

## **Town of South Hadley, Massachusetts**

### **Fiscal Year 2014 Budget**

Dear Town Meeting Member:

Enclosed for your review are Fiscal Year 2014 departmental requests and goals for all town departments. This budget book is designed to assist you in making informed decisions at the annual and special town meetings scheduled for Saturday, May 11, 2013. 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 18 Public Hearing. The Selectboard are proposed to make their final recommendations on the budget at their April 16, 2013 meeting. Because of these factors, there may be changes between the items discussed at the Appropriations Committee Public Hearing, the budget book and the final warrant mailed to town meeting members on or about April 26, 2013. An Administrative budget memorandum from the Town Administrator outlining the suggested changes has been included.

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

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 difficult with the Local Aid reductions.

The production of this information for Town Meeting members would have been impossible without the dedicated work and expertise of Town staff. The Town should be very grateful for their service.

Please make every effort to contact staff for answers to your questions before the hearing and before Town Meeting.

### **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 FY14 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.

# TOWN OF SOUTH HADLEY

JOHN R. HINE  
Chair  
FRANCIS J. DETOMA  
Vice-Chair  
SARAH ETELMAN  
Clerk  
IRA J. BREZINSKY  
Member  
MARILYN G. ISHLER  
Member



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## Administrative Budget Memorandum

April 10, 2013

From: Town Administrator Michael Sullivan

To: Selectboard Chairman John Hine and all interested parties

Chairman Hine,

Please consider these Fiscal 2014 recommendations in respect to the proposed budget and additional requests. Given revenue changes suggested by multiple sources and state agencies and that the likelihood of Governor Deval Patrick's FY 2014 budget recommendation offered by the Executive Branch to the state legislature will remain as rich is remote. This retooling is consistent with Department of Revenue advice which has recently suggested that communities should consider using budget revenue estimated figures similar to last year's state aid.

In consultation with Town Accountant William Sutton, Assistant Town Administrator Jennifer Wolowicz, management, staff and upon attending a recent Appropriations Committee meeting it is my recommendation to the Selectboard in regards to acceptance or temporarily forestalling of the following "additional requests";

- New equipment and expanded meeting coverage requests in relation to access television for \$8,000 to be raised from Cable Studio Revenue Account should be granted.
- The additional request commonly known as "Facilities Management" be re-titled to "Facilities Improvement" and funded for \$60,000. This appropriation will be utilized to make improvements in town buildings (primarily other than schools, a detailed plan is being developed), we will research the viability of a work order/needs tracking system at no cost, if a practical system is identified and presented to the Selectboard for their consent these funds would be used to purchase the necessary tracking software. These funds will be also used to defray repair costs when appropriate and necessary. Administration will need to and has accepted the responsibility going forward of facilities management for public buildings. However this change of strategy cannot be construed as an instantaneous solution to years of disinvestment or will it be sufficient to fund all the needs.
- Council on Aging request for gutters (\$8,400) would be funded out of the previous request and as seen as a priority investment which will ward off future issues related to the maintenance of that specific facility.
- The IT "Rollout" Program should be funded at the requested \$13,200. Investment in our hardware, software and other components is critical as we try to increase our technical access to better serve the public while reducing staffing through attrition and over time.

- All other requests should remain unfunded at this time, as these requests come from departments who are committed to improving service by way of these appeals, this decision does not come without frustration on the part of administration. Like the Selectboard we would like to fund all requests in order to allow these valued boards, commissions, employees and committees to expand their service to our shared constituency, as you are aware unfortunately there just is not enough to go around.
- As a dynamic of this recommendation I would endorse that the “Facilities Improvement” be considered as a miscellaneous capital project and be funded from the \$270,000 assigned to capital requests. To offset that appropriation we would ask the Permitting System be user funded and that we move to install such a system immediately as it would not require any appropriation. We would however ask that the Selectboard consider and endorse as soon as possible an increase in all applicable fees by ten dollars to cover the cost to the vendor per permit fee. This will reduce the tax payer funded capital needs by \$81,000 and cap the exposure risk in years of low use.

In respect to other recently discussed and considered requests, it is my recommendation at this time to have administration work with Planning Director Richard Harris to shed him of some of the projects and initiatives that he has garnered which are appropriate to reassign. In that vein the administration will also become more intimately involved with economic development initiatives and the existing advocacy committees. This will allow us to avoid conflict that may ensue and allow the appropriate promotion of a central message.

After much consideration and deliberation on the issue of the Assistant Town Administrator responsibilities and the associated salary, I have determined that the salary should remain consistent with the present annual salary of \$78,644.02. Please note that this position is in a state of significant change, the work relative to this position has historically been charged with primarily a Human Resource and/or a Procurement Officer function. This position has grown beyond the part time position to a “full” full time position.

Given the nature of present responsibilities and the intent of the administrative team to increase said responsibilities significantly, as the salary is considerably below the recent Human Resource Services “*Compensation and Classification Study*” and respect of the fact the added responsibilities will be focused on decreasing the cost of government in the future, I believe this to be an appropriate remuneration for the job as it evolves. I would also suggest that this should be considered an upper limit of any salary and compensation plan considered as policy and used a barometer to make comparisons to present or future positions or the compensation attached to said position. It will be necessary to increase the budget as printed by \$9,300 to fully fund the line item, this adjustment could be executed within the contemplated reduction of the “Health Insurance”, as well as the other suggested appropriations and as such a change is based on trends to that account.

In conclusion, I remain confident all the suggested changes can be captured in a balanced budget while withstanding the adjustments to local aid. I would like to thank the Selectboard, Town Accountant William Sutton, Assistant Town Administrator Jennifer Wolowicz, Appropriations Chair Tom Terry, Administrative Assistant Laura Krutzler, Capital Planning Chair Ted Boulais, Town Counsel Ryan, Treasurer/Clerk Carlene Hamelin, Collector Deborah Baldini, Superintendent James Reidy and all the other citizens and staff that have contributed to helping me understand the needs of South Hadley. I am not at a point of “full understanding”, but with all your help I will get there eventually.

Respectfully,

Michael Sullivan  
Town Administrator, South Hadley

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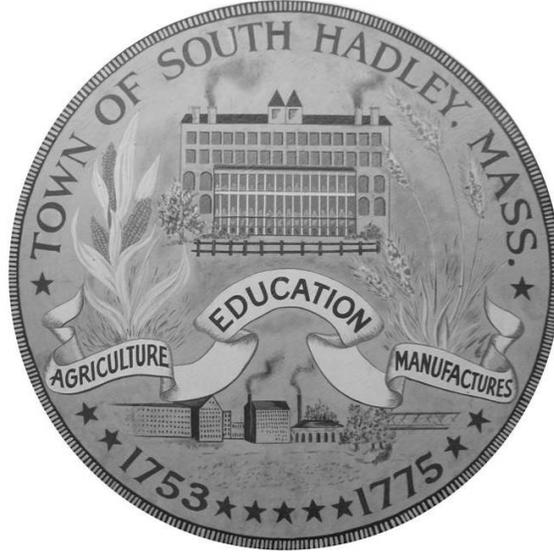
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**Section I: Exhibits**  
**Fiscal Year 2014 Town Budget**



## **Selectboard**

*Ira Brezinsky*

*Frank De Toma*

*Sarah Etelman*

*John G. Hine*

*Marilyn G. Ishler*

*Michael Sullivan, Town Administrator*

*Jennifer Wolowicz, Asst. 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.***

## Town Organization Summary by Department

<b>Department</b>	<b>Director</b>
Accounting	William Sutton, Town Accountant
Assessors	Melissa Couture, Associate Assessor
Building	Brenda Church, 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 Asst. Town Administrator Chief Procurement Officer ADA Coordinator
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	Carlene Hamlin
Town Treasurer	Carlene Hamlin
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.

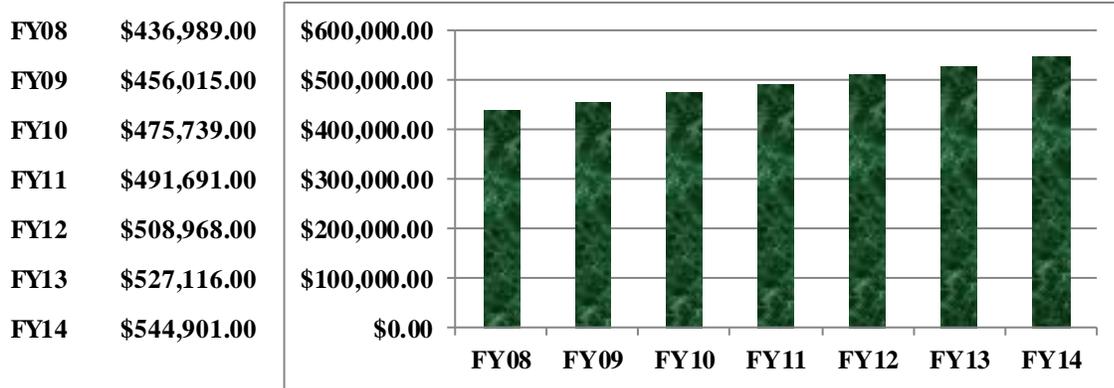
**Surplus Revenue:** Surplus revenue is the amount by which cash, accounts receivable, and other current assets exceed liabilities and reserves.

**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

## Revenue Assumptions

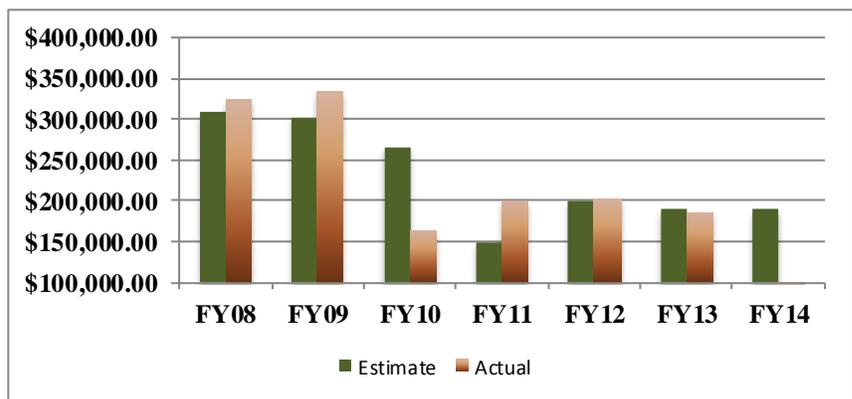
- The Town is allowed to increase its tax levy limit 2.5% from the previous year's base. This will increase the limit in FY14 approximately \$544,901.



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

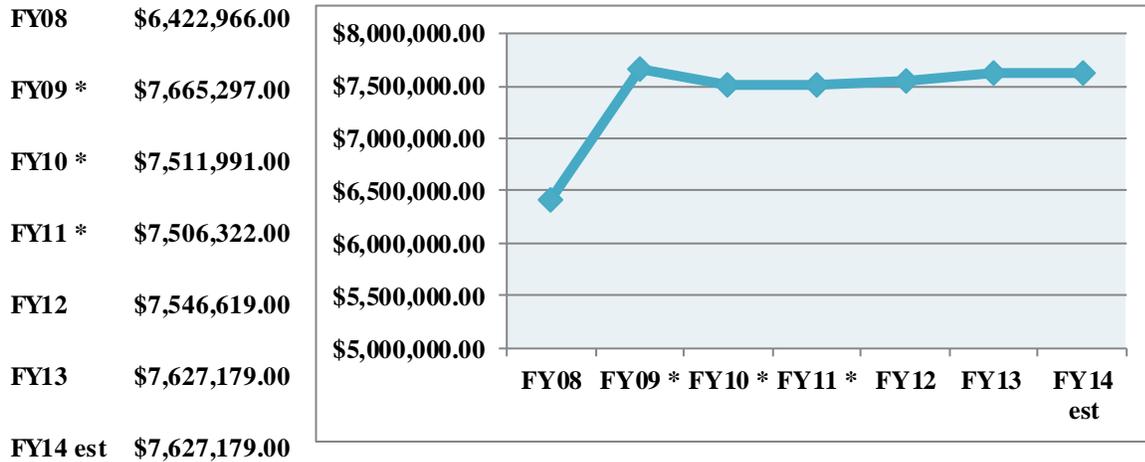
- FY14 new growth is estimated to be \$190,000. This number may change throughout the budget season as more economic and building data becomes available.

<u>FY</u>	<u>Estimate</u>	<u>Actual</u>
<b>FY08</b>	<b>\$308,941.00</b>	<b>\$324,089.00</b>
<b>FY09</b>	<b>\$302,878.00</b>	<b>\$332,903.00</b>
<b>FY10</b>	<b>\$267,000.00</b>	<b>\$162,373.00</b>
<b>FY11</b>	<b>\$150,000.00</b>	<b>\$199,385.00</b>
<b>FY12</b>	<b>\$200,000.00</b>	<b>\$202,906.00</b>
<b>FY13</b>	<b>\$190,000.00</b>	<b>\$184,329.00</b>
<b>FY14</b>	<b>\$190,000.00</b>	<b>Not yet Known</b>



**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.

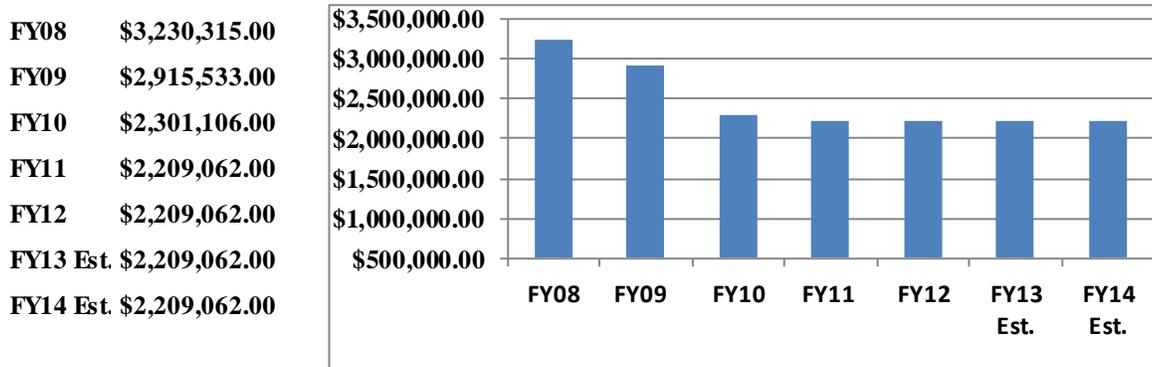
3. We will assume level funding in Chapter 70 state aid for FY14. The FY13 amount is estimated to be \$7,627,179.



\* reductions supplemented by ARRA

**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 FY14, an estimated 10% reduction is being used. **Update: As of April 2013, FY14 Unrestricted General Government Aid has been level funded at \$2,209,062**

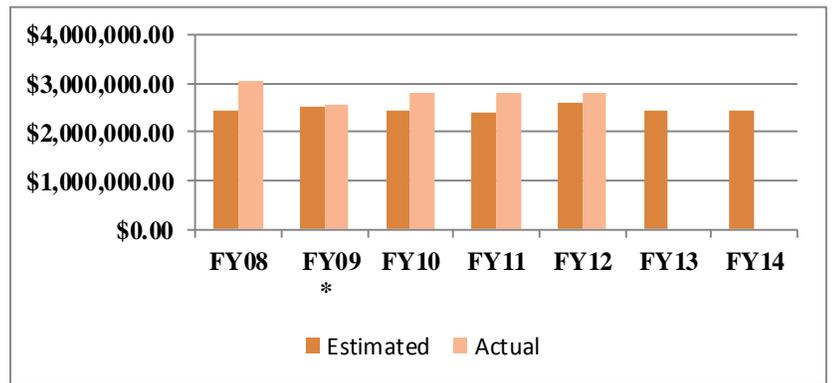


**Trend:** Unrestricted General Government Aid had experienced reductions every year since FY08. Actual FY12 aid came in above the original estimate and FY13 saw Unrestricted General Government Aid increase back to FY11 levels.

5. In FY14 General Fund Receipts will be level funded at \$2,431,388. In FY13 we were able to reduce our local receipts by approximately \$100,000 to a more conservative amount.

Fiscal Year	Estimated	Actual
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	\$2,821,127.00
FY12	\$2,596,237.00	\$2,827,319.00
FY13	\$2,431,388.00	Not yet known
FY14	\$2,431,388.00	Not yet known

\* FY09 includes investment losses



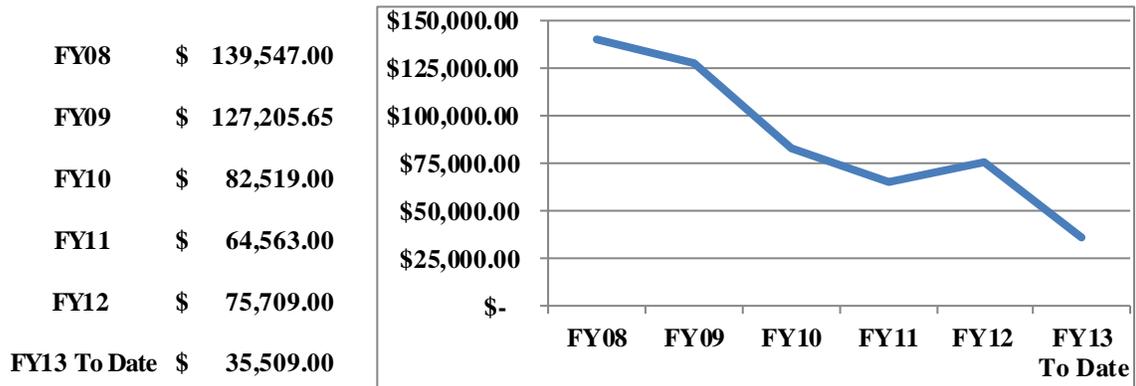
**Trend:** Local Receipts can vary by fiscal year. In the most recent years, the economic downturn has affected motor vehicle excise taxes, investment income, and building permits for example. A conservative approach will continue to be employed when forecasting amounts as this generates the bulk of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

6. **Certified Free Cash:** Currently, the balance of Free Cash is \$1,259,448. Approximately \$500,000 of this is anticipated to be needed to cover the FY14 Golf deficit. **Update: As of April 2013, approximately \$541,000 of free cash is being proposed to cover the FY14 budgeted golf deficit, including debt.**



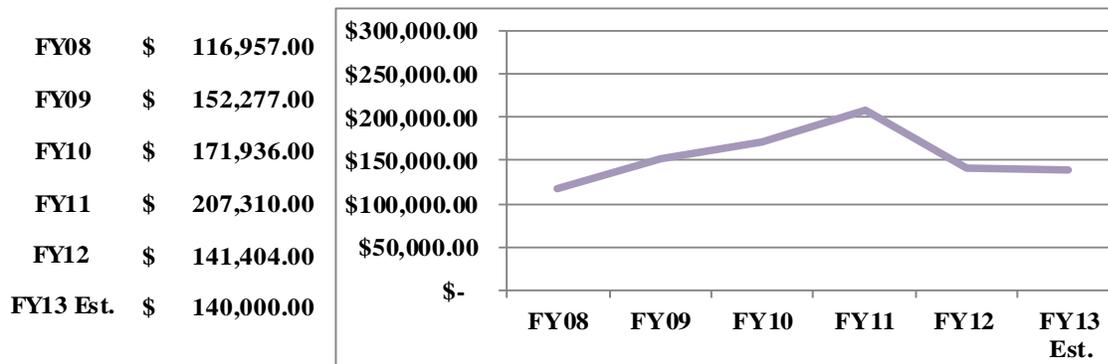
**Trend:** FY08's Free Cash amount was the highest the Town has seen. FY09 certification was higher than predicted due to unanticipated departmental turn-backs in excess of \$700,000, and a decline was realized in FY10. Some excess revenue and turn-backs helped bump Free Cash up in FY12. However, Free 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.

7. Because of aggressive prior year collections, tax title collections are expected to level off. As of 10/31/12 we have received \$14,345.00. **Update: As of 3/31/13 we have received \$35,509.**



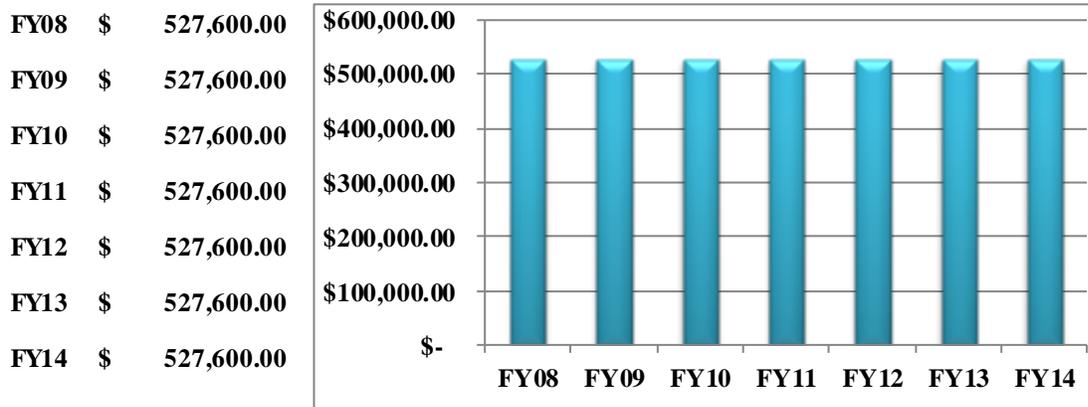
**Trend:** This revenue will probably decline and/or level off somewhat.

8. Medicaid reimbursements are assumed to continue at a steady rate with a collection of approximately \$140,000.



**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. Due to an error in the formula, actual revenues will be more likely in the \$140,000 range. The estimate has been reduced.

9. **SHELD Payments to Town:**



**Trend:** The FY14 payment from SHELDT will reflect the FY13 amount at this time.

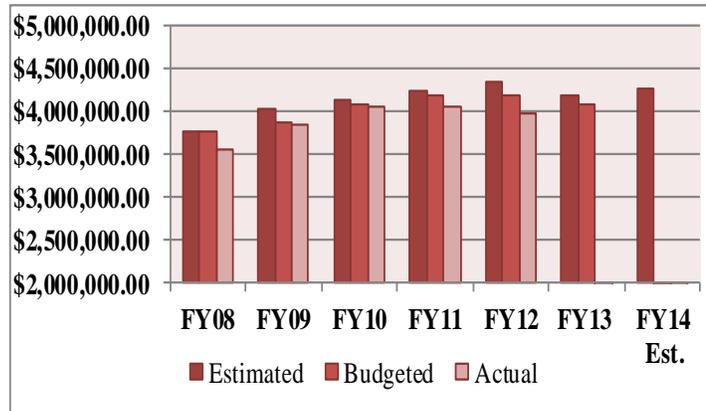
10. FY13 will be the first year Homeless Transportation Reimbursement is received.

**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 all six School contracts have been settled for FY14.
  - A 1% increase on DPW wages is approximately \$8,375. The FY14 contract contains a 2 % increase.
  - A 1% increase in police wages is approximately \$12,600 (this does not include other benefits like Quinn Bill, Holidays, etc...).
  - A 1% increase in wages to non-union Personnel is approximately \$14,602.
  - A 1% increase in the Unit A & Unit B unions combined is approximately \$11,276.
  - The School Committee has settled with all of their collective bargaining units with a 2% COLA increase for FY14. Salary accounts are estimated to increase by approximately \$360,000 to cover the COLA and step increases.
3. Town of South Hadley’s Net School Spending amount as budgeted for FY13 exceeded the minimum amount required under the education reform formula.

4. While early conversations are leaning towards level funding the health insurance, a 4% increase of \$167,591 is being estimated, bringing the total to \$4,257,358. **Update: As of April 2013, the Health Insurance budget is tracking favorably and should come in way below budget. The potential exists to reduce the FY14 Health Insurance budget as we move forward.**

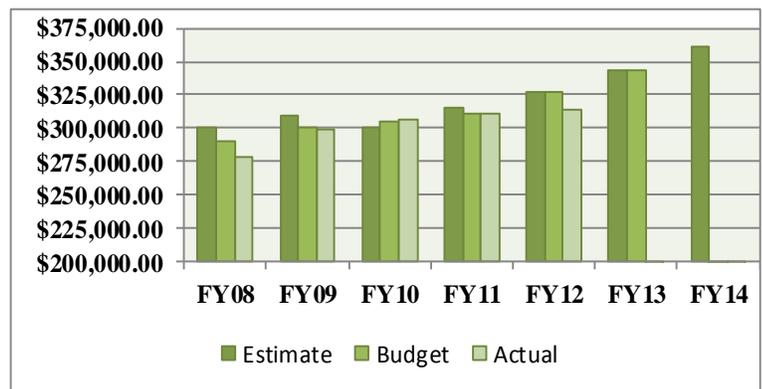
Fiscal Year	Estimated	Budgeted	Actual
FY08	\$3,765,638.00	\$3,765,638.00	\$3,559,964.00
FY09	\$4,019,613.00	\$3,867,000.00	\$3,843,946.00
FY10	\$4,141,995.00	\$4,078,430.00	\$4,049,406.00
FY11	\$4,242,683.00	\$4,189,779.00	\$4,065,182.00
FY12	\$4,338,921.00	\$4,189,767.00	\$3,970,269.15
FY13	\$4,189,767.00	\$4,089,767.00	not yet known
FY14 Est.	\$4,257,358.00	\$0.00	\$0.00



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

5. In FY14, Medicare/Social Security Taxes will increase \$343,326 to \$360,493, or an increase of 5%.

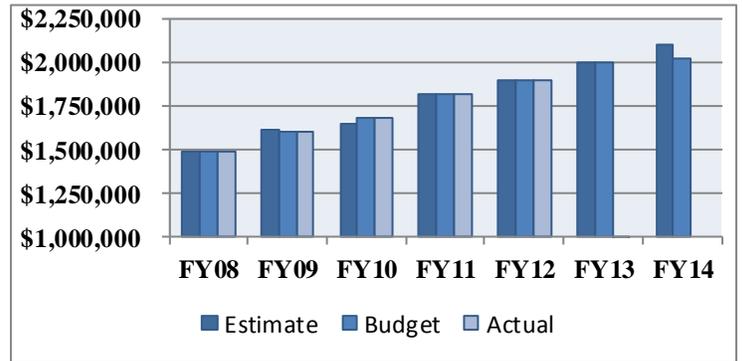
FY	Estimate	Budget	Actual
FY08	\$300,000.00	\$290,000.00	\$279,242.00
FY09	\$310,000.00	\$300,000.00	\$299,838.00
FY10	\$300,000.00	\$305,300.00	\$307,164.00
FY11	\$315,000.00	\$311,406.00	\$311,223.00
FY12	\$326,977.00	\$326,977.00	\$313,415.42
FY13	\$343,326.00	\$343,326.00	not yet known
FY14	\$360,493.00	\$0.00	\$0.00



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

6. FY14 Retirement Assessment will increase from \$1,999,775 to \$2,099,764, or an increase of 5%. **Update: As of April 2013, due to the Town taking the option of making a single payment on July 1, 2013 to the Retirement System, the increase will only be \$25,783, or 1.3% for a total of \$2,025,558.**

FY	Estimate	Budget	Actual
FY08	\$ 1,491,466	\$ 1,491,466	\$ 1,491,493
FY09	\$ 1,613,262	\$ 1,605,939	\$ 1,605,265
FY10	\$ 1,647,705	\$ 1,678,108	\$ 1,678,094
FY11	\$ 1,815,653	\$ 1,823,281	\$ 1,823,279
FY12	\$ 1,902,732	\$ 1,902,732	\$ 1,902,731
FY13	\$ 1,999,775	\$ 1,999,775	not yet known
FY14	\$ 2,099,764	\$ 2,025,558.00	not yet known

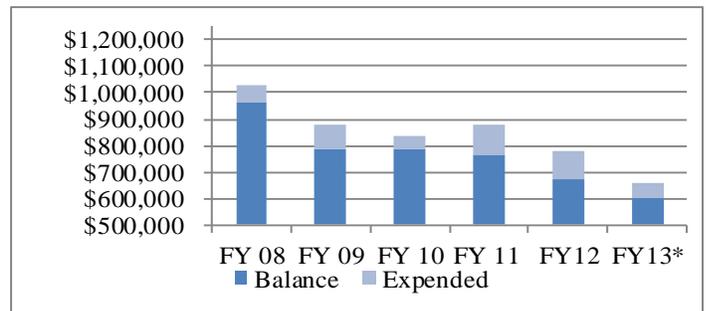


**Trend:** This amount will continue to increase as baby boomers retire.

7. FY14 Workers Compensation request will be \$65,000.

Fiscal Year	Allocated	Balance	Expended
FY 08	\$ 65,000	\$ 963,274	\$ 65,075
FY 09	\$ 65,000	\$ 783,258	\$ 98,234
FY 10	\$ -	\$ 785,543	\$ 50,574
FY 11	\$ 65,000	\$ 762,182	\$ 114,510
FY12	\$ -	\$ 672,055	\$ 107,368
FY13*	\$ -	\$ 602,456	\$ 57,234

\* Balance @ 10/31/12



**Trend:** The goal of this account was 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. This has not consistently happened due to difficult financial times.

8. In FY14 the Golf Enterprise Fund will not meet budget and will incur an estimated deficit of approximately \$500,000. The FY13 budgeted golf deficit is estimated at \$653,073. **Update: As of April 2013, the budgeted golf deficit for FY14 will be approximately \$612,372, including debt and indirect costs.**

Golf Enterprise Deficit	Estimated @ ATM	Actual	Variance
FY13	\$ (630,899.00)	\$ -	\$ -
FY12	\$ (433,385.00)	\$ (680,433.00)	\$ (247,048.00)
FY11	\$ (468,616.00)	\$ (647,051.00)	\$ (178,435.00)
FY10	\$ (460,513.00)	\$ (423,068.00)	\$ 37,445.00
FY09	\$ (559,975.00)	\$ (473,581.00)	\$ 86,394.00
*FY08	\$ (672,393.00)	\$ (579,425.00)	\$ 92,868.00

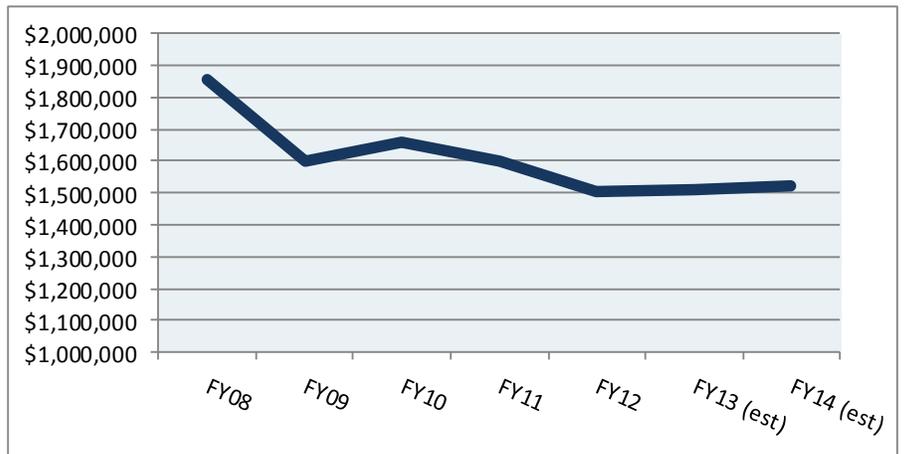
\* includes indirect costs for the 1st time. Does not include monies appropriated for clubhouse

**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.

9. SPED and homeless costs for FY14 are unknown at this time. Due to some students “aging out” at age 22, it is hopeful costs will level out or decrease.
10. 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. An allocation to Capital Stabilization may be recommended, but the amount is unknown at this time.

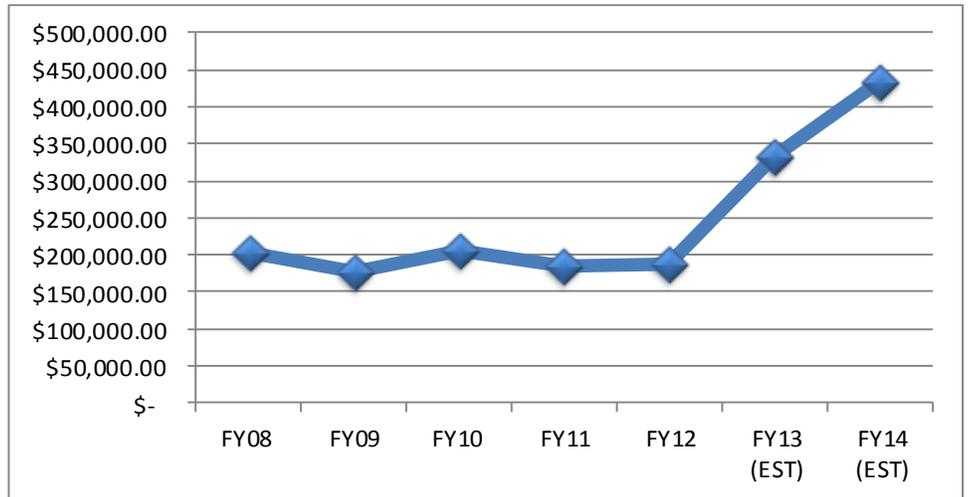
**Stabilization**

Fiscal Year	Balance @ June 30	Appropriated
FY08	\$1,857,986.09	\$ -
FY09	\$1,598,134.55	\$ -
FY10	\$1,657,221.30	\$ -
FY11	\$1,601,420.89	\$ 200,000
FY12	\$1,505,790.90	\$ 100,000
FY13 (est)	\$1,513,381.42	\$ -
FY14 (est)	\$1,520,971.94	\$ -



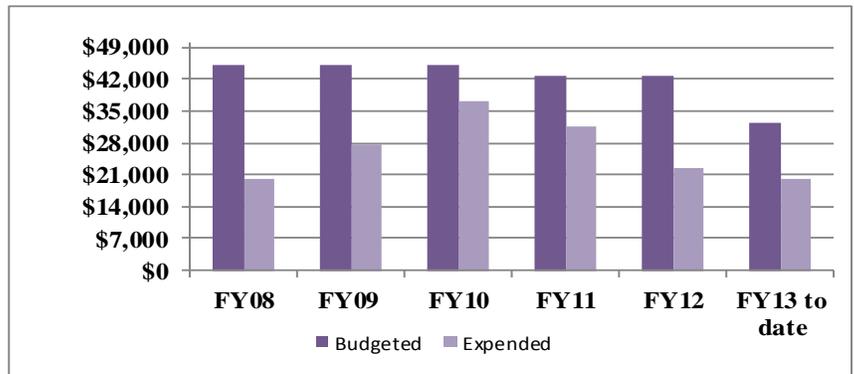
**Capital Stabilization**

Fiscal Year	Balance @ 6/30
FY08	\$ 202,945.69
FY09	\$ 177,357.35
FY10	\$ 205,771.04
FY11	\$ 185,851.00
FY12	\$ 186,169.22
FY13 (EST)	\$ 331,765.98
FY14 (EST)	\$ 432,265.98



11. The Reserve Fund in FY13 was reduced to \$32,500. The FY14 request will be \$42,500. **Update: As of April 2013, the FY14 Reserve Fund request has been level funded at \$32,500.**

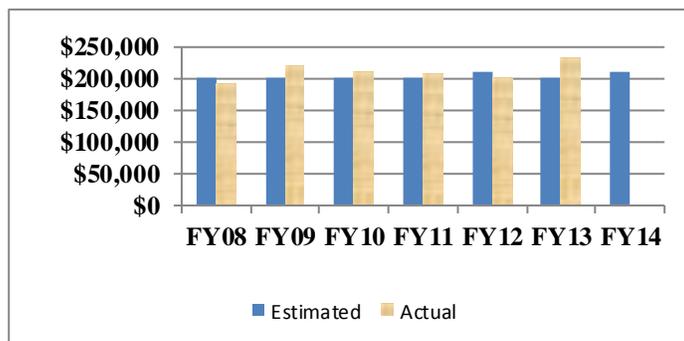
Fiscal Year	Budgeted	Expended
FY08	\$45,000	\$20,243.00
FY09	\$45,000	\$27,729.50
FY10	\$45,000	\$37,250.00
FY11	\$42,500	\$31,515.00
FY12	\$42,500	\$22,365.00
FY13 to date	\$32,500	\$20,000.00



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

12. The allowance for abatements and exemptions for FY14 will be approximately \$210,000.

Fiscal Year	Estimated	Actual
FY08	\$200,000	\$192,277.00
FY09	\$200,000	\$218,951.00
FY10	\$200,000	\$210,244.53
FY11	\$200,000	\$205,469.92
FY12	\$210,000	\$199,233.52
FY13	\$200,000	\$231,037.26
FY14	\$210,000	not yet known



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

13. In FY14, the estimated expense for maturing debt is \$2,994,540, of which \$2,248,948 is principal and \$745,592 is interest. **Update: As of April 2013, the maturing debt is \$3,192,696, of which \$2,248,237 is principal and \$928,908 is interest.**

FY14 Short-Term Interest is estimated at \$15,551.

