



FISCAL YEAR 2023 ANNUAL BUDGET

South Hadley, Massachusetts

July 1, 2022 – June 30, 2023

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SECTION 1: GENERAL OVERVIEW

Budget Message from the Town Administrator



Jeff Cyr, Chair
Sarah Etelman, Vice-Chair
Carol Constant, Clerk
Andrea Miles
Renee Sweeney

Lisa Wong
Town Administrator

Town Administrator's Fiscal Year 2023 Budget Message to Town Meeting

April 19, 2022

Dear Honorable Town Meeting members and residents of South Hadley:

I am pleased to submit an annual operating budget for Fiscal Year 2023 in the amount of \$51,870,515. I would like to thank the great team that comprises our municipal workforce for their support, hard work, and creativity in the operations of their departments and in the development of this budget. This has been a year of transition with new leadership, but also an opportunity for new ideas and renewed energy after several years of the pandemic.

I have heard from the community in many different forums. There have been phone calls, virtual and in-person meetings, public hearings, and community meetings. There have also been discussions around the development of the Master Plan, the Local Rapid Recovery Plan and many other robust processes that help articulate and shape our priorities and challenges. The proposed budget balances several priorities for the town that I will outline below.

Fiscal Management: The budget incorporates good financial practices such as moving positions from one-time sources to the budget, funding liabilities such as Other Post-Employment Benefits, increasing funding for preventative maintenance for Town buildings and public works, and contributing to Capital Stabilization and to the Mosier Stabilization Funds.

Equity: The budget incorporates an enhanced approach to data collection, such as using new tools like NearMap that help us understand what is happening in the community, from development to heat islands that can inform policy. This will be the first full year of offering free transportation for our seniors aged 60 and above to the new Senior Center building, as well as to the supermarket, medical appointments and

other services that increase health and quality of life. A new line item in the Administration department provides support for our boards and commissions, including a new proposed Human Rights Commission.

The Fiscal Year 2023 will make investments in the following areas utilizing the operating budget, capital budget and grants that the town has been awarded:

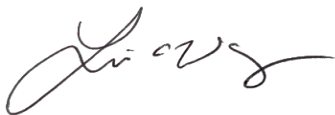
- mental health resources - grant for mental health clinicians
- free transportation for seniors - started April 1 for residents 60+
- sustainability - LED lights, hybrid vehicles
- conservation efforts - funding for projects in budget and capital
- accessibility - funding for ADA improvements
- public health - grant for initiatives
- training and staff development - public safety and human resources
- data management - upgrades in software and communication systems
- town clerk - state election and restoring assistant town clerk position

The Operating Budget is increasing by 2.35 million from Fiscal Year 2022 to 2023. The increase is coming from a State Aid increase of over \$1m, Tax Levy increase of \$1m, 125k increase in local receipts and 185k increase in use of Enterprise funds. The corresponding increase in expenditures includes:

- Increase School Budget by \$1.15m
- Add \$122,000 to Capital Stabilization Fund
- Add \$200,000 to the Mosier School Stabilization Fund
- \$500,000 increase in costs for retirement, health insurance
- \$200,000 increase to General Government (add Assistant Town Clerk, funds for Boards and Commissions, Conservation efforts)
- \$140,000 increase to public works to restore parks, highway
- \$90,000 increase in public safety, training
- Add \$112k to Ledges Golf Course - revenue also increasing

I want to thank the Selectboard, Appropriations Committee and the Capital Committee for their leadership in the financial management of South Hadley. There has also been inspiration from the new Master Plan and the wisdom of seasoned staff that provided input into the budget. Additional background documents and links to meetings that have been a part of the budget development process can be found on the Town Website: <https://southhadley.org/679/Budget-Town-Meeting-Documents>

Regards,



Lisa A. Wong
Town Administrator



Selectboard

Jeff Cyr, Chair

Sarah Etelman, Vice-Chair

Carol Constant, Clerk

Andrea Miles

Renee Sweeney

Lisa Wong, Town Administrator

William C. Sutton, Town Accountant

Lynn M. Hogan, 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.

Departmental Contacts

DEPARTMENT	NAME	TITLE	EMAIL
Accounting	William C. Sutton Lynn Hogan	Town Accountant Asst. Town Accountant	wsutton@southhadleyma.gov lhogan@southhadleyma.gov
Assessors	Melissa Couture-Rimbold Maureen Cronin	Associate Assessor Asst. to Associate Assessor	mcouture@southhadleyma.gov mcronin@southhadleyma.gov
Building Inspections	David Gardner David Tourville Roy Rivers	Building Commissioner Plumbing Inspector Wiring Inspector	dgardner@southhadleyma.gov dtourville@southhadleyma.gov rrivers@southhadleyma.gov
Council on Aging	Lesley Hennessey Lisa Napiorkowski	Council on Aging Director Asst. to Director	lhennessey@southhadleyma.gov lnapiorkowski@southhadleyma.gov
Department of Public Works	Christopher Bouchard	Superintendent of Public Works	cbouchard@southhadleyma.gov
Facilities & Safety	Vivian Price	Facilities & Safety Coordinator	vprice@southhadleyma.gov
Health Department	Sharon Hart	Director	shart@southhadleyma.gov
Library	Joseph Rodio	Director	jrodio@southhadleyma.gov
Planning/Conservation Department	Anne Capra Rebekah Cornell	Town Planner Conservation Administrator/ Planner	acapra@southhadleyma.gov rcornell@southhadleyma.gov
Police Department	Jennifer Gundersen	Chief of Police	jgundersen@southhadleypolice.org
Recreation Department	Andrew Rogers Danielle Bachand	Director Asst. Director	arogers@southhadleyma.gov dbachand@southhadleyma.gov
Town Administration	Lisa Wong	Town Administrator	lwong@southhadleyma.gov
Town Clerk	Sarah Gmeiner	Asst. Town Clerk	sgmeiner@southhadleyma.gov
Treasurer/Collector's Office	Donna Whiteley Lori Vautrin	Treasurer/Collector Asst. Treasurer/Collector	dwhiteley@southhadleyma.gov lvautrin@southhadleyma.gov
Veteran's Office	Michael Slater	Veterans' Administrator	mslater@southhadleyma.gov

Municipal Finance Terminology

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

Abatement: A reduction 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 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.

Available Funds: Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other onetime costs. Examples of available funds include free cash, stabilization funds, overlay surplus and enterprise retained earnings.

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 they were originally printed, the Cherry Sheet is the official notification to cities, towns and regional school districts of the next fiscal year's state aid and assessments. The aid is in the form of distributions, which provide funds based on formulas and reimbursements for costs incurred during a prior period for certain programs or services.

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 bond issue.

Enterprise Funds: An enterprise fund, authorized by MGL Ch. 44 §53F^{1/2}, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery – direct, indirect, and capital costs- are identified. Enterprise accounting also enables communities to reserve the “surplus” or net assets unrestricted (retained earnings) generated by the operation of the enterprise rather than closing it out the general fund at year-end.

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

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 2018 fiscal year is July 1, 2017 to June 30, 2018.

Free Cash (Also Budgetary Fund Balance): Remaining, unrestricted funds from operations of the previous fiscal year including unexpended free cash from the previous year, actual receipts in excess of revenue estimates shown on the tax recapitulation sheet, and unspent amounts in budget line-items. Unpaid property taxes and certain deficits reduce the amount that can be certified as free cash. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the community's auditor, accountant, or comptroller. **Important- free cash is not available for appropriation until certified by the Director of Accounts.**

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

General Fund Subsidy: Most often used in the context of enterprise funds. When the revenue generated by rates, or user fees, is insufficient to cover the cost to provide the service, general fund money is used to close the gap in the form of a subsidy. The subsidy may or may not be recovered by the general fund in subsequent years.

Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

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 2¹/₂). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2¹/₂ 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.

OPEB (Other Postemployment Benefits): Employees of state and local governments may be compensated in a variety of forms in exchange for their services. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the government ends. The most common type of the postemployment benefits is a pension but may also take the form of health and life insurance for eligible retirees, including in some cases their beneficiaries.

Operating Budget: The plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal 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.

Payments in Lieu of Taxes (PILOT): An agreement between a municipality and an entity not subject to taxation, such as charitable or educational organizations, in which the payer agrees to make a voluntary payment to the municipality. By law, a city or town must make such a payment to any other community in which it owns land used for public purposes.

Raise and Appropriate: A phrase used to identify a funding source for expenditures, which refers to money generated by the tax levy or other local receipt.

Recapitulation Tax Sheet: A document submitted by a city or town to the Department of Revenue to set a property tax rate. The recap sheet shows all estimated revenues and actual appropriations that affect the property tax rate.

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.

Retained Earnings: Refers to the revenues generated by enterprise funds that are unappropriated or unspent at the end of the fiscal year and certified as such by the DOR.

Revenue Deficit: The amount by which actual revenues at year-end fall short of projected revenues and are insufficient to fund the amount appropriated. In such a case and unless otherwise funded, the revenue deficit must be raised in the following year's tax rate.

Revenues – All monies received by a governmental unit from any source.

Revolving Funds: Allows a community to raise revenues for a specific service and use those revenues without appropriation to support the service. For departmental revolving funds, MGL Ch.44 §53E½ stipulates that each fund must be reauthorized each year at annual town meeting or by city council action, and that a limit on the total amount that may be spent from each fund must be established at that time. The aggregate of all revolving funds may not exceed ten percent of the amount raised by taxation by the city or town in the most recent fiscal year, and no more than one percent of the amount raised by taxation may be administered by a single fund. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. The total of all stabilization fund balances shall not exceed ten percent of the community's equalized value, and any interest shall be added to and become a part of the funds. A two-thirds vote of town meeting or city council is required to establish, amend the purpose of, or appropriate money into or from the stabilization fund.

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

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

Warrant: An authorization for an action. A town meeting warrant establishes the matters that may be acted on by that town meeting. A treasury warrant authorizes the treasurer to pay specific bills. The assessors' warrant authorizes the tax collector to collect taxes in the amounts and from the persons listed.

Preliminary Estimated Sources & Uses

TOWN OF SOUTH HADLEY Fiscal Year 2023 ESTIMATED SOURCES AND USES

Based on Town Administrator's Recommended Operating Budgets and Governor's State Aid
April 13, 2022

AMOUNT TO BE RAISED:

Appropriations	

School Department	23,626,460
General Government	2,518,076
Public Safety	3,366,357
Injured on Duty	50,000
Reserve Fund	25,000
DPW	4,362,274
Snow & Ice	101,360
Council on Aging	525,218
Veterans Benefits	278,481
Libraries	797,703
Town Audit	35,000
GASB 45 - Actuary	4,000
Unclassified Accounts	9,739,937
Workers' Compensation	150,000
Health	298,390
Debt & Interest	2,374,893
Debt & Interest (Debt Exclusion)	1,061,547
Connecticut River Markers	4,000
Canal Park	1,000
Ledges Golf Course Enterprise	1,370,858
Cable Studio	117,961
Conservation Land Fund	15,000
Wage & Classification Plan	225,000
OPEB Trust Fund	500,000
Mosier Stabilization Fund / Capital	200,000
Capital Stabilization Fund	122,000
Total Appropriations	51,870,515

ESTIMATED RECEIPTS:

Revenues:	

Local Estimated Receipts	2,605,770
Cherry Sheet	14,096,177
Debt Exclusion Reimbursement	-
Enterprise Funds	5,171,341
Available Funds	735,282
Electric Light Department Reimb	1,105,500
Electric Light Department PILOT	180,000
Total	23,894,070
Total to be Raised	55,826,773
Total Estimated Receipts	23,894,070
Tax Levy Required	31,932,703
Actual Tax Levy Limit	30,871,156
Debt Exclusion to be Raised	1,061,547

Balance \$ -

Amount of Available Funds Proposed to be Voted	
--	--

Conservation Wetlands	2,000
Boat Excise	4,000
Dog Refund	20,000
Aid To Libraries	19,000
Cable Studio Fund	157,819
Free Cash	532,463
Total	735,282

Other Amounts to be Raised	
PVPC Assessment	3,233
Overlay Reserve	297,647
Cherry Sheet Charges	175,531
Cherry Sheet Offsets	808,348
School Choice/Charter Tuition	2,671,499
Total	55,826,773

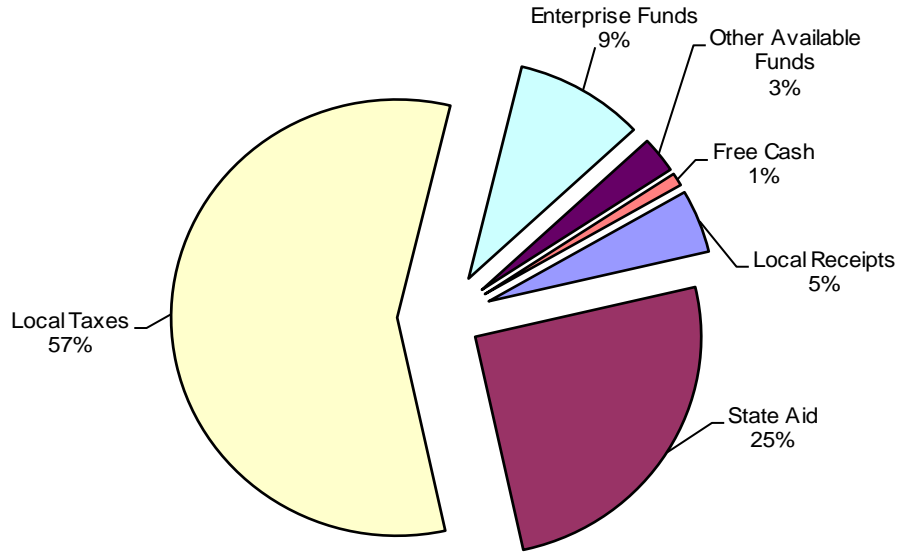
Est. Enterprise Funds/ Receipts to be Voted	
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WWTP	1,503,097
WWTP Debt & Interest	342,111
Landfill	1,331,363
Landfill Debt & Interest	-
Reimbursement to General Fund	623,912
Ledges Golf Course Enterprise	1,038,395
Ledges Golf Course Debt & Interest	332,463
Ledges Golf Retained Earnings	-
(assumes a budgeted free cash deficit of \$332,463 for FY23 not including indirect costs in General Fund)	
Total	5,171,341

Pie Chart of Allocations

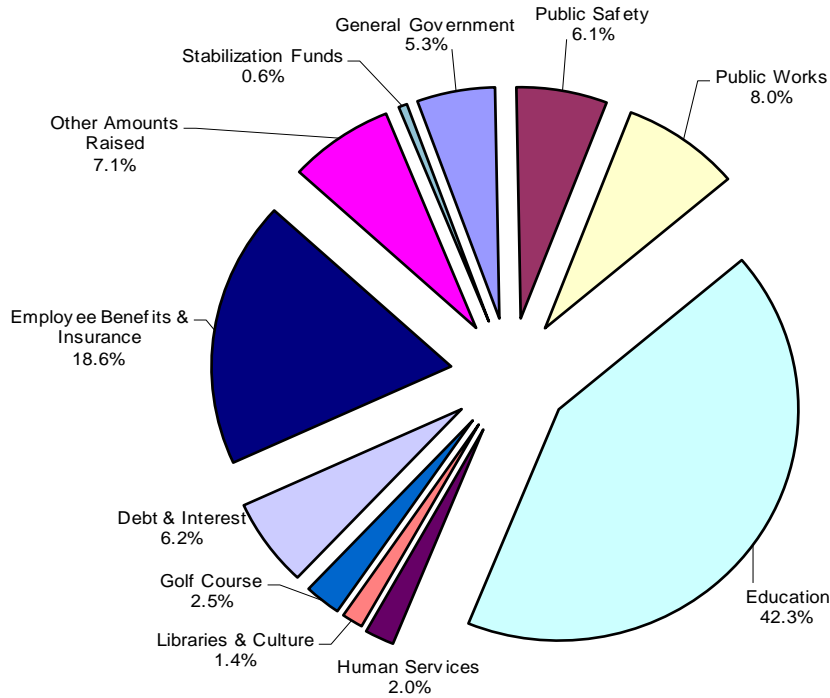
FY 2023 Budget

Where the Money Comes From



TOTAL RECOMMENDED BUDGET
\$55,826,773
 For Fiscal Year June 30, 2023

Where the Money Goes



General Fund Operating Budget and Revenue Comparison Estimates

Town of South Hadley
 "General Fund" Operating Budget and Revenue Comparison Estimates
 (Does not Include Enterprise Funds, or Debt Exclusion)
 Based on Town Administrator's Recommended Budgets & Governor's State Aid

	FY 2022 Budget	FY 2023 TA Recommended	<i>Difference</i>
Estimated Revenue Sources:			
Amount Estimated in Local Receipts	\$ 2,580,770	\$ 2,605,770	\$ 25,000
Estimated Increase in Tax Levy	\$ 29,918,543	\$ 30,871,156	\$ 952,613
Amount of "Free Cash" Usage (Amount Includes \$373,563 for '22 Golf Deficit)	\$ 573,563	\$ 532,463	\$ (41,100)
Available Funds (that help fund budgets)	\$ 188,017	\$ 198,819	\$ 10,802
Amount from Enterprise Funds to G/F (For Indirect Costs & Admin Services)	\$ 565,738	\$ 623,912	\$ 58,174
Estimated Amount from SHELDT for Reimbursables (no adrr	\$ 1,020,246	\$ 1,105,500	\$ 85,254
Estimated Amount from SHELDT for transfer	\$ 180,000	\$ 180,000	\$ -
Net Estimated Amount State Aid (Cherry Sheet)	\$ 11,966,401	\$ 13,287,829	\$ 1,321,428
Total of Estimated Revenue Sources	\$ 46,993,278	\$ 49,405,449	\$ 2,412,171
Less:			
Shared Fixed/ Unclassified Costs	\$ 9,848,831	\$ 10,283,387	\$ 434,556
Net Amount Available for Funding of Operating Budgets/ Capital	\$ 37,144,447	\$ 39,122,062	\$ 1,977,615
Capital Spending & Stabilization Transfers:			
Town & School Debt	\$ 1,671,484	\$ 1,547,800	\$ (123,684)
Energy Savings Debt	\$ 150,803	\$ 152,519	\$ 1,716
Net Change in Capital Spending	\$ 1,822,287	\$ 1,700,319	\$ (121,968)
Mosier School Stabilization Fund Transfer	\$ 200,000	\$ 200,000	\$ -
Capital Stabilization Fund Transfer	\$ -	\$ 122,000	\$ 122,000
New Net Amount Available for Operating	\$ 35,122,160	\$ 37,099,743	\$ 1,977,583

General Fund Operating Budget and Revenue Comparison Estimates contd.

