the Planning Board. No member of the above named boards or committees shall be disqualified from serving as a recommended member of the Capital Planning Committee. The Committee shall choose its own officers, and in the event of a vacancy by removal, resignation or otherwise, the remaining Committee members shall have the power to fill the vacancy for the balance of that term.

503.2 Duties

The Committee shall study and make recommendations with respect to proposed capital projects and improvements involving major non-recurring tangible assets and projects which:

- (a) are purchased or undertaken at intervals of not less than five years;
- (b) have a useful life of at least five years: and
- (c) cost over \$10,000

The Committee shall consider the relative need, impact, timing and cost of these expenditures and the effect, each will have on the financial position of the Town. All officers, board and committees, including the Selectboard and School Committee, shall, by January 1 of each year, give to the Committee, on forms prepared by it, information concerning all anticipated projects requiring Town Meeting action during the ensuing five years.

503.3 Report to Selectboard

The Committee shall prepare a report recommending a capital planning budget for the next fiscal year and a capital planning program including recommended capital improvements for the following five fiscal years. The report shall be submitted to the Selectboard for its consideration and approval. The Board shall submit its approved capital budget to the Annual Town Meeting for adoption by the Town. No appropriation shall be voted for a capital improvement requested by a department, board or commission unless the proposed capital improvements is considered in the Committee's report or the Committee shall have submitted a report to the Selectboard explaining the omission.

503.4 Approval and implementation of report

Such capital planning report, after its adoption, shall permit the expenditure on projects including therein of sums from departmental budget for surveys, architectural or engineering advice, option or appraisals: but no such expenditure shall be incurred on projects which have not been so approved by the Town through the appropriation of sums in the current year or in prior years for preliminary planning for projects to be undertaken more than five years in the future. Nothing herein shall restrict the School Committee from approving an expenditure for a capital project out of a previously approved annual appropriation by Town Meeting.

503.5 Report of recommendation to Town Meeting and residents

The Committee's report and the Selectboard's recommended capital budget shall be published and made available in a manner consistent with the distribution of the Town budget.

Long-Term Debt Schedule

December 28, 2010

<u>Date</u>	<u>Purpose</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	
6/1/1993	Sewer 91-33 P (3,197.39)	6,351.07	6,556.67	6,769.48	3,463.01						
6/1/1993	Sewer 91-33 I										
3/1/1994	Sewer P	20,000.00	20,000.00								
3/1/1994	Sewer I	2,120.00	1,060.00								
3/1/1994	Police P	110,000.00	110,000.00								
3/1/1994	Police I	11,660.00	5,830.00								
6/1/1995	Sewer 91-34 P (24,252.28)	47,893.68	50,545.31	53,337.15	27,730.18						
6/1/1995	Sewer 91-34 I										
7/15/1997	School Remodeling P	70,000.00									
7/15/1997	School Remodeling I	1,750.00									
11/1/1998	Sewer 97-54 P	27,994.72	27,870.62	21,400.00	30,363.60	31,835.92	33,101.25	34,157.58	34,423.59	35,746.00	
11/1/1998	Sewer 97-54 I	5,566.71	4,706.88	12,219.13	3,785.32	2,706.88	1,571.24	622.37			
7/15/1999	Golf Course P	150,000.00	155,000.00	165,000.00	170,000.00						
7/15/1999	Golf Course I	30,537.50	22,171.87	13,571.87	4,568.75						
8/1/2000	Sewer P	25,000.00									
8/1/2000	Sewer I	612.50									
8/1/2000	School Remodeling P	85,000.00	80,000.00	80,000.00	80,000.00	80,000.00	80,000.00				
8/1/2000	School Remodeling I	22,362.50	18,320.00	14,360.00	10,300.00	6,180.00	2,060.00				
8/1/2000	Landfill P	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00				
8/1/2000	Landfill I	8,340.00	6,870.00	5,385.00	3,862.50	2,317.50	772.50				
8/1/2001	School Projects P	1,435,000.00	1,435,000.00	1,435,000.00	1,435,000.00	1,430,000.00	1,430,000.00	1,430,000.00	1,430,000.00		
8/1/2001	School Projects I	540,397.50	475,822.50	404,072.50	339,497.50	273,487.50	206,277.50	138,352.50	69,712.50		
9/28/2001	Sewer 98-128 P	37,034.97	36,709.02	42,444.15	41,757.96	42,105.47	46,528.62	46,386.54	50,411.79	49,480.27	
9/28/2001	Sewer 98-128 I	10,600.68	10,579.77	8,446.90	7,946.12	5,395.08	3,871.37	2,259.86	815.42		
10/15/2002	Sewer P	10,750.00									
10/15/2002	Sewer I	166.62									
10/15/2002	Building Remodeling P	6,750.00									
10/15/2002	Building Remodeling I	104.62									
10/15/2002	School Remodeling P	65,875.00									
10/15/2002	School Remodeling I	1,021.06									
10/15/2002	Dept Equipment P	16,625.00									
10/15/2002	Dept Equipment I	257.69									
12/14/2006	Sewer CW-05-26 P	186,563.00	190,332.00	194,177.00	198,099.00	202,102.00	206,184.00	210,350.00	214,599.00	218,935.00	
12/14/2006	Sewer CW-05-26 I (35,532.17)	72,929.97	69,161.02	65,315.93	61,393.17	57,391.16	53,308.30	49,142.96	44,893.47	40,558.13	
4/1/2007	Golf Course Refunding P	15,000.00	15,000.00	15,000.00	20,000.00	200,000.00	205,000.00	215,000.00	225,000.00	235,000.00	
4/1/2007	Golf Course Refunding I	174,557.50	173,976.25	173,395.00	172,695.00	168,295.00	159,170.00	149,745.00	139,820.00	128,320.00	
4/1/2007	School Project Refunding P	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00	1,440,000.00	
4/1/2007	School Project Refunding I	191,581.25	191,181.25	190,781.25	190,381.25	189,981.25	189,581.25	189,181.25	188,781.25	188,381.25	
4/1/2007	Land Acquisition P	100,000.00	100,000.00								
4/1/2007	Land Acquisition I	5,750.00	1,875.00								
12/15/2009	Sewer CW-06-24 P	58,221.94	59,398.26	60,598.86	61,822.76	63,071.92	64,345.37	65,646.01	66,971.91	68,325.00	
12/15/2009	Sewer CW-06-24 I (11,906.85)	24,395.92	23,219.72	22,019.75	20,795.53	19,546.58	18,272.41	16,972.50	15,646.32	14,293.35	
7/8/2010	Sewer CW-06-24A P		683.00	697.00	711.00	726.00	740.00	755.00	771.00	786.00	
7/8/2010	Sewer CW-06-24A I	142.32	267.15	253.35	239.27	224.90	210.24	195.29	180.03	164.46	
9/24/2010	Sewer P		40,000.00	40,000.00	35,000.00	35,000.00	35,000.00				
9/24/2010	Sewer I		9,076.56	5,437.50	3,937.50	2,625.00	1,312.50				
9/24/2010	Golf Course Club House P		25,634.00								
	Total	Total Principal	2,514,059.38	2,392,728.88	2,154,423.64	2,143,947.51	2,124,841.31	2,140,899.24	2,012,295.13	2,032,177.29	2,048,272.27
	Total	Total Interest	1,104,854.34	1,014,117.97	915,258.18	819,401.91	728,150.85	636,407.31	546,471.73	459,848.99	371,717.19
	Total	Total Debt Service	3,618,913.72	3,406,846.85	3,069,681.82	2,963,349.42	2,852,992.16	2,777,306.55	2,558,766.86	2,492,026.28	2,419,989.46
General	Total Principal	649,250.00	490,000.00	290,000.00	300,000.00	310,000.00	315,000.00	215,000.00	225,000.00	235,000.00	
General	Total Interest	256,340.87	229,043.12	206,711.87	191,426.25	176,792.50	162,002.50	149,745.00	139,820.00	128,320.00	
General	Total Debt Service	905,590.87	719,043.12	496,711.87	491,426.25	486,792.50	477,002.50	364,745.00	364,820.00	363,320.00	
Excluded	Total Principal	1,445,000.00	1,445,000.00	1,445,000.00	1,445,000.00	1,440,000.00	1,440,000.00	1,440,000.00	1,440,000.00	1,440,000.00	
Excluded	Total Interest	731,978.75	667,003.75	594,853.75	529,878.75	463,468.75	395,858.75	327,533.75	258,493.75	188,381.25	
Excluded	Total Debt Service	2,176,978.75	2,112,003.75	2,039,853.75	1,974,878.75	1,903,468.75	1,835,858.75	1,767,533.75	1,698,493.75	1,628,381.25	
Sewer	Total Principal	419,809.38	432,094.88	419,423.64	398,947.51	374,841.31	385,899.24	357,295.13	367,177.29	373,272.27	
Sewer	Total Interest	116,534.72	118,071.10	113,692.56	98,096.91	87,889.60	78,546.06	69,192.98	61,535.24	55,015.94	
Sewer	Total Debt Service	536,344.10	550,165.98	533,116.20	497,044.42	462,730.91	464,445.30	426,488.11	428,712.53	428,288.21	