In FY14 the debt exclusion portion of maturing debt is estimated at \$1,924,981, of which \$1,390,000 is principal and \$534,981 is interest.

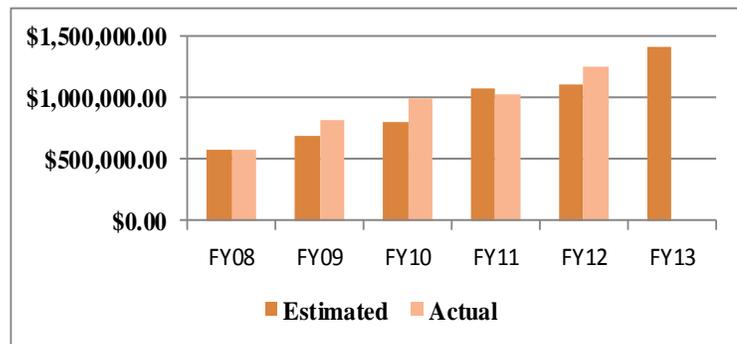
In FY13, the estimated expense for maturing debt is \$3,101,681, of which \$2,282,955 principal and \$818,726 is interest.

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

FY13 Short-Term interest is \$2,844.

14. School Choice/Charter Assessments have increased tremendously over the last several years, especially in the area of Charter Tuition. Hopefully these amounts will begin to level off or decrease in the future.

Fiscal Year	Estimated	Actual
FY08	\$577,077.00	\$576,614.00
FY09	\$688,653.00	\$826,948.00
FY10	\$805,009.00	\$999,458.00
FY11	\$1,072,032.00	\$1,035,744.00
FY12	\$1,114,442.00	\$1,253,558.00
FY13	\$1,412,849.00	Not yet known



## Program Assumptions

1. Efforts will be made to preserve all programs, services, and staffing at FY13 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.

## 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

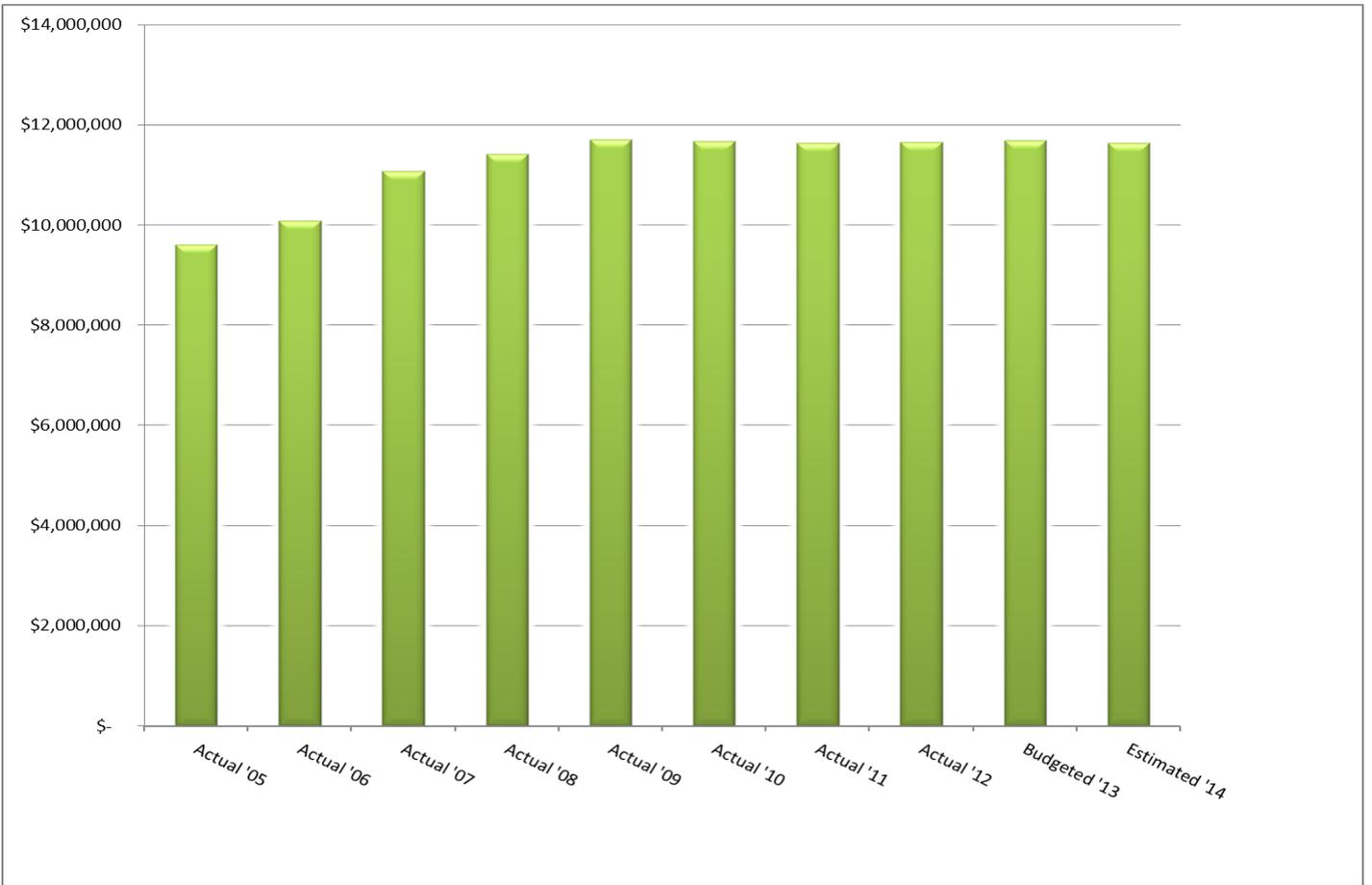
<u>Date</u>	<u>Purpose</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
6/1/1993	Sewer 91-33 P	\$ 3,463.01	\$ -	\$ -	\$ -	\$ -
3/1/1994	Sewer P	\$ -	\$ -	\$ -	\$ -	\$ -
3/1/1994	Sewer I	\$ -	\$ -	\$ -	\$ -	\$ -
6/1/1995	Sewer 91-34 P	\$ 27,730.18	\$ -	\$ -	\$ -	\$ -
7/15/1997	School Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
7/15/1997	School Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
11/1/1998	Sewer 97-54 P	\$ 30,363.60	\$ 31,835.92	\$ 33,101.25	\$ 34,157.58	\$ 34,423.59
11/1/1998	Sewer 97-54 I	\$ 3,785.32	\$ 2,706.88	\$ 1,571.24	\$ 622.37	\$ -
7/15/1999	Golf Course P	\$ 170,000.00	\$ -	\$ -	\$ -	\$ -
7/15/1999	Golf Course I	\$ 4,568.75	\$ -	\$ -	\$ -	\$ -
8/1/2000	Sewer P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	Sewer I	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	School Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	School Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	Landfill P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	Landfill I	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2001	School Projects P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2001	School Projects I	\$ -	\$ -	\$ -	\$ -	\$ -
9/28/2001	Sewer 98-128 P	\$ 41,757.96	\$ 42,105.47	\$ 46,528.62	\$ 46,386.54	\$ 50,411.79
9/28/2001	Sewer 98-128 I	\$ 7,946.12	\$ 5,395.08	\$ 3,871.37	\$ 2,259.86	\$ 815.42
10/15/2002	Sewer P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Sewer I	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Building Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Building Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	School Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	School Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Dept Equipment P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Dept Equipment I	\$ -	\$ -	\$ -	\$ -	\$ -
12/14/2006	Sewer CW-05-26 P	\$ 198,099.00	\$ 202,102.00	\$ 206,184.00	\$ 210,350.00	\$ 214,599.00
12/14/2006	Sewer CW-05-26 I	\$ 61,393.17	\$ 57,391.16	\$ 53,308.30	\$ 49,142.96	\$ 44,893.47
4/1/2007	Golf Course Refunding P	\$ 200,000.00	\$ 200,000.00	\$ 205,000.00	\$ 215,000.00	\$ 225,000.00
4/1/2007	Golf Course Refunding I	\$ 172,695.00	\$ 168,295.00	\$ 159,170.00	\$ 149,745.00	\$ 139,820.00
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	\$ 190,381.25	\$ 189,981.25	\$ 189,581.25	\$ 189,181.25	\$ 188,781.25
4/1/2007	Land Acquisition P	\$ -	\$ -	\$ -	\$ -	\$ -
4/1/2007	Land Acquisition I	\$ -	\$ -	\$ -	\$ -	\$ -
12/15/2009	Sewer CW-06-24 P	\$ 61,822.76	\$ 63,071.92	\$ 64,345.37	\$ 65,646.01	\$ 66,971.91
12/15/2009	Sewer CW-06-24 I	\$ 20,795.53	\$ 19,546.58	\$ 18,272.41	\$ 16,972.50	\$ 15,646.32
7/8/2010	Sewer CW-06-24A P	\$ 711.00	\$ 726.00	\$ 740.00	\$ 755.00	\$ 771.00
7/8/2010	Sewer CW-06-24A I	\$ 239.27	\$ 224.90	\$ 210.24	\$ 195.29	\$ 180.03
9/24/2010	Sewer P	\$ 35,000.00	\$ 35,000.00	\$ 35,000.00	\$ -	\$ -
9/24/2010	Sewer I	\$ 3,937.50	\$ 2,625.00	\$ 1,312.50	\$ -	\$ -
9/24/2010	Golf Course Club House P	\$ -	\$ -	\$ -	\$ -	\$ -
9/15/2011	School Remodeling Refunding P	\$ 83,636.36	\$ 80,000.00	\$ 76,363.64	\$ -	\$ -
9/15/2011	School Remodeling Refunding I	\$ 3,963.64	\$ 2,327.28	\$ 763.64	\$ -	\$ -
9/15/2011	Landfill Refunding P	\$ 31,363.64	\$ 30,000.00	\$ 28,636.36	\$ -	\$ -
9/15/2011	Landfill Refunding I	\$ 1,486.36	\$ 872.73	\$ 286.36	\$ -	\$ -
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	\$ 7,500.00	\$ 6,900.00	\$ 6,300.00	\$ 5,550.00	\$ 4,500.00
9/15/2011	Dept Equipment P	\$ 10,000.00	\$ 10,000.00	\$ -	\$ -	\$ -
9/15/2011	Dept Equipment I	\$ 300.00	\$ 100.00	\$ -	\$ -	\$ -
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	\$ 10,000.00	\$ 9,200.00	\$ 8,400.00	\$ 7,400.00	\$ 6,000.00
9/15/2011	Library Land P	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 75,000.00	\$ 70,000.00
9/15/2011	Library Land I	\$ 17,900.00	\$ 16,400.00	\$ 14,900.00	\$ 13,025.00	\$ 10,500.00
9/15/2011	School Refunding P	\$ 1,380,000.00	\$ 1,350,000.00	\$ 1,320,000.00	\$ 1,310,000.00	\$ 1,290,000.00
9/15/2011	School Refunding I	\$ 238,700.00	\$ 197,300.00	\$ 156,800.00	\$ 104,000.00	\$ 51,600.00
<b>Total</b>	<b>Total Principal</b>	<b>\$ 2,248,947.51</b>	<b>\$ 2,199,841.31</b>	<b>\$ 2,170,899.24</b>	<b>\$ 2,037,295.13</b>	<b>\$ 2,032,177.29</b>
<b>Total</b>	<b>Total Interest</b>	<b>\$ 745,591.91</b>	<b>\$ 679,265.86</b>	<b>\$ 614,747.31</b>	<b>\$ 538,094.23</b>	<b>\$ 462,736.49</b>
<b>Total</b>	<b>Total Debt Service</b>	<b>\$ 2,994,539.42</b>	<b>\$ 2,879,107.17</b>	<b>\$ 2,785,646.55</b>	<b>\$ 2,575,389.36</b>	<b>\$ 2,494,913.78</b>
<b>General</b>	<b>Total Principal</b>	<b>\$ 1,810,000.00</b>	<b>\$ 1,785,000.00</b>	<b>\$ 1,745,000.00</b>	<b>\$ 1,640,000.00</b>	<b>\$ 1,625,000.00</b>
<b>General</b>	<b>Total Interest</b>	<b>\$ 449,613.75</b>	<b>\$ 394,495.01</b>	<b>\$ 340,320.00</b>	<b>\$ 274,170.00</b>	<b>\$ 207,920.00</b>
<b>General</b>	<b>Total Debt Service</b>	<b>\$ 2,259,613.75</b>	<b>\$ 2,179,495.01</b>	<b>\$ 2,085,320.00</b>	<b>\$ 1,914,170.00</b>	<b>\$ 1,832,920.00</b>
<b>Excluded</b>	<b>Total Principal</b>	<b>\$ 10,000.00</b>				
<b>Excluded</b>	<b>Total Interest</b>	<b>\$ 190,381.25</b>	<b>\$ 189,981.25</b>	<b>\$ 189,581.25</b>	<b>\$ 189,181.25</b>	<b>\$ 188,781.25</b>
<b>Excluded</b>	<b>Total Debt Service</b>	<b>\$ 200,381.25</b>	<b>\$ 199,981.25</b>	<b>\$ 199,581.25</b>	<b>\$ 199,181.25</b>	<b>\$ 198,781.25</b>
<b>Sewer</b>	<b>Total Principal</b>	<b>\$ 428,947.51</b>	<b>\$ 404,841.31</b>	<b>\$ 415,899.24</b>	<b>\$ 387,295.13</b>	<b>\$ 397,177.29</b>
<b>Sewer</b>	<b>Total Interest</b>	<b>\$ 105,596.91</b>	<b>\$ 94,789.60</b>	<b>\$ 84,846.06</b>	<b>\$ 74,742.98</b>	<b>\$ 66,035.24</b>
<b>Sewer</b>	<b>Total Debt Service</b>	<b>\$ 534,544.42</b>	<b>\$ 499,630.91</b>	<b>\$ 500,745.30</b>	<b>\$ 462,038.11</b>	<b>\$ 463,212.53</b>

<u>Date</u>	<u>Purpose</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
6/1/1993	Sewer 91-33 P	\$ -	\$ -	\$ -	\$ -	\$ -
3/1/1994	Sewer P	\$ -	\$ -	\$ -	\$ -	\$ -
3/1/1994	Sewer I	\$ -	\$ -	\$ -	\$ -	\$ -
6/1/1995	Sewer 91-34 P	\$ -	\$ -	\$ -	\$ -	\$ -
7/15/1997	School Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
7/15/1997	School Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
11/1/1998	Sewer 97-54 P	\$ 35,746.00	\$ -	\$ -	\$ -	\$ -
11/1/1998	Sewer 97-54 I	\$ -	\$ -	\$ -	\$ -	\$ -
7/15/1999	Golf Course P	\$ -	\$ -	\$ -	\$ -	\$ -
7/15/1999	Golf Course I	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	Sewer P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	Sewer I	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	School Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	School Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	Landfill P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	Landfill I	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2001	School Projects P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2001	School Projects I	\$ -	\$ -	\$ -	\$ -	\$ -
9/28/2001	Sewer 98-128 P	\$ 49,480.27	\$ 48,725.96	\$ -	\$ -	\$ -
9/28/2001	Sewer 98-128 I	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Sewer P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Sewer I	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Building Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Building Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	School Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	School Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Dept Equipment P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Dept Equipment I	\$ -	\$ -	\$ -	\$ -	\$ -
12/14/2006	Sewer CW-05-26 P	\$ 218,935.00	\$ 223,357.00	\$ 227,870.00	\$ 232,473.00	\$ 237,170.00
12/14/2006	Sewer CW-05-26 I	\$ 40,558.13	\$ 36,135.21	\$ 31,622.94	\$ 27,019.51	\$ 22,323.08
4/1/2007	Golf Course Refunding P	\$ 235,000.00	\$ 250,000.00	\$ 255,000.00	\$ 265,000.00	\$ 280,000.00
4/1/2007	Golf Course Refunding I	\$ 128,320.00	\$ 117,132.50	\$ 106,720.00	\$ 96,320.00	\$ 85,280.00
4/1/2007	School Project Refunding P	\$ 1,440,000.00	\$ 1,440,000.00	\$ 1,425,000.00	\$ -	\$ -
4/1/2007	School Project Refunding I	\$ 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	\$ 68,325.00	\$ 69,705.29	\$ 71,113.76	\$ 72,550.39	\$ 74,015.19
12/15/2009	Sewer CW-06-24 I	\$ 14,293.35	\$ 12,913.05	\$ 11,504.86	\$ 10,068.22	\$ 8,602.56
7/8/2010	Sewer CW-06-24A P	\$ 786.00	\$ 802.00	\$ 818.00	\$ 835.00	\$ 852.00
7/8/2010	Sewer CW-06-24A I	\$ 164.46	\$ 148.58	\$ 132.38	\$ 115.85	\$ 98.98
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	\$ -
9/15/2011	Sewer I	\$ 3,300.00	\$ 2,250.00	\$ 1,350.00	\$ 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	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ -
9/15/2011	Golf Course Club House I	\$ 4,400.00	\$ 3,000.00	\$ 1,800.00	\$ 600.00	\$ -
9/15/2011	Library Land P	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00	\$ 70,000.00	\$ -
9/15/2011	Library Land I	\$ 7,700.00	\$ 5,250.00	\$ 3,150.00	\$ 1,050.00	\$ -
9/15/2011	School Refunding P	\$ -	\$ -	\$ -	\$ -	\$ -
9/15/2011	School Refunding I	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>Total Principal</b>	<b>\$ 2,188,272.27</b>	<b>\$ 2,172,590.25</b>	<b>\$ 2,119,801.76</b>	<b>\$ 710,858.39</b>	<b>\$ 592,037.19</b>
<b>Total</b>	<b>Total Interest</b>	<b>\$ 387,117.19</b>	<b>\$ 293,210.59</b>	<b>\$ 215,061.43</b>	<b>\$ 135,623.58</b>	<b>\$ 116,304.62</b>
<b>Total</b>	<b>Total Debt Service</b>	<b>\$ 2,575,389.46</b>	<b>\$ 2,465,800.84</b>	<b>\$ 2,334,863.19</b>	<b>\$ 846,481.97</b>	<b>\$ 708,341.81</b>
<b>General</b>	<b>Total Principal</b>	<b>\$ 345,000.00</b>	<b>\$ 360,000.00</b>	<b>\$ 365,000.00</b>	<b>\$ 375,000.00</b>	<b>\$ 280,000.00</b>
<b>General</b>	<b>Total Interest</b>	<b>\$ 140,420.00</b>	<b>\$ 125,382.50</b>	<b>\$ 111,670.00</b>	<b>\$ 97,970.00</b>	<b>\$ 85,280.00</b>
<b>General</b>	<b>Total Debt Service</b>	<b>\$ 485,420.00</b>	<b>\$ 485,382.50</b>	<b>\$ 476,670.00</b>	<b>\$ 472,970.00</b>	<b>\$ 365,280.00</b>
<b>Excluded</b>	<b>Total Principal</b>	<b>\$ 1,440,000.00</b>	<b>\$ 1,440,000.00</b>	<b>\$ 1,425,000.00</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Excluded</b>	<b>Total Interest</b>	<b>\$ 188,381.25</b>	<b>\$ 116,381.25</b>	<b>\$ 58,781.25</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Excluded</b>	<b>Total Debt Service</b>	<b>\$ 1,628,381.25</b>	<b>\$ 1,556,381.25</b>	<b>\$ 1,483,781.25</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Sewer</b>	<b>Total Principal</b>	<b>\$ 403,272.27</b>	<b>\$ 372,590.25</b>	<b>\$ 329,801.76</b>	<b>\$ 335,858.39</b>	<b>\$ 312,037.19</b>
<b>Sewer</b>	<b>Total Interest</b>	<b>\$ 58,315.94</b>	<b>\$ 51,446.84</b>	<b>\$ 44,610.18</b>	<b>\$ 37,653.58</b>	<b>\$ 31,024.62</b>
<b>Sewer</b>	<b>Total Debt Service</b>	<b>\$ 461,588.21</b>	<b>\$ 424,037.09</b>	<b>\$ 374,411.94</b>	<b>\$ 373,511.97</b>	<b>\$ 343,061.81</b>

<u>Date</u>	<u>Purpose</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
6/1/1993	Sewer 91-33 P	\$ -	\$ -	\$ -	\$ -	\$ -
3/1/1994	Sewer P	\$ -	\$ -	\$ -	\$ -	\$ -
3/1/1994	Sewer I	\$ -	\$ -	\$ -	\$ -	\$ -
6/1/1995	Sewer 91-34 P	\$ -	\$ -	\$ -	\$ -	\$ -
7/15/1997	School Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
7/15/1997	School Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
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	Sewer P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	Sewer I	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	School Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	School Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	Landfill P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2000	Landfill I	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2001	School Projects P	\$ -	\$ -	\$ -	\$ -	\$ -
8/1/2001	School Projects I	\$ -	\$ -	\$ -	\$ -	\$ -
9/28/2001	Sewer 98-128 P	\$ -	\$ -	\$ -	\$ -	\$ -
9/28/2001	Sewer 98-128 I	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Sewer P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Sewer I	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Building Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Building Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	School Remodeling P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	School Remodeling I	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Dept Equipment P	\$ -	\$ -	\$ -	\$ -	\$ -
10/15/2002	Dept Equipment I	\$ -	\$ -	\$ -	\$ -	\$ -
12/14/2006	Sewer CW-05-26 P	\$ 241,961.00	\$ 246,849.00	\$ 251,836.00	\$ 256,923.00	\$ -
12/14/2006	Sewer CW-05-26 I	\$ 17,531.77	\$ 12,643.67	\$ 7,656.82	\$ 2,569.23	\$ -
4/1/2007	Golf Course Refunding P	\$ 290,000.00	\$ 300,000.00	\$ 315,000.00	\$ 335,000.00	\$ 345,000.00
4/1/2007	Golf Course Refunding I	\$ 73,595.00	\$ 61,500.00	\$ 48,892.50	\$ 35,567.50	\$ 21,627.50
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	\$ 75,511.07	\$ 77,036.10	\$ 78,592.21	\$ 80,180.37	\$ 81,800.59
12/15/2009	Sewer CW-06-24 I	\$ 7,107.29	\$ 5,581.82	\$ 4,025.54	\$ 2,437.82	\$ 818.01
7/8/2010	Sewer CW-06-24A P	\$ 869.00	\$ 886.00	\$ 904.00	\$ 923.00	\$ 941.00
7/8/2010	Sewer CW-06-24A I	\$ 81.77	\$ 64.22	\$ 46.32	\$ 28.05	\$ 9.41
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	\$ -	\$ -	\$ -	\$ -	\$ -
9/15/2011	Sewer I	\$ -	\$ -	\$ -	\$ -	\$ -
9/15/2011	Dept Equipment P	\$ -	\$ -	\$ -	\$ -	\$ -
9/15/2011	Dept Equipment I	\$ -	\$ -	\$ -	\$ -	\$ -
9/15/2011	Golf Course Club House P	\$ -	\$ -	\$ -	\$ -	\$ -
9/15/2011	Golf Course Club House I	\$ -	\$ -	\$ -	\$ -	\$ -
9/15/2011	Library Land P	\$ -	\$ -	\$ -	\$ -	\$ -
9/15/2011	Library Land I	\$ -	\$ -	\$ -	\$ -	\$ -
9/15/2011	School Refunding P	\$ -	\$ -	\$ -	\$ -	\$ -
9/15/2011	School Refunding I	\$ -	\$ -	\$ -	\$ -	\$ -
Total	Total Principal	\$ 608,341.07	\$ 624,771.10	\$ 646,332.21	\$ 673,026.37	\$ 427,741.59
Total	Total Interest	\$ 98,315.83	\$ 79,789.71	\$ 60,621.18	\$ 40,602.60	\$ 22,454.92
Total	Total Debt Service	\$ 706,656.90	\$ 704,560.81	\$ 706,953.39	\$ 713,628.97	\$ 450,196.51
General	Total Principal	\$ 290,000.00	\$ 300,000.00	\$ 315,000.00	\$ 335,000.00	\$ 345,000.00
General	Total Interest	\$ 73,595.00	\$ 61,500.00	\$ 48,892.50	\$ 35,567.50	\$ 21,627.50
General	Total Debt Service	\$ 363,595.00	\$ 361,500.00	\$ 363,892.50	\$ 370,567.50	\$ 366,627.50
Excluded	Total Principal	\$ -	\$ -	\$ -	\$ -	\$ -
Excluded	Total Interest	\$ -	\$ -	\$ -	\$ -	\$ -
Excluded	Total Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer	Total Principal	\$ 318,341.07	\$ 324,771.10	\$ 331,332.21	\$ 338,026.37	\$ 82,741.59
Sewer	Total Interest	\$ 24,720.83	\$ 18,289.71	\$ 11,728.68	\$ 5,035.10	\$ 827.42
Sewer	Total Debt Service	\$ 343,061.90	\$ 343,060.81	\$ 343,060.89	\$ 343,061.47	\$ 83,569.01

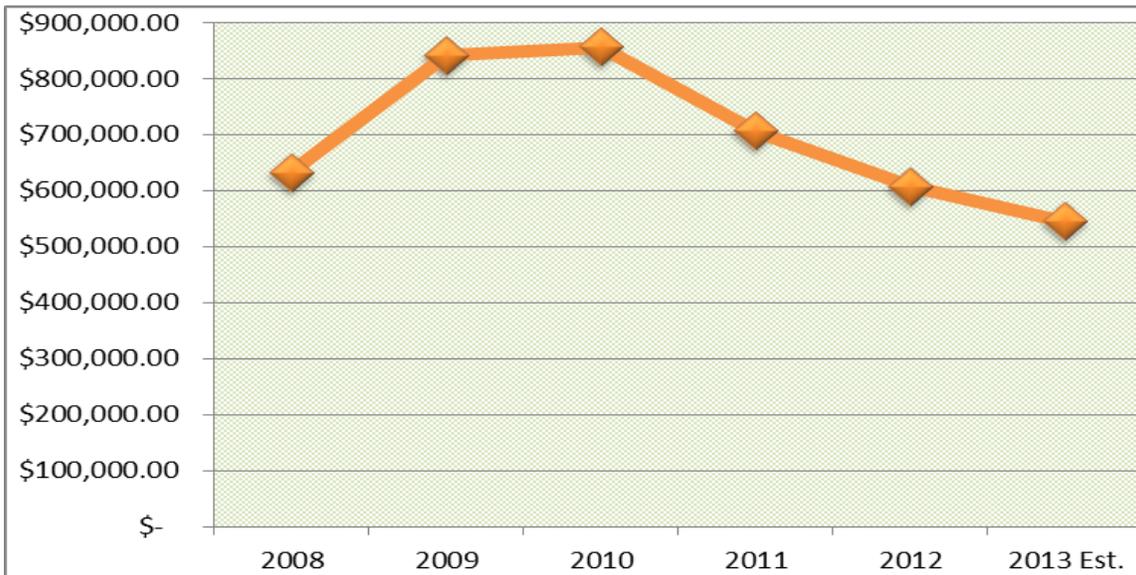
<u>Date</u>	<u>Purpose</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>Total 2014 - 2031</u>
6/1/1993	Sewer 91-33 P	\$ -	\$ -	\$ -	\$ 3,463.01
3/1/1994	Sewer P	\$ -	\$ -	\$ -	\$ -
3/1/1994	Sewer I	\$ -	\$ -	\$ -	\$ -
6/1/1995	Sewer 91-34 P	\$ -	\$ -	\$ -	\$ 27,730.18
7/15/1997	School Remodeling P	\$ -	\$ -	\$ -	\$ -
7/15/1997	School Remodeling I	\$ -	\$ -	\$ -	\$ -
11/1/1998	Sewer 97-54 P	\$ -	\$ -	\$ -	\$ 199,627.94
11/1/1998	Sewer 97-54 I	\$ -	\$ -	\$ -	\$ 8,685.81
7/15/1999	Golf Course P	\$ -	\$ -	\$ -	\$ 170,000.00
7/15/1999	Golf Course I	\$ -	\$ -	\$ -	\$ 4,568.75
8/1/2000	Sewer P	\$ -	\$ -	\$ -	\$ -
8/1/2000	Sewer I	\$ -	\$ -	\$ -	\$ -
8/1/2000	School Remodeling P	\$ -	\$ -	\$ -	\$ -
8/1/2000	School Remodeling I	\$ -	\$ -	\$ -	\$ -
8/1/2000	Landfill P	\$ -	\$ -	\$ -	\$ -
8/1/2000	Landfill I	\$ -	\$ -	\$ -	\$ -
8/1/2001	School Projects P	\$ -	\$ -	\$ -	\$ -
8/1/2001	School Projects I	\$ -	\$ -	\$ -	\$ -
9/28/2001	Sewer 98-128 P	\$ -	\$ -	\$ -	\$ 325,396.61
9/28/2001	Sewer 98-128 I	\$ -	\$ -	\$ -	\$ 20,287.85
10/15/2002	Sewer P	\$ -	\$ -	\$ -	\$ -
10/15/2002	Sewer I	\$ -	\$ -	\$ -	\$ -
10/15/2002	Building Remodeling P	\$ -	\$ -	\$ -	\$ -
10/15/2002	Building Remodeling I	\$ -	\$ -	\$ -	\$ -
10/15/2002	School Remodeling P	\$ -	\$ -	\$ -	\$ -
10/15/2002	School Remodeling I	\$ -	\$ -	\$ -	\$ -
10/15/2002	Dept Equipment P	\$ -	\$ -	\$ -	\$ -
10/15/2002	Dept Equipment I	\$ -	\$ -	\$ -	\$ -
12/14/2006	Sewer CW-05-26 P	\$ -	\$ -	\$ -	\$ 3,168,708.00
12/14/2006	Sewer CW-05-26 I	\$ -	\$ -	\$ -	\$ 464,189.42
4/1/2007	Golf Course Refunding P	\$ 355,000.00	\$ -	\$ -	\$ 4,090,000.00
4/1/2007	Golf Course Refunding I	\$ 7,277.50	\$ -	\$ -	\$ 1,571,957.50
4/1/2007	School Project Refunding P	\$ -	\$ -	\$ -	\$ 4,355,000.00
4/1/2007	School Project Refunding I	\$ -	\$ -	\$ -	\$ 1,311,450.00
4/1/2007	Land Acquisition P	\$ -	\$ -	\$ -	\$ -
4/1/2007	Land Acquisition I	\$ -	\$ -	\$ -	\$ -
12/15/2009	Sewer CW-06-24 P	\$ -	\$ -	\$ -	\$ 1,070,687.94
12/15/2009	Sewer CW-06-24 I	\$ -	\$ -	\$ -	\$ 168,585.86
7/8/2010	Sewer CW-06-24A P	\$ -	\$ -	\$ -	\$ 12,319.00
7/8/2010	Sewer CW-06-24A I	\$ -	\$ -	\$ -	\$ 1,939.75
9/24/2010	Sewer P	\$ -	\$ -	\$ -	\$ 105,000.00
9/24/2010	Sewer I	\$ -	\$ -	\$ -	\$ 7,875.00
9/24/2010	Golf Course Club House P	\$ -	\$ -	\$ -	\$ -
9/15/2011	School Remodeling Refunding P	\$ -	\$ -	\$ -	\$ 240,000.00
9/15/2011	School Remodeling Refunding I	\$ -	\$ -	\$ -	\$ 7,054.56
9/15/2011	Landfill Refunding P	\$ -	\$ -	\$ -	\$ 90,000.00
9/15/2011	Landfill Refunding I	\$ -	\$ -	\$ -	\$ 2,645.45
9/15/2011	Sewer P	\$ -	\$ -	\$ -	\$ 270,000.00
9/15/2011	Sewer I	\$ -	\$ -	\$ -	\$ 38,100.00
9/15/2011	Dept Equipment P	\$ -	\$ -	\$ -	\$ 20,000.00
9/15/2011	Dept Equipment I	\$ -	\$ -	\$ -	\$ 400.00
9/15/2011	Golf Course Club House P	\$ -	\$ -	\$ -	\$ 360,000.00
9/15/2011	Golf Course Club House I	\$ -	\$ -	\$ -	\$ 50,800.00
9/15/2011	Library Land P	\$ -	\$ -	\$ -	\$ 650,000.00
9/15/2011	Library Land I	\$ -	\$ -	\$ -	\$ 89,875.00
9/15/2011	School Refunding P	\$ -	\$ -	\$ -	\$ 6,650,000.00
9/15/2011	School Refunding I	\$ -	\$ -	\$ -	\$ 748,400.00
<b>Total</b>	<b>Total Principal</b>	\$ 355,000.00	\$ -	\$ -	\$ 21,807,932.68
<b>Total</b>	<b>Total Interest</b>	\$ 7,277.50	\$ -	\$ -	\$ 4,496,814.95
<b>Total</b>	<b>Total Debt Service</b>	\$ 362,277.50	\$ -	\$ -	\$ 26,304,747.63
<b>General</b>	<b>Total Principal</b>	\$ 355,000.00	\$ -	\$ -	\$ 12,270,000.00
<b>General</b>	<b>Total Interest</b>	\$ 7,277.50	\$ -	\$ -	\$ 2,475,701.26
<b>General</b>	<b>Total Debt Service</b>	\$ 362,277.50	\$ -	\$ -	\$ 14,745,701.26
<b>Excluded</b>	<b>Total Principal</b>	\$ -	\$ -	\$ -	\$ 4,355,000.00
<b>Excluded</b>	<b>Total Interest</b>	\$ -	\$ -	\$ -	\$ 1,311,450.00
<b>Excluded</b>	<b>Total Debt Service</b>	\$ -	\$ -	\$ -	\$ 5,666,450.00
<b>Sewer</b>	<b>Total Principal</b>	\$ -	\$ -	\$ -	\$ 5,182,932.68
<b>Sewer</b>	<b>Total Interest</b>	\$ -	\$ -	\$ -	\$ 709,663.69
<b>Sewer</b>	<b>Total Debt Service</b>	\$ -	\$ -	\$ -	\$ 5,892,596.37

## State Aid

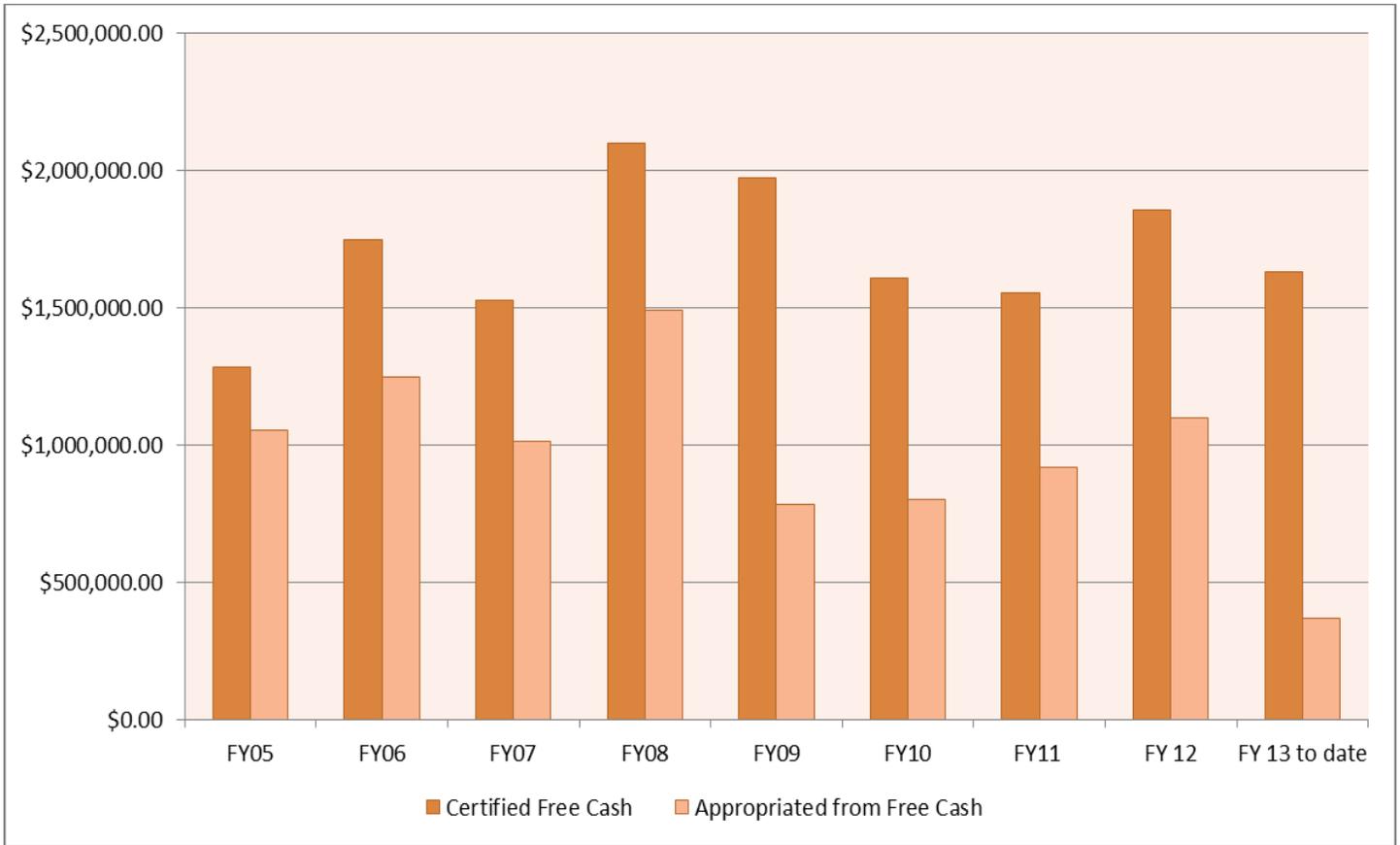


## Ambulance Fund

The balance at 6/30/12 was \$607,990.60. \$63,500 is proposed to be voted for the FY14 budget.