Operating Budget Requests:

School Dept	\$ 22,476,460	\$ 23,626,460	\$ 1,150,000
General Government	\$ 2,305,187	\$ 2,518,076	\$ 212,889
Reserve Fund	\$ 25,000	\$ 25,000	\$ -
Public Safety	\$ 3,274,456	\$ 3,366,357	\$ 91,901
DPW	\$ 1,431,141	\$ 1,527,814	\$ 96,673
Snow & Ice	\$ 100,741	\$ 101,360	\$ 619
Council on Aging	\$ 458,729	\$ 525,218	\$ 66,489
Veterans Benefits	\$ 299,800	\$ 278,481	\$ (21,319)
Libraries	\$ 765,702	\$ 797,703	\$ 32,001
Town Audit/ GASB 45 - Actuary	\$ 35,000	\$ 39,000	\$ 4,000
Non Fixed Unclassified	\$ 101,550	\$ 106,550	\$ 5,000
Health	\$ 270,871	\$ 298,390	\$ 27,519
Canal Park	\$ 1,000	\$ 1,000	\$ -
Cable Studio Dept	\$ 117,308	\$ 117,961	\$ 653
Conservation Land Fund	\$ 15,000	\$ 15,000	\$ -
Wage & Class Plan	\$ 58,000	\$ 225,000	\$ 167,000
Salary Adjustments- transferred to departments	\$ (14,596)		\$ 14,596
Line of Duty Fund	\$ 50,000	\$ 50,000	\$ -
Current Year Golf Course Deficit Funded (no Capital or indirect costs)	\$ 373,563	\$ 332,463	\$ (41,100)
Total of Operating Expense Requests	\$ 32,144,912	\$ 33,951,833	\$ 1,806,921

Operating Expenses (over)/under Net Amount Avail **\$ 170,662**

Estimated increase in amount for Other Assessments

(School Choice/Charter; Regional Transit; Vets Bud; etc...)	\$ 2,625,978	\$ 2,850,263	\$ 224,285
(adjust for FY22 to FY23 overlay amount raised)	\$ 351,270	\$ 297,647	\$ (53,623)

Operating Expenses & Assessments (over)/under Net Amount Avail **\$ -**

Note: FY22 & FY23 Numbers do not reflect any Capital Items.

Articles Proposed from Free Cash

(Subject to change)

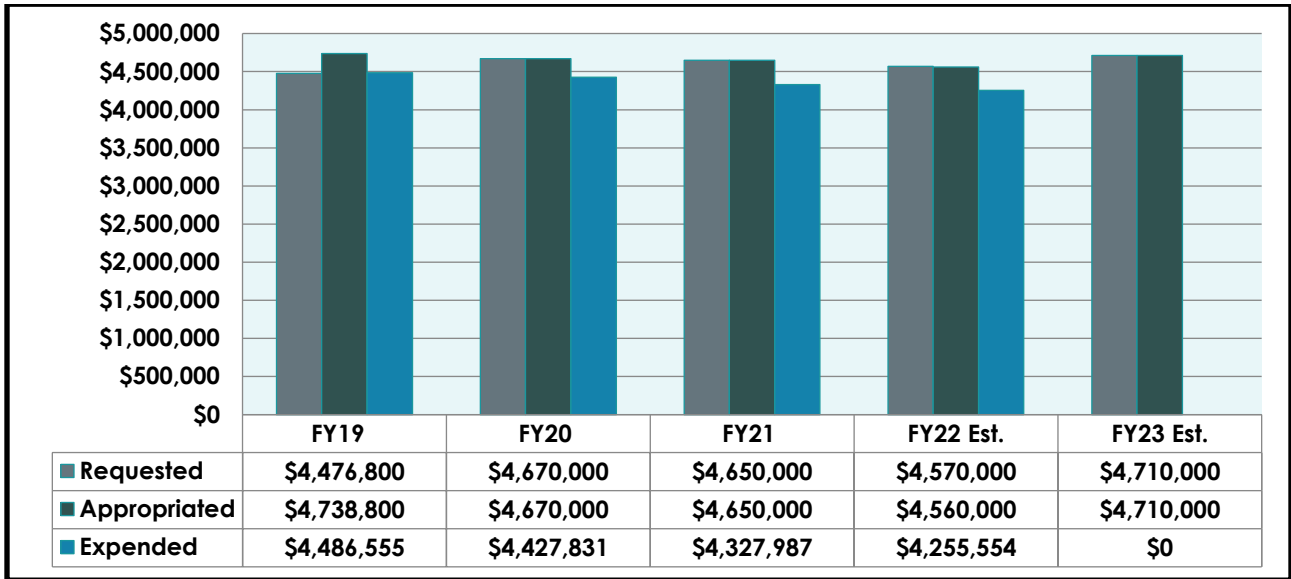
ATM :	
Annual Budget Article	
Golf Course Debt/Deficit	\$ 332,463
OPEB Trust	<u>\$ 200,000</u>
Total Budget Article	\$ 532,463
Other Articles to be Proposed from Free Cash	
Capital Purchases	\$ 1,600,500
Total Articles Proposed from Free Cash	\$ 2,132,963
Note: Available Free Cash before votes \$3,585,557	
Balance of Free Cash Remaining as proposed \$1,452,594	

SECTION II: ASSUMPTIONS & SUPPORTING DOCUMENTATION

Expense Assumptions:

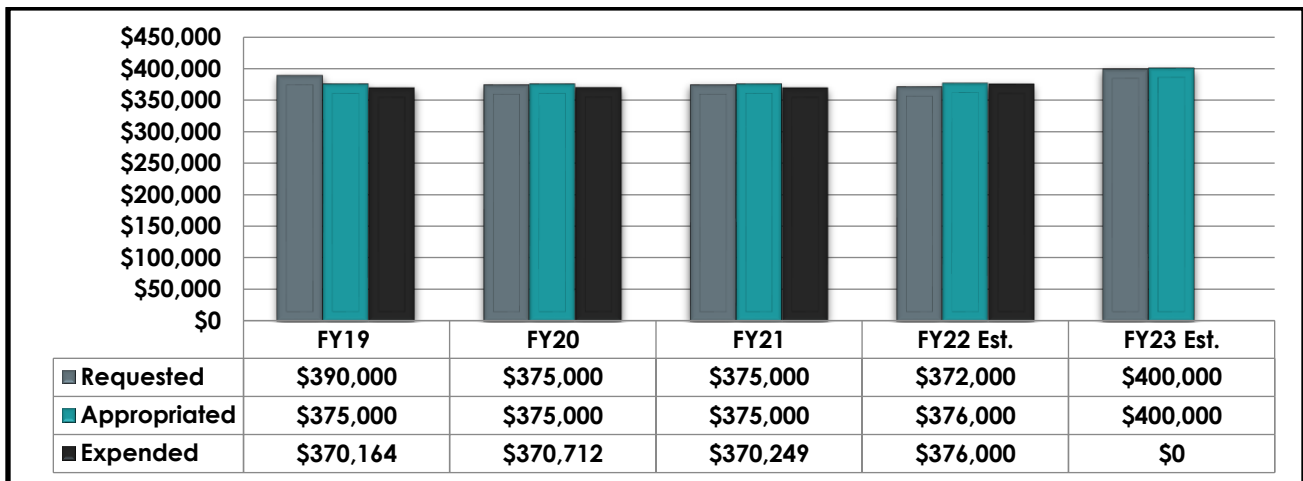
Group Health Insurance:

The Town Administrator will continue to pay close attention to the value of participating in the Hampshire County Group Insurance Trust.



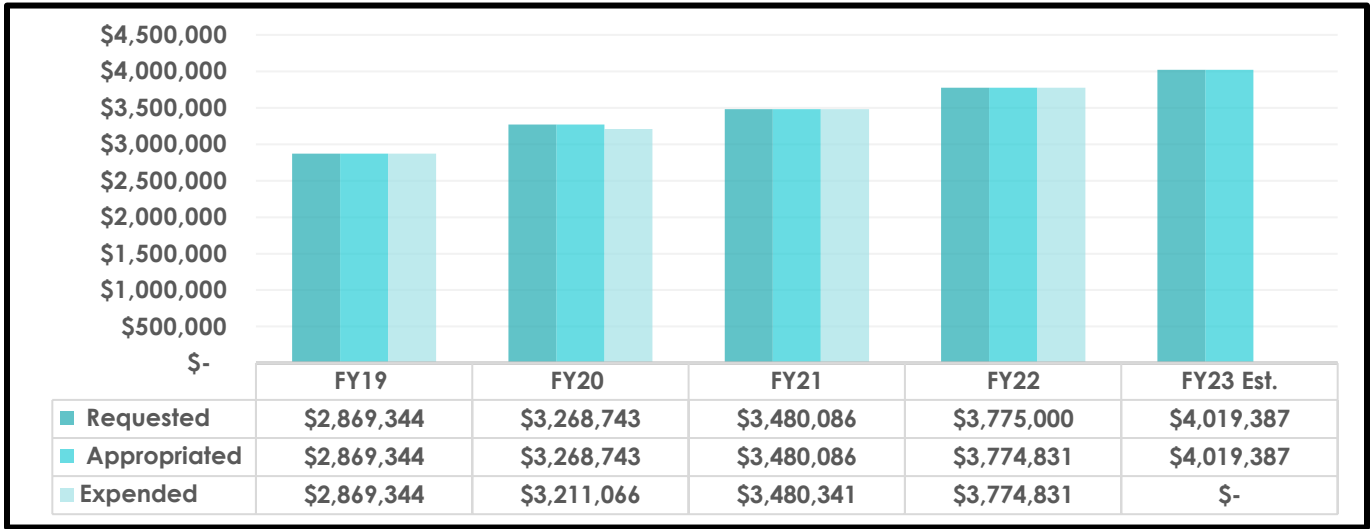
Medicare:

In fiscal year 2023, Medicare/Social Security Taxes will be increased by \$24,000. The Town is working diligently to curb this and other labor related costs by utilizing technology, maximizing experienced existing staff and refraining from adding employees whenever possible.



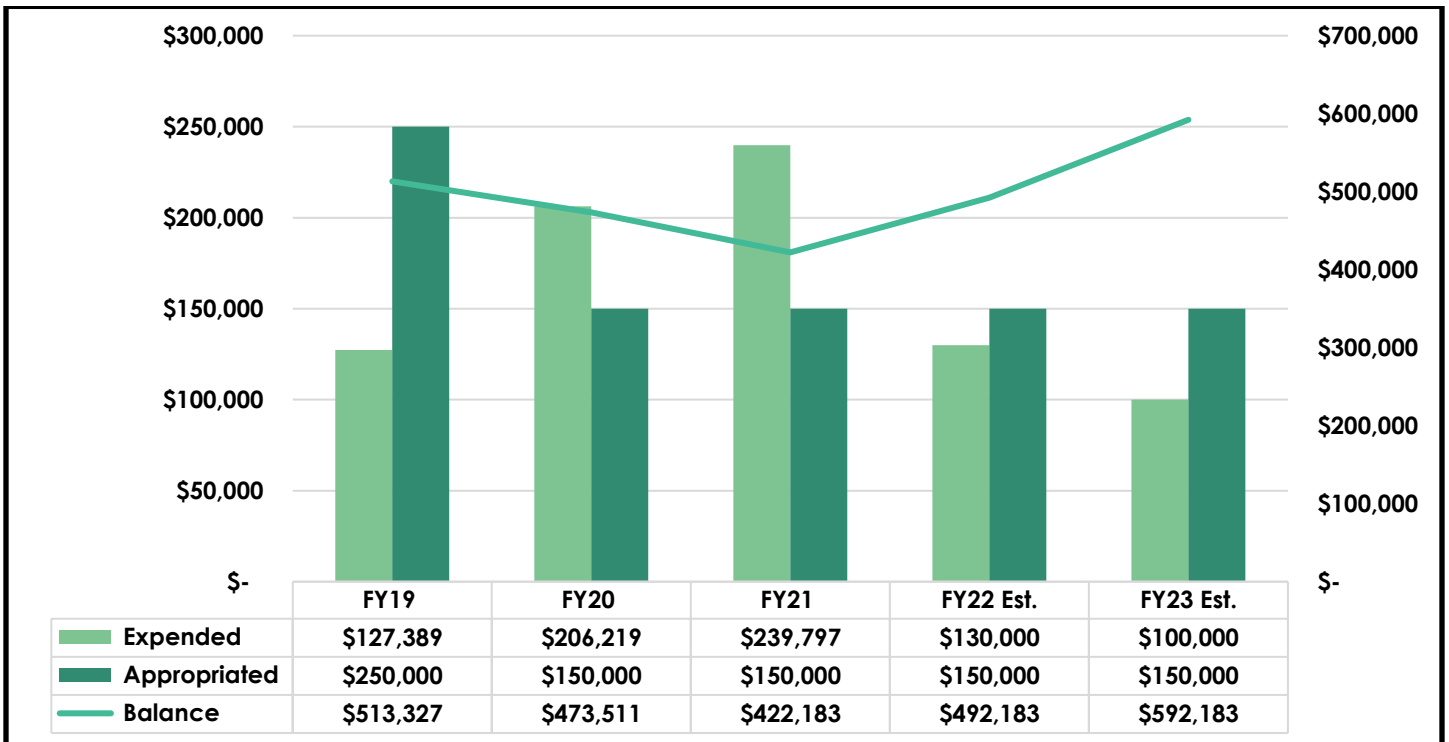
Retirement:

The fiscal year 2023 Retirement Assessment budget will increase by \$244,556 or an increase of approximately 6.5%. This amount will continue to increase short of reforms at the state level.



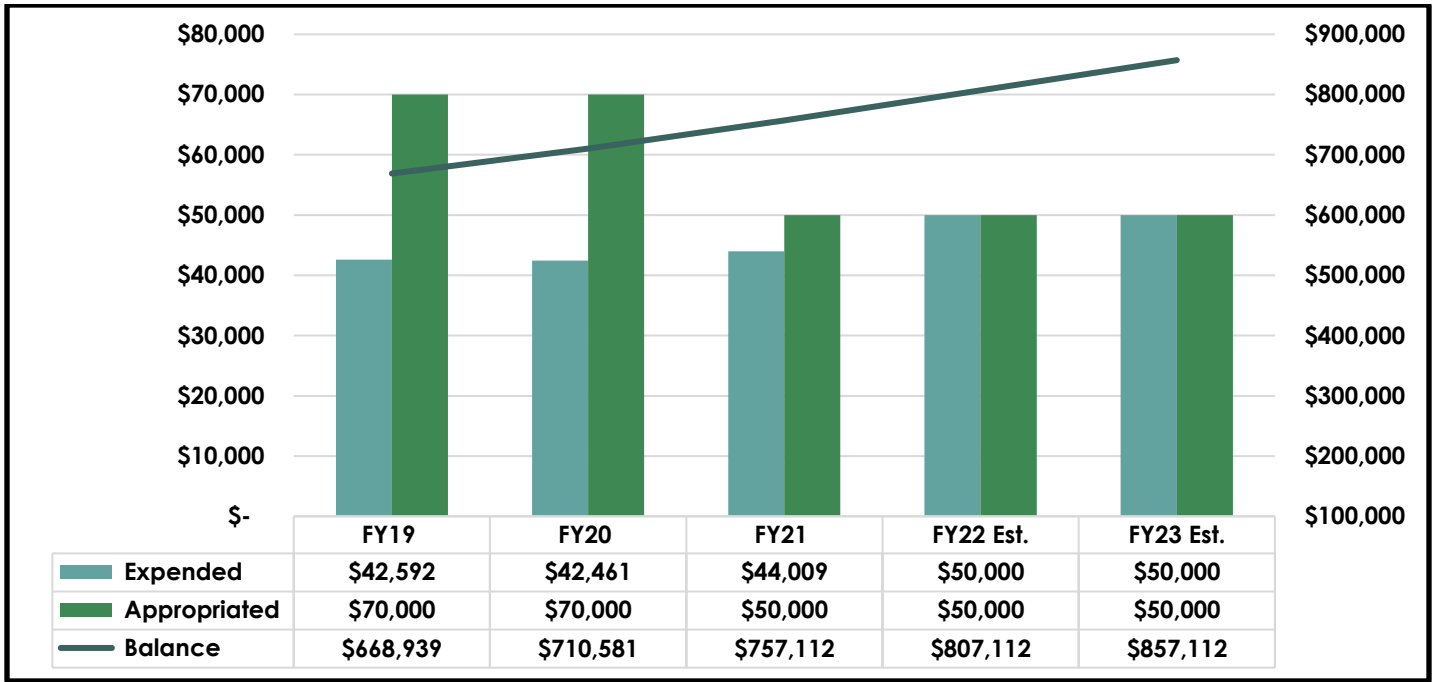
Workers' Compensation:

The Workers Compensation request for fiscal year 2023 will be \$150,000. The Town is continuing its effort to maintain the recommended balance of "four times greater than the average expended" annually.



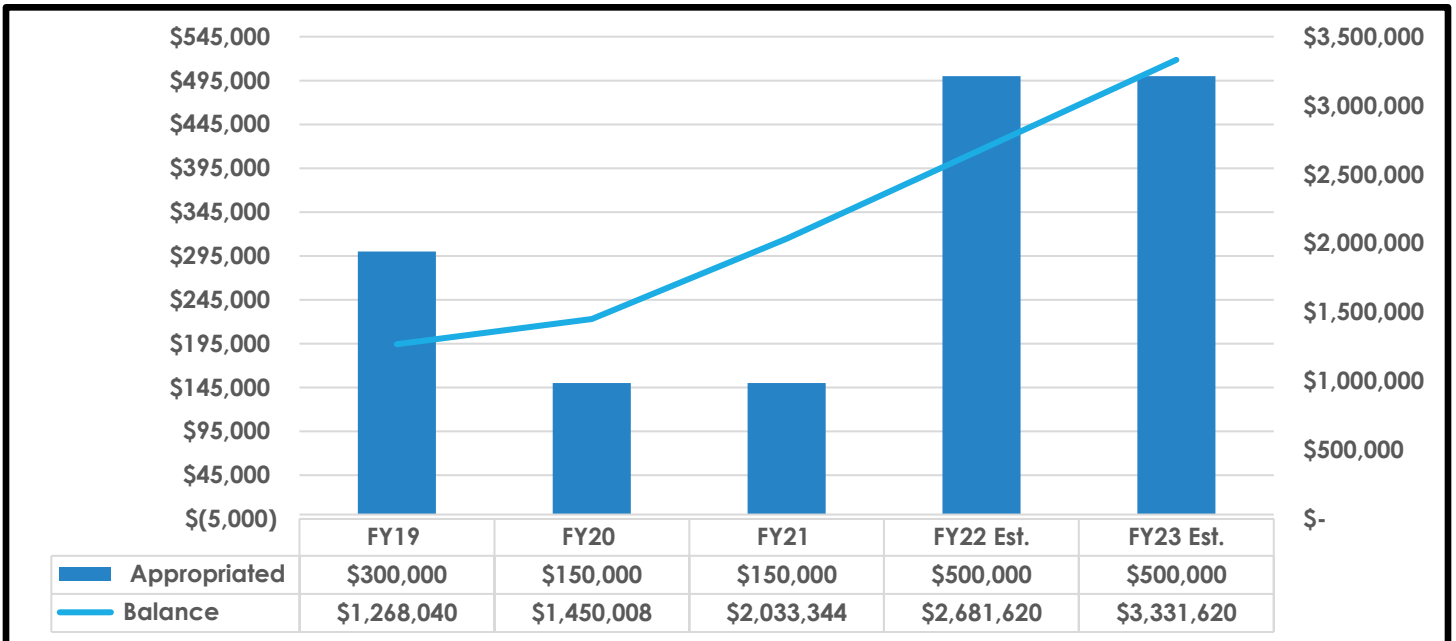
Police IOD:

The balance of this fund has remained relatively stable over the past 5 years.