Date	Purpose	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
6/1/1993	Sewer 91-33 P (3,197.39)													23,140.23
6/1/1993	Sewer 91-33 I													0.00
3/1/1994	Sewer P													40,000.00
3/1/1994	Sewer I													3,180.00
3/1/1994	Police P													
3/1/1994	Police I													
6/1/1995	Sewer 91-34 P (24,252.28)													179,506.32
6/1/1995	Sewer 91-34 I													0.00
7/15/1997	School Remodeling P													70,000.00
7/15/1997	School Remodeling I													1,750.00
11/1/1998	Sewer 97-54 P													276,893.28
11/1/1998	Sewer 97-54 I													31,178.53
7/15/1999	Golf Course P													640,000.00
7/15/1999	Golf Course I													70,849.99
8/1/2000	Sewer P													25,000.00
8/1/2000	Sewer I													612.50
8/1/2000	School Remodeling P													485,000.00
8/1/2000	School Remodeling I													73,582.50
8/1/2000	Landfill P													180,000.00
8/1/2000	Landfill I													27,547.50
8/1/2001	School Projects P													11,460,000.00
8/1/2001	School Projects I													2,447,620.00
9/28/2001	Sewer 98-128 P	48,725.96												441,584.75
9/28/2001	Sewer 98-128 I													49,915.20
10/15/2002	Sewer P													10,750.00
10/15/2002	Sewer I													166.62
10/15/2002	Building Remodeling P													6,750.00
10/15/2002	Building Remodeling I													104.62
10/15/2002	School Remodeling P													65,875.00
10/15/2002	School Remodeling I													1,021.06
10/15/2002	Dept Equipment P													16,625.00
10/15/2002	Dept Equipment I													257.69
12/14/2006	Sewer CW-05-26 P	223,357.00	227,870.00	232,473.00	237,170.00	241,961.00	246,849.00	251,836.00	256,923.00					3,739,780.00
12/14/2006	Sewer CW-05-26 I (35,532.17)	36,135.21	31,622.94	27,019.51	22,323.08	17,531.77	12,643.67	7,656.82	2,569.23					671,596.34
4/1/2007	Golf Course Refunding P	250,000.00	255,000.00	265,000.00	280,000.00	290,000.00	300,000.00	315,000.00	335,000.00	345,000.00	355,000.00			4,135,000.00
4/1/2007	Golf Course Refunding I	117,132.50	106,720.00	96,320.00	85,280.00	73,595.00	61,500.00	48,892.50	35,567.50	21,627.50	7,277.50			2,093,886.25
4/1/2007	School Project Refunding P	1,440,000.00	1,425,000.00											4,385,000.00
4/1/2007	School Project Refunding I	116,381.25	58,781.25											1,884,993.75
4/1/2007	Land Acquisition P													200,000.00
4/1/2007	Land Acquisition I													7,625.00
12/15/2009	Sewer CW-06-24 P	69,705.29	71,113.76	72,550.39	74,015.19	75,511.07	77,036.10	78,592.21	80,180.37	81,800.59				1,248,907.00
12/15/2009	Sewer CW-06-24 I (11,906.85)	12,913.05	11,504.86	10,068.22	8,602.56	7,107.29	5,581.82	4,025.54	2,437.82	818.01				238,221.25
7/8/2010	Sewer CW-06-24A P	802.00	818.00	835.00	852.00	869.00	886.00	904.00	923.00	941.00				13,699.00
7/8/2010	Sewer CW-06-24A I	148.58	132.38	115.85	98.98	81.77	64.22	46.32	28.05	9.41				2,602.57
9/24/2010	Sewer P													185,000.00
9/24/2010	Sewer I													22,389.06
9/24/2010	Golf Course Club House P													
Total	Total Principal	2,032,590.25	1,979,801.76	570,858.39	592,037.19	608,341.07	624,771.10	646,332.21	673,026.37	427,741.59	355,000.00	0.00	0.00	27,828,510.58
Total	Total Interest	282,710.59	208,761.43	133,523.58	116,304.62	98,315.83	79,789.71	60,621.18	40,602.60	22,454.92	7,277.50	0.00	0.00	7,629,100.43
Total	Total Debt Service	2,315,300.84	2,188,563.19	704,381.97	708,341.81	706,656.90	704,560.81	706,953.39	713,628.97	450,196.51	362,277.50	0.00	0.00	35,457,611.01
General	Total Principal	250,000.00	255,000.00	265,000.00	280,000.00	290,000.00	300,000.00	315,000.00	335,000.00	345,000.00	355,000.00	0.00	0.00	5,799,250.00
General	Total Interest	117,132.50	106,720.00	96,320.00	85,280.00	73,595.00	61,500.00	48,892.50	35,567.50	21,627.50	7,277.50	0.00	0.00	2,276,624.61
General	Total Debt Service	367,132.50	361,720.00	361,320.00	365,280.00	363,595.00	361,500.00	363,892.50	370,567.50	366,627.50	362,277.50	0.00	0.00	8,075,874.61
Excluded	Total Principal	1,440,000.00	1,425,000.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	15,845,000.00
Excluded	Total Interest	116,381.25	58,781.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4,332,613.75
Excluded	Total Debt Service	1,556,381.25	1,483,781.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,177,613.75
Sewer	Total Principal	342,590.25	299,801.76	305,858.39	312,037.19	318,341.07	324,771.10	331,332.21	338,026.37	82,741.59	0.00	0.00	0.00	6,184,260.58
Sewer	Total Interest	49,196.84	43,260.18	37,203.58	31,024.62	24,720.83	18,289.71	11,728.68	5,035.10	827.42	0.00	0.00	0.00	1,019,862.07
Sewer	Total Debt Service	391,787.09	343,061.94	343,061.97	343,061.81	343,061.90	343,060.81	343,060.89	343,061.47	83,569.01	0.00	0.00	0.00	7,204,122.65