## Free Cash

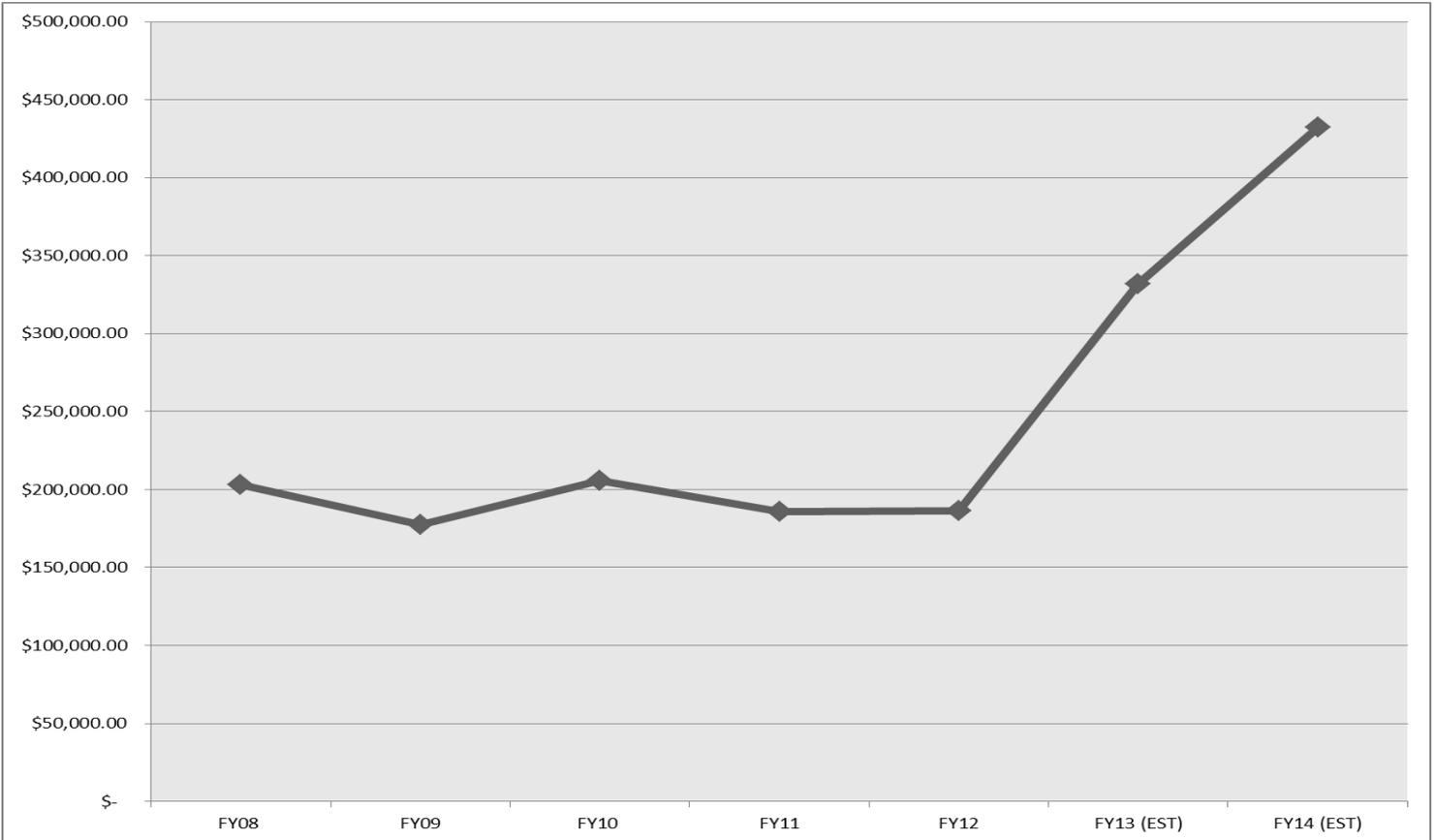


	Certified Free Cash	Appropriated from Free Cash	% Used
FY05	\$1,282,817.00	\$1,051,655.00	82%
FY06	\$1,743,995.00	\$1,243,995.00	71%
FY07	\$1,526,792.00	\$1,012,383.00	66%
FY08	\$2,097,666.00	\$1,490,016.00	71%
FY09	\$1,970,236.00	\$783,861.00	40%
FY10	\$1,604,391.00	\$800,145.00	50%
FY11	\$1,552,022.00	\$916,155.00	59%
FY12	\$1,854,895.00	\$1,098,990.00	59%
FY13 to date	\$1,627,444.00	\$367,996.00	23%

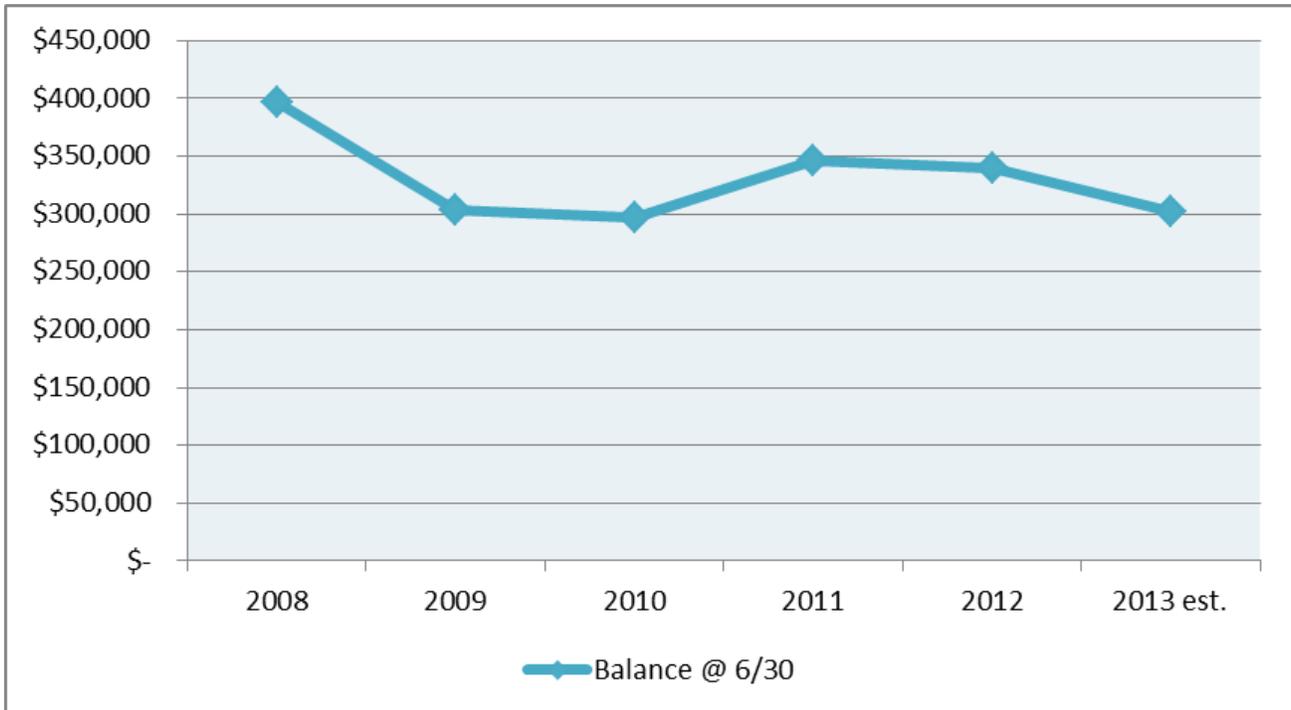
### Stabilization Fund



### Capital Stabilization Fund



### Cable Studio Fund



<b>Fiscal Year</b>	<b>Balance @ 6/30</b>
2008	\$ 396,631
2009	\$ 303,172
2010	\$ 296,942
2011	\$ 345,548
2012	\$ 339,432
2013 est.	\$ 302,608

## Revenues

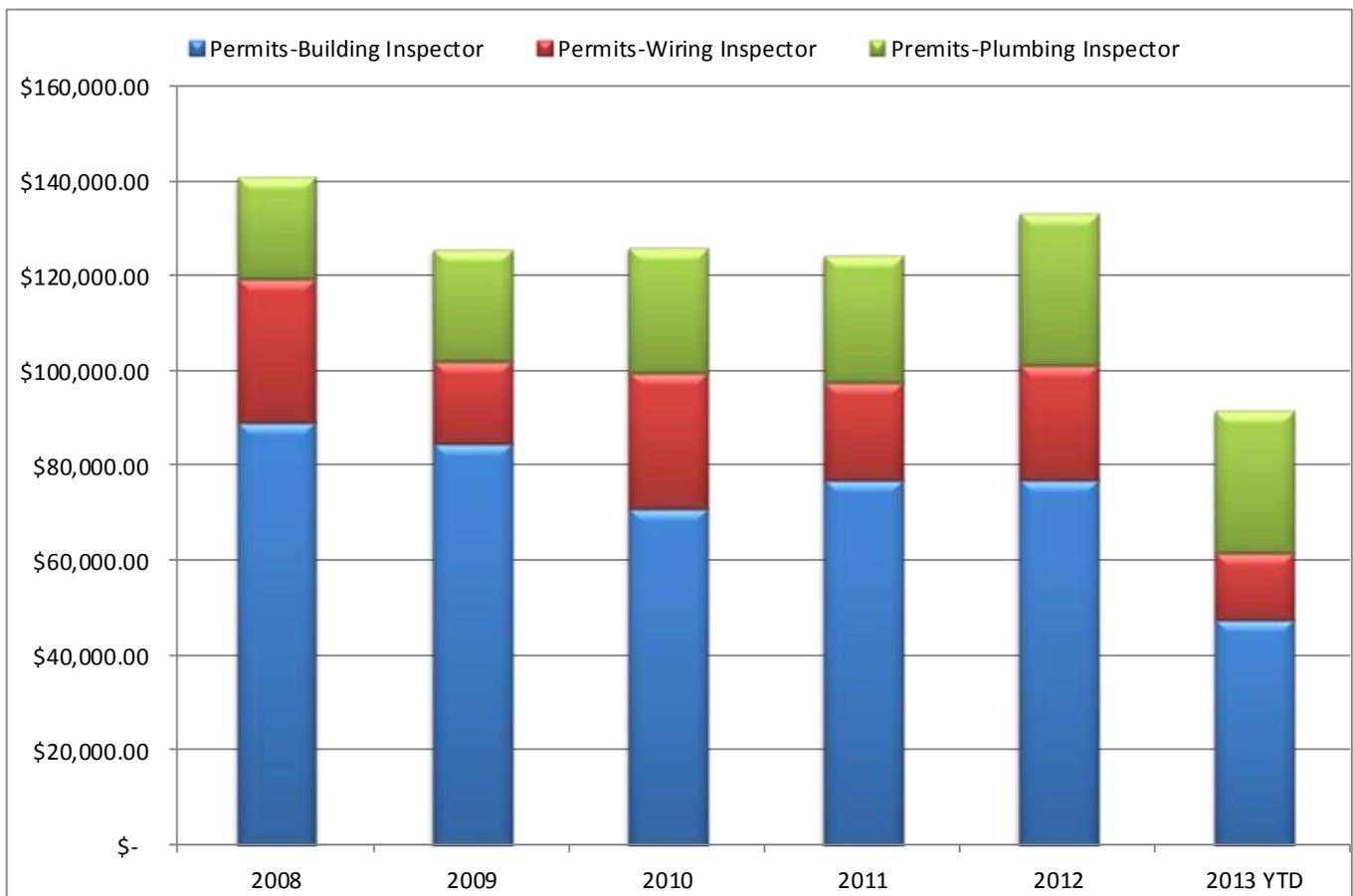
Department	Description of Revenue	FY11	FY12	FY13	as	FY14	Projected
		Actual		Actual	of 12/31/12		
Assessors	Copies	\$ 334.83	\$ 198.80	\$ 71.00	\$	\$ 50.00	
	Miscellaneous	\$ 278.00	\$ 269.00	\$ 121.00	\$	\$ 150.00	
		<b>\$ 612.83</b>	<b>\$ 467.80</b>	<b>\$ 192.00</b>	<b>\$</b>	<b>\$ 200.00</b>	
Building	Building Permits	\$ 77,070.50	\$ 77,097.60	\$ 40,658.40	\$	\$ 80,000.00	
	Burning Permits	\$ 1,010.00	\$ -	\$ -	\$	\$ -	
	Tag Sale Permits	\$ 3,120.00	\$ 2,850.00	\$ 920.00	\$	\$ -	
	Misc	\$ 8.00	\$ -	\$ -	\$	\$ -	
	Total Projected Revenue	<b>\$ 81,208.50</b>	<b>\$ 79,947.60</b>	<b>\$ 41,578.40</b>	<b>\$</b>	<b>\$ 80,000.00</b>	
Wiring	Permit Fees	<b>\$ 20,779.00</b>	<b>\$ 24,149.60</b>	<b>\$ 10,565.00</b>	<b>\$</b>	<b>\$ 22,000.00</b>	
Cable	Franchise Fee	\$ 127,189.62	\$ 131,903.61	\$ 78,499.31	\$	\$ 133,000.00	
	Franchise Fee Interest	\$ 14,562.26	\$ 1,723.63	\$ 380.60	\$	\$ -	
	Tape, CD & DVD Duplications	\$ 21.00	\$ 186.00	\$ 1,500.00	\$	\$ 200.00	
	Total Projected Revenue	<b>\$ 141,772.88</b>	<b>\$ 133,813.24</b>	<b>\$ 80,379.91</b>	<b>\$</b>	<b>\$ 133,200.00</b>	
Channel Marking	Boat excise tax	<b>\$ 7,541.34</b>	<b>\$ 8,204.81</b>	<b>\$ 5,617.84</b>	<b>\$</b>	<b>\$ 12,800.00</b>	
Clerk Treasurer	Business Certificates	\$ 2,175.00	\$ 3,945.00	\$ 1,340.00	\$	\$ 4,500.00	
	Dog License	\$ 11,724.34	\$ 11,335.00	\$ 315.00	\$	\$ 14,000.00	
	Dog License Late Fee	\$ 330.00	\$ -	\$ -	\$	\$ 500.00	
	Fishing License Fees	\$ 260.80	\$ 48.05	\$ -	\$	\$ -	
	Gas Permits	\$ 145.00	\$ 1,175.00	\$ 50.00	\$	\$ 2,000.00	
	Marriage License	\$ 1,800.00	\$ 2,240.00	\$ 1,225.00	\$	\$ 2,500.00	
	Municiple fees fishing	\$ 461.00	\$ 69.00	\$ -	\$	\$ -	
	Street lists	\$ 400.00	\$ 990.00	\$ 210.00	\$	\$ 1,000.00	
	Copies vital records	\$ 8,497.00	\$ 12,870.00	\$ 6,990.00	\$	\$ 13,000.00	
	Miscellaneous	\$ 167,511.52	\$ 129,131.52	\$ 110,807.31	\$	\$ 130,000.00	
	Interest	\$ 118,994.38	\$ 65,235.51	\$ 24,808.93	\$	\$ 70,000.00	
	Legal Fees-Tax Title	\$ -	\$ -	\$ -	\$	\$ -	
	Total projected	<b>\$ 312,299.04</b>	<b>\$ 227,039.08</b>	<b>\$ 145,746.24</b>	<b>\$</b>	<b>\$ 237,500.00</b>	
	Conservation	Wetland Filing Fees	\$ 3,735.20	\$ 1,377.50	\$ 587.50	\$	\$ 800.00
Conservation Land Fund		\$ 26,171.97	\$ 6,139.16	\$ 5,019.27	\$	\$ 5,000.00	
Admin Fee		\$ 150.00	\$ 2,950.00	\$ 700.00	\$	\$ 1,000.00	
Certificate of Compliance		\$ -	\$ 50.00	\$ -	\$	\$ -	
Copies		\$ 80.78	\$ 61.00	\$ 105.10	\$	\$ 20.00	
Total Projected Revenue	<b>\$ 30,137.95</b>	<b>\$ 10,577.66</b>	<b>\$ 6,411.87</b>	<b>\$</b>	<b>\$ 6,820.00</b>		
Council on Aging	III-C Nutrition Contract	\$ 96,540.00	\$ 96,542.00	\$ 24,135.00	\$	\$ 96,542.00	
	III-C Donations	\$ 40,222.03	\$ 37,707.43	\$ 3,820.98	\$	\$ 38,000.00	
	EOEA Formula Grant	\$ 25,823.00	\$ 25,525.00	\$ 28,588.00	\$	\$ 28,588.00	
	Minibus Fares	\$ 4,250.75	\$ 3,712.00	\$ 2,332.50	\$	\$ 4,000.00	
	Clinic Gift Account	\$ -	\$ -	\$ -	\$	\$ -	
	Newsletter Gift	\$ 7,128.00	\$ 5,237.67	\$ 852.00	\$	\$ 6,000.00	
	Building Gift	\$ 1,700.00	\$ 6,253.00	\$ 780.00	\$	\$ -	
	Christmas Basket	\$ 7,948.94	\$ 7,006.00	\$ 5,160.65	\$	\$ 7,000.00	
	Shopping Assistance	\$ 766.00	\$ 350.00	\$ -	\$	\$ -	
	Services Gift	\$ 832.00	\$ 1,689.00	\$ 2,330.00	\$	\$ 2,000.00	
	New Minibus	\$ 27.00	\$ 1,696.66	\$ 50.00	\$	\$ 1,000.00	
	Minibus Repair/Maintenance	\$ 110.00	\$ 1,675.00	\$ 295.00	\$	\$ 200.00	
	Activity Gift	\$ 16,080.59	\$ 10,457.98	\$ 4,667.55	\$	\$ 12,000.00	
	Service Provider Fees	\$ 351.65	\$ 321.85	\$ 133.40	\$	\$ 300.00	
	WMEC Chores Grant	\$ 4,135.00	\$ 1,409.37	\$ 1,478.96	\$	\$ 2,500.00	
	WMEC Companions/Escort Program	\$ 2,318.74	\$ 1,488.93	\$ 542.98	\$	\$ 1,800.00	
	WMEC Diabetes Grant	\$ 1,700.00	\$ 3,075.00	\$ 285.00	\$	\$ 1,680.00	
	WMEC Alzheimer's Support	\$ 2,042.82	\$ 2,610.00	\$ 3,800.00	\$	\$ 3,325.00	
	S.H. Friends of the Elderly	\$ 4,500.00	\$ 4,500.00	\$ 4,500.00	\$	\$ 4,500.00	
	Total Projected Revenue	<b>\$ 216,476.52</b>	<b>\$ 211,256.89</b>	<b>\$ 83,752.02</b>	<b>\$</b>	<b>\$ 209,435.00</b>	

Department	Description of Revenue	FY11		FY13		as	Projected
		Actual	FY12	Actual	of 12/31/12	FY14	
Golf	Greens Fees	\$ 447,403.18	\$ 477,248.81	\$ 306,988.92	\$	\$ 521,634.00	
	Cart Fees	\$ 134,594.83	\$ 109,550.14	\$ 81,699.17	\$	\$ 139,427.00	
	Season Passes	\$ 87,175.00	\$ 58,599.00	\$ 29,375.00	\$	\$ 67,342.00	
	Pro shop	\$ 46,895.33	\$ 31,032.04	\$ 19,704.45	\$	\$ 31,032.00	
	Concession fees	\$ 11,912.50	\$ 19,500.00	\$ 15,625.00	\$	\$ 399,694.00	
	Earnings on investment	\$ -	\$ -	\$ -	\$	\$ -	
	Driving Range	\$ 14,321.00	\$ 15,330.00	\$ 7,150.00	\$	\$ 17,630.00	
	Gift Certificates	\$ (5,829.24)	\$ (4,705.80)	\$ (678.98)	\$	\$ (3,500.00)	
	Utility Reimbursement	\$ 5,548.24	\$ 4,135.29	\$ -	\$	\$ -	
	Promo/Discounts	\$ (2,307.85)	\$ (3,010.41)	\$ (1,424.50)	\$	\$ -	
	Lessons	\$ 715.00	\$ 200.00	\$ -	\$	\$ 750.00	
	Outing Deposits	\$ 1,194.00	\$ -	\$ -	\$	\$ -	
	Miscellaneous Revenue	\$ 17.00	\$ 748.74	\$ 274.00	\$	\$ 1,000.00	
	<b>Total Projected Revenue</b>	<b>\$ 741,638.99</b>	<b>\$ 708,627.81</b>	<b>\$ 458,713.06</b>	<b>\$</b>	<b>\$ 1,175,009.00</b>	
Board of Health	Tobacco	\$ 300.00	\$ 6,350.00	\$ 1,050.00	\$	\$ 4,250.00	
	Gas Permits	\$ 12,335.00	\$ 16,191.00	\$ 9,047.00	\$	\$ 17,000.00	
	Plumbing Permits	\$ 14,290.00	\$ 15,560.00	\$ 9,065.00	\$	\$ 16,000.00	
	Burial Permits	\$ 1,570.00	\$ 1,220.00	\$ 475.00	\$	\$ 1,200.00	
	Camp Licenses	\$ 4,350.00	\$ 6,475.00	\$ 1,475.00	\$	\$ 6,000.00	
	Food Service Permit	\$ 17,138.50	\$ 20,290.00	\$ 1,625.00	\$	\$ 24,000.00	
	Milk License	\$ 138.00	\$ 42.00	\$ 2.00	\$	\$ 50.00	
	Septic Tank license	\$ 7,700.00	\$ 8,755.00	\$ 1,120.00	\$	\$ 8,000.00	
	Perc Examinations	\$ 200.00	\$ 1,800.00	\$ -	\$	\$ 1,000.00	
	Miscellaneous	\$ 545.00	\$ 1,146.12	\$ 2,485.00	\$	\$ 1,000.00	
	Copies	\$ 0.25	\$ 7.10	\$ 2.00	\$	\$ -	
	Local MRC (grant)	\$ 5,000.00	\$ -	\$ -	\$	\$ -	
	Tobacco (grant)	\$ 46,116.00	\$ 52,000.00	\$ 52,000.00	\$	\$ -	
	<b>Total Projected Revenue</b>	<b>\$ 109,682.75</b>	<b>\$ 129,836.22</b>	<b>\$ 78,346.00</b>	<b>\$</b>	<b>\$ 78,500.00</b>	
Library	Dog Tax	\$ 13,480.00	\$ 19,030.00	\$ 19,030.00	\$	\$ 10,000.00	
	Fines	\$ 10,988.71	\$ 9,948.24	\$ 4,215.57	\$	\$ 9,750.00	
	Miscellaneous	\$ 305.00	\$ -	\$ -	\$	\$ -	
	State aid (library incentive grant)	\$ 8,203.56	\$ 8,273.03	\$ -	\$	\$ 8,200.00	
	State Aid (Municipal Equalization Grant)	\$ 9,642.48	\$ 8,998.82	\$ -	\$	\$ 8,900.00	
	State Aid (Non-Resident Circulation Offset)	\$ 5,153.33	\$ 4,323.68	\$ -	\$	\$ 4,300.00	
	Library Construction Donations	\$ 1,809.34	\$ 2,004.30	\$ 135,578.88	\$	\$ 200,000.00	
	Library Donations	\$ 3,143.52	\$ 175,273.07	\$ 859.20	\$	\$ 1,750.00	
	<b>Total Projected Revenue</b>	<b>\$ 52,725.94</b>	<b>\$ 227,851.14</b>	<b>\$ 159,683.65</b>	<b>\$</b>	<b>\$ 242,900.00</b>	
<b>As of 10/31/12</b>							
Gaylord Library	Town Subsidy	\$ 12,350.00	\$ 12,350.00	\$ 31,753.00	\$	\$ 31,753.00	
	Donations	\$ 11,621.00	\$ 39,868.00	\$ 11,307.00	\$	\$ 42,000.00	
	Endowment Income	\$ 1,770.00	\$ 5,901.00	\$ 1,345.00	\$	\$ 6,000.00	
	Other Income	\$ 5,190.00	\$ 6,611.00	\$ 353.00	\$	\$ 2,150.00	
	Grants	\$ -	\$ 200.00	\$ -	\$	\$ -	
<b>Total Projected Revenue</b>	<b>\$ 30,931.00</b>	<b>\$ 64,930.00</b>	<b>\$ 44,758.00</b>	<b>\$</b>	<b>\$ 81,903.00</b>		
Parking Clerk	Fines	\$ 3,420.00	\$ 2,792.50	\$ 1,675.00	\$	\$ 3,100.00	
Planning	Subdivision Plans/ANR Plans	\$ 1,125.00	\$ 3,757.00	\$ 250.00	\$	\$ 2,000.00	
	Inspection Fees	\$ -	\$ -	\$ -	\$	\$ 750.00	
	Non-subdivision Plan & Permit reviews	\$ 2,965.00	\$ 1,500.00	\$ -	\$	\$ 2,000.00	
	Notice to abutters	\$ 1,382.20	\$ 1,212.42	\$ 1,128.43	\$	\$ 400.00	
	Miscellaneous	\$ 400.00	\$ -	\$ 262.00	\$	\$ 100.00	
	<b>Total Projected Revenue</b>	<b>\$ 5,872.20</b>	<b>\$ 6,469.42</b>	<b>\$ 1,640.43</b>	<b>\$</b>	<b>\$ 5,250.00</b>	

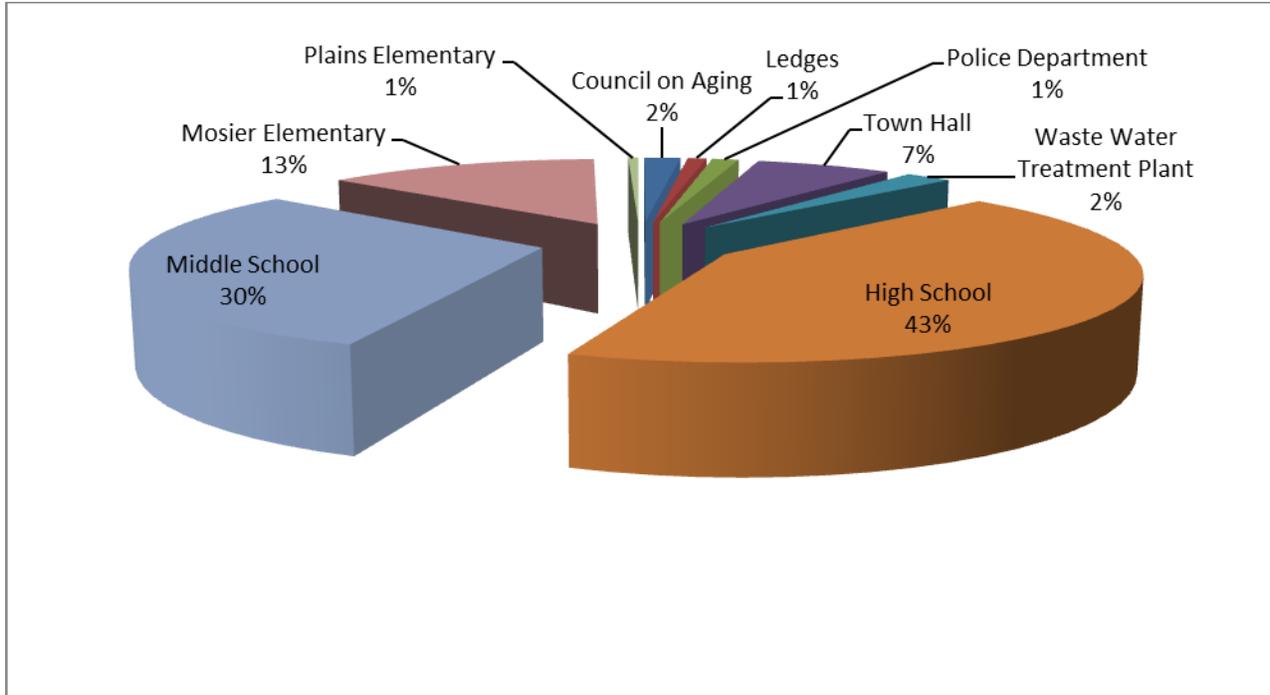
Department	Description of Revenue	FY11		FY13	as	
		Actual	FY12	Actual	of 12/31/12	FY14
Police	Accident Reports	\$ 2,383.00	\$ 2,459.00	\$ 1,175.00	\$ 2,300.00	
	Incident Reports	\$ 970.00	\$ 750.60	\$ 448.43	\$ 750.00	
	LTC Permits	\$ 4,925.00	\$ 9,350.00	\$ 2,900.00	\$ 7,000.00	
	Court Fines/Citations	\$ 26,765.00	\$ 47,236.72	\$ -	\$ 35,000.00	
	Administrative Fee	\$ 6,660.02	\$ 3,925.55	\$ 3,309.86	\$ 3,000.00	
	Cruiser Fee	\$ 815.00	\$ 775.00	\$ 4,905.00	\$ 1,000.00	
	Outside Detail	\$ 179,075.75	\$ 143,536.25	\$ 163,741.75	\$ 140,000.00	
	Class D fine	\$ 320.00	\$ 260.00	\$ -	\$ -	
	Miscellaneous	\$ -	\$ 552.00	\$ 100.00	\$ 400.00	
	PSAP (grant)	\$ 42,636.94	\$ -	\$ -	\$ -	
	<b>Total Projected Revenue</b>	<b>\$ 264,550.71</b>	<b>\$ 208,845.12</b>	<b>\$ 176,580.04</b>	<b>\$ 189,450.00</b>	
Public Works	BBP Revolving Fund	\$ 7,951.83	\$ 9,609.48	\$ -	\$ 7,000.00	
	BBP Gift Account	\$ 636.73	\$ 8,078.80	\$ -	\$ 1,000.00	
	Road Opening Fees	\$ 1,140.00	\$ 796.00	\$ 655.50	\$ 1,000.00	
	DPW-Misc	\$ 3,939.46	\$ 2,234.68	\$ 325.00	\$ 1,000.00	
	copies	\$ 120.00	\$ 20.00	\$ 50.00	\$ 20.00	
	Sale of Surplus Property	\$ 3,237.60	\$ -	\$ 7,200.50	\$ -	
	Solid Waste Fee	\$ 395,275.25	\$ 9,937.90	\$ -	\$ -	
	Solid Waste Host Community	\$ 775,973.04	\$ 845,978.78	\$ 424,538.35	\$ 800,000.00	
	Recycling Center	\$ 168,848.89	\$ 149,703.96	\$ 70,306.77	\$ 150,000.00	
	PAYT	\$ -	\$ 288,050.00	\$ 144,700.00	\$ 280,000.00	
	Sewer User Fee South Hadley	\$ 2,235,899.84	\$ 2,293,966.50	\$ 1,152,296.46	\$ 2,200,000.00	
	Sewer Connection Fees	\$ 14,625.00	\$ 16,850.00	\$ 5,400.00	\$ 15,000.00	
	Sewer Application Fee	\$ 2,325.00	\$ 1,050.00	\$ 1,050.00	\$ 1,800.00	
	Septic Disposal/Pepsi Disposal	\$ 2,750.00	\$ 3,320.00	\$ 531.77	\$ 2,000.00	
	WWTP-Misc	\$ 433.30	\$ 474.00	\$ 53.60	\$ 450.00	
	Industrial Pretreatment	\$ -	\$ 4,300.00	\$ 995.87	\$ 4,000.00	
	Investment Earnings-landfill	\$ 9,828.03	\$ 2,313.83	\$ 4,485.99	\$ 3,000.00	
	Investment Earnings-WWTP	\$ 22,200.24	\$ 1,240.41	\$ 2,644.57	\$ 2,000.00	
Misc-Interstate Waste	\$ 50,000.00	\$ 50,000.00	\$ 52,018.75	\$ 50,000.00		
<b>Total Projected Revenue</b>	<b>\$ 3,695,184.21</b>	<b>\$ 3,687,924.34</b>	<b>\$ 1,867,253.13</b>	<b>\$ 3,518,270.00</b>		
Recreation	Recreation Revolving	\$ 245,521.60	\$ 213,074.20	\$ -	\$ 210,000.00	
	Fireworks	\$ 10,878.27	\$ 10,802.91	\$ -	\$ 11,000.00	
	Summer Concert	\$ 5,200.00	\$ 4,150.00	\$ -	\$ 4,500.00	
	<b>Total Projected Revenue</b>	<b>\$ 261,599.87</b>	<b>\$ 228,027.11</b>	<b>\$ -</b>	<b>\$ 225,500.00</b>	
Sealer of Weights	Sealer Fees	\$ 520.00	\$ 2,775.00	\$ 2,000.00	\$ 2,800.00	
Selectboard	Liquor License	\$ 35,845.00	\$ 32,303.33	\$ 18,360.00	\$ 37,250.00	
	Common Victualler	\$ 1,020.00	\$ 5,580.00	\$ 450.00	\$ 1,260.00	
	Miscellaneous Licenses	\$ 4,115.00	\$ 340.00	\$ 3,185.00	\$ 4,065.00	
	Town Hall Rental	\$ 720.00	\$ 360.00	\$ -	\$ -	
	PVTA	\$ 56,260.00	\$ 102,685.00	\$ 41,307.00	\$ -	
	Copies	\$ 9.05	\$ 33.20	\$ -	\$ 10.00	
	District Reimbursement	\$ 30,920.20	\$ 30,920.20	\$ -	\$ -	
	<b>Total Projected Revenue</b>	<b>\$ 128,889.25</b>	<b>\$ 172,221.73</b>	<b>\$ 63,302.00</b>	<b>\$ 42,585.00</b>	
Tax Collector	Municipal Lien Certificates (\$25.00)	\$ 14,425.00	\$ 15,425.00	\$ 8,475.00	\$ 14,925.00	
	RE/PP Taxes	\$ 20,973,353.70	\$ 21,492,560.31	\$ 10,796,954.29	\$ -	
	MV Excise	\$ 1,538,616.41	\$ 1,524,057.35	\$ 272,946.89	\$ -	
	Boat Excise	\$ 6,219.01	\$ 6,182.56	\$ 5,339.34	\$ -	
	Penalties/Interest	\$ 193,017.29	\$ 174,556.15	\$ 74,164.63	\$ -	
	Tax Liens	\$ 64,562.87	\$ 75,709.45	\$ 20,998.57	\$ -	
	Insufficient check fee (\$25.00)	\$ 191.52	\$ -	\$ -	\$ 309.00	
	Marking Fee	\$ 11,879.42	\$ 17,412.00	\$ 4,860.00	\$ 12,046.00	
	Excise Demand Fee	\$ -	\$ 72,638.00	\$ 239.40	\$ 70,693.00	
	Miscellaneous	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	
	<b>Total Projected Revenue</b>	<b>\$ 22,802,465.22</b>	<b>\$ 23,378,740.82</b>	<b>\$ 11,184,178.12</b>	<b>\$ 98,173.00</b>	

## Building & Wiring Permit Revenue Trends

Fiscal Year	2008	2009	2010	2011	2012	2013 YTD
Permits-Building Inspector	\$ 89,371.00	\$ 84,750.00	\$ 71,183.00	\$ 77,071.00	\$ 77,098.00	\$ 47,837.00
Permits-Wiring Inspector	\$ 30,110.00	\$ 17,300.00	\$ 28,468.00	\$ 20,779.00	\$ 24,150.00	\$ 14,130.00
Permits-Plumbing Inspector	\$ 21,309.00	\$ 23,635.00	\$ 26,335.00	\$ 26,625.00	\$ 31,751.00	\$ 29,528.00
Total Permit Revenues	\$ 140,790.00	\$ 125,685.00	\$ 125,986.00	\$ 124,475.00	\$ 132,999.00	\$ 91,495.00
\$ Change from Previous Year	\$ 19,966.00	\$ (15,105.00)	\$ 301.00	\$ (1,511.00)	\$ 8,524.00	\$ (41,504.00)
% Change from Previous Year	16.5%	-10.7%	0.2%	-1.2%	6.8%	-31.2%



## Estimated Energy Savings



Estimated amounts removed from the FY14 Operating Budget Requests to cover the cost of the debt service regarding the Energy Management Services Agreement (Siemens contract).