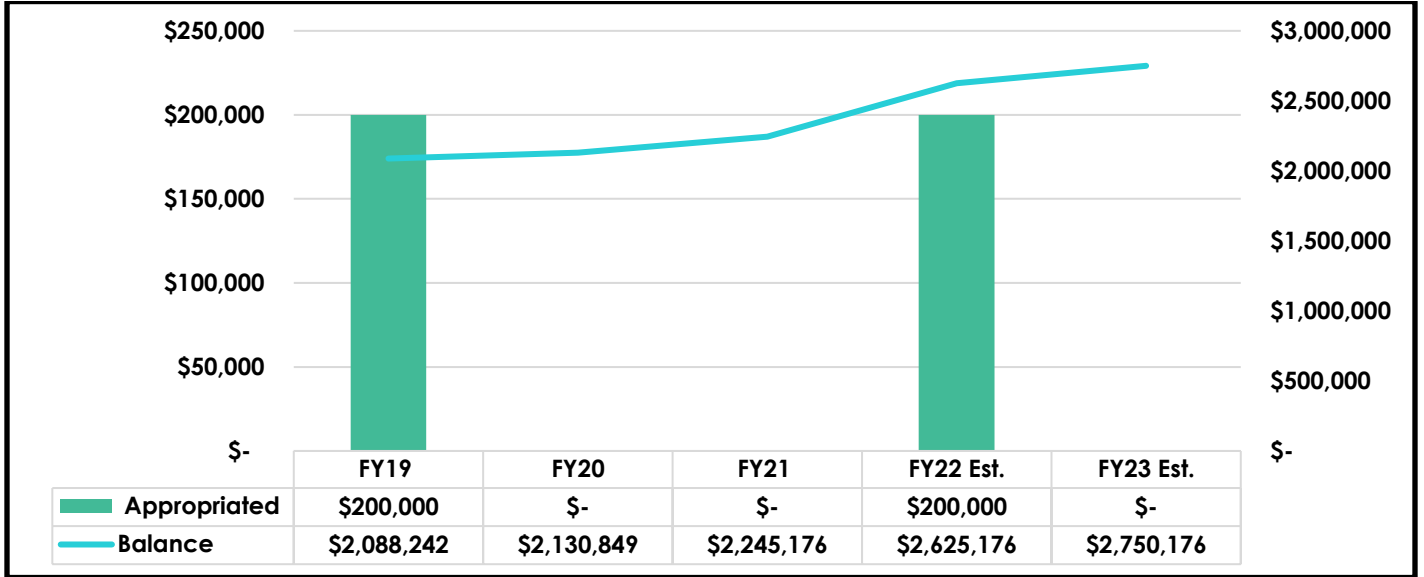
OPEB:

Since the creation in FY2015, the Town has strived to appropriate a modest amount to continue to work towards offsetting the unfunded liability of Other Post Employee Benefits.



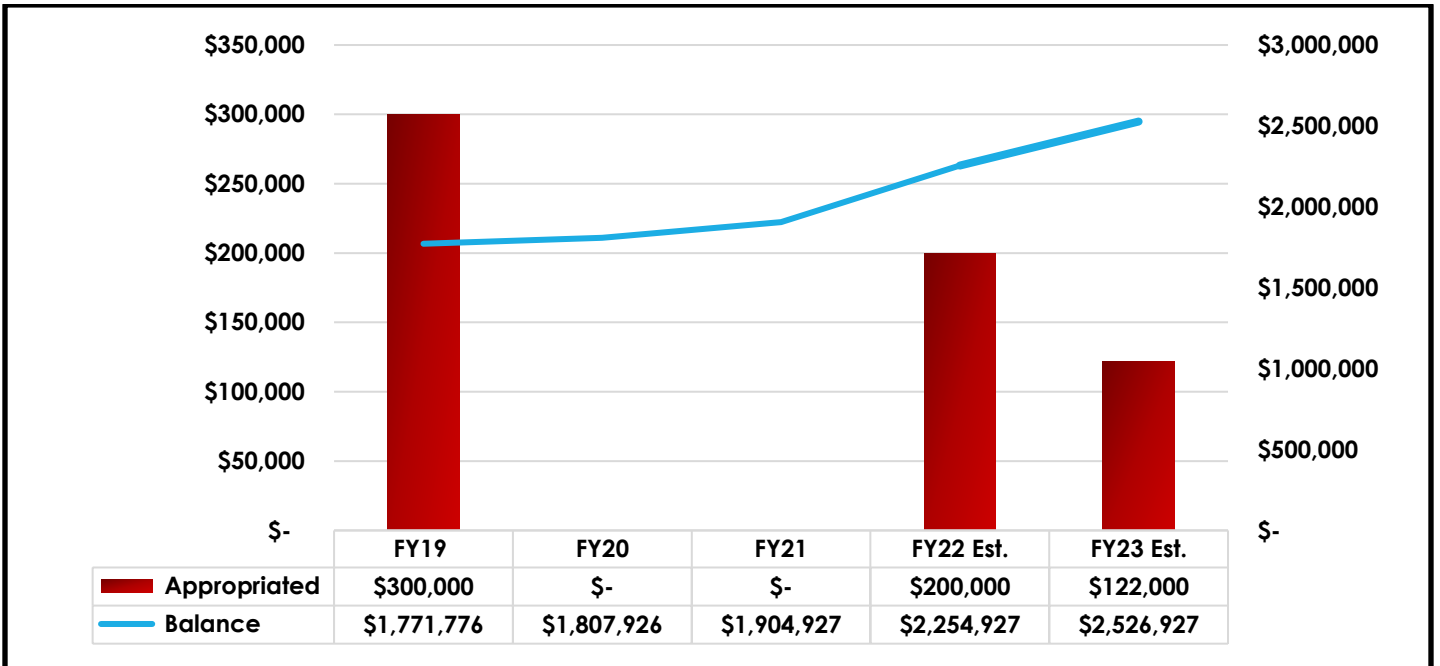
Stabilization Fund:

The current Stabilization fund is reasonably adequate to meet the municipal needs if some unforeseen and unanticipated fiscal disaster should befall South Hadley.



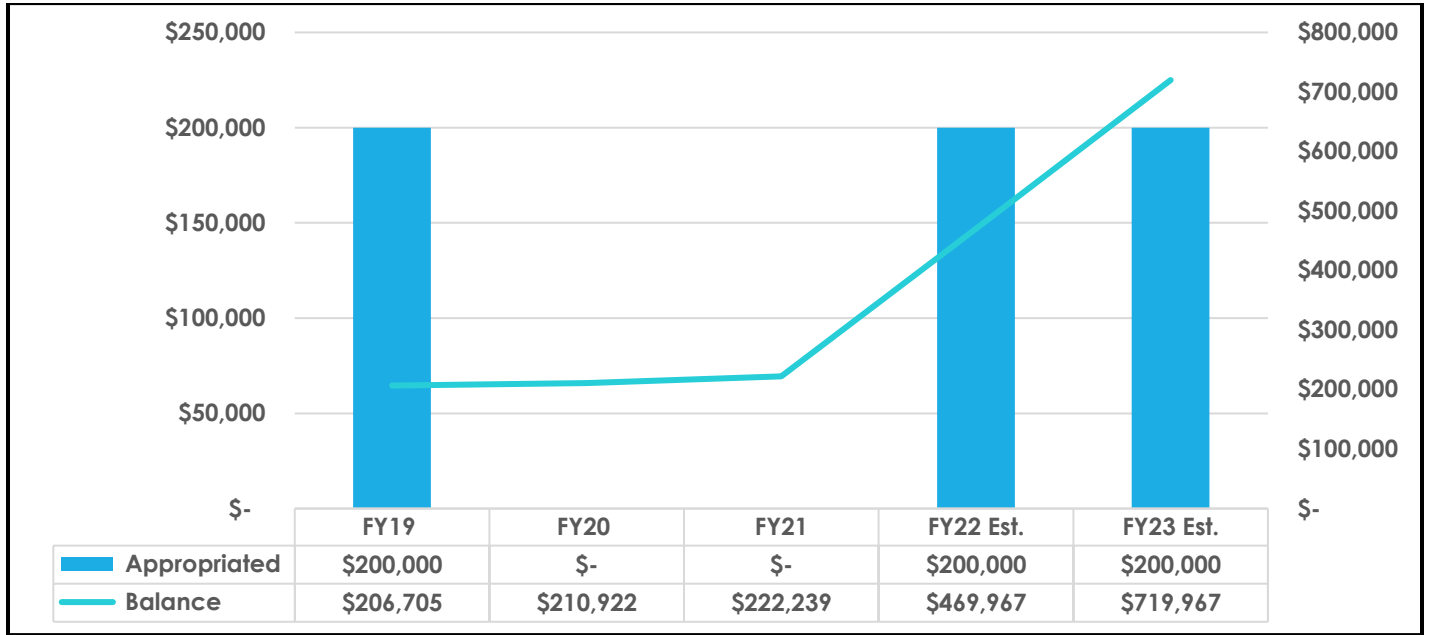
Capital Stabilization Fund:

The goal of the Capital Stabilization Fund is to maintain the balance and annually fund a sum of capital within the annual budget of the Town.



Mosier School Stabilization Fund:

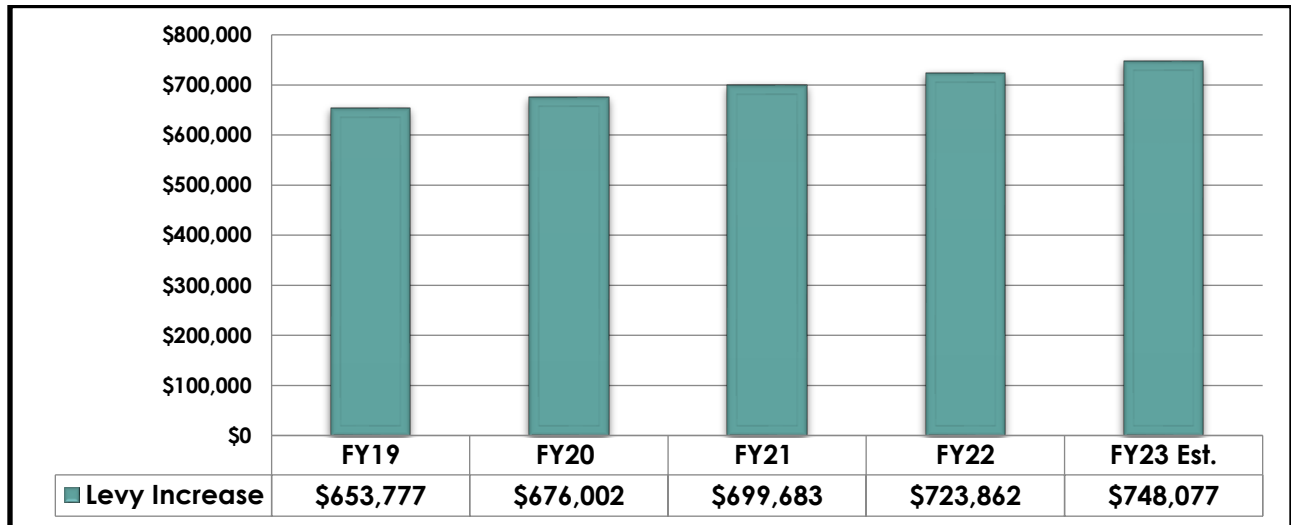
Fiscal year 2019 saw the creation of a stabilization fund to help assist in the funding for the construction of a new Mosier School



Revenue Assumptions:

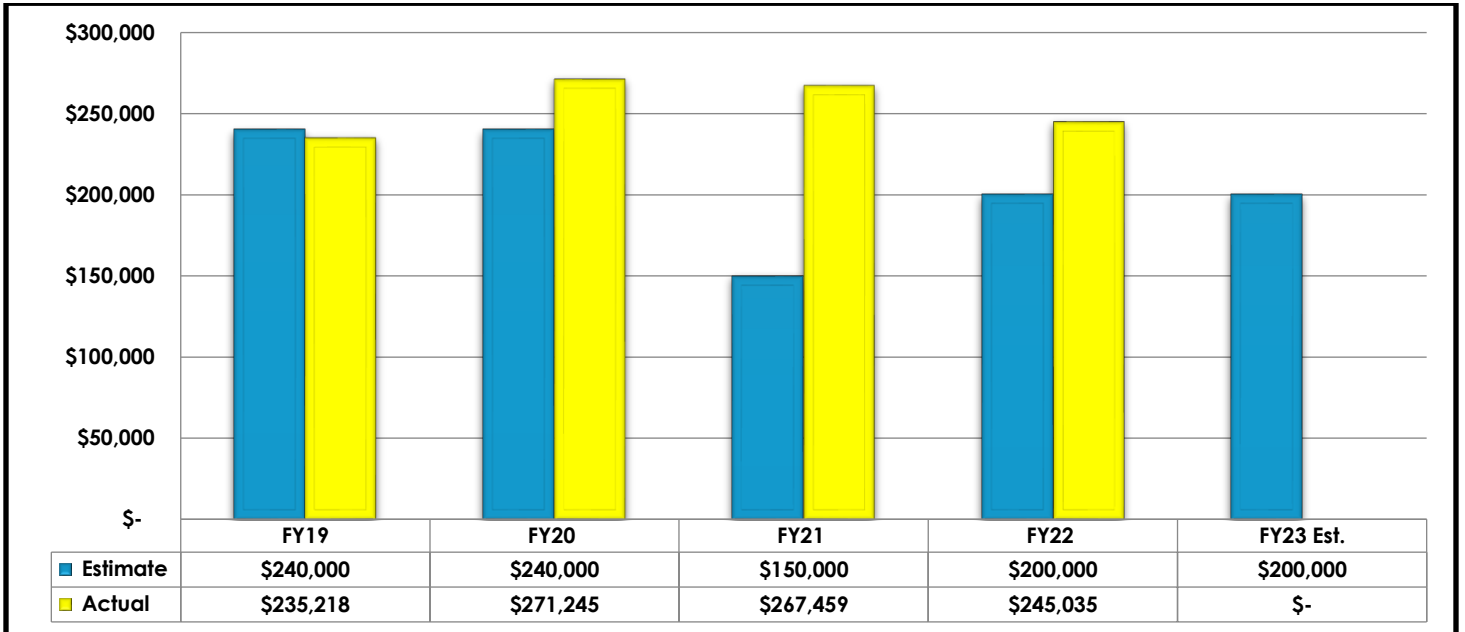
Levy Limit

The Town is allowed to increase its tax levy limit 2.5% from the previous year’s base. This increase each year represents the majority of our “new” revenues. The increase for fiscal year 2023 will be approximately \$748,077.



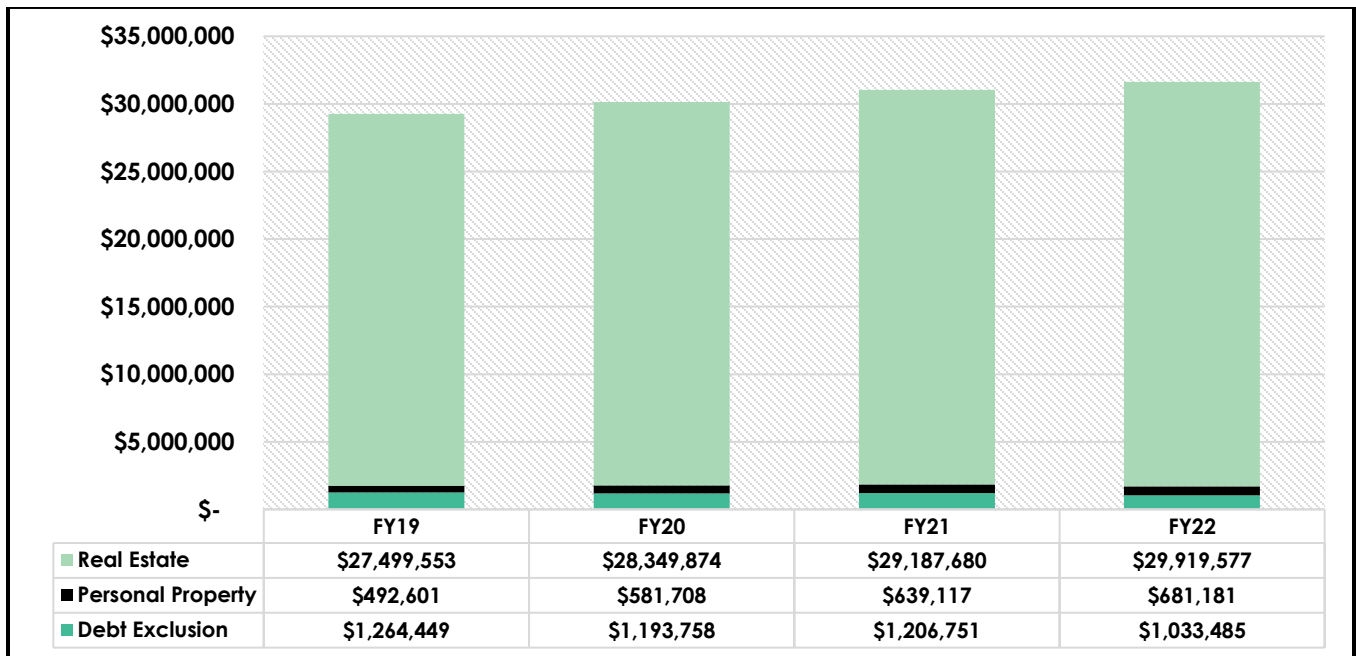
New Growth

New Growth for fiscal year 2023 is estimated to be \$200,000. This estimate represents the anticipated addition to the tax base generated by new construction, renovations and other changes to property but does not include market or revaluation changes.



