

# Town of South Hadley, Massachusetts

## Fiscal Year 2021 Annual Budget



Bachelor-Stoney Brooks Conservation Area



July 1, 2020 – June 30, 2021

Photos courtesy of Anne Capra, Conservation Administrator/Planner

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# SECTION I: GENERAL OVERVIEW

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## Budget Message from the Town Administrator



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Jeff Cyr, Chair  
Sarah Etelman, Vice-Chair  
Christopher Geraghty, Clerk  
Andrea Miles  
Bruce Forcier

Michael J. Sullivan  
Town Administrator

May 22, 2020

Honorable Town Meeting Members,

I can honestly and without reservation say the Fiscal Year 2021 is the strangest process in my twenty years of developing municipal budgets. I have worked in communities which had systemic challenges. One community, when I arrived, had a negative Unreserved Free Cash (URFC) of over\$700K. There have been situations where the levy ceiling fell below the levy limit while property values plummeted. In each situation, the communities found a way to survive. I believe if South Hadley demonstrates balance and avoids panic it will survive the COVID19 pandemic and the causal effects it will have for at least the next four fiscal years.

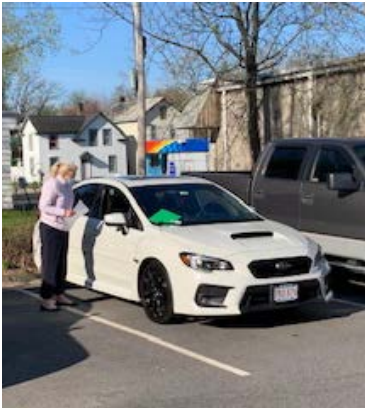
The “balance” I refer to is achieved by taking steps to make sure we preserve revenue, monitor receipts, control spending, and focus on core services. The first three are fairly self-explanatory and should not require much explanation, to steal a phrase “no brainers”. However, the “focus on core services” part often means different things to different people, usually only those things they or their family rely on. Some would “focus” more on education if they have children in the schools, some would focus more on the compost area services if they have a low tolerance for grass clippings. If you had an interaction recently (or regularly) with law enforcement, you may be more aware of the need for Police or Public Safety in general. Library users-the library, seniors-the Senior Center, dog owners -a dog park, hikers-trails or golfers .... I will let you guess. Each individual focus is valid, and everyone is entitled to their favorite. However, our duty is to coordinate and prioritize those individual services overall and within each individual budget and the overall budget.

The balance is hopefully achieved through the process of how much can we reasonably put towards education without adversely effecting police, public health, or public works. The panic avoidance is important, as there is often some, who in their passion for their “focus”, become willing to throw caution to the wind and which will quickly have the organization lose its balance.

If you think about a normal annual budget process as walking down a sidewalk, trying to avoid trip hazards, the remnants of inconsiderate people not picking up after their dogs, maybe some broken glass or some other occasional obstacle, that is the type of

sidewalk we were on when we started navigating the budget process for FY 21 back in September 2019. We were aware of some complications with the school budget, some difficult and costly changes in the world of trash/recycling and some of the normal contractual challenges from unions. We had some good news in health insurance and were happy to see a zero percent increase in that line item as premiums were not increased by Hampshire Health Insurance Trust (we actually reduced the budget, as we are not expecting to increase our work force). We also saw energy prices and conservancy measures pay some benefits to the budget.

As we were strolling down the budget sidewalk, we came up, not so much as an obstacle, but think about it like this: we were forced to now navigate a “balance beam” instead of the budget sidewalk. The balance beam is of unknown length, very narrow, dogs are somehow still able to walk it and there are plenty of unknowns swirling around in the dark waters to the left and right below. Just to complicate the process, our state and federal partners are trying to help by offering guidance and financial assistance but require you to blindfold yourself during your crossing by not matching up funding directly with the long list of directives. (Think of trying to navigate a new software function with someone looking over your shoulder.) That is my best attempt at describing how the FY21 budget process changed in February 2020.



The key I believe, for the balance beam budget, is to re-focus on the center of the beam. Those core services, reassessing how costs are allocated and preserve as much financial and capital resource as reasonably possible until the length of the beam is determined. It will span several cycles, well into FY 23 if all goes well. This will result in a very different world than we are used to. It will require more use of technology on the part of the public (I hear you and agree, I hate the looking over the shoulder), more scheduling visits, like marriage intentions in parking lots, public boards and commissions meeting on line, scheduling drop offs of trash, limiting length of visits to parks or trails and annual town Meetings in a “Drive-in Theater” like format. Having citizens understand we are not taking these measures out of some strange desire to

make it more difficult for residents or the public, but solely to attempt to follow the measures set from the Commonwealth which is intended to protect the public health. As you can see above, Town Clerk Hamlin is administering marriage intentions in a parking lot near Town Hall. Town employees have been delivering “green bags” from our new on-line service. The Library will be introducing curbside pick-up/drop-off very soon. The Council on Aging is making calls regularly to seniors to check on them. They are coordinating food deliveries with the Fire Districts and outside services, the Recreation Department is increasing its on-line offerings, and municipal employees are re-inventing how they do their work in ways too long to list. None of this is easier. As a matter of fact, it is demonstrably harder for all parties.

Public employees have forgone raises for FY 21. Some have had their salary reduced and their workload increased. There are layoffs in this budget, and we cannot promise there will not be more to come. We have had to reduce spending on some updates and improvements slated for public properties, which would be unwise to continue long term. Yes, I will admit we are all very lucky to have a job in a wonderful community and we will continue to try and honor your trust in us.

As we focus on the center of the balance beam we will need to go slow. Services and how they are delivered will evolve. Some or parts of some services may need to be scaled back or eliminated. It may be necessary to increase fees or institute new fees to balance the budget or to achieve needed use equity. There is no excess in the enterprise or general budget on the Town-side and the Schools budget has had an in-depth process in respect to their budget. Administration has done everything to provide them with as much of the

available resources as possible, including helping them shed costs. By example we have made the Facilities/Safety Coordinator available for assistance on project centered issues and he has been made available for safety training for maintenance and other school staff. The Student Resource Officers cost have fully migrated over to the municipal side of the budget. We continue to assist on personnel issues and see that as an opportunity to increase integration and lower the overall cost in the future.

We have used the best information available for the budget process and realize every single department could use additional resources to enhance performance. My strategy for this year was to intentionally not use URFC to the extent we have in the past, ask departments to restrain their budgets as much as possible to allow monies to be turned back to the general fund. I also have intentionally created a budgetary reserve (\$460K approximately) in anticipation there will be need to amend the budget in the Fall, where I fully expect there will be a need to call for a Special Town Meeting. Given that scenario, unallocated reserves will be critical if other expected funding does not come to fruition and we will hopefully know more about what we locally will be required to provide long term due to COVID 19.

Please know it would be wise to avoid panic planning. I would encourage slow, measured steps across the balance beam and do nothing reactionary or without thought to what the ripple effect will be in the dark waters below. We can alter our fiscal course much better when we more fully understand the length of the beam and are allowed to remove the blindfold. As the saying goes, we will “get through this together”.

As always, I appreciate you support and input as we try to navigate this new reality.... together.

Respectfully,

Michael J. Sullivan  
Town of South Hadley, Administrator

If you have any questions, concerns or suggestions regarding the budget or other municipal matters, please contact me at [msullivan@southhadleyma.gov](mailto:msullivan@southhadleyma.gov) or (413) 538 5017 extension 136.

Respectfully,

Michael J. Sullivan  
Town Administrator, South Hadley

# Fiscal Year 2021 Town Budget



## Selectboard

*Jeffrey A. Cyr*

*Sarah Etelman*

*Bruce C. Forcier*

*Christopher F. Geraghty*

*Andrea Miles*

*Michael J. Sullivan, Town Administrator*

*Jennifer L. Wolowicz, Deputy 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

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<b>Treasurer/Collector's Office</b>	Donna Whiteley Lori Vautrin	Treasurer/Collector Asst. Treasurer/Collector	<a href="mailto:dwhiteley@southhadleyma.gov">dwhiteley@southhadleyma.gov</a> <a href="mailto:lvautrin@southhadleyma.gov">lvautrin@southhadleyma.gov</a>
<b>Veteran's Office</b>	Michael Slater	Veterans' Administrator	<a href="mailto:m Slater@southhadleyma.gov">mslater@southhadleyma.gov</a>

# DLS at A Glance Report

## DLS At A Glance Report for South Hadley

Socioeconomic	
County	HAMPSHIRE
School Structure	K-12
Form of Government	MEETING
2015 Population	17,743
2016 Labor Force	9,642
2016 Unemployment Rate	3.90
2015 DOR Income Per Capita	30,266
2009 Housing Units per Sq Mile	404.07
2013 Road Miles	104.68
Population)	85,281
Number of Registered Vehicles (2015)	14,784
2012 Number of Registered Voters	11,211

Bond Ratings	
Moody's Bond Ratings as of December 2017*	Aa2
Standard and Poor's Bond Ratings as of December 2017*	

\*Blank indicates the community has not been rated by the bond agency

Fiscal Year 2018 Esimated Cherry Sheet Aid	
Education Aid	9,101,167
General Government	3,027,807
Total Receipts	12,128,974
Total Assessments	2,168,226
Net State Aid	9,960,748

Fiscal Year 2020 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	1,514,543,900	26,625,682	17.58
Open Space	381,100	6,700	17.58
Commercial	69,285,525	1,218,040	17.58
Industrial	42,104,700	740,201	17.58
Personal Property	33,089,198	581,708	17.58
<b>Total</b>	<b>1,659,404,423</b>	<b>29,172,331</b>	

Fiscal Year 2020 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	29,172,330	54.89
State Aid	12,690,251	23.88
Local Receipts	9,020,265	16.97
Other Available	2,259,212	4.25
<b>Total</b>	<b>53,142,058</b>	

Fiscal Year 2020 Proposition 2 1/2 Levy Capacity	
New Growth	271,245
Override	
Debt Exclusion	1,193,758
Levy Limit	29,181,095
Excess Capacity	8,764
Ceiling	41,485,111
Override Capacity	13,497,774

Fiscal Year 2020 Average Single Family Tax Bill**	
Number of Single Family Parcels	4,369
Assessed Value of Single Family	264,791
Average Single Family Tax Bill	4,655
State Average Family Tax Bill	
Fiscal Year 2016	5,418
Fiscal Year 2017	5,616
Fiscal Year 2018	5,831

**South Hadley issues tax bills on a Quarterly basis**

\*\*For the communities granting the residential exemptions, DLS does not collect enough information to calculate an average single family tax bill. In FY2017, those communities are Barnstable, Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Nantucket, Provincetown, Somerset, Somerville, Tisbury, Waltham and Watertown. Therefore, the average single family tax bill information in this report will be blank.

