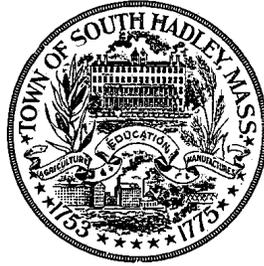


Fiscal Year 2013

Annual Budget

July 1, 2012 - June 30, 2013

TOWN OF SOUTH HADLEY



ROBERT G. JUDGE
Chair
FRANCIS J. DETOMA
Vice-Chair
BRUCE S. MACCULLAGH
Clerk
JOHN R. HINE
Member
MARILYN G. ISHLER
Member

JENNIFER L. WOLOWICZ
Acting Town Administrator
Telephone (413) 538-5017
Fax (413) 534-1041

SELECTBOARD OFFICE
116 Main Street, Suite 109, South Hadley, Massachusetts 01075-2896
selectboard@southhadley.org

April 10, 2012

Dear Town Meeting Member:

Enclosed for your review are Fiscal Year 2013 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 12, 2012. 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 17 Public Hearing. The numbers appearing in the budget book are those recommended by the Selectboard as voted at its meetings in April 2012. 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 27.

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 2013 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 FY13 would be very difficult.

As of this time, the Town is using the Governor's numbers for FY13 which reflect a slight increase 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. 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 2012 meetings.

FY13 Proposed Budget Items of Note

Health Insurance

Significant savings were realized and /or recommended in the area of health insurance. The Hampshire County Group Insurance Trust chose not to increase the premiums for FY13 and as a result we are able to reduce the health insurance appropriation request by \$100,000.

Capital Planning

Capital Planning Committee, working with DPW Superintendent Jim Reidy, Town Accountant Bill Sutton, and School Business Manager Candy Walczak, has been meeting for the past several months to develop a 5-year Capital Plan. With the program of improvements totaling over \$3 Million, this Capital Plan would need to be funded through borrowing. Integral to this Capital Plan, at the same time, the Town has been working with Siemens, Inc. on a Performance Contracting program which would allow the Town to undertake energy efficiency improvements. These improvements, which would involve all of the schools and some of the other Town buildings, total nearly \$2 Million and would be funded by the energy and operational savings which will occur over the next 20 years – again, through borrowing. Repayment of the borrowing would be funded out of the savings which would be guaranteed by Siemens, Inc. Due to the interrelated nature of the Capital Plan and the Performance Contracting program and the significant amount of funding that they would entail, the Selectboard has decided to call for a separate Special Town Meeting in June to consider all of the Capital proposes including the Performance Contracting program of improvements.

Personnel Services Line

The FY13 budget reflects an increase in the Personnel Services line for all Town departments due to a 53 week budget year.

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 FY13, 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 FY13 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

Jennifer L. Wolowicz, Acting 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 FY13 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.

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Section I: Exhibits
Fiscal Year 2013 Town Budget



Selectboard

Frank De Toma

John G. Hine

Marilyn G. Ishler

Robert Judge

Bruce MacCullagh

Jennifer Wolowicz, Acting Town Administrator

William C. Sutton, Town Accountant

Lynn Roberts, Asst. Town Accountant

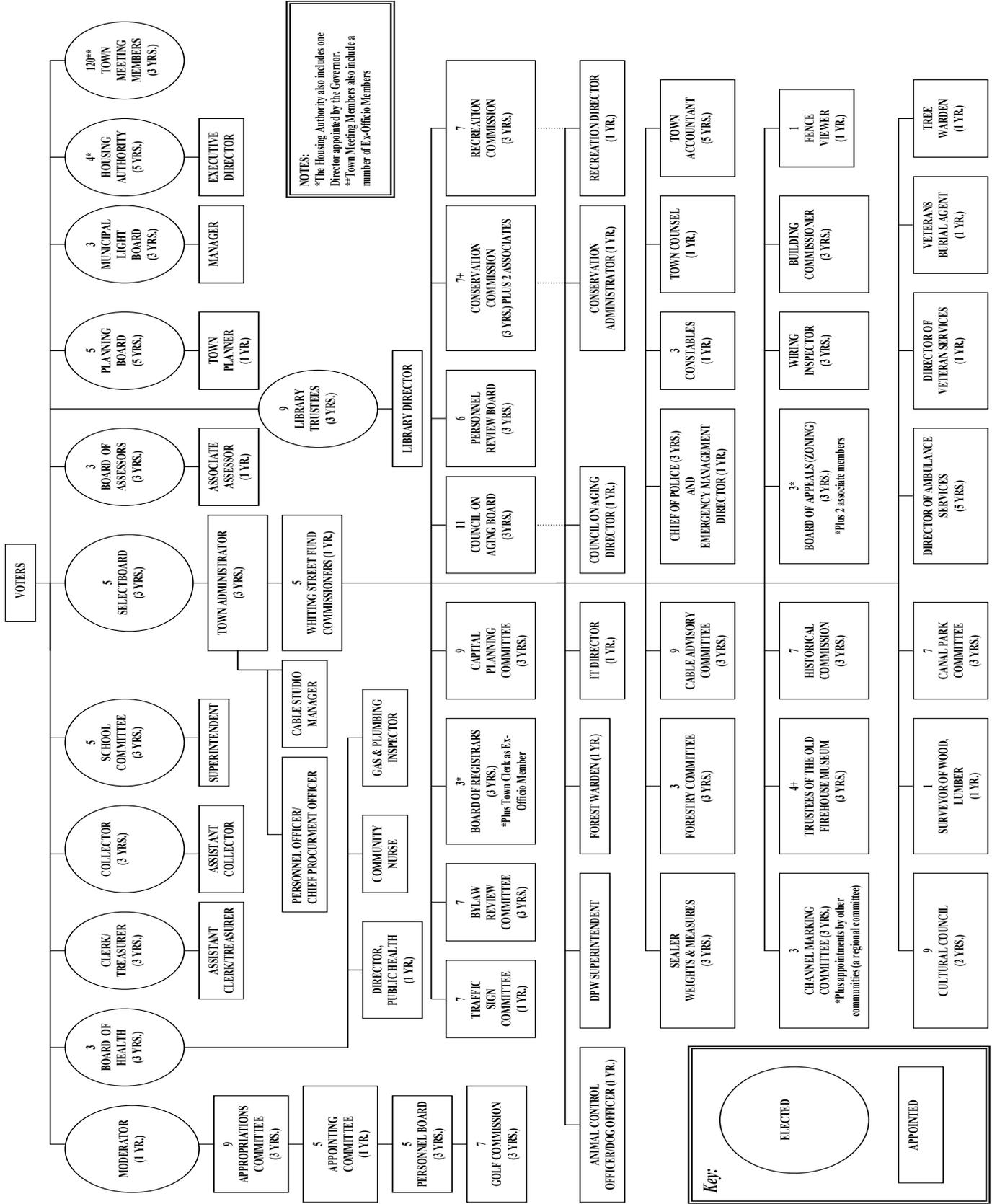
The vision of the South Hadley Selectboard is to provide for a socially and economically vibrant community through principals of sound financial planning and effective, efficient and participatory governance.

Fiscal Year 2013 Budget Calendar

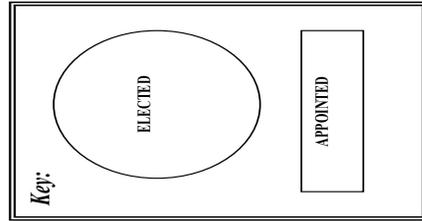
12/01/11	Budget Instructions and Forms Distributed to Town Departments
01/04/12	Departmental Budgets Due
01/05/12-1/13/12	Budget Materials Compiled, Reviewed by Town Administrator and Town Accountant
01/16/12	Budget and Supporting Materials Distributed to Appropriations Committee, Selectboard, Capital Planning Committee
01/17/12 – 3/30/12	Town Administrator & Town Accountant Reviews Budgets with Department Heads
01/17/12 – 3/30/12	Appropriations Committee Reviews Budgets with Department Heads
01/17/12 – 3/30/12	Capital Planning Committee Reviews Capital Requests with Department Heads
03/16/12	Deadline for Receipt of All Warrant Articles (including those submitted by petition)
03/17-4/12/12	Budget Packet Information Preparation Drafting of Warrant
04/13/12	Budget Packet Available with list of Warrant Articles for pick-up for Town Meeting Members
04/17/12	Public Hearing on the Budget (Proposed)
04/18/12	Tri-Board Meeting (Proposed)
04/25/12	Deadline for Appropriations Committee Recommendation
04/27/12	Final Warrant with Appropriations Committee Recommendations Mailed to Town Meeting Members
05/12/12	Annual Town Meeting

Town Organizational Chart

TOWN OF SOUTH HADLEY GOVERNMENT



NOTES:
 *The Housing Authority also includes one Director appointed by the Governor.
 **Town Meeting Members also include a number of Ex-Office Members



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 Acting Town Administrator Chief Procurement Officer ADA Coordinator
Information Technology	Daniel Evans, IT Director
Library	Joseph Rodio, Director
Planning	Richard Harris, Town Planner
Plumbing	Larry Eldridge, 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 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.

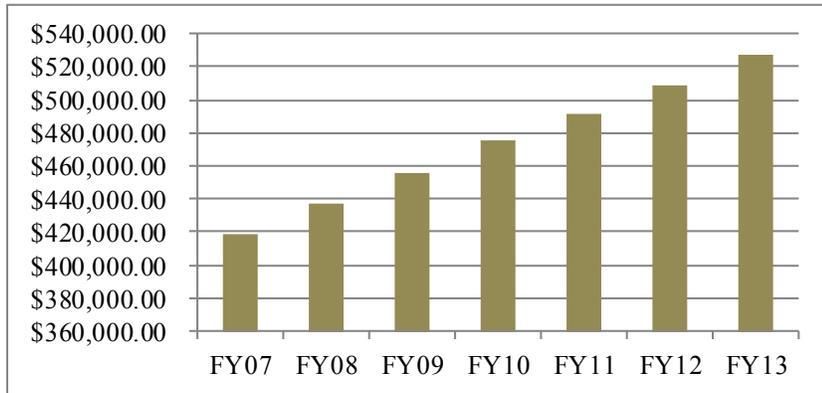
Town Meeting Warrant: The document which lists the Town Meeting's date, location, and list of Articles

Fiscal Year 2013 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 FY13 approximately \$527,116.

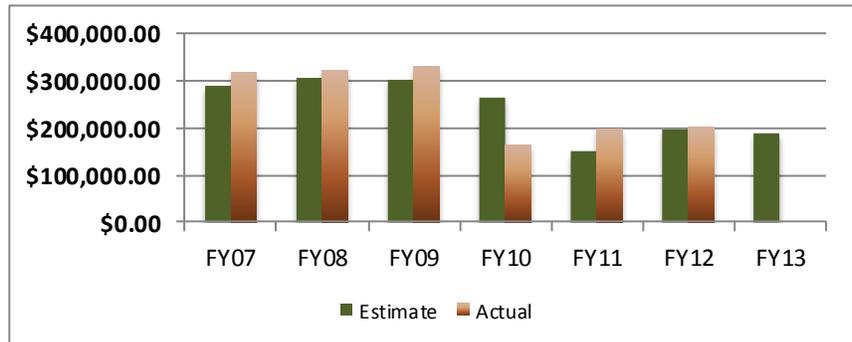
FY07	\$	418,545.00
FY08	\$	436,989.00
FY09	\$	456,015.00
FY10	\$	475,739.00
FY11	\$	491,691.00
FY12	\$	508,968.00
FY13	\$	527,116.00



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

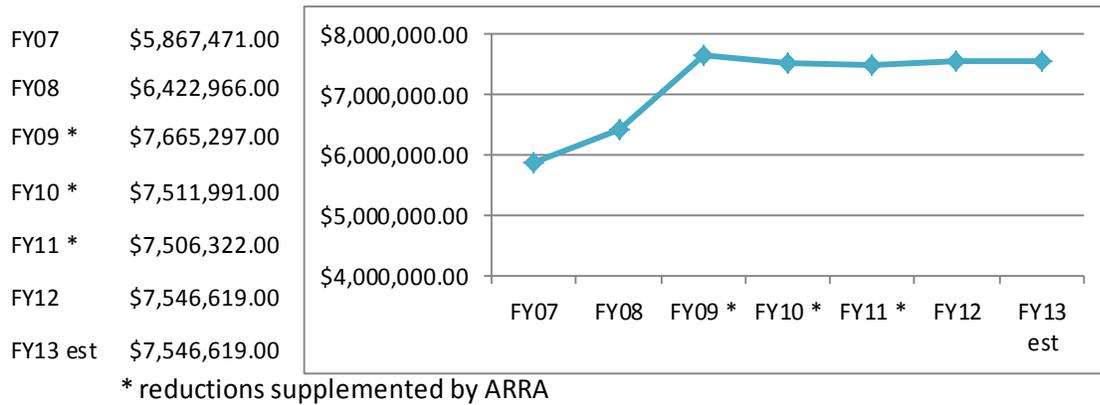
- FY13 new growth is estimated to be \$190,000. The policy for new growth is typically a three year average and that estimate is \$188,221. This number may change throughout the budget season as more economic and building data becomes available.

FY	Estimate	Actual
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	\$202,906.00
FY13	\$190,000.00	Not Yet Known



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 level funding in Chapter 70 state aid for FY13. The FY12 amount is estimated to be \$7,546,619.



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

4. **Unrestricted General Government Aid:** For FY13, an estimated 10% reduction is being used.
Update: As of April 2012, FY13 Unrestricted General Government Aid has been level funded at \$2,049,338, per the Governor's numbers.

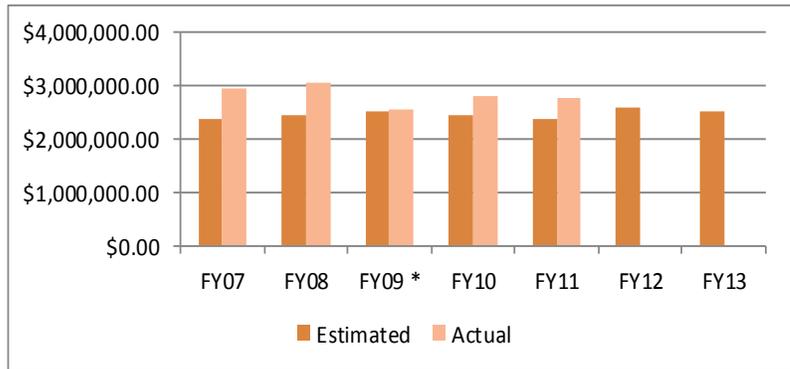


Trend: Unrestricted General Government Aid has experienced reductions every year since FY08.

5. In FY13 General Fund Receipts will be level funded at \$2,596,237. In FY12 General Fund Receipts increased \$90,000 for estimated Meals Tax and \$100,000 for an estimated increase in Medicare receipts, along with some minor adjustments for a total of \$2,596,237. **Update: As of April 2012 General Fund Receipts were reduced by \$60,000 due to an estimated reduction in Medicaid receipts.**

Fiscal Year	Estimated	Actual
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	\$2,397,990.00	\$2,786,257.00
FY12	\$2,596,237.00	Not Yet Known
FY13	\$2,536,237.00	Not Yet Known

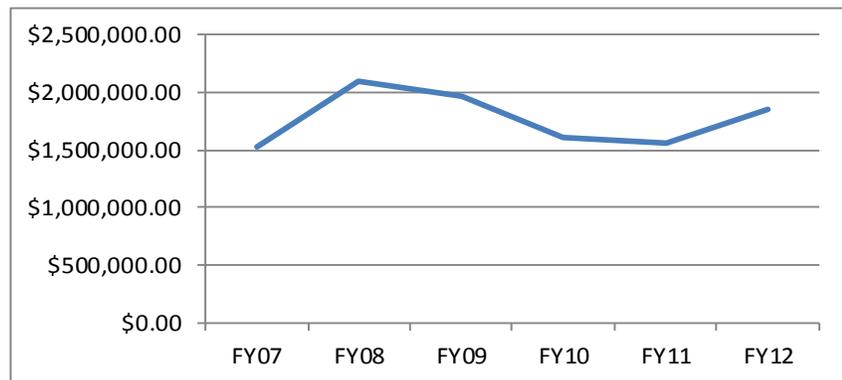
* FY09 includes investment losses



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 \$1,527,611. Approximately \$550,000 of this is anticipated to be needed to cover the FY13 Golf deficit. **Update: As of April 2012, approximately \$588,000 of Free Cash is being used to cover the FY13 budgeted golf deficit, including debt.**

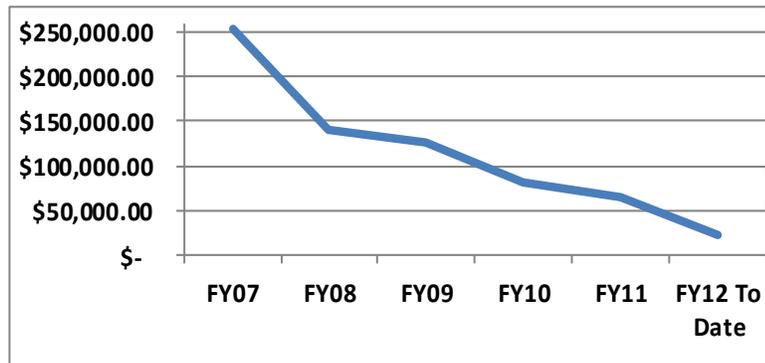
FY07	\$1,526,792.00
FY08	\$2,097,666.00
FY09	\$1,970,236.00
FY10	\$1,604,391.00
FY11	\$1,552,022.00
FY12	\$1,854,895.00



Trend: Tighter budgeting, departmental turn-backs and several one-time amounts had increased Free Cash significantly between FY07-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. Some excess revenue and turn-backs helped bump Free Cash up in FY12. 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 or emergencies

7. Because of aggressive prior year collections, tax title collections are expected to level off. As of December 31, 2011 we have received \$23,947.

FY07	\$	252,511.00
FY08	\$	139,547.00
FY09	\$	127,205.65
FY10	\$	82,519.00
FY11	\$	64,563.00
FY12 To Date	\$	23,947.00

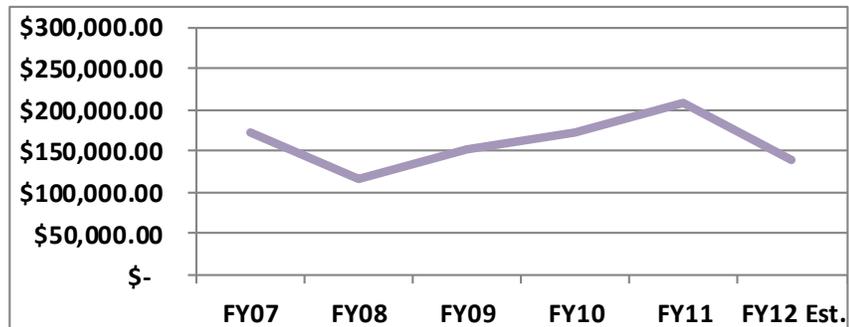


Trend: This revenue will probably decline and/or level off somewhat.

8. Medicaid reimbursements are assumed to continue at a steady rate with a minimum collection of \$200,000.

Update: As of April 2012, it has been determined that Medicaid reimbursement will not be as much as anticipated. Amounts are expected to be in the \$140,000 range.

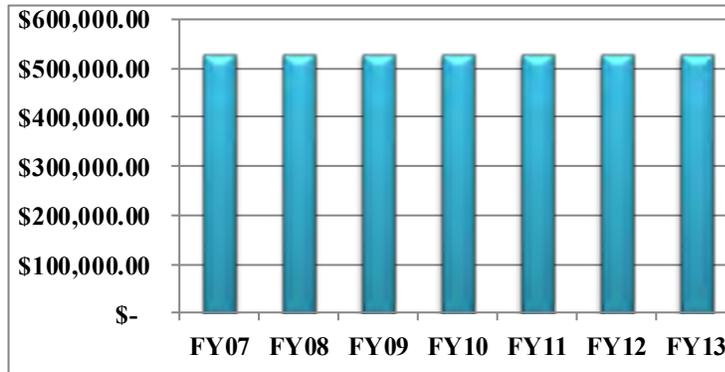
	Actual
FY07	\$ 172,950.00
FY08	\$ 116,957.00
FY09	\$ 152,277.00
FY10	\$ 171,936.00
FY11	\$ 207,310.00
FY12 Est.	\$ 140,000.00



Trend: These revenues vary substantially based on services provided & reimbursement rates. Due to revised changes in the Federal program our Medicaid reimbursements are expected to show an increase and be in the \$250,000 range. The estimate was increased to \$200,000 in FY12.

9. **SHELD Payments to Town:**

FY07	\$	527,600.00
FY08	\$	527,600.00
FY09	\$	527,600.00
FY10	\$	527,600.00
FY11	\$	527,600.00
FY12	\$	527,600.00
FY13	\$	527,600.00



Trend: The FY13 payment from SHELDT will reflect the FY12 amount at this time.

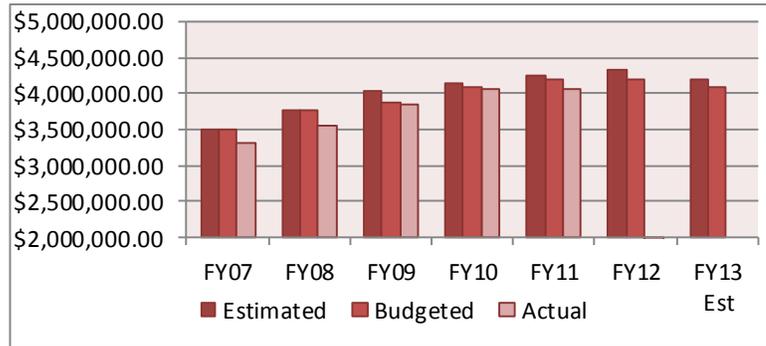
10. **ARRA Funds:** The School budget will see a decrease of \$300,244 in federal stimulus funds (ARRA) that have helped stabilize the School budget over the past two years.

Expense Assumptions

1. A balanced budget is required by law.
2. Of the ten major bargaining units in Town (four Town, six School), one Town and two School contracts have been settled for FY13. ***Update: As of April 2012, 2 of the 4 Town contracts have been settled and all but 1 of the School contracts are settled.***
 - A 1% increase on DPW wages is approximately \$8,375. The FY13 contract has been settled with 0% increase. However, the wage tables have been adjusted, creating additional steps that will result in increases for some employees.
 - A 1% increase in police wages is approximately \$12,600 (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 \$28,300. The FY12 budget was \$0. The FY13 request of \$56,612 is equal to a 2% increase.
 - The School Committee has settled with two of their collective bargaining units with a 1% increase for FY13. Four other contracts are still in negotiations. Presumably, all contracts will include step increases plus any negotiated COLA increase. ***Update: The School Committee has settled with all but 1 of the bargaining units; each includes a 1% increase.***
 - Town of South Hadley's Net School Spending amount as budgeted for FY12 exceeded the minimum amount required under the education reform formula.

3. We are hearing early indications that the cost of health insurance plans for active and retired employees may stay level again in FY13 at \$4,189,767. **Update: As of April 2012, due to favorable tracking of the current budget and the savings incurred from retirees changing from Managed Blue to Medex, we were able to reduce the budget \$100,000.**

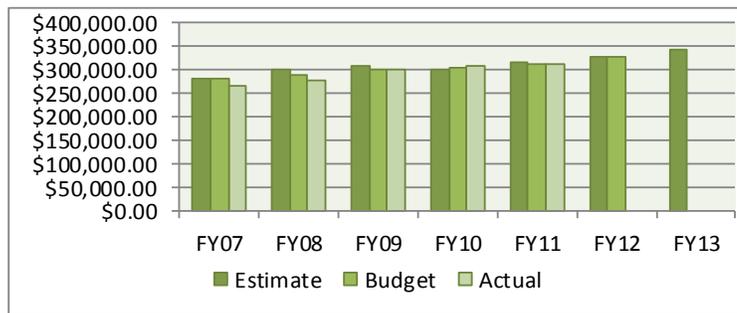
Fiscal Year	Estimated	Budgeted	Actual
FY07	\$3,498,977.00	\$3,498,977.00	\$3,320,486.00
FY08	\$3,765,638.00	\$3,765,638.00	\$3,559,964.00
FY09	\$4,019,613.00	\$3,867,000.00	\$3,843,946.00
FY10	\$4,141,995.00	\$4,078,430.00	\$4,049,406.00
FY11	\$4,242,683.00	\$4,189,779.00	\$4,065,182.00
FY12	\$4,338,921.00	\$4,189,767.00	not yet known
FY13 Est	\$4,189,767.00	\$4,089,767.00	



Trend: Health insurance costs for active employees and retirees have stayed level for the last two years.

4. In FY13, Medicare/Social Security Taxes will increase \$16,000 to \$343,000, or an increase of 5%.

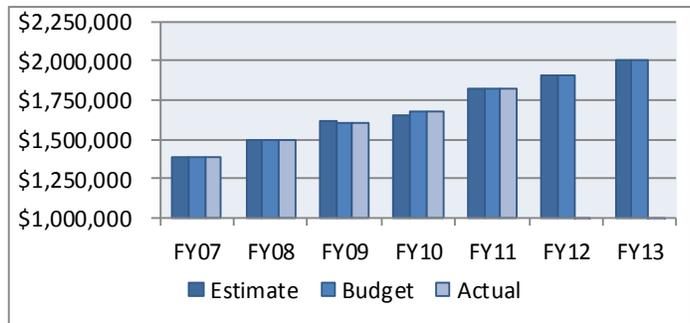
FY	Estimate	Budget	Actual
FY07	\$280,000.00	\$280,000.00	\$266,900.00
FY08	\$300,000.00	\$290,000.00	\$279,242.00
FY09	\$310,000.00	\$300,000.00	\$299,838.00
FY10	\$300,000.00	\$305,300.00	\$307,164.00
FY11	\$315,000.00	\$311,406.00	\$311,223.00
FY12	\$326,977.00	\$326,977.00	not yet known
FY13	\$343,326.00	\$343,326.00	not yet known



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

5. FY13 Retirement Assessment will increase \$97,043 to \$1,999,775.

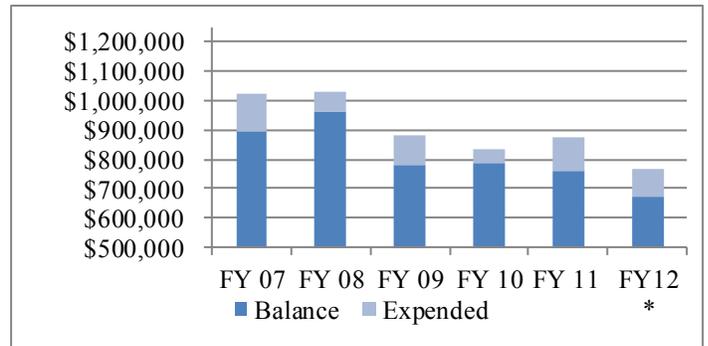
FY	Estimate	Budget	Actual
FY07	\$ 1,386,568	\$ 1,386,568	\$1,380,001.00
FY08	\$ 1,491,466	\$ 1,491,466	\$1,491,493.00
FY09	\$ 1,613,262	\$ 1,605,939	\$1,605,265.00
FY10	\$ 1,647,705	\$ 1,678,108	\$1,678,094.00
FY11	\$ 1,815,653	\$ 1,823,281	\$1,823,279.00
FY12	\$ 1,902,732	\$ 1,902,732	not yet known
FY13	\$ 1,999,775	\$ 1,999,775	not yet known



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

6. FY13 Workers' Compensation requested request will be \$65,000. *Update: As of April 2012, due to budget constraints, the allocation to Workers' Compensation has been eliminated at this time.*

Fiscal Year	Allocated	Balance	Expended
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	\$ 762,182	\$ 114,510
FY12 *	\$ -	\$ 672,055	\$ 97,154



* Balance @ 3/31/12

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 FY13 the Golf Enterprise Fund will not meet budget and will incur an estimated deficit of approximately \$550,000. *Update: As of April 2012, due to prior history and state reporting requirements, the budgeted golf deficit will be approximately \$645,000, including debt and indirect costs.*

After Adjustments, the FY12 budgeted golf deficit is estimated to be approximately \$658,000.

Golf Enterprise Estimated	Actual	Variance
Deficit @ ATM		
FY11	(\$647,051)	(178,435)
FY10	(\$423,068)	\$37,445
FY09	(\$471,532)	\$86,394
FY08**	(\$630,624)	\$92,868
FY07	(\$501,020)	\$61,292

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

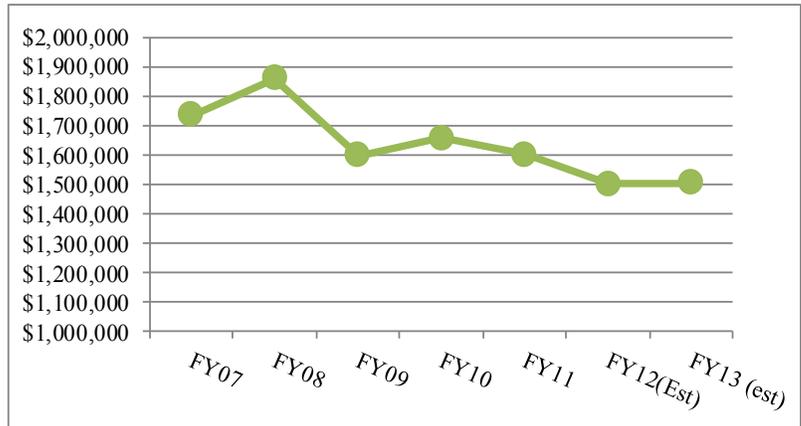
Trend: The golf course is not anticipated to meet budget for the foreseeable future because of the annual bond payments. It met operating expenses for the first time in FY09. FY11 showed a downturn in receipts and the course did not cover operating expenses.

8. SPED and homeless costs for FY13 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.

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.