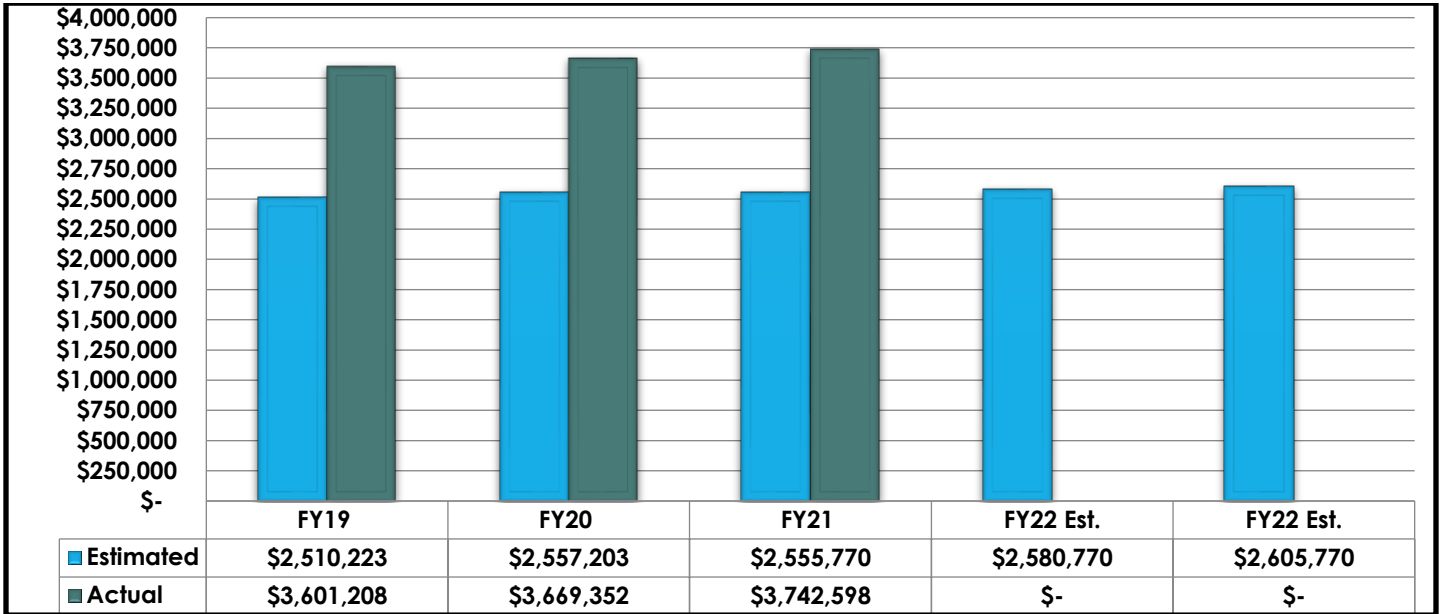
Property Taxes

Over half of the money required to fund the Town's government must be raised through property taxation.



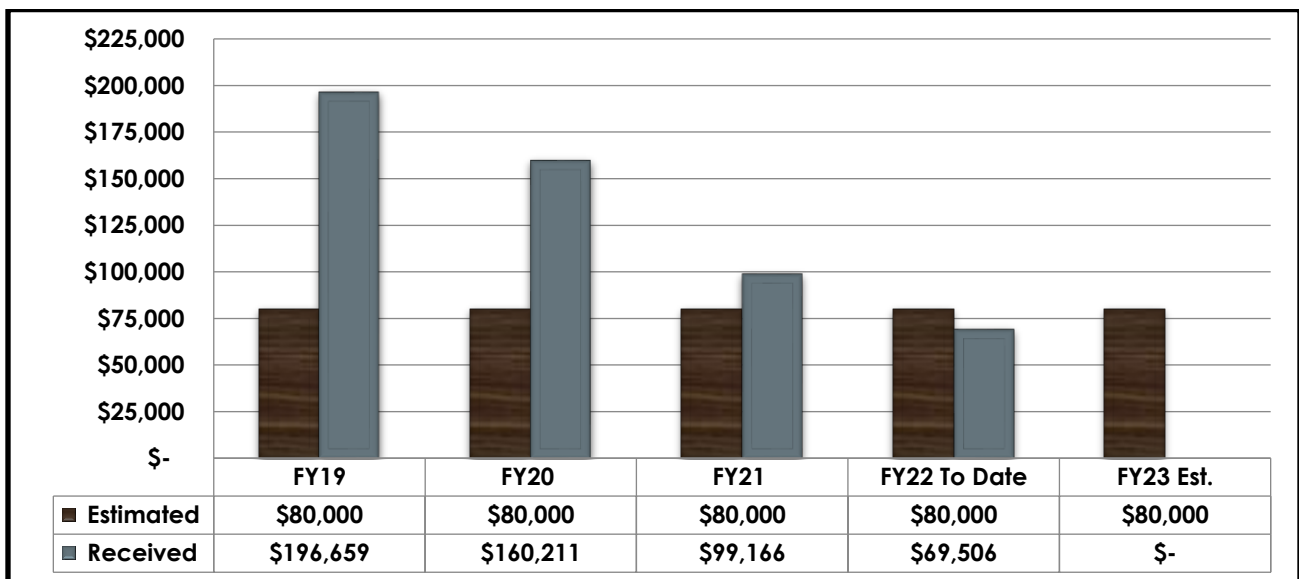
General Fund Receipts

Local Receipts can vary by fiscal year. the Town continues to use a conservative approach to estimated receipt. For fiscal year 2023, General Fund Receipts will show an estimated increase of \$25,000.



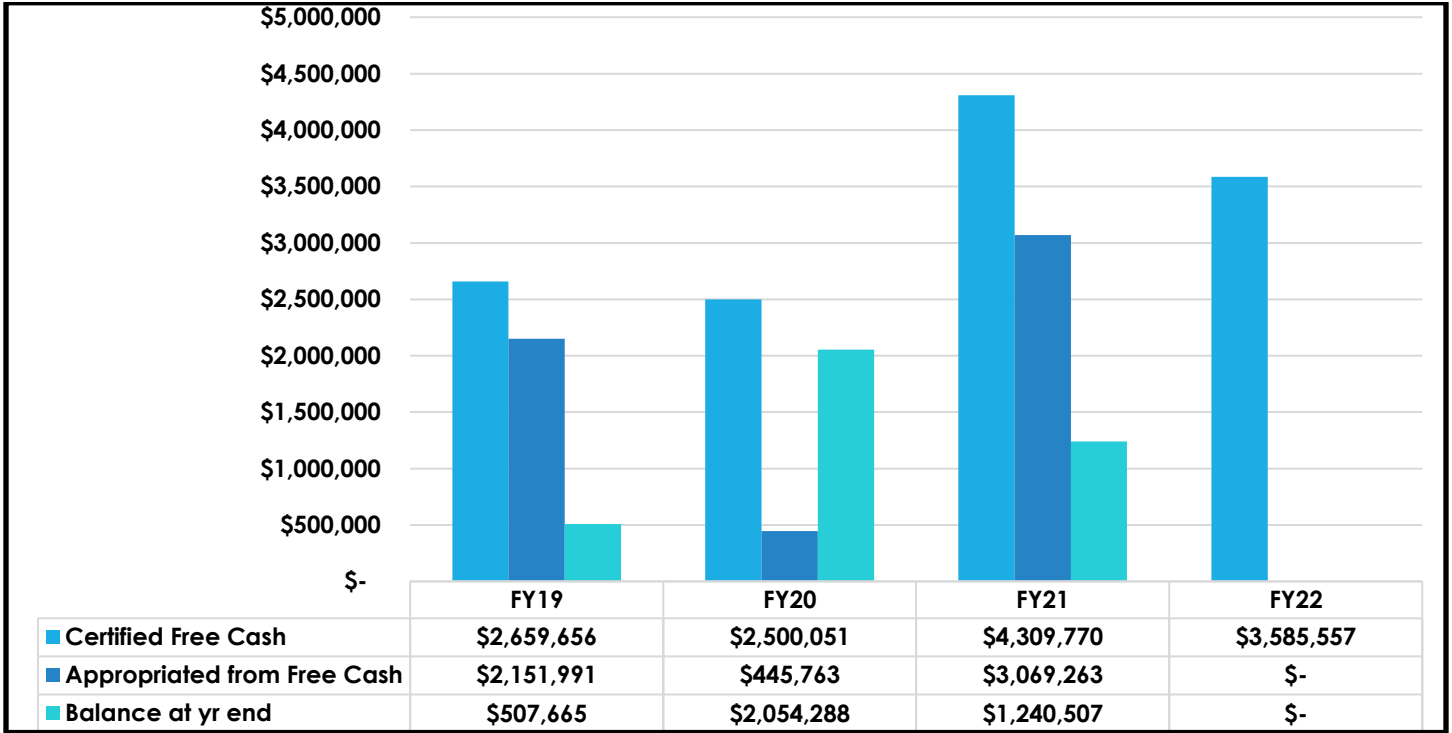
Medicaid Reimbursements

The school-based Medicaid program allows local education authorities (LEAs), such as cities and towns, charter schools, public health commissions, and regional school districts, to seek payment for providing medically necessary Medicaid services (direct services) to eligible MassHealth-enrolled children. These revenues vary substantially based on services provided & reimbursement rates. The fiscal year 2023 estimate will be \$80,000.



Certified Free Cash

Free Cash was certified for fiscal year 2022 beginning 7/1/2021 at \$3,585,557. It also should be noted that Stabilization and Capital accounts continue to grow annually, which also would affect unreserved free cash had those monies not been allocated wisely to those fund balances. It cannot be said often enough that “free cash” should not be used for reoccurring expenses.



5 Year Revenue/Expenditure Projection

Summary of Projected Revenues and Expenditures:

This is a data set added to the Annual Budget Book. It is intended, and should be considered, a best estimate articulation of historical trends. We will adjust the underlying calculations when it is widely known that a cost or revenue will be materially altered by measures which are documented and or defined.

GENERAL FUND	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Revenues:	Budget	Projected	Projected	Projected	Projected	Projected
Property Tax Levy	\$ 29,918,543	\$ 30,871,156	\$ 31,842,936	\$ 32,839,009	\$ 33,859,985	\$ 34,931,485
State Aid Cherry Sheet	\$ 12,954,354	\$ 14,096,177	\$ 14,589,543	\$ 15,027,229	\$ 15,478,046	\$ 15,942,388
Estimated Local Receipts	\$ 2,580,770	\$ 2,605,770	\$ 2,630,770	\$ 2,730,770	\$ 2,830,770	\$ 2,930,770
Free Cash	\$ 573,563	\$ 532,463	\$ 331,463	\$ 330,063	\$ 333,163	\$ 343,813
Other Available Funds/ Other Financing	\$ 2,326,562	\$ 2,450,341	\$ 2,554,919	\$ 2,667,631	\$ 2,787,977	\$ 2,916,933
Total Revenues	\$ 48,353,792	\$ 50,555,908	\$ 51,949,630	\$ 53,594,703	\$ 55,289,941	\$ 57,065,389
Total Revenues Percentage Change	3.15%	4.55%	2.76%	3.17%	3.16%	3.21%

Expenditures:

General Government	\$ 2,542,698	\$ 2,941,837	\$ 2,864,127	\$ 2,951,163	\$ 3,040,141	\$ 3,137,073
Public Safety	\$ 3,274,457	\$ 3,366,357	\$ 3,492,962	\$ 3,682,612	\$ 3,869,388	\$ 3,983,138
Education	\$ 22,476,460	\$ 23,626,460	\$ 24,453,386	\$ 25,064,721	\$ 25,691,339	\$ 26,333,622
Public Works	\$ 1,625,882	\$ 1,728,174	\$ 1,763,985	\$ 1,809,458	\$ 1,852,083	\$ 1,895,742
Health and Human Services	\$ 1,029,400	\$ 1,102,089	\$ 1,125,385	\$ 1,154,399	\$ 1,181,499	\$ 1,209,251
Culture & Libraries	\$ 772,452	\$ 804,453	\$ 821,950	\$ 844,154	\$ 864,757	\$ 885,877
Debt Service	\$ 2,563,413	\$ 2,374,893	\$ 2,352,638	\$ 2,305,540	\$ 2,304,624	\$ 2,193,310
Fixed Costs / Benefits	\$ 9,898,831	\$ 10,333,387	\$ 10,608,191	\$ 11,233,350	\$ 11,876,638	\$ 12,625,561
Capital Items Placeholder	\$ 200,000	\$ 322,000	\$ 393,225	\$ 438,923	\$ 467,939	\$ 589,902
Ledges Golf Course Operating Deficit	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
State Assessments	\$ 2,625,978	\$ 2,850,263	\$ 2,992,776	\$ 3,142,415	\$ 3,299,536	\$ 3,464,512
Other Amounts to be Raised	\$ 1,339,223	\$ 1,105,995	\$ 1,062,390	\$ 1,041,452	\$ 1,050,534	\$ 1,054,637
Total Expenditures	\$ 48,353,793	\$ 50,555,908	\$ 51,931,015	\$ 53,668,185	\$ 55,498,477	\$ 57,372,627
Total Expenditures Percentage Change	3.15%	4.55%	2.72%	3.35%	3.41%	3.38%
Cumulative Surplus / (Shortfall)	\$ 0	\$ 0	\$ 18,615	\$ (73,482)	\$ (208,536)	\$ (307,238)
Annual Surplus / (Shortfall)		\$ (0)	\$ 18,615	\$ (92,098)	\$ (135,053)	\$ (98,702)

Indirect Costs and Supporting Documentation:

School Indirect Costs-FY23

School Indirect Costs Reflected on Town Side of Budget

FY 23:

FY 23 Budget Recommendation \$23,626,460

Estimated:

<i>Health Insurance</i>	\$	3,264,480
<i>FICA/Medicare</i>	\$	266,400
<i>Contributory & Non Contr. Retirement</i>	\$	1,189,739
<i>Unemployment</i>	\$	50,500
<i>Property & Liability Insurance</i>	\$	126,324
<i>Workers Compensation</i>	\$	120,750

Total Indirects \$ 5,018,193

**Total Amount of Budget Dollars in Support
of School Department (not including debt)** \$28,644,653

SHELD Indirect Costs-FY23

SHELD Indirect Costs Reflected on Town Side of Budget

FY 23:

FY 23 Estimated Reimbursables

<i>Health & Life Insurance</i>	\$	304,450
<i>FICA/Medicare</i>	\$	33,378
<i>Contributory Retirement</i>	\$	767,703

Total Estimated Reimbursables \$ 1,105,531

Estimated Transfer to Town (PILOT) \$ 180,000

Landfill Enterprise Operating–FY23 Supporting Documentation

Estimated Revenues

User Charges	\$	1,357,187	
Other Departmental Revenue	\$	35,000	
Interest Income	\$	30,000	
Retained Earnings	\$	50,000	
Total	\$	1,472,187	(subject to change)

Expenses

Landfill Enterprise Operating Budget

Personal Services	\$	93,063	
Other Expenses	\$	1,238,300	
Total Operating Budget	\$	1,331,363	

Debt & Interest	\$	-	
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Subtotal	\$	1,331,363	
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Direct/Indirect Costs in General Fund

Admin Services	\$	82,827	
Health & Life Insurance	\$	27,046	
FICA	\$	1,584	
Retirement	\$	20,097	
Liab. Insurance/ Misc.	\$	9,270	
Subtotal	\$	140,824	

Total	\$	1,472,187	
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Surplus/Deficit	\$	-	
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Proposed funding is as follows:

\$1,422,187 to come from enterprise revenues, \$50,000 to come from enterprise retained earnings, and \$140,824 to be appropriated in the general fund and funded from Landfill enterprise revenues.

* (Certified Retained Earnings as of 7/1/21 - \$596,217)

WWTP Enterprise Operating-FY23 Supporting Documentation

Estimated Revenues

User Charges	\$	2,273,296
Connection Fee's	\$	10,000
Other Departmental Revenue	\$	10,000
Interest Income	\$	35,000
Retained Earnings	\$	-
Total	\$	2,328,296

Expenses

WWTP Enterprise Operating Budget

Personal Services	\$	565,697
Other Expenses	\$	937,400
Total Operating Budget	\$	1,503,097

Debt & Interest	\$	342,111
Subtotal	\$	1,845,208

Direct/Indirect Costs in General Fund

Admin Services	\$	148,282
Health & Life Insurance	\$	80,285
FICA	\$	8,666
Retirement	\$	144,698
Liab. Insurance/ Misc.	\$	101,157
Subtotal	\$	483,088

Total	\$	2,328,296
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Surplus/Deficit	\$	-
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Proposed funding is as follows:

\$1,845,208 to come from enterprise revenues, and \$483,088 to be appropriated in the general fund and funded from WWTP enterprise revenues.

* (Certified Retained Earnings as of 7/1/21 - \$1,059,829)

Golf Course Enterprise Operating-FY23 Supporting Documentation

Estimated Revenues

Green Fee's/ Cart Rentals	\$ 995,858
Pro Shop	\$ 60,000
Miscellaneous	\$ 5,000
Food & Beverage	\$ 310,000
Retained Earnings	\$ -
Total	\$ 1,370,858

Expenses

Golf Enterprise Operating Budget

Other Expenses:

Contract Maintenance	\$ 612,229
Contract Management	\$ 36,000
Other Expenses	\$ 722,629
Total Operating Budget	\$ 1,370,858

Debt & Interest	\$ 332,463
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Subtotal	\$ 1,703,321
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Direct/Indirect Costs in General Fund

Admin Services	\$ 19,260
Health & Life Insurance/FICA/Retirement	\$ 3,095
Liab. Insurance/ Misc.	\$ 7,393
Subtotal	\$ 29,748

Total	\$ 1,733,069
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Estimated Budgeted Surplus/(Deficit)	\$ (362,211)
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Proposed funding is as follows:

\$1,370,858 to come from enterprise revenues, \$332,463 to come from free cash, and \$29,748 to be appropriated in the general fund from the tax levy.

