

**SELECTBOARD MEETING
TUESDAY, MAY 18, 2021
VIRTUAL AGENDA
7 P.M.**

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<p>Note: Not all topics listed here may be reached for discussion. In addition, the topics listed are those which the chair reasonably expects will be discussed as of the date of this notice. This meeting may be audio and/or visually recorded.</p>
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1. Call to Order
2. Approval of Minutes: Draft Minutes of May 4, 2021
3. Open Forum/Announcements
4. COVID-19 Update (Sharon Hart)
 - a. Update on confirmed cases
 - b. Update on vaccines
 - c. Review of public building re-opening requirements
5. Town Administrator Search Committee Appointment Update
6. Town Meeting Final Warrant and related business (including FY 22 Budget, Capital Budget, etc.).
7. Financial Policies Final Draft
8. July / August Schedule for SB
9. Senior Center Update
10. Adjourn

**SELECTBOARD MEETING
TUESDAY, MAY 4, 2021
DRAFT MEETING MINUTES
VIRTUAL MEETING ROOM – 7 P.M.**

Present were Chair Jeff Cyr, Vice Chair Sarah Etelman, Member Chris Geraghty, Clerk Carol Constant, Member Andrea Miles, and Town Administrator Michael J. Sullivan.

CALL TO ORDER

Cyr called the meeting to order at 7 p.m.

MINUTES

Geraghty motioned to approve the draft minutes of April 20 and April 27, 2021. Miles seconded. All in favor.

ROLL CALL

Constant – Aye
Cyr – Aye
Etelman – Aye
Geraghty – Aye
Miles - Aye

ANNOUNCEMENTS

Geraghty reminded the public of a virtual Q&A forum with members of the South Hadley Police Access and Community Engagement Team (PACE) on May 26, 2021 at 6:30 p.m.

Cyr highlighted the outdoor Arbor Day celebration at Michael E. Smith Middle School on April 30 and said 100 trees were planted around South Hadley this past weekend.

OPEN FORUM

Linda Young of 15 Westbrook Rd South Hadley asked for the June 9 Town Meeting date be added to the calendar and town clerk's page of the town website.

COVID-19 UPDATE

Sullivan said the latest tally of total COVID positive cases in South Hadley is 1,034. Contact cases rose significantly from last week, with 47 new contact cases, due to an outbreak at the Michael E. Smith Middle School.

Sullivan reviewed the reopening plans for the South Hadley Public Library and Gaylord Memorial Library. He highlighted the complexities of moving toward a hybrid/remote style of municipal meetings. Town hall will continue to offer digital and curbside services while it remains closed to the public.

RESIGNATION

The Selectboard thanked James Canning for his service on the Conservation Commission. Canning will not seek reappointment in June.

UPDATE ON TOWN ADMINISTRATOR DISCUSSION

Board members reevaluated the job posting for town administrator and agreed candidates must have experience as a town administrator or town manager. Bernard Lynch of Community Paradigm said resumes will be received by the first week of June for the screening committee to review and the Selectboard may be able to interview finalists by the second week of June. Sullivan assured the board he is willing to remain as town administrator until a replacement is found.

TRI-ANNUAL INTERVIEW DISCUSSION

The board will interview applicants at both June meetings and appoint at its second June meeting.

DRAFT TOWN MEETING WARRANT

Sullivan reviewed the draft articles on the town meeting warrant. He will have a more concrete document for the board to review at a future meeting.

APPOINT MEMBER TO VETERAN SERVICE DISTRICT COMMITTEE, MHC LIASON

Etelman nominated Miles to serve as the Selectboard representative to the Veteran Service District Committee. Constant seconded. All in favor.

ROLL CALL

Constant – Aye

Cyr – Aye

Etelman – Aye

Geraghty – Aye

Miles – Abstain

Miles nominated Etelman to remain as the liaison to Mount Holyoke College. Geraghty seconded. All in favor.

ROLL CALL

Constant – Aye

Cyr – Aye

Etelman – Abstain

Geraghty – Aye

Miles – Aye

ADJOURN

Miles motioned to adjourn. Constant seconded. All in favor.

ROLL CALL

Constant – Aye

Cyr – Aye

Etelman – Aye

Geraghty – Aye

Miles – Abstain

The meeting adjourned at 8:12 p.m.

**Respectfully submitted,
Kristin Maher
Executive Assistant to Administration**

Town Administrator Screening Committee

Renee M. Sweeney

Wed, May 12, 2021 at 2:12 PM

< To: Kristin Maher
<KMaher@southhadleyma.gov>
Hi Kristin,

I'm interested in applying to be on the TA Screening Committee.


There are many challenges for our next Town Administrator to wrangle, and many "priorities" floating around, some of which appear to be (and perhaps to some degree are) mutually exclusive of one another. As a resident who realizes South Hadley has some work to do if we're going to thrive in the future, I'm interested in having a voice in selecting our next leader.