Capital Planning Committee Report to the Selectboard

Town of South Hadley

April 2, 2011

The Capital Planning Committee met with representatives from each department submitting requests for capital funding for projects for FY 2012. After review and discussion of the requests, we are pleased to submit our recommendations for funding. Four funding categories were utilized to rank projects.

1. Strongly Recommend
2. Recommend
3. Appropriate to fund if money available
4. Defer project for this year

The following are the Committee's recommendations:

1. Strongly Recommend.

DPW WWTP – Aerator Tank Concrete Repair. Cost \$150,000.

Requested funds would be used to repair the concrete surface in the aerator tanks at the Waste Water Treatment Plant. This is the second installment of a three year repair program to repair four tanks. Repairs are necessary due to concrete eroding from the motion of the aeration equipment and fluids within the tanks. Work to include spot repairs and installation of an epoxy based wear layer. Assumed source of funding is the Waste Water Treatment Enterprise Fund.

DPW WWTP – Abandon Old Sycamore Knolls Pump Station Cost \$50,000.

Requested funds will be used to repair and reconfigure existing underground sewage piping so that the Old Sycamore Knolls Pump Station can be abandoned. Undertaking this project now is important in order to complete excavation work in advance of regularly scheduled street repaving. Assumed source of funding is the Waste Water Treatment Enterprise Fund.

DPW Equipment – Replace roller/compactor. Cost \$20,000.

Requested funds will be used to purchase a new vibratory roller compactor. The existing roller is a single drum vibratory roller 30+ years old. The vibratory function of the drum no longer functions. The proposed replacement will be a double drum, diesel powered vibratory roller.

School Department, Mosier School – Replace floor tiles. Cost \$120,000

Requested funds will be used to remove old floor tiles and replace with new VCT tile. The existing tiles are 40+ years old and contain asbestos. Replacement of broken tiles and general upkeep has become a time consuming task for custodial staff. It is anticipated that requested funds will be sufficient to replace approximately one half of the floor tiles in this building. Proper removal and disposal of asbestos containing material will be part of the project. Testing for moisture drive in the concrete slab will be part of this project. Any costs associated with moisture mitigation are not included at this time. Money put towards moisture mitigation, should the need arise, will reduce the area of tile replacement.

School Department, High School – Replace Floor Tiles. Cost \$25,000

Requested funds will be used to remove floor tiles in several class rooms experiencing a failure of adhesive. Adhesive failure causes tile edges to lift up and the occurrence of a black goeey build up along the tile edges. This problem is evident throughout the entire building to varying degrees. After tile removal a surface applied moisture barrier will be laid down and new tiles installed. This is part of a planned multi year replacement program. At this time eleven classrooms have been identified as having the worse problems. A request for tile replacement was made by the School Department for two previous years, which was approved by Capital Planning, but not funded by Town Meeting. The School Department did some realignment of budget monies in FY 10 to allow for a small scale tile replacement job with surface applied vapor barrier that has proven to be effective thus far.