* (Certified Retained Earnings as of 7/1/21 - \$215,153)

Explanation of Bond Ratings

Moody's Investor Service Ratings	South Hadley's Historical Rating	As of September 2015, the Town of South Hadley has maintained a bond rating of Aa2
Aaa		Obligations rated Aaa are judged to be of the highest quality, subject to the lowest level of credit risk.
Aa1		
Aa2		
Aa3	2015	Obligations rated Aa are judged to be of high quality and are subject to very low credit risk
A1	2007	Obligations rated A are judged to be upper-medium grade and are subject to low credit risk.
A2	2002	
A3	1999	
Baa1	1991	Obligations rated Baa are judged to be medium-grade and subject to moderate credit risk and, as such, may possess certain speculative characteristics.
Baa2		
Baa3		
Ba1		Obligations rated Ba are judged to be speculative and are subject to substantial credit risk.
Ba2		
Ba3		
B1		Obligations rated B are considered speculative and are subject to high credit risk.
B2		
B3		
Caa		Obligations rated Caa are judged to be speculative, of poor standing, and are subject to very high credit risk.
Ca		Obligations rated Ca are highly speculative, and are likely in, or very near, default, with some prospect of recovery of principal and interest.
C		Obligations rated C are the lowest rated and are typically in default, with little prospect for recovery of principal or interest

Fiscal Year 2023 Long-Term Debt Service

Town of South Hadley, Massachusetts
Fiscal 2023 Debt Service
UniBank Fiscal Advisory Services Inc.
4/12/2022

General Debt:	General Principal	General Interest	General Offsets	General Total
ESCO B(12/18/13)	\$ 90,000.00	\$ 62,518.75	\$ (45,619.00)	\$ 106,899.75
Dept Equipment (12/16/14)	\$ 25,000.00	\$ 2,700.00	\$ -	\$ 27,700.00
FY17 Dept. Equipment (7/20/17)	\$ 20,000.00	\$ 3,318.75	\$ -	\$ 23,318.75
FY18 Dept. Equipment (7/20/17)	\$ 45,000.00	\$ 9,750.00	\$ -	\$ 54,750.00
Building Renovations (7/20/17)	\$ 115,000.00	\$ 27,087.50	\$ -	\$ 142,087.50
FY17 Sidewalks (7/20/17)	\$ 40,000.00	\$ 10,531.25	\$ -	\$ 50,531.25
Recreation (7/20/17)	\$ 60,000.00	\$ 17,743.75	\$ -	\$ 77,743.75
Streets (7/20/17)	\$ 35,000.00	\$ 9,831.25	\$ -	\$ 44,831.25
School Remodel Refunding (7/21/20)	\$ 255,000.00	\$ 18,913.00	\$ -	\$ 273,913.00
Department Equipment-FY20 (7/1/21)	\$ 30,000.00	\$ 10,250.00	\$ -	\$ 40,250.00
Building Renovations-FY20 (7/1/21)	\$ 15,000.00	\$ 10,625.00	\$ -	\$ 25,625.00
Sidewalks-FY18 (7/1/21)	\$ 35,000.00	\$ 15,000.00	\$ -	\$ 50,000.00
Sidewalks-FY20 (7/1/21)	\$ 30,000.00	\$ 14,500.00	\$ -	\$ 44,500.00
Streets -FY20 (7/1/21)	\$ 40,000.00	\$ 18,150.00	\$ -	\$ 58,150.00
Senior Ctr Design (7/1/21)	\$ 190,000.00	\$ 9,500.00	\$ -	\$ 199,500.00
Senior Center (7/1/21)	\$ 50,000.00	\$ 248,362.50	\$ -	\$ 298,362.50
Department Equipment-FY22 (7/1/21)	\$ 45,000.00	\$ 19,150.00	\$ -	\$ 64,150.00
Building Renovations-FY22 (7/1/21)	\$ 5,000.00	\$ 3,587.50	\$ -	\$ 8,587.50
Sidewalks-FY22 (7/1/21)	\$ 40,000.00	\$ 20,800.00	\$ -	\$ 60,800.00
Total	\$ 1,165,000.00	\$ 532,319.25	\$ (45,619.00)	\$ 1,651,700.25

Excluded Debt:	Excluded Principal	Excluded Interest	Excluded Offsets	Excluded Total
Library (12/16/14)	\$ 15,000.00	\$ 10,262.50	\$ (597.46)	\$ 24,665.04
Plains (12/16/14)	\$ 305,000.00	\$ 222,912.50	\$ (12,441.70)	\$ 515,470.80
Plains (11/10/15)	\$ 130,000.00	\$ 63,750.00	\$ (5,498.39)	\$ 188,251.61
Library (11/10/15)	\$ 10,000.00	\$ 4,850.00	\$ (399.00)	\$ 14,451.00
Library Refunding (7/21/20)	\$ 150,000.00	\$ 52,893.34	\$ -	\$ 202,893.34
Plains Feasibility Refunding (7/21/20)	\$ 12,000.00	\$ 4,183.66	\$ -	\$ 16,183.66
Plains Refunding (7/21/20)	\$ 48,000.00	\$ 16,395.00	\$ -	\$ 64,395.00
Plains (7/14/21)	\$ 10,000.00	\$ 6,300.00	\$ -	\$ 16,300.00
Total	\$ 680,000.00	\$ 381,547.00	\$ (18,936.55)	\$ 1,042,610.45

Sewer Debt:	Sewer Principal	Sewer Interest	Sewer Offsets	Sewer Total
WPAT CW-05-26 (12/14/06)	\$ 237,170.00	\$ 22,323.08	\$ -	\$ 259,493.08
WPAT (12/15/09)	\$ 74,015.19	\$ 8,602.56	\$ -	\$ 82,617.75
Total	\$ 311,185.19	\$ 30,925.64	\$ -	\$ 342,110.83

Golf Debt:	Golf Principal	Golf Interest	Golf Offsets	Golf Total
Golf Refunding (7/20/17)	\$ 270,000.00	\$ 62,462.50	\$ -	\$ 332,462.50
Total	\$ 270,000.00	\$ 62,462.50	\$ -	\$ 332,462.50

Totals:	Principal	Interest	Offsets	Total
General Debt	\$ 1,165,000.00	\$ 532,319.25	\$ (45,619.00)	\$ 1,651,700.25
Excluded Debt	\$ 680,000.00	\$ 381,547.00	\$ (18,936.55)	\$ 1,042,610.45
Sewer Debt	\$ 311,185.19	\$ 30,925.64	\$ -	\$ 342,110.83
Golf Debt	\$ 270,000.00	\$ 62,462.50	\$ -	\$ 332,462.50
Grand Total	\$ 2,426,185.19	\$ 1,007,254.39	\$ (64,555.55)	\$ 3,368,884.03

Current Long-Term Debt Schedule

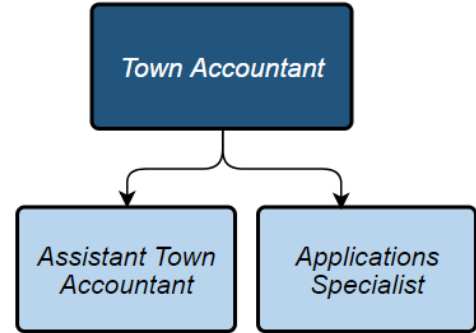
FY	Principle	Interest	Total
2022	\$ 2,015,023	\$ 887,346	\$ 2,902,370
2023	\$ 2,426,185	\$ 1,007,254	\$ 3,433,440
2024	\$ 2,432,472	\$ 930,765	\$ 3,363,237
2025	\$ 2,418,885	\$ 843,791	\$ 3,262,676
2026	\$ 2,490,428	\$ 762,971	\$ 3,253,399
2027	\$ 2,467,103	\$ 680,507	\$ 3,147,610
2028	\$ 2,241,801	\$ 610,524	\$ 2,852,324
2029	\$ 2,175,000	\$ 540,790	\$ 2,715,789
2030	\$ 1,640,000	\$ 473,206	\$ 2,113,206
2031	\$ 1,675,000	\$ 418,540	\$ 2,093,540
2032	\$ 1,575,000	\$ 360,695	\$ 1,935,695
2033	\$ 1,570,000	\$ 315,536	\$ 1,885,536
2034	\$ 1,340,000	\$ 274,037	\$ 1,614,037
2035	\$ 1,310,000	\$ 237,753	\$ 1,547,753
2036	\$ 1,125,000	\$ 201,175	\$ 1,326,175
2037	\$ 1,115,000	\$ 170,045	\$ 1,285,045
2038	\$ 1,130,000	\$ 138,835	\$ 1,268,835
2039	\$ 880,000	\$ 105,738	\$ 985,738
2040	\$ 345,000	\$ 78,775	\$ 423,775
2041	\$ 345,000	\$ 71,875	\$ 416,875
2042	\$ 335,000	\$ 64,975	\$ 399,975
2043	\$ 335,000	\$ 57,856	\$ 392,856
2044	\$ 335,000	\$ 50,738	\$ 385,738
2045-2050	\$ 1,920,000	\$ 146,925	\$ 2,066,925
Totals	\$ 35,641,898	\$ 9,430,648	\$ 45,072,546
<hr/>			
General	\$ 17,345,000	\$ 4,990,471	\$ 22,335,471
Excluded	\$ 13,840,000	\$ 4,020,786	\$ 17,860,786
Enterprise:			
WWTP	\$ 2,036,898	\$ 128,835	\$ 2,165,733
Golf Course	\$ 2,420,000	\$ 290,556	\$ 2,710,556

SECTION III: DEPARTMENTAL GOALS & ACCOMPLISHMENTS

Accounting

DEPARTMENT DESCRIPTION

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.



FY22 GOALS & ACCOMPLISHMENTS

- Complete all end of year reports in a timely manner and file all State reports by the deadline
- Assisted with the setting of the Town's tax rate
- Assist in the FY23 budget process and provide various financial information as needed
- Calculated the town revenue recovery loss related to the ARPA funds by creating a spreadsheet to be used and updated over the next several years
- Helped coordinate and finalize the reporting for the CARES Act monies and various associated grants and funds

FY23 STRATEGIC GOALS

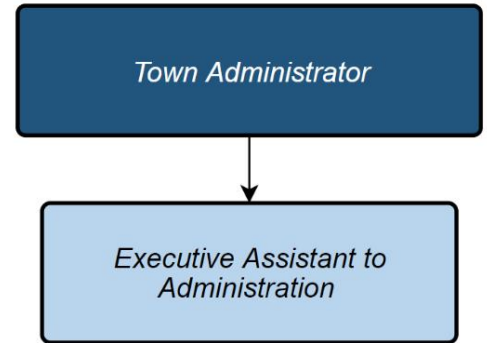
- Complete all financial reports timely and submit to the state by the imposed deadlines
- Assist with the setting of the Tax Rate and approvals by the end of December
- Look into the streamlining of the check process by using Automated Clearing House (ACH) an electronic network for financial transactions for various vendors
- Work on implementing various policies (where needed) related to the recently adopted financial policies of the town
- Continue to assist with various Town financial and budgetary information.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Accounting-Personnel Services	\$ 207,030	\$ 209,769	\$ 213,602	\$ 213,602	\$ 213,602
Accounting-Other Expenses	\$ -	\$ -	\$ 100	\$ 100	\$ 100
Total Accounting	\$ 207,030	\$ 209,769	\$ 213,702	\$ 213,702	\$ 213,702

Administration

DEPARTMENT DESCRIPTION

The Town Administrator shall serve as the chief administrative officer under the direction of the Selectboard, and shall perform the duties that are assigned to the Town Administrator by the Selectboard. The Town Administrator oversees day-to-day operations of town government and the implementation of town policies.



BUDGET COMMENTARY

The FY2023 Budget includes an additional line item to support the town's Boards and Commissions. A bylaw for a new Human Rights Commission is being proposed at Annual Town Meeting. The funds could also be used to support Sustainability efforts such as the funding of a baseline survey of carbon emissions to develop goals for town-wide reduction. The funds could also support additional economic development and cultural initiatives.

Beyond the budget, the Town Administrator is supporting the Selectboard in the administration of the American Rescue Plan Act (ARPA) funds. ARPA funds have already been used to support mold remediation at the high school, the updating of the Housing Production Plan, design and engineering for the Judd Brook Sewer Interceptor project, and COVID-19 testing support (testing kits, contact tracing, nursing support). Remaining funds will likely be used for more capital projects and the ongoing public health response.

FY22 GOALS & ACCOMPLISHMENTS

- Work with departments to write and obtain grants in areas such as mental health, public health, infrastructure, and economic development
- Develop robust financial and capital plans and projections
- Support seniors and aging-in-place initiatives, such as providing free transportation to seniors as of April 1.
- Increase budget transparency, education, and public input
- Support town boards and commissions

FY23 STRATEGIC GOALS

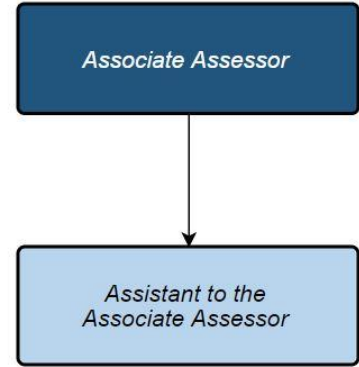
- Support the town’s implementation of the new Master Plan
- Enhance community engagement, communication, and participation
- Strengthen partnership with the public schools
- Increase preventative maintenance of parks, buildings, and public infrastructure
- Support equity efforts such as accessibility to town buildings and services, and data collection and investment in underserved areas.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Selectboard-Personnel Services	\$ 351,165	\$ 340,997	\$ 298,414	\$ 308,473	\$ 308,473
Selectboard- Other Expenses	<u>\$ 12,299</u>	<u>\$ 12,752</u>	<u>\$ 23,700</u>	<u>\$ 33,700</u>	<u>\$ 33,700</u>
Total Administration/Selectboard	\$ 363,464	\$ 353,749	\$ 322,114	\$ 342,173	\$ 342,173

Assessing

DEPARTMENT DESCRIPTION

The assessors list and value all real and personal property. The department establishes the "full and fair cash value" of each of the town's approximately 7,000 real estate parcels and approximately 600 business personal property accounts. The assessed valuations are the basis of the distribution of the town's annual property tax levy. The department also administers the motor vehicle and boat excise taxes.



BUDGET COMMENTARY

The Assessors were able to take advantage of a new technology in FY 2022 to enhance our ability to monitor construction growth in the community. The technology, Nearmap was subscribed to during Fiscal 2022 at a cost (through ARPA) of \$14,886. Nearmap is an aerial mapping tool that many departments can utilize to view properties both "leaf on" and "leaf off" each year as well as measure structures within three (3) inches. This tool also utilizes artificial intelligence (AI) for very quick data response and spatial mapping displaying solar arrays, swimming pools, construction sites and surface types such as asphalt or grass. The quoted amount for fiscal 2023 is \$15,066. A second quote with removal of all AI features amounted to \$8,180. This tool has assisted our office in data collection and in measuring structures especially when unable to access a property.

We have kept our other expense budget very slim by streamlining operations, eliminating outside subscriptions for data reports, moving vast amounts of data and records to the web for direct customer access, all with the vision of better service for less cost. I do not foresee any significant budget changes to accomplish our goals.

FY22 GOALS & ACCOMPLISHMENTS

- Completed interim year valuation adjustments and set the tax rate timely.
- Send tax bills out and seek eligible reimbursements pursuant to regulated deadlines.
- Continue our data collection/inspection program.
- Working with Division of Local Services to offer educational materials in other languages.

FY23 STRATEGIC GOALS

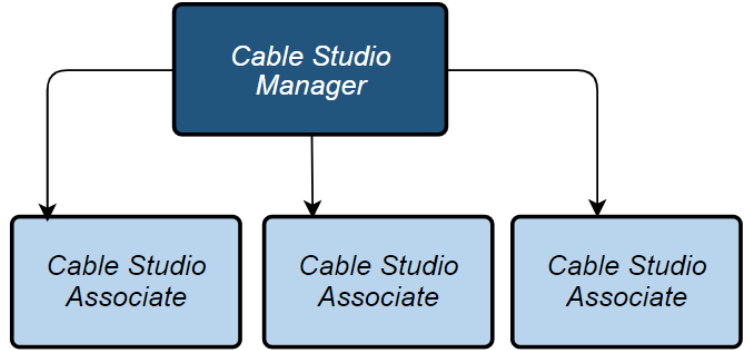
- Continue to strive to do more with less and maximize our resources to fund municipal services
- Educate our staff and stakeholders through more community engagement and educational materials
- Continue our mission of providing an inclusive experience for all who seek information and assistance; being fair and equitable to all.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Assessors-Personnel Services	\$ 143,243	\$ 144,577	\$ 146,854	\$ 147,522	\$ 147,522
Assessors Other Expenses	\$ 30,777	\$ 37,300	\$ 38,035	\$ 38,360	\$ 38,360
Total Assessors	\$ 174,020	\$ 181,877	\$ 184,889	\$ 185,882	\$ 185,882

Cable Studio

DEPARTMENT DESCRIPTION

To provide the residents of South Hadley with Public, Educational & Government (PEG) programming and to help facilitate the use of equipment for residents to create content.



BUDGET COMMENTARY

Seeing as though we're funded by a percentage of Comcast subscribers, and we've seen a 5% decrease in the past couple of quarterly payments, I also think it's prudent to start having discussions on alternative funding options.

FY22 GOALS & ACCOMPLISHMENTS

- Website upgrade part 1
- Upgrade playback server
- finalize a contract amendment to the Cable Contract that will upgrade our modulators from analog to digital

FY23 STRATEGIC GOALS

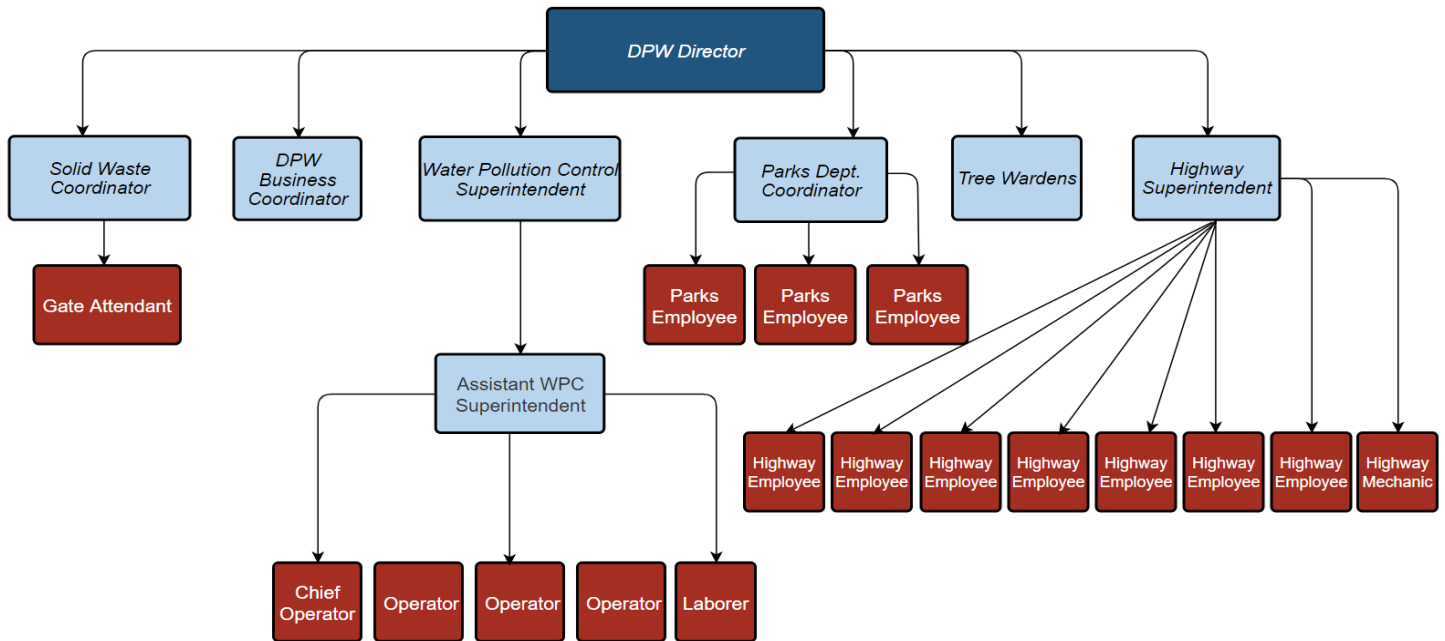
- Website upgrade Part 2
- upgrade our ease of access to video content online along with making some improvements in our facility to allow more ease of use for equipment.
- Permanent solution for hybrid meeting workflow

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Cable Studio-Personnel Services	\$ 68,626	\$ 63,520	\$ 90,708	\$ 91,361	\$ 91,361
Cable Studio- Other Expenses	<u>\$ 23,511</u>	<u>\$ 24,897</u>	<u>\$ 26,600</u>	<u>\$ 26,600</u>	<u>\$ 26,600</u>
Total Cable Studio	\$ 92,137	\$ 88,417	\$ 117,308	\$ 117,961	\$ 117,961

Department of Public Works

DEPARTMENT DESCRIPTION

It is the mission of the South Hadley Department of Public Works to provide residents, businesses and visitors with reliable infrastructure while continuing to find efficient and innovative ways to improve services.