I'm attaching my resume for folks to view my educational and professional background, but I will add that I am dependable, do my homework, weigh information carefully, and work well with others.

Please let me know if you have any questions.

Best wishes,
Renee

PS: I had hoped Trevor Baptiste would apply for this Committee, and if he does I would yield to him. Thanks.

 **Sweeney Resume 2021.pdf**
145K

RENEE M. SWEENEY

ADVANCEMENT OPERATIONS

📍 11 Boynton Ave, South Hadley, MA 01075

📧 renee.sweeney in reneemsweeney

EDUCATION

Mount Holyoke College

BA Politics 2001

EMPLOYMENT

Director of Advancement Services

Hampshire College · Amherst, MA

Sep. 2020 to Present

- Data analysis and strategy for \$60M Operating Campaign.
- Implementing Tableau reporting solution.

Director of Advancement Services

Western New England University · Springfield, MA

Sep. 2019 to Sep. 2020

- Lead a team of five advancement services professionals.
- Launched Ellucian's CRM Advance database, Ethos Integrations, and Analytics.
- Implemented iModules online alumni community.

Senior Associate Director of Advancement Services

Hampshire College · Amherst, MA

Jan. 2008 to Sep. 2019

- Created Phonathon interface with call analytics using Microsoft Access.
- Managed conversion from Datatel Benefactor to Colleague Advancement.
- Implemented multiple websites, alumni communities, and e-marketing programs.
- Designed 500+ reports in Access and Informer for Advancement & Alumni staff.
- Supervised Gifts & Records Specialist and Technical Report Writer.
- Proofed gift batches, redesigned receipts and pledge reminders.

Data Manager, Webmaster

Political Research Associates · Somerville, MA

Aug. 2006 to Jan. 2008

- Managed fundraising, library, and web-content Access and SQL databases.
- Acknowledged donations and managed event tracking.
- Repaired and enhanced capabilities of data systems and reporting.
- Acted as circulation manager for the organization's magazine.
- Designed e-communications with Constant Contact, maintained web site with Dreamweaver.

Data Coordinator, Office of Development

Mount Holyoke College · South Hadley, MA

Sep. 2001 to Aug. 2006

- Maintained alumni and donor database and paper files.
- Produced regular and ad hoc reports.
- Managed student workers.
- Oversaw data cleanup and readiness for system conversion.

RECOGNITION

2012 Carol & Blair Brown Staff Excellence Award

"The Carol and Blair Brown Staff Excellence Awards Program recognizes staff members who, individually or as members of a team, have made an exceptional contribution to Hampshire College. In very special ways, these employees represent the spirit of Hampshire. They are shining examples of what Hampshire staff can be when they are at their very best."

SOFTWARE

Ellucian CRM Advance, Evisions Argos, Ellucian Analytics, Entrinsek Informer, Ellucian/Datatel Colleague Advancement, Microsoft Office (esp. Access & Excel), iModules Encompass, Drupal, Wordpress, Reddot, Reaper, Audacity, Photoshop, Constant Contact, Tableau

COMMUNITY

South Hadley Town Meeting · Member · Apr. 2016 to Present

South Hadley Cultural Council · Member, Chair · Dec. 2012 to Jun. 2018

Mount Holyoke College Alumni Association · Class Board Member · May 2011 to May 2016

Neighbors Helping Neighbors · Food Pantry Volunteer · Oct. 2014 to Jun. 2015

Eileen M. Sullivan

1 Strong Farm Lane
South Hadley, MA 01075

Professional Experience

Becton Dickinson and Company

Franklin Lakes, NJ

1976-2006

Worked in various Human Resources positions in New York, Maryland and New Jersey for this medical technology company.

As a generalist, responsible for all aspects of Human Resources including recruiting, compensation, benefits administration, Human Resources planning, performance management, development planning, EEO/AA, employee relations and policy development/administration.

Worked in manufacturing locations and headquarters locations, including the Corporate headquarters.

Promoted to increasingly responsible positions and was a Human Resources Director for 23 years of my 30 year tenure.

Education

**1976 Master of Business Administration (MBA); University of Massachusetts
Concentration: Personnel/Industrial Relations**

1973 Bachelor of Arts; Smith College; Major: Government

1969 High School Diploma; Northampton High School, Northampton, MA

Additional Information

Resident of South Hadley since December, 2006, following retirement
Board Member and Volunteer Reader for Valley Eye Radio located in Springfield, MA

JEFFREY A. MILLARD

12 Alvord Street
South Hadley, MA 01075

PROFILE

Retired Administrative Corporate Vice President and Executive Manager with over 4 decades of experience driving sustainable business growth for leading commercial financial service companies. Adept at turning around underperforming business units, defining and implementing innovative strategies, identifying and securing business opportunities, mentoring individuals to become more effective leaders and managing strategic projects. Broad-based expertise includes strategic planning, business turnarounds, sales and marketing, Six Sigma, continuous improvement, logistics, negotiations, market analysis and penetration, fiduciary oversight and operations governance. Dedicated to building effective relationships and providing crucial support to investors, stakeholders, C-level executive teams and boards of directors.