Fiscal Year 2019 Schedule A - Actual Revenues and Expenditures						
	General Fund	Revenue	Projects	Funds	Revenue	Funds
<b>Revenues</b>	44,021,511	6,716,440	0	21,655,585	369,769	72,763,305
<b>Expenditures</b>	43,633,246	6,643,742			199,135	50,476,123
<b>Police</b>	2,818,641	0	0	0	0	2,818,641
<b>Fire</b>	0	0	0	0	0	0
<b>Education</b>	21,294,912	4,288,836		0	0	25,583,748
<b>Public Works</b>	1,287,646	1,355,059			0	2,642,705
<b>Debt Service</b>	3,175,572					3,175,572
<b>Health Ins</b>	4,448,322				0	4,448,322
<b>Pension</b>	2,869,344				0	2,869,344
<b>All Other</b>	7,738,809	999,847	0	0	199,135	8,937,791

Total Revenues and Expenditures per Capita						
	General Fund	Revenue	Projects	Funds	Revenue	Funds
<b>Revenues</b>	2,481.1	378.5	0.0	1,220.5	20.8	4,101.0
<b>Expenditures</b>	2,459.2	374.4	0.0	0.0	11.2	2,844.8

This data only represents the revenues and expenditures occurring in these funds and does not reflect and transfers to or from other funds. Therefore, this data should not be used to calculate an ending fund balance.

If you have questions regarding the data contained in this report, please contact the Municipal Databank/Local Aid Section at (617) 626-2384 or databank@dor.state.ma.us

# 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 particular bond issue.

**Enterprise Funds:** An enterprise fund, authorized by MGL Ch. 44 §53F<sup>1/2</sup>, 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 particular 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 2½). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2½% 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.

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

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

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

**Payments in Lieu of Taxes:** 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 in order 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.

# Preliminary Estimated Sources & Uses

## TOWN OF SOUTH HADLEY

Fiscal Year 2021

### ESTIMATED SOURCES AND USES

Based on Town Administrator's Recommended Operating Budgets and Governor's State Aid  
May 11, 2020

**AMOUNT TO BE RAISED:**

Appropriations

School Department	21,976,460
General Government	2,321,649
Public Safety	3,179,524
Injured on Duty	50,000
Reserve Fund	38,000
DPW	4,262,876
Snow & Ice	100,014
Council on Aging	402,064
Veterans Benefits	319,700
Libraries	768,944
Town Audit	31,000
GASB 45 - Actuary	4,000
Unclassified Accounts	8,987,251
Workers' Compensation	150,000
Health	234,770
Debt & Interest	2,162,574
Debt & Interest (Debt Exclusion)	1,187,723
Connecticut River Markers	3,500
Canal Park	2,000
Ledges Golf Course Enterprise	1,237,768
Cable Studio	115,740
Conservation Land Fund	15,000
Wage & Classification Plan	42,000
OPEB Trust Fund	150,000
Stabilization Fund	-
Senior Center Stabilization	400,000
<b>Total Appropriations</b>	<b>48,142,557</b>

Other Amounts to be Raised

PVPC/VETS	41,828
Overlay Reserve	225,000
Cherry Sheet Charges	220,278
Cherry Sheet Offsets	1,023,857
School Choice/Charter Tuition	2,386,206
<b>Total</b>	<b>52,039,726</b>

**ESTIMATED RECEIPTS:**

Revenues:

Local Estimated Receipts	2,582,223
Cherry Sheet	13,201,050
Debt Exclusion Reimbursement	-
Enterprise Funds	4,990,457
Available Funds	577,919
Electric Light Department Reimb	924,500
Electric Light Department PILOT	180,000
<b>Total</b>	<b>22,456,149</b>
Total to be Raised	52,039,726
Total Estimated Receipts	22,456,149
Tax Levy Required	29,583,577
Actual Tax Levy Limit	28,837,020
Debt Exclusion to be Raised	1,187,723
<b>Balance</b>	<b>\$ 441,166</b>

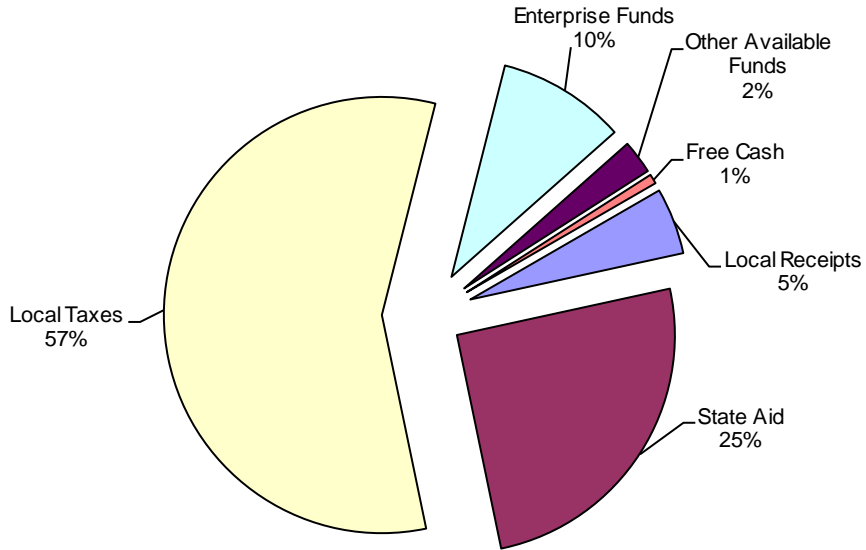
<b>Amount of Available Funds Proposed to be Voted</b>	
Conservation Wetlands	2,000
Boat Excise	3,500
Dog Refund	17,000
Aid To Libraries	12,900
Cable Studio Fund	167,756
Redevelopment Authority	-
Free Cash	374,763
<b>Total</b>	<b>577,919</b>

<b>Est. Enterprise Funds/ Receipts to be Voted</b>	
WWTP	1,490,285
WWTP Debt & Interest	373,462
Landfill	1,338,086
Landfill Debt & Interest	-
Reimbursement to General Fund	555,856
Ledges Golf Course Enterprise	863,005
Ledges Golf Course Debt & Interest	369,763
Ledges Golf Retained Earnings	-
(assumes a budgeted free cash deficit of \$374,763 for FY21 not including indirect costs in General Fund)	
<b>Total</b>	<b>4,990,457</b>