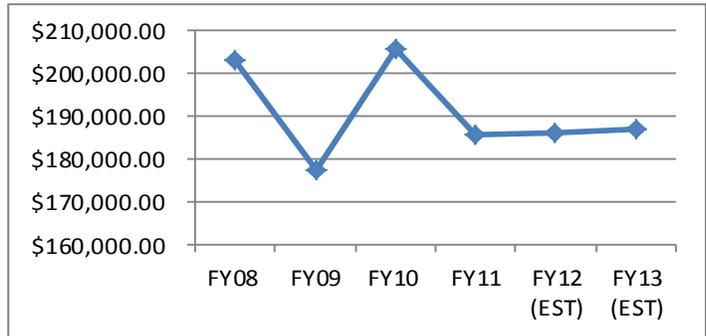
Stabilization Fund

Fiscal Year	Balance @	
	June 30	Appropriated
FY07	\$1,733,630.29	\$ -
FY08	\$1,857,986.09	\$ -
FY09	\$1,598,134.55	\$ -
FY10	\$1,657,221.30	\$ -
FY11	\$1,601,420.89	\$ 200,000.00
FY12(Est)	\$1,502,000.00	\$ 100,000.00
FY13 (est)	\$1,503,500.00	



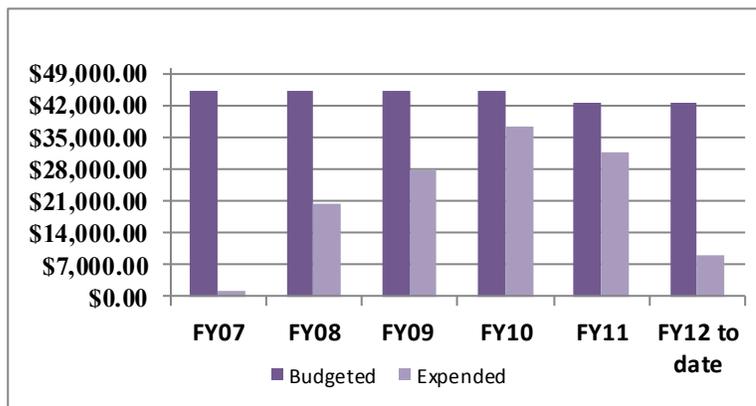
Capital Stabilization

Fiscal Year	Balance @ 6/30	Appropriated
FY08	\$ 202,945.69	\$ -
FY09	\$ 177,357.35	\$ -
FY10	\$ 205,771.04	\$ -
FY11	\$ 185,851.00	\$ -
FY12 (EST)	\$ 186,000.00	\$ -
FY13 (EST)	\$ 187,000.00	



10. The Reserve Fund in FY13 will be \$42,500. *Update: As of April 2012, in an effort to balance the FY13 budget, the Selectboard reduced the request by \$10,000 to \$32,500.*

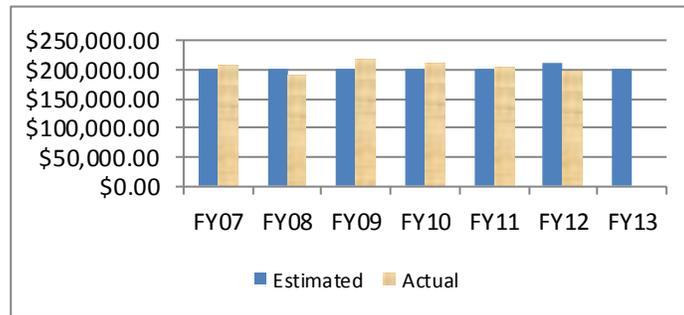
Fiscal Year	Budgeted	Expended
FY07	\$45,000.00	\$1,066.00
FY08	\$45,000.00	\$20,243.00
FY09	\$45,000.00	\$27,729.50
FY10	\$45,000.00	\$37,250.00
FY11	\$42,500.00	\$31,515.00
FY12 to date	\$42,500.00	\$ 9,000.00



Trend: Tighter budgeting and certain incidences of unforeseen events have put a higher dependence on the Reserve Fund.

11. The allowance for abatements and exemptions for FY13 will be approximately \$200,000.

Fiscal Year	Estimated	Actual
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	\$199,233.52
FY13	\$200,000.00	not yet known



Trend: The reserve has shown a gradual decrease over previous years.

12. In FY13, the estimated expense for maturing debt is \$3,101,681, of which \$2,282,955 is principal and \$818,726 is interest.

FY13 Short-Term Interest is estimated at \$7,200. *Update: As of April 2012, FY13 is estimated at \$2,844.*

In FY13 the debt exclusion portion of maturing debt is estimated at \$1,881,481, of which \$1,410,000 is principal and \$471,481, is interest.

In FY12, the estimated expense for maturing debt is \$3,257,909, of which \$2,467,729 principal and \$790,180 is interest.

The FY12 debt exclusion portion of maturing debt is \$1,955,681, of which \$1,520,000 is principal and \$435,681 is interest, with a reimbursement of \$1,434,140 from the Commonwealth.

FY12 Short-Term interest is \$30,530.00

Program Assumptions

1. Efforts will be made to preserve all programs, services, and staffing at FY12 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:

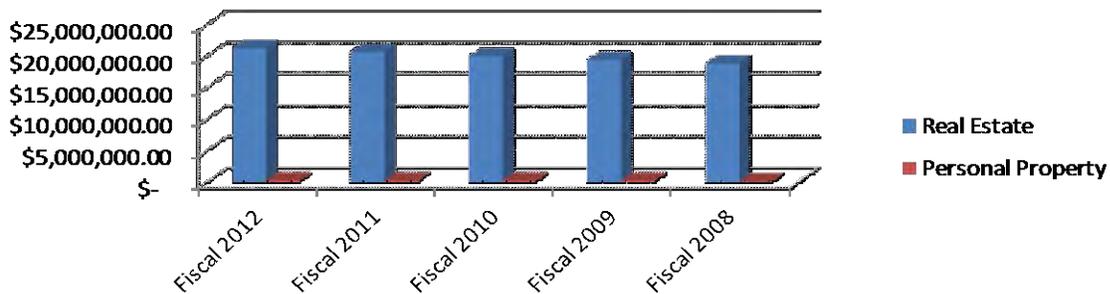
1. *Automatic 2.5% increase*-- Based on Proposition 2 ½, a community’s levy limit increases automatically by 2.5% over the previous year’s limit. This amount is estimated to be \$527,116 for FY 2013.

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 2013 new growth to be added to the tax levy is approximately \$190,000.

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.

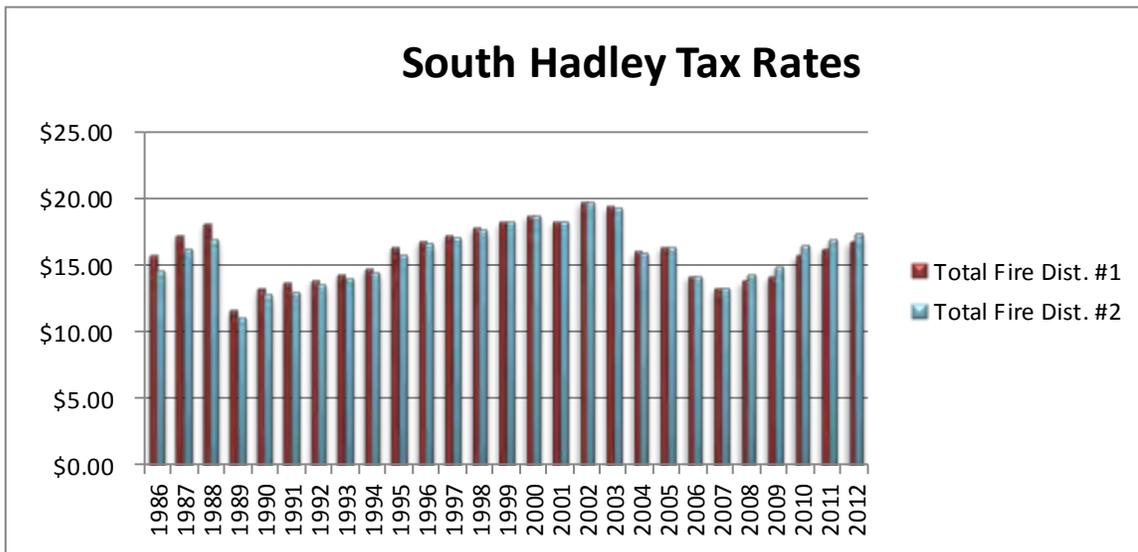
The following chart shows the actual tax revenue for the current fiscal year and the four previous years.

	Fiscal 2012	Fiscal 2011	Fiscal 2010	Fiscal 2009	Fiscal 2008
Real Estate	\$ 21,365,677.93	\$ 20,734,652.43	\$ 20,076,413.86	\$ 19,498,095.02	\$ 18,889,572.93
Personal Property	\$ 395,412.41	\$ 363,436.36	\$ 393,185.63	\$ 389,611.88	\$ 248,057.46
	<u>\$ 21,761,090.34</u>	<u>\$ 21,098,088.79</u>	<u>\$ 20,469,599.49</u>	<u>\$ 19,887,706.90</u>	<u>\$ 19,137,630.39</u>



Tax Rates for the Town of South Hadley

<u>FISCAL YEAR</u>	<u>TOWN RATE</u>	<u>FD #1 RATE</u>	<u>FD #2 RATE</u>	<u>TOTAL DIST #1</u>	<u>TOTAL DIST #2</u>
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
2012	14.73	2.05	2.55	\$16.78	\$17.28



Explanation of Bond Ratings and What they Mean

September 2011, the Town of South Hadley's bond rating was upgraded to Aa2.

As the side chart shows Moody's has upgraded the Town of South Hadley's bond rating four times in twenty 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	2011
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.

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

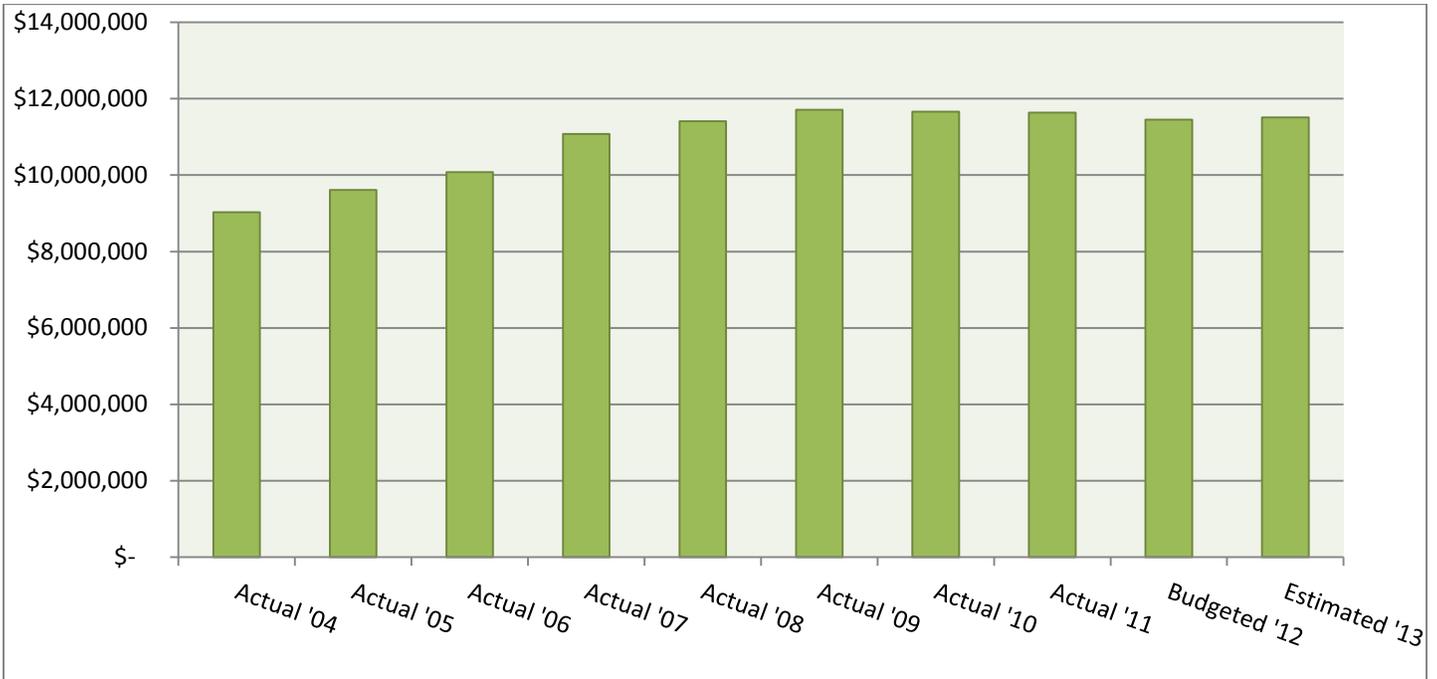
<u>Date</u>	<u>Purpose</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>
6/1/1993	Sewer 91-33 P	6,556.67	6,769.48	3,463.01		
3/1/1994	Sewer P	20,000.00				
3/1/1994	Sewer I	1,060.00				
3/1/1994	Police P	110,000.00				
3/1/1994	Police I	5,830.00				
6/1/1995	Sewer 91-34 P	50,545.31	53,337.15	27,730.18		
11/1/1998	Sewer 97-54 P	27,870.62	21,400.00	30,363.60	31,835.92	33,101.25
11/1/1998	Sewer 97-54 I	4,706.88	12,219.13	3,785.32	2,706.88	1,571.24
7/15/1999	Golf Course P	155,000.00	165,000.00	170,000.00		
7/15/1999	Golf Course I	22,171.87	13,571.87	4,568.75		
8/1/2000	School Remodeling P	80,000.00				
8/1/2000	School Remodeling I	10,140.00				
8/1/2000	Landfill P	30,000.00				
8/1/2000	Landfill I	3,802.50				
9/28/2001	Sewer 98-128 P	36,709.02	42,444.15	41,757.96	42,105.47	46,528.62
9/28/2001	Sewer 98-128 I	10,579.77	8,446.90	7,946.12	5,395.08	3,871.37
12/14/2006	Sewer CW-05-26 P	190,332.00	194,177.00	198,099.00	202,102.00	206,184.00
12/14/2006	Sewer CW-05-26 I	69,161.02	65,315.93	61,393.17	57,391.16	53,308.30
4/1/2007	Golf Course Refunding P	15,000.00	15,000.00	20,000.00	200,000.00	205,000.00
4/1/2007	Golf Course Refunding I	173,976.25	173,395.00	172,695.00	168,295.00	159,170.00
4/1/2007	School Project Refunding P	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
4/1/2007	School Project Refunding I	191,181.25	190,781.25	190,381.25	189,981.25	189,581.25
4/1/2007	Land Acquisition P	100,000.00				
4/1/2007	Land Acquisition I	1,875.00				
12/15/2009	Sewer CW-06-24 P	59,398.26	60,598.86	61,822.76	63,071.92	64,345.37
12/15/2009	Sewer CW-06-24 I	23,219.72	22,019.75	20,795.53	19,546.58	18,272.41
7/8/2010	Sewer CW-06-24A P	683.00	697.00	711.00	726.00	740.00
7/8/2010	Sewer CW-06-24A I	267.15	253.35	239.27	224.90	210.24
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				
9/15/2011	School Remodeling Refunding P		83,636.36	83,636.36	80,000.00	76,363.64
9/15/2011	School Remodeling Refundin	2,445.25	5,636.36	3,963.64	2,327.28	763.64
9/15/2011	Landfill Refunding P		31,363.64	31,363.64	30,000.00	28,636.36
9/15/2011	Landfill Refunding I	916.97	2,113.64	1,486.36	872.73	286.36
9/15/2011	Sewer P		30,000.00	30,000.00	30,000.00	30,000.00
9/15/2011	Sewer I	3,173.33	8,100.00	7,500.00	6,900.00	6,300.00
9/15/2011	Dept Equipment P		10,968.00	10,000.00	10,000.00	
9/15/2011	Dept Equipment I	233.98	509.68	300.00	100.00	
9/15/2011	Golf Course Club House P		44,563.00	40,000.00	40,000.00	40,000.00
9/15/2011	Golf Course Club House I	4,265.59	10,845.63	10,000.00	9,200.00	8,400.00
9/15/2011	Library Land P		73,000.00	75,000.00	75,000.00	75,000.00
9/15/2011	Library Land I	7,597.11	19,380.00	17,900.00	16,400.00	14,900.00
9/15/2011	School Refunding P	1,510,000.00	1,400,000.00	1,380,000.00	1,350,000.00	1,320,000.00
9/15/2011	School Refunding I	244,500.00	280,700.00	238,700.00	197,300.00	156,800.00
Total	Total Principal	2,467,728.88	2,282,954.64	2,248,947.51	2,199,841.31	2,170,899.24
Total	Total Interest	790,180.20	818,725.99	745,591.91	679,265.86	614,747.31
Total	Total Debt Service	3,257,909.08	3,101,680.63	2,994,539.42	2,879,107.17	2,785,646.55
General	Total Principal	515,634.00	412,563.00	420,000.00	425,000.00	425,000.00
General	Total Interest	233,020.54	224,942.50	210,613.75	197,095.01	183,520.00
General	Total Debt Service	748,654.54	637,505.50	630,613.75	622,095.01	608,520.00
Excluded	Total Principal	1,520,000.00	1,410,000.00	1,390,000.00	1,360,000.00	1,330,000.00
Excluded	Total Interest	435,681.25	471,481.25	429,081.25	387,281.25	346,381.25
Excluded	Total Debt Service	1,955,681.25	1,881,481.25	1,819,081.25	1,747,281.25	1,676,381.25
Sewer	Total Principal	432,094.88	460,391.64	438,947.51	414,841.31	415,899.24
Sewer	Total Interest	121,478.41	122,302.24	105,896.91	94,889.60	84,846.06
Sewer	Total Debt Service	553,573.29	582,693.88	544,844.42	509,730.91	500,745.30

<u>Date</u>	<u>Purpose</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
6/1/1993	Sewer 91-33 P					
3/1/1994	Sewer P					
3/1/1994	Sewer I					
3/1/1994	Police P					
3/1/1994	Police I					
6/1/1995	Sewer 91-34 P					
11/1/1998	Sewer 97-54 P	34,157.58	34,423.59	35,746.00		
11/1/1998	Sewer 97-54 I	622.37				
7/15/1999	Golf Course P					
7/15/1999	Golf Course I					
8/1/2000	School Remodeling P					
8/1/2000	School Remodeling I					
8/1/2000	Landfill P					
8/1/2000	Landfill I					
9/28/2001	Sewer 98-128 P	46,386.54	50,411.79	49,480.27	48,725.96	
9/28/2001	Sewer 98-128 I	2,259.86	815.42			
12/14/2006	Sewer CW-05-26 P	210,350.00	214,599.00	218,935.00	223,357.00	227,870.00
12/14/2006	Sewer CW-05-26 I	49,142.96	44,893.47	40,558.13	36,135.21	31,622.94
4/1/2007	Golf Course Refunding P	215,000.00	225,000.00	235,000.00	250,000.00	255,000.00
4/1/2007	Golf Course Refunding I	149,745.00	139,820.00	128,320.00	117,132.50	106,720.00
4/1/2007	School Project Refunding P	10,000.00	10,000.00	1,440,000.00	1,440,000.00	1,425,000.00
4/1/2007	School Project Refunding I	189,181.25	188,781.25	188,381.25	116,381.25	58,781.25
4/1/2007	Land Acquisition P					
4/1/2007	Land Acquisition I					
12/15/2009	Sewer CW-06-24 P	65,646.01	66,971.91	68,325.00	69,705.29	71,113.76
12/15/2009	Sewer CW-06-24 I	16,972.50	15,646.32	14,293.35	12,913.05	11,504.86
7/8/2010	Sewer CW-06-24A P	755.00	771.00	786.00	802.00	818.00
7/8/2010	Sewer CW-06-24A I	195.29	180.03	164.46	148.58	132.38
9/24/2010	Sewer P					
9/24/2010	Sewer I					
9/24/2010	Golf Course Club House P					
9/15/2011	School Remodeling Refunding P					
9/15/2011	School Remodeling Refunding I					
9/15/2011	Landfill Refunding P					
9/15/2011	Landfill Refunding I					
9/15/2011	Sewer P	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00
9/15/2011	Sewer I	5,550.00	4,500.00	3,300.00	2,250.00	1,350.00
9/15/2011	Dept Equipment P					
9/15/2011	Dept Equipment I					
9/15/2011	Golf Course Club House P	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00
9/15/2011	Golf Course Club House I	7,400.00	6,000.00	4,400.00	3,000.00	1,800.00
9/15/2011	Library Land P	75,000.00	70,000.00	70,000.00	70,000.00	70,000.00
9/15/2011	Library Land I	13,025.00	10,500.00	7,700.00	5,250.00	3,150.00
9/15/2011	School Refunding P	1,310,000.00	1,290,000.00			
9/15/2011	School Refunding I	104,000.00	51,600.00			
Total	Total Principal	2,037,295.13	2,032,177.29	2,188,272.27	2,172,590.25	2,119,801.76
Total	Total Interest	538,094.23	462,736.49	387,117.19	293,210.59	215,061.43
Total	Total Debt Service	2,575,389.36	2,494,913.78	2,575,389.46	2,465,800.84	2,334,863.19
General	Total Principal	330,000.00	335,000.00	345,000.00	360,000.00	365,000.00
General	Total Interest	170,170.00	156,320.00	140,420.00	125,382.50	111,670.00
General	Total Debt Service	500,170.00	491,320.00	485,420.00	485,382.50	476,670.00
Excluded	Total Principal	1,320,000.00	1,300,000.00	1,440,000.00	1,440,000.00	1,425,000.00
Excluded	Total Interest	293,181.25	240,381.25	188,381.25	116,381.25	58,781.25
Excluded	Total Debt Service	1,613,181.25	1,540,381.25	1,628,381.25	1,556,381.25	1,483,781.25
Sewer	Total Principal	387,295.13	397,177.29	403,272.27	372,590.25	329,801.76
Sewer	Total Interest	74,742.98	66,035.24	58,315.94	51,446.84	44,610.18
Sewer	Total Debt Service	462,038.11	463,212.53	461,588.21	424,037.09	374,411.94

<u>Date</u>	<u>Purpose</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>
6/1/1993	Sewer 91-33 P					
3/1/1994	Sewer P					
3/1/1994	Sewer I					
3/1/1994	Police P					
3/1/1994	Police I					
6/1/1995	Sewer 91-34 P					
11/1/1998	Sewer 97-54 P					
11/1/1998	Sewer 97-54 I					
7/15/1999	Golf Course P					
7/15/1999	Golf Course I					
8/1/2000	School Remodeling P					
8/1/2000	School Remodeling I					
8/1/2000	Landfill P					
8/1/2000	Landfill I					
9/28/2001	Sewer 98-128 P					
9/28/2001	Sewer 98-128 I					
12/14/2006	Sewer CW-05-26 P	232,473.00	237,170.00	241,961.00	246,849.00	251,836.00
12/14/2006	Sewer CW-05-26 I	27,019.51	22,323.08	17,531.77	12,643.67	7,656.82
4/1/2007	Golf Course Refunding P	265,000.00	280,000.00	290,000.00	300,000.00	315,000.00
4/1/2007	Golf Course Refunding I	96,320.00	85,280.00	73,595.00	61,500.00	48,892.50
4/1/2007	School Project Refunding P					
4/1/2007	School Project Refunding I					
4/1/2007	Land Acquisition P					
4/1/2007	Land Acquisition I					
12/15/2009	Sewer CW-06-24 P	72,550.39	74,015.19	75,511.07	77,036.10	78,592.21
12/15/2009	Sewer CW-06-24 I	10,068.22	8,602.56	7,107.29	5,581.82	4,025.54
7/8/2010	Sewer CW-06-24A P	835.00	852.00	869.00	886.00	904.00
7/8/2010	Sewer CW-06-24A I	115.85	98.98	81.77	64.22	46.32
9/24/2010	Sewer P					
9/24/2010	Sewer I					
9/24/2010	Golf Course Club House P					
9/15/2011	School Remodeling Refunding P					
9/15/2011	School Remodeling Refunding I					
9/15/2011	Landfill Refunding P					
9/15/2011	Landfill Refunding I					
9/15/2011	Sewer P	30,000.00				
9/15/2011	Sewer I	450.00				
9/15/2011	Dept Equipment P					
9/15/2011	Dept Equipment I					
9/15/2011	Golf Course Club House P	40,000.00				
9/15/2011	Golf Course Club House I	600.00				
9/15/2011	Library Land P	70,000.00				
9/15/2011	Library Land I	1,050.00				
9/15/2011	School Refunding P					
9/15/2011	School Refunding I					
Total	Total Principal	710,858.39	592,037.19	608,341.07	624,771.10	646,332.21
Total	Total Interest	135,623.58	116,304.62	98,315.83	79,789.71	60,621.18
Total	Total Debt Service	846,481.97	708,341.81	706,656.90	704,560.81	706,953.39
General	Total Principal	375,000.00	280,000.00	290,000.00	300,000.00	315,000.00
General	Total Interest	97,970.00	85,280.00	73,595.00	61,500.00	48,892.50
General	Total Debt Service	472,970.00	365,280.00	363,595.00	361,500.00	363,892.50
Excluded	Total Principal	0.00	0.00	0.00	0.00	0.00
Excluded	Total Interest	0.00	0.00	0.00	0.00	0.00
Excluded	Total Debt Service	0.00	0.00	0.00	0.00	0.00
Sewer	Total Principal	335,858.39	312,037.19	318,341.07	324,771.10	331,332.21
Sewer	Total Interest	37,653.58	31,024.62	24,720.83	18,289.71	11,728.68
Sewer	Total Debt Service	373,511.97	343,061.81	343,061.90	343,060.81	343,060.89

<u>Date</u>	<u>Purpose</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>Total</u>
6/1/1993	Sewer 91-33 P						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						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						165,000.00
8/1/2000	School Remodeling I						32,502.50
8/1/2000	Landfill P						60,000.00
8/1/2000	Landfill I						12,142.50
8/1/2001	School Projects P						1,435,000.00
8/1/2001	School Projects I						540,397.50
9/28/2001	Sewer 98-128 P						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	256,923.00					3,739,780.00
12/14/2006	Sewer CW-05-26 I	2,569.23					671,596.34
4/1/2007	Golf Course Refunding P	335,000.00	345,000.00	355,000.00			4,135,000.00
4/1/2007	Golf Course Refunding I	35,567.50	21,627.50	7,277.50			2,093,886.25
4/1/2007	School Project Refunding P						4,385,000.00
4/1/2007	School Project Refunding I						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	80,180.37	81,800.59				1,248,907.00
12/15/2009	Sewer CW-06-24 I	2,437.82	818.01				238,221.25
7/8/2010	Sewer CW-06-24A P	923.00	941.00				13,699.00
7/8/2010	Sewer CW-06-24A I	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						25,634.00
9/15/2011	School Remodeling Refunding P						323,636.36
9/15/2011	School Remodeling Refunding I						15,136.17
9/15/2011	Landfill Refunding P						121,363.64
9/15/2011	Landfill Refunding I						5,676.06
9/15/2011	Sewer P						300,000.00
9/15/2011	Sewer I						49,373.33
9/15/2011	Dept Equipment P						30,968.00
9/15/2011	Dept Equipment I						1,143.66
9/15/2011	Golf Course Club House P						404,563.00
9/15/2011	Golf Course Club House I						65,911.22
9/15/2011	Library Land P						723,000.00
9/15/2011	Library Land I						116,852.11
9/15/2011	School Refunding P						9,560,000.00
9/15/2011	School Refunding I						1,273,600.00
Total	Total Principal	673,026.37	427,741.59	355,000.00	0.00	0.00	17,363,510.58
Total	Total Interest	40,602.60	22,454.92	7,277.50	0.00	0.00	5,665,392.93
Total	Total Debt Service	713,628.97	450,196.51	362,277.50	0.00	0.00	23,028,903.51
General	Total Principal	335,000.00	345,000.00	355,000.00	0.00	0.00	5,359,250.00
General	Total Interest	35,567.50	21,627.50	7,277.50	0.00	0.00	2,220,139.61
General	Total Debt Service	370,567.50	366,627.50	362,277.50	0.00	0.00	7,579,389.61
Excluded	Total Principal	0.00	0.00	0.00	0.00	0.00	5,820,000.00
Excluded	Total Interest	0.00	0.00	0.00	0.00	0.00	2,425,391.25
Excluded	Total Debt Service	0.00	0.00	0.00	0.00	0.00	8,245,391.25
Sewer	Total Principal	338,026.37	82,741.59	0.00	0.00	0.00	6,184,260.58
Sewer	Total Interest	5,035.10	827.42	0.00	0.00	0.00	1,019,862.07
Sewer	Total Debt Service	343,061.47	83,569.01	0.00	0.00	0.00	7,204,122.65

Projected State Aid



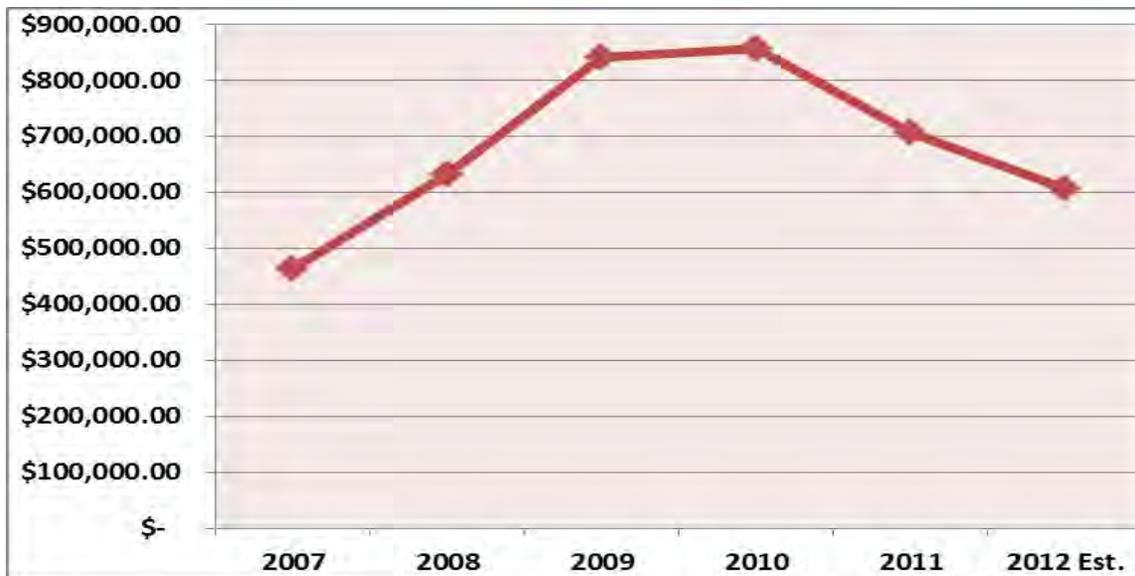
FY09-\$806,115 of Chap 70 monies was made up with SFSF funds

FY10 - in addition an amount of \$ 460,058 was awarded to come from SFSF funds/ED Jobs funds

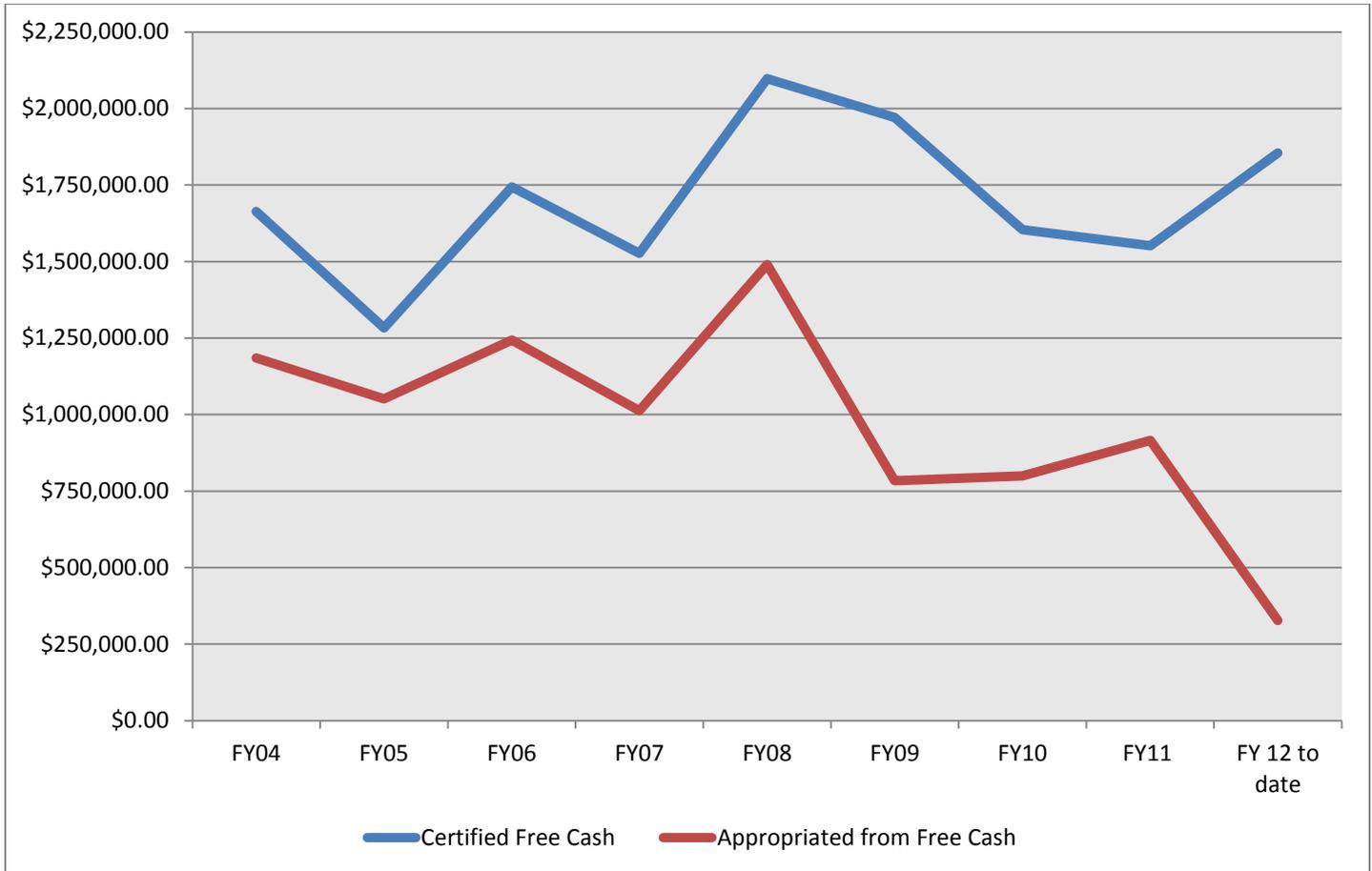
FY11 - in addition an amount of \$518,577 was awarded fo come from SFSF/ED Funds

Ambulance Fund

The balance at 6/30/11 was \$706,823. \$99,200 is proposed to be voted for the FY13 budget.