EXPERIENCE

M&T BANK, Buffalo, NY

5/2005 - 12/2019 Retired

An American bank holding company operating 780 branches across the Northeast/Mid Atlantic U.S.

Administrative Vice President

Manager, Equipment Management Group and Documentation Group

Managed day-to-day operations including the setting of residuals for new transactions of all equipment to include field inspections as required, negotiated end-of-lease terminations for larger transactions and document issues related to maintenance, return language, insurance and filing requirements, ordered and reviewed outside third party appraisals, oversaw personnel, completed interim and compliance reporting requirements to include the annual FAS 13 review and assisted internal sales personnel

- Successfully analyzed and evaluated an unsatisfactory morale and management problem in the Documentation Group and subsequently instituted changes in personnel, processes and policies which were acceptable to upper management, resulting in higher productivity, more satisfied employees and better support to the overall leasing division
- Designed, customized and implemented a request process for residual determinations, outside appraisal requests and the sale of returned equipment, including the ability to track metrics and easily provide tax transaction-oriented data to credit and documentation
- Standardized asset codes and various end of term lease codes for the accounting system that is consistent with the RAF tracking process which drove research of internal transactions for future residual setting, enabled teams to properly plan end of lease remarketing strategies and allowed the finance department to accurately categorize assets for use in the credit underwriting process
- Identified the need to enhance the collections process and proceeded to evaluate all the cash management problems that were generating various collections issues, working with the cash management department, the operations and cash applications group and various internal leasing department personnel to quantify the problems, find mutually acceptable solutions and implement changes that have reduced errors by 90%+ and enhanced customer relations at all levels

BANK OF AMERICA LEASING/FLEET CAPITAL LEASING, Providence, RI

2000 - 2005

A financial services acquisition by Bank of America, providing commercial lending and leasing

Senior Vice President - Valuation Managers

Oversaw the residual setting activities of the business to include approval of residuals on all asset types and all size and type transactions, managed 6 research analysts and one administrative assistant, provided day-to-day support to approximately 70 sales professionals involved in middle market, large ticket and syndicated transactions, spearheaded the annual review of the health care and aircraft matrices (sp) and executed the annual FAS 13 review, as a direct report to the senior management team

- Assisted a top producing salesman in researching, negotiating and developing a residual guarantee program with internal management, resulting in its sale to a major Canadian bank
- Designed forms, storage systems and workflow solutions for a faster and more efficient research process, including a system which accurately measures research turnaround time

JEFFREY A. MILLARD

GE CAPITAL - METLIFE CAPITAL CORP, Bellevue, Washington **1991 - 2000**
The financial services division of General Electric, providing commercial lending and leasing
Vice President - Equipment Management Group

Managed the day-to-day activities, performed annual income and expense planning, supervised the annual residual matrix and FAS 13 reviews, defined reporting needs, analyzed available standard reports and, where necessary, designed new reports to meet requirements, oversaw hiring and training of new staff and represented the company in work-out situations, equipment repossessions and bankruptcy hearings

- Negotiated the company's first true operating lease
- Served as an expert witness in the United States Bankruptcy Court, Eastern District of New York in the case of New England Marine Services Inc. vs MetLife Capital Credit Corporation and was later deposed in a related case, the Commonwealth of Puerto Rico vs MetLife Capital Corporation
- Actively participated on the MetLife Capital Corp's first long-range planning board sub-committee for the Middle Market, helping to bring together sales and operations personnel in order to improve working relationships between sales, EMG and documentation and adequately plan for the future

NEW ENGLAND CAPITAL CORPORATION, Farmington, Ct **1983 - 1991**
A leasing and commercial lending company
Vice President - Administration
Controller

Oversaw all day-to-day financial operations, budgets, income analysis and planning, fostered beneficial relationships and helped develop a sustainable business strategy for continuous growth

- Negotiated a new building lease and successfully managed the move of the company to new quarters
- Analyzed several automated accounting programs and selected the one appropriate for the company
- Took small-ticket lease portfolio from parent company, hired personnel and ran off portfolio for a fee
- Completed extensive work-out experience to include hiring attorneys, managing work-out cases to conclusion, selling off leases and acting as a member of two unsecured creditors' committees
- Testified in BVI Holdings vs New England Financial as an expert witness in equipment valuation, resulting in a winning case and subsequent auction of the equipment which yielded a return to the company within 1% of estimated equipment value and was deposed in New England Capital Corporation vs New Breed Moving Co. in 1988
- Gained vital experience by performing workouts, collaborating with difficult clients, attorneys and vendors and negotiated reasonable solutions for every involved party