# Pie Chart of Allocations

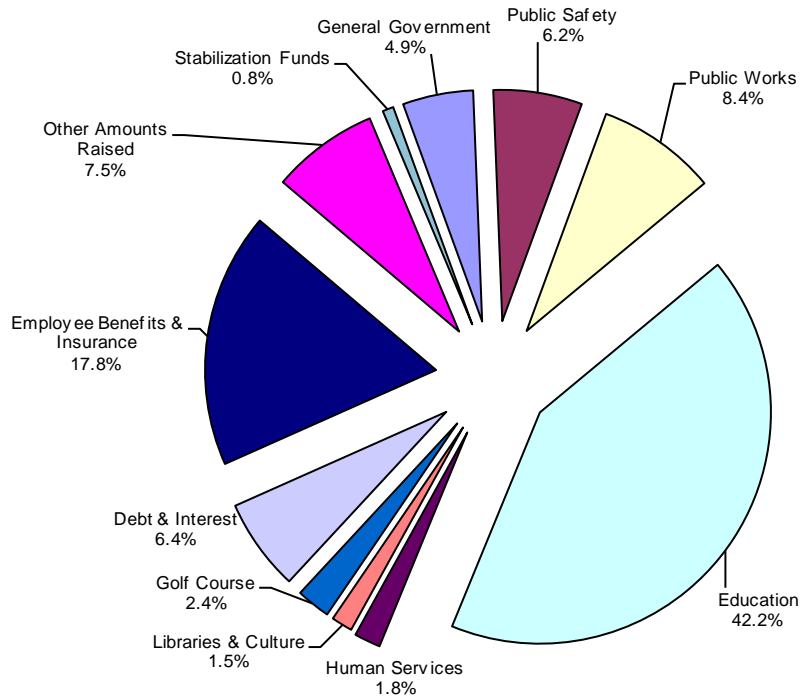
FY 2021 Budget

## Where the Money Comes From



**TOTAL RECOMMENDED BUDGET**  
**\$52,039,726**  
For Fiscal Year June 30, 2021

## 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 2020 Budget	FY 2021 TA Recommended	<i>Difference</i>
<b>Estimated Revenue Sources:</b>			
Amount Estimated in Local Receipts	\$ 2,557,223	\$ 2,582,223	\$ 25,000
Estimated Increase in Tax Levy	\$ 27,978,572	\$ 28,837,020	\$ 858,448
Amount of "Free Cash" Usage (Amount Includes \$340,758 for '20 Golf Deficit )	\$ 349,758	\$ 374,763	\$ 25,005
Available Funds (that help fund budgets)	\$ 250,721	\$ 199,656	\$ (51,065)
Amount from Enterprise Funds to G/F (For Indirect Costs & Admin Services)	\$ 556,070	\$ 555,856	\$ (214)
Estimated Amount from SHELD for Reimbursables (no adm)	\$ 755,111	\$ 924,500	\$ 169,389
Estimated Amount from SHELD for transfer	\$ 175,000	\$ 180,000	\$ 5,000
<b>Net</b> Estimated Amount State Aid (Cherry Sheet)	\$ 11,625,927	\$ 12,177,193	\$ 551,266
 <b>Total of Estimated Revenue Sources</b>	 \$ 44,248,382	 \$ 45,831,211	 \$ 1,582,829
<b>Less:</b>			
Shared Fixed/ Unclassified Costs	\$ 8,990,103	\$ 9,181,516	\$ 191,413
<b>Net Amount Available for Funding of Operating Budgets/ Capital</b>	 \$ 35,258,279	 \$ 36,649,695	 \$ 1,391,416
<b>Capital Spending &amp; Stabilization Transfers:</b>			
Senior Center Capital Stabilization	\$ 300,000	\$ 400,000	\$ 100,000
Town & School Debt	\$ 1,066,618	\$ 1,265,571	\$ 198,953
<b>Net Change in Capital Spending</b>	 \$ 1,366,618	 \$ 1,665,571	 \$ 298,953
Energy Savings Debt	\$ 151,362	\$ 153,778	\$ 2,416
Stabilization & Capital Stab. Fund Transfers	\$ -	\$ -	\$ -
<b>New Net Amount Available for Operating</b>	 \$ 33,740,299	 \$ 34,830,346	 \$ <u>1,090,047</u>

## General Fund Operating Budget and Revenue Comparison Estimates contd.

### Operating Budget Requests:

School Dept	\$ 21,592,898	\$ 21,976,460	\$ 383,562
General Government	\$ 2,294,617	\$ 2,321,649	\$ 27,032
Reserve Fund	\$ 18,000	\$ 38,000	\$ 20,000
Public Safety	\$ 2,999,979	\$ 3,179,524	\$ 179,545
DPW	\$ 1,454,300	\$ 1,434,505	\$ (19,795)
Snow & Ice	\$ 100,013	\$ 100,014	\$ 1
Council on Aging	\$ 447,741	\$ 402,064	\$ (45,677)
Veterans Benefits	\$ 338,500	\$ 319,700	\$ (18,800)
Libraries	\$ 749,218	\$ 768,944	\$ 19,726
Town Audit/ GASB 45 - Actuary	\$ 35,000	\$ 35,000	\$ -
Non Fixed Unclassified	\$ 108,135	\$ 105,735	\$ (2,400)
Health	\$ 231,547	\$ 234,770	\$ 3,223
Canal Park	\$ 3,500	\$ 2,000	\$ (1,500)
Cable Studio Dept	\$ 115,274	\$ 115,740	\$ 466
Conservation Land Fund	\$ 5,000	\$ 15,000	\$ 10,000
Wage & Class Plan	\$ 68,000	\$ 42,000	\$ (26,000)
Salary Adjustments- transferred to departments	\$ (9,617)		\$ 9,617
Line of Duty Fund	\$ 70,000	\$ 50,000	\$ (20,000)
Current Year Golf Course Deficit Funded (no Capital or indirect costs)	\$ 340,758	\$ 374,763	\$ 34,005
<b>Total of Operating Expense Requests</b>	<b>\$ 30,962,863</b>	<b>\$ 31,515,868</b>	<b>\$ 553,005</b>

**Operating Expenses (over)/under Net Amount Avail** **\$ 537,042**

### Estimated increase in amount for Other Assessments

(School Choice/Charter; Regional Transit; Vets Bud; etc...)	\$ 2,536,689	\$ 2,648,312	\$ 111,623
(adjust for FY19 to FY20 overlay amount raised)	\$ 240,747	\$ 225,000	\$ (15,747)

**Operating Expenses & Assessments (over)/under Net Amount Avail** **\$ 441,166**

Note: FY20 & FY21 Numbers do not reflect any Capital Items.

# Articles Proposed from Free Cash

## Articles to be Proposed from Free Cash

(subject to change)

### ATM :

Annual Budget Article

Golf Course Debt/Deficit	\$	374,763
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Total	\$	374,763
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**Total Articles Proposed from Free Cash \$ 374,763**

Note: Available Free Cash remaining before votes \$2,429,051

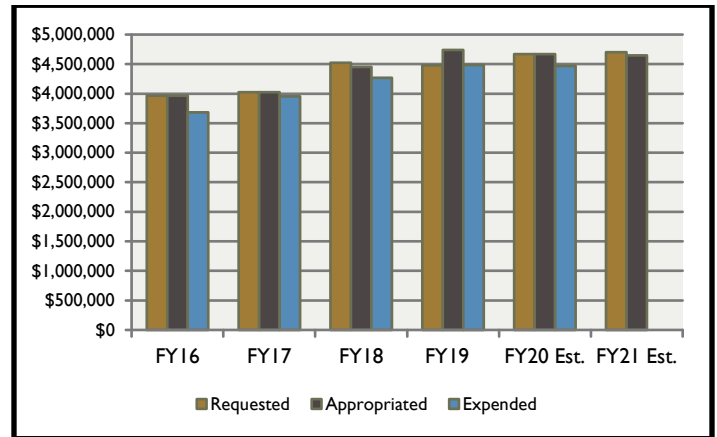
Balance of Free Cash Remaining as proposed \$2,054,288

# SECTION II: ASSUMPTIONS & SUPPORTING DOCUMENTATION

## Expense Assumptions:

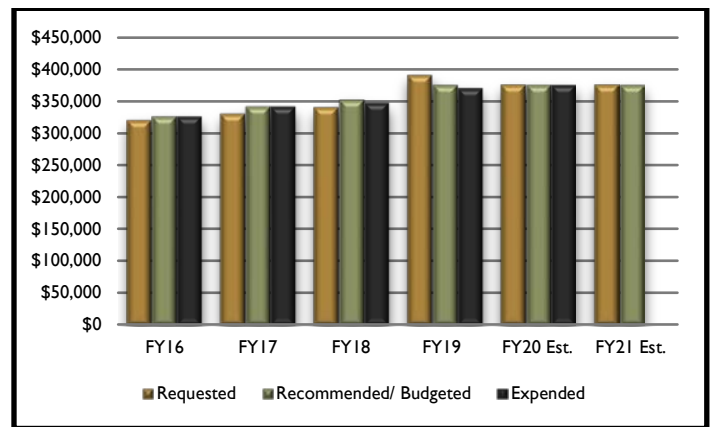
### Group Health Insurance:

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



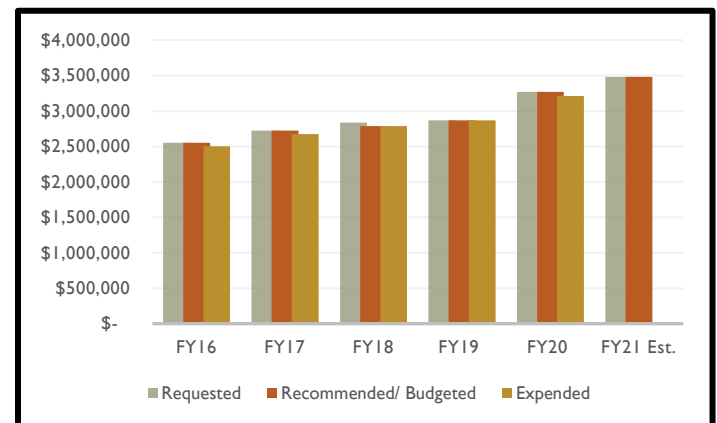
### Medicare:

In fiscal year 2021, Medicare/Social Security Taxes will be level funded. 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.



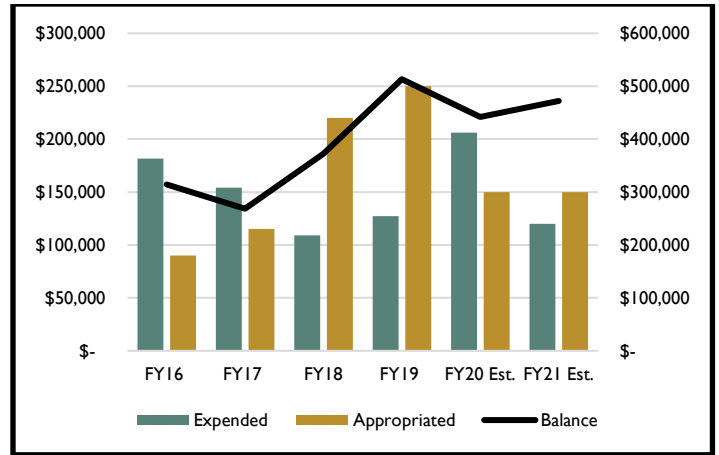
### Retirement:

The fiscal year 2021 Retirement Assessment budget will increase \$211,343 or an increase of approximately 6.5%. This amount will continue to increase short of reforms at the state level.