School Department, Mosier School – Replace freezer/cooler Cost \$40,000.

Requested funds will be used to replace the existing freezing/cooler that is original to the school construction, 1969. The existing unit is operable but has experienced breakdowns in the last few years. The new unit would provide considerable energy savings by virtue of tighter seals at the doors, thicker insulation and efficient compressor motors.

School Department, District Wide – Computerized Point of Sale System Cost \$25,000

Requested funds will be used to purchase and install a computerized point of sale system for meal programs at all four schools. The computerized system will eliminate a paper system currently used to track free, reduced, and prepaid meals. The computerized system will decrease labor time and potential errors due to the human factor. Other benefits provided by the system include the ability to track food allergies for individuals, increased confidentiality of students purchasing free or reduced price meals, and more timely notification to parents prepaying lunch fees that their account is low on funds. The system will have the capability to generate a variety of reports that will help manage the food service program.

2. Recommend.

None

3. Appropriate to fund if money available.

School Department, Middle & Mosier School – Toilet Partitions Cost \$23,000

Requested funds will be used to replace toilet partitions in both schools. Existing metal skin partitions are suffering from age and abuse. Proposed replacement will be solid plastic/composite panels. This is the third year for this request by the School Department. Last year, this was approved by Capital Planning, but not funded by Town Meeting. The School Department did some realignment of budget monies in FY 10 to allow for a small scale partition replacement job. Previous years the ranking was appropriate to fund if money available.

Clerk/Treasure – Storage System.

Cost \$20,000

Requested funds would be used to purchase storage and shelving components for the vault in the clerk's office. Proposed shelving system will provide secure convenient storage and access to town records and documents.

Based on the recommendations described in this report the funding requirement for the categories is as follows:

1. Strongly Recommend - \$430,000
((\$200,000 from above recommendation will be sourced from enterprise funds).
2. Recommend – not used
3. Appropriate to fund if funds available - \$43,000
4. Defer – not used

Respectfully submitted,

Ted Boulais
Chairperson
Capital Planning Committee

Roddy Adams
Ed Boisselle
Rich Germain
John Pietras
Forrest Price
Joan Rosner
Schley Warren
Ira Brezinsky

Funding Capital Planning Committee Recommendations

The capital funding policy is to maintain tax support for capital, and add the amount by which debt service has been reduced. Not counting the Town Hall roof, which was an emergency type expenditure funded from the Stabilization Fund, the town voted \$195,000 of general fund capital in FY11. Due to the tight financial condition in FY11, this amount was voted from Free Cash. At this time, with the financial picture for FY12 no better, the current amount of capital to be spent with tax support is leveled to the FY11 levels including any decrease in debt spending. However, due to conservative budgeting and a focus on regaining our capital base through taxation coupled with a large amount of general fund debt coming off the books after FY11 (\$159,471), we were able to combine these two from tax support for an amount that equals \$354,471. The Selectboard recommended all of the Capital Planning Committee's recommendations including "appropriate to fund if money available". This total is \$473,000 of which \$200,000 would come from the WWTP Fund and \$273,000 from taxation. Since we were dedicating an amount of \$354,471 from taxation for capital, an additional amount of \$81,471 from taxation would be transferred to the Capital Stabilization Fund for future capital needs.

<i>Selectboard recommended 4/7/11</i>	
<u>FY 12 Capital Planning Committee Recommendations</u> (see letter)	
Strongly Recommend	\$ 430,000
Recommend	\$ -
Appropriate to Fund if money available	\$ 43,000
Total	\$ 473,000
<u>FY12 Recommended funding plan</u>	
Fund Aerator Tank Concrete Repair and the Sycamore Knolls Pump Station from WWTP Enterprise Fund	\$ 200,000
Fund other Capital Items from Taxation	\$ 273,000
Total	\$ 473,000
<i>plus:</i>	
Taxation - Transfer to Capital Fund	\$ 81,471
Total all Capital and Transfers	\$ 554,471

DPW: Repair Aerator

Town of South Hadley Capital Project Request

Fiscal Year: <u>2012</u>
Request #: _____

Project Title: <u>Repair Concrete in Aerators</u>	Estimated Cost: \$ <u>150,000</u>
Funding Source: <u>Wastewater Enterprise Fund</u>	New Request? Yes <input checked="" type="radio"/> No <input type="radio"/>

Department: <u>Department of Public Works</u>	Date Prepared: <u>2/4/11</u>
Submitted By: <u>Jim Reidy</u>	Title: <u>DPW Superintendent</u>
Phone Number: <u>(413) 538-5033</u>	Email Address: <u>jreidy@southhadleyma.gov</u>

Project Background

This project is Phase 2 of the concrete repairs within the wastewater treatment plant aerators. During this phase, the concrete in Aerators #1 and #2 will be repaired and epoxy coated.

<u>Purpose of Expenditure</u>	
Scheduled Replacement: <input type="checkbox"/>	Number of Units Requested: <u>2</u>
Present Equipment Obsolete: <input type="checkbox"/>	Cost Per Unit: \$ <u>75,000</u>
Replace Worn Out Equipment: <input type="checkbox"/>	Subtotal Cost: \$ <u>150,000</u>
Reduce Personnel Time: <input type="checkbox"/>	Trade In or Discount: \$ <u>0</u>
Expanded Service: <input type="checkbox"/>	Total Cost: \$ <u>150,000</u>
New Operation: <input type="checkbox"/>	
Increased Safety: <input type="checkbox"/>	
Improve Procedures: <input type="checkbox"/>	Number of Similar Items in Inventory: _____

<u>Estimate Use of Requested Item(s)</u>	
Number of Weeks Per Year: <u>52</u>	Estimated Useful Life (years): <u>30</u>
For Weeks Used, Number of Days Per Week: <u>7</u>	
Average Hours Per Day of Use: <u>24</u>	
Total Estimated Hours Used Per Year: <u>8,736</u>	