Earlier Positions: Placement Manager at Robert Half (1979 - 1983), Junior Tax Audit Associate at Arthur Andersen (1978 - 1979) and US Army Veteran (1969 - 1971)

PROFESSIONAL

Current President, Gaylord Memorial Library Association
Former President, Charles Village Community Benefits District Management Authority
Former Counselor, Hampshire Council of Governments and Executive Committee

EDUCATION

Bachelor of Arts, Business Administration, Accounting (*cum laude*), 1978
Central Connecticut State University, New Britain, CT

“Greenbelt for Champions” (Senior Management Level Six Sigma Quality Program)

Resident sought for Town Admin Screening Committee

Marilyn Ishler

Wed, May 5, 2021 at 12:36 PM

To: Kristin Maher <kmaher@southhadleyma.gov>

My name is Marilyn Ishler. As a member of the Selectboard for 9 years I served with 5 Town Administrators counting Michael Sullivan. Each administrator had a different approach to their interactions with the Selectboard. I believe I have the experience to review resumes and interview individuals applying for the position.

I have lived in South Hadley for 53 years and served as a TMM for almost 50 years. I also served on many committees and retired as Director of the Council on Aging. If a list of the elected and appointed committees I have served on is requested I will be glad to provide them.

My cell phone is 413-374-2562.

Thank you for the opportunity to apply for this appointment.

Marilyn Ishler

[Quoted text hidden]

[Quoted text hidden]

*Do not print this email unless necessary

Resident sought for Town Admin Screening Committee

Linda Young

Wed, May 5, 2021 at 1:54 PM

To: Kristin Maher <kmaher@southhadleyma.gov>

Kristin, I would like to be considered as a member of the Town Administrator Screening Committee. I did not apply the first time around as I thought I've done this enough but you do not have what I would consider any senior citizens on this committee (Tom doesn't count as he is really still working). As Senior Citizens are making up a large percentage of South Hadley's population compared to our children and middle agers, I feel their input should be taken into consideration. As the Selectboard knows, I have served on a number of different municipal Boards and Committees ranging from the Selectboard itself to Council on Aging in the 80's and again since 20?, Senior Center Building Committee, Tree Committee, Bike/Walk, Charter Commission, Needs and Goals, 50+ years on Town Meeting, just to name a few. I have also volunteered on numerous Town related committees such as Friends of Buttery Brook Park, MASH Concerts, PTO's, Girl Scouts, Boy Scouts, Canal Park and Bridge&Main Street gardens, as well as forming the Community Garden, Arbor Day Celebration. Each and every one (as many more of just observing) have taught me a lot about what to expect in our Town Administrator. Please accept this letter as my request to be considered as a community member for this critical committee. Thank you!

Linda Young

On Wed, May 5, 2021 at 12:09 PM Kristin Maher <kmaher@southhadleyma.gov> wrote:

[Quoted text hidden]

[Quoted text hidden]

To: Select Board, Town of South Hadley

From: Wayne D. Gass
69 Woodbridge Terrace
South Hadley, MA 01075

Re: Search Committee for Town Administrator

I understand that there is a vacancy on the committee that is helping with the search for a Town Administrator.

If I could be of assistance, I would be pleased to serve on the search committee.

My abbreviated resume is attached for your information.

Wayne D. Gass

Abbreviated Resume

Education

- B.A. in Civil Engineering from Worcester Polytechnic Institute
- M.A. in Civil Engineering Massachusetts Institute of Technology
- M.B.A University of Massachusetts, Amherst

Experience

- Turner Construction in New York and Boston
Field Engineer 2 years
- Mount Holyoke College retiring as Dean of Administration and Business
Manager 38 years.
Responsible for Facilities, Construction, Dining Services,
Human Resources, Public Safety, Telephone
Services, Duplicating and Mailing Services and
Equestrian Center

Community Service – Current

- Town of South Hadley – Trustee of the Old Firehouse Museum,
- Springfield Museums - Property Committee
- Episcopal Diocese of Western Massachusetts - Budget and Financial Planning
Committee
- Center Redevelopment Corporation – Board of Directors
- All Saints' Church, South Hadley - Property Committee
- Holyoke Rotary Club

Community Service – Previously

- Holyoke Hospital - Board of Trustees
- PeoplesBank – Corporator
- Loomis Communities- Board of Directors
- Fire District #2 – Volunteer Fireman and Prudential Committee
- Greater Holyoke YMCA – Board of Trustees
- Town of South Hadley – School Plants Committee

COMMONWEALTH OF MASSACHUSETTS
SOUTH HADLEY, MASSACHUSETTS

WARRANT
Hampshire, ss.