Department	Estimated Energy Savings	
Council on Aging	\$	2,260.00
Ledges	\$	1,186.00
Police Department	\$	1,655.00
Town Hall	\$	8,448.00
Waste Water Treatment Plant	\$	2,860.00
<b>Town subtotal</b>	<b>\$</b>	<b>16,409.00</b>
High School	\$	53,760.00
Middle School	\$	38,199.00
Mosier Elementary	\$	16,909.00
Plains Elementary	\$	630.00
<b>School subtotal</b>	<b>\$</b>	<b>109,498.00</b>
<b>Total</b>	<b>\$</b>	<b>125,907.00</b>
FY14 Debt related to Energy Project	\$	36,693.00
Appropriated to Energy Stabilization Fund for future debt obligations	\$	89,214.00
	<b>\$</b>	<b>125,907.00</b>

## Indirect Costs

### School Indirect Costs Reflected on Town Side of Budget

FY 14 :

**FY 14 Budget Recommendation (adjusted for Energy Savings)** \$ 19,850,438

<i>Health Insurance</i>	\$	3,014,636
<i>FICA/Medicare</i>	\$	261,718
<i>Contributory &amp; Non Contr. Retirement</i>	\$	702,868
<i>Unemployment</i>	\$	41,500
<i>Property &amp; Liability Insurance</i>	\$	105,973
<i>Workers Compensation</i>	\$	52,650

**Total Indirects** \$ 4,179,345

**Total Amount of Budget Dollars in Support  
of School Department (not including debt)** \$ 24,029,783

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### SHELD Indirect Costs Reflected on Town Side of Budget

FY 14:

**FY 14 Estimated Payment to Town** \$ 527,600

<i>Health Insurance</i>	\$	146,610
<i>FICA/Medicare</i>	\$	16,222
<i>Contributory Retirement</i>	\$	212,684

*Estimated Costs for Admin Services* \$ 15,036

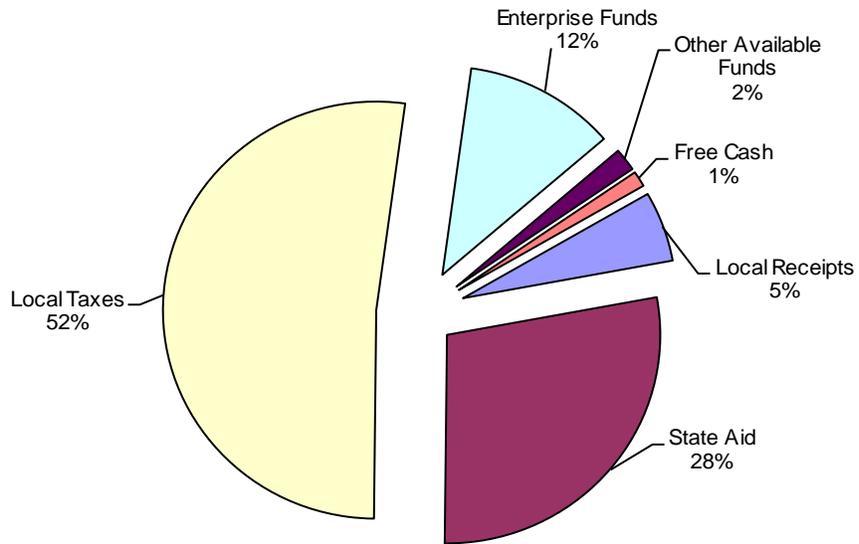
**Total Indirects** \$ 390,552

**Total Monetary Net Contributions to Town** \$ 137,048

## Pie Chart of Allocations

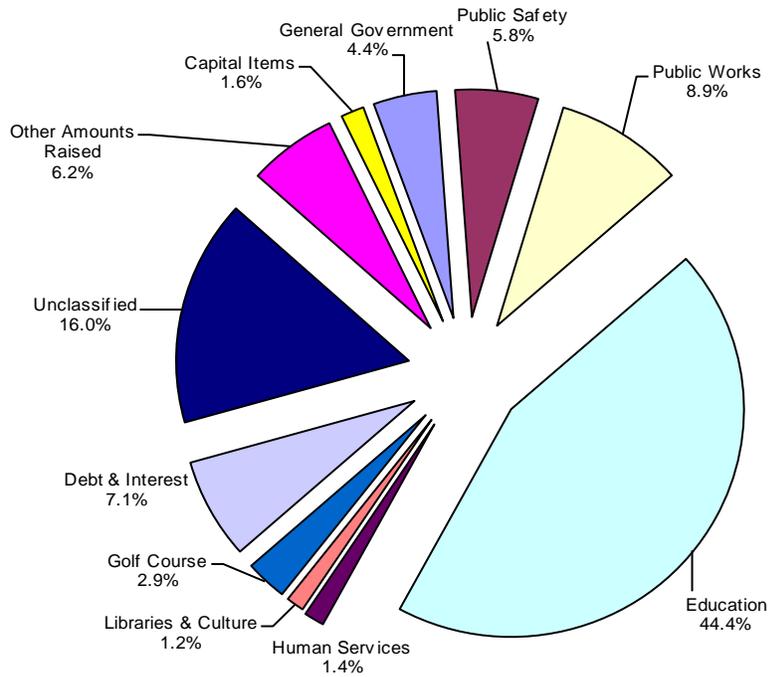
**FY 2014 Budget**

### Where the Money Comes From



**TOTAL REQUESTED BUDGETS**  
**\$44,684,364**  
 For Fiscal Year June 30, 2014

### Where the Money Goes



## “General Fund” Budget and Revenue Comparison Estimates

(Does not Include Enterprise Funds, or Debt Exclusion)  
Based on Requested Budgets & Level Funded State Aid

	FY 2013 Budget	FY 2014 Requests	<i>Difference</i>
<b>Estimated Revenue Sources:</b>			
Amount Estimated in Local Receipts	\$ 2,431,388	\$ 2,431,388	\$ -
Estimated Increase in Tax Levy	\$ 21,792,780	\$ 22,530,973	\$ <b>738,193</b>
Amount of "Free Cash" Usage (Amount Includes \$596,377 for '13 Golf Deficit - No F&B)	\$ 876,059	\$ 540,814	\$ <b>(335,245)</b>
Available Funds (that help fund budgets)	\$ 290,827	\$ 247,324	\$ <b>(43,503)</b>
Amount from Enterprise Funds to G/F (For Indirect Costs & Admin Services; wage & class)	\$ 393,269	\$ 418,248	\$ <b>24,979</b>
Estimated Amount from SHELD for indirects/PILOT	\$ 527,600	\$ 527,600	\$ -
<b>Net</b> Estimated Amount State Aid (Cherry Sheet)	\$ 10,331,557	\$ 10,285,409	\$ <b>(46,148)</b>
<b>Total of Estimated Revenue Sources</b>	<b>\$ 36,643,480</b>	<b>\$ 36,981,756</b>	<b>\$ 338,276</b>
<b>Less:</b>			
<b>Shared Fixed/ Unclassified Costs</b>	\$ 6,777,878	\$ 7,053,419	\$ <b>275,541</b>
<b>Net Amount Available for Funding of Operating Budgets/ Capital</b>	<b>\$ 29,865,602</b>	<b>\$ 29,928,337</b>	<b>\$ 62,735</b>
<b>Capital Spending :</b>			
Capital Stab/ Items	\$ 413,188	\$ 310,000	\$ <b>(103,188)</b>
Town & School Debt	\$ 184,497	\$ 237,013	\$ <b>52,516</b>
<b>Net Change in Capital Spending</b>	<b>\$ 597,685</b>	<b>\$ 547,013</b>	<b>\$ (50,672)</b>
Energy Savings Debt	\$ -	\$ 36,693	\$ <b>36,693</b>
<b>New Net Amount Available for Operating</b>	<b>\$ 29,267,917</b>	<b>\$ 29,418,017</b>	<b>\$ <u>76,714</u></b>

**“General Fund” Budget and Revenue Comparison Estimates continued.**

**Operating Budget Requests:**

School Dept	\$ 19,636,976	\$ 19,850,438	\$ 213,462
General Government	\$ 1,848,486	\$ 1,746,508	\$ (101,978)
Reserve Fund	\$ 32,500	\$ 32,500	\$ -
(less transfer for Legal and Advertising)	\$ (20,000)		\$ 20,000
Public Safety	\$ 2,519,553	\$ 2,560,820	\$ 41,267
DPW	\$ 1,204,436	\$ 1,223,154	\$ 18,718
Snow & Ice	\$ 100,006	\$ 100,007	\$ 1
Council on Aging	\$ 323,354	\$ 317,907	\$ (5,447)
Veterans Benefits	\$ 215,300	\$ 215,300	\$ -
Libraries	\$ 525,015	\$ 521,655	\$ (3,360)
Gaylord Library	\$ 31,753	\$ 31,753	\$ -
Town Audit/ GASB 45 - Actuary	\$ 28,500	\$ 29,000	\$ 500
Non Fixed Unclassified	\$ 112,381	\$ 112,434	\$ 53
Health	\$ 118,229	\$ 93,191	\$ (25,038)
Canal Park	\$ 900	\$ 900	\$ -
Cable Studio Dept	\$ 97,303	\$ 105,282	\$ 7,979
Conservation Land Fund	\$ 5,000	\$ 5,000	\$ -
Wage & Class Plan	\$ 11	\$ 32,400	\$ 32,389
Union Payment	\$ 8,600		\$ (8,600)
Property Revaluation	\$ 15,000	\$ 15,000	\$ -
Other Special Articles (Payroll Audit)	\$ 10,000	\$ -	\$ (10,000)
Energy Stabilization Fund		\$ 89,214	\$ 89,214
Current Year Golf Course Deficit Funded (no Capital or indirect costs or Food & Bev for FY13)	\$ 596,377	\$ 540,814	\$ (55,563)
<b>Total of Operating Expense Requests</b>	<b>\$ 27,409,680</b>	<b>\$ 27,623,277</b>	<b>\$ 213,597</b>

**Operating Expenses (over)/under Net Amount Avail** **\$ (136,883)**

**Estimated increase in amount for Other Assessments**

(School Choice/Charter; Regional Transit; Vets Bud; etc...)	\$ 1,627,200	\$ 1,642,068	\$ 14,868
(adjust for FY13 to FY14 overlay amount raised)	\$ 231,037	\$ 210,000	\$ (21,037)

**Operating Expenses & Assessments (over)/under Net Amount Avail** **\$ (130,714)**

**Preliminary Estimated Sources and Uses**  
**Based on Requested Budgets and Level Funded State Aid**  
**April 10, 2013**

**AMOUNT TO BE RAISED:**

Appropriations	
<hr/>	
School Department	19,850,438
General Government	1,746,508
Public Safety	2,560,820
Line of Duty	7,500
Reserve Fund	32,500
DPW	3,882,942
Snow & Ice	100,007
Council on Aging	317,907
Veterans Benefits	215,300
Libraries	521,655
Gaylord Library	31,753
Town Audit	25,000
GASB 45 - Actuary	4,000
Unclassified Accounts	7,100,853
Workers' Compensation	65,000
Health	93,191
Debt & Interest	1,267,715
Debt & Interest (Debt Exclusion)	1,924,981
Connecticut River Markers	5,500
Canal Park	900
Ledges Golf Course Enterprise	1,297,460
Cable Studio Manager	105,282
Conservation Land Fund	5,000
Wage & Classification Plan	32,400
Energy Stabilization Fund	89,214
Est. Capital Funding/ Placeholder	630,000
(Includes Enterprise/Cable Capital of \$360,000)	
<b>Total Appropriations</b>	<b>41,913,826</b>

**Special Articles:**

Property Revaluation 15,000

**Revised Total Appropriations 41,928,826**

PVPC/VETS	31,736
Overlay Reserve	210,000
Cherry Sheet Charges	148,202
Cherry Sheet Offsets	903,470
School Choice Tuition	1,462,130
<b>Total</b>	<b>44,684,364</b>

**ESTIMATED RECEIPTS:**

Revenues:	
<hr/>	
Local Estimated Receipts	2,431,388
Cherry Sheet	11,188,879
Debt Exclusion Reimbursement	1,350,586
Enterprise Funds	5,148,691
Available Funds	801,138
Electric Light Department	527,600
<b>Total</b>	<b>21,448,282</b>
Total to be Raised	44,684,364
Total Estimated Receipts	21,448,282
Tax Levy Required	23,236,082
Actual Tax Levy Limit	22,530,973
Debt Exclusion to be Raised	574,395

**SURPLUS/DEFICIT \$ (130,714)**

Amount of Available Funds Proposed to be Voted	
Ambulance Fund	63,500
Boat Excise	5,500
Dog Refund	11,000
Aid To Libraries	8,500
Cable Studio Fund	171,824
Free Cash	540,814
Overlay Surplus	-
<b>Total</b>	<b>801,138</b>

Est. Enterprise Funds/ Receipts to be Voted	
WWTP	1,721,170
WWTP Debt & Interest	543,895
Landfill	1,263,924
Landfill Debt & Interest	32,850
Reimbursement to General Fund	411,842
Ledges Golf Course Enterprise	757,746
Ledges Golf Course Debt & Interest	417,264
(assumes a \$540,814 deficit for FY14 not including indirect costs in General Fund)	
<b>Total</b>	<b>5,148,691</b>

# FY2014 Requested Operating Budget

TOWN WARRANT	DEPARTMENT	EXPENDED FY2011	EXPENDED FY2012	BUDGET FY2013	REQUEST FY2014	CHANGE FY13-14	SELECTBOARD'S TBD FY2014	TBD CHANGE FROM REQUESTED
ART. #8	<b>SCHOOLS</b>							
	PERSONNEL	\$15,033,284	\$15,417,044	\$15,838,154				
	OTHER EXPENSES	\$3,667,046	\$3,835,343	\$3,798,822				
	TOTAL SCHOOLS	\$18,700,330	\$19,252,387	\$19,636,976	\$19,959,936	\$322,960	\$19,959,936	\$0
	Less estimated savings from the energy project				(\$109,498)	(\$109,498)	(\$109,498)	\$0
					\$19,850,438	\$213,462	\$19,850,438	\$0
<i>Plus Estimated School Share of Fixed/Unclassified Costs</i>								
	<i>*For Illustrative Purposes Only</i>							
	Retirement	\$ 614,446	\$ 669,762	\$ 727,918	\$ 702,868	\$ (25,050)		
	Unemployment	\$ 51,806	\$ 47,999	\$ 41,500	\$ 41,500	\$ -		
	Health Insurance	\$ 2,801,552	\$ 2,752,880	\$ 2,895,964	\$ 3,014,636	\$ 118,672		
	FICA	\$ 224,389	\$ 227,430	\$ 249,255	\$ 261,718	\$ 12,463		
	Prop & Liab Insurance	\$ 81,474	\$ 92,867	\$ 105,973	\$ 105,973	\$ -		
	Workers Comp (based on approp)	\$ 52,585	\$ -	\$ -	\$ 52,650	\$ 52,650		
	<b>TOTAL SCHOOL BUD. W / INDIRECTS</b>	<b>\$ 22,526,382</b>	<b>\$ 23,043,325</b>	<b>\$ 23,657,586</b>	<b>\$ 24,029,783</b>	<b>\$ 372,197</b>		
ART. #6	<b>RESERVE FUND BUDGET</b>	\$42,500	\$42,500	\$32,500	\$32,500	\$0	\$32,500	\$0
	TRANSFERS TO OTHER DEPARTMENTS	(\$31,515)	(\$22,365)	(\$20,000)				
	CLOSED TO FREE CASH	(\$10,985)	(\$20,135)					
ART. #7	<b>COMPENSATION FOR ELECTED TOWN OFFICIALS (ANNUALLY)</b>							
	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	\$59,128		(\$59,128)		\$0
	ASSESSORS (EACH 3)	\$2,500	\$2,500	\$2,500	\$2,500	\$0	\$2,500	\$0
	TOWN CLERK-TREASURER	\$58,250	\$58,250	\$59,957		(\$59,957)		\$0
ART. #9	<b>WAGE AND CLASSIFICATION PLAN</b>	\$0	\$0	\$56,612	\$32,400	(\$24,212)	\$32,400	\$0
	TRANSFERS TO OTHER DEPARTMENTS			(\$56,601)		\$56,601		\$0
	DIRECT EXPENDITURES							
	UNION PAYMENT			\$8,600		(\$8,600)		\$0
ART. #10	<b>GENERAL GOVERNMENT</b>							
	<b>MODERATOR</b>							
	PERSONAL SERVICES	\$0	\$0	\$1	\$1	\$0	\$1	\$0
	TOTAL MODERATOR	\$0	\$0	\$1	\$1	\$0	\$1	\$0
	<b>APPROPRIATIONS COMMITTEE</b>							
	OTHER EXPENSES	\$231	\$231	\$450	\$450	\$0	\$450	\$0
	TOTAL APPROPRIATIONS COMM.	\$231	\$231	\$450	\$450	\$0	\$450	\$0
	<b>INTERNAL SERVICE ACCOUNT</b>							
	OTHER EXPENSES		\$21,061	\$20,000	\$20,000	\$0	\$20,000	\$0
	<b>SELECTBOARD</b>							
	PERSONAL SERVICES	\$279,306	\$269,061	\$262,658	\$381,913	\$119,255	\$381,913	\$0
	OTHER EXPENSES	\$64,506	\$80,590	\$118,154	\$61,975	(\$56,179)	\$61,975	\$0
	TOTAL SELECTMEN	\$343,812	\$349,651	\$380,812	\$443,888	\$63,076	\$443,888	\$0
	<b>YOUTH COMMISSION</b>							
	PERSONAL SERVICES		\$17,308	\$25,991	\$25,598	(\$393)	\$25,598	\$0
	OTHER EXPENSES	\$1,560	\$3,993	\$4,700	\$4,700	\$0	\$4,700	\$0
	TOTAL YOUTH COMMISSION	\$1,560	\$21,301	\$30,691	\$30,298	(\$393)	\$30,298	\$0
	<b>HUMAN RESOURCES</b>							
	PERSONAL SERVICES	\$45,233	\$30,445	\$26,894	\$0	(\$26,894)	\$0	\$0
	OTHER EXPENSES	\$6,292	\$26,700	\$28,750	\$55,150	\$26,400	\$55,150	\$0
	TOTAL HUMAN RESOURCES	\$51,525	\$57,145	\$55,644	\$55,150	(\$494)	\$55,150	\$0
	<b>ACCOUNTANT</b>							
	PERSONAL SERVICES	\$140,139	\$140,139	\$146,248	\$144,258	(\$1,990)	\$144,258	\$0
	OTHER EXPENSES	\$654	\$800	\$885	\$985	\$100	\$985	\$0
	TOTAL ACCOUNTANT	\$140,793	\$140,939	\$147,133	\$145,243	(\$1,890)	\$145,243	\$0
	<b>TOWN CLERK / TREASURER:</b>							
	<b>TOWN CLERK</b>							
	PERSONAL SERVICES				\$74,394	\$74,394	\$74,394	\$0
	OTHER EXPENSES				\$4,478	\$4,478	\$4,478	\$0
	TOTAL TOWN CLERK				\$78,872	\$78,872	\$78,872	\$0
	<b>TOWN TREASURER</b>							
	PERSONAL SERVICES				\$74,394	\$74,394	\$74,394	\$0
	OTHER EXPENSES				\$30,528	\$30,528	\$30,528	\$0
	TOTAL TOWN TREASURER				\$104,922	\$104,922	\$104,922	\$0
	TOTAL TOWN CLERK/ TREASURER				\$183,794	\$183,794	\$183,794	\$0
	<b>TOWN CLERK - TREASURER (Prior Combined)</b>							
	PERSONAL SERVICES	\$152,134	\$138,298	\$156,257	Budget Split in FY2014	(\$156,257)		
	OTHER EXPENSES	\$30,351	\$31,750	\$31,005		(\$31,005)		
	TOTAL TOWN TREASURER	\$182,485	\$170,048	\$187,262		(\$187,262)		

TOWN WARRANT	DEPARTMENT	EXPENDED FY2011	EXPENDED FY2012	BUDGET FY2013	REQUEST FY2014	CHANGE FY13-14	SELECTBOARD'S TBD FY2014	TBD CHANGE FROM REQUESTED
<b>TOWN COLLECTOR</b>								
	PERSONAL SERVICES	\$98,077	\$98,177	\$102,054	\$100,629	(\$1,425)	\$100,629	\$0
	OTHER EXPENSES	\$20,220	\$20,736	\$19,224	\$22,224	\$3,000	\$22,224	\$0
	TOTAL TAX COLLECTOR	\$118,297	\$118,913	\$121,278	\$122,853	\$1,575	\$122,853	\$0
<b>ASSESSORS</b>								
	PERSONAL SERVICES	\$135,929	\$135,929	\$141,390	\$139,120	(\$2,270)	\$139,120	\$0
	OTHER EXPENSES	\$11,807	\$9,601	\$10,250	\$12,220	\$1,970	\$12,220	\$0
	TOTAL ASSESSORS	\$147,736	\$145,530	\$151,640	\$151,340	(\$300)	\$151,340	\$0
<b>ELECTION AND REGISTRATION</b>								
	PERSONAL SERVICES	\$15,327	\$14,925	\$29,060	\$7,925	(\$21,135)	\$7,925	\$0
	OTHER EXPENSES	\$14,450	\$17,812	\$17,750	\$12,808	(\$4,942)	\$12,808	\$0
	TOTAL ELECTION AND REG.	\$29,777	\$32,737	\$46,810	\$20,733	(\$26,077)	\$20,733	\$0
<b>TOWN HALL</b>								
	PERSONAL SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	OTHER EXPENSES	\$147,366	\$166,525	\$153,985	\$151,667	(\$2,318)	\$151,667	\$0
	TOTAL TOWN HALL	\$147,366	\$166,525	\$153,985	\$151,667	(\$2,318)	\$151,667	\$0
<b>FACILITIES MANAGEMENT</b>								
	OTHER EXPENSES			\$89,000	\$10,000	(\$79,000)	\$10,000	\$0
	TOTAL FACILITIES MANAGEMENT			\$89,000	\$10,000	(\$79,000)	\$10,000	\$0
<b>FIBERMARK BUILDING</b>								
	OTHER EXPENSES		\$23,910	\$20,000	\$0	(\$20,000)	\$0	\$0
	TOTAL FIBERMARK BUILDING		\$23,910	\$20,000	\$0	(\$20,000)	\$0	\$0
<b>TOWN COUNSEL</b>								
	PERSONAL SERVICES	\$2,600	\$2,600	\$2,600	\$2,600	\$0	\$2,600	\$0
	OTHER EXPENSES	\$28,796	\$29,489	\$35,000	\$45,000	\$10,000	\$45,000	\$0
	TOTAL TOWN COUNSEL	\$31,396	\$32,089	\$37,600	\$47,600	\$10,000	\$47,600	\$0
<b>PERSONNEL BOARD</b>								
	PERSONAL SERVICES	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	OTHER EXPENSES	\$3,144	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL PERSONNEL BOARD	\$3,144	\$0	\$0	\$0	\$0	\$0	\$0
<b>I.T. DEPARTMENT</b>								
	PERSONAL SERVICES	\$105,463	\$105,713	\$108,526	\$48,651	(\$59,875)	\$48,651	\$0
	OTHER EXPENSES	\$86,678	\$87,577	\$94,161	\$109,254	\$15,093	\$109,254	\$0
	TOTAL DATA PROCESSING	\$192,141	\$193,290	\$202,687	\$157,905	(\$44,782)	\$157,905	\$0
<b>TECHNOLOGY COMMITTEE</b>								
	OTHER EXPENSES	\$1,275	\$10,000	\$5,000	\$10,000	\$5,000	\$10,000	\$0
	TOTAL TECH COMMITTEE	\$1,275	\$10,000	\$5,000	\$10,000	\$5,000	\$10,000	\$0
<b>PLANNING BOARD</b>								
	PERSONAL SERVICES	\$71,222	\$71,222	\$75,118	\$73,989	(\$1,129)	\$73,989	\$0
	OTHER EXPENSES	\$3,613	\$3,285	\$4,350	\$4,350	\$0	\$4,350	\$0
	TOTAL PLANNING BOARD	\$74,835	\$74,507	\$79,468	\$78,339	(\$1,129)	\$78,339	\$0
<b>BOARD OF APPEALS</b>								
	OTHER EXPENSES	\$50	\$120	\$675	\$675	\$0	\$675	\$0
	TOTAL BOARD OF APPEALS	\$50	\$120	\$675	\$675	\$0	\$675	\$0
<b>CONSERVATION COMMISSION</b>								
	PERSONAL SERVICES	\$38,628	\$38,628	\$40,860	\$40,212	(\$648)	\$40,212	\$0
	OTHER EXPENSES	\$2,379	\$2,324	\$2,324	\$2,324	\$0	\$2,324	\$0
	TOTAL CONSERVATION COMMITTEE	\$41,007	\$40,952	\$43,184	\$42,536	(\$648)	\$42,536	\$0
<b>RECREATION DEPARTMENT</b>								
	PERSONAL SERVICES	\$68,309	\$61,715	\$73,881	\$72,751	(\$1,130)	\$72,751	\$0
	OTHER EXPENSES	\$2,638	\$746	\$1,285	\$1,285	\$0	\$1,285	\$0
	TOTAL RECREATION DEPT.	\$70,947	\$62,461	\$75,166	\$74,036	(\$1,130)	\$74,036	\$0
<b>TOTAL GENERAL GOVERNMENT</b>								
		\$1,578,377	\$1,661,410	\$1,848,486	\$1,746,508	(\$101,978)	\$1,746,508	\$0
ART. #11	<b>PUBLIC SAFETY</b>							
	<b>POLICE</b>							
	PERSONAL SERVICES	\$2,090,473	\$1,973,708	\$2,056,428	\$2,078,000	\$21,572	\$2,078,000	\$0
	OTHER EXPENSES	\$264,191	\$303,654	\$284,213	\$283,238	(\$975)	\$283,238	\$0
	POLICE CRUISERS	\$55,644	\$55,518	\$56,000	\$56,000	\$0	\$56,000	\$0
	TOTAL POLICE	\$2,410,308	\$2,332,880	\$2,396,641	\$2,417,238	\$20,597	\$2,417,238	\$0
	<b>POLICE MATRONS</b>							
	PERSONAL SERVICES	\$187	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL POLICE MATRONS	\$187	\$0	\$0	\$0	\$0	\$0	\$0
	<b>MA EMERGENCY MANAGEMENT ASSOC. (MEMA)</b>							
	PERSONAL SERVICES	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$5,000	\$0
	OTHER EXPENSES	\$1,981	\$5,894	\$7,395	\$7,395	\$0	\$7,395	\$0
	TOTAL MEMA	\$6,981	\$10,894	\$12,395	\$12,395	\$0	\$12,395	\$0
	<b>FOREST WARDEN/FIRES</b>							
	PERSONAL SERVICES	\$363	\$500	\$500	\$500	\$0	\$500	\$0
	OTHER EXPENSES	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL FOREST WARDEN/FIRES	\$363	\$500	\$500	\$500	\$0	\$500	\$0

TOWN WARRANT	DEPARTMENT	EXPENDED FY2011	EXPENDED FY2012	BUDGET FY2013	REQUEST FY2014	CHANGE FY13-14	SELECTBOARD'S TBD FY2014	TBD CHANGE FROM REQUESTED
	<b>INSPECTION SERVICES</b>							
	PERSONAL SERVICES	\$60,618	\$63,653	\$63,823	\$104,903	\$41,080	\$104,903	\$0
	OTHER EXPENSES	\$1,328	\$560	\$1,800	\$5,580	\$3,780	\$5,580	\$0
	TOTAL BUILDING INSPECTOR	\$61,946	\$64,213	\$65,623	\$110,483	\$44,860	\$110,483	\$0
	<b>WIRING INSPECTOR</b>							
	PERSONAL SERVICES	\$21,881	\$21,971	\$22,850	Moved to	(\$22,850)		\$0
	OTHER EXPENSES	\$1,213	\$798	\$1,180	Inspection Services for FY14	(\$1,180)		\$0
	TOTAL WIRING INSPECTOR	\$23,094	\$22,769	\$24,030		(\$24,030)		\$0
	<b>SEALER OF WEIGHTS &amp; MEASURES</b>							
	PERSONAL SERVICES	\$6,215	\$6,215	\$6,215	\$6,215	\$0	\$6,215	\$0
	OTHER EXPENSES	\$168	\$344	\$350	\$350	\$0	\$350	\$0
	TOTAL SEALER OF WEIGHT & MEASURES	\$6,383	\$6,559	\$6,565	\$6,565	\$0	\$6,565	\$0
	<b>DOG OFFICER</b>							
	PERSONAL SERVICES	\$11,613	\$11,567	\$11,839	\$11,679	(\$160)	\$11,679	\$0
	OTHER EXPENSES	\$1,484	\$1,323	\$1,760	\$1,760	\$0	\$1,760	\$0
	TOTAL DOG OFFICER	\$13,097	\$12,890	\$13,599	\$13,439	(\$160)	\$13,439	\$0
	<b>PARKING CLERK</b>							
	OTHER EXPENSES	\$213	\$108	\$200	\$200	\$0	\$200	\$0
	<b>TOTAL PUBLIC SAFETY</b>	\$2,522,572	\$2,450,813	\$2,519,553	\$2,560,820	\$41,267	\$2,560,820	\$0
ART. #12	<b>POLICE</b>							
	LINE OF DUTY INJURY FUND	\$0	\$0	\$7,500	\$7,500	\$0	\$7,500	\$0
ART. #14	<b>DEPARTMENT OF PUBLIC WORKS</b>							
	<b>ADMINISTRATION</b>							
	PERSONAL SERVICES	\$97,224	\$84,765	\$94,447	\$88,185	(\$6,262)	\$88,185	\$0
	OTHER EXPENSES	\$17,826	\$13,636	\$17,539	\$17,539	\$0	\$17,539	\$0
	TOTAL ADMINISTRATION	\$115,050	\$98,401	\$111,986	\$105,724	(\$6,262)	\$105,724	\$0
	<b>CONSTRUCTION &amp; MAINTENANCE</b>							
	PERSONAL SERVICES	\$299,696	\$282,876	\$301,750	\$302,901	\$1,151	\$302,901	\$0
	OTHER EXPENSES	\$117,881	\$110,446	\$119,000	\$119,000	\$0	\$119,000	\$0
	TOTAL CONSTRUCTION & MAINT.	\$417,577	\$393,322	\$420,750	\$421,901	\$1,151	\$421,901	\$0
	<b>SANITARY LANDFILL</b>							
	PERSONAL SERVICES	\$160,396	\$176,529	\$198,825	\$195,721	(\$3,104)	\$195,721	\$0
	OTHER EXPENSES	\$737,338	\$750,076	\$906,472	\$1,066,472	\$160,000	\$1,066,472	\$0
	TOTAL SANITARY LANDFILL	\$897,734	\$926,605	\$1,105,297	\$1,262,193	\$156,896	\$1,262,193	\$0
	<b>PARKS</b>							
	PERSONAL SERVICES	\$283,998	\$298,878	\$312,685	\$313,817	\$1,132	\$313,817	\$0
	OTHER EXPENSES	\$102,823	\$121,478	\$119,600	\$119,600	\$0	\$119,600	\$0
	TOTAL PARKS	\$386,821	\$420,356	\$432,285	\$433,417	\$1,132	\$433,417	\$0
	<b>TREE DEPARTMENT</b>							
	PERSONAL SERVICES	\$5,000	\$5,000	\$5,000	\$10,000	\$5,000	\$10,000	\$0
	OTHER EXPENSES	\$76,888	\$70,807	\$74,600	\$92,000	\$17,400	\$92,000	\$0
	TOTAL TREE DEPARTMENT	\$81,888	\$75,807	\$79,600	\$102,000	\$22,400	\$102,000	\$0
	<b>WATER POLLUTION CONTROL</b>							
	PERSONAL SERVICES	\$559,688	\$558,403	\$612,499	\$606,777	(\$5,722)	\$606,777	\$0
	OTHER EXPENSES	\$518,175	\$501,306	\$566,538	\$790,818	\$224,280	\$790,818	\$0
	TOTAL WATER POLL. CONTROL	\$1,077,863	\$1,059,709	\$1,179,037	\$1,397,595	\$218,558	\$1,397,595	\$0
	<b>VEHICLE MAINTENANCE</b>							
	PERSONAL SERVICES	\$46,072	\$47,244	\$48,815	\$49,112	\$297	\$49,112	\$0
	OTHER EXPENSES	\$115,867	\$110,469	\$111,000	\$111,000	\$0	\$111,000	\$0
	TOTAL VEHICLE MAINT.	\$161,939	\$157,713	\$159,815	\$160,112	\$297	\$160,112	\$0
	<b>TOTAL DEPARTMENT PUBLIC WORKS</b>	\$3,138,872	\$3,131,913	\$3,488,770	\$3,882,942	\$394,172	\$3,882,942	\$0
ART. #15	<b>SNOW AND ICE</b>							
	PERSONAL SERVICES	\$53,945	\$17,338	\$20,380	\$20,380	\$0	\$20,380	\$0
	OTHER EXPENSES	\$236,171	\$73,998	\$79,626	\$79,627	\$1	\$79,627	\$0
	TOTAL SNOW AND ICE	\$290,116	\$91,336	\$100,006	\$100,007	\$1	\$100,007	\$0
ART. #16	<b>COUNCIL ON AGING</b>							
	PERSONAL SERVICES	\$222,213	\$243,571	\$258,094	\$254,359	(\$3,735)	\$254,359	\$0
	OTHER EXPENSES	\$64,334	\$61,424	\$65,260	\$63,548	(\$1,712)	\$63,548	\$0
	TOTAL COUNCIL ON AGING	\$286,547	\$304,995	\$323,354	\$317,907	(\$5,447)	\$317,907	\$0
ART. #17	<b>VETERANS</b>							
	OTHER EXPENSES	\$203,918	\$200,807	\$215,300	\$215,300	\$0	\$215,300	\$0
	TOTAL VETERANS	\$203,918	\$200,807	\$215,300	\$215,300	\$0	\$215,300	\$0
ART. #18	<b>LIBRARIES</b>							
	PERSONAL SERVICES	\$345,554	\$344,842	\$361,150	\$355,740	(\$5,410)	\$355,740	\$0
	OTHER EXPENSES	\$164,067	\$157,130	\$163,865	\$165,915	\$2,050	\$165,915	\$0
	TOTAL LIBRARIES	\$509,621	\$501,972	\$525,015	\$521,655	(\$3,360)	\$521,655	\$0
ART. #19	<b>GAYLORD LIBRARY</b>	\$12,350	\$12,350	\$31,753	\$31,753	\$0	\$31,753	\$0
ART. #20	<b>TOWN AUDIT</b>	\$22,000	\$24,000	\$24,500	\$25,000	\$500	\$25,000	\$0
	<b>GASB 34/ GASB 45 COMPLIANCE</b>	\$4,000	\$4,000	\$4,000	\$4,000	\$0	\$4,000	\$0