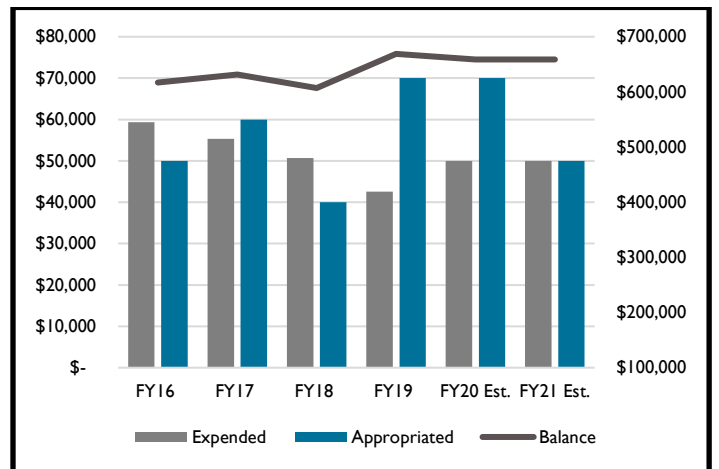
### Workers' Compensation:

The Workers Compensation request for fiscal year 2021 will be \$150,000, in an effort to continue building the balance back up to the recommended “four times greater than the average expended” annually.



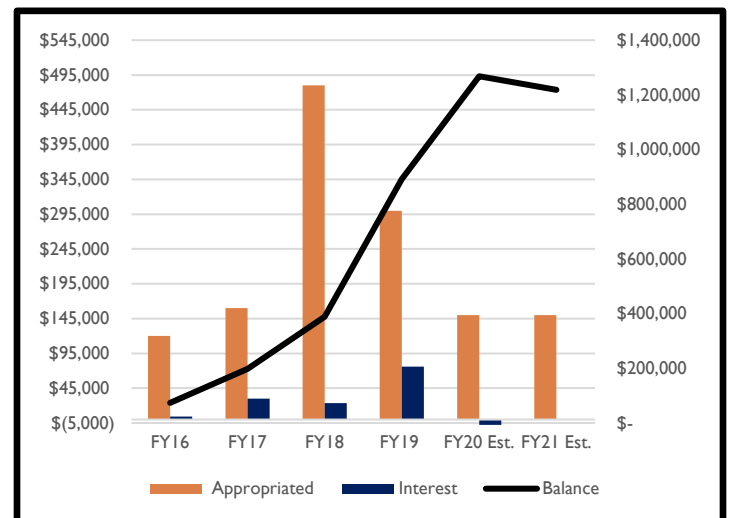
### Police IOD:

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



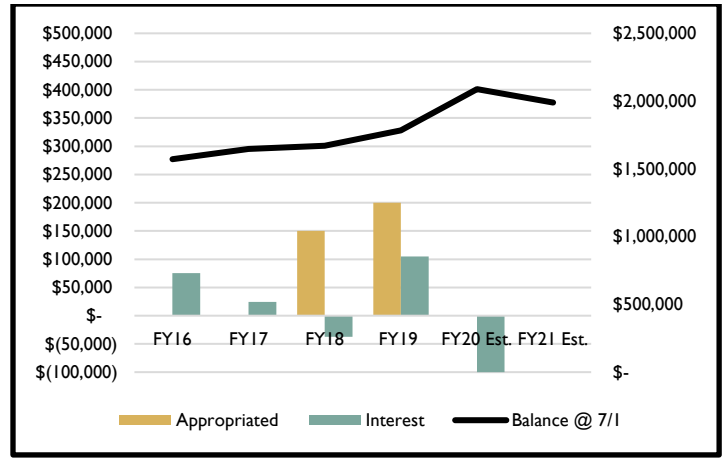
### OPEB:

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.



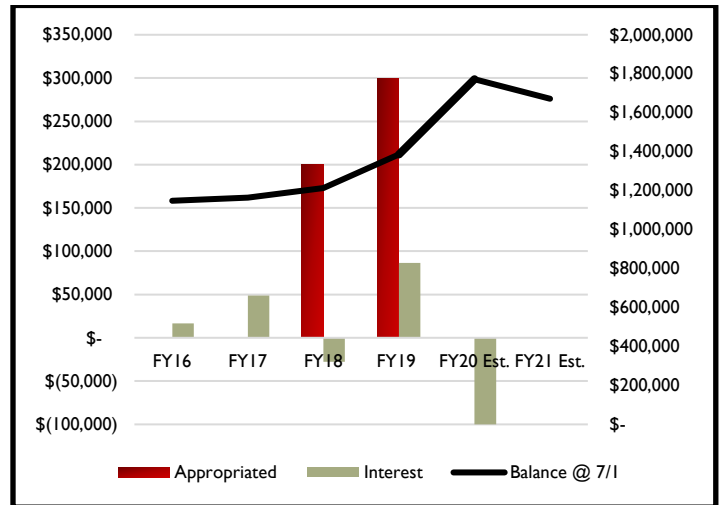
### Stabilization Fund:

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



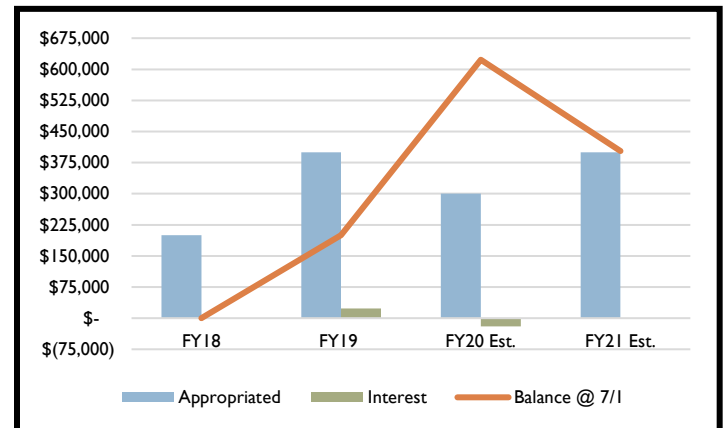
### Capital Stabilization Fund:

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.



### Senior Center Stabilization Fund:

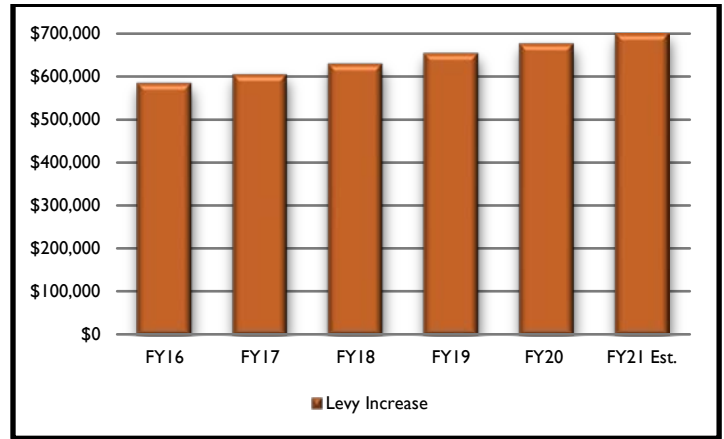
Fiscal year 2018 saw the creation of a stabilization fund to help assist in the funding for the construction of a new senior center. A transfer of \$900,000 in FY20 to the project reduced the balance to near \$0, with the intent to continue building the fund up to aid in the debt payments.



# Revenue Assumptions:

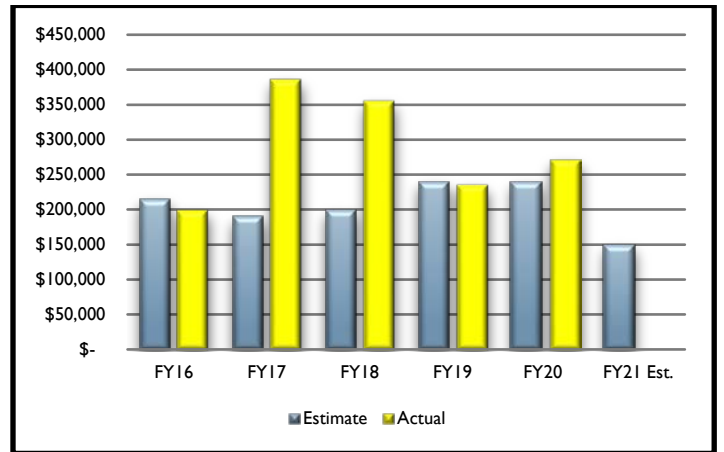
## Levy Limit

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 2021 will be approximately \$699,683



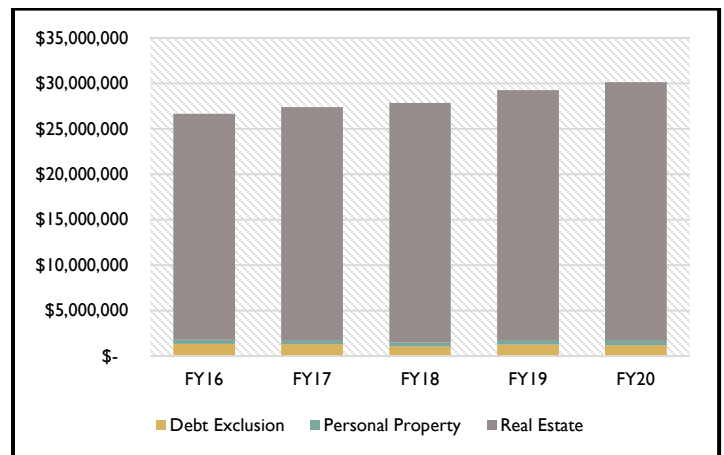
## New Growth

New Growth for fiscal year 2021 is estimated to be only \$150,000. The projection of this amount has been fairly reliable in the past. However, due to the anticipated economic downturn, a conservative number is being used.