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

GREETINGS:

In the name of the Commonwealth of Massachusetts, you are hereby directed to notify and warn the Inhabitants of the Town of South Hadley that the ANNUAL TOWN MEETING will be held at 9 East Parkview Drive, South Hadley, Massachusetts (Saint Theresa's Church) parking area on Wednesday June 9, 2021 at 6:00 PM or as soon thereafter as the subject matter of this warrant can then and there be reached, and the Town Clerk is required to notify and warn the Town Meeting Members then and there to meet and act on the following articles and duties;

Election of Redevelopment Authority Position(s)

1. Term to End June 30, 2025 and to commence upon vote
2. Term July 1, 2021 to June 30, 2026

Motion of Moderator to use Handheld tabulators.

Consent Calendar "A" (Articles 1,2,3,4,5 and 6)

ARTICLE 1. To see if the Town will vote to authorize the Town Treasurer, with the approval of the Selectboard, to borrow money from time to time in anticipation of the revenue of the fiscal year beginning July 1, 2021, in accordance with the provisions of Massachusetts General Laws Chapter 44, Section 4 and to renew any note or notes as may be given in accordance with the provisions of Massachusetts General Laws, Chapter 44, Section 17, or take any other action relative thereto.

ARTICLE 2. To see if the Town will vote to authorize the Town Treasurer, with the approval of the Selectboard, to enter into compensating balance agreements with bank offices having their principal offices in the Commonwealth during Fiscal Year 2022, as permitted by Massachusetts General Laws Chapter 44, Section 53 (F), or take any other action relative thereto.

ARTICLE 3. To see if the Town will vote to authorize the Selectboard to defend all suits that may be brought against the Town during Fiscal Year 2022 and to prosecute all suits on behalf of the Town, to engage counsel for same, and to settle such suits as they deem advisable, or take any other action relative thereto.

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

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

ARTICLE 6. To see if the Town will vote to fix the salary and compensation of the following elective officers of the Town of South Hadley during fiscal year 2022 as provided by Massachusetts General Laws, Chapter 41, Section 108, as amended: Moderator, Selectboard Members, Assessors, or take any other action relative thereto.

End of Consent Calendar "A"

Consent Calendar "B"(Articles 7,8,9, 10)

ARTICLE 7. To see if the Town will vote to vote to adopt/ re-adopt and accept the provisions of Section 20 of Chapter 32B of the *Massachusetts General Laws*, as amended by Section 15 of Chapter 218 of the Acts of 2016, establishing an Other Post-Employment Benefits Liability Trust Fund; to authorize the Board of Selectmen and Treasurer to execute a declaration of trust creating an expendable trust for the purpose of holding monies appropriated to such fund; to designate the Treasurer as the trustee of such trust; to authorize the transfer of any and all monies currently held for the purpose of paying retiree health and life benefits to such trust; and to authorize the trustee to invest and reinvest the monies in such fund accordance with the Prudent Investor Rule established under Chapter 203C of the Massachusetts General Laws, or take any other action in relation thereto.

ARTICLE 8. To see if the Town will vote to authorize the use of Massachusetts General Law Chapter 203C in establishing "prudent investor" guidelines in and related to South Hadley Financial Policies or take any other action thereto.

ARTICLE 9. To see if the Town will vote to accept Massachusetts General Law Chapter 200A subsection 9A regarding tailings and draft/check processing contained within and related to the South Hadley Financial Policies or take any other action thereto.

ARTICLE 10. To see if the Town will vote to accept Massachusetts General Law Chapter 60 subsection 62A regarding Tax Payment Agreements and tax title processes contained within and related to the South Hadley Financial Policies and adopt the following bylaw to implement same, or take any other action thereto.

Amend the Town of South Hadley General Bylaws by adding a new Chapter as follows:

Chapter 142 Redemption of tax title real estate.

142-1 Written Tax Title Agreements Authorization: Pursuant to the provisions of MGL c. 60, § 62A, the Treasurer of the Town of South Hadley ("Town") may enter into a written payment agreement ("Agreement") with any person(s) entitled to redeem ownership of parcels of real

estate ("Redeemer") which have been taken by the Town as a result of nonpayment of real estate taxes. The Agreement shall be executed by the Town and Redeemer and shall set forth the terms and conditions for payment of the delinquent taxes, interest and any other costs, fees or charges associated with same.

142-2 Eligibility: The Redeemer of the following assessment categories of real property shall be eligible to enter into an Agreement provided for in the preceding paragraph:

- (1) Commercial property;
- (2) Residential property;
- (3) Industrial; and
- (4) Open space.

142-3 Conditions for Agreement: The following conditions must be met prior to the Town and Redeemer entering into a written Agreement.