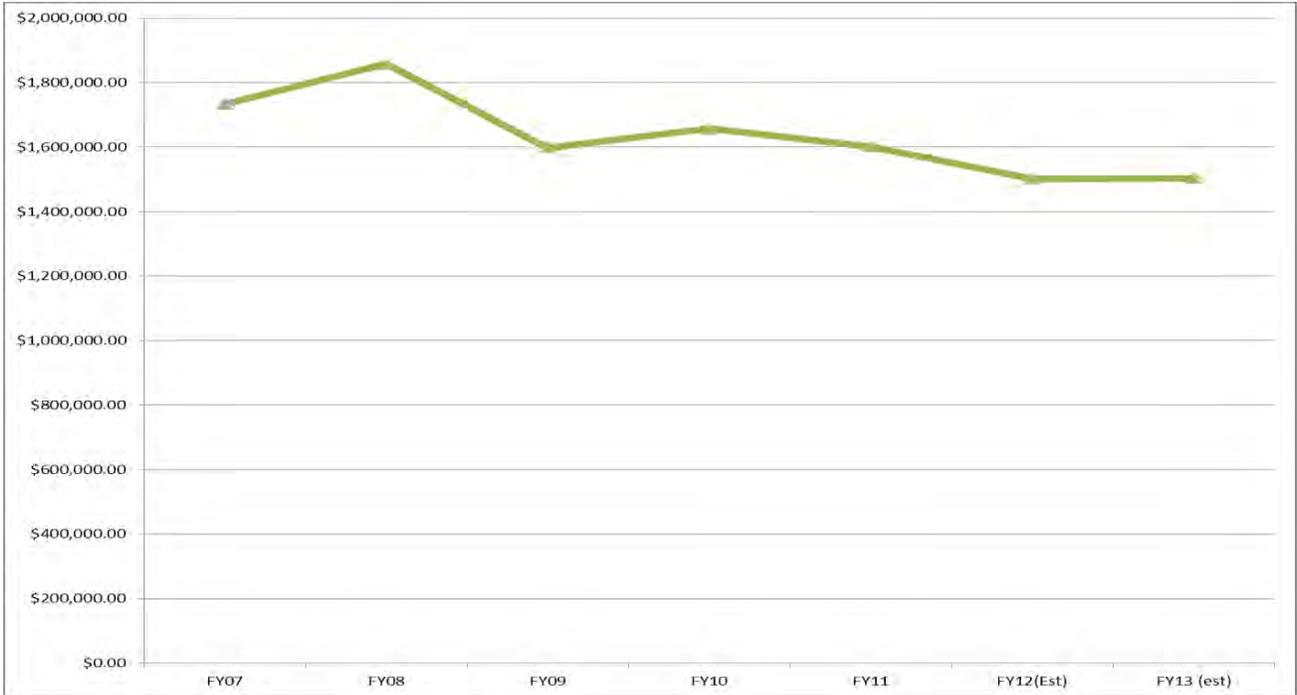


Free Cash

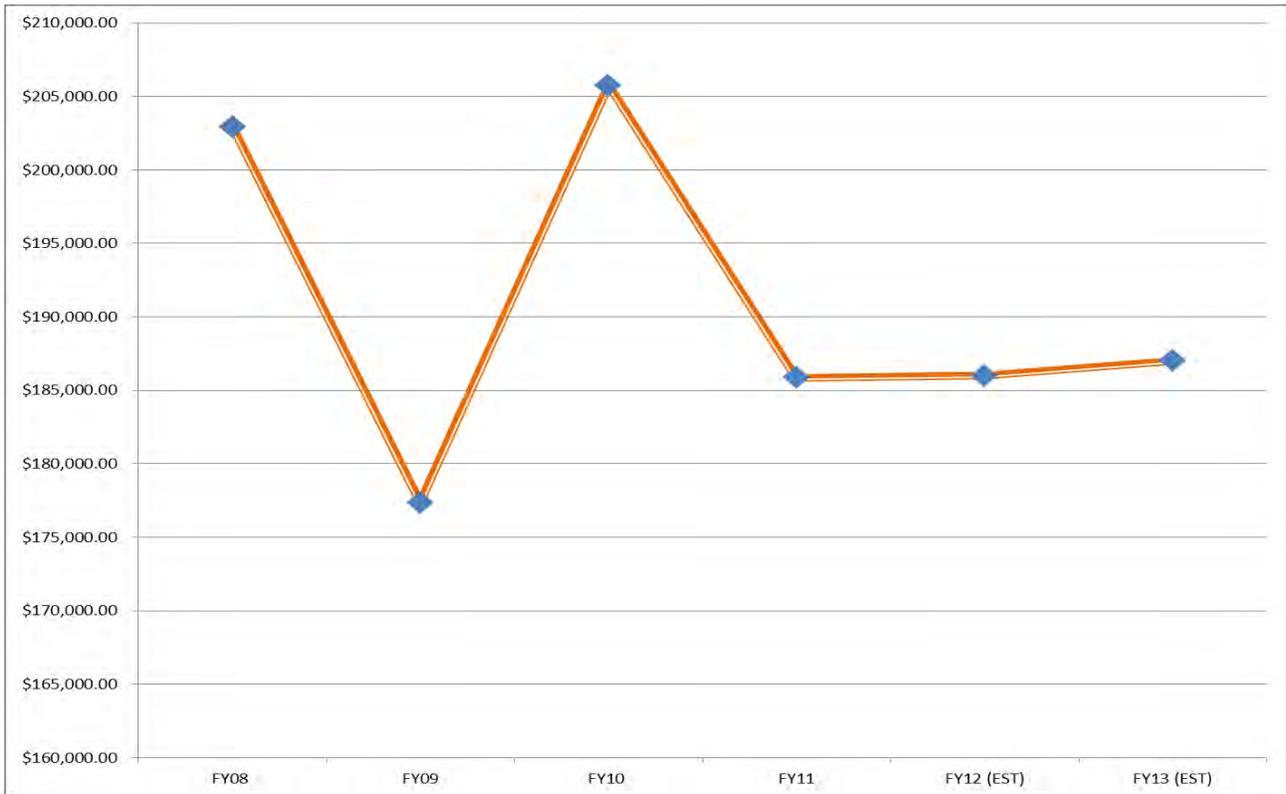


	Certified Free Cash	Appropriated from Free Cash	% Used
FY04	\$1,663,785.00	\$1,185,092.00	71%
FY05	\$1,282,817.00	\$1,051,655.00	82%
FY06	\$1,743,995.00	\$1,243,995.00	71%
FY07	\$1,526,792.00	\$1,012,383.00	66%
FY08	\$2,097,666.00	\$1,490,016.00	71%
FY09	\$1,970,236.00	\$783,861.00	40%
FY10	\$1,604,391.00	\$800,145.00	50%
FY11	\$1,552,022.00	\$916,155.00	59%
FY 12 to date	\$1,854,895.00	\$327,284.00	18%

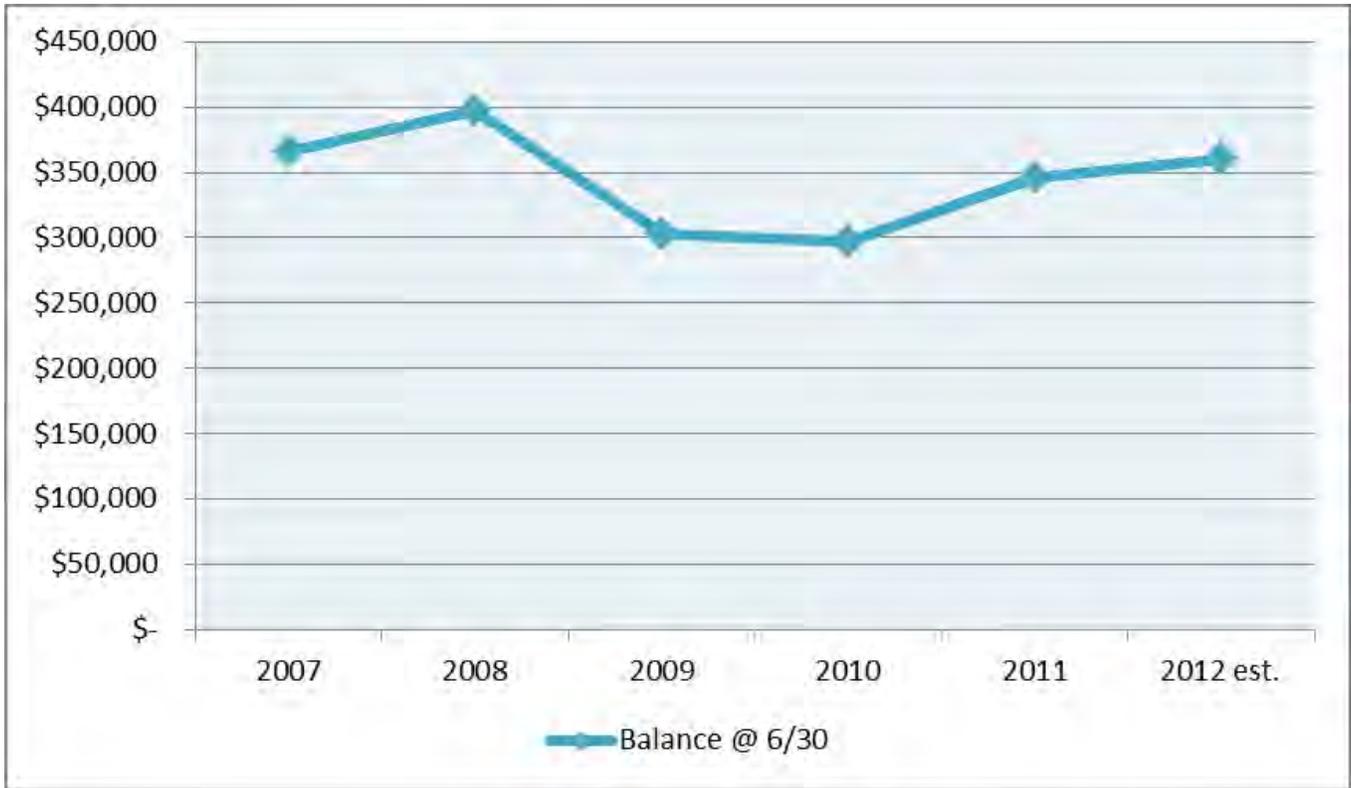
Stabilization Fund Balance



Capital Stabilization Fund



Cable Studio Fund



Fiscal Year	Balance @ 6/30
2007	\$ 366,200
2008	\$ 396,631
2009	\$ 303,172
2010	\$ 296,942
2011	\$ 345,548
2012 est.	\$ 360,037

Revenues

Department	Description of Revenue	FY10 Actual	FY11 Actual	FY12 as of 12/31/11	FY13 Projected
Assessors	Copies	\$ 515.35	\$ 334.83	\$ 77.80	\$ 100.00
	Abutters lists, reports, etc.	\$ 1,326.70	\$ 278.00	\$ 148.00	\$ 100.00
		\$ 1,842.05	\$ 612.83	\$ 225.80	\$ 200.00
Building	Building Permits	\$ 71,183.25	\$ 77,070.50	\$ 29,733.00	\$ 70,000.00
	Burning Permits	\$ 1,900.00	\$ 1,010.00	\$ -	\$ -
	Tag Sale Permits	\$ 2,625.00	\$ 3,120.00	\$ 2,200.00	\$ 2,400.00
	Misc	\$ -	\$ 8.00	\$ -	\$ -
	Total Projected Revenue	\$ 75,708.25	\$ 81,208.50	\$ 31,933.00	\$ 72,400.00
Wiring	Permit Fees	\$ 28,467.76	\$ 20,779.00	\$ 11,486.60	\$ 21,000.00
Cable	Cable Fund Balance at 6/30/10 = \$296,942.43				
	Franchise Fee	\$ 96,719.00	\$ 127,189.62	\$ 76,366.20	\$ 111,000.00
	Franchise Fee Interest	\$ 31,994.50	\$ 14,562.26	\$ 999.47	\$ 5,000.00
	Tape, CD & DVD Duplications	\$ 108.00	\$ 21.00	\$ -	\$ 100.00
	Total Projected Revenue	\$ 128,821.50	\$ 141,772.88	\$ 77,365.67	\$ 116,100.00
Channel Marking	Boat excise tax	\$ 7,669.34	\$ 7,541.34	\$ 5,370.84	\$ 5,000.00
Clerk Treasurer	Business Certificates	\$ 2,565.00	\$ 2,175.00	\$ 1,625.00	\$ 4,500.00
	Dog License	\$ -	\$ 11,724.34	\$ 725.00	\$ 12,250.00
	Dog License Late Fee	\$ -	\$ 330.00	\$ 270.00	\$ 250.00
	Fishing License Fees	\$ 277.10	\$ 260.80	\$ 48.05	\$ -
	Gas Permits	\$ 60.00	\$ 145.00	\$ -	\$ 250.00
	Marriage License	\$ 1,760.00	\$ 1,800.00	\$ 1,190.00	\$ 3,600.00
	Municiple fees fishing	\$ 503.00	\$ 461.00	\$ 69.00	\$ -
	Street lists	\$ 610.00	\$ 400.00	\$ 530.00	\$ 800.00
	Copies vital records	\$ 7,635.00	\$ 8,497.00	\$ 6,990.00	\$ 17,000.00
	Miscellaneous	\$ 141,101.83	\$ 167,511.52	\$ 100,882.07	\$ 200,000.00
	Interest	\$ 189,025.92	\$ 118,994.38	\$ 36,256.32	\$ 120,000.00
	Legal Fees-Tax Title	\$ 890.00	\$ -	\$ -	\$ 25,000.00
	Total projected	\$ 344,427.85	\$ 312,299.04	\$ 148,585.44	\$ 383,650.00
	Conservation	Wetland Filing Fees	\$ 2,137.50	\$ 3,735.20	\$ 3,732.50
Conservation Land Fund		\$ 1,100.00	\$ 26,171.97	\$ 22.03	\$ 1,100.00
Admin Fee		\$ -	\$ 150.00	\$ 1,550.00	\$ 3,000.00
Copies		\$ 50.00	\$ 80.78	\$ 61.00	\$ 70.00
Total Projected Revenue		\$ 3,287.50	\$ 30,137.95	\$ 5,365.53	\$ 6,170.00
Council on Aging	III-C Nutrition Contract	\$ 96,542.00	\$ 94,392.00	\$ 52,270.82	\$ 96,542.00
	III-C Donations	\$ 43,231.00	\$ 40,222.00	\$ 1,670.62	\$ 40,000.00
	EOEA Formula Grant	\$ 25,823.00	\$ 25,823.00	\$ 12,762.50	\$ 25,525.00
	Minibus Fares	\$ 2,904.00	\$ 4,250.75	\$ 1,824.00	\$ 4,000.00
	Clinic Gift Account	\$ 10.00	\$ -	\$ -	\$ -
	Newsletter Gift	\$ 7,593.50	\$ 7,128.00	\$ 5,772.00	\$ 7,500.00
	Building Gift	\$ 131.00	\$ 1,700.00	\$ 4,568.00	\$ 2,000.00
	Christmas Basket	\$ 7,142.60	\$ 7,948.94	\$ 5,141.00	\$ 6,000.00
	Shopping Assistance	\$ 626.00	\$ 766.00	\$ 300.00	\$ 600.00
	Services Gift	\$ 4,510.17	\$ 832.00	\$ 4,157.06	\$ 500.00
	New Minibus	\$ 130.00	\$ 27.00	\$ 10.00	\$ 500.00
	Minibus Repair/Maintenance	\$ 330.00	\$ 110.00	\$ 470.00	\$ 300.00
	Activity Gift	\$ 28,341.70	\$ 16,080.59	\$ 4,102.00	\$ 15,000.00
	Service Provider Fees	\$ 309.05	\$ 351.65	\$ -	\$ 300.00
	WMEC Chores Grant	\$ 2,473.00	\$ 4,135.00	\$ 506.25	\$ 2,500.00
	WMEC Companions/Escort Program	\$ 1,594.00	\$ 2,318.74	\$ 375.81	\$ 1,800.00
	WMEC Diabetes Grant	\$ 1,680.00	\$ 1,700.00	\$ 284.00	\$ 1,680.00
	WMEC Alzheimer's Support	\$ 2,650.00	\$ 2,042.82	\$ 825.00	\$ 3,225.00
	S.H. Friends of the Elderly	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00
	Total Projected Revenue	\$ 230,521.02	\$ 214,328.49	\$ 99,539.06	\$ 212,472.00

Department	Description of Revenue	FY10 Actual	FY11 Actual	FY12 as of 12/31/11	FY13 Projected
Golf	Greens Fees	\$ 572,378.48	\$ 447,403.18	\$ 274,724.35	\$ 447,403.00
	Cart Fees	\$ 179,242.23	\$ 134,594.83	\$ 55,364.50	\$ 134,595.00
	Season Passes	\$ 83,713.79	\$ 87,175.00	\$ 650.00	\$ 87,175.00
	Pro shop	\$ 41,370.45	\$ 46,895.33	\$ 21,200.49	\$ 46,895.00
	Concession fees	\$ 9,875.00	\$ 11,912.50	\$ 10,125.00	\$ 18,750.00
	Earnings on investment	\$ -	\$ -	\$ -	\$ -
	Driving Range	\$ 20,137.00	\$ 14,321.00	\$ 8,265.00	\$ 14,321.00
	Gift Certificates	\$ (17,794.89)	\$ (5,829.24)	\$ (8,356.95)	\$ (5,829.00)
	Utility Reimbursement	\$ 7,831.19	\$ 5,548.24	\$ 4,135.29	\$ -
	Promo/Discounts	\$ -	\$ (2,307.85)	\$ (1,638.30)	\$ -
	Lessons	\$ 6,385.01	\$ 715.00	\$ 200.00	\$ 715.00
	Outing Deposits	\$ -	\$ 1,194.00	\$ 200.00	\$ -
	Miscellaneous Revenue	\$ 8,434.35	\$ 17.00	\$ 349.74	\$ -
	Total Projected Revenue	\$ 911,572.61	\$ 741,638.99	\$ 365,219.12	\$ 744,025.00
Board of Health	Tobacco	\$ 1,500.00	\$ 300.00	\$ 3,525.00	\$ 3,250.00
	Gas Permits	\$ 9,590.00	\$ 12,335.00	\$ 6,040.00	\$ 13,000.00
	Plumbing Permits	\$ 16,745.00	\$ 14,290.00	\$ 5,860.00	\$ 15,000.00
	Burial Permits	\$ 1,350.00	\$ 1,570.00	\$ 540.00	\$ 1,500.00
	Camp Licenses	\$ 2,875.00	\$ 4,350.00	\$ 400.00	\$ 4,000.00
	Food Service Permit	\$ 19,232.00	\$ 17,138.50	\$ 4,703.00	\$ 18,000.00
	Milk License	\$ 146.00	\$ 138.00	\$ -	\$ 140.00
	Septic Tank license	\$ 11,750.00	\$ 7,700.00	\$ 1,080.00	\$ 6,000.00
	Perc Examinations	\$ 1,050.00	\$ 200.00	\$ 100.00	\$ 200.00
	Miscellaneous	\$ 1,430.00	\$ 545.00	\$ 115.00	\$ 500.00
	Copies	\$ -	\$ 0.25	\$ -	\$ -
	Local MRC (grant)	\$ 10,000.00	\$ 5,000.00	\$ 5,000.00	\$ -
	Tobacco (grant)	\$ 46,116.00	\$ 46,116.00	\$ 52,000.00	\$ 52,000.00
	Citizen Corps (grant)	\$ -	\$ -	\$ 3,497.61	\$ -
Total Projected Revenue	\$ 121,784.00	\$ 109,682.75	\$ 82,860.61	\$ 113,590.00	
Library	Dog Tax	\$ 10,000.00	\$ 13,480.00	\$ -	\$ 12,000.00
	Fines	\$ 12,720.30	\$ 10,988.71	\$ 4,605.06	\$ 11,000.00
	Miscellaneous	\$ -	\$ 305.00	\$ -	\$ -
	State aid (library incentive grant)	\$ 8,066.05	\$ 8,203.56	\$ -	\$ 8,100.00
	State Aid (Municipal Equalization Grant)	\$ 9,662.35	\$ 9,642.48	\$ -	\$ 9,600.00
	State Aid (Non-Resident Circulation Offset)	\$ 4,695.40	\$ 5,153.33	\$ -	\$ 4,800.00
	Library Construction Donations	\$ -	\$ 1,809.34	\$ 91,833.61	\$ -
	Library Donations	\$ 2,553.63	\$ 3,143.52	\$ 1,199.70	\$ 1,500.00
	Total Projected Revenue	\$ 47,697.73	\$ 52,725.94	\$ 97,638.37	\$ 47,000.00
			(as of 10/31/11)		
Gaylord Library	Town Subsidy	\$ 13,000.00	\$ 12,350.00	\$ 12,350.00	\$ 31,753.00
	Donations	\$ 41,758.00	\$ 11,621.00	\$ 6,366.00	\$ 20,000.00
	Endowment Income	\$ 6,752.00	\$ 1,770.00	\$ 1,272.90	\$ 5,000.00
	Other Income	\$ 1,105.00	\$ 5,190.00	\$ 2,353.25	\$ 2,500.00
	Grants	\$ -	\$ -	\$ 200.00	\$ -
Total Projected Revenue	\$ 62,615.00	\$ 30,931.00	\$ 22,542.15	\$ 59,253.00	
Parking Clerk	Fines	\$ 2,500.00	\$ 3,420.00	\$ 1,492.50	\$ 2,900.00
Planning	Subdivision Plans/ANR Plans	\$ 725.00	\$ 1,125.00	\$ 250.00	\$ 1,425.00
	Inspection Fees	\$ -	\$ -	\$ -	\$ 2,450.00
	Non-subdivision Plan & Permit reviews	\$ 3,645.00	\$ 2,965.00	\$ 350.00	\$ 1,500.00
	Earth removal permits	\$ -	\$ -	\$ -	\$ -
	Notice to abutters	\$ 1,188.70	\$ 1,382.20	\$ 665.22	\$ 500.00
	Miscellaneous	\$ 83.66	\$ 400.00	\$ 2.00	\$ 100.00
Total Projected Revenue	\$ 5,642.36	\$ 5,872.20	\$ 1,267.22	\$ 5,975.00	

Department	Description of Revenue	FY10 Actual	FY11 Actual	FY12 as of 12/31/11	FY13 Projected
Police	Accident Reports	\$ 2,534.50	\$ 2,383.00	\$ 1,040.00	\$ 2,500.00
	Incident Reports	\$ 717.53	\$ 970.00	\$ 347.00	\$ 700.00
	LTC Permits	\$ 2,625.00	\$ 4,925.00	\$ 2,875.00	\$ 4,900.00
	Court Fines/Citations	\$ 38,055.00	\$ 26,765.00	\$ 18,590.00	\$ 35,000.00
	Administrative Fee	\$ 4,261.90	\$ 6,660.02	\$ 2,621.45	\$ 3,000.00
	Cruiser Fee	\$ 5,180.60	\$ 815.00	\$ 565.00	\$ 500.00
	Outside Detail	\$ 237,294.81	\$ 179,075.75	\$ 91,473.50	\$ 100,000.00
	Class D fine	\$ 1,600.00	\$ 320.00	\$ 260.00	\$ 300.00
	PSAP (grant)	\$ 36,010.77	\$ 42,636.94	\$ 10,639.64	\$ -
	Total Projected Revenue	\$ 328,280.11	\$ 264,550.71	\$ 128,411.59	\$ 146,900.00
Public Works	BBP Revolving Fund	\$ 12,321.43	\$ 7,951.83	\$ -	\$ 7,000.00
	BBP Gift Account	\$ 2,104.72	\$ 636.73	\$ -	\$ 2,000.00
	Road Opening Fees	\$ 1,988.00	\$ 1,140.00	\$ 342.00	\$ 1,000.00
	DPW-Misc	\$ 1,252.41	\$ 3,939.46	\$ 1,550.00	\$ 100.00
	copies	\$ -	\$ 120.00	\$ 20.00	\$ 20.00
	Solid Waste Fees	\$ 385,405.31	\$ 395,275.25	\$ 9,938.00	\$ -
	Solid Waste Host Community	\$ 481,431.15	\$ 775,973.04	\$ 451,086.04	\$ 775,000.00
	Recycling Center	\$ 91,871.28	\$ 168,848.89	\$ 78,251.29	\$ 60,000.00
	PAYT	\$ -	\$ -	\$ 147,350.00	\$ 360,000.00
	Metal Revenue	\$ -	\$ -	\$ -	\$ 20,000.00
	Sewer User Fee South Hadley	\$ 1,974,887.51	\$ 2,235,899.84	\$ 1,178,244.02	\$ 2,200,000.00
	Sewer Connection Fees	\$ 68,850.00	\$ 14,625.00	\$ 3,600.00	\$ 14,000.00
	Sewer Application Fee	\$ 2,400.00	\$ 2,325.00	\$ 450.00	\$ 2,000.00
	Septic Disposal/Pepsi Disposal	\$ 300.00	\$ 2,750.00	\$ 3,110.00	\$ 1,000.00
	WWTP-Misc	\$ -	\$ 433.30	\$ -	\$ 100.00
	Industrial Pretreatment	\$ 6,650.00	\$ -	\$ -	\$ 11,000.00
	Oil and Grease Program	\$ -	\$ -	\$ -	\$ 1,500.00
	Investment Earnings-landfill	\$ 73,675.10	\$ 9,828.03	\$ 320.11	\$ 40,000.00
	Investment Earnings-WWTP	\$ 27,757.08	\$ 22,200.24	\$ 26.83	\$ 20,000.00
	MRF	\$ -	\$ -	\$ -	\$ 40,000.00
Misc-Interstate Waste	\$ 100,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	
Total Projected Revenue	\$ 3,230,893.99	\$ 3,691,946.61	\$ 1,924,288.29	\$ 3,604,720.00	
Recreation	Recreation Revolving	\$ 235,183.63	\$ 245,521.60	\$ 65,183.52	\$ 230,000.00
	Fireworks	\$ 10,424.90	\$ 10,878.27	\$ 752.91	\$ 11,000.00
	Summer Concert	\$ 3,300.00	\$ 5,200.00	\$ 2,350.00	\$ 5,200.00
	Total Projected Revenue	\$ 248,908.53	\$ 261,599.87	\$ 68,286.43	\$ 246,200.00
Sealer of Weights	Sealer Fees	\$ 2,900.00	\$ 520.00	\$ 2,170.00	\$ 2,000.00
Selectboard	Liquor License	\$ 35,880.00	\$ 35,845.00	\$ 15,023.33	\$ 15,000.00
	Common Victualler	\$ 1,455.00	\$ 1,020.00	\$ 420.00	\$ 400.00
	Miscellaneous Licenses	\$ 6,210.00	\$ 4,115.00	\$ 2,080.00	\$ 2,000.00
	Town Hall Rental	\$ 725.37	\$ 720.00	\$ -	\$ -
	PVTA	\$ 52,180.00	\$ 56,260.00	\$ 51,276.00	\$ 51,276.00
	Copies	\$ 7.00	\$ 9.05	\$ 15.20	\$ 10.00
	District Reimbursement	\$ 55,647.15	\$ 30,920.20	\$ 30,920.20	\$ 30,000.00
Total Projected Revenue	\$ 152,104.52	\$ 128,889.25	\$ 99,734.73	\$ 98,686.00	
Tax Collector	Municipal Lien Certificates (\$25.00)	\$ 13,450.00	\$ 14,425.00	\$ 7,475.00	\$ 14,000.00
	RE/PP Taxes	\$ 20,145,596.12	\$ 20,973,353.70	\$ 10,497,946.14	\$ 20,900,000.00
	MV Excise	\$ 1,469,817.89	\$ 1,538,616.41	\$ 226,768.98	\$ 1,500,000.00
	Boat Excise	\$ 6,461.53	\$ 6,219.01	\$ 9,058.15	\$ 8,000.00
	Penalties/Interest	\$ 140,408.73	\$ 193,017.29	\$ 76,145.88	\$ 150,000.00
	Tax Liens	\$ 82,518.55	\$ 64,562.87	\$ 23,947.41	\$ 25,000.00
	Insufficient check fee (\$25.00)	\$ 323.69	\$ 191.52	\$ 153.00	\$ 800.00
	Marking Fee	\$ 10,320.00	\$ 11,879.42	\$ 4,420.00	\$ 55,000.00
	Miscellaneous	\$ 551.96	\$ 200.00	\$ 200.00	\$ 200.00
	Total Projected Revenue	\$ 21,869,448.47	\$ 22,802,465.22	\$ 10,846,114.56	\$ 22,653,000.00

Indirect Costs

School Indirect Costs Reflected on Town Side of Budget

FY 13 :

FY 13 Budget Recommendation		\$19,658,322
<i>Health Insurance</i>	\$ 2,881,650	
<i>FICA/Medicare</i>	\$ 247,538	
<i>Contributory & Non Contr. Retirement</i>	\$ 727,918	
<i>Unemployment</i>	\$ 49,087	
<i>Property & Liability Insurance</i>	\$ 105,000	
<i>Workers Compensation</i>	\$ -	
Total Indirects		\$ 4,011,193
Total Amount of Budget Dollars in Support of School Department		\$23,669,515

SHELD Indirect Costs Reflected on Town Side of Budget

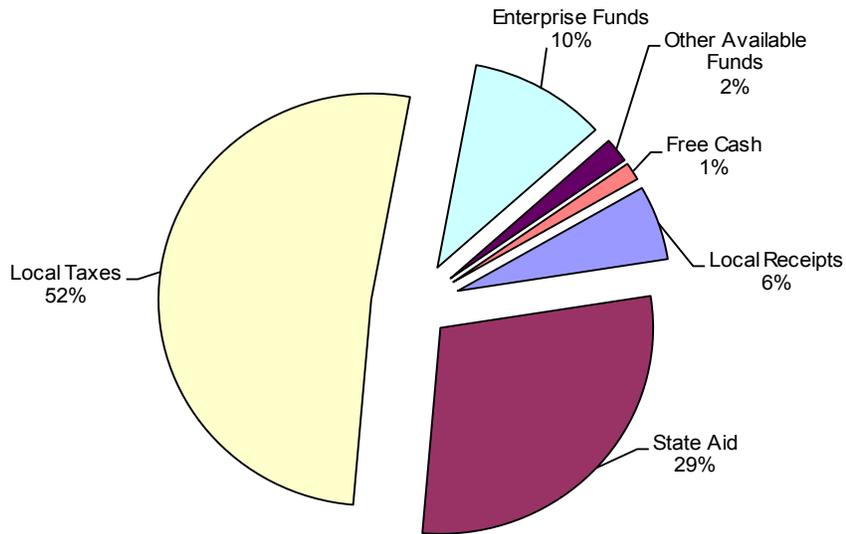
FY 13:

FY 13 Estimated Payment to Town		\$ 527,600
<i>Health Insurance</i>	\$ 156,638	
<i>FICA/Medicare</i>	\$ 14,420	
<i>Contributory Retirement</i>	\$ 209,976	
<i>Estimated Costs for Admin Services</i>	\$ 16,246	
Total Indirects		\$ 397,280
Total Monetary Net Contributions to Town		\$ 130,320

Pie Chart of Allocations

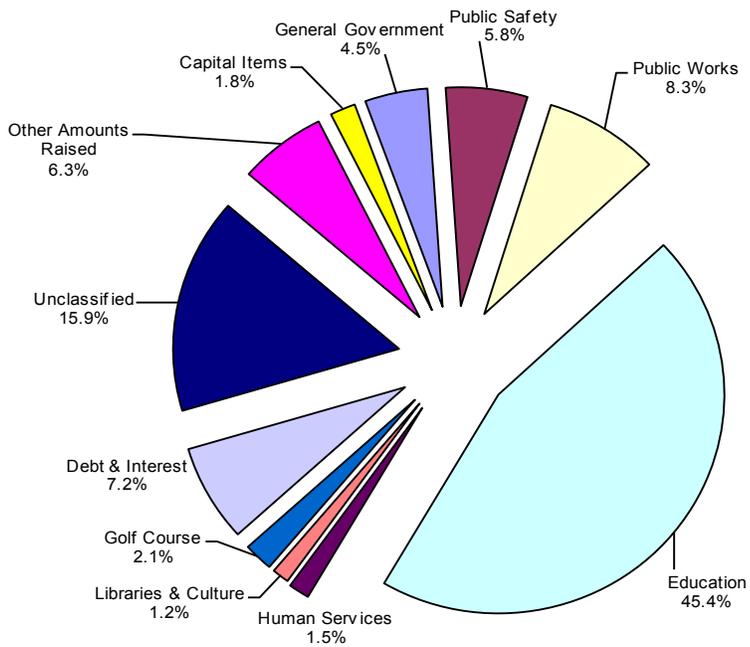
FY 2013 Budget

Where the Money Comes From



TOTAL SELECTBOARD RECOMMENDED BUDGET
\$ 43,292,481
 For Fiscal Year June 30, 2013

Where the Money Goes



“General Fund” Budget and Revenue Comparison Estimates

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

	FY 2012 Budget	FY 2013 Recommended	<i>Difference</i>
Estimated Revenue Sources:			
Amount Estimated in Local Receipts	\$ 2,596,237	\$ 2,536,237	\$ (60,000)
Estimated Increase in Tax Levy	\$ 21,083,226	\$ 21,801,743	\$ 718,517
Amount of "Free Cash" Usage (Amount Includes \$610,508 for '12 Golf Deficit)	\$ 728,763	\$ 606,170	\$ (122,593)
Stabilization Fund Usage	\$ 100,000	\$ -	\$ (100,000)
Available Funds (that help fund budgets)	\$ 291,739	\$ 290,827	\$ (912)
Amount from Enterprise Funds to G/F (For Indirect Costs & Admin Services; wage & class)	\$ 369,015	\$ 400,591	\$ 31,576
Estimated Amount from SHELD for indirects/PILOT	\$ 527,600	\$ 527,600	\$ -
Net Estimated Amount State Aid (Cherry Sheet)	\$ 10,017,312	\$ 10,074,199	\$ 56,887
Total of Estimated Revenue Sources	\$ 35,713,892	\$ 36,237,367	\$ 523,475
Less:			
Shared Fixed/ Unclassified Costs	\$ 6,739,016	\$ 6,777,878	\$ 38,862
Net Amount Available for Funding of Operating Budgets/ Capital	\$ 28,974,876	\$ 29,459,489	\$ 484,613
Capital Spending :			
Capital Stab/ Items	\$ 285,000	\$ 313,188	\$ 28,188
Town & School Debt	\$ 337,685	\$ 184,497	\$ (153,188)
Net Change in Capital Spending	\$ 622,685	\$ 497,685	\$ (125,000)
New Net Amount Available for Operating	\$ 28,352,191	\$ 28,961,804	\$ 609,613

Operating Budget Requests:

School Dept	\$ 19,252,563	\$ 19,658,322	\$ 405,759
General Government	\$ 1,702,672	\$ 1,707,469	\$ 4,797
Reserve Fund	\$ 42,500	\$ 32,500	\$ (10,000)
(less transfer for GIS/Base Mapping)	\$ (9,000)		\$ 9,000
Public Safety	\$ 2,479,000	\$ 2,515,894	\$ 36,894
DPW	\$ 1,183,260	\$ 1,200,867	\$ 17,607
Snow & Ice	\$ 100,005	\$ 100,006	\$ 1
Council on Aging	\$ 315,018	\$ 316,961	\$ 1,943
Veterans Benefits	\$ 215,300	\$ 215,300	\$ -
Libraries	\$ 510,417	\$ 515,520	\$ 5,103
Gaylord Library	\$ 12,350	\$ 12,350	\$ -
Town Audit/ GASB 45 - Actuary	\$ 28,000	\$ 28,500	\$ 500
Non Fixed Unclassified	\$ 122,767	\$ 112,381	\$ (10,386)
Health	\$ 112,984	\$ 115,321	\$ 2,337
Canal Park	\$ 900	\$ 900	\$ -
Cable Studio Dept	\$ 78,306	\$ 95,445	\$ 17,139
Conservation Land Fund	\$ 5,000	\$ 5,000	\$ -
Wage & Class Plan	\$ -	\$ 56,612	\$ 56,612
Property Revaluation	\$ -	\$ 15,000	\$ 15,000
Other Special Articles (Animal License; GIS Mapping)	\$ 14,550	\$ -	\$ (14,550)
Current Year Golf Course Deficit Funded (no Capital or indirect costs)	\$ 690,247	\$ 588,070	\$ (102,177)
Total of Operating Expense Requests	\$ 26,856,839	\$ 27,292,418	\$ 435,579

Operating Expenses (over)/under Net Amount Avail **\$ 174,034**

Estimated increase in amount for Other Assessments

(School Choice/Charter; Regional Transit; Vets Bud; etc...)	\$ 1,296,119	\$ 1,545,156	\$ 249,037
(adjust for FY12 to FY13 overlay amount raised)	\$ 199,233	\$ 200,000	\$ 767

Operating Expenses & Assessments (over)/under Net Amount Avail **\$ (75,770)**

Preliminary Estimated Sources and Uses

Based on Selectboard Recommended Budgets & Governor's (House 1) Revenues
April 11, 2012

AMOUNT TO BE RAISED:

Appropriations	

School Department	19,658,322
General Government	1,707,469
Public Safety	2,515,894
Line of Duty	7,500
Reserve Fund	32,500
DPW	3,477,879
Snow & Ice	100,006
Council on Aging	316,961
Veterans Benefits	215,300
Libraries	515,520
Gaylord Library	12,350
Town Audit	24,500
GASB 45 - Actuary	4,000
Unclassified Accounts	6,890,259
Workers' Compensation	-
Health	115,321
Debt & Interest	1,223,044
Debt & Interest (Debt Exclusion)	1,881,481
Connecticut River Markers	5,500
Canal Park	900
Ledges Golf Course Enterprise	909,720
Cable Studio Manager	95,445
Conservation Land Fund	5,000
Stabilization Fund	-
Wage & Classification Plan	56,612
Est. Capital Funding/ Placeholder	788,188
(includes Enterprise Capital of \$475,000)	
Total Appropriations	40,559,671
Special Articles:	
Property Revaluation	15,000
Revised Total Appropriations	40,574,671
PVPC/VETS	29,424
Overlay Reserve	200,000
Cherry Sheet Charges	183,394
Cherry Sheet Offsets	972,654
School Choice Tuition	1,332,338
Total	43,292,481

ESTIMATED RECEIPTS:

Revenues:	

Local Estimated Receipts	2,536,237
Cherry Sheet	11,046,853
Debt Exclusion Reimbursement	1,434,140
Enterprise Funds	4,512,800
Available Funds	909,997
Electric Light Department	527,600
Total	20,967,627
Total to be Raised	43,292,481
Total Estimated Receipts	20,967,627
Tax Levy Required	22,324,854
Actual Tax Levy Limit	21,801,743
Debt Exclusion to be Raised	447,341

SURPLUS/DEFICIT **\$ (75,770)**

Amount of Available Funds Proposed to be Voted	
Ambulance Fund	99,200
Boat Excise	5,500
Dog Refund	10,000
Aid To Libraries	7,925
Cable Studio Fund	119,802
Free Cash	606,170
Overlay Surplus	61,400
Total	909,997

Est. Enterprise Funds/ Receipts to be Voted	
WWTP	1,654,037
WWTP Debt & Interest	582,694
Landfill	1,105,297
Landfill Debt & Interest	33,478
Reimbursement to General Fund	393,269
Ledges Golf Course Enterprise	321,650
Ledges Golf Course Debt & Interest	422,375
(assumes a \$588,070 deficit for FY13 not including indirect costs in General Fund)	
Total	4,512,800

FY2013 Operating Budget (Requested & Selectboard Recommended)

TOWN WARRANT	DEPARTMENT	EXPENDED FY2010	EXPENDED FY2011	BUDGET FY2012	REQUEST FY2013	CHANGE FY12-13	SELECTBOARD'S RECOMMENDED FY2013	CHANGE FROM REQUESTED
ART. #8	SCHOOLS							
	PERSONNEL	\$14,832,840	\$15,029,501	\$15,484,606				
	OTHER EXPENSES	\$3,697,789	\$3,684,025	\$3,767,957				
	TOTAL SCHOOLS	\$18,530,629	\$18,713,526	\$19,252,563	\$19,658,322	\$405,759	\$19,658,322	\$0
<i>Plus Estimated School Share of Fixed/Unclassified Costs</i>								
	<i>*For Illustrative Purposes Only</i>							
	Retirement	\$ 563,509	\$ 614,446	\$ 669,762	\$ 727,918	\$ 58,156		
	Unemployment	\$ 31,597	\$ 51,606	\$ 51,667	\$ 51,667	\$ -		
	Health Insurance	\$ 2,720,897	\$ 2,801,552	\$ 2,952,110	\$ 2,952,110	\$ -		
	FICA	\$ 218,916	\$ 224,389	\$ 235,750	\$ 247,538	\$ 11,788		
	Prop & Liab Insurance	\$ 74,040	\$ 81,474	\$ 92,867	\$ 118,440	\$ 25,573		
	Workers Comp (based on approp)	\$ -	\$ 52,585	\$ -	\$ 52,650	\$ 52,650		
	TOTAL SCHOOL BUD. W / INDIRECTS	\$ 22,139,588	\$ 22,539,578	\$ 23,254,719	\$ 23,808,645	\$ 553,926		
ART. #6	RESERVE FUND BUDGET	\$42,500	\$42,500	\$42,500	\$42,500	\$0	\$32,500	(\$10,000)
	TRANSFERS TO OTHER DEPARTMENTS	(\$37,250)	(\$31,515)	(\$9,000)				
	CLOSED TO FREE CASH	(\$5,250)	(\$10,985)					
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
	TOWN COLLECTOR	\$57,450	\$57,450	\$57,450	\$58,547	\$1,097	\$58,547	\$0
	ASSESSORS (EACH 3)	\$2,500	\$2,500	\$2,500	\$2,500	\$0	\$2,500	\$0
	TOWN CLERK-TREASURER	\$58,000	\$58,250	\$58,250	\$59,366	\$1,116	\$59,366	\$0
ART. #9	WAGE AND CLASSIFICATION PLAN	\$80,000	\$0	\$0	\$56,612	\$56,612	\$56,612	\$0
	TRANSFERS TO OTHER DEPARTMENTS	(\$76,576)						
	DIRECT EXPENDITURES	(\$3,066)						
ART. #10	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	\$0	\$231	\$450	\$450	\$0	\$450	\$0
	TOTAL APPROPRIATIONS COMM.	\$0	\$231	\$450	\$450	\$0	\$450	\$0
	INTERNAL SERVICE ACCOUNT							
	OTHER EXPENSES			\$23,757	\$20,000	(\$3,757)	\$20,000	\$0
	SELECTBOARD							
	PERSONAL SERVICES	\$273,509	\$279,306	\$243,885	\$353,679	\$109,794	\$326,756	(\$26,923)
	OTHER EXPENSES	\$51,990	\$64,506	\$79,975	\$79,975	\$0	\$64,975	(\$15,000)
	TOTAL SELECTMEN	\$325,499	\$343,812	\$323,860	\$433,654	\$109,794	\$391,731	(\$41,923)
	YOUTH COMMISSION							
	PERSONAL SERVICES			\$25,000	\$25,481	\$481	\$25,481	
	OTHER EXPENSES		\$1,560	\$4,700	\$4,700	\$0	\$4,700	\$0
	TOTAL YOUTH COMMISSION		\$1,560	\$29,700	\$30,181	\$481	\$30,181	\$0
	HUMAN RESOURCES							
	PERSONAL SERVICES	\$45,233	\$45,233	\$52,772		(\$52,772)	\$0	\$0
	OTHER EXPENSES	\$3,193	\$6,292	\$28,650	\$19,650	(\$9,000)	\$18,750	(\$900)
	TOTAL HUMAN RESOURCES	\$48,426	\$51,525	\$81,422	\$19,650	(\$61,772)	\$18,750	(\$900)
	ACCOUNTANT							
	PERSONAL SERVICES	\$140,139	\$140,139	\$140,145	\$142,813	\$2,668	\$142,813	\$0
	OTHER EXPENSES	\$1,556	\$654	\$810	\$885	\$75	\$885	\$0
	TOTAL ACCOUNTANT	\$141,695	\$140,793	\$140,955	\$143,698	\$2,743	\$143,698	\$0
	CLERK-TREASURER							
	PERSONAL SERVICES	\$151,884	\$152,134	\$152,135	\$175,754	\$23,619	\$154,793	(\$20,961)
	OTHER EXPENSES	\$30,130	\$32,351	\$30,405	\$31,005	\$600	\$31,005	\$0
	TOTAL CLERK-TREASURER	\$182,014	\$184,485	\$182,540	\$206,759	\$24,219	\$185,798	(\$20,961)
	TOWN COLLECTOR							
	PERSONAL SERVICES	\$94,087	\$98,077	\$98,177	\$100,044	\$1,867	\$100,044	\$0
	OTHER EXPENSES	\$19,043	\$20,220	\$19,224	\$19,224	\$0	\$19,224	\$0
	TOTAL TAX COLLECTOR	\$113,130	\$118,297	\$117,401	\$119,268	\$1,867	\$119,268	\$0
	ASSESSORS							
	PERSONAL SERVICES	\$135,413	\$135,929	\$135,931	\$138,633	\$2,702	\$138,633	\$0
	OTHER EXPENSES	\$9,924	\$11,807	\$11,850	\$12,250	\$400	\$10,250	(\$2,000)
	TOTAL ASSESSORS	\$145,337	\$147,736	\$147,781	\$150,883	\$3,102	\$148,883	(\$2,000)

TOWN WARRANT	DEPARTMENT	EXPENDED FY2010	EXPENDED FY2011	BUDGET FY2012	REQUEST FY2013	CHANGE FY12-13	SELECTBOARD'S RECOMMENDED FY2013	CHANGE FROM REQUESTED
ELECTION AND REGISTRATION								
	PERSONAL SERVICES	\$15,092	\$15,327	\$16,125	\$29,060	\$12,935	\$29,060	\$0
	OTHER EXPENSES	\$15,303	\$14,450	\$20,130	\$17,750	(\$2,380)	\$17,750	\$0
	TOTAL ELECTION AND REG.	\$30,395	\$29,777	\$36,255	\$46,810	\$10,555	\$46,810	\$0
TOWN HALL								
	PERSONAL SERVICES	\$18,759	\$0	\$0	\$60,000	\$60,000	\$0	(\$60,000)
	OTHER EXPENSES	\$110,848	\$147,366	\$167,085	\$153,985	(\$13,100)	\$153,985	\$0
	TOTAL TOWN HALL	\$129,607	\$147,366	\$167,085	\$213,985	\$46,900	\$153,985	(\$60,000)
FIBERMARK BUILDING								
	OTHER EXPENSES			\$25,000	\$25,000	\$0	\$20,000	(\$5,000)
	TOTAL FIBERMARK BUILDING			\$25,000	\$25,000	\$0	\$20,000	(\$5,000)
TOWN COUNSEL								
	PERSONAL SERVICES	\$2,600	\$2,600	\$2,600	\$2,600	\$0	\$2,600	\$0
	OTHER EXPENSES	\$17,659	\$28,796	\$30,000	\$30,000	\$0	\$25,000	(\$5,000)
	TOTAL TOWN COUNSEL	\$20,259	\$31,396	\$32,600	\$32,600	\$0	\$27,600	(\$5,000)
PERSONNEL BOARD								
	PERSONAL SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	OTHER EXPENSES	\$1,704	\$3,144	\$0	\$0	\$0	\$0	\$0
	TOTAL PERSONNEL BOARD	\$1,704	\$3,144	\$0	\$0	\$0	\$0	\$0
I.T. DEPARTMENT								
	PERSONAL SERVICES	\$105,463	\$105,463	\$105,713	\$107,742	\$2,029	\$107,742	\$0
	OTHER EXPENSES	\$94,911	\$86,678	\$88,460	\$95,661	\$7,201	\$94,161	(\$1,500)
	TOTAL DATA PROCESSING	\$200,374	\$192,141	\$194,173	\$203,403	\$9,230	\$201,903	(\$1,500)
TECHNOLOGY COMMITTEE								
	OTHER EXPENSES	\$5,000	\$10,000	\$10,000	\$10,000	\$0	\$5,000	(\$5,000)
	TOTAL TECH COMMITTEE	\$5,000	\$10,000	\$10,000	\$10,000	\$0	\$5,000	(\$5,000)
PLANNING BOARD								
	PERSONAL SERVICES	\$71,222	\$71,222	\$71,222	\$72,587	\$1,365	\$72,587	\$0
	OTHER EXPENSES	\$3,238	\$3,613	\$4,350	\$4,350	\$0	\$4,350	\$0
	TOTAL PLANNING BOARD	\$74,460	\$74,835	\$75,572	\$76,937	\$1,365	\$76,937	\$0
BOARD OF APPEALS								
	OTHER EXPENSES	\$0	\$50	\$675	\$675	\$0	\$675	\$0
	TOTAL BOARD OF APPEALS	\$0	\$50	\$675	\$675	\$0	\$675	\$0
CONSERVATION COMMISSION								
	PERSONAL SERVICES	\$38,628	\$38,628	\$38,629	\$46,313	\$7,684	\$39,411	(\$6,902)
	OTHER EXPENSES	\$2,418	\$2,379	\$2,324	\$2,324	\$0	\$2,324	\$0
	TOTAL CONSERVATION COMMITTEE	\$41,046	\$41,007	\$40,953	\$48,637	\$7,684	\$41,735	(\$6,902)
RECREATION DEPARTMENT								
	PERSONAL SERVICES	\$70,724	\$68,309	\$71,207	\$72,779	\$1,572	\$72,779	\$0
	OTHER EXPENSES	\$3,835	\$2,638	\$1,285	\$1,285	\$0	\$1,285	\$0
	TOTAL RECREATION DEPT.	\$74,559	\$70,947	\$72,492	\$74,064	\$1,572	\$74,064	\$0
TOTAL GENERAL GOVERNMENT								
		\$1,533,505	\$1,589,102	\$1,702,672	\$1,856,655	\$153,983	\$1,707,469	(\$149,186)
ART. #11	PUBLIC SAFETY							
	POLICE							
	PERSONAL SERVICES	\$1,886,077	\$2,090,473	\$2,031,654	\$2,052,992	\$21,338	\$2,052,992	\$0
	OTHER EXPENSES	\$262,964	\$264,258	\$271,688	\$284,213	\$12,525	\$284,213	\$0
	POLICE CRUISERS	\$56,000	\$55,644	\$56,000	\$56,000	\$0	\$56,000	\$0
	TOTAL POLICE	\$2,205,041	\$2,410,375	\$2,359,342	\$2,393,205	\$33,863	\$2,393,205	\$0
	POLICE MATRONS							
	PERSONAL SERVICES	\$374	\$187	\$0	\$0	\$0	\$0	\$0
	TOTAL POLICE MATRONS	\$374	\$187	\$0	\$0	\$0	\$0	\$0
	MA EMERGENCY MANAGEMENT ASSOC. (MEMA)							
	PERSONAL SERVICES	\$2,500	\$5,000	\$5,000	\$25,000	\$20,000	\$5,000	(\$20,000)
	OTHER EXPENSES	\$0	\$1,981	\$6,169	\$7,395	\$1,226	\$7,395	\$0
	TOTAL MEMA	\$2,500	\$6,981	\$11,169	\$32,395	\$21,226	\$12,395	(\$20,000)
	FOREST WARDEN/FIRES							
	PERSONAL SERVICES	\$500	\$363	\$500	\$500	\$0	\$500	\$0
	OTHER EXPENSES	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL FOREST WARDEN/FIRES	\$500	\$363	\$500	\$500	\$0	\$500	\$0
	BUILDING INSPECTOR							
	PERSONAL SERVICES	\$60,903	\$60,618	\$62,658	\$63,823	\$1,165	\$63,823	\$0
	OTHER EXPENSES	\$1,915	\$1,328	\$1,800	\$1,800	\$0	\$1,800	\$0
	TOTAL BUILDING INSPECTOR	\$62,818	\$61,946	\$64,458	\$65,623	\$1,165	\$65,623	\$0
	WIRING INSPECTOR							
	PERSONAL SERVICES	\$22,016	\$21,881	\$22,211	\$22,627	\$416	\$22,627	\$0
	OTHER EXPENSES	\$1,460	\$1,213	\$1,180	\$1,180	\$0	\$1,180	\$0
	TOTAL WIRING INSPECTOR	\$23,476	\$23,094	\$23,391	\$23,807	\$416	\$23,807	\$0

TOWN WARRANT	DEPARTMENT	EXPENDED FY2010	EXPENDED FY2011	BUDGET FY2012	REQUEST FY2013	CHANGE FY12-13	SELECTBOARD'S RECOMMENDED FY2013	CHANGE FROM REQUESTED
	SEALER OF WEIGHTS & MEASURES							
	PERSONAL SERVICES	\$6,215	\$6,215	\$6,215	\$6,215	\$0	\$6,215	\$0
	OTHER EXPENSES	\$283	\$168	\$350	\$350	\$0	\$350	\$0
	TOTAL SEALER OF WEIGHT & MEASURES	\$6,498	\$6,383	\$6,565	\$6,565	\$0	\$6,565	\$0
	DOG OFFICER							
	PERSONAL SERVICES	\$11,546	\$11,613	\$11,615	\$11,839	\$224	\$11,839	\$0
	OTHER EXPENSES	\$1,385	\$1,484	\$1,760	\$1,760	\$0	\$1,760	\$0
	TOTAL DOG OFFICER	\$12,931	\$13,097	\$13,375	\$13,599	\$224	\$13,599	\$0
	PARKING CLERK							
	OTHER EXPENSES	\$47	\$213	\$200	\$200	\$0	\$200	\$0
	TOTAL PUBLIC SAFETY	\$2,314,185	\$2,522,639	\$2,479,000	\$2,535,894	\$56,894	\$2,515,894	(\$20,000)
ART. #12	POLICE							
	LINE OF DUTY INJURY FUND	\$0	\$0	\$0	\$7,500	\$7,500	\$7,500	\$0
ART. #15	DEPARTMENT OF PUBLIC WORKS							
	ADMINISTRATION							
	PERSONAL SERVICES	\$105,645	\$97,224	\$85,038	\$97,634	\$12,596	\$93,004	(\$4,630)
	OTHER EXPENSES	\$16,455	\$17,826	\$17,539	\$17,539	\$0	\$17,539	\$0
	TOTAL ADMINISTRATION	\$122,100	\$115,050	\$102,577	\$115,173	\$12,596	\$110,543	(\$4,630)
	CONSTRUCTION & MAINTENANCE							
	PERSONAL SERVICES	\$319,259	\$299,696	\$290,865	\$303,668	\$12,803	\$300,668	(\$3,000)
	OTHER EXPENSES	\$133,268	\$118,001	\$122,000	\$122,000	\$0	\$119,000	(\$3,000)
	TOTAL CONSTRUCTION & MAINT.	\$452,527	\$417,697	\$412,865	\$425,668	\$12,803	\$419,668	(\$6,000)
	SANITARY LANDFILL							
	PERSONAL SERVICES	\$162,712	\$160,396	\$185,687	\$198,155	\$12,468	\$196,185	(\$1,970)
	OTHER EXPENSES	\$679,301	\$751,896	\$771,472	\$906,472	\$135,000	\$906,472	\$0
	TOTAL SANITARY LANDFILL	\$842,013	\$912,292	\$957,159	\$1,104,627	\$147,468	\$1,102,657	(\$1,970)
	PARKS							
	PERSONAL SERVICES	\$275,685	\$283,998	\$304,373	\$317,641	\$13,268	\$311,641	(\$6,000)
	OTHER EXPENSES	\$126,146	\$103,022	\$125,600	\$125,600	\$0	\$119,600	(\$6,000)
	TOTAL PARKS	\$401,831	\$387,020	\$429,973	\$443,241	\$13,268	\$431,241	(\$12,000)
	TREE DEPARTMENT							
	PERSONAL SERVICES	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$5,000	\$0
	OTHER EXPENSES	\$80,817	\$76,888	\$74,600	\$74,600	\$0	\$74,600	\$0
	TOTAL TREE DEPARTMENT	\$85,817	\$81,888	\$79,600	\$79,600	\$0	\$79,600	\$0
	WATER POLLUTION CONTROL							
	PERSONAL SERVICES	\$564,959	\$559,688	\$582,381	\$611,068	\$28,687	\$607,817	(\$3,251)
	OTHER EXPENSES	\$578,988	\$522,497	\$566,538	\$566,538	\$0	\$566,538	\$0
	TOTAL WATER POLL. CONTROL	\$1,143,947	\$1,082,185	\$1,148,919	\$1,177,606	\$28,687	\$1,174,355	(\$3,251)
	VEHICLE MAINTENANCE							
	PERSONAL SERVICES	\$46,642	\$46,072	\$47,245	\$48,815	\$1,570	\$48,815	\$0
	OTHER EXPENSES	\$95,433	\$115,867	\$111,000	\$111,000	\$0	\$111,000	\$0
	TOTAL VEHICLE MAINT.	\$142,075	\$161,939	\$158,245	\$159,815	\$1,570	\$159,815	\$0
	TOTAL DEPARTMENT PUBLIC WORKS	\$3,190,310	\$3,158,071	\$3,289,338	\$3,505,730	\$216,392	\$3,477,879	(\$27,851)
ART. #16	SNOW AND ICE							
	PERSONAL SERVICES	\$17,643	\$53,945	\$20,380	\$20,380	\$0	\$20,380	\$0
	OTHER EXPENSES	\$163,786	\$236,171	\$79,625	\$79,626	\$1	\$79,626	\$0
	TOTAL SNOW AND ICE	\$181,429	\$290,116	\$100,005	\$100,006	\$1	\$100,006	\$0
ART. #17	COUNCIL ON AGING							
	PERSONAL SERVICES	\$228,233	\$222,213	\$246,758	\$251,701	\$4,943	\$251,701	\$0
	OTHER EXPENSES	\$66,247	\$64,334	\$68,260	\$68,260	\$0	\$65,260	(\$3,000)
	TOTAL COUNCIL ON AGING	\$294,480	\$286,547	\$315,018	\$319,961	\$4,943	\$316,961	(\$3,000)
ART. #18	VETERANS							
	OTHER EXPENSES	\$129,387	\$203,918	\$215,300	\$215,300	\$0	\$215,300	\$0
	TOTAL VETERANS	\$129,387	\$203,918	\$215,300	\$215,300	\$0	\$215,300	\$0
ART. #19	LIBRARIES							
	PERSONAL SERVICES	\$359,875	\$345,554	\$345,052	\$351,655	\$6,603	\$351,655	\$0
	OTHER EXPENSES	\$177,498	\$164,067	\$165,365	\$165,365	\$0	\$163,865	(\$1,500)
	TOTAL LIBRARIES	\$537,373	\$509,621	\$510,417	\$517,020	\$6,603	\$515,520	(\$1,500)
ART. #20	GAYLORD LIBRARY	\$13,000	\$12,350	\$12,350	\$31,753	\$19,403	\$12,350	(\$19,403)
ART. #21	TOWN AUDIT	\$22,000	\$22,000	\$24,000	\$28,000	\$4,000	\$24,500	(\$3,500)
	GASB 34/ GASB 45 COMPLIANCE	\$6,000	\$4,000	\$4,000	\$4,000	\$0	\$4,000	\$0