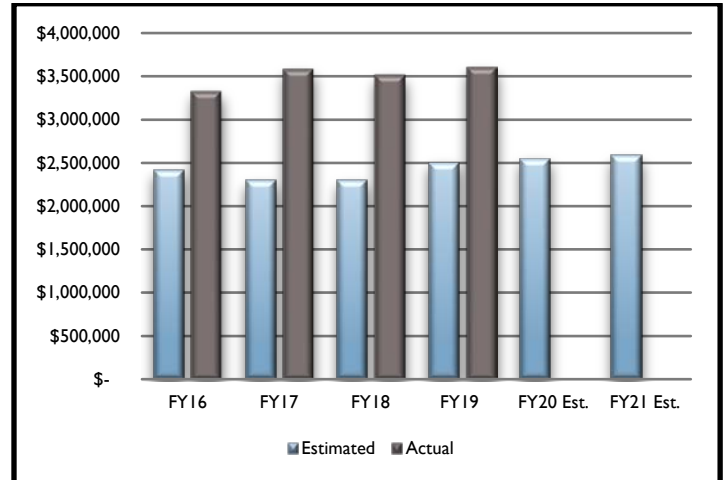
## Property Taxes

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



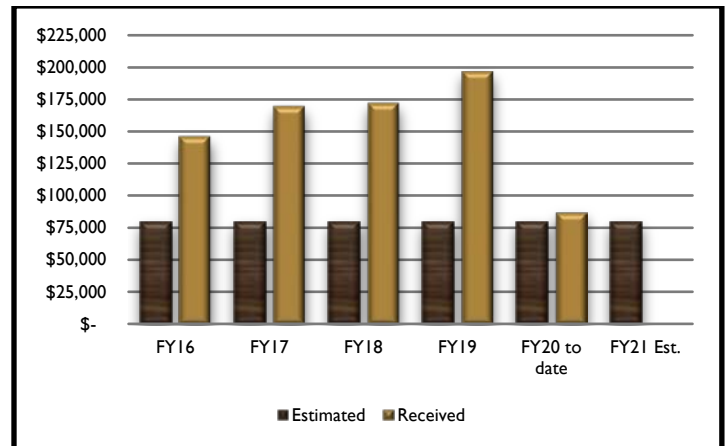
## General Fund Receipts

Local Receipts can vary by fiscal year. In the most recent year, an increase was seen in motor vehicle receipts. The Town continues to use a conservative approach to estimated receipt. For fiscal year 2021, General Fund Receipts will show an estimated increase of \$25,000.



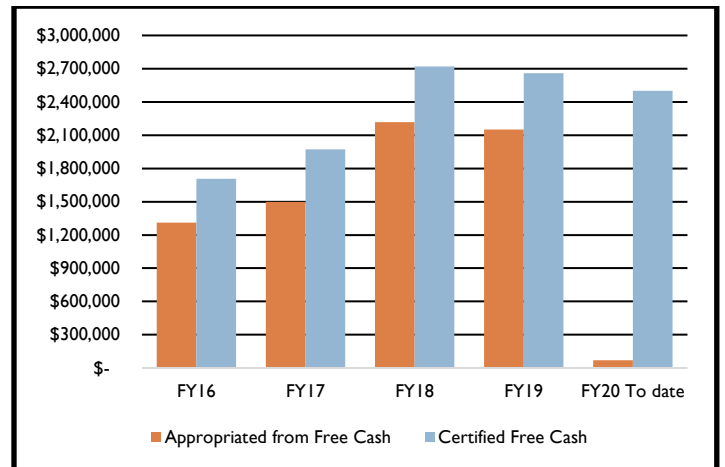
## Medicaid Reimbursements

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 2021 estimate will be \$80,000.



## Certified Free Cash

Free Cash was certified for fiscal year 2020 beginning 7/1/2019 at \$2,500,051. 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 make adjustments to 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.

**\*Due to COVID-19, these various projections may need to be greatly adjusted as we move forward.**

### Town of South Hadley Summary of Projected Revenues and Expenditures

<b>GENERAL FUND</b>	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
<b>Revenues:</b>	Budget	Projected	Projected	Projected	Projected	Projected
Property Tax Levy	\$ 27,978,572	\$ 28,837,021	\$ 29,708,697	\$ 30,626,414	\$ 31,567,950	\$ 32,557,148
State Aid Cherry Sheet	\$ 12,690,251	\$ 13,201,050	\$ 13,399,066	\$ 13,600,052	\$ 13,872,053	\$ 14,149,494
Estimated Local Receipts	\$ 2,557,223	\$ 2,582,223	\$ 2,607,223	\$ 2,632,223	\$ 2,657,223	\$ 2,757,223
Free Cash	\$ 349,758	\$ 374,763	\$ 418,563	\$ 382,463	\$ 381,463	\$ 380,063
Other Available Funds/ Other Financing	\$ 2,159,989	\$ 2,233,474	\$ 2,296,911	\$ 2,333,557	\$ 2,403,174	\$ 2,476,536
<b>Total Revenues</b>	<b>\$ 45,735,793</b>	<b>\$ 47,228,531</b>	<b>\$ 48,430,460</b>	<b>\$ 49,574,709</b>	<b>\$ 50,881,862</b>	<b>\$ 52,320,464</b>
<b>Total Revenues Percentage Change</b>	<b>2.50%</b>	<b>3.26%</b>	<b>2.54%</b>	<b>2.36%</b>	<b>2.64%</b>	<b>2.83%</b>
<b>Expenditures:</b>						
General Government	\$ 2,529,075	\$ 2,569,390	\$ 2,628,821	\$ 2,699,510	\$ 2,773,454	\$ 2,853,954
Public Safety	\$ 2,999,978	\$ 3,179,524	\$ 3,258,473	\$ 3,339,397	\$ 3,410,303	\$ 3,507,369
Education	\$ 21,592,898	\$ 21,976,460	\$ 22,415,989	\$ 22,864,309	\$ 23,321,595	\$ 23,857,992
Public Works	\$ 1,653,313	\$ 1,632,819	\$ 1,670,234	\$ 1,708,548	\$ 1,744,015	\$ 1,788,980
Health and Human Services	\$ 1,017,788	\$ 956,533	\$ 978,053	\$ 1,000,064	\$ 1,020,660	\$ 1,045,604
Culture & Libraries	\$ 759,053	\$ 776,379	\$ 795,308	\$ 814,712	\$ 832,473	\$ 855,000
Debt Service	\$ 2,016,728	\$ 2,162,573	\$ 1,767,484	\$ 1,631,600	\$ 1,601,389	\$ 1,424,908
Fixed Costs / Benefits	\$ 9,060,103	\$ 9,231,516	\$ 9,868,966	\$ 10,471,535	\$ 11,131,712	\$ 11,806,433
Capital Items Placeholder ??	\$ 300,000	\$ 400,000	\$ 591,618	\$ 660,953	\$ 690,164	\$ 865,244
Ledges Golf Course Operating Deficit	\$ (34,905)	\$ 5,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
State Assessments	\$ 2,536,690	\$ 2,648,312	\$ 2,780,728	\$ 2,919,764	\$ 3,065,752	\$ 3,219,040
Other Amounts to be Raised	\$ 1,305,072	\$ 1,248,857	\$ 1,253,976	\$ 1,259,121	\$ 1,264,292	\$ 1,269,488
<b>Total Expenditures</b>	<b>\$ 45,735,792</b>	<b>\$ 46,787,363</b>	<b>\$ 48,059,650</b>	<b>\$ 49,419,512</b>	<b>\$ 50,905,809</b>	<b>\$ 52,544,012</b>
<b>Total Expenditures Percentage Change</b>	<b>2.50%</b>	<b>2.30%</b>	<b>2.72%</b>	<b>2.83%</b>	<b>3.01%</b>	<b>3.22%</b>
<b>Cumulative Surplus / (Shortfall)</b>	<b>\$ 1</b>	<b>\$ 441,168</b>	<b>\$ 370,810</b>	<b>\$ 155,196</b>	<b>\$ (23,947)</b>	<b>\$ (223,548)</b>
<b>Annual Surplus / (Shortfall)</b>			<b>\$ (70,359)</b>	<b>\$ (215,613)</b>	<b>\$ (179,144)</b>	<b>\$ (199,600)</b>

## Indirect Costs and Supporting Documentation:

### School Indirect Costs-FY21

FY 21:

**FY 21 Budget Recommendation** \$21,976,460

*Estimated:*

<i>Health Insurance</i>	\$	3,222,450
<i>FICA/Medicare</i>	\$	247,125
<i>Contributory &amp; Non Contr. Retirement</i>	\$	1,078,827
<i>Unemployment</i>	\$	45,000
<i>Property &amp; Liability Insurance</i>	\$	90,512
<i>Workers Compensation</i>	\$	120,750

**Total Indirects** \$ 4,804,664

**Total Amount of Budget Dollars in Support  
of School Department (not including debt)** \$26,781,124

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### SHELD Indirect Costs-FY21

FY 21:

**FY 21 Estimated Reimbursables**

<i>Health &amp; Life Insurance</i>	\$	265,964
<i>FICA/Medicare</i>	\$	28,641
<i>Contributory Retirement</i>	\$	629,895

**Total Estimated Reimbursables** \$ 924,500

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

## Landfill Enterprise –FY21 Supporting Documentation

### Estimated Revenues

User Charges	\$	1,230,108	
Other Departmental Revenue	\$	85,000	
Interest Income	\$	10,000	
Retained Earnings	\$	<u>150,000</u>	
Total	\$	1,475,108	(subject to change)

### Expenses

#### Landfill Enterprise Operating Budget

Personal Services	\$	100,883	
Other Expenses	\$	<u>1,237,203</u>	
Total Operating Budget	\$	1,338,086	

Debt & Interest	\$	-	
Capital Outlay	\$	<u>                    </u>	TBD

Subtotal	\$	1,338,086	
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#### Direct/Indirect Costs in General Fund

Admin Services	\$	70,096	
Health & Life Insurance	\$	28,543	
FICA	\$	1,433	
Retirement	\$	27,841	
Liab. Insurance/ Misc.	\$	<u>9,109</u>	
Subtotal	\$	137,022	

Total	\$	<u>1,475,108</u>	
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Surplus/Deficit	\$	-	
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Proposed funding is as follows:

\$1,188,086 to come from enterprise revenues, \$150,000 to come from enterprise retained earnings, and \$137,022 to be appropriated in the general fund and funded from Landfill enterprise revenues.

\* (Certified Retained Earnings as of 7/1/19 - \$477,663)

## WWTP Enterprise-FY21 Supporting Documentation

### Estimated Revenues

User Charges	\$	2,242,581
Connection Fee's	\$	10,000
Other Departmental Revenue	\$	5,000
Interest Income	\$	25,000
Retained Earnings	\$	-
Total	\$	2,282,581

### Expenses

#### WWTP Enterprise Operating Budget

Personal Services	\$	574,805
Other Expenses	\$	915,480
Total Operating Budget	\$	1,490,285

Debt & Interest	\$	373,462
Capital Outlay	\$	TBD

Subtotal	\$	1,863,747
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#### Direct/Indirect Costs in General Fund

Admin Services	\$	161,801
Health & Life Insurance	\$	86,829
FICA	\$	7,903
Retirement	\$	118,323
Liab. Insurance/ Misc.	\$	43,978
Subtotal	\$	418,834

Total	\$	2,282,581
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Surplus/Deficit	\$	-
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Proposed funding is as follows:

\$1,863,747 to come from enterprise revenues, and \$418,834 to be appropriated in the general fund and funded from WWTP enterprise revenues.

\* (Certified Retained Earnings as of 7/1/19 - \$772,760)

## Golf Course Enterprise-FY21 Supporting Documentation

### Estimated Revenues

Green Fee's/ Cart Rentals	\$	866,625	
Pro Shop	\$	63,311	
Miscellaneous	\$	9,653	
Food & Beverage	\$	293,179	
Retained Earnings	\$	-	
Total	\$	1,232,768	(per IGM Contract Estimates)

### Expenses

#### Golf Enterprise Operating Budget

##### Other Expenses:

Contract Maintenance	\$	553,129	
Contract Management	\$	36,000	
Other Expenses	\$	648,639	
Total Operating Budget	\$	1,237,768	

Debt & Interest	\$	369,763	
Capital Outlay	\$	TBD	

Subtotal	\$	1,607,531	
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#### Direct/Indirect Costs in General Fund

Admin Services	\$	19,200	
Health & Life Insurance/FICA/Retirement	\$	2,784	
Liab. Insurance/ Misc.	\$	6,447	
Subtotal	\$	28,431	

Total	\$	1,635,962	
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Estimated Budgeted Surplus/(Deficit)	\$	(403,194)	
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#### Proposed funding is as follows:

\$1,232,768 to come from enterprise revenues, \$374,763 to come from free cash, and \$28,431 to be appropriated in the general fund from the tax levy.

\* (Certified Retained Earnings as of 7/1/19 - \$48,722)

## 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 <b>Aaa</b> are judged to be of the highest quality, subject to the lowest level of credit risk.
Aa1		
Aa2	2017	Obligations rated <b>Aa</b> are judged to be of high quality and are subject to very low credit risk
Aa3		
A1	2007	
A2	2002	Obligations rated <b>A</b> are judged to be upper-medium grade and are subject to low credit risk.
A3	1999	
Baa1	1991	Obligations rated <b>Baa</b> 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 <b>Ba</b> are judged to be speculative and are subject to substantial credit risk.
Ba2		
Ba3		
B1		
B2		Obligations rated <b>B</b> are considered speculative and are subject to high credit risk.
B3		
Caa		Obligations rated <b>Caa</b> are judged to be speculative, of poor standing, and are subject to very high credit risk.
Ca		Obligations rated <b>Ca</b> are highly speculative, and are likely in, or very near, default, with some prospect of recovery of principal and interest.
C		Obligations rated <b>C</b> are the lowest rated and are typically in default, with little prospect for recovery of principal or interest

## Fiscal Year 2021 Long Term Debt Service

**Town of South Hadley, Massachusetts  
Fiscal 2021 Long Term Debt Service  
UniBank Fiscal Advisory Services Inc.  
2/6/2020**

<b>General Debt:</b>	<b>General Principal</b>	<b>General Interest</b>	<b>General Offsets</b>	<b>General Total</b>
Library Land (09/15/11)	\$ 70,000.00	\$ 3,150.00	\$ -	\$ 73,150.00
School Remodel (12/18/13)	\$ 240,000.00	\$ 59,445.00	\$ -	\$ 299,445.00
ESCO B (12/18/13)	\$ 85,000.00	\$ 68,778.13	\$ (51,810.00)	\$ 101,968.13
Dept Equipment (12/16/14)	\$ 25,000.00	\$ 4,700.00	\$ -	\$ 29,700.00
FY17 Dept Equip (7/20/17)	\$ 20,000.00	\$ 4,918.76	\$ -	\$ 24,918.76
FY18 Dept Equip (7/20/17)	\$ 45,000.00	\$ 13,350.00	\$ -	\$ 58,350.00
Building Renovations (7/20/17)	\$ 210,000.00	\$ 39,287.50	\$ -	\$ 249,287.50
FY17 Sidewalks (7/20/17)	\$ 40,000.00	\$ 13,731.26	\$ -	\$ 53,731.26
Recreation (7/20/17)	\$ 60,000.00	\$ 22,543.76	\$ -	\$ 82,543.76
Streets (7/20/17)	\$ 35,000.00	\$ 12,631.26	\$ -	\$ 47,631.26
<b>Total</b>	<b>\$ 830,000.00</b>	<b>\$ 242,535.67</b>	<b>\$ (51,810.00)</b>	<b>\$ 1,020,725.67</b>
<b>Excluded Debt:</b>				
	<b>Excluded Principal</b>	<b>Excluded Interest</b>	<b>Excluded Offsets</b>	<b>Excluded Total</b>
School Refunding (04/01/07)	\$ 60,000.00	\$ 2,475.00	\$ -	\$ 62,475.00
Library (12/18/13)	\$ 120,000.00	\$ 103,858.75	\$ -	\$ 223,858.75
Plains Feasibility Study (12/18/13)	\$ 10,000.00	\$ 8,201.25	\$ -	\$ 18,201.25
Plains (12/18/13)	\$ 35,000.00	\$ 32,046.25	\$ -	\$ 67,046.25
Library (12/16/14)	\$ 15,000.00	\$ 11,462.50	\$ (667.32)	\$ 25,795.18
Plains (12/16/14)	\$ 285,000.00	\$ 246,112.50	\$ (13,736.59)	\$ 517,375.91
Plains (11/10/15)	\$ 125,000.00	\$ 68,750.00	\$ (5,929.64)	\$ 187,820.36
Library (11/10/15)	\$ 10,000.00	\$ 5,250.00	\$ (431.91)	\$ 14,818.09
<b>Total</b>	<b>\$ 660,000.00</b>	<b>\$ 478,156.25</b>	<b>\$ (20,765.46)</b>	<b>\$ 1,117,390.79</b>
<b>Sewer Debt:</b>				
	<b>Sewer Principal</b>	<b>Sewer Interest</b>	<b>Sewer Offsets</b>	<b>Sewer Total</b>
WPAT CW-05-26 (12/14/06)	\$ 227,870.00	\$ 31,622.94	\$ -	\$ 259,492.94
WPAT (12/15/09)	\$ 71,113.76	\$ 11,504.86	\$ -	\$ 82,618.62
Sewer (09/15/11)	\$ 30,000.00	\$ 1,350.00	\$ -	\$ 31,350.00
<b>Total</b>	<b>\$ 328,983.76</b>	<b>\$ 44,477.80</b>	<b>\$ -</b>	<b>\$ 373,461.56</b>
<b>Golf Debt:</b>				
	<b>Golf Principal</b>	<b>Golf Interest</b>	<b>Golf Offsets</b>	<b>Golf Total</b>
Golf Clubhouse (09/15/11)	\$ 40,000.00	\$ 1,800.00	\$ -	\$ 41,800.00
Golf Refunding (7/20/17)	\$ 245,000.00	\$ 82,962.50	\$ -	\$ 327,962.50
<b>Total</b>	<b>\$ 285,000.00</b>	<b>\$ 84,762.50</b>	<b>\$ -</b>	<b>\$ 369,762.50</b>
<b>Totals:</b>				
	<b>Principal</b>	<b>Interest</b>	<b>Offsets</b>	<b>Total</b>
General Debt	\$ 830,000.00	\$ 242,535.67	\$ (51,810.00)	\$ 1,020,725.67
Excluded Debt	\$ 660,000.00	\$ 478,156.25	\$ (20,765.46)	\$ 1,117,390.79
Sewer Debt	\$ 328,983.76	\$ 44,477.80	\$ -	\$ 373,461.56
Golf Debt	\$ 285,000.00	\$ 84,762.50	\$ -	\$ 369,762.50
<b>Grand Total</b>	<b>\$ 2,103,983.76</b>	<b>\$ 849,932.22</b>	<b>\$ (72,575.46)</b>	<b>\$ 2,881,340.52</b>