- (1) The Town has not filed a petition to foreclose the rights of redemption with the Land Court, and the recording date of the Instrument of Taking recorded in the Hampshire Registry of Deeds or Hampshire Registry District of the Land Court must be no more than 10 years from the date of the proposed Agreement;
- (2) All real estate taxes due for the current fiscal year assessed against the parcel must be paid to date;
- (3) The Redeemer, at the time of execution of said Agreement, must pay to the Town a minimum of 25% of the amount due to redeem the parcel. The Redeemer must then agree to pay the remaining balance due to the Town in equal monthly installments over a period not to exceed five years.
- (4) The Agreement may not be longer than five (5) years in duration.

142-4 Credit Availability: After the Town has received 75% of the total amount due, the Redeemer shall be entitled to a credit equal to 25% of the accrued interest on the tax title account. This credit shall be applied against the final installment payment(s) due under the Agreement.

142-5 Freezing Foreclosure Action: During the term of the Agreement, the Treasurer may not bring an action to foreclose the tax title of the Redeemer unless payments are not made in accordance with the schedule provided in the Agreement or timely payments are not made on other amounts due to the municipality that constitute a lien on the same parcel.

End of Consent Calendar "B"

ARTICLE 11. To see if the Town will vote to authorize the total expenditures for the Buttery Brook Park Revolving Fund pursuant to G.L. c. 44 Section 53E ½ for the fiscal year beginning July 1, 2021 to be expended in accordance with Chapter 65 - 5 of the town bylaws in the amount of \$20,000 or take any other action relative thereto.

ARTICLE 12. To see if the Town will vote to raise and appropriate and transfer from available funds the sum of \$49,525,631 or a greater or lesser sum, to constitute the Operating Budget for fiscal year 2022 as further articulated in "Appendix A" as attached or take any other action relative thereto.

ARTICLE 13. To see if the Town will vote to release a portion of an unrecorded sewer and drainage easement held by the Town of South Hadley as shown on Lot 35 on a plan of land entitled "SOUTH HADLEY COMMONS, SOUTH HADLEY, MASSACHUSETTS PREPARED FOR LATHROP STREET REALTY COMPANY ONE FRANCIS AVENUE, HOLYOKE, MA. DATE: May 7, 1985 Rev., Aug. 12, 1985" Prepared by Heritage Surveys, Bruce A. Coombs, R.L.S., College Highway, Southamptn, Mass., recorded in the Hampshire County Registry of Deeds at Book 134, Pages 74-78, and more particularly bounded and described as follows which portion is occupied by the current home located at 15 Kimberly Drive, South Hadley, Hampshire County, Massachusetts and owned by Britannia Weatherspoon-North and Daniel North, as more fully set forth on the plan entitled MORTGAGE LOAN INSPECTION PLAT, SOUTH HADLEY, MASSACHUSETTS PREPARED FOR JAMISON J. BUCHANAN by HAROLD L. EATON AND ASSOCIATES, INC. and dated June 25, 2019 and which is attached herewith, said partial release to include only that portion which is occupied by the home and further to authorize the South Hadley Selectboard to enter into any and all documents necessary to effectuate this vote, or take any other action relevant thereto.

ARTICLE 14. To see if the Town will vote to amend Chapter 72 of the Town of South Hadley General Bylaws, Section 72-15 to permit the use of hand-held devices for the purpose of taking and tallying votes at town meeting as follows (**bold and underlined new** and ~~strike through removed~~):

72-15 Determination of Voting

All votes, including those requiring two-thirds approval or more, shall be taken in the first instance by a "yes" and "no" voice vote. If the Moderator is in doubt as to the vote s/he shall call for a show of hands or for a standing vote, or, if seven or more voters immediately question the vote, the Moderator shall call for a standing vote. **Alternatively, at the discretion of the Moderator, the meeting may use hand-held electronic devices to make and tally votes.**

ARTICLE 15. To see if the Town will vote to appropriate from Unreserved Free Cash the sum \$197,700 for the purpose of purchasing for conservation and passive recreation purposes, by negotiated purchase or otherwise, a certain property, known as the O'Meara et al Property consisting of 20.7 acres, more or less, as shown on the a plan entitled "Plan of Land in South Hadley made by Hilltown Properties dated April 30, 2021 that said land be conveyed to said Town of South Hadley under the provisions of Massachusetts General Laws, Chapter 40, Section 8C, and as it may hereafter be amended and other Massachusetts statutes relating to Conservation, to be managed and controlled by the Conservation Commission of South Hadley, and the Conservation Commission be authorized to file on behalf of the Town of South Hadley any and all applications deemed necessary for grants and/or reimbursements from the Commonwealth of Massachusetts. deemed necessary under Chapter 132A, Section 11 and/or any others in any way connected with the scope of this Article, and the Town of South Hadley and the

Conservation Commission be authorized to enter into all agreements and execute any and all instruments s may be necessary on behalf of the Town of South Hadley to affect said purchase.