BUDGET COMMENTARY

Need to increase for an increase of a few staff members that were never replaced, increased material costs, and add funds for proactive maintenance costs.

FY22 GOALS & ACCOMPLISHMENTS

- Finish bundled NOI
- Kick off asset management for roads
- Add sidewalks and street signs to program
- Continue to assess tree wardens' workload
- Bid out spring work over the winter
- RFP for TIP project
- Assess needs and wants of all divisions to develop a plan
- Complete traffic study and apply for exclusion
- Continue to push trash and recycling contractor to improve service
- Look at the effectiveness of having ground speed in all material spreaders this winter

FY23 STRATEGIC GOALS

- Implement a bidding calendar
- Implement recommendations from asset management study / program to increase our conditions to 75% +
- Size the department properly to be more proactive vs reactive
- implement a plan to support the needs of all divisions
- Continue to look for and evaluate new methods / equipment to accomplish our job

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
DPW-Personnel Services	\$ 833,472	\$ 825,254	\$ 883,396	\$ 1,035,279	\$ 960,279
DPW- Other Expenses	<u>\$ 473,386</u>	<u>\$ 534,455</u>	<u>\$ 547,745</u>	<u>\$ 567,535</u>	<u>\$ 567,535</u>
Total DPW	\$ 1,306,858	\$ 1,359,709	\$ 1,431,141	\$ 1,602,814	\$ 1,527,814

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Landfill-Personnel Services	\$ 95,397	\$ 81,718	\$ 87,427	\$ 93,063	\$ 93,063
Landfill- Other Expenses	<u>\$ 920,454</u>	<u>\$ 1,024,854</u>	<u>\$ 1,251,800</u>	<u>\$ 1,238,300</u>	<u>\$ 1,238,300</u>
Total Landfill	\$ 1,015,851	\$ 1,106,572	\$ 1,339,227	\$ 1,331,363	\$ 1,331,363

	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Total Sewer	\$ 57,500	\$ 67,453	\$ 68,450	\$ 69,800	\$ 69,800

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
WWTP-Personnel Services	\$ 436,771	\$ 388,230	\$ 556,091	\$ 565,697	\$ 565,697
WWTP- Other Expenses	<u>\$ 726,889</u>	<u>\$ 831,147</u>	<u>\$ 830,700</u>	<u>\$ 867,600</u>	<u>\$ 867,600</u>
Total WWTP	\$ 1,163,660	\$ 1,219,377	\$ 1,386,791	\$ 1,433,297	\$ 1,433,297

Facilities

DEPARTMENT DESCRIPTION

To consistently deliver effective programs & efficient facility, health & safety services to all municipal departments.



BUDGET COMMENTARY

Having a separate Facility Manager / Health & Safety budget to work from will help accomplish FY23 goals.

FY22 GOALS & ACCOMPLISHMENTS

- Directional department hallway signs
- Town hall hallway wall painting on all 3 floors
- LED light bulb replacements at the OFHM
- Continue with AutoCAD in updating the town's drainage & sewer system
- Potable water testing for ALL 16 municipal buildings
- New town hall automatic door locking mechanism installation
- Oversee Municibid process
- Repointing of town hall

FY23 STRATEGIC GOALS

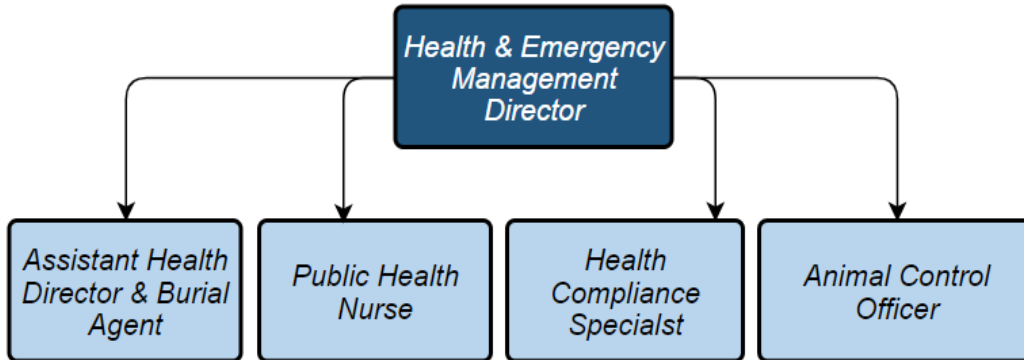
- Place a concrete safety barrier at the OFHM.
- Town hall parking lot improvement i.e., parking spaces, lighting & signage.
- Landscape improvement at the town hall.
- Work with a local college engineering student body on a potential courtyard project in the wasted empty space located between buildings
- Additional LED replacements at the OFHM.
- Ductless split system installation for two other departments.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Facilities/Town Hall	\$ 222,855	\$ 228,469	\$ 221,830	\$ 234,970	\$ 234,970

Health Department

DEPARTMENT DESCRIPTION

The mission of the South Hadley Health Department is to respond and act on situations that may affect the health and safety of the community.



BUDGET COMMENTARY

The Health Department and the Town of South Hadley would benefit with a staff position that would outreach to the community and provide continue Health education classes, webinars, seminars on current health topics such as the opioid epidemic, HIV/AIDS, heart health, asthma, diabetes, cancer rates, mosquito control, etc.

FY22 GOALS & ACCOMPLISHMENTS

- Provided and assisted in staffing COVID clinics in South Hadley, Northampton, and Chicopee.
- Set up COVID test site at the Town Hall and provided COVID contact tracing
- Worked with Environmental Justice populations to distribute at home COVID test kits.
- Continued outreach, using several communication modalities, to businesses, churches, community with information on COVID (testing/vaccine), health information (mosquito/tick-borne diseases, cancer, etc.)
- Worked with the Recreation Director and Planning/Conservation Director to outreach with educational materials on Mosquito-borne illness, COVID, and Melanoma to the community residents and provide items such as insect repellent, lint removers (ticks), sunscreen and bags that were purchased with grant funds.
- Work with South Hadley Electric Light Department with a trained professional specialist, to educate first responders who are typically first on scene in an emergency and face the greatest risk from electric hazards.
- Worked with the Facilities Director to have all town-owned building tested for copper & lead

FY23 STRATEGIC GOALS

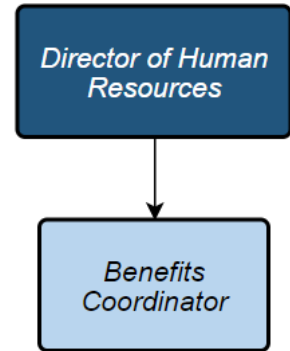
- Apply for grant funding to update South Hadley’s Hazard Mitigation Plans and for MEMA’s Emergency Preparedness Grant
- Increase the Public Health Nurse position from part-time to full-time to work with environmental justice populations to increase their access to educational materials, health resources, transportation access, etc.
- Update South Hadley’s Continuity of Operations Plan.
- To work with neighboring communities to provide vaccines to homebound residents and environmental justice populations that have limited access.
- To work with Facilities Director and town-owned Building Managers to establish a plan for replacement of any fixtures that have exceedance levels of Copper and Lead within their buildings.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Health-Personnel Services	\$ 162,846	\$ 170,409	\$ 205,256	\$ 240,365	\$ 230,752
Health- Other Expenses	\$ 47,894	\$ 53,499	\$ 65,615	\$ 67,638	\$ 67,638
Total Health	\$ 210,740	\$ 223,908	\$ 270,871	\$ 308,003	\$ 298,390

Human Resources

DEPARTMENT DESCRIPTION

The Human Resources/ Payroll 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 the department's organizational structures.



FY22 GOALS & ACCOMPLISHMENTS

- DEI promotion
- Benefits hub creation
- Compliance tracking
- Event planning
- Professional development
- Reach out to MHC and SHHS for potential interns
- Explore hiring someone with payroll experience to aid in succession planning and/or vacation/illness coverage

FY23 STRATEGIC GOALS

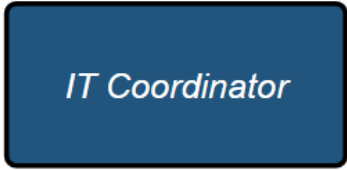
- Collaborate further with the School Department to perhaps create a HR/Payroll/Benefits hub. By sharing our resources we have the opportunity to reduce costs, combine expertise, and cross train in order to offer complete staffing coverage to the employees and retirees of the town.
- All inquiries answered in a timely manner.
- No missed deadlines or issues falling through the cracks

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Human Resources-Personnel Services	\$ 54,919	\$ 60,797	\$ 139,972	\$ 139,926	\$ 139,926
Human Resources- Other Expenses	<u>\$ 33,959</u>	<u>\$ 28,217</u>	<u>\$ 31,100</u>	<u>\$ 40,100</u>	<u>\$ 40,100</u>
Total Human Resources	\$ 88,878	\$ 89,014	\$ 171,072	\$ 180,026	\$ 180,026

Information Technology

DEPARTMENT DESCRIPTION

The IT Department endeavors to equip the town with the technology, tools and policies necessary to operate efficiently and in a cost-effective manner. The IT Department is charged to protect and ensure the integrity of the town's computer systems and information. The IT 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.



BUDGET COMMENTARY

As expected, the IT budget has generally increased over the years. mostly due to annual platform support and maintenance increases, or newly implemented platforms. Occasionally we need to look at the cost/benefit of paying these continually increasing costs, including changing platforms. However, costs incurred just to make the change must be considered. While some platforms have certainly created cost savings, such as online permitting, others have either not been fully implemented (Verizon Connect). Overall, most have improved the service we provide to residents.

FY22 GOALS & ACCOMPLISHMENTS

- Town Meeting approved a large capital request to replace the physical/virtual infrastructure at the Stoneybrook datacenter. This project has an estimated go-live date of July 1, 2022.
- Transition from the older SHELD fiber network to the Fibersonic network. Go-live date planned for July 1, 2022.
- Complete final tasks to close out Voip phone project.
- Complete rollout of Surface laptops.
- Research alternative email/productivity platform.
- Complete upgrade of Munis Forms.
- Create new VMs and begin process of testing latest version of Munis
- Review workflows in OpenGov and implement new features to streamline online permitting/licensing.
- Move Operator 10 database used by WPC to server for backup purposes.
- Work with Facilities to complete the door access control project for public doors at Town Hall

FY23 STRATEGIC GOALS

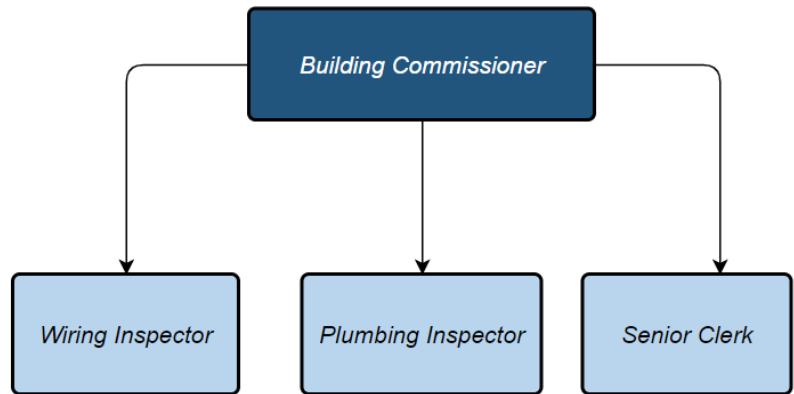
- Update machine versions and operating systems of legacy virtual servers migrated from the old infrastructure.
- Settle on an email/productivity platform and complete transition if needed.
- Work with Planning and Conservation, and other departments to implement permits/licenses applications on OpenGov.
- Explore security upgrades at the WPC plant including an electronic gate and cameras.
- Install NAS appliance and develop policy for its use.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
I.T.-Personnel Services	\$ 68,477	\$ 68,382	\$ 69,376	\$ 69,376	\$ 69,376
I.T.- Other Expenses	<u>\$ 259,156</u>	<u>\$ 277,432</u>	<u>\$ 281,300</u>	<u>\$ 309,484</u>	<u>\$ 324,550</u>
Total I.T.	\$ 327,633	\$ 345,814	\$ 350,676	\$ 378,860	\$ 393,926

Inspection Services

DEPARTMENT DESCRIPTION

The Inspection Services Department, better known as the Building Department, provides a range of services associated with administering and enforcing state and local gas, plumbing, wiring, and building codes. Services include providing homeowners, builders, contractors, and business owners with information and help needed to complete permit applications, timely wiring, plumbing, gas, and building inspections, and annual safety inspections of restaurants, bars, nightclubs, theaters, churches, schools, child and adult care facilities, galleries, and dormitories. The department works closely with other town officials and departments tasked with similar missions to ensure compliance with regulations aimed at maintaining and improving the health and life-safety conditions of all local buildings.



BUDGET COMMENTARY

For the FY23 budget, to meet department goals and compliance with state mandates regarding maintenance of code books and continuing education, the department requests the addition of budget line items for professional development trainings, code books/code services, and professional affiliation membership dues.

FY22 GOALS

- Continue to create additional customized e-permit forms and documents.
- Improve information provided at Inspection Services web page and Viewpoint.
- Create monthly or bi-monthly code/zoning information articles for publication in The Town Reminder and/or the town website.
- Translate re-roofing permit application to Spanish.
- Formalize policy around timeframes associated with enforcement efforts.
- Continue to evolve/improve Vacant Properties Registration follow-up capabilities.
- Continue to evolve/improve Schedule 110 Apartment Inspections program.
- Continue to improve record keeping and process for periodic inspection program.

FY23 GOALS

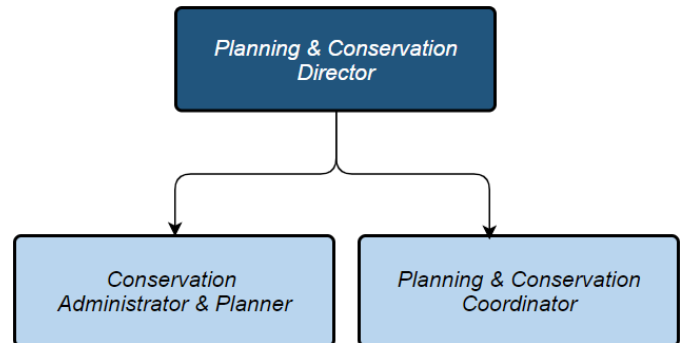
- Translate re-siding and 1- 2-family dwelling repair, alteration, or renovation permits to Spanish.
- Install a computer station at an unused counter within the department office that is dedicated for use by walk-in permit applicants to apply for permits online.
- Work to bring zoning bylaw amendment proposals to the bylaw review committee to allow the use of food carts, trailers, and trucks throughout town in designated zones, and to address discrepancies regarding sign usage.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Inspection Services.-Personnel Services	\$ 162,679	\$ 172,561	\$ 176,060	\$ 177,353	\$ 177,353
Inspection Services- Other Expenses	\$ <u>5,584</u>	\$ <u>5,499</u>	\$ <u>6,900</u>	\$ <u>8,950</u>	\$ <u>8,950</u>
Total Inspection Services	\$ 168,263	\$ 178,060	\$ 182,960	\$ 186,303	\$ 186,303

Planning & Conservation

DEPARTMENT DESCRIPTION

The Planning Board and staff assist 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. The Conservation Commission administers the Massachusetts Wetlands Protection Act and regulations, and our local Wetlands Bylaw. Our mission is to assist the public in understanding and following the wetland laws, to protect, and manage land for conservation and passive recreation purposes, and promote conservation of South Hadley's wonderful natural resources.



BUDGET COMMENTARY

Departmental cost savings from FY22 to FY23 (requested) are anticipated to be approximately \$20,000.