<u>Replaced Item(s)</u>	
Replaced Item Description: <u>N/A</u>	
Make/Model: <u>N/A</u>	Year: <u>N/A</u>
Prior Year Maintenance Cost: \$ _____	Prior Year Rental Cost: \$ <u>0</u>
Trade In: <input type="checkbox"/> Sale: <input type="checkbox"/> Scrap: <input type="checkbox"/>	Estimated Revenue: \$ _____

Signature: _____	Date: _____
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DPW: Sycamore Knolls Pump Station

Town of South Hadley Capital Project Request

Fiscal Year: <u>2012</u>
Request #: _____

Project Title: Abandon Old Syc. Knolls Pump Station Estimated Cost: \$ 50,000

Funding Source: Wastewater Enterprise Fund New Request? Yes No

Department: Department of Public Works Date Prepared: 2/4/11

Submitted By: Jim Reidy Title: DPW Superintendent

Phone Number: (413) 538-5033 Email Address: jreidy@southhadleyma.gov

Project Background

Purpose of Expenditure

Scheduled Replacement: <input type="checkbox"/> Present Equipment Obsolete: <input type="checkbox"/> Replace Worn Out Equipment: <input type="checkbox"/> Reduce Personnel Time: <input type="checkbox"/> Expanded Service: <input type="checkbox"/> New Operation: <input type="checkbox"/> Increased Safety: <input type="checkbox"/> Improve Procedures: <input type="checkbox"/>	Number of Units Requested: _____ Cost Per Unit: \$ _____ Subtotal Cost: \$ <u>0</u> Trade In or Discount: \$ _____ Total Cost: \$ <u>0</u> Number of Similar Items in Inventory: _____
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Estimate Use of Requested Item(s)

Number of Weeks Per Year: <u>52</u>	Estimated Useful Life (years): <u>30</u>
For Weeks Used, Number of Days Per Week: <u>7</u>	
Average Hours Per Day of Use: <u>24</u>	
Total Estimated Hours Used Per Year: <u>8,736</u>	

Replaced Item(s)

Replaced Item Description: N/A

Make/Model: N/A Year: N/A

Prior Year Maintenance Cost: \$ _____ Prior Year Rental Cost: \$ 0

Trade In: Sale: Scrap: Estimated Revenue: \$ _____

Signature: _____ Date: _____

DPW: New Roller

Town of South Hadley Capital Project Request

Fiscal Year: 2012

Request #: _____

Project Title: Purchase New Roller

Estimated Cost: \$ 20,000

Funding Source: Capital Fund

New Request? Yes No

Department: Department of Public Works

Date Prepared: 2/4/11

Submitted By: Jim Reidy

Title: DPW Superintendent

Phone Number: (413) 538-5033

Email Address: jreidy@southhadleyma.gov

Project Background

This request is for a scheduled replacement of the DPW roller. The existing roller is a 1979 Pavemaster Roller. The proposed replacement roller will be a heavier roller that will achieve better compaction.

Purpose of Expenditure

- Scheduled Replacement:
- Present Equipment Obsolete:
- Replace Worn Out Equipment:
- Reduce Personnel Time:
- Expanded Service:
- New Operation:
- Increased Safety:
- Improve Procedures:

Number of Units Requested: 1
 Cost Per Unit: \$ 25,000
 Subtotal Cost: \$ 25,000
 Trade In or Discount: \$ 0
 Total Cost: \$ 25,000

Number of Similar Items in Inventory: 1

Estimate Use of Requested Item(s)

Number of Weeks Per Year: 26
 For Weeks Used, Number of Days Per Week: 1
 Average Hours Per Day of Use: 8
 Total Estimated Hours Used Per Year: 208

Estimated Useful Life (years): 25

Replaced Item(s)

Replaced Item Description: Roller

Make/Model: Pavemaster Year: 1979

Prior Year Maintenance Cost: \$ _____ Prior Year Rental Cost: \$ 0

Trade In: Sale: Scrap: Estimated Revenue: \$ 500

Signature: _____

Date: _____

School: Floor Tiles-Mosier School

FY 2012: \$120,000

FY 2015: \$120,000

**Capital Plan
Project # 17g**

Removal/Replacement of Floor Tiles - Mosier School

Ninety percent of the classroom vinyl floor tiles at Mosier School are over thirty years old. Repairing and re-attaching floor tiles has become a routine maintenance task for the custodial staff. The classroom floor tiles have become very difficult to maintain. This is a multi-year project. Approximately forty percent of the cost of this project would be absorbed by the removal of the existing tiles as they are asbestos-containing materials. Three classroom floors have already been replaced leaving 23 classrooms, (not including portables).

We would recommend installing a vapor barrier before new floors are installed, even though this will add to the project cost.

There is approximately 21,000 sq. ft. of floor area in 23 classrooms at approx. \$10.00 per square foot for this scope of work. This estimate includes costs associated with removal of the tiles (asbestos issues included), installation of a vapor barrier, and the installation of new tiles.

Estimated Cost: \$200,000 - \$250,000

Multi-Year: Yes (could do a few rooms each year)

CAP -17g

School: Floor Tiles- High School

Capital Plan Project #4

Fy 2012 : \$25,000
Fy 2013 : \$25,000
Fy 2014 : \$25,000
Fy 2015 : \$25,000

Replace classroom floor tiles – High School

There continue to be problems with approximately 11 classrooms at the high school, with floor tiles coming up due to what we believe are moisture problems. This issue arose during the building project and was addressed in some of the classrooms. We believe that installing some sort of water vapor barrier underneath the tile floor will be required, as well as replacing the floor tiles.

Estimated Cost: \$100,000

The School Committee broken this project into 2 sections in order to get the work started and determine what solution will work. During the summer of 2009, 3 classrooms were replaced: 2 with tile (VCT) and 1 with a rubber flooring material. All 3 rooms had a vapor barrier installed. We are evaluating the success of the vapor barrier and the durability of the different floor styles over this school year. Initial reviews show that the vapor barrier has been successful.