ARTICLE 16 To see if the Town will accept River Lodge Road as set forth on a plan dated _____ and on file with the Town Clerk. (see Appendix B)

ARTICLE 17 To see if the Town will transfer from Unreserved Free Cash the sum of \$150,000 as a grant match, said amount to be reduced by any fundraising received to support an Agricultural Preservation Restriction on the property. And further that no expenditure can be made without a specific vote to proceed from the South Hadley Selectboard, Appropriations Committee and Conservation Commission.

ARTICLE 18. To see if the Town will transfer from WWTP Retained Earnings the sum of \$485,000 to make the following purchases, repairs or replacements; Plant Roof Repair (\$85,000 estimate), Generator Replacement (\$400,000 estimate) related to the WWTP operations or take any other action relative thereto.

ARTICLE 19 To see if the Town will transfer from Unreserved Free Cash the sum of \$1,748,000 to make the following capital purchases, repairs, or replacements; Dispatch Communications System \$1,300,000, \$236,000 for purchase of three police cruisers, \$82,000 High School Dishwasher, \$30,000 High School Smart Board, \$100,000 to replace IT system servers related to municipal operations or take any other action relative thereto.

ARTICLE 20 To see if the Town will transfer from FY 21 Unreserved Free Cash the sum of \$400,000 which \$200,000 will be transferred to the Stabilization Fund and \$200,000 transferred to the Capital Stabilization Fund or take any other action relative thereto.

“Appendix A”

Department	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommended
1220 Selectboard					
Selectboard-Personnel Services	\$ 287,064	\$ 351,165	\$ 352,412	\$ 295,643	\$ 298,294
Selectboard-Other Expenses	<u>\$ 14,941</u>	<u>\$ 12,299</u>	<u>\$ 17,900</u>	<u>\$ 33,700</u>	<u>\$ 23,700</u>
Total Selectboard	\$ 302,005	\$ 363,464	\$ 370,312	\$ 329,343	\$ 321,994
1250 Cable Access					
Cable Access-Personnel Services	\$ 84,600	\$ 68,626	\$ 88,340	\$ 98,453	\$ 90,708
Cable Access-Other Expenses	<u>\$ 23,663</u>	<u>\$ 23,511</u>	<u>\$ 27,400</u>	<u>\$ 26,600</u>	<u>\$ 26,600</u>

Total Cable Access	\$ 108,263	\$ 92,137	\$ 115,740	\$ 125,053	\$ 117,308
1320 Reserve Fund					
Total Reserve Fund	\$ -	\$ -	\$ 38,000	\$ 25,000	\$ 25,000
1350 Accountant/Auditor					
Accounting/Auditing- Personnel Services	\$ 204,471	\$ 207,030	\$ 209,240	\$ 209,252	\$ 213,267
Accounting/Auditing- Other Expenses	\$ 67	\$ -	\$ 100	\$ 100	\$ 100
Total Accounting/Auditing	\$ 204,538	\$ 207,030	\$ 209,340	\$ 209,352	\$ 213,367
1360 Wage and Classification					
Merit Plan	\$ 65,000	\$ 68,000	\$ 42,000	\$ 68,000	\$ 58,000
Transferred/Expended	\$ (64,535)	\$ (22,954)	\$ -	\$ -	\$ -
Total Wage and Classification	\$ 465	\$ 45,046	\$ 42,000	\$ 68,000	\$ 58,000
1370 Human Resources					
Human Resources Personnel Services	\$ 50,123	\$ 54,919	\$ 57,730	\$ 151,972	\$ 139,972
Human Resources Other Expenses	\$ 47,853	\$ 33,959	\$ 35,600	\$ 31,100	\$ 31,100
Total Human Resources	\$ 97,976	\$ 88,878	\$ 93,330	\$ 183,072	\$ 171,072
1410 Assessor					
Assessor-Personnel Services	\$ 141,368	\$ 143,243	\$ 144,107	\$ 144,245	\$ 145,751
Assessor-Other Expenses	\$ 41,290	\$ 34,958	\$ 38,010	\$ 38,035	\$ 38,035
Total Assessor	\$ 182,658	\$ 178,201	\$ 182,117	\$ 182,280	\$ 183,786
1460 Collector/Treasurer					
Collector/Treasurer-Personnel Services	\$ 149,549	\$ 162,817	\$ 163,046	\$ 163,053	\$ 168,574
Collector/Treasurer-Other Expenses	\$ 49,747	\$ 45,991	\$ 51,135	\$ 50,175	\$ 45,675
Total Collector/Treasurer	\$ 199,296	\$ 208,808	\$ 214,181	\$ 213,228	\$ 214,249
1490 Town Audit					
Total Town Audit	\$ 33,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 35,000