FY22 GOALS & ACCOMPLISHMENTS / GOALS

- Adopt the 2020 Master Plan Update
- Public art display highlighting Buttery Brook
- Develop draft recommendations for the Planning Board for updates to the Subdivision Regulations and Flexible Development Bylaw.
- Identify funding to update the Housing Production Plan and associated tools for housing production, and implement recommendations in the Rapid Recovery Plan, and implement the South Hadley Falls Urban Renewal and Redevelopment Plan.
- Public workshops/forums on affordable and workforce housing development, and stimulate a community discussion on these topics
- Begin programming to support small business development in South Hadley
- Develop trail map for the Newton Carver Jones Conservation Area, and concepts for new trailhead
- Expand trail maintenance through programming with the Volunteer Conservation Corps
- Complete Queensville Pond Dam Removal feasibility study under the FY22 MVP Action Grant

FY23 STRATEGIC GOALS

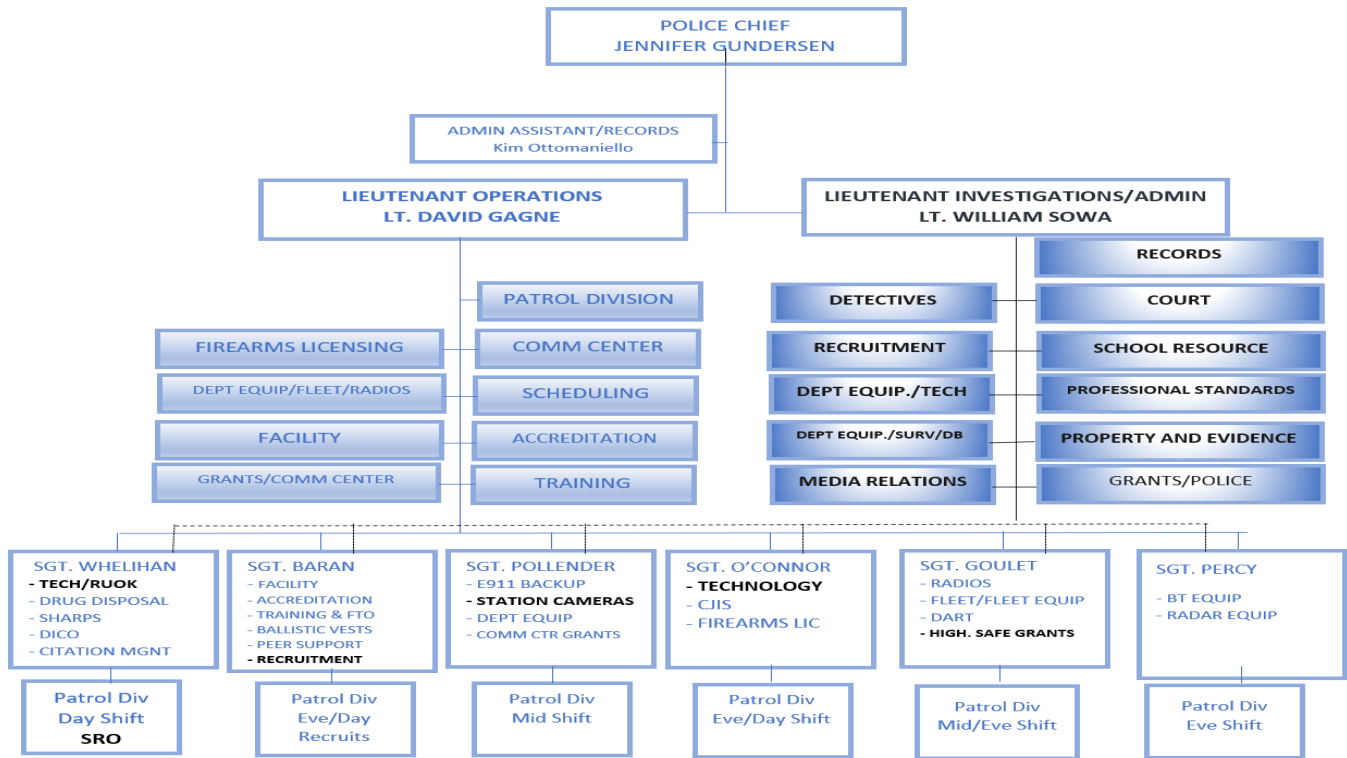
- Implement Master Plan update strategies.
- Utilize/work with the Redevelopment Authority to accomplish meaningful redevelopment projects in South Hadley Falls.
- Assess the zoning bylaw in support of housing choice, low- and middle-income housing; and implement updated Housing Production Plan.
- Continue to explore options for access to Lithia Springs
- Promote conservation areas through monthly newsletter and other media.
- Seek Green Communities designation.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Planning-Personnel Services	\$ 204,251	\$ 206,737	\$ 212,262	\$ 193,838	\$ 193,838
Planning- Other Expenses	<u>\$ 23,958</u>	<u>\$ 24,999</u>	<u>\$ 49,200</u>	<u>\$ 73,124</u>	<u>\$ 73,124</u>
Total Planning	\$ 228,209	\$ 231,736	\$ 261,462	\$ 266,962	\$ 266,962

Police Department

DEPARTMENT DESCRIPTION

The Mission of the South Hadley Police Department, working in partnership with the community, is to maintain social order and improve the quality of life within the Town of South Hadley. This is accomplished through constant vigilance and the pursuit of violators of the law as governed by both constitutional constraints and our ethical principles of justice, integrity, respect, courage, and allegiance. Our goal is to understand and serve the needs of the South Hadley community by providing the highest quality of police services, assisting in resolving problems and promoting positive values through equitable and impartial policing consistent with and reflective of the shared values of the community.



FY22 GOALS & ACCOMPLISHMENTS

- Achieved certification by the Massachusetts Police Accreditation Commission. Steps are being taken for full accreditation prior to the end of FY22.
- Reviewing Zone Assignments for sworn personnel to ensure proper response to the community
- Actively recruiting qualified sworn personnel
- As a less lethal and de-escalation tool, and to reduce injury and harm to personnel and the public training personnel to use a [bola-wrap](#) containment tool for situations where combative persons must be placed in custody
- Continued Community Engagement
- Auctioning surplus items
- Training and outfitting three officers to be deployed on a patrol bicycle.
- Implementation of Restorative Justice practices as an alternative to traditional case-resolution through the court system

FY23 STRATEGIC GOALS

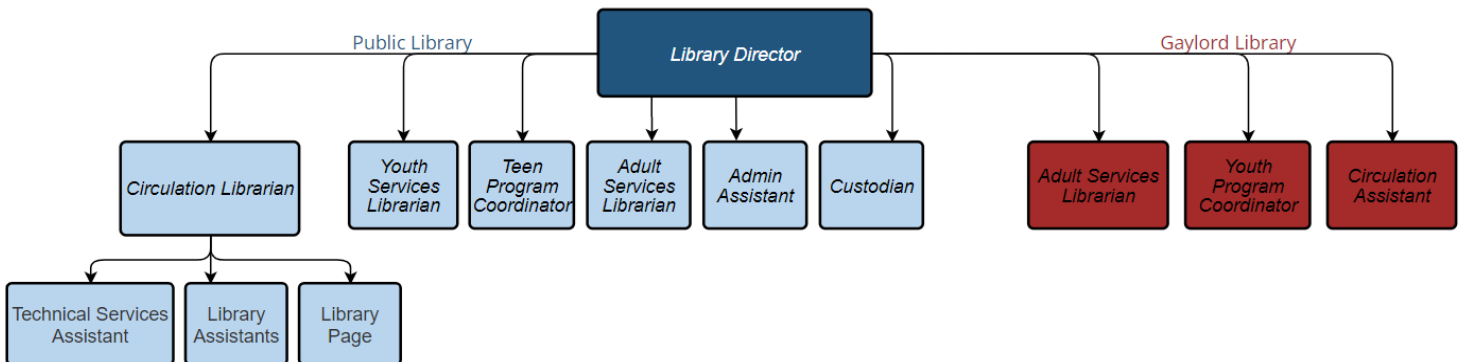
- Upgrade of Police Communication System to P25 digital system
- Attain full Accreditation from the Massachusetts Police Accreditation Commission
- Team approach review of Body Worn Cameras in South Hadley
- Increase Training Hours for sworn and civilian personnel
- Implement with grant funding a Co-Responder Mental Health Clinician Program
- Develop internship program to improve hiring pool and interest in law enforcement
- Implement Police Reform Legislation in policy and practice
- Become an Active Bystandership for Law Enforcement (ABLE) Certified Law Enforcement Agency
- Review License Plate Reader Technology as a tool to combat and investigate crime
- Install LED lighting within the Police facility to reduce energy consumption

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Police-Personnel Services	\$ 2,466,637	\$ 2,659,427	\$ 2,803,053	\$ 2,891,429	\$ 2,891,429
Police- Other Expenses	<u>\$ 264,516</u>	<u>\$ 258,302</u>	<u>\$ 280,543</u>	<u>\$ 280,725</u>	<u>\$ 280,725</u>
Total Police	\$ 2,731,153	\$ 2,917,729	\$ 3,083,596	\$ 3,172,154	\$ 3,172,154

Public Libraries

DEPARTMENT DESCRIPTION

South Hadley Public Library serves as a safe community gathering space where all library patrons are welcomed with dignity and respect. The library's collections, programs, and services will reflect both the town of South Hadley and the world at large. The library will collaborate with community partners to provide a comfortable environment that is reflective and responsive to the recreational, educational, and cultural needs of our library users.



BUDGET COMMENTARY

A budget line for part-time “flexible” hours in the amount of \$1975 would provide for ten flexible hours each month for library assistants. Increasing Facilities Management by \$4,000 would counter increases to regular maintenance and basic repairs. Having funds available for targeted flexible part-time staff hours, rather than just their scheduled shifts, would help with coverage during vacations/illnesses. Retaining part-time employees through competitive wages and adjusting salaries to the mid-range for veteran staff would help with staff turnover.

FY 22 GOALS & ACCOMPLISHMENTS

- Hiring part-time staff
- Lending hotspots to residents in need
- Improve marketing and promotional efforts of library services and programs
- Set up library room at the new senior center
- Restore the community connections with patrons and partners as opportunities arise for programs and collaborations.
- Address ADA accessibility issues
- Keep up regular maintenance
- Explore security camera installation

FY23 STRATEGIC GOALS

- Bring more diverse and marginalized voices to the library’s collection and programs is a goal serving all age groups.
- Weather permitting, we will continue to make extensive use of the outside spaces for public programs. Based on public health guidelines, we hope to bring back many popular in-person programs that typically draw a large crowd.
- Expanding homebound delivery service to more residents.
- Address acoustic issues in the Community Room.
- Address erosion issues in small areas along the top of the riverbank.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Library-Personnel Services	\$ 482,915	\$ 489,589	\$ 523,942	\$ 536,503	\$ 536,503
Library- Other Expenses	\$ 196,504	\$ 224,410	\$ 241,760	\$ 261,200	\$ 261,200
Total Library	\$ 679,419	\$ 713,999	\$ 765,702	\$ 797,703	\$ 797,703

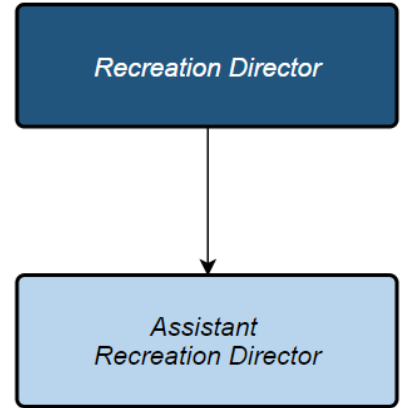
Recreation

DEPARTMENT DESCRIPTION

We provide a wide range of recreational programs and activities through the utilization of tax dollars and self-support. We hire seasonal staff as program directors, program counselors, officials, and table-staff. We largely rely on parent volunteers for much of what we do.

BUDGET COMMENTARY

Since we largely rely on user fees for our programs, the budget doesn't impact our programs for the most part. We do need some capital investment for a whole host of parks and recreation related things. Further investment in the Parks Dept is important for enjoyment of our parks in the community. Our programs have gone up in price significantly over the past few years, and some public support could keep those at reasonable levels. It was suggested by a Town Meeting member that we set aside \$50,000 to \$75,000 per year into a stabilization fund for when the turf field needs to be replaced in the next 8-10 years. That way, the funds are available at that time.



FY22 GOALS & ACCOMPLISHMENTS

- Pickleball fundraising and installation
- Fundraise and install for new scoreboard at SHHS field
- Take on Buttery Brook Park pavilion and cabin rentals
- Fulltime online registrations
- Bring back leagues, programs, and lessons impacted by the COVID-19 Pandemic.
- Add corn hole leagues
- Pickleball mixers / lessons
- Add the new Pre-K Sky Hawks program
- Treks sponsored by the Bike-Walk Committee exploring the various trail networks in town.
- Work with the various sport groups to enhance our current programming and fix issues that have come out of Covid.

FY23 STRATEGIC GOALS

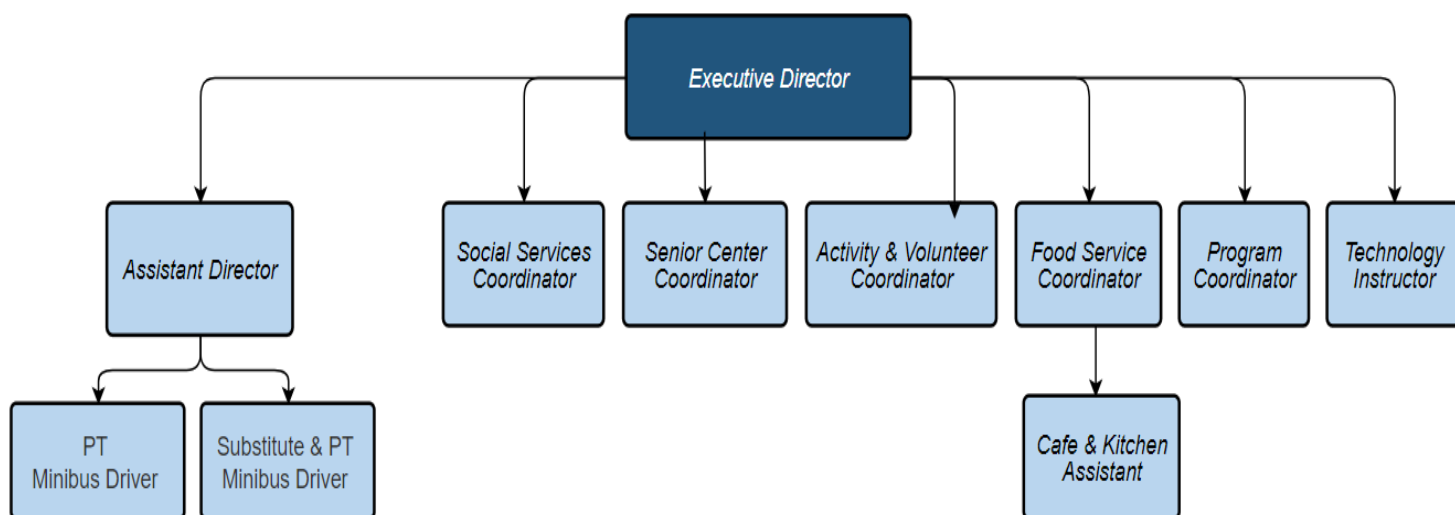
- Gain access to the COA fitness rooms to offer adult programming in the evening and/or weekends.
- Help find a way to get the pool at the MESMS back in operation so we can bring back the various programs that were run there.
- Work with the DPW/Parks Dept. to develop an athletic playing fields master plan.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Recreation-Personnel Services	\$ 126,391	\$ 126,222	\$ 126,220	\$ 126,221	\$ 126,221
Recreation- Other Expenses	\$ 1,040	\$ 240	\$ 240	\$ 1,240	\$ 1,240
Total Recreation	\$ 127,431	\$ 126,462	\$ 126,460	\$ 127,461	\$ 127,461

Senior Center

DEPARTMENT DESCRIPTION

The mission of the South Hadley Council on Aging, with the support and participation of the community, identifies, advocates, and implements meaningful, educational, cultural, social, volunteer and wellness activities for persons age 60 and over.



FY22 GOALS & ACCOMPLISHMENTS

- New, state-of-the-art Senior Center opened to the public in July 2021.
- Daily congregate meal offered/transitioned to grab-n-go during high COVID-19 cases.
- Partnership with Neighbors Helping Neighbors to bring a monthly Mobile Food Pantry program to the COA
- MySeniorCenter technology enhanced for virtual programming use.
- Stay Home, Stay Safe bags (shelf stable food items) provide curbside and delivery to senior community.
- EV Station installed with grant from EVIP
- Google Workspace platform implemented and used by all staff.
- South Hadley Age and Dementia Friendly Community Initiative accepted by the Selectboard
- Lifelong Learning Lecture Series initiative created.

FY23 STRATEGIC GOALS

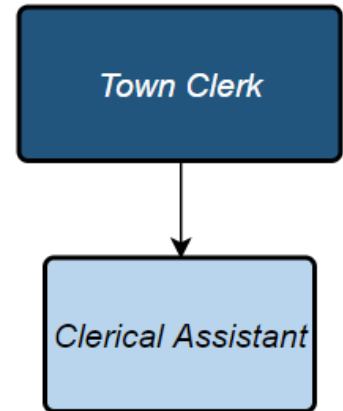
- Rebranding plan for Senior Center.
- Plan yearly food drive at COA.
- Chose and extend new building warrantees which will offer cost saving benefits.
- Add an awning system to the COA patio
- Lower transportation fees for member
- Incorporate electric vehicle into transportation program.
- Prioritize staff trainings to include DEI
- Purchase a 10-passenger minibus with lift-gate to replace Gerry Bernard minibus.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
COA-Personnel Services	\$ 305,829	\$ 300,080	\$ 366,929	\$ 418,218	\$ 418,218
COA- Other Expenses	<u>\$ 88,380</u>	<u>\$ 73,044</u>	<u>\$ 91,800</u>	<u>\$ 107,000</u>	<u>\$ 107,000</u>
Total COA	\$ 394,209	\$ 373,124	\$ 458,729	\$ 525,218	\$ 525,218

Town Clerk

DEPARTMENT DESCRIPTION

The Town Clerk is the primary resource of communication for our local citizens and others outside of town. The Clerk's office is often the first stop in town government for individuals seeking information and resolution of issues and problems they may have. The Clerk's office is deeply dedicated and involved in the community, offering patient and compassionate advice in a professional and personable manner.



BUDGET COMMENTARY

I've budgeted for proper staffing levels to meet the daily workflow of the Clerk's Office. The Assistant Town Clerk is charged with the responsibility of assisting the Town Clerk. In the absence of the Clerk, the Assistant Clerk is singularly responsible for adhering to MGL Ch 73 s451 as well as the towns By-Laws. The part time Clerical position has proven to be necessary with the increased workloads; administration and maintenance of the municipality's records and files, issuing of permits and licenses, increased demands for research, collection of fees and fines, as well as the increased demand to assist with the many daily activities in the office, particularly during election and census cycles. This budget also seeks to accept MGL Ch41 s19K and MGL Ch41 s19J.

FY22 GOALS & ACCOMPLISHMENTS

- Reprecincting Project. Review, verify and upload all street addresses to complete the reprecincting maps under the decennial census 2020.
- Serve as Chief Election Officer. Plan, organize, publicize, conduct and certify all election activities, which will now include the VOTES Act 2022 for two of the three elections I'll administer this year.
- Serve as MA Cybersecurity Liaison (MS-ISAC). This newly created position requires I attend monthly meetings regarding system infrastructure, cyber advisory and threats, maintain COOP plan, Clerk's Incident Response Plan and emergency evacuation plans.
- Streamline informational resources for town departments regarding all federal, state and local regulations; town bylaws, rules and regulations as well.
- Primary Records Access Officer. Find a more permanent solution to track and coordinate public record requests as required by state law.