TOWN WARRANT	DEPARTMENT	EXPENDED FY2010	EXPENDED FY2011	BUDGET FY2012	REQUEST FY2013	CHANGE FY12-13	SELECTBOARD'S RECOMMENDED FY2013	CHANGE FROM REQUESTED																																																															
ART. #22	CABLE STUDIO MANAGER																																																																						
	PERSONAL SERVICES	\$46,487	\$59,894	\$65,106	\$65,795	\$689	\$65,795	\$0																																																															
	OTHER EXPENSES	\$21,430	\$10,237	\$13,200	\$29,650	\$16,450	\$29,650	\$0																																																															
	TOTAL CABLE STUDIO	\$67,917	\$70,131	\$78,306	\$95,445	\$17,139	\$95,445	\$0																																																															
<div style="border: 1px solid black; padding: 5px;"> <p><i>Estimated Town Share of Fixed/Unclassified Costs (Note: Enterprise amounts not broken out)</i></p> <table> <tr> <td>* For Illustrative Purposes Only</td> <td>Retirement</td> <td>\$ 904,821</td> <td>\$ 973,630</td> <td>\$ 1,029,378</td> <td>\$ 1,061,881</td> <td>\$ 32,503</td> <td></td> <td></td> </tr> <tr> <td></td> <td>Unemployment</td> <td>\$ 51,403</td> <td>\$ 40,683</td> <td>\$ 48,333</td> <td>\$ 48,333</td> <td>\$ -</td> <td></td> <td></td> </tr> <tr> <td></td> <td>Health Insurance</td> <td>\$ 1,140,851</td> <td>\$ 1,090,247</td> <td>\$ 1,077,189</td> <td>\$ 1,077,189</td> <td>\$ -</td> <td></td> <td></td> </tr> <tr> <td></td> <td>FICA</td> <td>\$ 72,776</td> <td>\$ 73,775</td> <td>\$ 77,494</td> <td>\$ 81,368</td> <td>\$ 3,874</td> <td></td> <td></td> </tr> <tr> <td></td> <td>Prop & Liab Insurance</td> <td>\$ 124,191</td> <td>\$ 102,577</td> <td>\$ 126,663</td> <td>\$ 161,560</td> <td>\$ 34,897</td> <td></td> <td></td> </tr> <tr> <td></td> <td>Workers Comp (based on approp)</td> <td>\$ -</td> <td>\$ 12,415</td> <td>\$ -</td> <td>\$ 12,350</td> <td>\$ 12,350</td> <td></td> <td></td> </tr> <tr> <td></td> <td>TOTAL TOWN BUD. W // INDIRECTS</td> <td>\$ 8,825,378</td> <td>\$ 9,184,241</td> <td>\$ 9,225,046</td> <td>\$ 9,715,536</td> <td>\$ 490,490</td> <td></td> <td></td> </tr> </table> </div>									* For Illustrative Purposes Only	Retirement	\$ 904,821	\$ 973,630	\$ 1,029,378	\$ 1,061,881	\$ 32,503				Unemployment	\$ 51,403	\$ 40,683	\$ 48,333	\$ 48,333	\$ -				Health Insurance	\$ 1,140,851	\$ 1,090,247	\$ 1,077,189	\$ 1,077,189	\$ -				FICA	\$ 72,776	\$ 73,775	\$ 77,494	\$ 81,368	\$ 3,874				Prop & Liab Insurance	\$ 124,191	\$ 102,577	\$ 126,663	\$ 161,560	\$ 34,897				Workers Comp (based on approp)	\$ -	\$ 12,415	\$ -	\$ 12,350	\$ 12,350				TOTAL TOWN BUD. W // INDIRECTS	\$ 8,825,378	\$ 9,184,241	\$ 9,225,046	\$ 9,715,536	\$ 490,490		
* For Illustrative Purposes Only	Retirement	\$ 904,821	\$ 973,630	\$ 1,029,378	\$ 1,061,881	\$ 32,503																																																																	
	Unemployment	\$ 51,403	\$ 40,683	\$ 48,333	\$ 48,333	\$ -																																																																	
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	Workers Comp (based on approp)	\$ -	\$ 12,415	\$ -	\$ 12,350	\$ 12,350																																																																	
	TOTAL TOWN BUD. W // INDIRECTS	\$ 8,825,378	\$ 9,184,241	\$ 9,225,046	\$ 9,715,536	\$ 490,490																																																																	
ART. #23	UNCLASSIFIED																																																																						
	RETIREMENT FUND																																																																						
	TOWN	\$904,821	\$973,630	\$1,029,378	\$1,061,881	\$32,503	\$1,061,881	\$0																																																															
	SCHOOL	\$563,509	\$614,446	\$669,762	\$727,918	\$58,156	\$727,918	\$0																																																															
	SHELD	\$209,764	\$235,203	\$203,592	\$209,976	\$6,384	\$209,976	\$0																																																															
	TOTAL	\$1,678,094	\$1,823,279	\$1,902,732	\$1,999,775	\$97,043	\$1,999,775	\$0																																																															
	NON-CONTRIBUTORY RETIREMENT																																																																						
	SCHOOL (100.0%)	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																																															
	UNEMPLOYMENT COMPENSATION																																																																						
	TOWN	\$43,252	\$40,683	\$48,333	\$48,333	\$0	\$45,913	(\$2,420)																																																															
	SCHOOL	\$31,597	\$51,606	\$51,667	\$51,667	\$0	\$49,087	(\$2,580)																																																															
	TOTAL	\$74,849	\$92,289	\$100,000	\$100,000	\$0	\$95,000	(\$5,000)																																																															
	EMPLOYEES & RETIREES GROUP INS.																																																																						
	ACTIVE:																																																																						
	TOWN	\$785,828	\$732,582	\$763,794	\$763,794	\$0	\$745,564	(\$18,230)																																																															
	SCHOOL	\$2,085,610	\$2,136,786	\$2,219,320	\$2,219,320	\$0	\$2,166,350	(\$52,970)																																																															
	SHELD	\$111,087	\$97,497	\$96,365	\$96,365	\$0	\$94,065	(\$2,300)																																																															
	RETIREES:																																																																						
	TOWN	\$355,023	\$357,665	\$313,395	\$313,395	\$0	\$305,915	(\$7,480)																																																															
	SCHOOL	\$635,287	\$664,766	\$732,790	\$732,790	\$0	\$715,300	(\$17,490)																																																															
	SHELD	\$76,571	\$75,886	\$64,103	\$64,103	\$0	\$62,573	(\$1,530)																																																															
	TOTAL	* \$4,049,406	\$4,065,182	\$4,189,767	\$4,189,767	\$0	\$4,089,767	(\$100,000)																																																															
	PROPERTY & LIABILITY INSURANCE																																																																						
	TOWN	\$124,191	\$102,577	\$126,663	\$161,560	\$34,897	\$145,000	(\$16,560)																																																															
	SCHOOL	\$74,040	\$81,474	\$92,867	\$118,440	\$25,573	\$105,000	(\$13,440)																																																															
	TOTAL	\$198,231	\$184,051	\$219,530	\$280,000	\$60,470	\$250,000	(\$30,000)																																																															
	MEDICARE INSURANCE																																																																						
	TOWN	\$72,776	\$73,775	\$77,494	\$81,368	\$3,874	\$81,368	\$0																																																															
	SCHOOL	\$218,916	\$224,389	\$235,750	\$247,538	\$11,788	\$247,538	\$0																																																															
	SHELD	\$15,472	\$13,058	\$13,733	\$14,420	\$687	\$14,420	\$0																																																															
	TOTAL	\$307,164	\$311,222	\$326,977	\$343,326	\$16,349	\$343,326	\$0																																																															
	STREET AND TRAFFIC LIGHTS	\$87,230	\$86,639	\$112,341	\$101,955	(\$10,386)	\$101,955	\$0																																																															
	MEMORIAL DAY MARKERS & FLAGS	\$2,760	\$2,726	\$2,800	\$2,800	\$0	\$2,800	\$0																																																															
	DAMAGE TO PERSONS & PROPERTY	\$0	\$0	\$10	\$10	\$0	\$10	\$0																																																															
	TOWN REPORTS	\$2,782	\$2,340	\$3,500	\$3,500	\$0	\$3,500	\$0																																																															
	UPDATING SOUTH HADLEY CODES	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																																															
	OLD FIREHOUSE MUSEUM	\$2,821	\$2,987	\$4,126	\$4,126	\$0	\$4,126	\$0																																																															
	S.H. HISTORICAL COMMISSION	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																																															
	TOTAL UNCLASSIFIED	\$6,403,337	\$6,570,715	\$6,861,783	\$7,025,259	\$163,476	\$6,890,259	(\$135,000)																																																															
	WORKERS' COMPENSATION FUND	\$0	\$65,000	\$0	\$65,000	\$65,000	\$0	(\$65,000)																																																															
ART. #24	HEALTH AND SANITATION																																																																						
	PERSONAL SERVICES	\$106,899	\$103,848	\$110,084	\$152,521	\$42,437	\$112,421	(\$40,100)																																																															
	OTHER EXPENSES	\$3,819	\$2,731	\$2,900	\$2,900	\$0	\$2,900	\$0																																																															
	TOTAL HEALTH AND SANITATION	\$110,718	\$106,579	\$112,984	\$155,421	\$42,437	\$115,321	(\$40,100)																																																															

TOWN WARRANT	DEPARTMENT	EXPENDED FY2010	EXPENDED FY2011	BUDGET FY2012	REQUEST FY2013	CHANGE FY12-13	SELECTBOARD'S RECOMMENDED FY2013	CHANGE FROM REQUESTED
ART. #25	MATURING DEBT AND INTEREST							
	PAYMENT ON DEBT							
	TOWN	\$243,775	\$233,375	\$210,000	\$73,000	(\$137,000)	\$73,000	\$0
	ENTERPRISE FUNDS	\$706,502	\$655,443	\$657,729	\$716,319	\$58,590	\$716,319	\$0
	SCHOOL	\$1,696,475	\$1,665,875	\$1,525,000	\$1,493,636	(\$31,364)	\$1,493,636	\$0
	TOTAL	\$2,646,752	\$2,554,693	\$2,392,729	\$2,282,955	(\$109,774)	\$2,282,955	\$0
	PAYMENT ON INTEREST LONG TERM							
	TOWN	\$29,858	\$17,773	\$7,705	\$19,380	\$11,675	\$19,380	\$0
	ENTERPRISE FUNDS	\$349,896	\$329,970	\$321,089	\$322,228	\$1,139	\$322,228	\$0
	SCHOOL	\$827,599	\$757,112	\$685,324	\$477,118	(\$208,206)	\$477,118	\$0
	TOTAL	\$1,207,353	\$1,104,855	\$1,014,118	\$818,726	(\$195,392)	\$818,726	\$0
	PAYMENT ON INTEREST SHORT TERM							
	TOWN	\$0	\$0	\$14,460	\$0	(\$14,460)	\$0	\$0
	ENTERPRISE FUNDS	\$18,537	\$14,423	\$8,870	\$0	(\$8,870)	\$0	\$0
	SCHOOL	\$0	\$0	\$7,200	\$2,844	(\$4,356)	\$2,844	\$0
	TOTAL	\$18,537	\$14,423	\$30,530	\$2,844	(\$27,686)	\$2,844	\$0
	TOTAL DEBT AND INTEREST	\$3,872,642	\$3,673,971	\$3,437,377	\$3,104,525	(\$332,852)	\$3,104,525	\$0
	Less Debt Exclusion Debt	(\$2,236,573)	(\$2,176,979)	(\$2,112,004)	(\$1,881,481)	\$230,523	(\$1,881,481)	\$0
	Total Debt less Exclusion	\$1,636,069	\$1,496,992	\$1,325,373	\$1,223,044	(\$102,329)	\$1,223,044	\$0
ART. #26	CONN. RIVER CHANNEL MARKINGS AND SAFETY COMMITTEE	\$4,093	\$3,725	\$5,500	\$5,500	\$0	\$5,500	\$0
	TOWN AMBULANCE							
	PERSONAL SERVICES	\$52,599						
	OTHER EXPENSES	\$2,971						
	TOTAL AMBULANCE	\$55,570						
ART. #27	LEDGE'S GOLF ENTERPRISE FUND							
	PERSONAL SERVICES	\$117,169	\$115,465	\$111,515	\$133,500	\$21,985	\$127,662	(\$5,838)
	OTHER EXPENSES	\$776,691	\$789,723	\$842,320	\$788,108	(\$54,212)	\$782,058	(\$6,050)
	TOTAL GOLF	\$893,860	\$905,188	\$953,835	\$921,608	(\$32,227)	\$909,720	(\$11,888)
ART. #28	CANAL PARK	\$975	\$625	\$900	\$900	\$0	\$900	\$0
ART. #29	CONSERVATION LAND TRUST	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$5,000	\$0
	TOTAL	\$38,169,476	\$38,712,824	\$39,393,848	\$40,257,911	\$864,063	\$39,771,483	(\$486,428)
	Less Debt Exclusion Debt	(\$2,236,573)	(\$2,176,979)	(\$2,112,004)	(\$1,881,481)	\$230,523	(\$1,881,481)	\$0
	TOTAL LESS DEBT EXCLUSION	\$35,932,903	\$36,535,845	\$37,281,844	\$38,376,430	\$1,094,586	\$37,890,002	(\$486,428)
	SPECIAL ARTICLES:							
ART. #30	REVALUATION	\$12,000	\$10,000	\$0	\$15,000	\$15,000	\$15,000	\$0
	ANIMAL LICENSE MODULE			\$5,550		(\$5,550)		\$0
	GIS/ TAX BASE MAP			\$9,000		(\$9,000)		\$0
	ENERGY AUDIT		\$32,214					
	MCCRAY APR		\$71,500					
	MUNIS SOFTWARE	\$8,100						
	CAPITAL ARTICLES:							
	See Separate Page							
	TOTAL WITH SPECIAL ARTICLES	\$38,189,576	\$38,826,538	\$39,408,398	\$40,272,911	\$864,513	\$39,786,483	(\$486,428)

For FY13 - The Personal Service amount under the Human Resources budget has been moved into the Selectboard budget as part of the Asst. Town Administrator
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 Recommendations Summary Page by Fund Type

	EXPENDED FY2010	EXPENDED FY2011	BUDGETED FY2012	REQUESTED FY2013	CHANGE FY12-13	SELECTBOARD'S RECOMMENDED FY2013	CHANGE FROM REQUESTED
TOTAL GENERAL FUND:							
TOWN OPERATING BUDGET	\$6,539,078	\$6,994,628	\$6,914,039	\$7,315,345	\$401,306	\$7,046,026	(\$269,319)
Transfer to Workers Comp Fund	\$0	\$65,000	\$0	\$65,000	\$65,000	\$0	(\$65,000)
Transfer to Stabilization Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Indirect Costs - Town *	\$2,285,891	\$2,280,912	\$2,359,057	\$2,430,341	\$71,284	\$2,385,651	(\$44,690)
Town Debt *	\$273,633	\$251,148	\$232,165	\$92,380	(\$139,785)	\$92,380	\$0
Enterprise Fund Debt *	\$1,074,935	\$999,836	\$987,688	\$1,038,547	\$50,859	\$1,038,547	\$0
Indirect Costs - SHELD *	\$412,894	\$421,644	\$377,793	\$384,864	\$7,071	\$381,034	(\$3,830)
TOTAL G/F TOWN BUDGETS	\$10,586,431	\$11,013,168	\$10,870,742	\$11,326,477	\$455,735	\$10,943,638	(\$382,839)
SCHOOL OPERATING BUDGET	\$18,530,629	\$18,713,526	\$19,252,563	\$19,658,322	\$405,759	\$19,658,322	\$0
Indirect Costs - School *	\$3,608,959	\$3,773,467	\$4,002,156	\$4,097,673	\$95,517	\$4,011,193	(\$86,480)
School Debt *	\$2,524,074	\$2,422,987	\$2,217,524	\$1,973,598	(\$243,926)	\$1,973,598	\$0
LESS DEBT EXCLUSION	(\$2,236,573)	(\$2,176,979)	(\$2,112,004)	(\$1,881,481)	\$230,523	(\$1,881,481)	\$0
School Debt less Exclusion	\$287,501	\$246,008	\$105,520	\$92,117	(\$13,403)	\$92,117	\$0
TOTAL GENERAL FUND	\$35,250,093	\$35,923,148	\$36,342,985	\$37,056,070	\$713,085	\$36,586,751	(\$469,319)
Less Debt Exclusion	(\$2,236,573)	(\$2,176,979)	(\$2,112,004)	(\$1,881,481)	\$230,523	(\$1,881,481)	\$0
Total General Fund Less Exclusion	\$33,013,520	\$33,746,169	\$34,230,981	\$35,174,589	\$943,608	\$34,705,270	(\$469,319)
TOTAL REC RES'D APPROP							
(AMBULANCE & LINE - OF -DUTY & CHANNEL MARKINGS)	\$59,663	\$3,725	\$5,500	\$13,000	\$7,500	\$13,000	\$0
ENTERPRISE FUNDS:							
LANDFILL	\$842,013	\$912,292	\$957,159	\$1,104,627	\$147,468	\$1,102,657	(\$1,970)
WASTE WATER TREATMENT	\$1,143,947	\$1,082,185	\$1,148,919	\$1,177,606	\$28,687	\$1,174,355	(\$3,251)
LEDGE'S GOLF COURSE	\$893,860	\$905,188	\$953,835	\$921,608	(\$32,227)	\$909,720	(\$11,888)
TOTAL ALL FUNDS	\$38,189,576	\$38,826,538	\$39,408,398	\$40,272,911	\$864,513	\$39,786,483	(\$486,428)
LESS DEBT EXCLUSION	(\$2,236,573)	(\$2,176,979)	(\$2,112,004)	(\$1,881,481)	\$230,523	(\$1,881,481)	\$0
TOTAL LESS EXCLUSION	\$35,953,003	\$36,649,559	\$37,296,394	\$38,391,430	\$1,095,036	\$37,905,002	(\$486,428)
CAPITAL FUND/ ITEMS **	\$114,997	\$434,913	\$485,000	\$4,061,000	\$3,576,000	\$4,061,000	\$0
TOTAL WITH CAPITAL	\$38,304,573	\$39,261,451	\$39,893,398	\$44,333,911	\$4,440,513	\$43,847,483	(\$486,428)

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

** = Includes Borrowing Authorizations

Capital Request/Recommended

Department	Description	FY10 Expended	FY11 Expended	FY12 Budgeted	Cap Planning Recommended FY2013
<i>Cable Studio</i>	Upgrade	\$0	\$37,637	\$25,000	\$0
<i>School</i>	Lincoln St. Parking Lot	\$0	\$75,000	\$0	\$0
	Mid: Drop Off Zone	\$100,000	\$0	\$0	\$0
	HS: Replace Floor Tiles	\$0	\$0	\$25,000	\$0
	Mosier: Floor Tile Repair	\$0	\$0	\$50,000	\$0
	Replace Dishwasher	\$0	\$33,950	\$0	\$0
	Mosier: Freezer/Cooler	\$0	\$0	\$40,000	\$0
	POS System	\$0	\$0	\$25,000	\$0
	Phone system *	\$0	\$0	\$0	\$250,000
	HS - Floor Tile *	\$0	\$0	\$0	\$100,000
	Pool Water Heater *	\$0	\$0	\$0	\$38,000
	HS - Gym Floor *	\$0	\$0	\$0	\$250,000
	Pool - Ac/Dehumidifier Roof Unit *	\$0	\$0	\$0	\$250,000
	HS: AC Repair *	\$0	\$0	\$0	\$249,000
	Mid: Roof *	\$0	\$0	\$0	\$600,000
	**HS:Roof *	\$0	\$0	\$0	\$50,000
	**HS:Chimney *	\$0	\$0	\$0	\$1,400,000
<i>I.T.Department</i>	Munis System-Server	\$14,997	\$0	\$0	\$0
	Network Upgrade	\$0	\$0	\$0	\$55,000
	Tyler Content Manager	\$0	\$0	\$0	\$44,000
<i>Planning Board</i>	Zoning Bylaw Review	\$0	\$55,550	\$0	\$0
	GIS Base Map	\$0	\$0	\$0	\$0
<i>Department of Public Works</i>					
<i>DPW-Const & Mtce</i>	Roller/compactor	\$0	\$0	\$20,000	\$0
	Backhoe *	\$0	\$0	\$0	\$90,000
	Chipper	\$0	\$0	\$0	\$30,000
	6 Wheel Dump W/Plow *	\$0	\$0	\$0	\$140,000
<i>DPW-Parks</i>	Tractor	\$0	\$0	\$0	\$40,000
		\$0	\$0	\$0	\$0
<i>DPW-WWTP</i>	Aerator Tank Repair	\$0	\$60,194	\$150,000	\$75,000
	Sycamore Knolls pump	\$0	\$0	\$50,000	\$0
	Roof	\$0	\$0	\$0	\$250,000
	Vactor/Flusher Truck Repair	\$0	\$0	\$0	\$150,000
<i>Ledges Golf Club</i>	Diverter Wall	\$0	\$29,990	\$0	\$0
<i>Town Hall</i>	Roof Repairs	\$0	\$142,592	\$0	\$0
<i>Fibermark</i>	Roof Repairs	\$0	\$0	\$100,000	\$0
Total:		\$114,997	\$434,913	\$485,000	\$4,061,000

* Denotes Borrowing

** Based on max estimates per capital planning report

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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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
Total	\$ 37,249.99	\$ 31,515.00	\$ 42,500.00	\$ 42,500.00	\$ -	\$ 32,500.00	\$ (10,000.00)

Update: The Selectboard reduced the FY13 request in an effort to balance the budget.

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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	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.

FY2013 Departmental Goals and Objectives:

- Continue to monitor operation of the Ledges Golf Course and, in close consultation with the Golf Commission, establish an operating and management structure that will improve the economic performance of the course so that it is self-sufficient in terms of meeting operating expenses and ideally able to contribute some funds toward the course debt obligations and capital requirements.
- Work with the Financial Planning Advisory Team (FinPAT) towards implementing the Department of Revenue (DOR) recommendations for improving the efficiency and effectiveness of Town financial operations, with emphasis on establishing an Assistant Town Administrator position and converting the Clerk/Treasurer and Collector from elected to appointed positions.
- In conjunction with the Community and Economic Development Commission (CEDC), continue activities aimed at creating and realizing a long-term vision for the re-development and revitalization of South Hadley Falls, as directed in the Master Plan.
- Continue to seek cost-effective opportunities for sharing/regionalization of government services.
- Refine and adopt a Long-Term Capital Plan.

Significant Budget Changes:

A full-time clerical position left unfilled in the previous fiscal year has been restored, resulting in an increase of \$21,352 in the Senior Clerk line item.

An additional \$16,923 has been added to the Personal Services line, in anticipation that the salary for a new Town Administrator will be \$100,000 (with the extra amount budgeted for the 53 week pay period)

Under the assumption that the duties of an Assistant Town Administrator position will include management of these activities, the Human Resources/Procurement personnel service budget has been moved to the Selectboard budget.

Once again, \$10,000 has been included in the budget for membership in the Hampshire Council of Governments and \$20,000 has been included for economic development activities to implement the actions/recommendations in the reports of the UMass and the American Institute of Architects (AIA) studies of the Falls.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 273,509.00	\$ 279,306.35	\$243,885.00	\$ 353,679.00	\$ 109,794.00	\$ 326,756.00	\$ (26,923.00)
O/E	\$ 51,989.75	\$ 64,505.88	\$ 79,975.00	\$ 79,975.00	\$ -	\$ 64,975.00	\$ (15,000.00)
Total	\$ 325,498.75	\$ 343,812.23	\$323,860.00	\$ 433,654.00	\$ 109,794.00	\$ 391,731.00	\$ (41,923.00)

Update: The Selectboard amended their requested salary for a new Town Administrator to \$75,000 and reduced the request for labor counsel in an effort to balance the FY13 budget.

Departmental Accomplishments:

The Selectboard office moved forward this year on several fronts with planning activities intended to advance the long-term goal of revitalization of the South Hadley Falls area.

In conjunction with the University of Massachusetts Department of Landscape Architecture and Regional Planning, the Selectboard held a charette (an intensive design effort focused on a specific area) for South Hadley Falls in November of 2011 and February of 2012 with broad community participation. The Selectboard established a committee to apply for a grant from the American Institute of Architects (AIA). That effort was successful; South Hadley will host a team of design specialists in April 2012 for another charette that will build upon information developed and presented by the UMass students and faculty. These and other initiatives are aimed at developing a common vision for South Hadley Falls and identifying specific actions/investments that can be taken to re-develop the Falls.

The Selectboard office also initiated a long-term planning effort for the Ledges Golf Course. It appointed an ad hoc Review Committee to research and evaluate options for future uses of the Ledges property and it hired a professional consultant to assist in this process. This review resulted in the Committee's recommendation to the Selectboard in January to exercise the last option year of the Town's contract with IGM for greens maintenance, to advertise for a general manager, and to solicit food concession bids for the 2012/13 season. The Committee has advised the Selectboard that the financial status of the Ledges course operation as the coming season progresses will be a critical factor in determining the future direction of the Ledges operation: whether to continue with a Town management arrangement, or to issue a Request for Proposals (RFP) for all aspects of the course's operation beginning with the 2013/2014 golf season, or to cease golf-related activities at the Ledges.

Youth Commission

Mission Statement:

The mission of the South Hadley Youth Commission is to empower youth to become change-makers in our community.

FY2013 Departmental Goals and Objectives:

1. Facilitate Youth Commission service projects and community events.
2. Continue assisting other community organizations on youth-related efforts.
3. Develop mission statement, formal structure, and membership agreements.
4. Increase visibility for and accessibility of Youth Commission.
5. Continue team-building and recruit new members.
6. Facilitate youth-led advocacy projects (around municipal, state, and/or national issues).
7. Increase capacity of Youth Commission through grant-writing, fundraising, and possible space acquisition.
8. Build and strengthen community partnerships.

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	New Department		\$ 25,000.00	\$ 25,481.00	\$ 481.00	\$ 25,481.00	\$ -
O/E		\$ 1,560.00	\$ 4,700.00	\$ 4,700.00	\$ -	\$ 4,700.00	\$ -
Total		\$ 1,560.00	\$ 29,700.00	\$ 30,181.00	\$ 481.00	\$ 30,181.00	\$ -

Departmental Accomplishments:

1. Organized and assisted with community youth programming such as a Battle of the Bands, Buttery Brook skate-park cleanup, Winter Carnival, and other community service projects.
2. Created, completed search for and hired new Director position; oriented new Director to town and to the work of the Youth Commission.
3. Facilitated team-building activities and recruited new members.
4. Began strategic planning process with youth to formalize Youth Commission structure, mission, and vision.
5. Held weekly open hours in the high school and public library.
6. Built and strengthened community partnerships with Mount Holyoke College's Community Based Learning Program, South Hadley High School, Holyoke Youth Commission, South Hadley Public Library, and other community organizations.
7. Partnered with DIAL-SELF in Greenfield to secure AmeriCorps VISTA for assistance with capacity-building.

Accounting

Mission Statement:

To proficiently process and report Town related financial and/or financially related legal matters under the guidelines defined by Federal Law, State Statute, Town By-law, and Town policy.

FY2013 Departmental Goals and Objectives:

1. Continue to assist the Town Administrator with various Town financial and budgetary concerns and procedures.
2. 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.
3. Continue to work 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
4. Review and prioritize the feasibility of implementing the recommendations listed in the DOR Financial Management Review report.
5. Update the Town's financial policies manual to add information where needed, bring other information up to date, and revise the documentation where necessary, to be current in aiding with the Town's financial planning and decisions.

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 140,139.21	\$ 140,139.19	\$ 140,145.00	\$ 142,813.00	\$ 2,668.00	\$ 142,813.00	\$ -
O/E	\$ 1,555.71	\$ 654.40	\$ 810.00	\$ 885.00	\$ 75.00	\$ 885.00	\$ -
Total	\$ 141,694.92	\$ 140,793.59	\$ 140,955.00	\$ 143,698.00	\$ 2,743.00	\$ 143,698.00	\$ -

Departmental Accomplishments:

- All state reporting requirements were met for the prior fiscal year.
- The Town's Free Cash was certified at \$1,854,895 for FY12.
- The department continues to take steps in implementing the new personnel system. Progress continues with regards to this module, including the automation of accruals which should be fully in place during FY12.
- The department continues to receive training on various accounting laws and issues.
- The department received Munis training in multiple modules, increasing their ability to aid and assist departments in their day-to-day usage of the financial software.
- Continued working with departments on refining and expanding the purchase order process to encumber funds based on the recommendation of the Munis Investment Analysis.
- Continued assistance with the transition to a centralized office supply purchasing system.
- Once again, designed and produced the Annual Budget Book and assisted the Town Administrator throughout the budget process.
- Worked closely with the Town Administrator and Appropriations Committee in preparation of the annual budget and other various financial concerns. Assisted with the funding plan of capital items and long term plans of the town.

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:

- Hire and train an Assistant Clerk/Treasurer.
- Convert dog license program from Access Data Base System to MUNIS.
- Move to General Billing to better track pay histories.
- Integrate Treasury Module.
- Review Payroll business practices.

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 151,884.08	\$ 152,134.07	\$ 152,135.00	\$ 175,754.00	\$ 23,619.00	\$ 154,793.00	\$ (20,961.00)
O/E	\$ 30,130.15	\$ 32,351.09	\$ 30,405.00	\$ 31,005.00	\$ 600.00	\$ 31,005.00	\$ -
Total	\$ 182,014.23	\$ 184,485.16	\$ 182,540.00	\$ 206,759.00	\$ 24,219.00	\$ 185,798.00	\$ (20,961.00)

Update: The Selectboard recommends the additional clerical position requested for FY13 be removed. A new clerical position is being requested under the Selectboard budget as part of the clerical pool.

Departmental Accomplishments:

The Registry of Vital Records and Statistics Massachusetts Department of Public Health launched a new state wide computer network system for all cities and towns to register their vital statistics uniformly. The first phase was tested and went live with the registration of births. We in South Hadley have completed our launch and now communicate across the Commonwealth via VIP when registering all new births. It was a year's undertaking but all birth records are now "real time" document view for all custodians that are certified uniformly across the State. The next step moving forward is to import all the birth records from 1987 forward. The second phase of the VIP is to move to registering death certificates. I have requested that South Hadley be used as a testing site and partner with one of our local funeral homes – hopefully we will be selected. It's exciting to be able to take our vital records into the 21st century.

The office worked with U.S. Census Bureau to help South Hadley complete the 2010 Federal Census. Upon completion, new precinct boundaries were established through the help of the Secretary of State's Office. Once the new boundaries were voted on by the Selectboard, new precinct boundaries were established. This project is in its final stages and should be completed by the beginning of the new year.

For the second year in a row I have been able to recover Town assets. In the spring 2011, the Town entered into a settlement agreement of \$50,000 with AXA Advisors LLC resolving allegations of the investment bank's sale of inappropriate investments to the Town of South Hadley. I thank Attorney General, Martha Coakley for her assistance during this investigation and continue to work with her and her office on any possible future outstanding issues.

In the fall 2011 with interest rates low, I was able to restructure some our Town's debt through refunding a \$1,903,531 General Obligation Municipal Purpose Loan of 2011 Bonds Series A and \$9,560,000 General Obligation Refunding Bonds, Series B. This refinancing package represented a net savings to the Town of \$1,098,622.50.

Town 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.

FY2013 Departmental Goals and Objectives:

- I have held the office of Town Collector for six years and in that time I have strived to bring the functions of the office up to date by utilizing the most recent advances in technology and changes in MGL. The Department Of Revenue Financial Management Review solicited by the Selectboard credited me with having a "strong office" and "implementing several innovative practices that are not always found in other communities". My goal is to continue to keep the office up to this level of service.
- With the many changes in the functionality of the office and changes in software, the compilation of a cohesive office manual is a goal for the coming year.
- Continue to provide residents with a high standard of courteous, friendly, knowledgeable service.

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 94,086.52	\$ 98,076.46	\$ 98,177.00	\$ 100,044.00	\$ 1,867.00	\$ 100,044.00	\$ -
O/E	\$ 19,043.06	\$ 20,220.34	\$ 19,224.00	\$ 19,224.00	\$ -	\$ 19,224.00	\$ -
Total	\$ 113,129.58	\$ 118,296.80	\$ 117,401.00	\$ 119,268.00	\$ 1,867.00	\$ 119,268.00	\$ -

Departmental Accomplishments:

- As of July 1, 2011 the Collector's Office began utilizing the services of Invoice Cloud for electronic billing and on-line bill payments. Working with a new company and new software, we initially had a few problems and encountered a few glitches. Having just gone through the second quarter it seems that most of the problems we encountered have been corrected and things are running much smoother, with many residents taking advantage of the expanded options now available.
- Another new change at the beginning of FY 2012 was with the vendor we use for lockbox services. We are now with Lighthouse Financial which is sponsored by People's Bank. This change has gone smoothly and the expanded services that they offer have benefited the Collector's Office.
- As the first step in my goal to clear the Unknown Owner properties from the older commitments, I took four of these parcels into Tax Title. There have been inquiries from residents on some these small parcels and this will be the first step in enabling the Town to eventually auction these properties.
- After being approached by the Town Administrator and agreeing to help out, I was appointed as the Parking Clerk and my office is now handling these additional duties.
- Working with the Assessor's Office we have cleared old commitments of motor vehicle and boat excise bills.
- All bills for FY2011 were issued in a timely fashion.

Assessors

Mission Statement:

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

FY2013 Departmental Goals and Objectives:

- Goal 1: To set the tax rates and perform the tax billing in a timely fashion.
- Goal 2: Update/remove note fields on property record cards. Some of the notes on the property record cards are old or outdated for the current property. Also, over the years additional note fields have been added with the land and building informational screens and any relative information for these items will be removed from the general note fields and placed where appropriate.
- Goal 3: Create a data collection manual for the office. This will include all items needed to accurately measure and list a property as well as make certain the proper field information is captured in the field to ensure proper data entry into valuation software.
- Goal 4: Work with Town Planner to receive updated zoning information on all properties within town. This information will then be updated on the needed parcels for better accuracy on the property record cards.