- An additional \$144,589 was added to the Long Term Interest budget for an anticipated FY21 borrowing

## Current Long-Term Debt Schedule

FY	Principle	Interest	Total
2020	\$ 2,201,788	\$ 922,387	\$ 3,124,175
2021 *	\$ 2,103,984	\$ 994,521	\$ 3,098,505
2022	\$ 1,955,023	\$ 779,992	\$ 2,735,016
2023	\$ 1,886,185	\$ 717,896	\$ 2,604,081
2024	\$ 1,917,472	\$ 657,548	\$ 2,575,020
2025	\$ 1,808,885	\$ 586,954	\$ 2,395,839
2026	\$ 1,890,428	\$ 526,696	\$ 2,417,124
2027	\$ 1,877,103	\$ 466,023	\$ 2,343,127
2028	\$ 1,661,801	\$ 417,923	\$ 2,079,724
2029	\$ 1,610,000	\$ 370,599	\$ 1,980,599
2030	\$ 1,095,000	\$ 325,143	\$ 1,420,143
2031	\$ 1,140,000	\$ 288,818	\$ 1,428,818
2032	\$ 1,080,000	\$ 249,079	\$ 1,329,079
2033	\$ 1,120,000	\$ 210,796	\$ 1,330,796
2034	\$ 895,000	\$ 175,381	\$ 1,070,381
2035	\$ 925,000	\$ 143,469	\$ 1,068,469
2036	\$ 750,000	\$ 110,469	\$ 860,469
2037	\$ 780,000	\$ 81,856	\$ 861,856
2038	\$ 805,000	\$ 52,063	\$ 857,063
2039	\$ 535,000	\$ 20,063	\$ 555,063
<b>Totals</b>	<b>\$ 28,037,670</b>	<b>\$ 8,097,675</b>	<b>\$ 36,135,345</b>
General	\$ 7,455,000	\$ 1,821,234	\$ 9,276,234
Excluded	\$ 14,860,000	\$ 5,580,848	\$ 20,440,848
Enterprise	\$ 5,722,670	\$ 695,593	\$ 6,418,263

\* FY21 Reflects Estimated Long Term Interest for a potential future borrowing.  
Additional changes will be made to subsequent years as needed.

## SECTION III: DEPARTMENTAL BUDGETS

### Selectboard

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 278,903	\$ 287,064	\$ 378,586	\$ 354,412	\$ 352,412
O/E	\$ 23,482	\$ 14,941	\$ 19,000	\$ 18,600	\$ 17,900
<b>Total</b>	<b>\$ 302,385</b>	<b>\$ 302,005</b>	<b>\$ 397,586</b>	<b>\$ 373,012</b>	<b>\$ 370,312</b>

### Cable Access Studio

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 82,241	\$ 84,600	\$ 88,074	\$ 86,210	\$ 88,340
O/E	\$ 25,341	\$ 25,663	\$ 27,200	\$ 27,400	\$ 27,400
<b>Total</b>	<b>\$ 107,582</b>	<b>\$ 110,263</b>	<b>\$ 115,274</b>	<b>\$ 113,610</b>	<b>\$ 115,740</b>

### Finance Committee/ Reserve Fund

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,000</b>	<b>\$ 18,000</b>	<b>\$ 38,000</b>

### Accountant/Auditor

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 194,661	\$ 204,471	\$ 207,030	\$ 206,240	\$ 209,240
O/E	\$ -	\$ 67	\$ 150	\$ 150	\$ 100
<b>Total</b>	<b>\$ 194,661</b>	<b>\$ 204,538</b>	<b>\$ 207,180</b>	<b>\$ 206,390</b>	<b>\$ 209,340</b>

### Wage and Classification

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Merit Plan	\$ 96,000	\$ 65,000	\$ 68,000	\$ 72,000	\$ 42,000
Transferred/Expended	\$ (91,108)	\$ (64,535)	\$ (9,617)	\$ -	\$ -
<b>Total</b>	<b>\$ 4,892</b>	<b>\$ 465</b>	<b>\$ 58,383</b>	<b>\$ 72,000</b>	<b>\$ 42,000</b>

**Human Resources**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 34,600	\$ 50,123	\$ 54,919	\$ 54,710	\$ 57,730
O/E	\$ 47,828	\$ 47,853	\$ 51,400	\$ 50,600	\$ 35,120
Total	\$ 82,428	\$ 97,976	\$ 106,319	\$ 105,310	\$ 92,850

**Assessor**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 134,388	\$ 141,368	\$ 143,116	\$ 143,107	\$ 144,107
O/E	\$ 40,320	\$ 41,290	\$ 42,010	\$ 38,010	\$ 38,010
Total	\$ 174,708	\$ 182,658	\$ 185,126	\$ 181,117	\$ 182,117

**Collector/Treasurer**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 134,505	\$ 149,549	\$ 162,817	\$ 163,046	\$ 163,046
O/E	\$ 54,188	\$ 49,747	\$ 54,135	\$ 51,135	\$ 51,135
Total	\$ 188,693	\$ 199,296	\$ 216,952	\$ 214,181	\$ 214,181

**Town Audit**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Actuary Study	\$ 28,500	\$ 29,000	\$ 31,000	\$ 31,000	\$ 31,000
Annual Audit	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Total	\$ 32,500	\$ 33,000	\$ 35,000	\$ 35,000	\$ 35,000

**Town Clerk**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 73,775	\$ 125,308	\$ 131,998	\$ 131,496	\$ 131,496
O/E	\$ 777	\$ 11,436	\$ 9,400	\$ 11,000	\$ 10,500
Total	\$ 74,552	\$ 136,744	\$ 141,398	\$ 142,496	\$ 141,996

**Legal Services**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 2,600	\$ 217	\$ 2,000	\$ -	\$ -
O/E	\$ 26,572	\$ 33,551	\$ 52,000	\$ 85,000	\$ 85,000
Total	\$ 29,172	\$ 33,768	\$ 54,000	\$ 85,000	\$ 85,000

**Information Technology**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 61,731	\$ 66,327	\$ 68,473	\$ 68,215	\$ 68,215
O/E	\$ 222,354	\$ 238,454	\$ 253,255	\$ 277,250	\$ 282,930
Total	\$ 284,085	\$ 304,781	\$ 321,728	\$ 345,465	\$ 351,145

**Elections**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 13,100	\$ 15,057	\$ 10,000	\$ 45,000	\$ 35,500
O/E	\$ 17,743	\$ 16,209	\$ 17,100	\$ 19,500	\$ 18,800
Total	\$ 30,843	\$ 31,266	\$ 27,100	\$ 64,500	\$ 54,300

**Planning/Conservation**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 193,449	\$ 193,923	\$ 204,166	\$ 203,729	\$ 206,229
O/E	\$ 15,914	\$ 32,750	\$ 24,300	\$ 25,800	\$ 25,000
Total	\$ 209,363	\$ 226,673	\$ 228,466	\$ 229,529	\$ 231,229

**Public Building Maintenance**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ -	\$ -	\$ -	\$ -	\$ -
O/E	\$ 225,811	\$ 288,793	\$ 267,830	\$ 287,330	\$ 248,030
Total	\$ 225,811	\$ 288,793	\$ 267,830	\$ 287,330	\$ 248,030

**Internal Service Fund**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total	\$ 12,946	\$ 12,087	\$ 13,500	\$ 15,000	\$ 15,000

**Town Reports**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total	\$ 2,324	\$ 1,442	\$ 2,800	\$ 3,000	\$ 2,000

**Police**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 2,366,809	\$ 2,477,489	\$ 2,542,986	\$ 2,747,546	\$ 2,744,546
O/E	\$ 244,315	\$ 281,567	\$ 272,252	\$ 251,202	\$ 245,762
Total	\$ 2,611,124	\$ 2,759,056	\$ 2,815,238	\$ 2,998,748	\$ 2,990,308