TOWN WARRANT	DEPARTMENT	EXPENDED FY2011	EXPENDED FY2012	BUDGET FY2013	REQUEST FY2014	CHANGE FY13-14	SELECTBOARD'S TBD FY2014	TBD CHANGE FROM REQUESTED
ART. #21	<b>CABLE STUDIO DEPARTMENT</b>							
	PERSONAL SERVICES	\$59,894	\$60,075	\$67,653	\$74,132	\$6,479	\$74,132	\$0
	OTHER EXPENSES	\$10,237	\$13,172	\$29,650	\$31,150	\$1,500	\$31,150	\$0
	TOTAL CABLE STUDIO	\$70,131	\$73,247	\$97,303	\$105,282	\$7,979	\$105,282	\$0
<i>Estimated Town Share of Fixed/Unclassified Costs (Note: Enterprise amounts not broken out)</i>								
	* For Illustrative Purposes Only							
	Retirement	\$ 973,630	\$ 1,029,377	\$ 1,061,881	\$ 1,110,006	\$ 48,125		
	Unemployment	\$ 37,538	\$ 45,642	\$ 53,500	\$ 53,500	\$ -		
	Health Insurance	\$ 1,090,247	\$ 1,054,766	\$ 1,054,342	\$ 1,097,547	\$ 43,205		
	FICA	\$ 73,775	\$ 71,741	\$ 78,621	\$ 82,553	\$ 3,932		
	Prop & Liab Insurance	\$ 102,577	\$ 118,000	\$ 144,027	\$ 144,027	\$ -		
	Workers Comp (based on approp)	\$ 12,415	\$ -	\$ -	\$ 12,350	\$ 12,350		
	TOTAL TOWN BUD. W / INDIRECTS	\$ 9,169,985	\$ 9,015,095	\$ 9,537,608	\$ 9,610,304	\$ 72,696		
ART. #22	<b>UNCLASSIFIED</b>							
	RETIREMENT FUND							
	TOWN	\$973,630	\$1,029,377	\$1,061,881	\$1,110,006	\$48,125	\$1,110,006	\$0
	SCHOOL	\$614,446	\$669,762	\$727,918	\$702,868	(\$25,050)	\$702,868	\$0
	SHELD	\$235,203	\$203,592	\$209,976	\$212,684	\$2,708	\$212,684	\$0
	TOTAL	\$1,823,279	\$1,902,731	\$1,999,775	\$2,025,558	\$25,783	\$2,025,558	\$0
	UNEMPLOYMENT COMPENSATION							
	TOWN	\$37,538	\$45,642	\$53,500	\$53,500	\$0	\$53,500	\$0
	SCHOOL	\$51,606	\$47,999	\$41,500	\$41,500	\$0	\$41,500	\$0
	TOTAL	\$89,144	\$93,641	\$95,000	\$95,000	\$0	\$95,000	\$0
	EMPLOYEES & RETIREES GROUP INS.							
	ACTIVE:							
	TOWN	\$732,582	\$731,267	\$711,211	\$740,355	\$29,144	\$740,355	\$0
	SCHOOL	\$2,136,786	\$2,106,348	\$2,200,295	\$2,290,459	\$90,164	\$2,290,459	\$0
	SHELD	\$97,497	\$92,998	\$73,616	\$76,632	\$3,016	\$76,632	\$0
	RETIREES:							
	TOWN	\$357,665	\$323,499	\$343,131	\$357,192	\$14,061	\$357,192	\$0
	SCHOOL	\$664,766	\$646,532	\$695,669	\$724,177	\$28,508	\$724,177	\$0
	SHELD	\$75,886	\$69,625	\$65,845	\$68,543	\$2,698	\$68,543	\$0
	TOTAL	\$4,065,182	\$3,970,269	\$4,089,767	\$4,257,358	\$167,591	\$4,257,358	\$0
	PROPERTY & LIABILITY INSURANCE							
	TOWN	\$102,577	\$118,000	\$144,027	\$144,027	\$0	\$144,027	\$0
	SCHOOL	\$81,474	\$92,867	\$105,973	\$105,973	\$0	\$105,973	\$0
	TOTAL	\$184,051	\$210,867	\$250,000	\$250,000	\$0	\$250,000	\$0
	MEDICARE INSURANCE							
	TOWN	\$73,775	\$71,741	\$78,621	\$82,553	\$3,932	\$82,553	\$0
	SCHOOL	\$224,389	\$227,430	\$249,255	\$261,718	\$12,463	\$261,718	\$0
	SHELD	\$13,058	\$14,244	\$15,450	\$16,222	\$772	\$16,222	\$0
	TOTAL	\$311,222	\$313,415	\$343,326	\$360,493	\$17,167	\$360,493	\$0
	STREET AND TRAFFIC LIGHTS	\$86,639	\$106,434	\$101,955	\$102,008	\$53	\$102,008	\$0
	MEMORIAL DAY MARKERS & FLAGS	\$2,726	\$2,790	\$2,800	\$2,800	\$0	\$2,800	\$0
	DAMAGE TO PERSONS & PROPERTY	\$0	\$0	\$10	\$10	\$0	\$10	\$0
	TOWN REPORTS	\$2,340	\$3,144	\$3,500	\$3,500	\$0	\$3,500	\$0
	UPDATING SOUTH HADLEY CODES	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	OLD FIREHOUSE MUSEUM	\$2,987	\$3,133	\$4,126	\$4,126	\$0	\$4,126	\$0
	S.H. HISTORICAL COMMISSION	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	TOTAL UNCLASSIFIED	\$6,567,570	\$6,606,424	\$6,890,259	\$7,100,853	\$210,594	\$7,100,853	\$0
ART. #23	<b>WORKERS' COMPENSATION FUND</b>	\$65,000	\$0	\$0	\$65,000	\$65,000	\$65,000	\$0
ART. #24	<b>HEALTH AND SANITATION</b>							
	PERSONAL SERVICES	\$103,848	\$102,670	\$115,329	\$91,291	(\$24,038)	\$91,291	\$0
	OTHER EXPENSES	\$2,731	\$1,869	\$2,900	\$1,900	(\$1,000)	\$1,900	\$0
	TOTAL HEALTH AND SANITATION	\$106,579	\$104,539	\$118,229	\$93,191	(\$25,038)	\$93,191	\$0
ART. #25	<b>MATURING DEBT AND INTEREST</b>							
	PAYMENT ON DEBT							
	TOWN	\$233,375	\$210,000	\$73,000	\$75,000	\$2,000	\$75,000	\$0
	ENTERPRISE FUNDS	\$655,443	\$657,729	\$716,319	\$699,601	(\$16,718)	\$699,601	\$0
	SCHOOL	\$1,665,875	\$1,600,000	\$1,493,636	\$1,473,636	(\$20,000)	\$1,473,636	\$0
	ENERGY (EMSA)							
	TOTAL	\$2,554,693	\$2,467,729	\$2,282,955	\$2,248,237	(\$34,718)	\$2,248,237	\$0
	PAYMENT ON INTEREST LONG TERM							
	TOWN	\$17,773	\$15,302	\$19,380	\$17,900	(\$1,480)	\$17,900	\$0
	ENTERPRISE FUNDS	\$329,970	\$326,612	\$322,228	\$294,408	(\$27,820)	\$294,408	\$0
	SCHOOL	\$757,112	\$448,266	\$477,118	\$589,000	\$111,882	\$589,000	\$0
	ENERGY (EMSA)				\$27,600	\$27,600	\$27,600	\$0
	TOTAL	\$1,104,855	\$790,180	\$818,726	\$928,908	\$110,182	\$928,908	\$0
	PAYMENT ON INTEREST SHORT TERM							
	TOWN	\$0	\$1,822	\$0	\$0	\$0	\$0	\$0
	ENTERPRISE FUNDS	\$14,423	\$8,870	\$0	\$0	\$0	\$0	\$0
	SCHOOL	\$0	\$0	\$2,844	\$6,458	\$3,614	\$6,458	\$0
	ENERGY (EMSA)				\$9,093	\$9,093	\$9,093	\$0
	TOTAL	\$14,423	\$10,692	\$2,844	\$15,551	\$12,707	\$15,551	\$0
	TOTAL DEBT AND INTEREST	\$3,673,971	\$3,268,601	\$3,104,525	\$3,192,696	\$88,171	\$3,192,696	\$0
	Less Debt Exclusion Debt	(\$2,176,979)	(\$1,955,681)	(\$1,881,481)	(\$1,924,981)	(\$43,500)	(\$1,924,981)	\$0
	Total Debt less Exclusion	\$1,496,992	\$1,312,920	\$1,223,044	\$1,267,715	\$44,671	\$1,267,715	\$0

TOWN WARRANT	DEPARTMENT	EXPENDED FY2011	EXPENDED FY2012	BUDGET FY2013	REQUEST FY2014	CHANGE FY13-14	SELECTBOARD'S TBD FY2014	TBD CHANGE FROM REQUESTED
ART. #26	<b>CONN. RIVER CHANNEL MARKINGS AND SAFETY COMMITTEE</b>	\$3,725	\$5,425	\$5,500	\$5,500	\$0	\$5,500	\$0
ART. #27	<b>LEDGES GOLF ENTERPRISE FUND</b>							
	PERSONAL SERVICES	\$115,465	\$118,611	\$127,662	\$127,874	\$212	\$127,874	\$0
	OTHER EXPENSES	\$789,723	\$842,214	\$790,365	\$805,792	\$15,427	\$805,792	\$0
	FOOD & BEVERIDGE PERSONAL SERVICES			\$58,553	\$169,345	\$110,792	\$169,345	\$0
	FOOD & BEVERIDGE OTHER EXPENSES			\$75,692	\$194,449	\$118,757	\$194,449	\$0
	TOTAL GOLF	\$905,188	\$960,825	\$1,052,272	\$1,297,460	\$245,188	\$1,297,460	\$0
ART. #28	<b>CANAL PARK</b>	\$625	\$0	\$900	\$900	\$0	\$900	\$0
ART. #29	<b>CONSERVATION LAND TRUST</b>	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$5,000	\$0
	<b>TOTAL</b>	\$38,666,492	\$38,660,044	\$40,020,312	\$41,194,612	\$1,174,300	\$41,194,612	\$0
	Less Debt Exclusion Debt	(\$2,176,979)	(\$1,955,681)	(\$1,881,481)	(\$1,924,981)	(\$43,500)	(\$1,924,981)	\$0
	<b>TOTAL LESS DEBT EXCLUSION</b>	\$36,489,513	\$36,704,363	\$38,138,831	\$39,269,631	\$1,130,800	\$39,269,631	\$0
	<b>SPECIAL ARTICLES:</b>							
ART. #30	REVALUATION	\$10,000	\$0	\$15,000	\$15,000	\$0	\$15,000	\$0
	ANIMAL LICENSE MODULE		\$4,963					
	GIS/TAX BASE MAP		\$9,000					
ART. #31	ENERGY STABILIZATION FUND				\$89,214	\$89,214	\$89,214	\$0
	ENERGY AUDIT	\$32,214						
	MCCRAY APR	\$71,500		\$10,000		(\$10,000)		\$0
	PAYROLL AUDIT							
	<b>CAPITAL ARTICLES:</b>							
	See Separate Page							
	<b>TOTAL WITH SPECIAL ARTICLES</b>	\$38,780,206	\$38,674,007	\$40,045,312	\$41,298,826	\$1,253,514	\$41,298,826	\$0

For FY14 - The Wiring Inspector & Plumbing and Gas Inspector Salaries and/or budget have been moved under the Building Inspector budget (now called Inspection Services).  
The Plumbing Inspector was formally budgeted under the Board of Health budget  
The Clerk/Treasurer budget has been split into two separate budgets for Town Clerk and Town Treasurer  
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 Requests and Recommendations Summary Page by Fund Type

	EXPENDED FY2011	EXPENDED FY2012	BUDGETED FY2013	REQUESTED FY2014	CHANGE FY13-14	SELECTBOARD'S TBD FY2014	CHANGE FROM REQUESTED
<b>TOTAL GENERAL FUND:</b>							
TOWN OPERATING BUDGET	\$6,983,517	\$6,709,532	\$7,176,327	\$7,142,811	(\$33,516)	\$7,142,811	\$0
Transfer to Workers Comp Fund	\$65,000	\$0	\$0	\$65,000	\$65,000	\$65,000	\$0
Transfer to Energy Stabilization Fund				\$89,214	\$89,214	\$89,214	\$0
Indirect Costs - Town *	\$2,277,767	\$2,319,526	\$2,392,381	\$2,487,643	\$95,262	\$2,487,643	\$0
Town Debt *	\$251,148	\$227,124	\$92,380	\$92,900	\$520	\$92,900	\$0
Enterprise Fund Debt *	\$999,836	\$993,211	\$1,038,547	\$994,009	(\$44,538)	\$994,009	\$0
Indirect Costs - SHELDT *	\$421,644	\$380,459	\$364,887	\$374,081	\$9,194	\$374,081	\$0
TOTAL G/F TOWN BUDGETS	\$10,998,912	\$10,629,852	\$11,064,522	\$11,245,658	\$181,136	\$11,245,658	\$0
SCHOOL OPERATING BUDGET	\$18,700,330	\$19,252,387	\$19,636,976	\$19,850,438	\$213,462	\$19,850,438	\$0
Indirect Costs - School *	\$3,773,467	\$3,790,938	\$4,020,610	\$4,126,695	\$106,085	\$4,126,695	\$0
School Debt *	\$2,422,987	\$2,048,266	\$1,973,598	\$2,069,094	\$95,496	\$2,069,094	\$0
LESS DEBT EXCLUSION	(\$2,176,979)	(\$1,955,681)	(\$1,881,481)	(\$1,924,981)	(\$43,500)	(\$1,924,981)	\$0
School Debt less Exclusion	\$246,008	\$92,585	\$92,117	\$144,113	\$51,996	\$144,113	\$0
ESCO Debt				\$36,693	\$36,693	\$36,693	\$0
<b>TOTAL GENERAL FUND</b>	\$35,895,696	\$35,721,443	\$36,695,706	\$37,328,578	\$632,872	\$37,328,578	\$0
Less Debt Exclusion	(\$2,176,979)	(\$1,955,681)	(\$1,881,481)	(\$1,924,981)	(\$43,500)	(\$1,924,981)	\$0
Total General Fund Less Exclusion	\$33,718,717	\$33,765,762	\$34,814,225	\$35,403,597	\$589,372	\$35,403,597	\$0
<b>TOTAL REC RES'D APPROP</b>							
(AMBULANCE & LINE - OF -DUTY							
& CHANNEL MARKINGS)							
	\$3,725	\$5,425	\$13,000	\$13,000	\$0	\$13,000	\$0
<b>ENTERPRISE FUNDS:</b>							
LANDFILL	\$897,734	\$926,605	\$1,105,297	\$1,262,193	\$156,896	\$1,262,193	\$0
WASTE WATER TREATMENT	\$1,077,863	\$1,059,709	\$1,179,037	\$1,397,595	\$218,558	\$1,397,595	\$0
LEDGE'S GOLF COURSE	\$905,188	\$960,825	\$1,052,272	\$1,297,460	\$245,188	\$1,297,460	\$0
<b>TOTAL ALL FUNDS</b>	\$38,780,206	\$38,674,007	\$40,045,312	\$41,298,826	\$1,253,514	\$41,298,826	\$0
<b>LESS DEBT EXCLUSION</b>	(\$2,176,979)	(\$1,955,681)	(\$1,881,481)	(\$1,924,981)	(\$43,500)	(\$1,924,981)	\$0
<b>TOTAL LESS EXCLUSION</b>	\$36,603,227	\$36,718,326	\$38,163,831	\$39,373,845	\$1,210,014	\$39,373,845	\$0

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

## Capital Requests/Recommended

Department	Description	FY2011 Expended	FY2012 Expended	FY2013 Budgeted	Cap Planning Recommended FY2014
<i>Capital Stabilization</i>	Appropriate	\$ -	\$ -	\$ 144,188.00	\$ 100,000.00
<i>Cable Studio</i>	Upgrade	\$ 37,637.25	\$ 25,000.00	\$ -	\$ -
	Upgrade Auditorium	\$ -	\$ -	\$ -	\$ 40,000.00
<i>Council on Aging</i>	Roof	\$ -	\$ -	\$ 100,000.00	\$ -
	New Minibus	\$ -	\$ -	\$ -	\$ 50,000.00
<i>School</i>	Lincoln St. Parking Lot	\$ 75,000.00	\$ -	\$ -	\$ -
	HS: Replace Floor Tiles	\$ -	\$ 24,897.00	\$ -	\$ -
	Mosier: Floor Tile Repair	\$ -	\$ 50,000.00	\$ -	\$ -
	Replace Dishwasher	\$ 33,950.00	\$ -	\$ -	\$ -
	Mosier: Freezer/Cooler	\$ -	\$ 38,168.00	\$ -	\$ -
	POS System	\$ -	\$ 25,000.00	\$ -	\$ -
	Phone system *	\$ -	\$ -	\$ 250,000.00	\$ -
	HS - Floor Tile *	\$ -	\$ -	\$ 100,000.00	\$ -
	Pool Water Heater *	\$ -	\$ -	\$ 38,000.00	\$ -
	HS - Gym Floor *	\$ -	\$ -	\$ 250,000.00	\$ -
	Pool - Ac/Dehumidifier Roof Unit *	\$ -	\$ -	\$ 250,000.00	\$ -
	HS: AC Repair *	\$ -	\$ -	\$ -	\$ -
	Mid: Roof *	\$ -	\$ -	\$ 600,000.00	\$ -
	**HS:Chimney *	\$ -	\$ -	\$ 50,000.00	\$ -
	**HS:Roof *	\$ -	\$ -	\$ 1,400,000.00	\$ -
<i>I.T.Department</i>	Network Upgrade	\$ -	\$ -	\$ 55,000.00	\$ -
	Tyler Content Manager	\$ -	\$ -	\$ 44,000.00	\$ -
	Permit Tracking System	\$ -	\$ -	\$ -	\$ 81,000.00
<i>Planning Board</i>	Zoning Bylaw Review	\$ 55,550.00	\$ -	\$ -	\$ -
	GIS Base Map	\$ 17,306.25	\$ -	\$ -	\$ -
<i>Department of Public Works</i>					
<i>DPW-Const &amp; Mtce</i>	Roller/compactor	\$ -	\$ 14,160.00	\$ -	\$ -
	Backhoe *	\$ -	\$ -	\$ 90,000.00	\$ -
	Chipper	\$ -	\$ -	\$ 30,000.00	\$ -
	6 Wheel Dump W/Plow *	\$ -	\$ -	\$ 140,000.00	\$ -
	1 ton Dump Truck	\$ -	\$ -	\$ -	\$ 50,000.00
<i>DPW-Parks</i>	Tractor	\$ -	\$ -	\$ 40,000.00	\$ -
	Replace 2 Mowers	\$ -	\$ -	\$ -	\$ 30,000.00
<i>DPW-WWTP</i>	Aerator Tank Repair	\$ 67,194.00	\$ 150,000.00	\$ -	\$ -
	Sycamore Knolls pump	\$ -	\$ 50,000.00	\$ -	\$ -
	Aerator repair, Roof, Vactor truck	\$ -	\$ -	\$ 495,000.00	\$ -
	Newton St.	\$ -	\$ -	\$ -	\$ 300,000.00
	Paint Gravity Thickener Tank	\$ -	\$ -	\$ -	\$ 20,000.00
<i>Ledges Golf Club</i>	Diverter Wall	\$ 29,990.00	\$ -	\$ -	\$ -
<i>Town Hall</i>	Roof Repairs	\$ 142,592.44	\$ -	\$ -	\$ -
<i>Fibermark</i>	Roof Repairs/Demolition	\$ -	\$ 100,000.00	\$ -	\$ -
<i>Energy Performance Contract</i>	Various Upgrades*	\$ -	\$ -	\$ 1,930,140.00	\$ -
	Total:	\$ 459,219.94	\$ 477,225.00	\$ 6,006,328.00	\$ 671,000.00

\* Denotes Borrowing

\*\* Based on max estimates per capital planning report

**Budget placeholder for FY14 is only \$630,000**

## Sectional 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.*

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 31,515.00	\$ 22,365.00	\$ 32,500.00	\$ 32,500.00	\$ -	\$ 32,500.00	\$ -

### Appropriations

**Mission Statement:**

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

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be Determined	Change from Request
Total	\$ 231.00	\$ 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.*

### FY2014 Departmental Goals and Objectives:

- Work with the new Town Administrator in outlining goals for the Selectboard and the Town Administrator including working on developing a five year strategic plan for the Town. This would include efforts to streamline the delivery of Town services to its citizens, improving the efficiency of Town Hall operations, and also implementing to the best extent possible the findings of the recent wage and benefits classification study and any other management studies done for the Town.
- Continue to monitor operation of the Ledges Golf Club and, in close consultation with the Town Administrator, the Golf Commission and General Manager, to 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.
- Monitor operation of the South Hadley Landfill to ensure that the facility is being operated in a consistent manner and in line with local and state regulations.
- In conjunction with the Community and Economic Development Commission and the Rise of the Falls Implementation Group, to continue activities aimed at creating and realizing a vision for the re-development and revitalization of South Hadley Falls, as directed in the Master Plan and the Sustainable Design Assessment Team report to the Town. To work toward the establish a Historic District in the Falls area and to move forward with the economic development of other parts of the Town as well.
- Continue to seek cost-effective opportunities for sharing/regionalization of government services.
- Establish a central entity for facilities management to implement the unified management strategy.
- Provide information on technology options to the public as part of budgeting and planning.

### Significant Budget Changes:

Monies have been added in anticipation that the salary for a new Town Administrator will be \$105,000 - \$130,000.

With the appointment of the Assistant Town Administrator position the personnel services line item for the Human Resources/Procurement Officer has been moved from the Human Resources/Procurement Department budget to the Selectboard budget, as the Assistant Town Administrator line.

Legal has been increased by \$20,000 in anticipation of a comprehensive permit application and the need to support the Zoning Board of Appeals in processing the application.

Restored a clerical position from part-time to full-time.

Once again, \$10,000 has been included in the budget for membership in the Hampshire Council of Governments.

\$20,000 has been included for town-wide economic development activities.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 279,306.35	\$ 269,061.00	\$ 262,658.00	\$ 381,913.00	\$ 119,255.00	\$ 381,913.00	\$ -
O/E	\$ 64,505.88	\$ 80,590.35	\$ 118,154.00	\$ 61,975.00	\$ (56,179.00)	\$ 61,975.00	\$ -
Total	\$ 343,812.23	\$ 349,651.35	\$ 380,812.00	\$ 443,888.00	\$ 63,076.00	\$ 443,888.00	\$ -

## **Departmental Accomplishments:**

- Worked with the Collins Center for Public Management at the University of Massachusetts Boston to begin recruitment for a Town Administrator.
- Worked with the Financial Policy Advisory Team (Fin-PAT) to recommend changes to Town Meeting that would strengthen the position of Town Administrator and convert the positions of Town Clerk/Treasurer and Tax Collector from elected to appointed as part of a package of changes intended to improve the effectiveness and efficiency of financial operations.
- Adopted a five year Capital Plan.
- Supported a Performance Energy Program for energy improvements to Town buildings.

# Youth Commission

**Mission Statement:**

The mission of the South Hadley Youth Commission is to empower youth to become change-makers in our community. We act as a bridge between youth and adults and provide a space for young people to have a voice in decisions that concern them. The Youth Commission accomplishes this mission by facilitating partnerships between youth, adults, and local organizations; planning, promoting, and participating in community projects and events; and acting as a forum for youth and adults regarding the issues that impact youth in town.

**FY2014 Departmental Goals and Objectives:**

1. Youth Voice: continue to develop as an accessible forum in which teens can address their own concerns; provide youth perspectives to town departments and committees; facilitate youth-led advocacy efforts around local, state, and/or national issues.
2. Youth Action: create projects and events for, by, and with local teens; develop leaders and provide support to their projects and events.
3. Collaboration: facilitate equal partnerships between youth and adults; continue assisting other community organizations with youth-related efforts.
4. Continue to increase the capacity and sustainability of Youth Commission through funding of a full-time Director's position, fundraising, and possible space acquisition and/or collaborative development.
5. Develop and sustain a youth space and/or event series in South Hadley; develop web page and media presence; continue team-building and recruit new participants.

**Significant Budget Changes:**

An additional request of \$15,000 has also been submitted to increase the director's hours from 20 hours per week to 32 hours per week.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ -	\$ 17,307.96	\$ 25,991.00	\$ 25,598.00	\$ (393.00)	\$ 25,598.00	\$ -
O/E	\$ 1,560.46	\$ 3,993.00	\$ 4,700.00	\$ 4,700.00	\$ -	\$ 4,700.00	\$ -
Total	\$ 1,560.46	\$ 21,300.96	\$ 30,691.00	\$ 30,298.00	\$ (393.00)	\$ 30,298.00	\$ -

## Departmental Accomplishments:

1. **Planned and facilitated “Rise Above” mural in Beachgrounds Park**, building on “Above the Influence” activities coordinated at the high school.
2. **Organized “Pizza Garden” at South Hadley Community Gardens**, including gardening activities, educational field trips, and culminating in a pizza-making party and “Harvest Potluck Dinner.”
3. **Initiated discussions about a possible Youth Center and more/better spaces for teens in town**, organizing a “Sunday Fun-Day” event at the Knights of Columbus building in South Hadley and planning for further programming in 2013.
4. **Increased Short-Term Capacity:** a) Partnered with DIAL-SELF Youth Programs agency, who currently sponsors a quarter-time (10 hrs/week) AmeriCorps VISTA position for assisting with capacity-building and coordination of basic operations; b) Partnered with Mount Holyoke College Community-Based Learning Program, who currently sponsors a Community-Based Learning Fellow to assist with program coordination (6-8 hrs/week); c) Created and coordinated projects in partnership with adult volunteers.
5. **Launched Youth Commission internship program at SHHS** through the “Connections” Work-Based Learning Program, designing curriculum to help students learn about local government through conducting research projects, participating in Youth Commission and other town meetings, and leading Youth Commission activities and projects
6. **Strengthened partnership between Mount Holyoke College and South Hadley High School.** Sponsored field trip for 25 students to LEAP academic conference and college tour; subsequently wrote and received grant from MHC Inclusiveness Initiative Fund to sponsor two more field trips in Spring ‘13 to Mount Holyoke College to promote diversity and cultural awareness among South Hadley High School students.
7. **Organized SHHS participation in “Harvest for Students Week,”** helping arrange for and promote local foods in the cafeteria.
8. **Collaborated with other town departments and community groups**, such as Michael E. Smith Middle School, South Hadley Public Library Building Committee, SDAT (Rise of the Falls Implementation) Committee, Memorial Day Parade, Gaylord Library, Farmer’s Market, GRO South Hadley, Neighbors Helping Neighbors Food Pantry, Falls Neighborhood Association, Buttery Brook Skate Park, SPIFFY Coalition, Know Your Town, and others.
9. **Participated in and attended community forums to provide youth input and perspective**, such as Public Library Building Committee architectural forum, “Rise of the Falls” public hearing (plus neighborhood flyering and childcare), Know Your Town, and Special Town Meetings.
10. **Attended leadership trainings.** Members attended 18th annual New England Youth Congress in Boston; MA Farm to School Conference in Sturbridge.
11. **Participated in Winter Carnival Planning Committee**, helping plan the 2013 event to take place at South Hadley High School.
12. **Facilitated bi-weekly meetings, and recruited new members and volunteers.**

## 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.*

### FY2014 Departmental Goals and Objectives:

1. To assist the new Town Administrator with various Town financial and budgetary concerns and procedures.
2. Continue to assist with the continued development of Long-Term Financial Plans and Budget Strategies as we deal with the economic downturn and potential reductions in State Aid.
3. Work on expanding the knowledge of MUNIS Tyler Content Manager and its various capabilities .
4. 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.
5. Work with the new Town Administrator to begin to review and update the Town's financial policies manual, to add policy 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.
6. Continue to assist the Treasurer's office with the proposed decentralization of payroll processing including recommending and maintaining proper internal control procedures.

### Significant Budget Changes:

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 140,139.19	\$ 140,139.14	\$ 146,248.00	\$ 144,258.00	\$ (1,990.00)	\$ 144,258.00	\$ -
O/E	\$ 654.40	\$ 799.50	\$ 885.00	\$ 985.00	\$ 100.00	\$ 985.00	\$ -
Total	\$ 140,793.59	\$ 140,938.64	\$ 147,133.00	\$ 145,243.00	\$ (1,890.00)	\$ 145,243.00	\$ -

### Departmental Accomplishments:

- All state reporting requirements were met for the prior fiscal year. The Town's Free Cash was certified at \$1,627,444 for FY13.
- The department continues to receive training on various accounting laws and issues and MUNIS related information and modules.
- The department has implemented, through the personnel system, the process of having employee accruals automated through MUNIS thereby eliminating the need for filling out accrual sheets manually by department.
- The department is working towards expanding the MUNIS capabilities by using capital monies allocated to purchase the Tyler Content Manager Module.
- The department designed and set-up, under the MUNIS General Billing module, a system for the Treasurer's office to track health insurance payments.
- The department aided the Tax Collector's office in set-up of General Billing for tracking parking tickets.
- The Town budget book was, once again, produced by the department and aid provided to the Town Administrator throughout the entire budget process.
- Assistance was provided with the funding plan of capital items and the long term plans of the Town.
- The department continues to streamline the budget process in order to assist with the preparation of the budget books and continues to work closely with the Town Administrator and Appropriations Committee in assisting them with the budgets and various financial concerns.

## Town Clerk

### Mission Statement:

*The Town Clerk provide the citizens of the Town of South Hadley with election, licensing, registration, records and preservation, serves as required by Massachusetts General Laws, the Constitution of the United States and the By Laws of the Town of South Hadley in a consistent, courteous, accurate and efficient manner.*

### FY2014 Departmental Goals and Objectives:

1. Redefine organizational structure separating the Town Clerk Office from the Town Treasurer's Office.
2. Assess current record retention with MA Preservation using a Datalogger system.
3. Upgrade and train in new state computer systems – "Voter Registration Information System".

### Significant Budget Changes:

With the passage of Question 2 at the February 26, 2013 election, Chapter 191 of the Acts of 1990 was repealed. With this passage, the Town Clerk and Town Treasurer became separate positions, reporting directly to the Town Administrator, with separate budgets and functions. The objective in transitioning to this new model is to build an organizational structure that meets the requirements for each department as efficiently and seamlessly as possible, while looking for opportunities to integrate functions across all town departments.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ -	\$ -	\$ -	\$ 74,394.00	\$ 74,394.00	\$ 74,394.00	\$ -
O/E	\$ -	\$ -	\$ -	\$ 4,478.00	\$ 4,478.00	\$ 4,478.00	\$ -
Total	\$ -	\$ -	\$ -	\$ 78,872.00	\$ 78,872.00	\$ 78,872.00	\$ -

*\*All prior year history is shown under Treasurer.*

### Departmental Accomplishments:

- MA Preservation study site for record retention.
- Registered 1,517 new voters.
- Conducted Dual Elections saving the Town \$8,000.00
- Lead Community as test site for registering certified death certificates.
- Information source for new "Conflict of Interest Law" training to all employees.
- Integrated MUNIS Dog Module.

## Town Treasurer

### Mission Statement:

*The Treasurer manages and invests town funds, reconciles all bank accounts, oversees short and long term borrowing, manages payroll and benefits, files payroll tax returns and payments, processes payments to retirement accounts, reports to local and state agencies and, through the Town Accountant, assures proper payment of bills.*

### FY2014 Departmental Goals and Objectives:

- Redefine organizational structure separating the Town Clerk Office from the Town Treasurer Office.
- Set financing for the Plains School Project – BANS, GO Bonds and projected debt service schedules.
- Assign all tax title properties which are deemed unusable to the Municipal Housing Trust for use in developing diverse housing opportunities.
- Implement anticipated Payroll Assessment Study recommendations.

### Significant Budget Changes:

With the passage of Question 2 at the February 26, 2013 election, Chapter 191 of the Acts of 1990 was repealed. With this passage, the Town Clerk and Town Treasurer became separate positions, reporting directly to the Town Administrator, with separate budgets and functions. The objective in transitioning to this new model is to build an organizational structure that meets the requirements for each department as efficiently and seamlessly as possible, while looking for opportunities to integrate functions across all town departments.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 152,134.00	\$ 138,298.00	\$ 156,257.00	\$ 74,394.00	\$ (81,863.00)	\$ 74,394.00	\$ -
O/E	<u>\$ 30,351.00</u>	<u>\$ 31,750.00</u>	<u>\$ 31,005.00</u>	<u>\$ 4,478.00</u>	<u>\$ (26,527.00)</u>	<u>\$ 4,478.00</u>	<u>\$ -</u>
Total	<u>\$ 182,485.00</u>	<u>\$ 170,048.00</u>	<u>\$ 187,262.00</u>	<u>\$ 78,872.00</u>	<u>\$ (108,390.00)</u>	<u>\$ 78,872.00</u>	<u>\$ -</u>

### Departmental Accomplishments:

- Permanent financing for the ESCO project by June 30, 2013. Tight controls will need to be tracked and reported to match all grants and rebates.
- As you will note from the attached spread sheet our investment portfolio fared well given the economic times and low interest rate environment.
- Recouped investments losses from FY09. This fiscal year we reached settlement with Merrill Lynch for \$30,100.
- Integrated Direct Bill Module in MUNIS. This billing system provides a good cash management system which allows collection of retiree's monthly payments effectively and punctually.

## 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.*

### FY2014 Departmental Goals and Objectives:

- Insure that all bills issued by the Town Collector's Office are issued in a timely fashion.
- Continue to maintain a high standard of innovative practices by offering the most recent advances in technology available and allowed by Massachusetts General Laws.
- Maintain a high collection rate of all bills issued by this office.
- Provide residents with courteous, friendly and knowledgeable service when dealing with the staff in the Collector's Office.

### Significant Budget Changes:

- The line item for Bank Service Charges has been increased by \$3,000. With the addition of a scanner for processing payments, advanced software for on-line and electronic billing and higher fees for lockbox services I had to request a reserve fund transfer in FY 2012 and will need to request another for FY 2013. Until FY 2012 I had been able to absorb the additional costs of the scanner in my level funded budget but with increases in other services this is no longer possible.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 98,076.46	\$ 98,176.52	\$ 102,054.00	\$ 100,629.00	\$ (1,425.00)	\$ 100,629.00	\$ -
O/E	\$ 20,220.34	\$ 20,736.03	\$ 19,224.00	\$ 22,224.00	\$ 3,000.00	\$ 22,224.00	\$ -
Total	\$ 118,296.80	\$ 118,912.55	\$ 121,278.00	\$ 122,853.00	\$ 1,575.00	\$ 122,853.00	\$ -

### Departmental Accomplishments:

Below is a list of my accomplishments over the past seven years that I have served as the Collector for the Town of South Hadley.

- The Financial Management Review Report prepared by the Department of Revenue stated that "the Collector's Office is strong, everyday activities of the department are carried out efficiently and effectively with an emphasis on quality customer service. Since assuming office, the collector is credited with implementing several innovative practices that are not always found in other communities".
- Had a drop box installed outside the Town Hall.
- Set up the implementation of the Munis Tax Title program which has increased the efficiency and record keeping for the Collector's Office, the Accounting Department and the Treasurer's Office.
- Initiated the implementation of a sign-off form that anyone applying for a license or permit must have signed prior to a license or permit being issued stating that all taxes and fees owed are paid prior to the issuance of the license or permit. The Town adopted M.G.L. Chp. 40, Sec. 57 which allows denial of licenses for failure to pay municipal taxes or charges in 1991 but full this had not been done by all departments. This has become a very effective collection tool.