Significant Budget Changes:

The only change to our budget is an increase of \$400 for professional development. As valuations become more complex and the standards are strict, keeping abreast of changing laws and procedures is the only way to ensure that the functions of the department are being carried out in accordance with the ever changing laws, standards and procedures. These monies will be utilized to have department staff attend more meetings and conferences.

91.88% of the budget is utilized for personal services.

4.31% of the budget is utilized for outside services such as consulting, computer programs, deeds and mapping.

.10% of the budget is utilized for office supplies (envelopes).

3.71% of the budget is utilized for professional development as well as dues and subscriptions.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 135,412.72	\$ 135,929.32	\$135,931.00	\$ 138,633.00	\$ 2,702.00	\$ 138,633.00	\$ -
O/E	\$ 9,923.84	\$ 11,807.20	\$ 11,850.00	\$ 12,250.00	\$ 400.00	\$ 10,250.00	\$ (2,000.00)
Total	\$ 145,336.56	\$ 147,736.52	\$147,781.00	\$ 150,883.00	\$ 3,102.00	\$ 148,883.00	\$ (2,000.00)

Due to a change in mapping, the FY13 budget request was reduced.

Departmental Accomplishments:

The Assessors' office is continually seeking to improve its processes and policies to ensure accuracy and efficiency whenever and wherever possible. The department has worked diligently this year to update and create instructions for processes within the office. A master instruction manual is available now with most tasks laid out step by step.

We have worked with our own data as well as data from other departments this year to try to consolidate information into one repository as much as possible relative to real estate information. We have worked with the Collector, Board of Health and Wastewater Treatment Plant to add town water, town sewer, septic, well and sump pump information into the valuation software. This will not only provide a central location for this data but it can also be easily queried. There is a

master reference manual in the office as well and the staff utilized this and created their own reference manuals streamlined for their day to day tasks.

Also, in attempting to consolidate information, the Board of Health provided our office with a copy of a business listing of any and all businesses in South Hadley they had created. Our office went through this listing and updated it based on information at hand including those that are no longer in business. Once this report was cleaned of any duplicates or incorrect information, the assessing software was updated to reflect all businesses within town. Again, this information can be readily queried and the list will be maintained by the Assessors office moving forward.

The office continued its work with the Town Planner, the IT Department, Pioneer Valley Planning Commission (PVPC), and Cartographic Associates as to the direction in which the town should go with updates and maintenance to the Assessors maps as well as the online mapping program. The IT staff was instrumental in creating property record card pdf files at no cost to the town, to be posted on the website.

The staff organized a magazine rack in the hall with helpful information and forms relative to the office. The information packets seem to be taken more frequently from in the hall than if folks had to come in to the office for it. It is working well and it seems folks are educating themselves more with the information being more readily available.

This year the office settled many Appellate Tax Board cases, some going back as far as eight years, with little cost to the town. The bulk of cases were settled or withdrawn with no monies exchanged.

This year the office processed 388 property transfers for 377 parcels.

Setting the tax rates for fiscal 2012 was challenging at best. As a normal course, there are many folks involved in the process of compiling the information to be placed on all of the necessary forms. The Town Treasurer and Accountant are essential to this process along with the treasurers of both districts, the staff and board of the Granby Assessors office, both Prudential Committees and the Selectboard. This is all before anything is submitted to the state. This year we submitted our values ahead of last year and scheduled our classification hearing within the normal timeframe from submission of values to the advertised date of the hearing to no avail. The department then realized that a town meeting date was going to be set for the same night as the classification hearing. This would have held up the submittal of the rate and possibly the tax bills to be issued for January 1. Meetings were held and attended and the town meeting was postponed by one week. The date of the classification hearing then came and the values were not yet approved by Department of Revenue. The meeting was then recessed to the following week but two days prior to the town meeting. The hearing was held, albeit a little later on the agenda and the rates were submitted the following day. Within two days both the town and district one rates were approved however, district two was not. We were thrown a curve ball by the state and they were now requiring the Granby Assessors to sign off on two forms for the recapitulation sheets. This has never been a requirement in the history of the district but after this year it now is. Once all of these hurdles were overcome it was on to the tax billing. A few glitches arose within the billing software but were remediated immediately and the bill file was submitted to the vendor on time.

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.

FY2013 Departmental Goals:

To complete the next mandated revaluation in Fiscal 2014.

Significant Budget Changes:

There are no changes to this request from last year. The revaluation is currently budgeted over a three year time period. The Assessors' office requested \$10,000 in Fiscal 2011 which has been encumbered. In fiscal 2012 another request for \$10,000 was submitted, however, this was not funded this year. Because the schedule for the next revaluation was changed from Fiscal 2013 to 2014 this was allowable, however due to the lack of funding last year this budget item must be funded this year. We are anticipating a total budget of \$40,000 for this project and therefore this year, are requesting \$15,000.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 12,000.00	\$ 10,000.00	\$ -	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -
Total	\$ 12,000.00	\$ 10,000.00	\$ -	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ -

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.

FY2013 Departmental Goals and Objectives:

As Chair of the Board of Registrars, I continue to strive to boost voter turnout. The department's mantra continues to strive to bridge the gap between our candidates and our voters. We've increased public awareness with voter registration drives and distribution of absentee ballot registration forms.

Working with South Hadley High School students during election cycles has provided opportunities for our students to be involved in government on the local level.

Election Laws are continually changing and the Secretary of State's Election Division will be conducting a mandatory election training session for all our election workers in February 2012.

Guest Speaker at the Annual Fall Conference for the Massachusetts Town Clerks' Association – "Partnering for Success"

Appointed to the Massachusetts Town Clerks' Association Legislative Action Committee in 2011

Significant Budget Changes:

The Department will be budgeting for four elections.

September 6, 2012: State Primaries

November 6, 2012: State Election

April 1, 2013: Town Election

- *Special Town Election – School Debt Exclusion Vote, date uncertain.*

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 15,092.12	\$ 15,327.06	\$ 16,125.00	\$ 29,060.00	\$ 12,935.00	\$ 29,060.00	\$ -
O/E	\$ 15,302.99	\$ 14,449.49	\$ 20,130.00	\$ 17,750.00	\$ (2,380.00)	\$ 17,750.00	\$ -
Total	\$ 30,395.11	\$ 29,776.55	\$ 36,255.00	\$ 46,810.00	\$ 10,555.00	\$ 46,810.00	\$ -

Departmental Accomplishments:

- *The Department sought approval from Town Meeting this past November to consolidate the March 2012 Presidential Primary Election with the Annual Town Election. The election budget should see a cost saving of roughly \$8,000.00. While the Town will still incur the cost of printing ballots on the local level it will save money with election officers, technician set up and police coverage for the election.*
- *March 6, 2012: "Super Tuesday" Massachusetts Presidential Primary and South Hadley Annual Town Election*
- *Sought student government leaders at South Hadley High School and involved them within the election process*
- *Spoke at various senior housing complexes distributing voter absentee applications*

Town Hall

Mission Statement:

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

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 18,759.00	\$ -	\$ -	\$ 60,000.00	\$ 60,000.00	\$ -	\$ (60,000.00)
O/E	<u>\$ 110,848.43</u>	<u>\$ 147,365.81</u>	<u>\$ 167,085.00</u>	<u>\$ 153,985.00</u>	<u>\$(13,100.00)</u>	<u>\$ 153,985.00</u>	<u>\$ -</u>
Total	\$ 129,607.43	\$ 147,365.81	\$ 167,085.00	\$ 213,985.00	\$ 46,900.00	\$ 153,985.00	\$ (60,000.00)

Update: The Facilities Director position request has been removed at this time.

Town Counsel

Mission Statement:

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

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	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>\$ 17,658.77</u>	<u>\$ 28,796.02</u>	<u>\$ 30,000.00</u>	<u>\$ 30,000.00</u>	<u>\$ -</u>	<u>\$ 25,000.00</u>	<u>\$ (5,000.00)</u>
Total	\$ 20,258.69	\$ 31,395.94	\$ 32,601.00	\$ 32,601.00	\$ -	\$ 27,601.00	\$ (5,000.00)

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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	Newly created dept.		<u>\$ 23,757.00</u>	<u>\$ 20,000.00</u>	<u>\$ (3,757.00)</u>	<u>\$ 20,000.00</u>	<u>\$ -</u>
Total			\$ 23,757.00	\$ 20,000.00	\$ (3,757.00)	\$ 20,000.00	\$ -

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.

FY2013 Departmental Goals and Objectives:

Goal 1: Working with the Personnel Board present and implement the results of the Salary Study.

Goal 2: Coordinate a staff development customer service workshop to be conducted by an outside trainer.

Goal 3: Continue to work with the Town Administrator to create a team oriented environment amongst departments in order to provide better service to our customers.

Goal 4: 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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 45,232.64	\$ 45,232.68	\$ 52,772.00	\$ -	\$ (52,772.00)	\$ -	\$ -
O/E	\$ 3,192.89	\$ 6,292.00	\$ 28,650.00	\$ 19,650.00	\$ (9,000.00)	\$ 18,750.00	\$ (900.00)
Total	\$ 48,425.53	\$ 51,524.68	\$ 81,422.00	\$ 19,650.00	\$ (61,772.00)	\$ 18,750.00	\$ (900.00)

Update: The HR Director position has been changed and the funding moved into the Selectboard budget and the request for the FSA has been reduced.

Departmental Accomplishments:

- Successfully completed negotiations of the DPW contract.
- Implemented a Flexible Spending Account (FSA) benefit for employees.
- Coordinated the Department of Revenue (DOR) Financial Management Review.
- Oversaw the Town Hall roof replacement project.
- Coordinated the cleanup of the Town Hall basement after the July 26th flooding and handled the insurance claim.
- Conducted a quote process for the Salary Study and recommended a contract award.
- Worked on an IT Needs Assessment.
- Attended all Personnel Board meetings.
- Attended School Building Committee meetings.
- Attended Community Economic Development Committee 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.

Wage and Classification

Mission Statement:

To equitably and uniformly provide for wage and merit adjustments for exempt staff based on successful performance of identified goals and objectives and documented expectations and to provide ongoing training for staff in pertinent personnel issues and trends.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 79,642.12	\$ -	\$ -	\$ 56,612.00	\$ 56,612.00	\$ 56,612.00	\$ -
Total	\$ 79,642.12	\$ -	\$ -	\$ 56,612.00	\$ 56,612.00	\$ 56,612.00	\$ -

Fibermark

Mission Statement:

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

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ -	\$ -	\$ 25,000.00	\$ 25,000.00	\$ -	\$ 20,000.00	\$ (5,000.00)
Total	\$ -	\$ -	\$25,000.00	\$ 25,000.00	\$ -	\$ 20,000.00	\$ (5,000.00)

Update: Due to a reduction in the cost of natural gas, the FY13 budget has been reduced.

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:

- Implement Server Virtualization and network upgrade (Capital Project)
- Implement new MUNIS Modules (capital project)
- Begin planning and implementation of regional online Permit Tracking System
- Revisit Disaster Recovery Plan
- Support Selectboard and Town Administrator goals
- Support all departments as efficiently as possible given budget restraints
- Implement MUNIS Upgrades

Significant Budget Changes:

- MUNIS Support (+4432) – includes two new modules
- Email and Archival (+850)
- Website Support (+450)
- Hardware Maintenance (+450)

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 105,463.27	\$ 105,463.28	\$ 105,713.00	\$ 107,742.00	\$ 2,029.00	\$ 107,742.00	\$ -
O/E	\$ 94,911.08	\$ 86,677.58	\$ 88,460.00	\$ 95,661.00	\$ 7,201.00	\$ 94,161.00	\$ (1,500.00)
Total	\$ 200,374.35	\$ 192,140.86	\$ 194,173.00	\$ 203,403.00	\$ 9,230.00	\$ 201,903.00	\$ (1,500.00)

Update: Due to a change in GIS maintenance, the FY13 budget request was reduced.

Departmental Accomplishments:

- Completed Email and Archival project
- Installed new Phone System at Town Hall, provided training
- Participated in planning and requirements gathering for regional Permit Tracking System with PVPC
- Performed MUNS upgrades and implemented Dog License and Treasury modules
- Implemented MUNIS GoDocs which allows emailing of employee Direct Deposit Advices
- Began requirements gathering, planning, and implementation of Board of Health System (ongoing)
- Participated in I.T. Needs assessment as recommended by the D.O.R.
- Administered the DSL Gateway
- Supported Town departments. Maintained hardware and software
- Began requirements gathering and system specifications for Server Virtualization
- Installed cabling, hardware, and Software and supplied support for Ledges Golf Club

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.

FY2013 Departmental Goals and Objectives:

- Administer MUNIS training as specified by the MUNIS Team

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 5,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 5,000.00	\$ (5,000.00)
Total	\$ 5,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 5,000.00	\$ (5,000.00)

Update: *The Selectboard reduced the FY13 request in an effort to balance the budget.*

Departmental Accomplishments:

Provided MUNIS training in Dog Licenses, Payroll, Budget, and General Billing

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.

FY2013 Departmental Goals and Objectives:

- 1) Complete the first phase of a revision of the Town's Zoning Bylaw and Subdivision Regulations based on the Recommended Actions in the adopted Master Plan (with assistance from a consultant).
- 2) Develop Design Review Standards to serve as the basis for a Design Review Bylaw (possibly with assistance from a consultant).
- 3) Develop an integrated regulatory and funding program to implement the Master Plan's Affordable Housing Recommended Actions.
- 4) Establish a funding mechanism to implement a multi-year program for developing the Core Commercial Areas Focus Plans, possibly utilizing resources from area colleges/universities.
- 5) 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.
- 6) Formalize a coordinated development review process beginning with a community permitting manual or guide.
- 7) 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 items for Advertising and Computer Supplies are to be decreased reflecting a need for less funding to cover the anticipated advertising and less printing.
- The line items for Intergovernmental, Professional Development, and Dues and Subscriptions are proposed to be increased by \$200, \$550, and \$50, respectively. This reflects the true costs of attending necessary workshops which have sometimes been charged to other line items and providing some assistance for members of some other board and committees (created out of the Master Plan recommendations) to be able attend relevant workshops and events.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 71,221.88	\$ 71,221.94	\$ 71,222.00	\$ 72,587.00	\$ 1,365.00	\$ 72,587.00	\$ -
O/E	\$ 3,238.13	\$ 3,613.45	\$ 4,350.00	\$ 4,350.00	\$ -	\$ 4,350.00	\$ -
Total	\$ 74,460.01	\$ 74,835.39	\$ 75,572.00	\$ 76,937.00	\$ 1,365.00	\$ 76,937.00	\$ -

Departmental Accomplishments:

- Worked with the new Open Space Committee to develop an updated Open Space and Recreation plan and submit for State approval (scheduled for completion in April 2012)
- Completed work on a Design Assessment undertaken with UMass-Amherst
- Worked with UMass-Amherst and the Sustainable Design Assessment Team (SDAT) program of the American Institute of Architects through the local Steering Committee to develop a new Falls Revitalization Strategy (scheduled for completion in April/May 2012)
- Worked with the Community and Economic Development Commission and the Town Administrator to evaluate the potential reuse of some Town-owned land and buildings including 50-52 School Street, 351 East Street, and the Fibermark Building
- Continued working with our owner's agent, other town departments and committees, and Siemens, Inc. on the Investment Grade Energy Audit for all of the municipal buildings (scheduled for consideration by Town Meeting in Winter/Spring 2012)
- Worked with the Pioneer Valley Planning Commission to implement the FY 2009 Community Development Block Grant program and obtain more funding to undertake replacement of Senior Center roof and related improvements
- Worked with the Sustainability and Energy Commission on evaluating the requirements for being designated as a Green Community
- Reviewed the applications for Special Permits for Rivercrest Condominiums, a Professional Business, and a solar array at the South Hadley Landfill
- Reviewed applications for waiver or modification of Site Plan Reviews for Elnk, Teddy Bear Pools, and Cumberland Farms
- Developed and submitted a proposed Zoning Bylaw amendment regarding poultry
- Reviewed and decided upon several Approval Not Required Plans
- Worked with several prospective applicants regarding potential new duplex, triplex, and other housing developments
- Continued work on a new sign bylaw (targeted for Fall 2012 Town Meeting)
- 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, green communities, GIS programs, and zoning
- Responded to several complaints regarding zoning violations
- Managed the bi-monthly meetings of the Development Review Team
- Continued work on developing an inventory of available commercial/industrial building space
- Began use of the new digital base map and converting the existing zoning map to the new digital base map.

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.

FY2013 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

Significant Budget Changes:

No significant budget changes are proposed. The Board is proposing to shift funds previously allocated for office supplies into Professional Development and Dues and Subscriptions to provide resources for training of board members.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ -	\$ 50.00	\$ 675.00	\$ 675.00	\$ -	\$ 675.00	\$ -
Total	\$ -	\$ 50.00	\$ 675.00	\$ 675.00	\$ -	\$ 675.00	\$ -

Departmental Accomplishments:

- As of January 2012, no applications for variances or appeals had been submitted for the Board of Appeals to consider.
- Several members of the Zoning Board of Appeals has been involved in the Planning Board's efforts to revise the Zoning Bylaw since some proposals may impact the Zoning Board of Appeals.
- Members also attended a Chapter 40B training program.

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.

FY2013 Departmental Goals and Objectives:

1. Provide assistance to residents and applicants about the wetland permitting process, to ensure awareness and compliance with the state regulations and local bylaw.
2. Work on priority Recommended Actions with Master Plan Implementation Committee.
3. Promote and support land conservation efforts in town.
4. Update conservation land & trail maps on website or print.
5. Continue participation and assistance to town officials by serving on the Intervenor Status Committee.

Significant Budget Changes:

The proposed budget this year includes an increase of five (5) hours per week for the Conservation Administrator. This means she would be paid for 35 hours a week instead of 30. The amount of work to be done more than justifies this increase. Conservation Commission jurisdiction is throughout town and our review is required by state law for any work within 100 feet of wetlands and 200 feet of perennial streams.

With the 53rd week included, the cost of the increase in hours amounts to \$6902. for the year. The Commission proposes taking \$3902. from the Wetland Filing Fee account to cover the larger part of this increase, and \$3,000. from town funds. The Commission started collecting revenue for the town this year through Administrative Fees under the town Wetlands Bylaw & Regulations. All this money goes directly to the Town. We collected \$1550. since July 1 (to Dec 28, 2011), and estimate the amount will be at least \$3,000. for the year. The \$3,000. for partial payment of the 5-hour increase would be covered by these new fees, which makes sense since it is generated for work which the Administrator performs.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 38,628.37	\$ 38,628.44	\$ 38,629.00	\$ 46,313.00	\$ 7,684.00	\$ 39,411.00	\$ (6,902.00)
O/E	\$ 2,417.88	\$ 2,379.05	\$ 2,324.00	\$ 2,324.00	\$ -	\$ 2,324.00	\$ -
Total	\$ 41,046.25	\$ 41,007.49	\$ 40,953.00	\$ 48,637.00	\$ 7,684.00	\$ 41,735.00	\$ (6,902.00)

Update: *The Selectboard does not recommend funding the additional hours at this time.*

Departmental Accomplishments:

The Conservation Commission meets at least every three weeks to hold public meetings and hearings and make decisions on permit applications in a timely manner. In a year of economic downturn, we were still busy with large projects such as the landfill expansion (cell 2E), the proposal for 31 condominiums off Ferry Street, the DPW proposal for roadwork and sidewalks in the Riverfront Area on Brainerd Street, SHELD utility improvements off Brainerd Street and College Street, and Mount Holyoke College projects (Lower Lake gate replacement, and demolition and new construction of a recycling center). We also had 15 Requests for Determinations for smaller projects such as decks, docks, a garage, a patio, a pool, a septic system replacement, landscaping improvements on Main and South Main Streets, and a plan for a new milk processing plant at McCray's Farm. We also had Requests for Certificates of Compliance for seven sites and a 36-unit condominium development. All these require paperwork processing, site visits and public meetings or hearings.

In addition we issued five Emergency Certifications, for hazardous tree removals, beaver problems, and a septic system replacement. We also monitor active construction sites in town that are within our jurisdiction, to make sure the contractor is following the permit conditions and that storm water is being managed properly. This can be a problem, as we experienced this past year at one particular site where we were forced to issue six enforcement orders, mostly for storm water management violations. This year we completed and are now implementing Regulations for the South Hadley wetlands bylaw. The Regulations provide definitions and descriptions of the permitting process, forms and requirements. They also include administrative fees for those permits that do not now require one under the state Wetlands Protection Act.

Since 2011 was the 50th anniversary of the creation of the South Hadley Conservation Commission, we wanted to celebrate it in some appropriate ways. We organized a large display at the Firehouse Museum of historical and current materials on the Conservation Commission, conservation land and trails in town, vernal pools, and wetland wildlife. The high school art students created fantastic papier-mache creatures to enhance our exhibit, and the museum curator was able to borrow wonderful preserved birds, reptiles and amphibians for the display. The Arbor Day Committee honored the Commission's 50th anniversary with the planting of a redbud tree during their ceremony on April 29th. We also have been working on some conservation land acquisitions this year. We received a donated Conservation Restriction on six acres of wooded wetland off East Street Court, which abuts the present Stonybrook-Trompke Conservation Area. The Arbor Day Committee approached the Commission with a proposal that the Commission take over care and management of the arboretum behind the middle school. After visiting the site a few times and determining boundaries, the Commission voted to accept care and management of the six acres of arboretum, the School Committee has agreed to the transfer, and now the question goes to the Selectboard and Town Meeting. The Connecticut River Watershed Council (CRWC) has restarted the process to transfer a seven acre floodplain forest parcel off River Road to the Conservation Commission. This piece was donated as conservation land by the Plouffe family to the CRWC in 1983, in order to complete the transaction before the end of the year, with the intention that it would be transferred to the Commission shortly thereafter. It will finally happen in the next few months. We are also working on another possible land protection project under the Route 47 National Scenic Byway grant.

We also monitored the work by Holyoke Gas & Electric's (HG&E) contractors at Lower Riverside Park and Gatehouse Park. The Gatehouse Park work included dredging the historic Bicentennial Canal; carefully reconstructing the canal stone wall after its collapse; removal of old pipes, walkway and aluminum shed across the canal; and landscaping improvements including plantings, paths and benches. That work was completed by the end of the year, and most of it can be seen from above at the future library site off Main Street. Lower Riverside Park had been substantially completed the year before, but some items needed replacing such as plantings that died and a picnic table and viewing platform railings that had been vandalized. This work has been almost entirely completed at the end of 2011. We are awaiting word from HG&E as to when these new parks will open to the public. The question of the date of the demolition of Texon building still remains unanswered. After it has been demolished the site is supposed to become another part of this riverside park, with an extension in some form of the Bicentennial Canal, plantings, paths and great views of the river.

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. The Commission also met with the Community and Economic Development Committee, and several times with members of the Comprehensive Plan Implementation Committee, to discuss their priority recommendations for the Conservation Commission.

Recreation

Mission Statement:

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

FY2013 Departmental Goals and Objectives:

1. *To work with various town officials to make a decision about how to proceed at Buttery Brook Park with the monies that were granted by the Department of Conservation and Recreation. This includes potentially applying for an Urban Self Help grant in the next grant cycle.*
2. *To complete a survey regarding our programs and policies and to work with the Recreation Commission to review and revise our existing policies and offerings to better fit the needs of the community.*
3. *To reorganize our website to make the information that is available easier to find for our visitors and more efficient. This includes specific websites for our recreation sport leagues making information easier to find for our participants.*
4. *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.*
5. *To continue to research, create and implement new programs that are exciting to the community.*

Significant Budget Changes:

There are no changes to our budget this year other than some monies that were shifted between line items. They are explained in detail on "Line Item Detail" sheet.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 70,724.00	\$ 68,308.96	\$ 71,207.00	\$ 72,779.00	\$ 1,572.00	\$ 72,779.00	\$ -
O/E	\$ 3,835.00	\$ 2,637.53	\$ 1,285.00	\$ 1,285.00	\$ -	\$ 1,285.00	\$ -
Total	\$ 74,559.00	\$ 70,946.49	\$ 72,492.00	\$ 74,064.00	\$ 1,572.00	\$ 74,064.00	\$ -

Departmental Accomplishments:

The Recreation Department enjoyed another successful year in 2011. The Department continued operation of our many programs which involve youth and adult sports, fitness classes, bus trips and various training courses. Our 2011 offerings 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 Sport/Fitness Classes:

- Men's Softball
- Co-ed Softball (new)
- Winter Men's Basketball League
- Spring Men's Basketball League
- Women's Open Gym Basketball (new)
- Over 30 men's basketball
- Open Gym Volleyball (spring, fall and winter (new))
- Total Body Blast
- Aquacise
- Cardio-Kickboxing
- Pilates
- Zumba

Special Events:

- James Taylor @ Tanglewood
- Two - New York City Shopping Trips
- Three trips to Fenway Park to see the Red Sox.
- Fantasy Baseball Trip to Pittsburgh to see the Red Sox
- Fourth of July Fireworks Celebration (held July 2, 2011)
- Summer Concert Series (nine shows)
- Baby Sitting Training Classes
- Little Chefs
- Youth/Adult Fencing Classes
- Red Sox Alumni Game Softball Game

Summer Programs:

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

This past year, we were able to add a few new adult programs which there have been many requests for. We offered a co-ed softball league that played on Sunday afternoons/evening from May to August and had four teams. Co-ed Volleyball has been extremely popular and we were able to expand that to the months of December, January and February moving forward. Another addition was a women's open gym basketball to be held from November through February annually.

Our adult fitness classes taught by Tanya Ryan have really taken off over the past year. Most classes are at capacity every night. Our new "punch card system" has really made it easy for people to participate. It is nice to see so many people from town exercising each and every night in the Town Hall Auditorium.

For the third consecutive year, we offered the South Hadley 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 offer nine concert dates once again. 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 Saturday, July 2, 2011. 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 larger than normal number of non-profit vendors involved once again this year and a good time was had by all.

The Department looks forward to 2012 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.

FY2013 Departmental Goals and Objectives:

- To transition the Town's emergency dispatch into a state certified Emergency Medical Dispatch (EMD) center.
- Assist the Town Administrator and Personnel Officer in preparing and negotiating the Police Union contract.
- To continue to develop the Police Department web page by providing relevant information to residents and encourage electronic submission and requests.
- 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:

An increase of \$33,472.00 in personnel services is required to compensate for the 53 week fiscal year. That increase was reduced to \$21,388.00 through reductions in other personnel line items. Funding for dispatcher salaries will once again be supplanted with \$35,000.00 from an Executive Office of Public Safety grant.

An increase in vehicle supplies of \$10,600.00 represents the increased cost of gasoline. The previous funding had represented a yearly use of 19,000 gallons at a cost of \$2.75/gallon. The current calculation is based on the consumption of 18,000 gallons at an average cost of \$3.50 per gallon.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 1,886,077.00	\$ 2,090,473.00	\$ 2,031,654.00	\$ 2,052,992.00	\$ 21,338.00	\$ 2,052,992.00	\$ -
O/E	\$ 318,963.81	\$ 319,901.79	\$ 327,688.00	\$ 340,213.00	\$ 12,525.00	\$ 340,213.00	\$ -
Total	\$ 2,205,040.81	\$ 2,410,374.79	\$ 2,359,342.00	\$ 2,393,205.00	\$ 33,863.00	\$ 2,393,205.00	\$ -

Departmental Accomplishments:

Although the availability of State and Federal Grants has been reduced significantly the Department was able to fund several initiatives with funding from sources other than the General Fund.

The Executive Office of Public Safety/Statewide Emergency Telecommunications Board award two grants totaling \$53,607.00. Those funds were utilized to support the Town's emergency dispatch center. \$9,876.00 was used for training and certification requirements mandated for individuals operating the State's emergency communication equipment. The remaining \$43,731.00 supplanted dispatcher salaries and purchased dispatch related equipment.

The Western Region Homeland Security Advisory Council awarded two grants totaling \$6285.00 for department wide training in Domestic Terrorism and Law Enforcement concerns when responding to Emergency Medical or Fire related situations.

A grant of \$3,891.00, funded by the Office of Juvenile Justice and Delinquency Prevention enabled officers to team up with local teens in an effort to educate the public and alcohol licensed establishments on the dangers of underage alcohol consumption. Upon completion of the education portion of the initiative, compliance checks were conducted on alcohol licensed premises.

The Bureau of Justice Assistance granted an award of \$27,000.00 to the Department for the replacement of bullet proof vests. The Department will be transitioning to an external design which is not only more comfortable but will provide carrying space for the increasing amount of equipment issued to officers.

A private grant of \$3,000.00 was used to purchase Electronic Control Devices (Taser) for patrol officers. The implementation of this controlling device in other agencies has resulted in a reduction in the number of physical confrontation between officers and suspects thus reducing injuries to both.

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 personal preparedness information to town citizens; and assist individuals, families, businesses and communities to mitigate against, prepare for, respond to and recover from emergencies, both natural and man made.

FY2013 Departmental Goals and Objectives:

- Based upon the events of the past twelve months the Emergency Management Department has established two goals designed to expand upon and improve our ability to prepare for, respond to, and recover from emergency situations such as those we have recently experienced.
- The first is to locate and establish a location for a permanent Emergency Operations Center (EOC) from which to exercise our role of communicating and coordinating town responses to any emergency situation. The current EOC which is located in the Police Station is too small to accommodate all of the individuals who may need to work there and lacks sufficient dedicated telephone communications to support a widespread emergency response operation. The EOC should also provide a workspace for the Emergency Management Director to work on the increasing number of plans which we are responsible to maintain and the emergency management programs we are tasked to participate in and develop inputs concerning our preparedness.
- The second goal is to secure funding and authorization to provide additional hours for the Emergency Management Director to effectively address the increasing number of responsibilities and tasks being directed to the Emergency Management Department. We are seeing an increase in emergency response plans prepared by outside agencies that are responsible for businesses and/or structures (such as dams) whose failure could impact our community. We are also seeing an increase in the number and complexity of programs which the EMD uses to plan our response efforts, participate in state-wide preparedness efforts, and alert our residents to emergency situations. The complexity of the emergency management role in our society now requires that this position be more than a minor stipend position or an additional duty to someone who would already have a full-time responsibility during a large-scale emergency. It requires an individual who can concentrate on emerging emergency management policies and technologies and implement these during our response efforts.

Significant Budget Changes:

The most significant budget change is the requested increase in paid hours for the EMD. This is based upon the increased responsibilities, additional plans which impact South Hadley, new and more complex preparedness programs, and the leadership role of the EMD during emergency situations.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 2,500.04	\$ 4,999.95	\$ 5,000.00	\$ 25,000.00	\$ 20,000.00	\$ 5,000.00	\$ (20,000.00)
O/E	\$ -	\$ 1,981.17	\$ 6,169.00	\$ 7,395.00	\$ 1,226.00	\$ 7,395.00	\$ -
Total	\$ 2,500.04	\$ 6,981.12	\$ 11,169.00	\$ 32,395.00	\$ 21,226.00	\$ 12,395.00	\$ (20,000.00)

Update: The Selectboard does not recommend a funding increase at this time.

Departmental Accomplishments:

During the past twelve months (Jan – Dec 2011) The Emergency Management Department responded to several significant weather events which impacted our area. This began in the winter when the large amount of snows in a short period of time caused roof problems. We began using the town website and Channel 15 to publicize methods which our residents could use to avoid problems such as excessive snow of roofs and the potential for carbon monoxide poisoning by blocked exhaust vent. Shortly afterwards the EMD began to public presentations of emergency preparedness for individuals and families. The first such presentation was less than a week before the June 1st tornado hit Springfield. When South Hadley was hit by a microburst on July 27th we used the Connect CTY system to alert residents to the safety problems which existed in the town. We then opened a shelter at the Michael E. Smith Middle School for Hurricane Irene. Although we did not need that shelter it provided an excellent dress rehearsal for the Oct 29-30 snow storm which caused massive tree damage and power outages across the state. We operated our shelter for five days until power was restored to most of the town and people were able to return to their homes. All during this time period we continued to provide emergency preparedness talks to groups of citizens. Based on the increased public interest in this subject we will be addressing more groups in the coming year starting with the Council on Aging and the Senior Center to concentrate on helping our senior citizens prepare themselves for these and other situations we could encounter in the future.