**Inspection Services**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 149,204	\$ 159,351	\$ 169,341	\$ 166,247	\$ 173,916
O/E	\$ 6,008	\$ 5,487	\$ 8,800	\$ 8,800	\$ 7,500
Total	\$ 155,212	\$ 164,838	\$ 178,141	\$ 175,047	\$ 181,416

**Weights and Measures**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 6,215	\$ -	\$ -	\$ -	\$ -
O/E	\$ -	\$ 6,250	\$ 6,600	\$ 6,800	\$ 7,800
Total	\$ 6,215	\$ 6,250	\$ 6,600	\$ 6,800	\$ 7,800

**Department of Public Works**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 899,584	\$ 900,766	\$ 916,180	\$ 938,205	\$ 893,255
O/E	\$ 470,468	\$ 463,111	\$ 538,120	\$ 546,100	\$ 541,250
Total	\$ 1,370,052	\$ 1,363,877	\$ 1,454,300	\$ 1,484,305	\$ 1,434,505

**Snow & Ice Removal**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 54,115	\$ 53,539	\$ 20,380	\$ 20,381	\$ 20,381
O/E	\$ 255,134	\$ 218,398	\$ 79,633	\$ 79,633	\$ 79,633
Total	\$ 309,249	\$ 271,937	\$ 100,013	\$ 100,014	\$ 100,014

**Street Lighting**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total	\$ 96,236	\$ 91,840	\$ 99,000	\$ 98,300	\$ 98,300

**Health**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 153,310	\$ 157,308	\$ 163,337	\$ 162,502	\$ 172,502
O/E	\$ 43,928	\$ 43,569	\$ 68,210	\$ 69,668	\$ 62,268
Total	\$ 197,238	\$ 200,877	\$ 231,547	\$ 232,170	\$ 234,770

**Council on Aging**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 296,624	\$ 312,724	\$ 349,411	\$ 343,926	\$ 292,064
O/E	\$ 94,190	\$ 91,931	\$ 98,330	\$ 43,440	\$ 110,000
Total	\$ 390,814	\$ 404,655	\$ 447,741	\$ 387,366	\$ 402,064

**Veterans' Services**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total	\$ 292,040	\$ 247,318	\$ 338,500	\$ 319,700	\$ 319,700

**Library**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 457,303	\$ 474,123	\$ 493,443	\$ 508,324	\$ 516,819
O/E	\$ 231,354	\$ 242,046	\$ 255,775	\$ 256,625	\$ 252,125
Total	\$ 688,657	\$ 716,169	\$ 749,218	\$ 764,949	\$ 768,944

**Recreation**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 126,081	\$ 127,417	\$ 126,392	\$ 125,909	\$ 125,909
O/E	\$ 1,050	\$ 1,040	\$ 1,040	\$ 1,040	\$ 240
Total	\$ 127,131	\$ 128,457	\$ 127,432	\$ 126,949	\$ 126,149

**Canal Park**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total	\$ 2,312	\$ 2,500	\$ 3,500	\$ 3,500	\$ 2,000

**Old Firehouse Museum**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total	\$ 6,439	\$ 5,364	\$ 6,335	\$ 6,335	\$ 5,435

**Retirement of Debt: Principal**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
General Fund:Principal	\$ 410,000	\$ 720,000	\$ 845,000	\$ 830,000	\$ 830,000
General fund: Excluded	\$ 1,840,000	\$ 745,000	\$ 705,000	\$ 660,000	\$ 660,000
Sewer Principal	\$ 396,406	\$ 402,486	\$ 371,788	\$ 328,984	\$ 328,984
Ledges Principal	\$ 290,000	\$ 270,000	\$ 280,000	\$ 285,000	\$ 285,000
Total	\$ 2,936,406	\$ 2,137,486	\$ 2,201,788	\$ 2,103,984	\$ 2,103,984

**Interest: Long-Term Debt**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
General Fund:	\$ 292,275	\$ 295,120	\$ 272,620	\$ 383,074	\$ 383,074
General fund: Excluded	\$ 596,806	\$ 528,806	\$ 502,806	\$ 482,206	\$ 482,206
Sewer Interest	\$ 65,855	\$ 58,151	\$ 51,298	\$ 44,478	\$ 44,478
Ledges Interest	\$ 72,433	\$ 106,463	\$ 95,663	\$ 84,763	\$ 84,763
Total	\$ 1,027,369	\$ 988,540	\$ 922,387	\$ 994,521	\$ 994,521

**Interest: Short-Term Debt**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Borrowing Costs	\$ 1,220	\$ -	\$ 35,000	\$ -	\$ 5,000
Interest: Short-Term	\$ 40,236	\$ 6,748	\$ 38,208	\$ 71,642	\$ 171,792
Paydown	\$ 172,400	\$ 10,000	\$ 35,000	\$ 75,000	\$ 75,000
	\$ 213,856	\$ 16,748	\$ 108,208	\$ 146,642	\$ 251,792

**Retirement**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total	\$ 2,787,457	\$ 2,869,344	\$ 3,268,743	\$ 3,480,086	\$ 3,480,086

**Unemployment Compensation**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total	\$ 65,378	\$ 63,933	\$ 100,000	\$ 84,000	\$ 90,000

**Group Health Insurance**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total	\$ 4,268,775	\$ 4,486,555	\$ 4,670,000	\$ 4,700,000	\$ 4,650,000

**Fica/Medicare**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total \$	347,576	\$ 370,164	\$ 375,000	\$ 375,000	\$ 375,000

**Liability Insurance**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total \$	241,303	\$ 262,861	\$ 276,360	\$ 288,430	\$ 286,430

**Ct. River Channel Markers**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total \$	3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500

**DPW: Landfill**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 70,916	\$ 94,809	\$ 98,659	\$ 100,883	\$ 100,883
O/E	\$ 869,799	\$ 920,679	\$ 921,203	\$ 1,177,203	\$ 1,237,203
Total \$	940,715	\$ 1,015,488	\$ 1,019,862	\$ 1,278,086	\$ 1,338,086

**DPW: Sewerage**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total \$	52,863	\$ 34,531	\$ 57,400	\$ 57,400	\$ 67,400

**DPW: Water Pollution Control**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 411,204	\$ 322,307	\$ 546,802	\$ 574,805	\$ 574,805
O/E	\$ 744,636	\$ 723,602	\$ 759,480	\$ 850,080	\$ 848,080
Total \$	1,155,840	\$ 1,045,909	\$ 1,306,282	\$ 1,424,885	\$ 1,422,885

**Ledges Golf Course/Valley View**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
P/S	\$ 204,523	\$ 99,866	\$ -	\$ -	\$ -
O/E	\$ 937,053	\$ 1,221,005	\$ 1,210,428	\$ 1,252,768	\$ 1,237,768
<b>Total</b>	<b>\$ 1,141,576</b>	<b>\$ 1,320,871</b>	<b>\$ 1,210,428</b>	<b>\$ 1,252,768</b>	<b>\$ 1,237,768</b>

**Workers' Compensation**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Recommended</b>
<b>Total</b>	<b>\$ 108,984</b>	<b>\$ 127,389</b>	<b>\$ 150,000</b>	<b>\$ 100,000</b>	<b>\$ 150,000</b>

**Injured on Duty**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Recommended</b>
<b>Total</b>	<b>\$ 50,719</b>	<b>\$ 42,592</b>	<b>\$ 70,000</b>	<b>\$ 60,000</b>	<b>\$ 50,000</b>

**Stabilization**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Recommended</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>

**Capital Stabilization**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Recommended</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>

**Senior Center Stabilization**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Recommended</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>	<b>\$ 400,000</b>

**Mosier School Stabilization**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Recommended</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>

**OPEB**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Recommended</b>
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ 300,000</b>	<b>\$ 150,000</b>

**Conservation Land Fund**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Appropriated</b>	<b>Requested</b>	<b>Recommended</b>
Total \$	775 \$	136 \$	5,000 \$	15,000 \$	15,000 \$

**School**

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Personnel	\$ 15,750,746	\$ 16,248,455	\$ 16,202,659	\$ 16,259,467	\$ 16,259,467
Expense	\$ 4,225,350	\$ 4,083,009	\$ 4,610,740	\$ 4,555,251	\$ 4,555,251
Tuitions	\$ 937,971	\$ 920,460	\$ 779,499	\$ 1,161,742	\$ 1,161,742
Total \$	20,914,067	21,251,924	21,592,898	21,976,460	21,976,460

	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>TA</b>
	<b>Expended</b>	<b>Expended</b>	<b>Budgeted</b>	<b>Requested</b>	<b>Recommended</b>
Total General Fund	\$ 20,097,784	\$ 19,724,524	\$ 20,876,693	\$ 21,367,786	\$ 21,331,458
Total Misc. Trust	\$ 160,478	\$ 170,117	\$ 675,000	\$ 1,175,000	\$ 765,000
Total Receipts Reserved	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Total DPW:Landfill	\$ 940,715	\$ 1,015,488	\$ 1,019,862	\$ 1,278,086	\$ 1,338,086
Total DPW: WWTP	\$ 1,208,703	\$ 1,180,440	\$ 1,363,682	\$ 1,482,285	\$ 1,490,285
Total Ledges	\$ 1,141,576	\$ 1,320,871	\$ 1,210,428	\$ 1,252,768	\$ 1,237,768
Total School	\$ 20,914,067	\$ 21,251,924	\$ 21,592,898	\$ 21,976,460	\$ 21,976,460
Total \$	44,466,823	44,666,864	46,742,063	48,535,885	48,142,557