- Took over the responsibility of performing maintenance on the curbside pick-up bills from the DPW and reviewing and approving abatements from the Town Administrator.
- Implemented the use of a scanner which scans both bills and checks thereby having monies sent to the bank as soon as it is scanned into the system.
- Instituted a Direct Debit program that I did manually each quarter until the number of residents signed up became cumbersome and I switched to an on-line vendor that offered this option
- Became certified as a Mass Municipal Certified Collector and recently obtained my recertification
- Began co-mingling utility bills in the same envelope as the real estate bills which has resulted in a sizable reductions in postage costs.
- Began offering residents the ability to pay their bills in the office with credit or debit cards. This service is offered at no cost to the Town.
- Cleared old commitments either through collections, tax takings or abatements.
- Was one of the first collector's in our area to offer an electronic billing option to residents as soon as it was approved by the Department of Revenue to do so. This program also offers on-line payments, the ability to view and print bills, auto-pay and the ability to view payment history.
- Have begun the process to take parcels with Unknown Owners into tax title so that the Town can at some point auction these parcels.
- All bills are issued timely and I have a high collection rate. Tax Takings are done on a yearly basis and in timely fashion.
- Agreed to request from Town Administrator to take over the duties of Parking Clerk and since, with the help of the Assistant Town Accountant, have gotten all parking ticket information input into Munis and payments are now processed through the system.
- Collector received recertification from the Massachusetts Collector/Treasurer's Association as a Certified Municipal Collector
- We continue to work with Invoice Cloud to provide a user friendly and efficient on-line payment and electronic bills software. Will work to promote the use of paperless billing which will reduce printing and mailing costs as well as help the environment.
- I was appointed Parking Clerk and the Collector's Office is now handling these additional responsibilities. With the assistance of the Assistant Town Accountant we now have the ability to input parking tickets into the Munis software program. This has greatly streamlined collections and provides a much more efficient means of posting payments and tracking tickets.
- As part of Town Hall clean-up day the old storage room used by previous collectors was totally cleaned out and with permission from the state a large amount of unneeded documents were destroyed.

## Assessors

### Mission Statement:

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

### FY2014 Departmental Goals and Objectives:

Goal 1: To meet all deadlines for compliance with State and Town requirements.

Goal 2: Work towards submitting all necessary documentation to Department of Revenue to assess owner unknown properties.

Goal 3: Continue to 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 4: Continue 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:

There are a few minor changes to the Assessors budget this year. Last year we embraced a mapping project encompassing digital maps, assessor map maintenance and an online query manager. When this was approved the fiscal 2013 departmental budget was reduced for the annual map maintenance as it was included in the project, however, this now needs to be reinstated within our budget for the annual map and digital map maintenance. Also, we are currently in the process of recruiting an Assistant to the Associate Assessor due to a retirement. We have submitted the salary at the same rate as the previous employee as that is the mid-range of the advertised starting rate range.

91.90% of the budget is utilized for personal services.

4.29% 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.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 135,929.32	\$ 135,929.34	\$ 141,390.00	\$ 139,120.00	\$ (2,270.00)	\$ 139,120.00	\$ -
O/E	\$ 11,807.20	\$ 9,600.52	\$ 10,250.00	\$ 12,220.00	\$ 1,970.00	\$ 12,220.00	\$ -
<b>Total</b>	<b>\$ 147,736.52</b>	<b>\$ 145,529.86</b>	<b>\$ 151,640.00</b>	<b>\$ 151,340.00</b>	<b>\$ (300.00)</b>	<b>\$ 151,340.00</b>	<b>\$ -</b>

## Departmental Accomplishments:

- The town is currently undergoing a wage and classification review project. This office has participated in the first steps with job descriptions. Employees attended a group meeting with the consultant to ensure all aspects of each job were considered. As of this writing, we have edited the draft descriptions received back, however there is still pending questions with the consultant on two of the three descriptions.
- Starting last fiscal year, we have begun the process of transitioning to a single vendor for multiple mapping needs. The Assessors have a vendor for maintenance and updating of their maps annually. The Planning office has been working with Pioneer Valley Planning Commission (PVPC) to implement an online digital mapping program which was implemented approximately two years ago. However, we ran into many issues with parcels not being updated as well as much down time due to server issues. It was also determined that no one in house would be able to update the digital map as we do not have the proper licensing. Therefore, a joint decision was made to submit a budget request to move forward with a proposal received from Cartographic Associates Inc., the current assessor's vendor. We are still working on some map discrepancies found by the new vendor during this process but are hopeful that the new system will be up and running shortly.
- This year the town held a records management day and this office took this opportunity to perform some heavy clean up of our archives. Currently, the assessors have storage space in the room under the auditorium. This was consolidated from three storage areas to one, however, when moved nothing was archived or stored sequentially. When it was stated that the town would be undertaking such a day, the fun began. All boxes and documents had to be identified and listed. This listing was then compared to the Secretary of State's retention schedule for general documents as well as department specific. A listing was created with all necessary information and submitted to the Secretary of State's office for approval for destruction. We received the approval and removed approximately 142 banker boxes of information with documents dating back to 1964.
- This year saw the retirement of a long time employee. The Assistant to the Associate Assessor, Irene Greenia, retired after 22 years of service to the town of South Hadley. As of this writing we are currently in the recruitment process for this position.
- It seems each year there is something new that comes across our desks when attempting to set the three tax rates for the town and districts. This year was no exception. This year the valuations, interim year adjustment report and new growth were submitted 24 days earlier this year than last, however the final tax rate approval (District #2) came in 3 days later than last year. From the initial submission to the final rate being approved was a 57 day process. The change this year came in setting the rate for District #2. Last fiscal year we were thrown a curve ball by the state as they were requiring the Granby Assessors to sign off on two forms for the tax rate recapitulation sheets. This was never a requirement in the history of the district prior to last year. This year, we were informed by Department of Revenue (DOR) that the District #2 rate could not be set until the Town of Granby's tax rate was set. We questioned DOR as this has never happened before and we were informed that due to the fact that valuations from Granby are used to set the district rate, they can still change up and until the tax rate is set for Granby and therefore we needed to wait. DOR went on to state that this has happened in the past however, the timing has been such that it has not had an impact before. Based on this occurrence, the Town and District #1 rates were approved on November 30 and District #2 was not approved until December 18. This in turn made it tough to get our tax billing file to the vendor as we were scheduled to provide the file to them no later than December 17. The files were created immediately after approval, sent to the vendor and the tax bills were issued timely.
- For calendar year 2012 the office processed 467 property transfers for 414 parcels.
- The assessor's office has also been working on the valuation of the solar installation at the landfill. It has been difficult at best to get information regarding this project and whether or not it is being tied back into the town's grid. We have worked diligently on this for determination of the taxable or exempt status, including attending valuation seminars to no avail. We are currently waiting for a joint meeting with the Commissioners of the Municipal Light Department and the Selectboard for clarification with this project.
- We have been working with Scanlon and Associates, the town's auditing firm, along with town counsel and Department of Revenue (DOR) regarding rollback taxes on the Bynan property that have been outstanding for twenty four years. We have requested an opinion from DOR which we have recently received. After town counsel review, we are hoping this issue will be finally resolved.

## 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.*

### FY2014 Departmental Goals:

To complete the next mandated revaluation in fiscal 2014.

### Significant Budget Changes:

To reduce the year-to-year impact of the extra costs of revaluation, we typically budget and accrue funds each year of the customary three-year cycle, with the third year budget coinciding with the revaluation effort. The DOR reconfigured South Hadley's revaluation year by delaying it one year to FY2014. This afforded us the opportunity to take four years to accrue the anticipated funds.

The revaluation budget was approved for \$10,000 in FY2011, zero in FY2012, and \$15,000 in FY2013, for a current available balance of \$25,000. We anticipate the need for a total of \$40,000 for the FY2014 revaluation, so are requesting \$15,000 for FY2014 to reach the total budget estimated for FY2014.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 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, census updates and voter certification. Every city or town must also have a Board of Registrars whose responsibilities include registering voters, making local listings of residents, certifying nomination papers and petitions, processing absent voter applications and administering election recounts if needed.*

### Significant Budget Changes:

The Town will see only one election during the fiscal calendar year in 2014.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 15,327.06	\$ 14,925.30	\$ 29,060.00	\$ 7,925.00	\$ (21,135.00)	\$ 7,925.00	\$ -
O/E	\$ 14,449.49	\$ 17,812.37	\$ 17,750.00	\$ 12,808.00	\$ (4,942.00)	\$ 12,808.00	\$ -
Total	\$ 29,776.55	\$ 32,737.67	\$ 46,810.00	\$ 20,733.00	\$ (26,077.00)	\$ 20,733.00	\$ -

### Departmental Accomplishments:

This past year was an eventful year for the town and the department to say the least when it came to hosting elections. While the nation was in the spot light with the Presidential election, South Hadley continued to set records in Western Massachusetts this past Fall with the highest voting percentage turnout, highest number of registered voters and highest number of residents who voted. The November 6, 2012 election saw a total of 8,812 voters cast their votes of the 11,000 registered voters in Town.

We continue to move forward as we prepare for the February 26, 2013 debt exclusion, April 1, 2013 annual election, and U.S. Senate primary and special election in Massachusetts (late spring – early summer) to fill the vacancy for Senator Kerry.

Election preparation, registering voters, posting warrants, testing ballots and voting equipment, setting up absentee voting and hosting the election are no easy tasks. All of this would not be possible if it not for the dedicated staff. I'd like to thank the Board of Registrars, Claire Bielanski, Shelley Gingrass and Joy Piquette as well as my Election Wardens Linda Sigda, Precinct A, Connie Clancy, Precinct B, Walter Southold, Precinct C, Hazel Snopek, Precinct D and Doris Longpre Precinct E and their Clerks and election workers whom are too numerous to mention. We could not reach these goals without teamwork, efficiency and friendly smiles.

## Town Hall

**Mission Statement:**

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

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
O/E Energy	\$ 147,365.81	\$ 166,524.55	\$ 153,985.00	\$ 160,115.00	\$ 6,130.00	\$ 160,115.00	\$ -
Savings	\$ -	\$ -	\$ -	\$ (8,448.00)	\$ (8,448.00)	\$ (8,448.00)	\$ -
<b>Total</b>	<b>\$ 147,365.81</b>	<b>\$ 166,524.55</b>	<b>\$ 153,985.00</b>	<b>\$ 151,667.00</b>	<b>\$ (2,318.00)</b>	<b>\$ 151,667.00</b>	<b>\$ -</b>

## Town Counsel

**Mission Statement:**

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

**Significant Budget Changes:**

Legal has been increased by \$20,000 in anticipation of a comprehensive permit application and the need to support the Zoning Board of Appeals in processing the application.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 2,599.92	\$ 2,599.92	\$ 2,601.00	\$ 2,601.00	\$ -	\$ 2,601.00	\$ -
O/E	\$ 28,796.02	\$ 29,489.08	\$ 35,000.00	\$ 45,000.00	\$ 10,000.00	\$ 45,000.00	\$ -
<b>Total</b>	<b>\$ 31,395.94</b>	<b>\$ 32,089.00</b>	<b>\$ 37,601.00</b>	<b>\$ 47,601.00</b>	<b>\$ 10,000.00</b>	<b>\$ 47,601.00</b>	<b>\$ -</b>

## 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.*

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
<b>Total</b>	<b>N/A</b>	<b>\$ 21,061.07</b>	<b>\$ 20,000.00</b>	<b>\$ 20,000.00</b>	<b>\$ -</b>	<b>\$ 20,000.00</b>	<b>\$ -</b>

## 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.*

### FY2014 Departmental Goals and Objectives:

- Goal 1: To work with the Town Administrator in implementing the results of the Salary Study.
- Goal 2: To work with the Town Administrator and Personnel Board to create a new performance evaluation system.
- Goal 3: To work with the Town Administrator to create a team oriented environment amongst departments in order to provide better service to our internal and external customers.
- Goal 4: Coordinate a staff development customer service workshop to be conducted by an outside trainer.
- Goal 5: Continue to provide training and development opportunities which will allow staff to meet personal needs and goals within, and consistent with, Town goals and objectives. An example of this is determining training opportunities/needs for department heads in communication skills, effective supervision, and time management etc.

### Significant Budget Changes:

Monies have been added to pay for temporary staffing needs.

	*FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 45,232.68	\$ 30,445.39	\$ 26,894.00	\$ -	\$ (26,894.00)	\$ -	\$ -
O/E	\$ 9,435.83	\$ 26,699.72	\$ 28,750.00	\$ 55,150.00	\$ 26,400.00	\$ 55,150.00	\$ -
Total	\$ 54,668.51	\$ 57,145.11	\$ 55,644.00	\$ 55,150.00	\$ (494.00)	\$ 55,150.00	\$ -

*\* FY11 history includes Personnel Board expenditures.*

### Departmental Accomplishments:

- Served as Acting Town Administrator.
- Began a working relationship with the School Superintendent to identify areas of collaboration.
- Oversaw the recruitment of a new General Manager for Ledges and a new Building Commissioner.
- Oversaw the Invitation for Bid process for the food & beverage contract at Ledges Golf Club.
- Oversaw the Request for Proposal process for the maintenance contract at Ledges Golf Club.
- Successfully completed negotiations of the Unit A & Unit B contracts.

- Coordinated a Records Management Day for Town offices.
- Identified the need for a Payroll & Benefits Assessment.
- Coordinated the cleanup of the Town Hall basement after the two floods and handled the insurance claim.
- Coordinated the Salary Study and provided necessary assistance when needed to the consultant.
- Working with the IT Department implemented the recommendations of the IT Needs Assessment.
- 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.*

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Merit Plan	\$ -	\$ -	\$ 56,612.00	\$ 32,400.00	\$ (24,212.00)	\$ 32,400.00	\$ -
Union Payout	\$ -	\$ -	\$ 8,600.00	\$ -	\$ (8,600.00)	\$ -	\$ -
Total	\$ -	\$ -	\$ 65,212.00	\$ 32,400.00	\$ (32,812.00)	\$ 32,400.00	\$ -

## Facilities Management

### Mission Statement:

The South Hadley Facilities Management program seeks a safe and healthy work environment for our employees, volunteers, and visitors while preserving and protecting the community's investment in its facilities and related infrastructure and operating the facilities in a sustainable and efficient manner consistent with the guiding principles of the Town's Master Plan.

### FY2014 Departmental Goals and Objectives:

- Establish a systematic schedule for the maintenance of all of the elements of each of the buildings under the department's responsibility.
- Monitor the operating characteristics and utility consumption of each building on a monthly basis to ensure that the savings goals of the Performance Contract are met while providing the healthy and safe environment.
- Incorporate principles of life cycle cost analysis and sustainability into procurement of services for each of the various buildings.
- Evaluate the benefits and utility of consolidated maintenance contracts for all of the buildings and procure such contracts when and where feasible.
- Meet regularly with the department heads occupying each of the buildings to determine if changes in building management practices would enhance and benefit the departments and implement such changes where feasible.
- Evaluate the impact of the Town's Capital Plan on facilities management and make recommendations for modifications where appropriate.
- Consolidate the utility and maintenance budgets for the various buildings into the Facilities Management department budget.

### Significant Budget Changes:

This is a new department which was created from the June 2012 Special Town Meeting. Therefore, creation of this budget is a significant departure from the Town's past practices in the area of facilities management. During FY 2012-2013, the Town is engaged in implementing facilities improvements and undertaking an assessment of how the facilities are maintained. The FY 2013-2014 budget proposal continues and builds upon these "assessment" and initial implementation efforts. Accordingly, the proposed budget includes funds to complete the Performance Contract effort and begin implementation of the recommendations from the current year's assessment report including acquisition and implementation of a maintenance program.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
O/E	\$ -	\$ -	\$ 89,000.00	\$ 10,000.00	\$ (79,000.00)	\$ 10,000.00	\$ -
Total	\$ -	\$ -	\$ 89,000.00	\$ 10,000.00	\$ (79,000.00)	\$ 10,000.00	\$ -

## 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.*

### FY2014 Departmental Goals and Objectives:

Goal 1: Implement and test web-based access to Disaster Recovery environment which is planned to be housed at the MESMS.

Goal 2: Continue planning and implementation of web-based permit tracking system.

Goal 3: Complete upgrading end users to Windows 7.

Goal 4: Monitor website for accurate and timely information.

### Significant Budget Changes:

MUNIS Maintenance for Tyler Content Manager and Dashboard modules  
Professional Development – Virtual Software Certification

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 105,463.28	\$ 105,713.26	\$ 108,526.00	\$ 48,651.00	\$ (59,875.00)	\$ 48,651.00	\$ -
O/E	\$ 86,677.58	\$ 87,576.79	\$ 94,161.00	\$ 109,254.00	\$ 15,093.00	\$ 109,254.00	\$ -
Total	\$ 192,140.86	\$ 193,290.05	\$ 202,687.00	\$ 157,905.00	\$ (44,782.00)	\$ 157,905.00	\$ -

### Departmental Accomplishments:

- Completed Network Infrastructure upgrade project.
  - Installed new server rack including redundant power circuits.
  - Installed and wired equipment for virtual server environment.
  - Created Active Directory Domain.
  - Migrated physical servers to virtual environment.
  - Began upgrading end users to Windows 7.
  - Redesigned and implemented local backup method.
  - Installed server offsite (MESMS).
  - Implemented automatic offsite backup/recovery plan.
  - Completed and tested offsite disaster recovery plan.
- Completed MUNIS upgrades.
  - Completed installation of Tyler Content Manager.
  - Completed installation of Role Tailored Dashboard.

# 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.*

## FY2014 Departmental Goals and Objectives:

- Schedule and provide MUNIS training as requested by the MUNIS committee

## Significant Budget Changes:

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 1,275.00	\$ 10,000.00	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 10,000.00	\$ -

## 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.*

### FY2014 Departmental Goals and Objectives:

- 1) Update Subdivision Regulations based on the Recommended Actions in the adopted Master Plan.
- 2) Develop Design Review Bylaw for submission to Town Meeting.
- 3) Develop and submit to Town Meeting for adoption a comprehensive revision to the Sign Regulations included in the Zoning Bylaw.
- 4) Develop an integrated regulatory and funding program to implement the Master Plan's Affordable Housing Recommended Actions.
- 5) Establish a multi-year program for developing the Core Commercial Areas Focus Plans, possibly utilizing resources from area colleges/universities.
- 6) 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.
- 7) Formalize a coordinated development review process beginning with a community permitting manual or guide.
- 8) 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, the Planning Board has submitted an additional request to create a new position – Planning Assistant – to provide additional technical and administrative support for the Planning Board office. The budget reflects a decrease but this is due to the extra pay period which occurred in FY 2013.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 71,221.94	\$ 71,221.96	\$ 75,118.00	\$ 73,989.00	\$ (1,129.00)	\$ 73,989.00	\$ -
O/E	\$ 3,613.45	\$ 3,284.76	\$ 4,350.00	\$ 4,350.00	\$ -	\$ 4,350.00	\$ -
<b>Total</b>	<b>\$ 74,835.39</b>	<b>\$ 74,506.72</b>	<b>\$ 79,468.00</b>	<b>\$ 78,339.00</b>	<b>\$ (1,129.00)</b>	<b>\$ 78,339.00</b>	<b>\$ -</b>

## Departmental Accomplishments:

- Working with the new Open Space Committee and other departments, developed and submitted an updated Open Space and Recreation plan and received approval by the Division of Conservation Services
- Completed work on a Design Assessment undertaken with UMass-Amherst
- Assisted in establishing a structure to manage implementation of the Sustainable Design Assessment Team (SDAT)
- 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 restrictions on the "Black Stevens" property.
- Worked with our owner's agent, other town departments and committees, and Siemens, Inc. to implement the Performance Contract approved by Town Meeting in June 2012.
- Developed an RFP for soliciting consultants to assist the Town in managing the Performance Contract and evaluating and assessing the Town's buildings management practices.
- Worked with the Pioneer Valley Planning Commission, Council on Aging, the project engineer, and contractor to implement a Community Development Block Grant and Town-funded program to undertake replacement of Senior Center roof and related improvements
- Worked with the Sustainability and Energy Commission
- Reviewed the applications for the Chatham Estates subdivision off Woodbridge Street, and Special Permit for the Wood Avenue Duplex. Also worked with cellular phone operators upgrading their existing facilities on the water tanks and at Mount Holyoke College.
- 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 signs
- Reviewed and decided upon several Approval Not Required Plans
- Worked with several prospective applicants regarding potential new duplex, triplex, and other housing developments
- Worked with South Hadley Fuels to find a location in South Hadley in which to relocate and expand their business including consolidating operations previously undertaken in another community
- 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. Assisted the Selectboard and Historic Commission in reaching agreement with Holyoke Gas & Electric for a mitigation plan which was submitted for Army Corps of Engineers and Massachusetts Historical Commission approval. Demolition of the Texon Building, if the agreement is approved, may begin in March 2013.
- 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
- Worked with the Assessors personnel to evaluate and launch a new web-based GIS and to consolidate the vendors providing mapping services to the Town.
- Worked with MassDEP and the DPW to respond to several complaints regarding the Town-owned property on East Street
- Prepared several applications for funding to expand the Town's use of technology to involve the community and manage its facilities.
- Participated with the Pioneer Valley Planning Commission on several regional grant applications including OnLine Permitting and Hazard Mitigation Planning.
- Participated in several regional forums on how to address municipal concerns/impacts regarding the proposed Western Massachusetts casino.
- Provided training for the Zoning Board of Appeals on Chapter 40B – Comprehensive Permits.
- Assisted the Zoning Board of Appeals in preparing and adopting Rules and Regulations governing the submittal, processing, and review of Applications for Comprehensive Permits under Chapter 40B
- With input from the District 1 and District 2 Water Superintendents and Mount Holyoke College, assisted the School Department in soliciting proposals and securing a vendor for lease of space on the High School smokestack for cellular antennae

## 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.*

### FY2014 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 Town staff for further revisions to the Zoning By-Law
- Work with the Planning Department to revise its Rules and Regulations and fee schedule.

### Significant Budget Changes:

No budget changes are proposed.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 50.00	\$ 120.00	\$ 675.00	\$ 675.00	\$ -	\$ 675.00	\$ -

### Departmental Accomplishments:

- As of January 2013, only one application for a variance or appeal had been submitted for the Board of Appeals to consider. This application was denied.
- Several members of the Zoning Board of Appeals have been involved in the Planning Board's efforts to revise the Zoning Bylaw since some proposals may impact the Zoning Board of Appeals.
- Members participated in Chapter 40B training and review provided by the Town Planner.
- The ZBA, with assistance by the Town Planner, prepared and adopted Rules and Regulations for submittal and processing of Comprehensive Permit application.

## 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.*

### FY2014 Departmental Goals and Objectives:

- Provide assistance to residents and applicants about the wetland permitting process, to ensure awareness and compliance with the state regulations and local bylaw.
- Work on MPIC priority Recommended Action NR-2 to “document and map the ownership status of lands along the Connecticut River”.
- Promote and support land conservation efforts in town.
- Update conservation website.

### Significant Budget Changes:

None. Request for increase in Conservation Administrator’s hours in separate document.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Select board : To be determined	Change from Request
P/S	\$ 38,628.44	\$ 38,628.36	\$ 40,860.00	\$ 40,212.00	\$ (648.00)	\$ 40,212.00	\$ -
O/E	\$ 2,379.05	\$ 2,324.00	\$ 2,324.00	\$ 2,324.00	\$ -	\$ 2,324.00	\$ -
Total	\$ 41,007.49	\$ 40,952.36	\$ 43,184.00	\$ 42,536.00	\$ (648.00)	\$ 42,536.00	\$ -

### 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. Because of the number and type of projects submitted in 2012, the Commission met 23 times, or twice a month. The Commission reviewed larger projects such as the landfill expansion; demolition of existing buildings and construction of a new library at 2 Canal Street; DPW roadway and drainage improvements on Brainerd, West Summit and Canal Streets; Mount Holyoke College remodeling a recycling center; construction of four condos off North Street; amended plans for condominiums at Stonybrook Village and amended and final plans for Shadowbrook Estates condominiums. There was also review of many smaller projects such as new single family houses and additions, garages, patios, docks, and driveways. There were also a few tree removal requests because of the storm damage to trees, and a plan for invasive species removal and control on 20 acres of forest land. Unfortunately there were also a number of violations the Commission had to deal with, off River Road (2), Grove Street, at the landfill, Stewart Street, Stonybrook Village, Mountainbrook subdivision (2), and at Lithia Springs Reservoir. There were three Emergency Certifications for beaver dam removal, gas line replacement, and tree removal. This is a lot of activity for a volunteer commission, a half time clerk and part time Administrator.

In addition, the Commission worked on land projects. Two difficult and time consuming projects were dealing with conservation land and boundaries for the Bynan Conservation Area (landfill expansion), and a large parcel of Black Stevens Conservation Area (new Plains School and other municipal use). The Commission also worked with The Friends of the Arboretum on transferring management of the Hahn-Warner Arboretum over to the Conservation Commission, and the Connecticut River Watershed Council on transferring the Plouffe wetland property on River Road over to the Conservation Commission. The trails on the conservation properties experienced a lot of problems this year with the storm damage to large mature trees. With help from some volunteers some trails have been cleared, but more need work.

The Commission also spent time at meetings discussing recommendations from the Master Plan Implementation Committee, and plans proposed by landfill proponents for pine barren moth habitat improvement at the Bynan Conservation Area.

Lastly, we said good-bye to our long-time clerk Linda Scott, who retired at the end of the year. Linda kept the office going through thick and thin times, and will be sorely missed. Her local knowledge of people, places and history of projects made her invaluable and irreplaceable. We wish her a wonderful and well-earned retirement.

## Recreation

### Mission Statement:

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

### FY2014 Departmental Goals and Objectives:

- To continue to work with the Buttery Brook Park Building Committee to finalize design and construction for the renovations of Buttery Brook Park.
- To use the results of our community survey to work with the Recreation Commission to review and revise our existing policies and offerings to better fit the needs of the community.
- In working with the themes in the Master Plan, to identify and publicize areas where the public has access to the Connecticut River.
- To continue to work with various town officials to identify key areas for facility improvements and to continue to seek grant funding for these projects.
- To continue to research, create and implement new programs that are exciting to the community.

### Significant Budget Changes:

There are no changes to our budget this year.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 68,308.96	\$ 61,715.37	\$ 73,881.00	\$ 72,751.00	\$ (1,130.00)	\$ 72,751.00	\$ -
O/E	\$ 2,637.53	\$ 745.55	\$ 1,285.00	\$ 1,285.00	\$ -	\$ 1,285.00	\$ -
Total	\$ 70,946.49	\$ 62,460.92	\$ 75,166.00	\$ 74,036.00	\$ (1,130.00)	\$ 74,036.00	\$ -

## **Departmental Accomplishments:**

The Recreation Department enjoyed another successful year in 2012. The Department continued operation of our many programs which involve youth and adult sports, fitness classes, bus trips and various training courses. Our 2012 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
- Winter Men's Basketball League
- Spring Men's Basketball League
- Women's Open Gym Basketball
- Over 30 men's basketball
- Open Gym Volleyball
- Total Body Blast
- Aquacise
- Cardio-Kickboxing
- Pilates
- Zumba
- Fab Fusion Fitness
- CORE Power

### **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 Cleveland to see the Red Sox
- Fourth of July Fireworks Celebration held July 3, 2012
- Summer Concert Series (nine shows)
- Baby Sitting Training Classes
- Little Chefs
- Youth/Adult Fencing Classes

### **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)

The Recreation Commission have been working on developing survey questions to make available to the public looking for feedback on our programs. There have been requests for us to change a few of our policies and this survey should be a good starting point for our review of those topics.

In conjunction with the DPW and Friends of BBP, we successfully received a PARC grant for \$400,000 to renovate Buttery Brook Park. This project will conclude in FY2015 and we are eager to get construction underway.

This past year, we were able to continue with many of our new adult programs that we have recently started to offer. We have also continued with our Adult Fitness classes and they continue to "sell out" night after night.

For the fourth 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 July 3, 2012. 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 the largest crowd that anybody can remember due to perfect weather and a great time was had by all!

The Department looks forward to 2013 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.*

### FY2014 Departmental Goals and Objectives:

- To develop and implement a professional development training program that meets the Municipal Police Training Committees established 40 hour training requirement.
- To pursue grant opportunities that would allow the department to increase community policing services and purchase technological equipment to better serve the community.
- 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:

A \$5,000.00 increase in the Training Overtime is due to the elimination of the State's in service police training program. Most officers were previously scheduled for the three days (24 hours) of training during their regular work days. Along with the elimination of the State run trainings the Municipal Police Training Council has increased the training requirement for each officer to 40 hours in FY 2014. This will require day long instructional seminars for the entire department.

Funding in the amount of \$35,000.00 from the State 911 Department will be used to supplant Dispatcher salaries.

All other increases in personnel services can be attributed to contractual obligations for Dispatchers and Officers.

	*FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$2,090,660.00	\$ 1,973,708.35	\$ 2,056,428.00	\$ 2,078,000.00	\$ 21,572.00	\$ 2,078,000.00	\$ -
O/E	\$ 319,835.47	\$ 359,171.57	\$ 340,213.00	\$ 340,893.00	\$ 680.00	\$ 340,893.00	\$ -
Energy Savings	\$ -	\$ -	\$ -	\$ (1,655.00)	\$ (1,655.00)	\$ (1,655.00)	\$ -
Total	\$2,410,495.47	\$ 2,332,879.92	\$ 2,396,641.00	\$ 2,417,238.00	\$ 20,597.00	\$ 2,417,238.00	\$ -

**\* FY11 history includes Police Matrons**

### Departmental Accomplishments:

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

The Executive Office of Public Safety/Statewide Emergency Telecommunications Board (State 911 Department) awarded three grants totaling \$65,877.62. Those funds were utilized to support the Town's emergency dispatch center operations. \$9,876.00 was used for training and certification requirements mandated for individuals operating the State's emergency communication equipment. A Support and Incentive Grant of \$43,731.00 supplanted dispatcher salaries and purchased

dispatch related equipment. An Emergency Medical Dispatch (EMD) Training Grant of \$12,270.62 provide 24 hours of training for every officer in EMD protocols and procedures should they be required to perform dispatch duties. The Western Region Homeland Security Advisory Council awarded grants totaling \$1417.97 for Officer Down Rescue Training and Evolving Threats for the First Responder training.

For the second year South Hadley was one of fifteen (15) Massachusetts police departments awarded a grant by the Executive Office of Public Safety and Security for support of the Underage Alcohol Enforcement Program. The \$3,962.98 grant funded compliance checks on alcohol establishments and surveillance/party patrols to monitor the purchases of alcohol and known party locations.

The Executive Office of Public Safety and Security, Highway Safety Division, awarded a \$1,500.00 Child Passenger Safety Grant to the department for the purchase of car seats and materials to support the Departments free child passenger seat installation and inspection program.

## 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.*

### FY2014 Departmental Goals and Objectives:

- Develop a Communications Plan to provide guidance in the development and use of messages and various communications systems to alert both town officials and residents about emergency situations.
- Oversee the review and re-write of the Town Hazard Mitigation Plan through a grant from the Pioneer Valley Planning Commission.
- Work on improving the ability of the Town to provide emergency sheltering to residents during emergencies.

### Significant Budget Changes:

No budget changes are forecasted.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 4,999.95	\$ 4,999.94	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -
O/E	\$ 1,981.17	\$ 5,894.26	\$ 7,395.00	\$ 7,395.00	\$ -	\$ 7,395.00	\$ -
Total	\$ 6,981.12	\$ 10,894.20	\$ 12,395.00	\$ 12,395.00	\$ -	\$ 12,395.00	\$ -

### Departmental Accomplishments:

The past year has been relatively quiet in terms of Emergency Management activities. Our only serious threat was from Hurricane Sandy but the western part of Massachusetts did escape the brunt of the storm and we had no damage from the moderate wind and rain we experienced. However the storm did allow us to activate our Emergency Operations Center (EOC) and gave us a good real-world exercise in anticipating a major storm and how we would react. We also received two Emergency Management Performance Grants during this period. The first was used to purchase some shelter supplies which are being stored at Michael E. Smith Middle School, our current town shelter and would be used to support shelter residents. The second grant has been approved and will be received shortly. We are looking at using this grant to enhance our communications capabilities during emergency situations.

## 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.*

**Significant Budget Changes:**

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 363.08	\$ 500.04	\$ 500.00	\$ 500.00	\$ -	\$ 500.00	\$ -

## Inspection Services

### Mission Statement:

*The Building Department strives to achieve excellence in all facets of building inspection through providing timely, efficient and thorough building inspections. We are committed to providing quality services to all citizens through innovation, continuous improvement, determination and excellence in customer service. We believe that through education and cooperation, we can and will build positive working relationships within the building community, consumers and citizens alike.*

*Our primary mission is to safeguard the public, promote the health, safety and welfare of South Hadley through enforcement of the Building Code. We believe in equitable treatment for all individuals regardless of circumstances and strive to enforce all building codes in a fair and considerate manner. In addition to the State Building Code the Department shall enforce all zoning regulations and the by-laws as prescribed by South Hadley General By-Laws.*

### FY2014 Departmental Goals and Objectives:

- Inspector of Buildings shall promote professional development and excellence through training and continuing education
- Inspector of Buildings shall educate and train designers, developers, building contractors and homeowners on the application of 780 CMR, Massachusetts State Building Code and 521 CMR, AAB Rules and Regulations
- Inspector of Buildings shall investigate computer and information technologies to improve services

### Significant Budget Changes:

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 102,707.37	\$ 105,238.69	\$ 110,186.00	\$ 104,903.00	\$ (5,283.00)	\$ 104,903.00	\$ -
O/E	\$ 2,541.13	\$ 1,358.75	\$ 2,980.00	\$ 5,580.00	\$ 2,600.00	\$ 5,580.00	\$ -
Total	\$ 105,248.50	\$ 106,597.44	\$ 113,166.00	\$ 110,483.00	\$ (2,683.00)	\$ 110,483.00	\$ -

*\* All history for the Wiring Inspector has been added in for previous year history. Only the Plumbing Inspector salary has been added to the prior year history.*

### Departmental Accomplishments:

The Building Department was without a commissioner for an extended period during this fiscal year but still was able to provide services.

## 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.*

**Significant Budget Changes:**

None

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 6,214.92	\$ 6,214.92	\$ 6,215.00	\$ 6,215.00	\$ -	\$ 6,215.00	\$ -
O/E	\$ 167.64	\$ 343.83	\$ 350.00	\$ 350.00	\$ -	\$ 350.00	\$ -
<b>Total</b>	<b>\$ 6,382.56</b>	<b>\$ 6,558.75</b>	<b>\$ 6,565.00</b>	<b>\$ 6,565.00</b>	<b>\$ -</b>	<b>\$ 6,565.00</b>	<b>\$ -</b>

## Parking Clerk

**Mission Statement:**

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

**Significant Budget Changes:**

There are no changes.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
<b>Total</b>	<b>\$ 212.63</b>	<b>\$ 107.88</b>	<b>\$ 200.00</b>	<b>\$ 200.00</b>	<b>\$ -</b>	<b>\$ 200.00</b>	<b>\$ -</b>

## Dog Officer

### Mission Statement:

*The Animal Control Department is on call 24/7 for any animal problems. Calls from the Police Department and Board of Health may be received at any time. Officers carry specialized equipment to aid in the capture of different animals. Transportation and medical assistance also may be needed.*

### FY2014 Departmental Goals and Objectives:

The retirement of one of the officers has left the department short-handed and unable to operate 24 hours-7 days a week. It is hoped that this situation will be remedied and the department will be back to providing continual assistance.

### Significant Budget Changes:

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard: To be determined	Change from Request
P/S	\$ 11,612.69	\$ 11,567.00	\$ 11,839.00	\$ 11,679.00	\$ (160.00)	\$ 11,679.00	\$ -
O/E	\$ 1,484.21	\$ 1,323.35	\$ 1,760.00	\$ 1,760.00	\$ -	\$ 1,760.00	\$ -
Total	\$ 13,096.90	\$ 12,890.35	\$ 13,599.00	\$ 13,439.00	\$ (160.00)	\$ 13,439.00	\$ -

### Departmental Accomplishments:

While we received more dogs this year, with the help of "Rainbow Rescue" and animal adoption agencies, we were able to homes. The Granby Animal Shelter has aided us by allowing us to keep our dogs in a safe environment.