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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 499.92	\$ 363.08	\$ 500.00	\$ 500.00	\$ -	\$ 500.00	\$ -
Total	\$ 499.92	\$ 363.08	\$ 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.

FY2013 Departmental Goals and Objectives:

- Maintain Building Commissioners Certification by attending training classes and receiving the required continuing education hours to keep in good standing. Building Officials are required to obtain forty-five hours of continuing education every three years.
- 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.
- Create a new electronic database for *Certificate of Inspection*, a yearly inspection which is required by State Law for all Assembly uses (bars, restaurants), Educational uses (schools, public or private) and Institutional uses (nursing homes, day cares).

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 60,902.59	\$ 60,617.71	\$ 62,658.00	\$ 63,823.00	\$ 1,165.00	\$ 63,823.00	\$ -
O/E	\$ 1,914.53	\$ 1,327.97	\$ 1,800.00	\$ 1,800.00	\$ -	\$ 1,800.00	\$ -
Total	\$ 62,817.12	\$ 61,945.68	\$ 64,458.00	\$ 65,623.00	\$ 1,165.00	\$ 65,623.00	\$ -

Departmental Accomplishments:

- All requirements for maintaining my Building Commissioner's certification have been met for this cycle.
- A proposal for a building permit fee increase has been submitted and approved by the Select-Board.
- The unexpended budget turned back for FY2011 was \$2,512.32.

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.

FY2013 Departmental Goals and Objectives:

- Stay up to date on changes to the electrical code.
- Attend training and seminars to obtain continuing education hours to maintain my certification.
- Continue to provide quality and timely inspections for the residents of the town.

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 22,016.20	\$ 21,881.20	\$ 22,211.00	\$ 22,627.00	\$ 416.00	\$ 22,627.00	\$ -
O/E	\$ 1,460.15	\$ 1,213.16	\$ 1,180.00	\$ 1,180.00	\$ -	\$ 1,180.00	\$ -
Total	\$ 23,476.35	\$ 23,094.36	\$ 23,391.00	\$ 23,807.00	\$ 416.00	\$ 23,807.00	\$ -

Departmental Accomplishments:

- Turned back \$296.00 from my budget for FY11 (a little over 1% of my budget).
- Obtained enough continuing education hours to maintain my certification.

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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 6,214.92	\$ 6,214.92	\$ 6,215.00	\$ 6,215.00	\$ -	\$ 6,215.00	\$ -
O/E	\$ 282.94	\$ 167.64	\$ 350.00	\$ 350.00	\$ -	\$ 350.00	\$ -
Total	\$ 6,497.86	\$ 6,382.56	\$ 6,565.00	\$ 6,565.00	\$ -	\$ 6,565.00	\$ -

Parking Clerk

Mission Statement:

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

FY2013 Departmental Goals and Objectives:

The main goal for the coming year is to get a handle on the processing and tracking of parking tickets and to make the process less cumbersome.

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 47.08	\$ 212.63	\$ 200.00	\$ 200.00	\$ -	\$ 200.00	\$ -
Total	\$ 47.08	\$ 212.63	\$ 200.00	\$ 200.00	\$ -	\$ 200.00	\$ -

Departmental Accomplishments:

Having been appointed Parking Clerk July 1, 2011 I have tried to create spreadsheets that make the tracking of parking tickets more efficient.

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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 11,545.50	\$ 11,612.69	\$ 11,615.00	\$ 11,839.00	\$ 224.00	\$ 11,839.00	\$ -
O/E	\$ 1,384.62	\$ 1,484.21	\$ 1,760.00	\$ 1,760.00	\$ -	\$ 1,760.00	\$ -
Total	\$ 12,930.12	\$ 13,096.90	\$ 13,375.00	\$ 13,599.00	\$ 224.00	\$ 13,599.00	\$ -

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.

FY2013 Departmental Goals and Objectives:

- *Complete Canal Street and High Street Road Resurfacing Project*
- *Prepare plans and specifications for 2012 Road Improvement Project – West Summit Street, Sycamore Knolls neighborhood*
- *Develop GIS map of stormwater infrastructure*
- *Apply for Transportation Improvement Program (TIP) funding for the East Street Road Improvement Project*

Significant Budget Changes:

The Business Manager will be retiring effective January 18, 2013. A sum of money has been added to the Personal Services Budget to fund the buyback of her unused leave (in accordance with the Town's Personnel Policy) and to provide for the hiring of a replacement sometime late in 2012

The budgeted salary for the position beyond the Business Manager's retirement is unchanged. Changes in the job description will be proposed to the Town's Personnel Board in late winter or early spring.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 105,644.58	\$ 97,223.82	\$ 85,038.00	\$ 97,634.00	\$ 12,596.00	\$ 93,004.00	\$ (4,630.00)
O/E	\$ 16,455.05	\$ 17,825.95	\$ 17,539.00	\$ 17,539.00	\$ -	\$ 17,539.00	\$ -
Total	\$ 122,099.63	\$ 115,049.77	\$ 102,577.00	\$ 115,173.00	\$ 12,596.00	\$ 110,543.00	\$ (4,630.00)

Update: The Selectboard does not recommend the additional funding.

Departmental Accomplishments:

- *Completion of Brainerd Street Road and Sidewalk Project*
- *Approval of Transportation Improvement Program (TIP) funding for Morgan Street Road Resurfacing Project*
- *Successful Implementation of Green Bag Program*

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.

FY2013 Departmental Goals and Objectives:

- *In areas with low pedestrian traffic, continue removing deteriorated sidewalks and replacing them with loam and seed*
- *Disconnect catch basins from sewer system at Leahey Avenue and install 200 feet of pipe and new outfall*
- *Start work on drainage improvements at Stanton Avenue*

Significant Budget Changes:

The FY 13 Construction and Maintenance Budget is level funded except for changes mandated by the contract with DPW laborers.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 319,258.78	\$ 299,696.43	\$ 290,865.00	\$ 303,668.00	\$ 12,803.00	\$ 300,668.00	\$ (3,000.00)
O/E	\$ 133,268.15	\$ 118,001.24	\$ 122,000.00	\$ 122,000.00	\$ -	\$ 119,000.00	\$ (3,000.00)
Total	\$ 452,526.93	\$ 417,697.67	\$ 412,865.00	\$ 425,668.00	\$ 12,803.00	\$ 419,668.00	\$ (6,000.00)

Update: *The Selectboard reduced the FY13 request in an effort to balance the budget.*

Departmental Accomplishments:

DPW crews spent most of 2011 cleaning up after Mother Nature (record breaking snowfall at the start of the year, microbursts in June, heavy rain throughout the year, and the record breaking snowstorm on October 29th). Most of the year, our Highway Division employees were picking up tree debris, clearing catch basins, and patching Town roads.

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.

FY2013 Departmental Goals and Objectives:

- *Rebuild flusher*
- *Patch flooring and perform bodywork so all vehicles pass inspection*
- *Pursue a more aggressive vehicle replacement program*

Significant Budget Changes:

The FY 13 Vehicle Maintenance Budget is level funded except for changes mandated by the contract with DPW laborers

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 46,642.12	\$ 46,071.60	\$ 47,245.00	\$ 48,815.00	\$ 1,570.00	\$ 48,815.00	\$ -
O/E	\$ 95,432.89	\$ 115,867.38	\$ 111,000.00	\$ 111,000.00	\$ -	\$ 111,000.00	\$ -
Total	\$ 142,075.01	\$ 161,938.98	\$ 158,245.00	\$ 159,815.00	\$ 1,570.00	\$ 159,815.00	\$ -

Departmental Accomplishments:

- *Rebuilt sanders on Vehicles #5 and #8*
- *Replaced conveyor on street sweeper*
- *Replaced lift gate on Vehicle #3*
- *Replaced pins, bushings, and air compressor on 966 loader*
- *Replaced front end on backhoe*

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.

FY2013 Departmental Goals and Objectives:

To maintain the level of snow removal service expected by Town residents

Significant Budget Changes:

The FY 13 Snow and Ice Budget has been increased by \$1.00 so that the Town may continue to deficit spend this account.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 17,642.54	\$ 53,945.30	\$ 20,380.00	\$ 20,380.00	\$ -	\$ 20,380.00	\$ -
O/E	\$ 163,785.64	\$ 236,171.23	\$ 79,625.00	\$ 79,626.00	\$ 1.00	\$ 79,626.00	\$ -
Total	\$ 181,428.18	\$ 290,116.53	\$ 100,005.00	\$ 100,006.00	\$ 1.00	\$ 100,006.00	\$ -

Departmental Accomplishments:

Last year the DPW, along with the Town's hired contractors, cleared about 113" of snow from Town roads

DPW: Parks

Mission Statement:

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

FY2013 Departmental Goals and Objectives:

- *Working with the Recreation Department, prepare plans and specifications for BATTERY BROOK PARK upgrades to be funded with \$250,000 grant from the Department of Conservation and Recreation*
- *Install batting cage at Woodlawn Park*
- *Install irrigation at the Middle School athletic fields*

Significant Budget Changes:

The FY13 Parks Budget is level funded except for changes mandated by the DPW laborers contract.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 275,684.52	\$ 283,998.37	\$ 304,373.00	\$ 317,641.00	\$ 13,268.00	\$ 311,641.00	\$ (6,000.00)
O/E	\$ 126,145.39	\$ 103,021.97	\$ 125,600.00	\$ 125,600.00	\$ -	\$ 119,600.00	\$ (6,000.00)
Total	\$ 401,829.91	\$ 387,020.34	\$ 429,973.00	\$ 443,241.00	\$ 13,268.00	\$ 431,241.00	\$ (12,000.00)

Update: *The Selectboard reduced the request for FY13 in an effort to balance the budget.*

Departmental Accomplishments:

- *Completion of landscape improvements at Bridge Street and Main Street*
- *Continued organic-based fertilizer program*
- *Continued improvements 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.

FY2013 Departmental Goals and Objectives:

To continue to maintain Town trees

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 4,999.92	\$ 4,999.92	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -
O/E	\$ 80,817.18	\$ 76,887.87	\$ 74,600.00	\$ 74,600.00	\$ -	\$ 74,600.00	\$ -
Total	\$ 85,817.10	\$ 81,887.79	\$ 79,600.00	\$ 79,600.00	\$ -	\$ 79,600.00	\$ -

Departmental Accomplishments:

A substantial amount of tree work has been done this year by both the Town's tree contractor and DPW crews. The snowstorm on October 29th created an extraordinary amount of tree damage. The DPW and hired contractors worked primarily on tree debris clean up during the whole months of November and December.

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.

FY2013 Departmental Goals and Objectives:

- *Continue household hazardous waste collections*
- *Conduct two paper shredding events*
- *Implement new rigid plastics collection program*

Significant Budget Changes:

Monies have been added to the Personal Services Budget so that a replacement can be hired before the Business Manager retires in January of 2013.

\$135,000 has been budgeted for PAYT Supplies. This money will be used to buy the trash bags used for the Green Bag Program. This cost will be recouped in the Solid Waste Revenues after the bags are sold to residents.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 162,712.36	\$ 160,396.11	\$ 185,687.00	\$ 198,155.00	\$ 12,468.00	\$ 196,185.00	\$ (1,970.00)
O/E	\$ 679,300.31	\$ 751,895.93	\$ 771,472.00	\$ 906,472.00	\$ 135,000.00	\$ 906,472.00	\$ -
Total	\$ 842,012.67	\$ 912,292.04	\$ 957,159.00	\$ 1,104,627.00	\$ 147,468.00	\$ 1,102,657.00	\$ (1,970.00)

Update: The Selectboard does not recommend the additional funding for the overlap in the Business Manager position.

Departmental Accomplishments:

- *Implementation of Green Bag Program*
- *Conducted two paper shredding events*
- *Household hazardous waste collections held in the spring and fall*
- *Conducted rain barrel and composter distribution events*

Landfill Enterprise-FY13 Supporting Documentation

Estimated Revenues

User Charges	\$ 305,000
Other Departmental Revenue	\$ 938,611
Interest Income	\$ 2,500
Retained Earnings	<u>\$ -</u>
Total	\$ 1,246,111

Expenses

Landfill Enterprise Operating Budget

Personal Services	\$ 196,185
Other Expenses	<u>\$ 906,472</u>
Total Operating Budget	\$ 1,102,657

Estimated Amount in Wage & Class \$ 2,640 (To be transferred to P/S)

Debt & Interest	\$ 33,478
Capital Outlay	<u>\$ -</u>

Subtotal \$ 1,138,775

Direct/Indirect Costs in General Fund

Admin Services	\$ 48,645
Health & Life Insurance	\$ 21,507
FICA	\$ 2,566
Retirement	\$ 31,996
Liab. Insurance/ Misc.	<u>\$ 2,622</u>
Subtotal	\$ 107,336

Total \$ 1,246,111

Surplus/Deficit \$ -

Proposed funding is as follows:

\$1,138,775 to come from enterprise revenues, and \$107,336 to be appropriated in the general fund and funded from Landfill Enterprise revenues.

* (Certified Retained Earnings as of 7/1/11 - \$1,205,170)

DPW: Sewer

Mission Statement:

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

FY2013 Departmental Goals and Objectives:

- *Continue catch basin cleaning program*
- *Continue aggressive flushing/cutting/treating program to maintain proper flows in sewer and drain pipes*
- *Clean two of the siphons in the sewage collection system*
- *Work with Town Engineer to locate sewer and drain lines so they can be accurately mapped*

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 41,294.35	\$ 21,476.84	\$ 71,150.00	\$ 71,150.00	\$ -	\$ 71,150.00	\$ -
Total	\$ 41,294.35	\$ 21,476.84	\$ 71,150.00	\$ 71,150.00	\$ -	\$ 71,150.00	\$ -

Departmental Accomplishments:

- *Cleaned approximately 200 catch basins*
- *Performed camera inspections of trouble areas including Morgan Street and Ashton Lane*
- *Performed chain cutting as needed*

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.

FY2013 Departmental Goals and Objectives:

- *Complete concrete repairs in Aerators #1 and #3*
- *Install boilers in main plant and digester building*
- *Paint valves and beams at the main plant and Main Street pump station*
- *Address new National Pollutant Discharge and Elimination System (NPDES) permit requirements*

Significant Budget Changes:

Monies have been added to the Personal Services Budget so that a replacement can be hired before the Business Manager retires in January of 2013 and to cover costs of retirement buybacks.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 564,958.73	\$ 559,687.72	\$ 582,381.00	\$ 611,068.00	\$ 28,687.00	\$ 607,817.00	\$ (3,251.00)
O/E	\$ 537,693.41	\$ 501,019.97	\$ 495,388.00	\$ 495,388.00	\$ -	\$ 495,388.00	\$ -
Total	\$ 1,102,652.14	\$ 1,060,707.69	\$ 1,077,769.00	\$ 1,106,456.00	\$ 28,687.00	\$ 1,103,205.00	\$ (3,251.00)

Update: The Selectboard does not recommend the additional funding for the overlap in the Business Manager position.

Departmental Accomplishments:

- *Completed concrete repairs in Aerator #4*
- *Installed natural gas line at main plant*
- *Replaced AC unit*
- *Installed new plant and pump station alarm system*

WWTP Enterprise- FY13 Supporting Documentation

Estimated Revenues

User Charges	\$ 2,249,464
Connection Fee's	\$ 14,000
Other Departmental Revenue	\$ 7,200
Interest Income	\$ 2,000
Retained Earnings	\$ 250,000
Total	\$ 2,522,664

Expenses

WWTP Enterprise Operating Budget

Personal Services	\$ 607,817
Other Expenses	\$ 566,538
Total Operating Budget	\$ 1,174,355

Estimated Amount in Wage & Class \$ 4,682 (To be transferred to P/S)

Debt & Interest	\$ 582,694
Capital Outlay	\$ 475,000

Subtotal \$ 2,236,731

Direct/Indirect Costs in General Fund

Admin Services	\$ 49,218
Health & Life Insurance	\$ 86,964
FICA	\$ 7,263
Retirement	\$ 113,987
Liab. Insurance/ Misc.	\$ 28,501
Subtotal	\$ 285,933

Total \$ 2,522,664

Surplus/Deficit \$ -

Proposed funding is as follows:

\$1,986,731 to come from enterprise revenues, \$250,000 to come from enterprise retained earnings, and \$285,933 to be appropriated in the general fund and funded from WWTP Enterprise revenues.

* (Certified Retained Earnings as of 7/1/11 - \$871,072)

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.

FY2013 Departmental Goals and Objectives:

1. CDBG Grant project with a collaborative effort to assess basement issues, update heating and cooling systems and renovate the senior center roof.
2. Assess interior damage in senior center after exterior work is completed and begin renovations by priority with available funding
3. Continue to work with the Friends of South Hadley Elderly Inc. to raise funds
4. Complete COA Handbook
5. Survey of residents 50 and over

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 228,232.88	\$ 222,212.58	\$ 246,758.00	\$ 251,701.00	\$ 4,943.00	\$ 251,701.00	\$ -
O/E	\$ 66,246.91	\$ 64,333.93	\$ 68,260.00	\$ 68,260.00	\$ -	\$ 65,260.00	\$ (3,000.00)
Total	\$ 294,479.79	\$ 286,546.51	\$ 315,018.00	\$ 319,961.00	\$ 4,943.00	\$ 316,961.00	\$ (3,000.00)

Update: *Due to an update on natural gas costs, the FY13 budget request was reduced.*

Departmental Accomplishments:

1. Survived the extensive and major flooding in the senior center
2. Successful Craft Fair fundraiser with the Friends of South Hadley Elderly, Inc.
3. Programs on Channel 15 include: "To the Point" with Director, Social Service Coordinator and member of the Friends of the Elderly, Inc. group; TRIAD/S.A.L.T. programs: "How to Stay Safe" and "Are You Okay" with Knox Box and Fire Safety
4. Successful volunteer projects with "Count Me In" volunteers included painting, knitted items for distribution to community, sing-along with high school students and gift bags for 80 home-delivered meals clients
5. Two trained SHINE Counselors available for health insurance assistance
6. New programs: music appreciation and art classes
7. Trivia and ethnic lunches expanded to international countries
8. Increased and on-going participation in health, educational and recreational programs

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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 129,386.88	\$ 203,918.19	\$ 215,300.00	\$ 215,300.00	\$ -	\$ 215,300.00	\$ -
Total	\$ 129,386.88	\$ 203,918.19	\$ 215,300.00	\$ 215,300.00	\$ -	\$ 215,300.00	\$ -

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.

FY2013 Departmental Goals and Objectives:

- Library staff and Trustees will use print and social media tools to publicize availability of e-books via the library catalog.
- Library staff will make more digitized photographs available via the C/WMARS Digital Treasures catalog.
- The Library Director and Adult Services Librarian will explore wireless solutions to staff networking and printing issues.
- 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 will encourage new community groups to make better use of the library meeting space.
- The Youth Services Librarian will coordinate a new Teen Advisory Board with the town Youth Commission.
- Library staff will better integrate embedded third-party information into the library homepage.
- The library will produce informational videos to be shown on the local cable access station.
- Library staff will hold at least one off-site program at a senior housing site.

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 359,874.54	\$ 345,554.16	\$ 345,052.00	\$ 351,655.00	\$ 6,603.00	\$ 351,655.00	\$ -
O/E	\$ 177,498.12	\$ 164,067.20	\$ 165,365.00	\$ 165,365.00	\$ -	\$ 163,865.00	\$ (1,500.00)
Total	\$ 537,372.66	\$ 509,621.36	\$ 510,417.00	\$ 517,020.00	\$ 6,603.00	\$ 515,520.00	\$ (1,500.00)

The FY13 library budget is level-funded from the year before. We have shifted funds from "Natural Gas" to "Electricity" to reflect past and projected heating and cooling costs. Personnel costs are level-funded but reflect increases due to the upcoming 53-week payroll year, with salary figures supplied by the town accountant.

Update: Due to an update on natural gas costs, the FY13 request was reduced.

Departmental Accomplishments:

- Circulation at the South Hadley Public Library rises every year and is up more than 28% since 2007 to 202,349 items in FY 2011.
- 1094 people attended 74 adult programs at the South Hadley Public Library last year.
- 364 children and teens joined the summer reading program this year at the library.
- Over 400 people use the South Hadley Public Library computers every week.
- The South Hadley Public Library multi-purpose room was used 374 times in FY11 for programs, meetings, and events.
- The library provided workshops and support to new Nook & Kindle owners and increased publicity about free ebooks available from the digital catalog.
- The library made increased use of social media sites such as Facebook and YouTube to better connect with the community.
- New online services such as "Cypress Resume" for job-seekers and "Wowbrary" for new acquisitions directly addressed community needs.
- The 2011 town-wide reading program, featuring the novel *Hotel on the Corner of Bitter and Sweet* by Jamie Ford, proved to be a very successful collaboration with the Gaylord Library, Senior Center, and Odyssey Bookshop.
- An historical display on the library's history and future was part of the Firehouse Museum's annual exhibit.
- Three new computers upgraded staff and public workstations on the library network.
- Library advocates participated in two *Know Your Town* community forums.
- The library successfully demonstrated the need for an improved library facility and secured a state grant, private donations, and local funding for the South Hadley Public Library Building Project.

Gaylord Library

Mission Statement:

Gaylord Memorial Library's mission is to encourage and support the personal growth and lifelong learning of all members of the community by providing free access to the wealth of available information, materials, and resources. The Library also provides a welcoming and open environment in which to enjoy a variety of programs and services which promote literacy, education and inspiration.

FY2013 Departmental Goals and Objectives:

- To reduce ongoing budget deficit.
- 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 in order 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 Memorial Library's operating budget has decreased over 10% over the last 3 fiscal years, and is expected to remain at this reduced level. In addition to operating and program costs, the Library has assumed full responsibility for all capital, maintenance, and utility costs, resulting in a substantial multi-year deficit. The FY 13 budget request represents a 5% reduction from the amount needed to balance the budget.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 13,000.00	\$ 12,350.00	\$ 12,350.00	\$ 31,753.00	\$ 19,403.00	\$ 12,350.00	\$ (19,403.00)
Total	\$ 13,000.00	\$ 12,350.00	\$ 12,350.00	\$ 31,753.00	\$ 19,403.00	\$ 12,350.00	\$ (19,403.00)

Update: The Selectboard does not recommend additional funding at this time.

Departmental Accomplishments:

- New program for homeschooled children and young adults
- New adult Summer Reading Program
- Expanded fundraising and new development committee
- Kindle E-reader to bring Ebooks to patrons
- Doubled size of Books on CD collection
- 18,465 items loaned to residents
- 783 inter-library loans processed
- 12.5% increase in programs - including story hours, author talks, etc.
- 1,271 registered borrowers
- Approx. 1274 hours worked by volunteers
- Cooperative programming with the South Hadley Public Library, COA, Chamber, and Odyssey, new partnerships with Food pantries, Farmer's Market, Firehouse Museum
- New fundraisers: Architectural photography, Crafts and Quilts at the holidays
- Local history vault materials inventoried
- New local history offerings: Irene Cronin South Hadley binder, Scrapbook & Clippings 1903-1951

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 Changes:

A placeholder amount of \$28,000 for the annual audit has been used until an actual cost is received from the auditors

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 28,000.00	\$ 26,000.00	\$ 28,000.00	\$ 32,000.00	\$ 4,000.00	\$ 28,500.00	\$ (3,500.00)
Total	\$ 28,000.00	\$ 26,000.00	\$ 28,000.00	\$ 32,000.00	\$ 4,000.00	\$ 28,500.00	\$ (3,500.00)

Update: After receiving updated cost information, the Selectboard reduced the request for the FY13 budget.

Cable Access

Mission Statement:

The Cable Studio provides South Hadley residents, municipal departments and educational community with production equipment, training and technical assistance, free of charge, for the production and presentation of non-commercial programs on SHCTV Channel 15.

FY2013 Departmental Goals and Objectives:

- To improve the quality of, and ease by which, municipal meeting coverage is provided
- Attract a dedicated pool of volunteers to assist in coverage of municipal meetings
- Increase availability of user-friendly and appropriate equipment for public access users
- Increase use of the studio facility for the production of regular programming
- Establish long-range goals for continuing equipment improvement and acquisition

Significant Budget Changes:

An increase is being sought in the area of equipment purchases to addresses deficiencies and inefficiencies in the tools currently made available to public access users and for the coverage of municipal meetings. Also, the cable studio had a dedicated Internet and phone line installed to alleviate technical problems stemming from use of the high school's services and funds must be set aside for this service.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 46,487.48	\$ 59,893.56	\$ 65,106.00	\$ 65,795.00	\$ 689.00	\$ 65,795.00	\$ -
O/E	\$ 21,429.66	\$ 10,237.44	\$ 13,200.00	\$ 29,650.00	\$ 16,450.00	\$ 29,650.00	\$ -
Total	\$ 67,917.14	\$ 70,131.00	\$ 78,306.00	\$ 95,445.00	\$ 17,139.00	\$ 95,445.00	\$ -

Departmental Accomplishments:

- For the calendar year 2012, the studio provided over 183 hours of municipal programming (including selectboard, school committee and other town meetings) accounting for 4.5 weeks of personnel time.
- The Cable Studio was without a permanent Studio Manager from April to August 2012. During this time, acting manager Dan Pease was able to maintain consistent coverage of municipal meetings and provide public access services with limited staff resources. Consequently, the studio's ability to undertake new initiatives or programming efforts was limited.
- A new studio manager was hired in August 2012.
- Representative John Scibak has begun taping a monthly program for airing on the channel.
- A small, but active, public access user base continues to provide programming ranging from theatrical presentations to public service events.
- A Town Meeting appropriation was made to provide funding for the installation of more permanent, higher-quality equipment at town hall.
- Efforts have been made to more clearly define the studio's mission and scope of responsibilities by developing and implementing clearer policies regarding technical assistance and day-to-day activities.

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 FY2013 is 13.47% 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 19.88% of the total aggregate salaries for 1/1/2010. The total increase for FY13 is 5.20%.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 1,678,094.00	\$ 1,823,279.00	\$ 1,902,732.00	\$ 1,999,775.00	\$ 97,043.00	\$ 1,999,775.00	\$ -
Total	\$ 1,678,094.00	\$ 1,823,279.00	\$ 1,902,732.00	\$ 1,999,775.00	\$ 97,043.00	\$ 1,999,775.00	\$ -

Unemployment

Mission Statement:

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

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 74,849.02	\$ 92,289.00	\$ 100,000.00	\$ 100,000.00	\$ -	\$ 95,000.00	\$ (5,000.00)
Total	\$ 74,849.02	\$ 92,289.00	\$ 100,000.00	\$ 100,000.00	\$ -	\$ 95,000.00	\$ (5,000.00)

Update: In an effort to balance the FY13 budget, the Selectboard reduced the request based on the FY12 expenditures.

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.

FY2013 Departmental Goals and Objectives:

Continue to provide adequate street lighting

Significant Budget Changes:

The street light budget request amount is provided by the South Hadley Electric Light Department (SHELD).

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 87,229.82	\$ 86,639.48	\$ 112,341.00	\$ 101,955.00	\$ (10,386.00)	\$ 101,955.00	\$ -
Total	\$ 87,229.82	\$ 86,639.48	\$ 112,341.00	\$ 101,955.00	\$ (10,386.00)	\$ 101,955.00	\$ -

Departmental Accomplishments:

The cost of street lighting last year was within the FY 11 budget.

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.

Significant Budget Changes:

\$30,000 has been requested in additional funds for FY13 to cover the cost of deductibles.

Update: *In an effort to balance the budget, the Selectboard reduced the request for FY13.*

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 198,230.77	\$ 184,051.00	\$ 219,530.00	\$ 280,000.00	\$ 60,470.00	\$ 250,000.00	\$ (30,000.00)
Total	\$ 198,230.77	\$ 184,051.00	\$ 219,530.00	\$ 280,000.00	\$ 60,470.00	\$ 250,000.00	\$ (30,000.00)

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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 4,049,406.41	\$ 4,065,182.19	\$ 4,189,767.00	\$ 4,189,767.00	\$ -	\$ 4,089,767.00	\$ (100,000.00)
Total	\$ 4,049,406.41	\$ 4,065,182.19	\$ 4,189,767.00	\$ 4,189,767.00	\$ -	\$ 4,089,767.00	\$ (100,000.00)

Update: Due to savings incurred from retirees changing from Managed Blue to Medex, the FY13 request was reduced

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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 2,760.37	\$ 2,725.94	\$ 2,800.00	\$ 2,800.00	\$ -	\$ 2,800.00	\$ -
Total	\$ 2,760.37	\$ 2,725.94	\$ 2,800.00	\$ 2,800.00	\$ -	\$ 2,800.00	\$ -

Damages to Persons/Property

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ -	\$ -	\$ 10.00	\$ 10.00	\$ -	\$ 10.00	\$ -
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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 2,782.22	\$ 2,340.12	\$ 3,500.00	\$ 3,500.00	\$ -	\$ 3,500.00	\$ -
Total	\$ 2,782.22	\$ 2,340.12	\$ 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.

Significant Budget Changes:

After discussions with the Town Accountant, it is felt a 5% increase is appropriate.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 307,164.34	\$ 311,222.57	\$ 326,977.00	\$ 343,326.00	\$ 16,349.00	\$ 343,326.00	\$ -
Total	\$ 307,164.34	\$ 311,222.57	\$ 326,977.00	\$ 343,326.00	\$ 16,349.00	\$ 343,326.00	\$ -

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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 2,820.58	\$ 2,986.56	\$ 4,126.00	\$ 4,126.00	\$ -	\$ 4,126.00	\$ -
Total	\$ 2,820.58	\$ 2,986.56	\$ 4,126.00	\$ 4,126.00	\$ -	\$ 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.

FY12 Amount Budgeted: \$-0-

FY13 Amount Requested: \$ -0-

Balance	7/1/2010	\$785,542.80	Balance	7/1/2011	\$762,182.48
ATM		\$65,000.00	ATM		\$0.00
Interest Thru	6/30/2011	\$35,975.28	Interest Thru	2/29/2012	\$1,391.75
			Settlement		\$5,635.50
Expended Thru	6/30/2011	\$124,335.60	Expended Thru	3/31/2012	\$97,154.31
Balance	6/30/2011	\$762,182.48	Balance		\$672,055.42

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	\$ 124,335.60
2012 \$	-	\$ -

Injured on Duty

FY2012 Amount: -0-

FY2013 Requested Amount: \$7,500.00

Balance	7/1/2010	\$793,704.66	Balance	7/1/2011	\$768,513.37
ATM		\$0.00	ATM		\$0.00
Interest Thru	6/30/2011	\$4,605.72	Interest Thru	3/31/2012	\$2,210.10
Insurance Reimb	6/30/2011	\$14,255.77	Insurance Reimbursement		\$0.00
Investment Refund		\$28,577.50	Settlement		\$0.00
Expended Thru	6/30/2011	\$72,630.28	Expended Thru	3/31/2012	\$61,238.38
Balance	6/30/2011	\$768,513.37	Balance		\$709,485.09

Historical Appropriation and Expense

FY	Appropriated		Expended	
2006	\$	7,500.00	\$	42,940.86
2007	\$	7,500.00	\$	21,747.24
2008	\$	-	\$	92,164.28
2009	\$	-	\$	66,612.69
2010	\$	-	\$	82,878.33
2011	\$	-	\$	-
2012	\$	-	\$	-

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.