FY23 STRATEGIC GOALS

- Laserfiche program. As Custodian of all town records, it's my recommendation that we invest in a more efficient and permanent way of storing official town records.
- Implement a retirement succession plan.
- Town Meeting Committee to be organized. Per Town Meeting vote June 2021; Committee to explore future meeting procedures and venues.

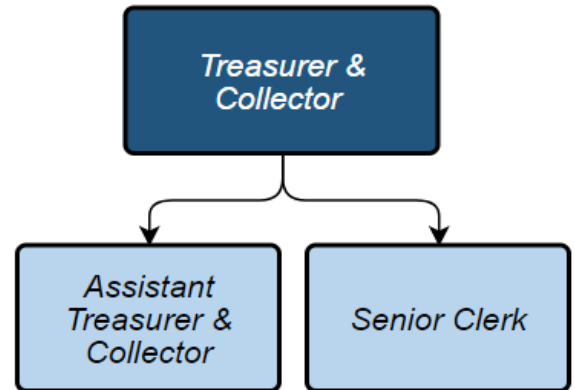
Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Town Clerk-Personnel Services	\$ 132,000	\$ 112,862	\$ 108,102	\$ 180,596	\$ 176,297
Town Clerk- Other Expenses	<u>\$ 5,219</u>	<u>\$ 5,916</u>	<u>\$ 10,000</u>	<u>\$ 17,500</u>	<u>\$ 17,500</u>
Total Town Clerk	\$ 137,219	\$ 118,778	\$ 118,102	\$ 198,096	\$ 193,797

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Elections-Personnel Services	\$ 9,287	\$ 13,271	\$ 8,500	\$ 26,000	\$ 26,000
Elections- Other Expenses	<u>\$ 16,728</u>	<u>\$ 19,173</u>	<u>\$ 16,500</u>	<u>\$ 30,250</u>	<u>\$ 30,250</u>
Total Elections	\$ 26,015	\$ 32,444	\$ 25,000	\$ 56,250	\$ 56,250

Treasurer Collector

DEPARTMENT DESCRIPTION

The Treasurer/Collector is responsible for managing and directing the tax collection process and for planning, coordinating, and directing the Town's cash management. We provide billing and collection services for Real Estate, Personal Property, Motor Vehicle Excise, Trash and Sewer. This office ensures that tax and other bills are created and distributed correctly to enhance timely and accurate collection. It is our mission to ensure efficient and timely collection of all monies do the Town while providing courteous and professional service to all. It is the responsibility of this office to safeguard the monetary assets of the Town through accounts payable, payroll and bank account maintenance and reconciliations and to work in conjunction with the Town's financial advisor to maximize opportunities for debt borrowing, refunding and payments.



FY22 GOALS & ACCOMPLISHMENTS

- Continue to provide professional and courteous service to our residents
- Manage tax title accounts, and move delinquent accounts into Tax Title timely and efficiently to improve collections
- Work with vendor to coordinate the e-billing process to be more efficient
- Moved the collection of Parking Tickets to Deputy Collector to improve efficiency and collection
- Completed the Bonding for the new Senior Center and other capital projects in the amount of \$11.7M.
- Reviewed and made appropriate changes in the town's banking services to improve efficiency, reduce costs, increase investment income, and comply with state statutes.
- Managed the investment of the OPEB Trust Fund, as well as all other Town Trust and Stabilization Funds.

FY23 STRATEGIC GOALS

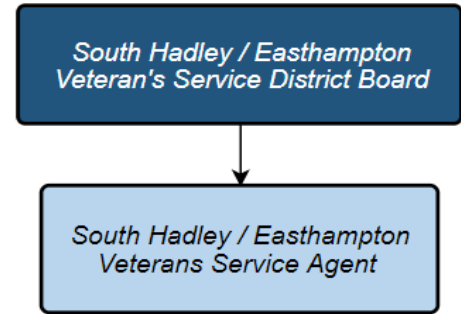
- Continue to review and make appropriate changes to the Town’s banking and investment services to improve efficiency, reduce costs, and increase investment income
- Issue and manage all long- & short-term debt
- Review all outstanding bonds for the possible refunding at lower interest rates
- Manage tax title accounts and move delinquent accounts into tax title more times and efficiently to improve collections

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Treasurer/Collector-Personnel Services	\$ 162,817	\$ 163,470	\$ 172,705	\$ 173,977	\$ 173,977
Treasurer/Collector- Other Expenses	<u>\$ 45,991</u>	<u>\$ 43,006</u>	<u>\$ 45,675</u>	<u>\$ 45,950</u>	<u>\$ 45,950</u>
Total Treasurer/Collector	\$ 208,808	\$ 206,476	\$ 218,380	\$ 219,927	\$ 219,927

Veterans

DEPARTMENT DESCRIPTION

The mission of the South Hadley-Easthampton Veterans' Service District is to advocate on behalf of all South Hadley and Easthampton veterans and provide them with quality support services.



FY22 GOALS & ACCOMPLISHMENTS

- Reduced food Insecurity among the veteran community by establishing a joint food delivery program with Neighbors Helping Neighbors where veteran volunteers deliver food to those in need of assistance also acts as a wellness check up on the older veteran population.
- Digitization and archiving of all physical documents.
- Establish an aggressive outreach program to increase knowledge of state and federal programs/benefits to eligible members of the communities.
- Partner with outside veteran agencies to increase access to VA Claim application.

FY23 STRATEGIC GOALS

- Increase access to VA telehealth for older/disabled population
- Increase VA federal money coming into the residents of the community especially those who currently receive Chapter 115 benefits to reduce the demand on the town budget.

Department	FY 20 Expended	FY 21 Expended	FY 22 Budgeted	FY 23 Requested	FY 23 Recommended
Total Veterans' Services	\$ 232,494	\$ 229,095	\$ 299,800	\$ 278,481	\$ 278,481

SECTION IV: DEPARTMENTAL BUDGETS

Selectboard

	FY20		FY21		FY22		FY23		FY23	
	Expended		Expended		Budgeted		Requested		TA Recommend	
P/S	\$	351,165	\$	340,997	\$	298,414	\$	308,473	\$	308,473
O/E	\$	12,299	\$	12,752	\$	23,700	\$	33,700	\$	33,700
Total	\$	363,464	\$	353,749	\$	322,114	\$	342,173	\$	342,173

Cable Access Studio

	FY20		FY21		FY22		FY23		FY23	
	Expended		Expended		Budgeted		Requested		TA Recommend	
P/S	\$	68,626	\$	63,520	\$	90,708	\$	91,361	\$	91,361
O/E	\$	23,511	\$	24,897	\$	26,600	\$	26,600	\$	26,600
Total	\$	92,137	\$	88,417	\$	117,308	\$	117,961	\$	117,961

Reserve Fund

	FY20		FY21		FY22		FY23		FY23	
	Expended		Expended		Budgeted		Requested		TA Recommend	
Total	\$	-	\$	-	\$	25,000	\$	25,000	\$	25,000

Accountant/Auditor

	FY20		FY21		FY22		FY23		FY23	
	Expended		Expended		Budgeted		Requested		TA Recommend	
P/S	\$	207,030	\$	209,769	\$	213,602	\$	213,602	\$	213,602
O/E	\$	-	\$	-	\$	100	\$	100	\$	100
Total	\$	207,030	\$	209,769	\$	213,702	\$	213,702	\$	213,702

Wage and Classification

	FY20		FY21		FY22		FY23		FY23	
	Expended		Expended		Budgeted		Requested		TA Recommend	
P/S	\$	68,000	\$	42,000	\$	58,000	\$	250,000	\$	225,000
O/E	\$	(22,954)	\$	(10,439)	\$	(14,596)	\$	-	\$	-
Total	\$	45,046	\$	31,561	\$	43,404	\$	250,000	\$	225,000

Human Resources

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 54,919	\$ 60,797	\$ 139,972	\$ 139,926	\$ 139,926
O/E	\$ 33,959	\$ 28,217	\$ 31,100	\$ 40,100	\$ 40,100
Total	\$ 88,878	\$ 89,014	\$ 171,072	\$ 180,026	\$ 180,026

Assessor

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 143,243	\$ 144,577	\$ 146,854	\$ 147,522	\$ 147,522
O/E	\$ 30,777	\$ 37,300	\$ 38,035	\$ 38,360	\$ 38,360
Total	\$ 174,020	\$ 181,877	\$ 184,889	\$ 185,882	\$ 185,882

Collector/Treasurer

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 162,817	\$ 163,470	\$ 172,705	\$ 173,977	\$ 173,977
O/E	\$ 45,991	\$ 43,006	\$ 45,675	\$ 45,950	\$ 45,950
Total	\$ 208,808	\$ 206,476	\$ 218,380	\$ 219,927	\$ 219,927

Town Audit

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 30,000	\$ 31,000	\$ 35,000	\$ 39,000	\$ 39,000

Town Clerk

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 132,000	\$ 112,862	\$ 108,102	\$ 180,596	\$ 176,297
O/E	\$ 5,219	\$ 5,916	\$ 10,000	\$ 17,500	\$ 17,500
Total	\$ 137,219	\$ 118,778	\$ 118,102	\$ 198,096	\$ 193,797

Legal Services

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 64,436	\$ 69,989	\$ 83,500	\$ 95,000	\$ 95,000

Information Technology

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 68,477	\$ 68,382	\$ 69,376	\$ 69,376	\$ 69,376
O/E	\$ 259,156	\$ 277,432	\$ 281,300	\$ 309,484	\$ 324,550
Total	\$ 327,633	\$ 345,814	\$ 350,676	\$ 378,860	\$ 393,926

Elections

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 9,287	\$ 13,271	\$ 8,500	\$ 26,000	\$ 26,000
O/E	\$ 16,728	\$ 19,173	\$ 16,500	\$ 30,250	\$ 30,250
Total	\$ 26,015	\$ 32,444	\$ 25,000	\$ 56,250	\$ 56,250

Planning/Conservation

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 204,251	\$ 206,737	\$ 212,262	\$ 193,838	\$ 193,838
O/E	\$ 23,958	\$ 24,999	\$ 49,200	\$ 73,124	\$ 73,124
Total	\$ 228,209	\$ 231,736	\$ 261,462	\$ 266,962	\$ 266,962

Public Building Maintenance

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 222,855	\$ 228,469	\$ 221,830	\$ 234,970	\$ 234,970

Internal Service Fund

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 10,895	\$ 7,071	\$ 8,000	\$ 8,000	\$ 8,000

Town Reports

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 1,495	\$ 988	\$ 1,800	\$ 1,800	\$ 1,800

Police

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 2,466,637	\$ 2,659,427	\$ 2,803,053	\$ 2,891,429	\$ 2,891,429
O/E	\$ 264,516	\$ 258,302	\$ 280,543	\$ 280,725	\$ 280,725
Total	\$ 2,731,153	\$ 2,917,729	\$ 3,083,596	\$ 3,172,154	\$ 3,172,154

Inspection Services

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 162,679	\$ 172,561	\$ 176,000	\$ 177,353	\$ 177,353
O/E	\$ 5,584	\$ 5,499	\$ 6,900	\$ 8,950	\$ 8,950
Total	\$ 168,263	\$ 178,060	\$ 182,900	\$ 186,303	\$ 186,303

Weights and Measures

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 7,784	\$ 7,784	\$ 7,900	\$ 7,900	\$ 7,900

Department of Public Works

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 833,472	\$ 825,254	\$ 883,396	\$ 1,035,279	\$ 960,279
O/E	\$ 473,386	\$ 534,455	\$ 547,745	\$ 567,535	\$ 567,535
Total	\$ 1,306,858	\$ 1,359,709	\$ 1,431,141	\$ 1,602,814	\$ 1,527,814

Snow & Ice Removal

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 32,420	\$ 35,183	\$ 20,381	\$ 21,000	\$ 21,000
O/E	\$ 150,474	\$ 143,621	\$ 80,360	\$ 80,360	\$ 80,360
Total	\$ 182,894	\$ 178,804	\$ 100,741	\$ 101,360	\$ 101,360

Street Lighting

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 90,699	\$ 89,784	\$ 94,000	\$ 99,000	\$ 99,000

Health

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 162,846	\$ 170,409	\$ 205,256	\$ 240,365	\$ 230,752
O/E	\$ 47,894	\$ 53,499	\$ 65,615	\$ 67,638	\$ 67,638
Total	\$ 210,740	\$ 223,908	\$ 270,871	\$ 308,003	\$ 298,390

Council on Aging

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 305,829	\$ 300,080	\$ 366,929	\$ 418,218	\$ 418,218
O/E	\$ 88,380	\$ 73,044	\$ 91,800	\$ 107,000	\$ 107,000
Total	\$ 394,209	\$ 373,124	\$ 458,729	\$ 525,218	\$ 525,218

Veterans' Services

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 232,494	\$ 229,095	\$ 299,800	\$ 278,481	\$ 278,481

Library

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 482,915	\$ 489,589	\$ 523,942	\$ 536,503	\$ 536,503
O/E	\$ 196,504	\$ 224,410	\$ 241,760	\$ 261,200	\$ 261,200
Total	\$ 679,419	\$ 713,999	\$ 765,702	\$ 797,703	\$ 797,703

Recreation

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 126,391	\$ 126,222	\$ 126,220	\$ 126,221	\$ 126,221
O/E	\$ 1,040	\$ 240	\$ 240	\$ 1,240	\$ 1,240
Total	\$ 127,431	\$ 126,462	\$ 126,460	\$ 127,461	\$ 127,461

Canal Park

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 700	\$ -	\$ 1,000	\$ 1,000	\$ 1,000

Old Firehouse Museum

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 5,089	\$ 4,594	\$ 5,750	\$ 5,750	\$ 5,750

Retirement of Debt: Principal

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 2,201,788	\$ 2,178,984	\$ 2,015,024	\$ 2,426,185	\$ 2,426,185

Interest: Long-Term Debt

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 922,387	\$ 737,376	\$ 921,671	\$ 1,007,255	\$ 1,007,255

Interest: Short-Term Debt

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 109,678	\$ 146,642	\$ 711,900	\$ 3,000	\$ 3,000

Retirement

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 3,211,066	\$ 3,480,341	\$ 3,774,831	\$ 4,019,387	\$ 4,019,387

Unemployment Compensation

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 119,596	\$ 76,549	\$ 125,000	\$ 101,000	\$ 101,000

Group Health Insurance

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 4,427,831	\$ 4,327,987	\$ 4,560,000	\$ 4,710,000	\$ 4,710,000

FICA/Medicare

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 370,712	\$ 370,249	\$ 376,000	\$ 400,000	\$ 400,000

Liability Insurance

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 274,425	\$ 310,379	\$ 363,000	\$ 403,000	\$ 403,000

Ct. River Channel Markers

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 3,500	\$ 3,500	\$ 3,500	\$ 4,000	\$ 4,000

DPW: Landfill

	FY20	FY21	FY22	FY23	FY23
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 95,397	\$ 81,718	\$ 87,427	\$ 93,063	\$ 93,063
O/E	\$ 920,454	\$ 1,024,854	\$ 1,251,800	\$ 1,238,300	\$ 1,238,300
Total	\$ 1,015,851	\$ 1,106,572	\$ 1,339,227	\$ 1,331,363	\$ 1,331,363

DPW: Sewerage

	FY20 Expended	FY21 Expended	FY22 Budgeted	FY23 Requested	FY23 TA Recommend
Total	\$ 57,500	\$ 67,453	\$ 68,450	\$ 69,800	\$ 69,800

DPW: Water Pollution Control

	FY20 Expended	FY21 Expended	FY22 Budgeted	FY23 Requested	FY23 TA Recommend
P/S	\$ 436,771	\$ 388,230	\$ 556,091	\$ 565,697	\$ 565,697
O/E	\$ 726,889	\$ 831,147	\$ 830,700	\$ 867,600	\$ 867,600
Total	\$ 1,163,660	\$ 1,219,377	\$ 1,386,791	\$ 1,433,297	\$ 1,433,297

Ledges Golf Course/Valley View

	FY20 Expended	FY21 Expended	FY22 Budgeted	FY23 Requested	FY23 TA Recommend
Total	\$ 1,124,201	\$ 1,225,383	\$ 1,258,888	\$ 1,370,858	\$ 1,370,858

Workers' Compensation

	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 206,219	\$ 239,797	\$ 150,000	\$ 150,000	\$ 150,000

Injured on Duty

	FY20 Expended	FY21 Expended	FY22 Budgeted	FY23 Requested	FY23 TA Recommend
Total	\$ 42,461	\$ 44,010	\$ 50,000	\$ 50,000	\$ 50,000

Capital Stabilization

	FY20 Expended	FY21 Expended	FY22 Budgeted	FY23 Requested	FY23 TA Recommend
Total	\$ -	\$ -	\$ -	\$ 122,000	\$ 122,000

OPEB

	FY20 Expended	FY21 Expended	FY22 Budgeted	FY23 Requested	FY23 TA Recommend
Total	\$ -	\$ -	\$ 500,000	\$ 500,000	\$ 500,000

Conservation Land Fund

	FY20 Expended	FY21 Expended	FY22 Budgeted	FY23 Requested	FY23 TA Recommend
Total	\$ 3,175	\$ 67,576	\$ 15,000	\$ 15,000	\$ 15,000

Mosier School Stabilization

	FY20 Expended	FY21 Expended	FY22 Budgeted	FY23 Requested	FY23 TA Recommend
Total	\$ -	\$ -	\$ 200,000	\$ 200,000	\$ 200,000

School

	FY20 Expended	FY21 Expended	FY22 Budgeted	FY23 Requested	FY23 TA Recommend
Total	\$ 21,554,640	\$ 21,976,460	\$ 22,476,460	\$ 23,626,460	\$ 23,626,460

	FY20 Expended	FY21 Expended	FY22 Budgeted	FY23 Requested	FY23 TA Recommend
Total General Fund	\$ 20,003,356	\$ 20,258,711	\$ 22,077,315	\$ 23,096,583	\$ 22,997,737
Total Misc. Trust	\$ 251,855	\$ 351,383	\$ 915,000	\$ 1,037,000	\$ 1,037,000
Total Receipts Reserved	\$ 3,500	\$ 3,500	\$ 3,500	\$ 4,000	\$ 4,000
Total DPW: Landfill	\$ 1,015,851	\$ 1,106,572	\$ 1,339,227	\$ 1,331,363	\$ 1,331,363
Total DPW: WWTP	\$ 1,221,160	\$ 1,286,830	\$ 1,455,241	\$ 1,503,097	\$ 1,503,097
Total Ledges	\$ 1,124,201	\$ 1,225,383	\$ 1,258,888	\$ 1,370,858	\$ 1,370,858
Total School	\$ 21,554,640	\$ 21,976,460	\$ 22,476,460	\$ 23,626,460	\$ 23,626,460
Total	\$ 45,174,563	\$ 46,208,839	\$ 49,525,631	\$ 51,969,361	\$ 51,870,515