## 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.*

### FY2014 Departmental Goals and Objectives:

- Complete West Summit Street Road, Sidewalk, and Drainage Project
- Prepare plans and specifications for Sycamore Knolls Road Resurfacing Project
- Working with the BATTERY Brook Park Building Committee, complete the BATTERY Brook Park Improvement Project
- Continue to develop GIS map of stormwater infrastructure

### Significant Budget Changes:

There are no changes to the DPW Administration budget.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 97,223.82	\$ 84,765.33	\$ 94,447.00	\$ 88,185.00	\$ (6,262.00)	\$ 88,185.00	\$ -
O/E	\$ 17,825.95	\$ 13,636.42	\$ 17,539.00	\$ 17,539.00	\$ -	\$ 17,539.00	\$ -
Total	\$ 115,049.77	\$ 98,401.75	\$ 111,986.00	\$ 105,724.00	\$ (6,262.00)	\$ 105,724.00	\$ -

### Departmental Accomplishments:

- Completion of Canal Street and High Street Road and Sidewalk Project
- Completion of Morgan Street Road and Sidewalk Project paid for with Transportation Improvement Program (TIP) funding
- Obtained \$400,000 PARC Grant for improvements at BATTERY Brook Park

## DPW: Construction & Maintenance

### Mission Statement:

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

### FY2014 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 the sewage collection system at Leahey Avenue and install 200 feet of pipe and a new outfall
- Start work on drainage improvements at Stanton Avenue

### Significant Budget Changes:

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 299,696.43	\$ 282,875.86	\$ 301,750.00	\$ 302,901.00	\$ 1,151.00	\$ 302,901.00	\$ -
O/E	\$ 117,881.24	\$ 110,445.91	\$ 119,000.00	\$ 119,000.00	\$ -	\$ 119,000.00	\$ -
Total	\$ 417,577.67	\$ 393,321.77	\$ 420,750.00	\$ 421,901.00	\$ 1,151.00	\$ 421,901.00	\$ -

### Departmental Accomplishments:

- Drainage upgrades and improvements at Alvord Street
- Drainage improvements at River Road
- Instituted a more aggressive roadside mowing program

## 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.*

### FY2014 Departmental Goals and Objectives:

- Construct lean-to storage area for equipment that is kept outside
- Continue to improve preventive maintenance program

### Significant Budget Changes:

The FY 14 Vehicle Maintenance Budget is level funded except for changes mandated by the contract with DPW laborers

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 46,071.60	\$ 47,244.27	\$ 48,815.00	\$ 49,112.00	\$ 297.00	\$ 49,112.00	\$ -
O/E	\$ 115,867.38	\$ 110,468.84	\$ 111,000.00	\$ 111,000.00	\$ -	\$ 111,000.00	\$ -
Total	\$ 161,938.98	\$ 157,713.11	\$ 159,815.00	\$ 160,112.00	\$ 297.00	\$ 160,112.00	\$ -

### Departmental Accomplishments:

- Repaired transmission on CAT 966 Loader
- Rebuilt flusher truck
- Rebuilt dump body on Truck #6
- Replaced brakes on Truck #36
- Replaced drive shaft on Truck #3

## 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.

### FY2014 Departmental Goals and Objectives:

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

### Significant Budget Changes:

The FY 14 Snow and Ice Budget has been increased by \$1.00 so that the Town may continue to deficit spend this account.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Select board : To be determined	Change from Request
P/S	\$ 53,945.30	\$ 17,338.16	\$ 20,380.00	\$ 20,380.00	\$ -	\$ 20,380.00	\$ -
O/E	\$ 236,171.23	\$ 73,998.40	\$ 79,626.00	\$ 79,627.00	\$ 1.00	\$ 79,627.00	\$ -
Total	\$ 290,116.53	\$ 91,336.56	\$ 100,006.00	\$ 100,007.00	\$ 1.00	\$ 100,007.00	\$ -

### Departmental Accomplishments:

Most of the winter last year was mild. The DPW, along with the Town's hired contractors, cleared about 30" of snow from Town roads. However, the first snowstorm, on October 29<sup>th</sup>, 2011, produced 12" of wet, heavy snow that caused severe tree damage in Town.

## DPW: Parks

### Mission Statement:

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

### FY2014 Departmental Goals and Objectives:

- Provide comments and recommendations for the BATTERY BROOK PARK BUILDING COMMITTEE pertaining to the \$800,000 BATTERY BROOK PARK IMPROVEMENT PROJECT
- Upgrade field maintenance program (aeration, topdressing) with the use of the new tractor
- Use more organic fertilizers within the existing fertilizer program, as the budget allows
- Beautify the Main Street entrance into Town through landscaping and the creation of a small greenspace

### Significant Budget Changes:

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 283,998.37	\$ 298,878.29	\$ 312,685.00	\$ 313,817.00	\$ 1,132.00	\$ 313,817.00	\$ -
O/E	\$ 102,822.65	\$ 121,477.76	\$ 119,600.00	\$ 119,600.00	\$ -	\$ 119,600.00	\$ -
Total	\$ 386,821.02	\$ 420,356.05	\$ 432,285.00	\$ 433,417.00	\$ 1,132.00	\$ 433,417.00	\$ -

### Departmental Accomplishments:

- Completion of landscape improvements at the Police Station and Town Common
- Continued organic-based fertilizer program
- Completed improvements to Pavilion #1 at BATTERY BROOK PARK
- Working with the Friends of BATTERY BROOK PARK, held successful Cruise Nights, Big Rig Day, Children's Concerts, and Santa's Land at BATTERY BROOK PARK
- Working with the Recreation Department, held a successful Easter Egg Hunt and Summer Camp at BATTERY BROOK PARK

## DPW: Tree

### Mission Statement:

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

### FY2014 Departmental Goals and Objectives:

- To start doing more of the easier tree maintenance work with DPW staff
- Update the Town's Tree Inventory
- Plant 15 new trees

### Significant Budget Changes:

The FY14 Tree Services line has been increased by \$17,400. This increase is necessary for two reasons.

1. The contracted tree services were put out to bid this past year. The new rates have increased by about 10% (about \$7,000).
2. For the last several years, this line item has been underfunded. For this reason, an additional \$10,400 has been added to the Services line.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 4,999.92	\$ 4,999.94	\$ 5,000.00	\$ 10,000.00	\$ 5,000.00	\$ 10,000.00	\$ -
O/E	\$ 76,887.87	\$ 70,807.44	\$ 74,600.00	\$ 92,000.00	\$ 17,400.00	\$ 92,000.00	\$ -
Total	\$ 81,887.79	\$ 75,807.38	\$ 79,600.00	\$ 102,000.00	\$ 22,400.00	\$ 102,000.00	\$ -

### Departmental Accomplishments:

A new Tree Warden was hired this past year. The position has been changed from a stipend position to a casual position.

## 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.*

### FY2014 Departmental Goals and Objectives:

- Develop and implement a plan for the disposal of the Town's solid waste in response to the impending closure of the Town's landfill.
- Complete the redesign of the Recycling Center
- Continue household hazardous waste collections
- Conduct two paper shredding events
- Focus on recycling education with emphasis on social media and the schools

### Significant Budget Changes:

Operational Expenses have been increased by \$160,000 to address increased disposal costs relating to the possible closure of the Town's landfill.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 160,396.11	\$ 176,528.87	\$ 198,825.00	\$ 195,721.00	\$ (3,104.00)	\$ 195,721.00	\$ -
O/E	\$ 737,338.33	\$ 750,076.06	\$ 906,472.00	\$ 1,066,472.00	\$ 160,000.00	\$ 1,066,472.00	\$ -
Total	\$ 897,734.44	\$ 926,604.93	\$ 1,105,297.00	\$ 1,262,193.00	\$ 156,896.00	\$ 1,262,193.00	\$ -

### Departmental Accomplishments:

Redesign of Recycling Center layout to improve traffic flow and safety

Implementation of Styrofoam, rigid plastics, and textile recycling programs

Conducted two paper shredding events

Household hazardous waste collections held in the spring and fall



## DPW: Sewer

### Mission Statement:

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

### FY2014 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 the Town Engineer to accurately map the Judd Brook Sewer Interceptor

### Significant Budget Changes:

The FY 14 Sewer Budget is level funded

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 21,476.84	\$ 32,766.05	\$ 71,150.00	\$ 71,150.00	\$ -	\$ 71,150.00	\$ -

### Departmental Accomplishments:

- Cleaned approximately 200 catch basins
- Performed camera inspections of Canal Street, Pitroff Avenue, West Summit Street, North Street, Queen Circle, and Cypress Drive
- Performed chain cutting as needed
- Installed access manhole on Town Hall sewer service

## 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.*

### FY2014 Departmental Goals and Objectives:

- Complete concrete and metal surface repairs in Aerators #1, #3, and #4
- Complete roof repairs at Operations Building and Digester Building
- Address new National Pollutant Discharge and Elimination System (NPDES) permit requirements
- Submit Local Limits Evaluation and Pretreatment Program Modifications to EPA
- Continue painting plant valves and pipes
- Continue cross training for Treatment Plant, Main Street Pump Station, and Topors Pump Station

### Significant Budget Changes:

Operational expenses have been increased by \$230,000 to address increased sludge disposal costs relating to the impending closure of the Town's landfill.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 559,687.72	\$ 558,402.66	\$ 612,499.00	\$ 606,777.00	\$ (5,722.00)	\$ 606,777.00	\$ -
O/E	\$ 496,698.16	\$ 468,539.95	\$ 495,388.00	\$ 722,528.00	\$ 227,140.00	\$ 722,528.00	\$ -
Energy Savings	\$ -	\$ -	\$ -	\$ (2,860.00)	\$ (2,860.00)	\$ (2,860.00)	\$ -
Total	\$1,056,385.88	\$ 1,026,942.61	\$ 1,107,887.00	\$ 1,326,445.00	\$ 218,558.00	\$ 1,326,445.00	\$ -

### Departmental Accomplishments:

- Replaced old oil fire boilers at Main Street Pump Station and Treatment Plant
- Insulated heating and cooling systems at the Treatment Plant
- Repaired disinfection system including upgrade of piping
- Repaired Topors Pump Station emergency generator and trained staff on emergency operation of station
- Repaired Aerator #3 motor
- Repaired Aeration tank #4 floor and repainted metal baffle
- Repaired Aerated Grit System
- Upgraded Sodium Chlorite System
- Produced stormwater video that aired on SHCATV\
- Successful completion of Industrial Pretreatment Program audit by EPA



## 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 population 60 and over.*

### FY2014 Departmental Goals and Objectives:

1. Finish interior repairs with CDBG grant funding and additional town or gift account money as necessary.
2. Begin a needs assessment study by finding a cross section of interested residents to serve on a committee.
3. Replace recumbent bicycle.
4. Continue to negotiate increased funding with WestMass ElderCare for nutrition program.
5. Continue to work with the Friends of South Hadley Elderly, Inc. to raise funds.
6. Finish COA Handbook.

### Significant Budget Changes:

An additional request for \$8,400 to replace gutters around senior center building with covered ones (no mesh) to prevent leaves, etc. from blocking them and eliminating the need for cleaning has also been submitted.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 222,212.58	\$ 243,570.70	\$ 258,094.00	\$ 254,359.00	\$ (3,735.00)	\$ 254,359.00	\$ -
O/E	\$ 64,333.93	\$ 61,424.36	\$ 65,260.00	\$ 65,808.00	\$ 548.00	\$ 65,808.00	\$ -
Energy Savings		\$ -	\$ -	\$ (2,260.00)	\$ (2,260.00)	\$ (2,260.00)	\$ -
<b>Total</b>	<b>\$ 286,546.51</b>	<b>\$ 304,995.06</b>	<b>\$ 323,354.00</b>	<b>\$ 317,907.00</b>	<b>\$ (5,447.00)</b>	<b>\$ 317,907.00</b>	<b>\$ -</b>

### Departmental Accomplishments:

1. Director assisted in various capacities including safety officer, Clerk of the Works and oversaw reconstruction of daily activities at the Senior Center during the renovation project that included roof, HVAC upgrades and basement structural work.
2. Successfully provided an increase of 8% in the home-delivered meals and a 2% in congregate with no additional staff
3. Collaboration with TRIAD to provide a public safety program about Knox Boxes (key holders) and Fire Safety
4. TRIAD and community collaboration provided 300 Emergency Take and Go bags to home-delivered meals clients, Brown Bag recipients and residents of the 3 housing sites.
5. Attended Health Fair at Loomis Village to increase community awareness of departmental services

## 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.*

**Significant Budget Changes:**

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 203,918.19	\$ 200,806.95	\$ 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.*

## FY2014 Departmental Goals and Objectives:

- Promote enhanced digital resources, including social media tools, while developing the physical library collection to meet the needs of the community.
- Expand outreach to the business and educational community, to establish new partnerships and opportunities for collaboration.
- Develop staff skills to better assist library patrons with technology questions regarding a wide range of personal devices.
- Maintain the current library as a viable public building while continuing to work on the plans for the new library; begin transitioning staff, materials, equipment and services for a FY15 library move.
- Continue our cooperation with the Gaylord Memorial Library to develop plans for increased coordination and integration of town library services.
- From Master Plan: Move forward with plans to [build a new] Public Library.... [in the] Riverfront area (Goals 1-1-6 & 3-2-2)

## Significant Budget Changes:

**Technology** – an increase of \$1,000 is requested to maintain the public computer services available at the library; there are 10 public computers that will reach 5 years old in FY14 and those will require upgrades and possibly replacement

**Telephone** – an increase of \$50 is requested to cover increased monthly telephone charges

**Network Services** – an increase of \$1,000 is needed to cover increases membership fees for the C/WMARS library network

**Restoration of Staff hours** – “Additional Staffing Request” forms have been submitted to restore hours to three positions that lost weekly hours in FY10 & FY11; they are prioritized as 1-Custodian, 2-Library Page, 3-Circulation Assistant

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 345,554.16	\$ 344,842.45	\$ 361,150.00	\$ 355,740.00	\$ (5,410.00)	\$ 355,740.00	\$ -
O/E	\$ 164,067.20	\$ 157,130.19	\$ 163,865.00	\$ 165,915.00	\$ 2,050.00	\$ 165,915.00	\$ -
<b>Total</b>	<b>\$ 509,621.36</b>	<b>\$ 501,972.64</b>	<b>\$ 525,015.00</b>	<b>\$ 521,655.00</b>	<b>\$ (3,360.00)</b>	<b>\$ 521,655.00</b>	<b>\$ -</b>

## Departmental Accomplishments:

- Continued progress towards a new public library; solicited and incorporated feedback from other town departments and residents; participated in the AIA-SDAT process and incorporated recommendations into the project site plan.
- Improved services and collections available to the community including a public fax machine, movies on blu-ray disc, a redesigned website at <[www.shadleylib.org](http://www.shadleylib.org)>, updated meeting room equipment, and new online databases such as Chilton's Automotive Repair and Gale's Testing & Education Reference Center.
- Transitioned to a new integrated library software system (Evergreen) with requisite staff training and public awareness/training on the new software including a circulation system for staff and an online catalog for the public.
- Held regular meetings with colleagues from the Gaylord Memorial Library on increased cooperation and integration of town-wide library services.
  
- Maintained a high level of public service:
  - Circulated 194,800 items from our Circulation Desk
  - Hosted 152 public programs attended by 2,553 people
  - Borrowed 22,783 inter-library loan items from other C/WMARS libraries to meet local needs
  - Developed a volunteer corps of 24 individuals contributing 1,809 work hours
  - Offered a community meeting space that was used 404 times in FY12
  - Provided homework assistance & early literacy services, including a summer reading program with 335 registered youth participants

# 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.*

## FY2014 Departmental Goals and Objectives:

- -To complete Integration study to examine feasibility of merging South Hadley's two public libraries. Continue to meet with colleagues at SHPL to achieve consensus on a plan for integration, including approval of both Boards, and further exploration of grant opportunities to provide support for consultant services and implementation.
- -To develop the Gaylord Library Board, including filling open positions and creating four Development Teams.
- -To actively solicit funds and support and promote fund-raising activities designed by Gaylord Friends to enhance library services and reduce budget deficit
- -To update computer hardware and applications to meet the needs of the Library and community.
- -To complete organization of Local History collection and promote its use

## Significant Budget Changes:

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 12,350.00	\$ 12,350.00	\$ 31,753.00	\$ 31,753.00	\$ -	\$ 31,753.00	\$ -

## Departmental Accomplishments:

### New Cooperative Initiatives:

- Joint Committee to study integration of South Hadley's public Libraries meeting regularly
- Volunteer Partnership with Berkshire Community Music School
- Girl Scouts themed backpacks project

### Technology

- Improved access to online catalog and circulation system – now available from home 24/7
- Laptop computer purchase to replace crashed computer

### Collection and Borrowing

- 18213 items borrowed by South Hadley residents
- Local History Collection development

### New Programs for Children and Teens

- Awesome Adventures story and craft program
- Junior Volunteer program for pre-teens and teens
- Harry Potter Fan Club
- New Teen Summer Reading Program

### New Fundraising

- Gaylord Friends Art Sale
- Expanded Holiday Boutique to include new vendors

### Facts and Figures

- 3028 South Hadley residents attended programs
- 1392 Volunteer Hours
- 900 Reference Questions answered

# 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 \$500 contract increase is reflected in FY2014

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 26,000.00	\$ 28,000.00	\$ 28,500.00	\$ 29,000.00	\$ 500.00	\$ 29,000.00	\$ -

## Cable Studio

### 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.*

### FY2014 Departmental Goals and Objectives:

- To improve the quality of, and ease by which, meeting coverage from Town Hall auditorium is provided
- Investigate technology necessary for live streaming of meetings
- Introduce better technology for audio documentation of meetings
- Investigate improvements to bulletin board system with an eye to integration with other departments
- Review and clarify studio operating procedures

### Significant Budget Changes:

- Increases in SUPPLY and REPAIR lines due to increased demand and aging equipment
- Creation of new line for SCHOOL EQUIPMENT to address inadequacies in resources available for faculty and staff
- Creation of new line for MEETING COVERAGE to assist in ever increasing demand for municipal meeting coverage

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 59,893.56	\$ 60,074.80	\$ 67,653.00	\$ 74,132.00	\$ 6,479.00	\$ 74,132.00	\$ -
O/E	\$ 10,237.44	\$ 13,172.01	\$ 29,650.00	\$ 31,150.00	\$ 1,500.00	\$ 31,150.00	\$ -
Total	\$ 70,131.00	\$ 73,246.81	\$ 97,303.00	\$ 105,282.00	\$ 7,979.00	\$ 105,282.00	\$ -

### Departmental Accomplishments:

- Provided over 168 hours of municipal programming (including select board, school committee and other town meetings) in FY 2012, accounting for 4.2 weeks of personnel time.
- Upgraded and installed equipment in Selectboard meeting room to improve video and audio capabilities
- Instituted new equipment placement for Town Hall auditorium audio reinforcement
- Reconfigured studio control room for more efficient use of space and student interaction
- Introduced tapeless technology to facility workflow

## Retirement

### Mission Statement:

*The Town is billed each year by Hampshire County Retirement System for its share of the fiscal year appropriation. This pays the retirement benefit for current eligible School and Town retirees and contributes to the Unfunded Liability of the Retirement System.*

### FY2014 Departmental Goals and Objectives:

The Hampshire County Retirement System is offering an option to make a single payment of \$2,025,558.00 that would be due on July 1, 2013. The savings to the Town will be \$38,381.00

### Significant Budget Changes:

At the December Meeting of the Hampshire County Retirement Board the results of the January 2012 Actuarial Valuation Study were reviewed. Results released showed asset and liability losses. Market values for calendar year 2010 and 2011 had \$4.6 million in asset losses and the annualized return was 6.98% vs. the 8.00% assumptions.

Another significant factor to be recognized is since 2007 our active participants and annual compensation has grown by 36.0% (6.3% annually over the past five years. This coupled with the Anti-spiking Provisions – Section 14 increased by more than 100% (i.e. doubles) between two consecutive years, because the average of the last five years must be used as the average salary.

The resounding message was that all Units need to prepare to make up the differences in upcoming budget years.

Retirement Board Representatives will be meeting with all Units in the months ahead.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$1,823,279.00	\$1,902,731.00	\$1,999,775.00	\$2,025,558.00	\$25,783.00	\$2,025,558.00	\$-

## Unemployment

### Mission Statement:

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

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$89,144.44	\$93,641.22	\$95,000.00	\$95,000.00	\$-	\$95,000.00	\$-

## Street Lighting

**Mission Statement:**

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

**FY2014 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). The FY14 estimate is \$53 higher than the FY13 budget amount.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 86,639.48	\$ 106,433.99	\$ 101,955.00	\$ 102,008.00	\$ 53.00	\$ 102,008.00	\$ -

**Departmental Accomplishments:**

The cost of street lighting last year was within the FY 12 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.*

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 184,051.00	\$ 210,867.12	\$ 250,000.00	\$ 250,000.00	\$ -	\$ 250,000.00	\$ -

## 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.*

The Executive Committees message to all Units in calendar year 2012 was that they recognized the economic conditions and decided to utilize the Trusts reserves to cover reinsurance, administrative costs and medical expenses. The Trusts top concern was and still is the rising price tag on group health insurance. The biggest challenge that the Trust faces each year is to have a health plan that meets the needs of our employees and is within budget.

In 2012 through 2013 Medical trends are expected to increase anywhere from 7.5% to 12% depending on the age and medical utilization of the group. Last year the Trust instituted a three year plan that made use of its reserves to limit increases to 3% for family, employee plus one, and individual coverage for both the PPO and HMO plans. However, for the Insurance Year 2012, the Trust, became the early recipient of Early Retiree Reinsurance Program (ERRP) funds and some reinsurance claims payments ,which allowed the trust to rescind last year's 3% increase and not have an increase in our HMO and PPO plans for the Insurance Year 2013.

At a meeting held on January 9, 2013 it was announced that there would be no rate increase once again for Insurance Year 2014. Claim experience is trending down which allows the Trusts surplus to continue to grow. These surplus funds have been used to offset any increase we may have seen. These cost savings will not be shifted to increasing co-pays and deductibles nor will they be found in plan design changes that show higher deductibles. There will be no decreased employer contributions to premiums or midyear benefit changes. The Trust remains steadfast in delivering a message that it will continue to meet the fiscal challenges without reducing benefits.

Additional points of interest:

Starting in January 2013 MEDEX will now cover the Shingles vaccine. This rider was added with no increase to the subscriber.

Hampshire County Group Insurance Trust budget decreased 1.05% for FY14. This is attributed to cutting administrative services.

South Hadley ranked second in the Hampshire County Colonoscopy Rewards for FY2012!

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$4,065,182.19	\$3,970,269.15	\$4,089,767.00	\$4,257,358.00	\$167,591.00	\$4,257,358.00	\$-

## 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.*

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 2,725.94	\$ 2,790.34	\$ 2,800.00	\$ 2,800.00	\$ -	\$ 2,800.00	\$ -

## Damages to Persons/Property

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ -	\$ -	\$ 10.00	\$ 10.00	\$ -	\$ 10.00	\$ -

## Town Reports

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 2,340.12	\$ 3,143.80	\$ 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.*

**FY2014 Departmental Goals and Objectives:**

After discussions with the Town Accountant it's felt that a 5% increase is appropriate.

**Significant Budget Changes:**

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 311,222.57	\$ 313,415.42	\$ 343,326.00	\$ 360,493.00	\$ 17,167.00	\$ 360,493.00	\$ -

## 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.*

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 2,986.56	\$ 3,132.77	\$ 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, SHELDT 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.*

FY13 Amount Budgeted: -0-

FY14 Amount Requested: \$65,000

<b>Balance</b>	<b>7/1/2011</b>	\$762,182.48	<b>Balance</b>	<b>7/1/2012</b>	\$662,402.79
<b>ATM</b>		\$0.00	<b>ATM</b>		\$0.00
<b>Interest Thru</b>	<b>6/30/2012</b>	\$1,901.56	<b>Interest Thru</b>	<b>3/31/2013</b>	\$1,876.40
<b>Expended Thru</b>	<b>6/30/2012</b>	\$101,681.25	<b>Expended Thru</b>	<b>3/31/2013</b>	\$89,850.45
<b>Balance</b>	<b>6/30/2012</b>	<b>\$662,402.79</b>	<b>Balance</b>		<b>\$574,428.74</b>

### 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 \$	-	\$ 101,681.25
2013 \$	-	-

## Injured on Duty

<b>FY2013 Amount: \$7,500.00</b>	<b>FY2014 Requested Amount: \$7,500.00</b>
----------------------------------	--

Balance	7/1/2011	\$768,513.37	Balance	7/1/2012	\$702,776.36
ATM		\$0.00	ATM		\$7,500.00
Interest Thru	6/30/2012	\$2,897.37	Interest Thru	3/31/2013	\$2,548.50
Insurance Reimb	6/30/2012	\$14,225.88	Insurance Reimbursement		\$13,825.54
Expended Thru	6/30/2012	\$82,860.26	Expended Thru	3/31/2013	\$32,961.50
Balance	6/30/2012	\$702,776.36	Balance		\$693,688.90

### 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 \$	-	\$ 77,555.88
2012 \$	-	\$ 82,860.26

# 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.*

## FY2014 Departmental Goals and Objectives:

- Make available to the public, water quality monitoring reports of the community's public water supplies.
- Make available to the public, air quality monitoring data for South Hadley.
- Using available data, make available environmental health conditions for South Hadley.
- Make available to the public, parcels in South Hadley with known environmental contamination.
- Make available to the public, state information for South Hadley which are a source of contamination
- Continue to monitor progress on expanding or closing of the South Hadley landfill.

## Significant Budget Changes:

The reduction in other expenses is due to the transferring of the Plumbing Inspector to the Inspections Department.

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 83,639.47	\$ 83,054.72	\$ 91,816.00	\$ 91,291.00	\$ (525.00)	\$ 91,291.00	\$ -
O/E	<u>\$ 2,731.43</u>	<u>\$ 1,868.81</u>	<u>\$ 2,900.00</u>	<u>\$ 1,900.00</u>	<u>\$ (1,000.00)</u>	<u>\$ 1,900.00</u>	<u>\$ -</u>
Total	\$ 86,370.90	\$ 84,923.53	\$ 94,716.00	\$ 93,191.00	\$ (1,525.00)	\$ 93,191.00	\$ -

**\* The P/S history has been reduced to show the Plumbing Inspector salary within the Inspections Department.**

## Departmental Accomplishments:

- Working collaboratively with the sub-regional emergency preparedness group on all hazards planning.
- Working on vulnerable population emergency planning, and sheltering.
- Expanding the Board of Health Medical Reserve Corp membership and functionality.
- Work with Tobacco Coalition, twenty-two (22) members to create uniform tobacco regulations in all the 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 borrowing period has been reached and have now becomes permanent debt.*

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$2,554,693.36	\$ 2,467,728.88	\$ 2,282,955.00	\$ 2,248,237.00	\$(34,718.00)	\$ 2,248,237.00	\$ -

## Interest-Long Term Debt

**Mission Statement:**

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

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$1,104,854.82	\$ 790,180.32	\$ 818,726.00	\$ 928,908.00	\$ 110,182.00	\$ 928,908.00	\$ -

## 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.*

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 14,423.42	\$ 10,691.50	\$ 2,844.00	\$ 15,551.00	\$ 12,707.00	\$ 15,551.00	\$ -

## 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.*

### FY2014 Departmental Goals and Objectives:

To maintain the channel marks system and be a voice in the four community effort marking the river.

### Significant Budget Changes:

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 3,725.00	\$ 5,425.00	\$ 5,500.00	\$ 5,500.00	\$ -	\$ 5,500.00	\$ -

### Departmental Accomplishments:

We took part along with the other communities in rebuilding the buoy system with help from FEMA, after a devastating loss of the majority of main stream buoys from Hurricane Irene in the fall of 2011. The four communities decided in the fall of 2011 to change the install and removal dates to June – September with a two week window on either side to minimize the effects of spring and fall high water events. Since the majority of the boating occurs from mid-June to Labor Day.

Due to exceptional weather and no high water events and the change of the install and removal dates in 2012 we saw only minor damage.

In 2013 we will be going back out to bid for another three year contract which will take effect in 2014-2016, provided funding is still available.

## Ledges Golf

### 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.*

### FY2014 Departmental Goals and Objectives:

- To continue improving our level of customer service in golf operations in order to increase revenue.
- To retain our existing customer base and attract new customers by providing the best possible experience
- To increase outing / event rounds at the course this season and as a result increase our revenue
- To provide an improved practice facility to increase usage
- To provide a better lesson program in order to increase golf participation
- To look for ways to increase the non-golfer use of the facility

### Additional Information and Significant Budget Changes:

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S	\$ 115,465.31	\$ 118,611.23	\$ 127,662.00	\$ 127,874.00	\$ 212.00	\$ 127,874.00	\$ -
O/E	\$ 789,723.02	\$ 842,213.72	\$ 790,365.00	\$ 806,978.00	\$ 16,613.00	\$ 806,978.00	\$ -
Energy Savings	\$ -	\$ -	\$ -	\$ (1,186.00)	\$ (1,186.00)	\$ (1,186.00)	\$ -
<b>Total</b>	<b>\$ 905,188.33</b>	<b>\$ 960,824.95</b>	<b>\$ 918,027.00</b>	<b>\$ 933,666.00</b>	<b>\$ 15,639.00</b>	<b>\$ 933,666.00</b>	<b>\$ -</b>

### Departmental Accomplishments:

- We have dramatically improved the level of customer service at the course this past season
- We have repaired / Improved the reputation of the golf course among many customers and town residents
- Rounds played are up 14.6% in the first 6 months of FY13 compared to the same period in FY12
- Total Revenue has increased \$93,331.71 in the first 6 months of FY13 compared to the same period in FY12
- We created a cart staging / storage area to improve the cart fleet operation
- We added some curbing near the first tee and pavilion area to direct water away from the pavilion area in order to make it easier to host outside events even if it rains
- We extended some cart paths late in the season to improve areas that traditionally wash out during heavy rains
- We have assemble a solid team at the golf course and believe the golf course is heading in the right direction

## Ledges: Food & Beverage

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
P/S			\$ 58,553.00	\$ 169,345.00	\$ 110,792.00	\$ 169,345.00	\$ -
O/E		N/A	\$ 75,692.00	\$ 194,449.00	\$ 118,757.00	\$ 194,449.00	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 134,245.00</b>	<b>\$ 363,794.00</b>	<b>\$ 229,549.00</b>	<b>\$ 363,794.00</b>	<b>\$ -</b>

## Golf Course Enterprise-FY14 Supporting Documentation

### Estimated Revenues

Green Fee's/ Cart Rentals	\$ 659,312
Season Passes	\$ 67,342
Pro Shop	\$ 31,032
Driving Range	\$ 17,630
Food & Beveridge	\$ 399,694
Total	\$ 1,175,010

### Expenses

#### Golf Enterprise Operating Budget

Personal Services	\$ 127,874
Other Expenses	\$ 805,792
Total Operating Budget	\$ 933,666

#### Golf Enterprise Food & Beveridge

Personal Services	\$ 169,345
Other Expenses	\$ 194,449
Total Food & Bev	\$ 363,794

Total Golf Enterprise Fund \$ 1,297,460

Estimated Amount in Wage & Class \$ 1,100 (To be transferred to P/S)

Debt & Interest \$ 417,264

Capital Outlay \$ -

Subtotal \$ 1,715,824

#### Direct/Indirect Costs in General Fund

Admin Services	\$ 18,595
DPW Related Services	\$ 14,161
Health & Life Insurance	\$ 9,988
FICA	\$ 4,301
Retirement	\$ 12,153
Liab. Insurance/ Misc.	\$ 12,360
Subtotal	\$ 71,558

Total \$ 1,787,382

Estimated Budgeted Surplus/(Deficit) \$ (612,372)

#### Proposed funding is as follows:

\$1,175,010 to come from enterprise revenues, \$540,814 to come from free cash, and \$71,558 to be appropriated in the general fund from the tax levy.

\* (Certified Retained Earnings as of 7/1/12 - (\$13,659))  
amount was provided for at STM 11/15/12

## 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.*

### FY2014 Departmental Goals and Objectives

Change the plantings of the three island planters at Bicentennial Park.

### Significant Budget Changes:

An additional service/supply request has been submitted for \$100.00 to revamp the planting areas of Bicentennial Park

	FY11 Expended	FY12 Expended	FY13 Budget	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 625.00	\$ -	\$ 900.00	\$ 900.00	\$ -	\$ 900.00	\$ -

### Departmental Accomplishments:

Plantings in one of the island planters have been removed and replaced with a new maple tree and ground cover plantings.

## 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.*

	FY11 Appropriated	FY12 Appropriated	FY13 Appropriated	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -

## Energy Stabilization Fund

	FY11 Expended	FY12 Expended	FY13 Budgeted	FY14 Request	Change FY14-13	Selectboard : To be determined	Change from Request
Total	\$ -	\$ -	\$ -	\$89,214.00	\$89,214.00	\$ 89,214.00	\$ -

Funds appropriated to this account reflect the amount of guaranteed savings to be generated from the Energy Management Services Agreement (Siemens contract). These funds are to be used to cover the debt service for the EMSA beginning in fiscal year 2015.

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## Section III: Capital

### Capital Planning Committee Report to Town Meeting

Town of South Hadley  
March 23, 2013

The Capital Planning Committee met with representatives from each department submitting requests for capital funding for projects for FY 2014. After review and discussion of the requests, we are pleased to submit our recommendations for funding. Four funding categories were utilized to rank projects.

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

The following are the Committee's recommendations.

1. Strongly Recommend

**Council on Aging—Purchase New Minibus**

Cost \$50,000

Requested funds will be used to purchase a new mini bus to replace the existing 2004 vehicle. Existing bus is a 14 passenger vehicle with over 93,000 miles. Proposed new vehicle will be a 12 passenger van equipped with a wheel chair lift. This is a scheduled replacement per the 5yr. capital program. There is the possibility for some grant funding. Recommended source of funding is taxation and/or grants.

**DPW Parks— Replace 2 Mowers**

Cost \$30,000

Requested funds would be used to purchase 2 new mowers. The existing 54" ride on mowers are 7 yrs old. One mower replacement is per the 5yr capital program. The second was scheduled for FY 15 funding but has been moved up to this year due to mechanical failures. The new mowers will be similar in size and function to the existing equipment. Recommended source of funding is taxation.

**DPW Highway Division— Replace 1-ton Dump truck**

Cost \$50,000

Requested funds will be used to purchase a new four wheel drive one ton dump truck with plow. The existing truck is 16 yrs old with over 120,000 miles. This is a scheduled replacement per the 5yr capital plan. Recommended source of funding is taxation.

**IT Department – Purchase Permit Tracking System**

Cost \$81,000

Requested funds will be used to purchase permit tracking and code enforcement software from ViewPermit. The system will centralize and coordinate the permit process for all town and district department under one computerized interface. When any type of permit is requested, the system will provide all town departments with notification of the permit request and those departments will have to respond before final approval is granted. Once implemented, the system will provide individuals, contractors and businesses a comprehensive and user-friendly interface for permit application and status tracking for approvals, payment of fees and request for inspections. The purchase price will include one day of onsite training, a town and district wide license for an unlimited number of users, and the ability to import existing permit and property data. The software vendor has agreed to tailor the system to fit the town's needs and negotiate a contract accordingly. The committee recommends purchasing the system subject to appropriate due diligence of View Point Government Solutions by the Town Administrator, Procurement Officer and Selectboard. Recommended source of funding is taxation.

**DPW WWTP – New Sewer Main on Newton St.**

Cost \$300,000

Requested funds will be used replace the sewer main along Newton Street from approximately Dayton Street to Kendrick Street. The sewer line will be upgraded from 6" clay to 8" PVC. Recommended source of funds is Wastewater Enterprise Fund.

**DPW WWTP – Paint Gravity Thickener Tank.**

Cost \$20,000

Requested funds will be used to paint the thickener tank at the waste water treatment plant. Recommended source of funding is Waste Water operating budget. If sufficient funds can be encumbered from FY13 operating budget they will be used to complete this work.

**Cable Studio – Upgrade Audio/Video Town Hall Auditorium**

Cost \$40,000

Requested funds will be used to purchase and install new video cameras and audio equipment for use in the Town Hall Auditorium. The upgrades will be similar to those made in the selectboard meeting room. Recommended source of funding is Cable Studio Enterprise fund.