FY2013 Departmental Goals and Objectives:

- To work collaboratively with the sub-regional emergency preparedness group (Northampton, Amherst, Quabbin & South Hadley) on an all hazards public health approach.
- To work on vulnerable population emergency planning, sheltering and expanding the Board of Health Medical Reserve Corps membership and functionality
- To continue to work with the Tobacco Coalition twenty-two (22) members to help update tobacco regulations.
- To work with the Assessor's Office to consolidate the Town's business listings.

Significant Budget Changes:

An increase of one health inspector position \$22.00 @ 35 hrs/wk.

There has been an increase in need by South Hadley residents for mandated services as required by Massachusetts General Laws (M.G.L.) from the Board of Health in the past several years.

Also, the administrative assistant staff has been decreased for over a year. The administrative staff is a one full-time position that is now shared with Public Health Director (.25), Plumbing & Gas Inspector(.25), and Town Planner(.50).

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 106,899.02	\$ 103,847.93	\$ 110,084.00	\$ 152,521.00	\$ 42,437.00	\$ 112,421.00	\$ (40,100.00)
O/E	\$ 3,818.59	\$ 2,731.43	\$ 2,900.00	\$ 2,900.00	\$ -	\$ 2,900.00	\$ -
Total	\$ 110,717.61	\$ 106,579.36	\$ 112,984.00	\$ 155,421.00	\$ 42,437.00	\$ 115,321.00	\$ (40,100.00)

Update: The Selectboard does not recommend the funding of a new position at this time.

Departmental Accomplishments:

1. The South Hadley Board of Health hired a consultant with grant money to create a "Business Listing" for the town. The Board of Health will continue to work with the Assessor's Office to consolidate the listings.
2. The South Hadley Board of Health worked to outreach and vaccinate vulnerable populations.
3. Responded to several disasters in the past year; hurricane, tornado and snow storm.
4. Increased number of town's in the Tobacco Coalition from seven (7) towns to twenty-two (22) towns.

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

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 2,646,752.45	\$ 2,554,693.36	\$ 2,392,729.00	\$ 2,282,955.00	\$ (109,774.00)	\$ 2,282,955.00	\$ -
Total	\$ 2,646,752.45	\$ 2,554,693.36	\$ 2,392,729.00	\$ 2,282,955.00	\$ (109,774.00)	\$ 2,282,955.00	\$ -

Departmental Accomplishments:

In the fall 2011 with interest rates low, I was able to restructure some our Town's debt through refunding a \$1,903,531 General Obligation Municipal Purpose Loan of 2011 Bonds Series A and \$9,560,000 General Obligation Refunding Bonds, Series B. This refinancing package represented a net savings to the Town of \$1,098,622.50.

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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 1,207,353.34	\$ 1,104,854.82	\$ 1,014,118.00	\$ 818,726.00	\$ (195,392.00)	\$ 818,726.00	\$ -
Total	\$ 1,207,353.34	\$ 1,104,854.82	\$ 1,014,118.00	\$ 818,726.00	\$ (195,392.00)	\$ 818,726.00	\$ -

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.

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 18,536.93	\$ 14,423.42	\$ 30,530.00	\$ 2,844.00	\$ (27,686.00)	\$ 2,844.00	\$ -
Total	\$ 18,536.93	\$ 14,423.42	\$ 30,530.00	\$ 2,844.00	\$ (27,686.00)	\$ 2,844.00	\$ -

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.

FY2013 Departmental Goals and Objectives:

Continue the work of monitoring the installation, maintenance & removal of channel markers for the 2013 season and be sure funding is available to maintain program.

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 4,093.00	\$ 3,725.00	\$ 5,500.00	\$ 5,500.00	\$ -	\$ 5,500.00	\$ -
Total	\$ 4,093.00	\$ 3,725.00	\$ 5,500.00	\$ 5,500.00	\$ -	\$ 5,500.00	\$ -

Departmental Accomplishments:

Oversee the installation & removal of channel markers along with their maintenance during the 2011 season. There were 33 lost markers from Hurricane Irene.

The four community committee met. The host city of Northampton was directed to go to FEMA for assistance since there are not enough funds to replace all missing markers. Bids went out; supplier was accepted & verbal ok from FEMA given. The host city of Northampton voiced concern of Deficit spending if towns on physical calendars do not send money in till spring/summer and FEMA is slow to pay.

Ledges Golf Club

Mission Statement:

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

FY2013 Departmental Goals and Objectives:

- To improve the level of customer service in order to create a truly first class experience that will lead to return customers and as a result higher revenue.
- To attract new customers by creating a fun filled event schedule designed to increase the number of rounds played also leading to increased revenue
- To partner with local hotels in order to create “stay and play” packages to attract new customers that are traveling to the area
- To contact local businesses to create new business by developing customer appreciation events and employee appreciation days involving golf designed to increase both rounds and revenue
- To develop a better relationship with the residents of South Hadley by hosting special events designed to increase community participation

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
P/S	\$ 117,168.76	\$ 115,465.31	\$ 111,515.00	\$ 133,500.00	\$ 21,985.00	\$ 127,662.00	\$ (5,838.00)
O/E	\$ 776,691.80	\$ 789,723.02	\$ 842,320.00	\$ 788,108.00	\$ (54,212.00)	\$ 782,058.00	\$ (6,050.00)
Total	\$ 893,860.56	\$ 905,188.33	\$ 953,835.00	\$ 921,608.00	\$ (32,227.00)	\$ 909,720.00	\$ (11,888.00)

In order to reach our goals and objectives outlined above in this document you will notice that we have increased the labor expense from previous years. This increase in labor will allow us to properly staff the facility with professionally trained personnel in order to better meet and / or exceed the needs of our customers which will ultimately allow us to increase our revenue.

After carefully analyzing past expenditures, we have reorganized the funds needed in several line items in order to create a more accurate budget moving forward.

Golf Course Enterprise-FY13 Supporting Documentation

Estimated Revenues

Green Fee's/ Cart Rentals	\$ 576,884
Season Passes	\$ 87,175
Pro Shop	\$ 46,895
Driving Range	\$ 14,321
Concession	\$ 18,750
Total	\$ 744,025

Expenses

Golf Enterprise Operating Budget

Personal Services	\$ 127,662
Other Expenses	\$ 782,058
Total Operating Budget	\$ 909,720

Debt & Interest	\$ 422,375
Capital Outlay	\$ -

Subtotal \$ 1,332,095

Direct/Indirect Costs in General Fund

Admin Services	\$ 19,418
DPW Related Services	\$ 14,161
Health & Life Insurance	\$ 5,023
FICA	\$ 1,845
Retirement	\$ 9,999
Liab. Insurance/ Misc.	\$ 6,250
Subtotal	\$ 56,696

Total \$ 1,388,791

Estimated Budgeted Surplus/(Deficit) \$ (644,766)

Proposed funding is as follows:

\$744,025 to come from enterprise revenues, \$588,070 to come from free cash, and \$56,696 to be appropriated in the general fund from the tax levy.

* (Certified Retained Earnings as of 7/1/11 - (\$79,739))
amount was provided for at STM 11/10/11

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.

FY2013 Departmental Goals and Objectives:

Our primary goal for FY13 is to redesign and install new low maintenance plantings in the various planting beds at Bicentennial Canal Park. We are also looking forward to transferring the present non-motorized boat access to Cove Island to facilitate access to the river and mitigate the increased cost of installing and removing the docks.

Significant Budget Changes:

	FY10 Expended	FY11 Expended	FY12 Budget	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 975.00	\$ 625.00	\$ 900.00	\$ 900.00	\$ -	\$ 900.00	\$ -
Total	\$ 975.00	\$ 625.00	\$ 900.00	\$ 900.00	\$ -	\$ 900.00	\$ -

Departmental Accomplishments:

The Bicentennial Canal Park sign was power-washed, stained and the lettering repainted in gold paint. The many Canal Park volunteers conducted the spring cleanup and trail maintenance. Volunteers also provided ongoing maintenance through the summer.

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.

FY2013 Departmental Goals and Objectives:

1. Provide assistance to residents and applicants about the wetland permitting process, to ensure awareness and compliance with the state regulations and local bylaw.
2. Work on priority Recommended Actions with Master Plan Implementation Committee (*some of these are land protection*).
3. Promote and support land conservation efforts in town.
4. Update conservation land & trail maps on website or print.
5. Continue participation and assistance to town officials by serving on the Intervenor Status Committee.

Significant Budget Changes:

We are asking for the same \$5,000.00 for this account as we have asked for past years. We were able to use this fund to facilitate the purchase of the 100-acre Agricultural Preservation Restriction for McCray's Farm in December 2010. At that time we used \$24,000., but were fortunate enough to be reimbursed for most of that expense by The Kestrel Trust. Because this account had some funds available in it, we did not have to come to Town Meeting for new money for that large project. We would like to continue to slowly build this account so there will be funds available for the next important land project.

	FY10 Appropriated	FY11 Appropriated	FY12 Appropriated	FY13 Request	Change FY13-12	Selectboard Recommended	Change from Request
O/E	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -
Total	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -

Departmental Accomplishments:

This year we have worked on a few small land projects that have cost nothing (donations), or will have a small charge for deed writing and recording (transfers). See description under Conservation Commission. We are also working on a possible larger project that will require use of these funds.

Section III: Capital

Capital Planning Committee Report to Town Meeting

Town of South Hadley
April 9, 2012

The Capital Planning Committee (CPC) is pleased to submit this Five Year Capital Plan (The Plan) for Town Meeting consideration. Unlike prior years, this year's report encompasses known projects and equipment that will require funding for the next five years. Although Town Meeting will only be voting to appropriate funds for those proposals that require funding during FY2013, the entire Plan is available for your review on the town web site. We welcome Town Meeting comment on all aspects of The Plan and, should you choose to do so, your endorsement of this approach.

Going forward, CPC will update The Plan annually with notification to Town Meeting as each project is completed and new projects are added. Town Meeting will be apprised of any deviations from the original proposals, including documentation of final project costs and any significant changes to anticipated project specifications.

Facilities Management

The town has invested large sums of money in construction of its buildings. In 1997, voters passed a \$28.4 million Debt Exclusion Override for additions and renovations to the high school and middle school. In 2011, voters again passed an override for a new library, estimated at approximately \$10 million. In June, Town Meeting will be considering \$2 million in proposed energy savings upgrades to virtually all town buildings through the performance contracting agreement with Siemens Corporation. Finally, in the next several months, voters will be considering the funding for a new elementary school valued at greater than \$20 million. Over the years, maintenance of all town buildings has not always been funded at the level necessary to provide the best possible return on investment. With budget dollars always at a premium, maintenance of property and vehicles has not always been a high enough priority. As a result, the town has sometimes been forced to react to emergency situations that might have been avoided if more comprehensive facilities management and oversight were in place.

We applaud the Selectboard for recommending funding for a new position of Facilities Manager in the preliminary FY13 budget. We also appreciate that the School Committee has funded a similar position in its budget for the past several years. We encourage both committees to continue to work to establish comprehensive and streamlined facilities management with the goal of providing in-house expertise that will ensure proper building maintenance and preservation as well as the ability to look forward and embrace the latest technologies in building and energy management. We believe it to be of paramount importance that funding be established in the FY2013 budget for proper implementation of this initiative.

Performance Contracting

As previously noted, energy savings initiatives as proposed by Siemens Corporation are scheduled to be considered by Town Meeting in June. Because the report from Siemens has only been completed and submitted to the town this month, there is not sufficient time to review the entire report and make final recommendations to Town Meeting in time for the annual meeting. CPC has begun review of the Siemens report and will be making recommendations prior to the June meeting. We anticipate that these projects will then be incorporated into the Five Year Capital Plan.

Financial Strategy

The CPC is presently working with the Town Treasurer, Town Accountant, Acting Town Administrator and Appropriations Committee to review the town's debt obligations, borrowing capacity and cash flow projections to ensure the financial sustainability of The Plan for the long term. Preliminary analysis indicates that the town would borrow for five or ten years for each project. Additionally, all projects currently under consideration through the Siemens performance contract would include borrowing for twenty years.

Some backup materials can be found in the budget book. Additional information and analysis will be made available to town meeting members as it becomes available.

Finally, we wish to thank several individuals for their assistance in the construction of this report. In particular, DPW Superintendent James Reidy has been an invaluable resource in spearheading this initiative. We also thank School Business Manager Candice Walczak, Town Accountant William Sutton and Town Treasurer Carlene Hamlin for their help.

Respectfully submitted,

Capital Planning Committee

Ted Boulais, Chairperson

Joan Rosner, Clerk

Roddy Adams

Ed Boisselle

Ira Brezinsky

Rich Germain

John Pietras

Forrest Price

Schley Warren

Funding Recommendations for FY2013

Following are projects for funding consideration in the FY2013 budget. A significant portion of the projects are recommended to be funded through borrowing. With interest rates close to historic lows, the town's debt service at very manageable levels and in conjunction with suggested improvements to our in-house facilities management efforts, we believe the time is right to accelerate the town's capital program to be more proactive in protecting the town's capital assets.

The following are the Committee's recommendations. Four funding categories were utilized to rank projects.

1. Strongly recommended
2. Recommended
3. Defer project unless or until funds are available
4. Not recommended

1. **Strongly recommended.**

DPW Highway Division Equipment – Purchase New Backhoe Cost \$90,000

Requested funds would be used to purchase a new backhoe. The existing backhoe is 21 yrs old, subject to breakdowns, needs structural repairs to the floor and front end repairs. The new purchase would be similar in size and function to the existing equipment. Recommended source of funding is borrowing.

DPW Highway Division Equipment – Purchase New Chipper Cost \$30,000

Requested funds will be used to purchase a new chipper. The existing model is 26 yrs old. The toll of extensive use after the October snow storm has left the engine in poor running condition and the machine in need of extensive repairs. Estimated repairs are \$5,000 for the engine alone, body and fender work would add to this cost. The new machine would provide reliable operation and modern safety features. Recommended source of funding is Taxation.

DPW Parks Equipment – Purchase new Tractor Cost \$40,000

Requested funds will be used to purchase a new tractor/loader for the parks department. The existing tractor is out of service with repairs estimated at \$10,000. The lack of a tractor has negatively affected the ability of Parks to maintain fields in an acceptable and playable condition. Recommended source of funding is Taxation.

DPW Highway Division Equipment – 6-Wheel Dump Truck w/Plow Cost \$140,000

Requested funds will be used to purchase a new six wheel dump truck with a snow plow. This truck will be a replacement of an existing 1990 dump truck that is no longer in service due to extensive repairs required. The truck is an important component to the town's snow plowing fleet and will be used during warm weather months for hauling earth materials and hot mix asphalt. . This project is a FY 14 request on the five year capital plan. However, the Capital Committee recommends the town take advantage of low interest borrowing at this point in time and complete the project in FY13. Recommended source of funds is borrowing.

School Department All Schools – Replace Telephone System. Cost \$250,000

Requested funds will be used to replace the phone systems in all schools. The current phone system has been plagued with breakdowns and glitches for several years. The intercom system has completely failed in some areas of all buildings creating safety concerns due to the inability to broadcast evacuation and code emergency announcements. Use of the intercom interferes with telephone conversations. The voicemail component of the system is totally unreliable and a source of frustration for parents trying to communicate with school personnel. Recommended source of funding is borrowing. (Note: Because decisions will need to be made in the near future regarding Plains School, there have been recent discussions as to whether or not new phones should be installed in that building. Based on the results of this ongoing discussion, a revised recommendation may be forthcoming.)

School Department High School – Replace Floor Tiles Cost \$100,000

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 gooey 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. A request for tile replacement was made by the School Department for three previous years. Capital Planning had recommended funding each of the three years but Town Meeting appropriated funds only once. The School Department did some realignment of budget monies in FY 10 to allow for a small scale tile replacement job. The School Dept has taken the approach of small scale tile replacement over multiple years. However, the Capital Committee recommends the town take advantage of low interest borrowing and do four years of tile replacement in one project. Recommended source of funding is borrowing.

School Department MESMS – Replace Pool Water Heater Cost \$38,000

Requested funds will be used to replace and relocate the pool water heater. The existing heater is twelve years old and has had multiple components replaced due to corrosion. The new heater will be installed in an area away from the humidity and chemical exposure that has affected the current unit. Recommended source of funding is borrowing.

School Department High School – Replace Gym Floor Cost \$250,000

Requested funds will be used to replace the hardwood floor in the high school gym. The gym floor has been degraded due to ongoing moisture problems from an unsealed concrete base and occasional termite infestation. The result is “dead spots” in the floor that if not addressed could limit the use of the gym for competitive basketball. Work to include removal of existing floor, termite treatment, concrete repair and leveling, and application of a moisture barrier, new subfloor and new maple strip flooring. This project is a FY 14 request on the five year capital plan. However, the Capital Committee recommends the town take advantage of low interest borrowing at this point in time and complete the project in FY13. Recommended source of funds is borrowing.

School Department MESMS – Replace Pool AC and Dehumidifier Roof Top Unit
Cost \$250,000

Requested funds will be used to replace the unit that provides HVAC and dehumidification to the pool area. The internals of the unit are deteriorating due to the humidity and chlorine levels. Internal sensors are no longer functioning and have been bypassed with jumpers to keep the unit operating. The R22 refrigerant used in this unit is slated to be eliminated in a few years. Extensive repairs and almost daily maintenance has taken place since FY'08. This project is a FY 14 request on the five year capital plan. However, the Capital Committee recommends the town take advantage of low interest borrowing at this point in time and complete the project in FY13. Recommended source of funds is borrowing.

School Department MESM – New Roof Cost \$600,000

Requested funds will be used to replace approximately 33,000 sf of roof at the middle school. In general terms the area is the eastern half of the school building less the gymnasium roof. The portion of roof under consideration has been patched many times and is near the end of the 15yr warranty period. At this point in time the costs associated with this project are preliminary. More detailed survey and investigation work is ongoing and it is expected a detailed report with more precise design and construction costs will be submitted. Recommended source of funding is borrowing.

School Department High School – New Roof cost \$500,000 to 1.4 million

Requested funds will be used to replace various sections of the high school roof. At the low end, a section of 28,000sf is having leak problems with patch work ongoing. However, it makes sense to consider adding another larger section of roof into the project. The additional area encompasses 52,900sf, which is beyond the warranty period. At this point in time the costs associated with this project are preliminary. More detailed survey and investigation work is ongoing and it is expected a detailed report with more precise design and construction costs will be submitted. Recommended source of funding is borrowing.

School Department — Chimney repair Cost \$20,000 to \$50,000

Requested funds will be used to repair the top of the brick chimney stack at the southern end of the high school building. The brick work and mortar at the top of the stack has deteriorated and needs to be repaired to maintain the integrity and safety of the chimney. More detailed survey and investigation work is ongoing and it is expected a detailed report with more precise design and construction costs will be submitted. At this point in time the costs associated with this project are preliminary. Recommended source of funding is borrowing.

School Department High School – Air Conditioning Repairs Cost \$249,000

The existing air cooled chiller at the high school is no longer working. The chiller unit was installed as part of the school renovations in 2000. The unit ran trouble free for approximately six to seven years. Since that time there have been numerous problems and compressor replacements. Approximately \$50,000 has been spent on repairs and replacements. As we move into the cooling season, the school department will be renting a temporary cooling unit at an estimated cost of \$25,000 to provide air conditioning in the building through the cooling season. At this point in time the costs associated with this project are preliminary. More detailed survey and investigation work is ongoing and a detailed report with more precise design and construction costs will be submitted. It should be noted this project has been included in the Siemens Investment Grade Audit as Energy Conservation Measure #16. Due to the total failure of the existing cooling equipment, the Capital Committee is including the project in this report in the event that Town Meeting decides not to move forward with this proposal under the control of Siemens. Recommended source of funding is borrowing.

I T Department – Network Infrastructure Upgrade Cost \$55,000

Requested funds will be used to purchase two new servers with software and associated infrastructure that will allow the town to make use of “Server Virtualization” technology. The technology will allow the two servers to run multiple “virtual” servers thus eliminating the need to purchase additional physical servers as the town makes broader and more efficient use of MUNIS. Recommended source of funding is Taxation.

I T Department – Tyler Content Manager Cost \$44,000

Requested funds will be used to purchase a MUNIS module including software, hardware, training, and first year maintenance costs. This module will help move the town toward a paperless file storage system. As invoices come in they can be scanned and the file attached to information in the system. Currently paper documents are boxed and stored in the basement for a period of seven years. The paperless system will reduce time and space required for storage and provide for efficient research of past records. Recommended source of funding is Taxation.

DPW WWTP – Aerator Tank Concrete Repair Cost \$75,000

Requested funds would be used to repair the concrete surface in the aerator tanks at the Waste Water Treatment Plant. This is the third and final 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. Recommended source of funding is the Waste Water Treatment Enterprise Fund.

DPW WWTP – Replace Roof on Operations and Digester Buildings Cost \$250,000

Requested funds will be used to replace two roofs at the Waste Water Treatment Plant. These roofs are original to the buildings constructed in 1980. Recommended source of funding is Waste Water Treatment Enterprise fund.

DPW WWTP – Vactor/flusher Truck Repairs Cost \$150,000

Requested funds will be used to make repairs on the 2000 International Vactor/Flusher truck. This truck is used to clean sewer and drainage pipes as well as clean catch basins. Most of the main working components of the truck are in need of repair or replacement. The cost for a new truck equal to the existing is approximately \$325,000. Recommended source of funding is Waste Water Treatment Enterprise Fund.

2. Recommended

None

3. Defer project unless or until funds are 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 fourth 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. Recommended source of funding TBD.

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. This is the third year for this request. Last year this was approved by Capital Planning but not funded by town meeting. Recommended source of funding TBD.

Clerk/Treasure – Document Preservation Cost \$10,000

Requested funds would be used to clean, preserve and bind under hard cover, historic records maintained in the clerk/treasurer's office. This is the first year of a multi-year project. Total estimated cost of record preservation is \$92,000. The clerk/treasurer office was able to reallocate operation funds last year to purchase one bound volume of preserved records. Recommended source of funding TBD.

I T Department – Computer Replacement Cost \$12,000

Requested funds will be used to purchase replacement computers for various work stations in Town Hall. Unfortunately a regularly scheduled program of planned computer replacement in town hall has not been implemented. It's been reported that computers as old as eight years are in use at some work stations. Capital Planning is recommending funds be used to replace the oldest computers at this time and further recommends that Capital funds only be spent after a strong commitment is made to funding a regular program of yearly computer replacement as part of the operating budget. Recommended source of funding TBD.

Summary

Based on the recommendations described above, the funding requirements for each category are as follows.

1. **Strongly Recommended**

- a. \$3,417,000 from borrowing (based on max estimates for schools) **
- b. \$169,000 from Taxation.
- c. \$475,000 from Waste Water Treatment Enterprise Fund

2. **Recommended**

- a. None

3. **Defer project unless or until funds are available**

- a. \$ 65,000 Source of funding TDB

4. **Not recommended**

- a. None

** The School Department is still in the process of getting detailed cost estimates for roofing projects. In addition, air conditioning at the high school is currently being considered under both the Capital Plan as well as the Performance Contracting Plan. Once detailed estimates are received and decisions regarding the funding mechanism are made, the recommended amount for borrowing will be finalized. Currently, the minimum to be borrowed is estimated at \$2,487,000 and the maximum is estimated at \$3,417,000.

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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 12th day of May, 2012, 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, and/or appropriate from the Golf Enterprise Fund, the sum of \$5,000, or a greater or lesser sum, for the purpose of an RFP for Management and/or Maintenance of Ledges Golf Club, 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 10th day of April 2012:

John R. Hine
Chair

Robert G. Judge
Vice-Chair

Marilyn G. Ishler
Clerk

Francis J. DeToma
Member

Annual Town Meeting Warrant

COMMONWEALTH OF MASSACHUSETTS
SOUTH HADLEY, MASSACHUSETTS

DRAFT

WARRANT
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 12th day of May, 2012, 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, 2012, 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 2013, 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 2013 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 2013 Operating Budget

ARTICLE 6. To see if the Town will vote to raise and appropriate the sum of \$32,500.00, 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 51)*

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 \$19,658,322.00, or a greater or lesser sum, for the support and maintenance of its schools, for the Fiscal Year beginning July 1, 2012, 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, transfer from available funds in the Landfill Enterprise Fund, Waste Water Treatment Plant Enterprise Fund, and Cable Studio Account, the sum of \$56,612.00, or a greater or lesser sum, for the purpose of funding wage and merit increases for non-unit employees for Fiscal Year 2013, including the Clerk/Treasurer and Collector pursuant to Article 7 above, and to reflect and implement said wage and merit increases in Personal Services for covered employees and the Stipend Administration Plan, or take any action relative thereto. *(Refer to page 64)*

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 \$1,707,469.00, or a greater or lesser sum, for the purpose of funding Personal Services and Expenses of General Government for FY 2013, or take any other action relative thereto. *(Refer to pages 51-73)*

ARTICLE 11. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$2,515,894.00, or a greater or lesser sum, for the purpose of funding Protection of Persons and Property for FY 2013, or take any other action relative thereto. *(Refer to pages 74-80)*

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 \$7,500.00, or a greater or lesser sum, for the purpose of funding the Police Line of Duty Self-Insurance Trust Fund Account for FY 2013, or take any other action relative thereto. *(Refer to page 103)*

ARTICLE 13. To see if the Town will vote to transfer the sum of \$23,041.00, or a greater or lesser sum, from Cable Studio Account to the General Fund for FY 2013, or take any other action relative thereto.

ARTICLE 14. To see if the Town will authorize expenditure of an appropriation to fund the cost items of a new collective bargaining agreement negotiated with the Department of Public Works employees, or take any other action relative thereto.

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 \$3,477,879.00 or a greater or lesser sum, for the purpose of funding the Department of Public Works for FY 2013, or take any other action relative thereto. *(Refer to pages 81-91)*

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 \$100,006.00, 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 2013, or take any other action relative thereto. *(Refer to page 84)*

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 \$316,961.00, or a greater or lesser sum, for the purpose of funding the Council on Aging for FY 2013, or take any other action relative thereto. *(Refer to page 92)*

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 \$215,300.00 or a greater or lesser sum, for the purpose of funding Veterans and Soldiers Benefits in FY 2013 under Chapter 115 of the Massachusetts General Laws, or take any other action relative thereto. *(Refer to page 93)*

ARTICLE 19. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$515,520.00, or a greater or lesser sum, for the purpose of funding the South Hadley Library for FY 2013 or take any other action relative thereto. *(Refer to pages 93-94)*

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 \$12,350.00, or a greater or lesser sum, for the purpose of funding the Gaylord Library in FY 2013, or take any other action relative thereto. *(Refer to page 95)*

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 \$28,500.00 or a greater or lesser sum, for the purpose of auditing the Town's accounts for Fiscal Year 2012 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 22. To see if the Town will vote to transfer from available funds in the Cable Studio Account the sum of \$95,445.00, or a greater or lesser sum, for the purpose of funding Cable Studio Personal Services and Expenses for FY 2013, or take any other action relative thereto. *(Refer to page 97)*

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 \$6,890,259.00, or a greater or lesser sum, for the purpose of funding FY 2013 Unclassified Accounts, or take any other action relative thereto. *(Refer to pages 99-101)*

ARTICLE 24. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$115,321.00, or a greater or lesser sum, for the purpose of funding Health and Sanitation for FY 2013, or take any other action relative thereto. *(Refer to page 104)*

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 \$3,104,525.00, or a greater or lesser sum, for the purpose of funding its Maturing Debt and Interest Account for FY 2013, or take any other action relative thereto. *(Refer to pages 105-106)*

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 \$5,500.00 or a greater or lesser sum, for the purpose of funding the Connecticut River Channel Marking and Safety Committee for FY 2013, or take any other action relative thereto. *(Refer to page 106)*

ARTICLE 27. 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 \$909,720.00, or a greater or lesser sum, for the purpose of funding the Ledges Golf Club for FY 2013, or take any other action relative thereto. *(Refer to pages 107-108)*

ARTICLE 28. 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 2013, or take any other action relative thereto. *(Refer to page 109)*

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 \$5,000.00, or a greater or lesser sum, for the purpose of funding the Conservation Land Acquisition Account for FY 2013, or take any other action relative thereto. *(Refer to page 110)*

ARTICLE 30. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$15,000.00, or a greater or lesser sum, for the revaluation of real property, or take any other action relative thereto. *(Refer to page 60)*

ARTICLE 31. To see if the Town will vote pursuant to the provisions of Massachusetts General Laws, Chapter 59, Section 5, Clause 41C, relating to the exemption of real estate taxes on property of elderly persons, effective for fiscal 2013 to modify the eligibility requirements for elderly as follows:

“Increase income limits to \$17,500.00 for single persons and \$20,000.00 for married couples.”

ARTICLE 32. To see if the Town will vote to amend its Town By-Law Article II, Section 200 by adding the following paragraph:

“Notwithstanding the above, in any year where there is a Presidential Primary Election, the annual town election shall be held on the same date as that election, but the term of any newly elected Town officer shall only become effective commencing on the first Tuesday in April of that year. “

ARTICLE 33. 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 2013 for the continued support and maintenance of Buttery Brook Park, or take any other action relative thereto.

ARTICLE 34. I move that the Town vote, pursuant to the consent voted by the School Committee, that the ***care, custody, management and control*** of the following land known as the George Hahn/Edwin Warner Arboretum, being a portion of Map 38 Parcel 1, is hereby transferred from the School Committee & Selectboard to the Conservation Commission for the conservation purposes set out under G.L. Ch. 40 §8C.

ARTICLE 35. To see if the Town will vote to amend in the Zoning Map by changing the designation of a 0.5165+/- acre parcel of land situated at 187 East Street (west side of East Street) and generally identified on Tax Assessor’s Map #32 as Parcel #78 from the present zoning designation of Business A-1 to Business A (any portion of the subject property currently zoned Residence A-1 is to remain in its present zoning designation of Residence A-1) or take any other action relative thereto. (Submitted by John Houle)

ARTICLE 36. To see if Town Meeting will vote to authorize the School Committee, pursuant to Massachusetts General Law Chapter 40, Sections 3 and 4, to enter into a lease (upon such terms and for such length of time as the School Committee deems proper) of surplus building and ground space at the South Hadley High School facility (identified as 153 Newton Street – Assessor’s Map #17 - Parcel #15) for an initial term of at least 5 years and with successive renewal periods, the cumulative of which are not to exceed 25 years for the purpose of leasing said space to one or more commercial cellular communications/wireless carriers for the installation and operation of one or more commercial wireless communications facilities (antennae components of said facilities to be affixed to the existing structure with supporting equipment located in close proximity to the existing structure) and to provide, to the extent allowed by Massachusetts General Laws, that revenues received from such leases are to be placed into a School Building Revolving Fund or similar account and appropriated annually by the School Committee for School Building improvements/operations or take any other action relative thereto.

Article 37. To see if the Town will vote to amend the General By-laws, namely Section 501 entitled The Personnel Board, to provide for the appointment of an associate member by inserting the following wording as Section 501.4:

Section 501.4 Associate Member

One Associate Member may be appointed to the Personnel Board for a three-year term in the same manner as the appointment of full members. In the absence of one or more of the regular members, the Associate Member may be counted for the purpose of creating a quorum. Further, the Associate Member may fully participate in all discussions of the Personnel Board, but may only vote in situations where one or more of the five (5) regular members are unavailable to do so due to absence or a conflict of interest.

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 10th day of April 2012:

John R. Hine
Chair

Robert G. Judge
Vice-Chair

Marilyn G. Ishler
Clerk

Francis J. DeToma
Member

Bruce S. MacCullagh
Member

**SELECTBOARD
TOWN OF SOUTH HADLEY**