CAP - 4

School: Walk-in Cooler/Freezer – Mosier School

FY 2012

Capital Plan Project # 17 m

Project Name: Replace Walk-in Cooler/Freezer - Mosier

Project Description:

The walk-in cooler/freezer is the original from when the building was built in 1969. We are facing increasing costs in maintaining it. In just the last few years, we have spent over \$2500 in repairs. When the unit is not working and awaiting repairs, it is necessary to move all perishable products to another school, often incurring staff costs to do so.

Mosier School satellites lunch to Plains School; so essentially this equipment is servicing two schools. This adds extra inventory for storage. The average daily lunch participation between the two schools is 475 lunches.

The current walk-in is very inefficient as far as the insulation of the current structure. The thickness of the walk-in cooler/freezer walls does not meet current standards. In addition, the current cooler doors have been repaired a number of times, resulting in the doors not having a proper seal. This situation makes the compressors work harder and longer to maintain the proper storage temperatures. This uses more energy as the compressors run more than they should.

Estimated Cost: ~~\$36,000~~ \$40,000

CAP – 17 m

School: Point-of-Sale System

Fy 2012

Capital Plan Project # 22

Project Name: Install a Point-of-Sale (POS) System (District-wide)

Project Description: South Hadley has 4 schools with an enrollment of approximately 2100 students. Currently, the lunch program is an "all paper" system. All free, reduced, and pre-paid meals are tracked manually, resulting in an increased amount of labor hours to maintain, as well as the possibility of human error.

A POS system has several benefits for our district: decreased paper handling, expedited eligibility determination, reduced labor requirements, easy access for parents to make payments, and most importantly, the security and confidentiality of students' free or reduced status.

As a district, our average daily participation (ADP) is 1,450 (68%). Our percentage of students who qualify for either free or reduced meals is 22% for the district. We process several hundred applications each year manually. A POS system will reduce the amount of time and labor needed to determine eligibility.

We are also encountering an increasing number of students who have severe food allergy issues. A POS system would allow us to code those allergies into the system, so that food service staff, and even supervising teachers in the lunch room, would have immediate access to what allergies a student has and other relevant information. This would increase the safety situation for these students.

A POS system would also allow us to improve our communication with parents on a number of issues, including notifications that their account balance is getting low. The system would also generate a number of reports that we could use in the management of the program. These two features would reduce staff time now spent doing such and would allow us to do things (additional communications and reports) that we don't do because of a lack of staff time.

Estimated Cost: \$25,000

Multi-Year: Yes (could start at 1 or 2 buildings)

CAP - 22

School: Bathroom Partitions-Middle School

FY 2012

**Capital Plan
Project # 5**

Replace Bathroom Partitions – Middle School

Replace the existing metal bathroom partitions (walls and doors) with new solid plastic/composite partitions.

Existing partitions are bent, stripped, and damaged. Some of the doors that are damaged can not be repaired or replaced because of the low quality metal on the current partitions.

There are concerns about safety with the current partitions as the students will hang and pull on the partitions and they are not structurally sound. Some of the walls can no longer be secured any better because of their condition.

2 classroom areas and an office area were replaced in the summer of 2009. There are 2 classroom areas remaining, which could be done at once or spread over 2 projects:

- Grade 7 - \$9,000
- Grade 8 - \$9,000

Mosier - 75000

Estimated Cost of Full Project: \$18,000

*Phase 1
added by SC*

CAP - 5

Treasurer: Shelving

Town of South Hadley Capital Project Request

Fiscal Year: <u>2012</u>
Request #: _____

Project Title: Shelving for Safe Estimated Cost: \$ 20,000

Funding Source: Capital Fund New Request? Yes No

Department: Town Clerk/Treasurer Date Prepared: 2/8/11

Submitted By: Carlene Hamlin Title: Town Clerk/Treasurer

Phone Number: 538-5115 Email Address: chamlin@southhadleyma.gov

Project Background

See attachment.

Purpose of Expenditure

Scheduled Replacement:	<input type="checkbox"/>	Number of Units Requested: <u>7</u>
Present Equipment Obsolete:	<input checked="" type="checkbox"/>	Cost Per Unit: \$ _____
Replace Worn Out Equipment:	<input checked="" type="checkbox"/>	Subtotal Cost: \$ <u>0</u>
Reduce Personnel Time:	<input type="checkbox"/>	Trade In or Discount: \$ _____
Expanded Service:	<input type="checkbox"/>	Total Cost: \$ <u>0</u>
New Operation:	<input checked="" type="checkbox"/>	
Increased Safety:	<input type="checkbox"/>	
Improve Procedures:	<input checked="" type="checkbox"/>	Number of Similar Items in Inventory: <u>0</u>

Estimate Use of Requested Item(s)

Number of Weeks Per Year:	<u>52</u>	Estimated Useful Life (years): _____
For Weeks Used, Number of Days Per Week:	<u>365</u>	
Average Hours Per Day of Use:	<u>7</u>	
Total Estimated Hours Used Per Year:	<u>132,86</u>	

Replaced Item(s)

Replaced Item Description: Old shelving

Make/Model: NA Year: NA

Prior Year Maintenance Cost: \$ _____ Prior Year Rental Cost: \$ _____

Trade In: Sale: Scrap: Estimated Revenue: \$ _____

Signature: _____ Date: 2/8/11

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Section IV- Warrant Articles

Special Town Meeting

COMMONWEALTH OF MASSACHUSETTS

SOUTH HADLEY, MASSACHUSETTS

WARRANT

Draft

Hampshire, ss.

TO: Either of the Constables of the Town of South Hadley

GREETINGS:

In the name of the Commonwealth of Massachusetts, you are hereby directed to notify and warn the Inhabitants of the Town of South Hadley that the SPECIAL TOWN MEETING will be held in the TOWN HALL AUDITORIUM on Saturday, the 14th day of May, 2011, at 9:00 a.m. or as soon thereafter as the subject matter of this warrant can then and there be reached, and the Town Clerk is required to notify and warn the Town Meeting Members then and there to meet and act on the following Articles:

ARTICLE 1. To see if the Town will vote to transfer from available funds in the Treasury the sum of \$15,000.00, or a greater or lesser sum, for the purpose of paying increased costs in the Veterans Benefit Account for FY 2011, or take any other action relative thereto.