2. Recommend.

None

3. Appropriate to fund if money available.

None

#### 4. Defer

##### **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 T.B.D.

##### **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's office was able to reallocate operation funds to purchase one bound volume of preserved records for each of the last two years.

The Clerk is currently working with a specialist to gather information and provide a more comprehensive proposal for each of the projects listed above. It is anticipated that the specialists' recommendations will be ready for consideration by the Clerk in June or July. We expect to offer a recommendation on this revised proposal in time for a Fall Special Town Meeting.

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

1. Strongly Recommend \$571,000.

Taxation	\$211,000
WWTP	\$320,000
Cable Studio fund	\$40,000

2. Recommend NA

3. Appropriate to fund if funds available NA

4. Defer \$30,000

As expected, this year's capital requests are lower than normal. We strongly urge that Town Meeting appropriate at least \$100,000 to the Capital Stabilization Fund in FY14 in anticipation of the need for increased capital purchasing and debt repayment beginning in FY15.

Respectfully submitted,

Capital Planning Committee  
Ted Boulais, Chairperson  
Ed Boisselle  
Rich Germain  
John Pietras  
Forrest Price  
Joan Rosner  
Schley Warren  
Ira Brezinsky

COA: Minibus

Town of South Hadley  
Capital Project Request

Fiscal Year: 2014  
Request #: 132

Project Title: New Minibus Estimated Cost: \$ 50,000

Funding Source: Taxation New Request? Yes  No

Department: Council on Aging Date Prepared: 1/24/12

Submitted By: Joanne Trybus Title: COA Director

Phone Number: (413) 538-5042 Email Address: jtrybus@southhadleyma.gov

Project Background

This request is for the scheduled replacement of the 2004 vehicle.

Purpose of Expenditure

Scheduled Replacement:	<input checked="" type="checkbox"/>	Number of Units Requested: <u>1</u>
Present Equipment Obsolete:	<input type="checkbox"/>	Cost Per Unit: \$ <u>50,000</u>
Replace Worn Out Equipment:	<input type="checkbox"/>	Subtotal Cost: \$ <u>50,000</u>
Reduce Personnel Time:	<input type="checkbox"/>	Trade In or Discount: \$ _____
Expanded Service:	<input type="checkbox"/>	Total Cost: \$ <u>50,000</u>
New Operation:	<input type="checkbox"/>	
Increased Safety:	<input type="checkbox"/>	
Improve Procedures:	<input type="checkbox"/>	Number of Similar Items in Inventory: <u>0</u>

Estimate Use of Requested Item(s)

Number of Weeks Per Year:	<u>52</u>	Estimated Useful Life (years): <u>10</u>
For Weeks Used, Number of Days Per Week:	<u>5</u>	
Average Hours Per Day of Use:	<u>7</u>	
Total Estimated Hours Used Per Year:	<u>1,820</u>	

Replaced Item(s)

Replaced Item Description: 14 Passenger Vehicle

Make/Model: Ford E350 Year: 2004

Prior Year Maintenance Cost: \$ 4,129 Prior Year Rental Cost: \$ 0

Trade In:  Sale:  Scrap:  Estimated Revenue: \$ 5,000

Signature: \_\_\_\_\_ Date: 1/24/12

## DPW: Replacement Mowers

### Town of South Hadley Capital Project Request

Fiscal Year: <u>2014</u>
Request #: <u>108</u>

Project Title: Mowers Estimated Cost: \$ 30,000  
 Funding Source: Taxation New Request? Yes  No

Department: Department of Public Works Date Prepared: 1/4/13  
 Submitted By: Jim Reidy Title: DPW Superintendent  
 Phone Number: (413) 538-5033 Email Address: jreidy@southhadleyma.gov

Project Background

This request is for the scheduled replacement of both of the Parks Division 54" mowers. The existing mowers are 2006 Exmark mowers. These pieces of equipment are used constantly during the mowing season.

NOTE: The FY 2013 Capital plan shows one mower being replaced in FY14 and one being replaced in FY15. Both mowers should be replaced ASAP. If this request is approved, Capital Request CR162 (the replacement of one 54" mower in FY15) would be withdrawn.

Purpose of Expenditure

Scheduled Replacement: <input checked="" type="checkbox"/>		Number of Units Requested: <u>2</u>
Present Equipment Obsolete: <input type="checkbox"/>		Cost Per Unit: \$ <u>15,000</u>
Replace Worn Out Equipment: <input checked="" type="checkbox"/>		Subtotal Cost: \$ <u>30,000</u>
Reduce Personnel Time: <input checked="" type="checkbox"/>		Trade In or Discount: \$ _____
Expanded Service: <input type="checkbox"/>		Total Cost: \$ <u>30,000</u>
New Operation: <input type="checkbox"/>		
Increased Safety: <input type="checkbox"/>		
Improve Procedures: <input type="checkbox"/>		Number of Similar Items in Inventory: <u>1</u>

Estimate Use of Requested Item(s)

Number of Weeks Per Year: <u>40</u>		Estimated Useful Life (years): <u>7</u>
For Weeks Used, Number of Days Per Week: <u>4</u>		
Average Hours Per Day of Use: <u>8</u>		
Total Estimated Hours Used Per Year: <u>1,280</u>		

Replaced Item(s)

Replaced Item Description: 2 - 54" Riding Lawnmowers  
 Make/Model: Exmark Year: 2006  
 Prior Year Maintenance Cost: \$ 3,000 Prior Year Rental Cost: \$ 0  
 Trade In:  Sale:  Scrap:  Estimated Revenue: \$ 500

Signature: \_\_\_\_\_ Date: 1/4/13

**DPW: 1 Ton Dump Truck**

**Town of South Hadley  
Capital Project Request**

Fiscal Year: <u>2014</u>
Request #: <u>109</u>

Project Title: 1 Ton Dump Truck with Plow Estimated Cost: \$ 50,000  
 Funding Source: Taxation New Request? Yes  No

Department: Department of Public Works Date Prepared: 1/13/12  
 Submitted By: Jim Reidy Title: DPW Superintendent  
 Phone Number: (413) 538-5033 Email Address: jreidy@southhadleyma.gov

Project Background

This request is for the scheduled replacement of DPW Truck #7. The existing 1-ton truck is a 1997 Ford F350 with about 118,000 miles on it as of 1/20/12. This vehicle is used primarily by the Highway Division. During the spring, summer, and fall the vehicle is used to transport materials (gravel, sand, loam, hot mix asphalt, etc.). In the winter, the vehicle is used to plow Town roads. The 1-ton dump trucks are the most used Highway Division trucks. The proposed replacement vehicle will also be a 4-wheel drive, 1-ton dump truck with plow.

Purpose of Expenditure

Scheduled Replacement:	<input checked="" type="checkbox"/>	Number of Units Requested: <u>1</u>
Present Equipment Obsolete:	<input type="checkbox"/>	Cost Per Unit: \$ <u>50,000</u>
Replace Worn Out Equipment:	<input checked="" type="checkbox"/>	Subtotal Cost: \$ <u>50,000</u>
Reduce Personnel Time:	<input type="checkbox"/>	Trade In or Discount: \$ <u>0</u>
Expanded Service:	<input type="checkbox"/>	Total Cost: \$ <u>50,000</u>
New Operation:	<input type="checkbox"/>	
Increased Safety:	<input checked="" type="checkbox"/>	
Improve Procedures:	<input type="checkbox"/>	Number of Similar Items in Inventory: <u>4</u>

Estimate Use of Requested Item(s)

Number of Weeks Per Year:	<u>52</u>	Estimated Useful Life (years): <u>12</u>
For Weeks Used, Number of Days Per Week:	<u>3</u>	
Average Hours Per Day of Use:	<u>8</u>	
Total Estimated Hours Used Per Year:	<u>1,248</u>	

Replaced Item(s)

Replaced Item Description: 1 Ton Dump Truck with Plow  
 Make/Model: Ford F350 Year: 1997  
 Prior Year Maintenance Cost: \$                      Prior Year Rental Cost: \$ 0  
 Trade In:  Sale:  Scrap:  Estimated Revenue: \$ 1,000

Signature: \_\_\_\_\_ Date: 1/13/12

# I.T.-Permit Tracking Software

## Town of South Hadley Capital Project Request

Fiscal Year: <u>2014</u>
Request #: <u>130</u>

Project Title: Permit Tracking System Estimated Cost: \$ 81,000  
 Funding Source: Taxation New Request? Yes  No

Department: Information Technology Date Prepared: 1/23/12  
 Submitted By: Dan Evans Title: IT. Director  
 Phone Number: (413) 538-5017 Email Address: devans@southhadleyma.gov

Project Background  
 Permit Tracking / Code Enforcement package. As of 2011, no comprehensive Permit system exists. There are custom packages in the Building and Conservation offices. The Board of Health is scheduled for their own separate package to be implemented in January, 2011. This is an online system which tracks the Permit and Code Enforcement process over several departments from beginning to end.  
  
 1/4/13 Cost revised by Jaime Doolittle from \$70,000 to \$81,000

Purpose of Expenditure

Scheduled Replacement: <input type="checkbox"/>	Number of Units Requested: <u>1</u>
Present Equipment Obsolete: <input type="checkbox"/>	Cost Per Unit: \$ <u>81,000</u>
Replace Worn Out Equipment: <input type="checkbox"/>	Subtotal Cost: \$ <u>81,000</u>
Reduce Personnel Time: <input checked="" type="checkbox"/>	Trade In or Discount: \$ _____
Expanded Service: <input checked="" type="checkbox"/>	Total Cost: \$ <u>81,000</u>
New Operation: <input type="checkbox"/>	
Increased Safety: <input type="checkbox"/>	
Improve Procedures: <input checked="" type="checkbox"/>	Number of Similar Items in Inventory: _____

Estimate Use of Requested Item(s)

Number of Weeks Per Year: <u>52</u>	Estimated Useful Life (years): <u>15</u>
For Weeks Used, Number of Days Per Week: <u>7</u>	
Average Hours Per Day of Use: <u>24</u>	
Total Estimated Hours Used Per Year: <u>8,736</u>	

Replaced Item(s)  
 Replaced Item Description: \_\_\_\_\_  
  
 Make/Model: \_\_\_\_\_ Year: \_\_\_\_\_  
  
 Prior Year Maintenance Cost: \$ \_\_\_\_\_ Prior Year Rental Cost: \$ \_\_\_\_\_  
  
 Trade In:  Sale:  Scrap:  Estimated Revenue: \$ \_\_\_\_\_

Signature: \_\_\_\_\_ Date: 1/4/13

**DPW: Newton St. Sewer**

**Town of South Hadley  
Capital Project Request**

Fiscal Year:	<u>2014</u>
Request #:	<u>110</u>

Project Title: New Sewer at Newton Street Estimated Cost: \$ 300,000  
 Funding Source: Wastewater Enterprise Fund New Request? Yes  No

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

Project Background

This request is to replace the existing sewer main at Newton Street - approximately from Dayton Street to Kendrick Street. The existing sewer main is a 6" clay pipe. This pipe will be removed and a new 8" PVC main will be installed.

Purpose of Expenditure

Scheduled Replacement:	<input type="checkbox"/>	Number of Units Requested:	<u>1</u>
Present Equipment Obsolete:	<input type="checkbox"/>	Cost Per Unit:	\$ <u>300,000</u>
Replace Worn Out Equipment:	<input type="checkbox"/>	Subtotal Cost:	\$ <u>300,000</u>
Reduce Personnel Time:	<input type="checkbox"/>	Trade In or Discount:	\$ <u>0</u>
Expanded Service:	<input type="checkbox"/>	Total Cost:	\$ <u>300,000</u>
New Operation:	<input type="checkbox"/>		
Increased Safety:	<input type="checkbox"/>		
Improve Procedures:	<input type="checkbox"/>	Number of Similar Items in Inventory:	<u>          </u>

Estimate Use of Requested Item(s)

Number of Weeks Per Year:	<u>52</u>	Estimated Useful Life (years):	<u>50</u>
For Weeks Used, Number of Days Per Week:	<u>7</u>		
Average Hours Per Day of Use:	<u>24</u>		
Total Estimated Hours Used Per Year:	<u>8,736</u>		

Replaced Item(s)

Replaced Item Description: 6" Clay Pipe

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

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

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

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## DPW: Painting of Gravity Thickener Tank

### Town of South Hadley Capital Project Request

Fiscal Year: <u>2014</u>
Request #: <u>165</u>

Project Title: WWTP Repair Gravity Thickener Tank 2 Estimated Cost: \$ 20,000

Funding Source: Wastewater Enterprise Fund New Request? Yes  No

Department: Department of Public Works Date Prepared: 1/17/13

Submitted By: Jim Reidy Title: DPW Superintendent

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

Project Background

This scope of this project is the painting of Gravity Thickener Tank #2 at the wastewater treatment plant. The atmosphere in the Gravity Thickener Room is very corrosive so a special paint must be used.

Purpose of Expenditure

Scheduled Replacement:	<input type="checkbox"/>	Number of Units Requested: <u>1</u>
Present Equipment Obsolete:	<input type="checkbox"/>	Cost Per Unit: \$ <u>20,000</u>
Replace Worn Out Equipment:	<input type="checkbox"/>	Subtotal Cost: \$ <u>20,000</u>
Reduce Personnel Time:	<input type="checkbox"/>	Trade In or Discount: \$ _____
Expanded Service:	<input type="checkbox"/>	Total Cost: \$ <u>20,000</u>
New Operation:	<input type="checkbox"/>	
Increased Safety:	<input type="checkbox"/>	
Improve Procedures:	<input checked="" type="checkbox"/>	Number of Similar Items in Inventory: _____

Estimate Use of Requested Item(s)

Number of Weeks Per Year: <u>52</u>	Estimated Useful Life (years): <u>10</u>
For Weeks Used, Number of Days Per Week: <u>7</u>	
Average Hours Per Day of Use: <u>24</u>	
Total Estimated Hours Used Per Year: <u>8,736</u>	

Replaced Item(s)

Replaced Item Description: N/A

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

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

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

Signature: \_\_\_\_\_ Date: 1/4/13

# Cable Studio: Upgrade Audio/Video in Auditorium

## Town of South Hadley Capital Project Request

Fiscal Year: <u>FY14</u>
Request #: _____

Project Title: Town Hall Auditorium Video Installation Estimated Cost: \$ 38,000  
 Funding Source: Cable Studio Fund  New Request? Yes  No

Department: Cable Studio  Date Prepared: 3-11-13  
 Submitted By: Robert Smith Title: Cable Studio Manager  
 Phone Number: 413-315-3515 Email Address: rsmith@southhadleyma.gov

Project Background  
 Currently, a large amount of portable equipment must be transported to, and set up on site, each time an event is held in the Town Hall Auditorium. Further, regularly scheduled activities in the room make it difficult to set up ahead of time. This set-up process is time consuming; limiting the ability to respond to coverage requests quickly. Physical constraints of present methods hinder the capability to cover all areas of the hall adequately. Current configurations also require more manpower the more complex the event.  
 The amount requested is for the purchase of 4 remote controlled cameras, as well as appropriate ancillary equipment to allow both live and taped programming. Improvement in amplification of speakers will also result from this project. Airing of the Town Meetings, Appropriation hearings and other events are a popular and important part of SHCTV15's mission to keep residents informed. The equipment under consideration is the most current and flexible technology, and should serve present and future needs for some time to come.  
 As a reminder, the cable fund consists of monies outside of the Town's regular operating budget. These funds can only be expended on matters related to the Town's use of Channels 15 and 12.

Purpose of Expenditure

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

Estimate Use of Requested Item(s)

Number of Weeks Per Year: <u>24</u>	Estimated Useful Life (years): <u>8-10</u>
For Weeks Used, Number of Days Per Week: <u>1</u>	
Average Hours Per Day of Use: <u>4</u>	
Total Estimated Hours Used Per Year: <u>50</u>	

Replaced Item(s)  
 Replaced Item Description: \_\_\_\_\_  
 Make/Model: \_\_\_\_\_ Year: \_\_\_\_\_  
 Prior Year Maintenance Cost: \$ \_\_\_\_\_ Prior Year Rental Cost: \$ \_\_\_\_\_  
 Trade In:  Sale:  Scrap:  Estimated Revenue: \$ \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## 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 11th day of May, 2013, at 9:00 a.m. or as soon thereafter as the subject matter of this warrant can then and there be reached, and the Town Clerk is required to notify and warn the Town Meeting Members then and there to meet and act on the following Articles:

ARTICLE 1. To see if the Town will vote to transfer from available funds in the Treasury the sum of \$2,500, or a greater or lesser sum, for the purpose of funding the annual fireworks display, or take any other action relative thereto.

ARTICLE 2. To see if the Town will vote to transfer the sum of \$26,894, or a greater or lesser sum, in the Human Resources Personal Services budget to the Selectboard Personal Services budget to accommodate the conversion of the Human Resource/Procurement Officer to the position of Assistant Town Administrator, or take any other action relative thereto.

ARTICLE 3. To see if the Town will vote to transfer from available funds in the Treasury the sum of \$18,600, or a greater or lesser sum, to the Town Counsel budget Other Expenses, or take any other action relative thereto.

ARTICLE 4. To see if the Town will vote to transfer from available funds in the Treasury the sum of \$6,000, or a greater or lesser sum, to the Selectboard Other Expenses budget for the purposes of paying increased costs for contract bargaining, or take any other action relative thereto.

ARTICLE 5. To see if the Town will vote to transfer from available funds in the Treasury the sum of \$130,000, or a greater or lesser sum, to the Snow & Ice budget for the purposes of paying increased costs for snow & ice removal, or take any other action relative thereto.

ARTICLE 6. To see if the Town will vote to transfer from available funds in the Treasury the sum of \$12,810, or a greater or lesser sum, to the Elections budget for the purposes of paying additional costs for special elections, 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 16th day of April 2013:

\_\_\_\_\_  
John R. Hine

Chair

\_\_\_\_\_  
Francis J. DeToma

Vice-Chair

\_\_\_\_\_  
Sarah Etleman

Clerk

\_\_\_\_\_  
Ira Brezinsky

Member

\_\_\_\_\_  
Marilyn G. Ishler

Member

**SELECTBOARD  
TOWN OF SOUTH HADLEY**

# Annual Town Meeting

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 11th day of May, 2013, 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, 2014, 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 2014, 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 2014 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 2014 OPERATING BUDGET

ARTICLE 6. To see if the Town will vote to raise and appropriate the sum of \$32,500, 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 49)*

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, Assessors, 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 \$19,850,438, or a greater or lesser sum, for the support and maintenance of its schools, for the Fiscal Year beginning July 1, 2014, 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, Ledges Golf Club Enterprise and Cable Studio Account, the sum of \$32,400, or a greater or lesser sum, for the purpose of funding wage and merit increases for non-unit employees for Fiscal Year 2014, and to reflect and implement said wage and merit increases in Personal Services for covered employees and the Stipend Administration Plan, or take any other action relative thereto. *(Refer to page 65)*

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 \$1,746,508, or a greater or lesser sum, for the purpose of funding Personal Services and Expenses of General Government for FY 2014, or take any other action relative thereto. *(Refer to pages 49-73)*

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 \$2,560,820, or a greater or lesser sum, for the purpose of funding Protection of Persons and Property for FY 2014, or take any other action relative thereto. *(Refer to pages 76-81)*

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, or a greater or lesser sum, for the purpose of funding the police Line of Duty Self-Insurance trust Fund Account for FY2014, or take any other action relative thereto. *(Refer to page 106)*

ARTICLE 13. To see if the Town will vote to transfer the sum of \$25,214, or a greater or lesser sum, from Cable Studio Account to the General Fund for FY 2014, or take any other action relative thereto.

ARTICLE 14. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$3,882,942, or a greater or lesser sum, for the purpose of funding the Department of Public Works for FY 2014, or take any other action relative thereto. *(Refer to pages 82-92)*

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 \$100,007, 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 2014, or take any other action relative thereto. *(Refer to page 85)*

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 \$317,907, or a greater or lesser sum, for the purpose of funding the Council on Aging for FY 2014, or take any other action relative thereto. *(Refer to page 93)*

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 \$215,300, or a greater or lesser sum, for the purpose of funding Veterans and Soldiers Benefits in FY 2014 under Chapter 115 of the Massachusetts General Laws, or take any other action relative thereto. *(Refer to page 94)*

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 \$521,655, or a greater or lesser sum, for the purpose of funding the South Hadley Library for FY 2014 or take any other action relative thereto. *(Refer to page 95)*

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 \$31,753, or a greater or lesser sum, for the purpose of funding the Gaylord Library in FY 2014, or take any other action relative thereto. *(Refer to page 97)*

ARTICLE 20. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$29,000, or a greater or lesser sum, for the purpose of auditing the Town's accounts for Fiscal Year 2013 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 98)*

ARTICLE 21. To see if the Town will vote to transfer from available funds in the Cable Studio Account the sum of \$105,282, or a greater or lesser sum, for the purpose of funding Cable Studio Personal Services and Expenses for FY 2014, or take any other action relative thereto. *(Refer to page 99)*

ARTICLE 22. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$7,100,853, or a greater or lesser sum, for the purpose of funding FY 2014 Unclassified Accounts, or take any other action relative thereto. *(Refer to pages 100-104)*

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 \$65,000, or a greater or lesser sum, for the purpose of funding the Worker's Compensation Self -Insured Trust Fund for FY 2014, or take any other action relative thereto. *(Refer to page 105)*

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 \$93,191, or a greater or lesser sum, for the purpose of funding Health and Sanitation for FY 2014, or take any other action relative thereto. *(Refer to page 107)*

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 \$3,192,696, or a greater or lesser sum, for the purpose of funding its Maturing Debt and Interest Account for FY 2014, or take any other action relative thereto. *(Refer to page 108)*

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, or a greater or lesser sum, for the purpose of funding the Connecticut River Channel Marking and Safety Committee for FY 2014, or take any other action relative thereto. *(Refer to page 109)*

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 \$1,297,460, or a greater or lesser sum, for the purpose of funding the Ledges Golf Club for FY 2014, or take any other action relative thereto. *(Refer to page 110)*

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, or a greater or lesser sum, for the purpose of funding the Canal Park Committee for FY 2014, or take any other action relative thereto. *(Refer to page 112)*

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, or a greater or lesser sum, for the purpose of funding the Conservation Land Acquisition Account for FY 2014, or take any other action relative thereto. *(Refer to page 112)*

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, or a greater or lesser sum, for the revaluation of real property, or take any other action relative thereto. *(Refer to page 61)*

ARTICLE 31. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$89,214, or a greater or lesser sum, for the purpose of establishing an Energy Stabilization Fund, or take any other action relative thereto. *(Refer to page 113)*

## FISCAL YEAR 2014 CAPITAL BUDGET

ARTICLE 32. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$50,000, or a greater or lesser sum, for the purchase of a new minibus for the Council on Aging, or take any other action relative thereto: *(Refer to pages 115- 124)*

ARTICLE 33. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$30,000, or a greater or lesser sum, for the purchase of 2 mowers for the DPW Parks Division, or take any other action relative thereto: *(Refer to pages 115- 124)*

ARTICLE 34. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$50,000, or a greater or lesser sum, for the purchase of a 1-ton Dump truck for the DPW Highway Division, or take any other action relative thereto: *(Refer to pages 115- 124)*

ARTICLE 35. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$81,000, or a greater or lesser sum, for the purchase of a permit tracking system, or take any other action relative thereto. *(Refer to pages 115- 124)*

ARTICLE 36. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the WWTP Enterprise Fund the sum of \$300,000, or a greater or lesser sum, for a new sewer main on Newton St, or take any other action relative thereto: *(Refer to pages 115- 124)*

ARTICLE 37. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the WWTP Enterprise Fund the sum of \$20,000, or a greater or lesser sum, for a paint gravity thickener tank for the WWTP, or take any other action relative thereto: *(Refer to pages 115- 124)*

ARTICLE 38. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Cable Studio Account the sum of \$40,000, or a greater or lesser sum, for an upgrade of the Audio/Video for the Town Hall Auditorium, or take any other action relative thereto: *(Refer to pages 115- 124)*

ARTICLE 39. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury a sum of money, for the purpose of funding the Capital Stabilization Fund, or take any other action relative thereto: *(Refer to pages 115- 124)*

ARTICLE 40. To see if the Town will vote to reauthorize the provisions of Massachusetts General Laws, Chapter 44, Section 53E ½, 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 2014 for the continued support and maintenance of Buttery Brook Park, or take any other action relative thereto.

ARTICLE 41. To see if the Town will vote to allow five (5) residents of South Hadley under the age of 18, as nominated by the Youth Commission with an effort to represent all five (5) precincts, to participate as youth liaisons with speaking privileges at Town Meeting; or take any other action relative thereto.

ARTICLE 42. To see if the Town will vote to declare the South Hadley Public Library building surplus property on the date that the building is no longer used to house the Library services; or take any other action relative thereto.

ARTICLE 43.

**The purpose of this warrant is to conserve the remainder of Map 1 Parcel 10 and dedicate it to the Conservation Commission.**

**Warrant**

In 1978, a parcel of land connected to the Bynan Conservation area was purchased by the town. The property was acquired with a self-help grant from the state of Massachusetts. This is recorded at the registry of deeds (Map 10 parcel 1). The land is a total of 62 acres minus 40 acres designated to the landfill. At the November 2012 town meeting, a decision by town meeting members determined that the town would allow Advanced Disposal to set the boundaries of the Bynan land. This was completed in January 2013 and is recorded at the registry of deeds (PB 228 page 112 & 113). This town meeting decision has left an additional 16 (plus or minus) acres undesignated.

We move that the Town vote, that the care, custody, management and control of the following land known as the Bynan Conservation Area, being the remainder of Map 10 Parcel 1, also the PB 228 pg 112 less the land designated to the landfill as per PB 207 pg 40 that this undesignated land is hereby dedicated to the Conservation Commission for the conservation purposes set out under G.L. Ch. 40 8C.

**This vote will preserve the entire Bynan Conservation area 162 acres, less the 40 acres used for the landfill.**

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 16th day of April 2013:

\_\_\_\_\_  
John R. Hine  
Chair

\_\_\_\_\_  
Francis J. DeToma  
Vice-Chair

\_\_\_\_\_  
Sarah Etleman  
Clerk

\_\_\_\_\_  
Ira Brezinsky  
Member

\_\_\_\_\_  
Marilyn G. Ishler  
Member

**SELECTBOARD  
TOWN OF SOUTH HADLEY**

COMMONWEALTH OF MASSACHUSETTS  
SOUTH HADLEY, MASSACHUSETTS

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 SPECIAL TOWN MEETING will be held in the TOWN HALL AUDITORIUM on Saturday, the 11th day of May, 2013, 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 the sum of \$26,894, or a greater or lesser sum, in the Human Resources Personal Services budget to the Selectboard Personal Services budget to accommodate the conversion of the Human Resource/Procurement Officer to the position of Assistant Town Administrator, or take any other action relative thereto.

ARTICLE 2. To see if the Town will vote to transfer from available funds in the Treasury the sum of \$18,600, or a greater or lesser sum, to the Town Counsel budget Other Expenses, or take any other action relative thereto.

ARTICLE 3. To see if the Town will vote to transfer from available funds in the Treasury the sum of \$6,000, or a greater or lesser sum, to the Selectboard Other Expenses budget for the purposes of paying increased costs for contract bargaining, or take any other action relative thereto.

ARTICLE 4. To see if the Town will vote to transfer from available funds in the Treasury the sum of \$130,000, or a greater or lesser sum, to the Snow & Ice budget for the purposes of paying increased costs for snow & ice removal, or take any other action relative thereto.

ARTICLE 5. To see if the Town will vote to transfer from available funds in the Treasury the sum of \$12,810, or a greater or lesser sum, to the Elections budget for the purposes of paying additional costs for special elections, or take any other action relative thereto.

ARTICLE 6. To see if the Town will vote to appropriate the sum of \$350,000, or a greater or lesser sum, in addition to the \$2,938,000 previously appropriated under Article 6 of the warrant for the June 19, 2012 Special Town Meeting for the purpose of funding a Capital Plan of school projects to include only the following;

1. Replace Telephone System

2. High School – Replace floor tiles
3. MESMS – Replace pool water heater
4. High School – Replace gym floor
5. MESMS – Replace pool air conditioner and dehumidifier roof top unit
6. MESMS – Replacement of roof
7. High School – Replace portions of roof
8. High School – Repair Chimney

And that to meet this appropriation the Treasurer with the approval of the Selectboard is authorized to borrow an additional \$350,000.00 for a total of \$3,288,000.00 under MGL c. 44 Section 7, paragraphs 3A and 9 of the General Laws, or any other enabling authority, and that the Selectboard is authorized to take any other action necessary to carry out this project, 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 16th day of April 2013:

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John R. Hine  
Chair

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Francis J. DeToma  
Vice-Chair

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Sarah Etelman  
Clerk

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Ira Brezinsky  
Member

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Marilyn G. Ishler  
Member

**SELECTBOARD  
TOWN OF SOUTH HADLEY**

COMMONWEALTH OF MASSACHUSETTS  
SOUTH HADLEY, MASSACHUSETTS

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 11th day of May, 2013, 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, 2014, 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 2014, 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 2014 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 2014 OPERATING BUDGET

ARTICLE 6. To see if the Town will vote to raise and appropriate the sum of \$32,500, 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.

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, Assessors, 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 \$19,850,438, or a greater or lesser sum, for the support and maintenance of its schools, for the Fiscal Year beginning July 1, 2014, or take any other action relative thereto.

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, Ledges Golf Club Enterprise and Cable Studio Account, the sum of \$32,400, or a greater or lesser sum, for the purpose of funding wage and merit increases for non-unit employees for Fiscal Year 2014, and to reflect and implement said wage and merit increases in Personal Services for covered employees and the Stipend Administration Plan, or take any other action relative thereto.

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 \$1,829,008, or a greater or lesser sum, for the purpose of funding Personal Services and Expenses of General Government for FY 2014, or take any other action relative thereto.

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 \$2,560,820, or a greater or lesser sum, for the purpose of funding Protection of Persons and Property for FY 2014, or take any other action relative thereto.

ARTICLE 12. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$7,500, or a greater or lesser sum, for the purpose of funding the police Line of Duty Self-Insurance trust Fund Account for FY2014, or take any other action relative thereto.

ARTICLE 13. To see if the Town will vote to transfer the sum of \$25,214, or a greater or lesser sum, from Cable Studio Account to the General Fund for FY 2014, or take any other action relative thereto.

ARTICLE 14. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$3,882,942, or a greater or lesser sum, for the purpose of funding the Department of Public Works for FY 2014, 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 \$100,007, 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 2014, or take any other action relative thereto.

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 \$317,907, or a greater or lesser sum, for the purpose of funding the Council on Aging for FY 2014, or take any other action relative thereto.

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 \$215,300, or a greater or lesser sum, for the purpose of funding Veterans and Soldiers Benefits in FY 2014 under Chapter 115 of the Massachusetts General Laws, or take any other action relative thereto.

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 \$521,655, or a greater or lesser sum, for the purpose of funding the South Hadley Library for FY 2014 or take any other action relative thereto.

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 \$31,753, or a greater or lesser sum, for the purpose of funding the Gaylord Library in FY 2014, or take any other action relative thereto.

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 \$29,000, or a greater or lesser sum, for the purpose of auditing the Town's accounts for Fiscal Year 2013 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.

ARTICLE 21. To see if the Town will vote to transfer from available funds in the Cable Studio Account the sum of \$121,282, or a greater or lesser sum, for the purpose of funding Cable Studio Personal Services and Expenses for FY 2014, or take any other action relative thereto.

ARTICLE 22. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$6,933,262, or a greater or lesser sum, for the purpose of funding FY 2014 Unclassified Accounts, or take any other action relative thereto.

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 \$65,000, or a greater or lesser sum, for the purpose of funding the Worker's Compensation Self -Insured Trust Fund for FY 2014, or take any other action relative thereto.

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 \$93,191, or a greater or lesser sum, for the purpose of funding Health and Sanitation for FY 2014, or take any other action relative thereto.

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 \$3,192,696, or a greater or lesser sum, for the purpose of funding its Maturing Debt and Interest Account for FY 2014, or take any other action relative thereto.

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, or a greater or lesser sum, for the purpose of

funding the Connecticut River Channel Marking and Safety Committee for FY 2014, or take any other action relative thereto.

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 \$1,297,460, or a greater or lesser sum, for the purpose of funding the Ledges Golf Club for FY 2014, or take any other action relative thereto.

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, or a greater or lesser sum, for the purpose of funding the Canal Park Committee for FY 2014, or take any other action relative thereto.

ARTICLE 29. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$5,000, or a greater or lesser sum, for the purpose of funding the Conservation Land Acquisition Account for FY 2014, or take any other action relative thereto.

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, or a greater or lesser sum, for the revaluation of real property, or take any other action relative thereto.

ARTICLE 31. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury, the sum of \$89,214, or a greater or lesser sum, for the purpose of establishing an Energy Stabilization Fund, or take any other action relative thereto.

### **FISCAL YEAR 2014 CAPITAL BUDGET**

ARTICLE 32. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$50,000, or a greater or lesser sum, for the purchase of a new minibus for the Council on Aging, or take any other action relative thereto:

ARTICLE 33. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$30,000, or a greater or lesser sum, for the purchase of 2 mowers for the DPW Parks Division, or take any other action relative thereto:

ARTICLE 34. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$50,000, or a greater or lesser sum, for the purchase of a 1-ton Dump truck for the DPW Highway Division, or take any other action relative thereto:

ARTICLE 35. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$81,000, or a greater or lesser sum, for the purchase of a permit tracking system, or take any other action relative thereto.

ARTICLE 36. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the WWTP Enterprise Fund the sum of \$300,000, or a greater or lesser sum, for a new sewer main on Newton St, or take any other action relative thereto:

ARTICLE 37. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the WWTP Enterprise Fund the sum of \$20,000, or a greater or lesser sum, for a paint gravity thickener tank for the WWTP, or take any other action relative thereto:

ARTICLE 38. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Cable Studio Account the sum of \$40,000, or a greater or lesser sum, for an upgrade of the Audio/Video for the Town Hall Auditorium, or take any other action relative thereto:

ARTICLE 39. To see if the Town will vote to raise and appropriate and/or transfer from available funds in the Treasury the sum of \$100,000, for the purpose of funding the Capital Stabilization Fund, or take any other action relative thereto:

ARTICLE 40. To see if the Town will vote to reauthorize the provisions of Massachusetts General Laws, Chapter 44, Section 53E ½, 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 2014 for the continued support and maintenance of Buttery Brook Park, or take any other action relative thereto.

ARTICLE 41. To see if the Town will vote to allow five (5) residents of South Hadley under the age of 18, as nominated by the Youth Commission with an effort to represent all five (5) precincts, to participate as youth liaisons with speaking privileges at Town Meeting; or take any other action relative thereto.

ARTICLE 42. To see if the Town will vote to declare the South Hadley Public Library building located at 27 Bardwell Street surplus property on the date that the building is no longer used to house the Library services; or take any other action relative thereto.

ARTICLE 43.

**The purpose of this warrant is to conserve the remainder of Map 1 Parcel 10 and dedicate it to the Conservation Commission.**

### **Warrant**

In 1978, a parcel of land connected to the Bynan Conservation area was purchased by the town. The property was acquired with a self-help grant from the state of Massachusetts. This is recorded at the registry of deeds (Map 10 parcel 1). The land is a total of 62 acres minus 40 acres designated to the landfill. At the November 2012 town meeting, a decision by town meeting members determined that the town would allow Advanced Disposal to set the boundaries of the Bynan land. This was completed in January 2013 and is recorded at the registry of deeds (PB 228 page 112 & 113). This town meeting decision has left an additional 16 (plus or minus) acres undesignated.

We move that the Town vote, that the care, custody, management and control of the following land known as the Bynan Conservation Area, being the remainder of Map 10 Parcel 1, also the PB 228 pg 112 less the land designated to the landfill as per PB 207 pg 40 that this undesignated land is hereby dedicated to the Conservation Commission for the conservation purposes set out under G.L. Ch. 40 8C.

**This vote will preserve the entire Bynan Conservation area 162 acres, less the 40 acres used for the landfill.**

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 16th day of April 2013:

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John R. Hine  
Chair

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Francis J. DeToma  
Vice-Chair

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Sarah Etelman  
Clerk

---

Ira Brezinsky  
Member

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Marilyn G. Ishler  
Member

**SELECTBOARD  
TOWN OF SOUTH HADLEY**