ARTICLE 2. To see if the Town will vote to transfer from available funds in the Treasury the sum of \$200,000.00, or a greater or lesser sum, for the purpose of paying increased costs of Snow Removal for FY 2011, or take any other action relative thereto.

ARTICLE 3. To see if the Town will vote to transfer from the Ledges Personnel Services budget to the Ledges Other Expense Account the sum of \$48,980.00, or a greater or lesser sum, for the purpose of reallocation of funds for The Ledges Golf Course for FY 2011, or take any other action relative thereto.

Annual Town Meeting

COMMONWEALTH OF MASSACHUSETTS

SOUTH HADLEY, MASSACHUSETTS

WARRANT

DRAFT

Hampshire, ss.

TO: Either of the Constables of the Town of South Hadley

GREETINGS:

In the name of the Commonwealth of Massachusetts, you are hereby directed to notify and warn the Inhabitants of the Town of South Hadley that the ANNUAL TOWN MEETING will be held in the TOWN HALL AUDITORIUM on Saturday, the 14th day of May, 2011, at 9:15 a.m. or as soon thereafter as the subject matter of this warrant can then and there be reached, and the Town Clerk is required to notify and warn the Town Meeting Members then and there to meet and act on the following Articles:

ARTICLE 1. To see if the Town will vote to authorize the Town Treasurer, with the approval of the Selectboard, to borrow money from time to time in anticipation of the revenue of the fiscal year beginning July 1, 2011, in accordance with the provisions of Massachusetts General Laws Chapter 44, Section 4 and to renew any note or notes as may be given in accordance with the provisions of Massachusetts General Laws, Chapter 44, Section 17, or take any other action relative thereto.

ARTICLE 2. To see if the Town will vote to authorize the Town Treasurer, with the approval of the Selectboard, to enter into compensating balance agreements with bank offices having their principal offices in the Commonwealth during Fiscal Year 2012, as permitted by Massachusetts General Laws Chapter 44, Section 53 (F), or take any other action relative thereto.

ARTICLE 3. To see if the Town will vote to authorize the Selectboard to defend all suits that may be brought against the Town during Fiscal Year 2012 and to prosecute all suits on behalf of the Town, to engage counsel for same, and to settle such suits as they deem advisable, or take any other action relative thereto.

ARTICLE 4. To see if the Town will vote to authorize the Selectboard to apply for and accept such federal or state grants or monies as may be available and to authorize the Selectboard to expend any funds received there from in accordance with the terms of said grants, or take any other action relative thereto.

ARTICLE 5. To see if the Town will vote to accept a sum of money for highway improvements under the authority of Massachusetts General Laws Chapter 90 and other applicable law; determine whether the money shall be provided by the tax levy, by transfer from available funds, or by borrowing, or by any combination of these methods; authorize the Selectboard to apply for, accept, expend and borrow in anticipation of state aid for such projects, or take any other action relative thereto.

FISCAL YEAR 2012 OPERATING BUDGET

ARTICLE 6. To see if the Town will vote to raise and appropriate the sum of \$42,500.00, or a greater or lesser sum, to constitute a Reserve Fund, transfers from which may be voted by the Appropriations Committee, or take any other action relative thereto. (Refer to page 48)

ARTICLE 7. To see if the Town will vote to fix the salary and compensation of the following elective officers of the Town of South Hadley as provided by Massachusetts General Laws, Chapter 41, Section 108, as amended: Moderator, Selectboard Members, Clerk/Treasurer, Assessors, Collector, or take any other action relative thereto.

ARTICLE 8. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$19,252,563.00, or a greater or lesser sum, for the support and maintenance of its schools, for the Fiscal Year beginning July 1, 2011, or take any other action relative thereto. (Refer to School Budget Book)

ARTICLE 9. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$1,626,492.00, or a greater or lesser sum, for the purpose of funding Personal Services and Expenses of General Government for FY 2012, or take any other action relative thereto. (Refer to pages 48-70)

ARTICLE 10. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$2,479,000.00, or a greater or lesser sum, for the purpose of funding Protection of Persons and Property for FY 2012, or take any other action relative thereto. (Refer to pages 72-78)

ARTICLE 11. To see if the Town will vote to transfer the sum of \$26,378.00, or a greater or lesser sum, from Cable Studio Account to the General Fund for FY 2012, or take any other action relative thereto.

ARTICLE 12. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$3,289,338.00 or a greater or lesser sum, for the purpose of funding the Department of Public Works for FY 2012, or take any other action relative thereto. (Refer to pages 79-89)

ARTICLE 13. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$100,005.00, or a greater or lesser sum, for the purpose of providing for the removal of snow and ice from town streets, sidewalks and public ways in FY 2012, or take any other action relative thereto. (Refer to page 82)

ARTICLE 14. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$315,018.00, or a greater or lesser sum, for the purpose of funding the Council on Aging for FY 2012, or take any other action relative thereto. (Refer to page 90)

ARTICLE 15. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$215,300.00 or a greater or lesser sum, for the purpose of funding Veterans and Soldiers Benefits in FY 2012 under Chapter 115 of the Massachusetts General Laws, or take any other action relative thereto. (Refer to page 91)

ARTICLE 16. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$510,417.00, or a greater or lesser sum, for the purpose of funding the South Hadley Library for FY 2012 or take any other action relative thereto. (Refer to pages 92-94)

ARTICLE 17. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$12,350.00, or a greater or lesser sum, for the purpose of funding the Gaylord Library in FY 2012, or take any other action relative thereto. (Refer to page 95)

ARTICLE 18. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$28,000.00 or a greater or lesser sum, for the purpose of auditing the Town's accounts for Fiscal Year 2011 and for engaging a consultant to perform an actuarial study for compliance with the federally mandated Other Post Employment Benefits (OPEB) for health insurance for retirees, or take any other action relative thereto. (Refer to page 96)

ARTICLE 19. To see if the Town will vote to transfer from available funds in the Cable Studio Account the sum of \$78,306.00, or a greater or lesser sum, for the purpose of funding Cable Studio Personal Services and Expenses for FY 2012, or take any other action relative thereto. (Refer to page 97)

ARTICLE 20. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$6,657,976.00, or a greater or lesser sum, for the purpose of funding FY 2012 Unclassified Accounts, or take any other action relative thereto. (Refer to pages 98-101)

ARTICLE 21. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$112,984.00, or a greater or lesser sum, for the purpose of funding Health and Sanitation for FY 2012, or take any other action relative thereto. (Refer to page 103)

ARTICLE 22. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$3,437,377.00, or a greater or lesser sum, for the purpose of funding its Maturing Debt and Interest Account for FY 2012, or take any other action relative thereto. (Refer to pages 104-105)

ARTICLE 23. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$5,500.00 or a greater or lesser sum, for the purpose of funding the Connecticut River Channel Marking and Safety Committee for FY 2012, or take any other action relative thereto. (Refer to page 106)

ARTICLE 24. To see if the Town will vote to transfer from available funds in the Treasury, and/or appropriate from the Golf Enterprise Fund Receipts, the sum of \$989,793.00, or a greater or lesser sum, for the purpose of funding the Ledges Golf Club for FY 2012, or take any other action relative thereto. (Refer to pages 107-109)

ARTICLE 25. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$900.00, or a greater or lesser sum, for the purpose of funding the Canal Park Committee for FY 2012, or take any other action relative thereto. (Refer to page 110)

ARTICLE 26. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$5,000.00, or a greater or lesser sum, for the purpose of funding the Conservation Land Acquisition Account for FY 2012, or take any other action relative thereto. (Refer to page 111)

ARTICLE 27. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$10,000.00, or a greater or lesser sum, for the revaluation of real property. (Refer to page 59)

FISCAL YEAR 2012 CAPITAL BUDGET

ARTICLE 28. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Sewer Fund the sum of \$200,000.00 or a greater or lesser sum, for the following capital projects, or take any other action relative thereto: (Refer to pages 121-122)

- a. \$150,000.00 to repair the concrete surface in the aerator tanks at the Waste Water Treatment Plant;
- b. \$50,000.00 for work needed to abandon the Sycamore Knolls Pump Station, including excavation and removal of underground sewage piping and realignment of remaining piping, or take any other action relative thereto.

ARTICLE 29. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$354,471.00, or a greater or lesser sum, for the following capital projects and transfer:

(Refer to pages 112,123-129)

- a. \$20,000 to purchase a new vibratory roller compactor for the DPW
- b. \$120,000.00 to replace floor tiles at Mosier School
- c. \$25,000.00 to replace floor tiles at the High School
- d. \$40,000.00 to replace the freezer/cooler at Mosier School
- e. \$25,000.00 to purchase a computerized point of sale system for school meal programs
- f. \$23,000.00 to replace toilet partitions at Middle and Mosier Schools
- g. \$20,000.00 to purchase a storage system for the vault in the Clerk's office
- h. \$81,471.00 transfer to the Capital Stabilization Fund

ARTICLE 30. To see if the Town will vote to reauthorize the provisions of Massachusetts General Laws, Chapter 44, Section 53 1/2, to establish in the Town Treasury a revolving fund, which shall be kept separate and apart from all other monies by the Treasurer, and in which shall be deposited the receipts received that may be spent by the Selectboard or its designee, without further appropriation during FY 2012 for the continued support and maintenance of Buttery Brook Park, or take any other action relative thereto.

ARTICLE 31. To see if the Town will vote to amend Section 801 of the General Bylaws to prohibit the use of ATV's on commercial/industrial property for recreational purposes.

ARTICLE 32. To see if the Town will vote to authorize the Selectboard to petition the Legislature to enact legislation which would seek to extend the geographical limits of Fire District #2 in South Hadley to conform with boundaries of the Town of South Hadley in the area of the northern end of District #2 by annexation or take any other action relative thereto; provided, that the Legislature may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition. (A detailed map of the area to be annexed is available in the Selectboard Office.)

ARTICLE 33. To see if the Town will vote to amend the General Bylaws to add a section prohibiting commercial traffic on Old Lyman Road except for the purpose of making a delivery.

ARTICLE 34. To see if the Town will vote to transfer from Dog License Fees in the Treasury the sum of \$5,550.00, or a greater or lesser sum, for the purpose of purchasing the Animal License module for MUNIS to support the Clerk's office, or take any other action relative thereto. (Refer to page 53)

ARTICLE 35. To see if the Town will vote to authorize the Selectboard to take such actions as may be required to enter the Town into membership with the Hampshire Council of Governments. 1) The Town of South Hadley commits to belong to Hampshire Council of Governments for a minimum of three years, 2) The effective date of membership shall be the first day of FY2012, pending a two-thirds affirmative vote of acceptance of the councilors of the Hampshire Council of Governments, and 3) The Town of South Hadley agrees to be bound by the Hampshire Council of Governments Charter and administrative code, and all amendments thereto.

ARTICLE 36. To see if the Town will vote to accept the provisions of M.G.L. Chapter 39, Section 23D providing for a municipal board or commission member who was absent from an adjudicatory hearing to vote on the matter, or take any other action relative thereto.

HEREOF fail not and make due return of the Warrant with your doings thereon unto the Town Clerk, on or before the time of holding said meeting.

Given under our hands this 19th day of April 2011:

Robert G. Judge

Chair

Francis J. DeToma

Vice-Chair

John R. Hine

Member

Bruce S. MacCullagh

Clerk

Marilyn G. Ishler

Member

SELECTBOARD

TOWN OF SOUTH HADLEY