1500 Town Clerk					
Town Clerk-Personnel Services	\$ 125,308	\$ 132,000	\$ 131,496	\$ 131,496	\$ 107,914
Town Clerk-Other Expenses	<u>\$ 11,436</u>	<u>\$ 5,219</u>	<u>\$ 10,500</u>	<u>\$ 10,000</u>	<u>\$ 10,000</u>
Total Town Clerk	\$ 136,744	\$ 137,219	\$ 141,996	\$ 141,496	\$ 117,914
1510 Legal Services					
Legal Services-Personnel Services	\$ 217	\$ -	\$ -	\$ -	\$ -
Legal Services-Other Expenses	<u>\$ 33,551</u>	<u>\$ 64,436</u>	<u>\$ 85,000</u>	<u>\$ 85,000</u>	<u>\$ 83,500</u>
Total Legal Services	\$ 33,768	\$ 64,436	\$ 85,000	\$ 85,000	\$ 83,500
1550 Information Technology					
Information Technology-Personnel Services	\$ 66,327	\$ 68,477	\$ 68,215	\$ 68,215	\$ 69,219
Information Technology-Other Expenses	<u>\$ 242,204</u>	<u>\$ 259,269</u>	<u>\$ 282,450</u>	<u>\$ 282,300</u>	<u>\$ 281,300</u>
Total Information Technology	\$ 308,531	\$ 327,746	\$ 350,665	\$ 350,515	\$ 350,519
1620 Elections					
Elections-Personnel Services	\$ 15,057	\$ 9,287	\$ 35,500	\$ 8,500	\$ 8,500
Elections-Other Expenses	<u>\$ 16,209</u>	<u>\$ 16,728</u>	<u>\$ 18,800</u>	<u>\$ 17,500</u>	<u>\$ 16,500</u>
Total Elections	\$ 31,266	\$ 26,015	\$ 54,300	\$ 26,000	\$ 25,000
1750 Planning/Conservation					
Planning/Conservation-Personnel Services	\$ 193,923	\$ 204,251	\$ 206,229	\$ 206,238	\$ 212,262
Planning/Conservation-Other Expenses	<u>\$ 32,750</u>	<u>\$ 23,958</u>	<u>\$ 25,000</u>	<u>\$ 54,600</u>	<u>\$ 49,200</u>
Total Planning/Conservation	\$ 226,673	\$ 228,209	\$ 231,229	\$ 260,838	\$ 261,462
1920 Public Building Maintenance					
Building Mtce-Other Expenses	<u>\$ 255,432</u>	<u>\$ 222,855</u>	<u>\$ 248,030</u>	<u>\$ 245,830</u>	<u>\$ 221,830</u>
Total Building Maintenance	\$ 255,432	\$ 222,855	\$ 248,030	\$ 245,830	\$ 221,830
1930 Internal Service Fund					

Total Internal Service Fund	\$ 12,087	\$ 10,895	\$ 15,000	\$ 15,000	\$ 8,000
1950 Town Reports					
Total Town Reports	\$ 1,442	\$ 1,495	\$ 2,000	\$ 1,800	\$ 1,800
2100 Police					
Police-Personnel Services	\$ 2,477,489	\$ 2,466,637	\$ 2,744,546	\$ 2,801,053	\$ 2,803,053
Police-Other Expenses	<u>\$ 281,159</u>	<u>\$ 264,516</u>	<u>\$ 245,762</u>	<u>\$ 275,543</u>	<u>\$ 280,543</u>
Total Police	\$ 2,758,648	\$ 2,731,153	\$ 2,990,308	\$ 3,076,596	\$ 3,083,596
2410 Inspection Services					
Inspection Services-Personnel Services	\$ 159,351	\$ 162,679	\$ 173,916	\$ 174,173	\$ 174,173
Inspection Services-Other Expenses	<u>\$ 5,487</u>	<u>\$ 5,584</u>	<u>\$ 7,500</u>	<u>\$ 8,500</u>	<u>\$ 6,900</u>
Total Inspection Services	\$ 164,838	\$ 168,263	\$ 181,416	\$ 182,673	\$ 181,073
2440 Weights and Measures					
Weights and Measures-Other Expenses	<u>\$ 6,250</u>	<u>\$ 7,784</u>	<u>\$ 7,800</u>	<u>\$ 7,900</u>	<u>\$ 7,900</u>
Total Weights and Measures	\$ 6,250	\$ 7,784	\$ 7,800	\$ 7,900	\$ 7,900
4000 Department of Public Works					
DPW-Personnel Services	\$ 898,248	\$ 833,472	\$ 893,255	\$ 919,848	\$ 882,706
DPW-Other Expenses	<u>\$ 457,960</u>	<u>\$ 473,386</u>	<u>\$ 541,250</u>	<u>\$ 547,745</u>	<u>\$ 547,745</u>
Total Department of Public Works	\$ 1,356,208	\$ 1,306,858	\$ 1,434,505	\$ 1,467,593	\$ 1,430,451
4230 Snow and Ice Removal					
Snow and Ice-Personnel Services	\$ 53,539	\$ 32,420	\$ 20,381	\$ 20,381	\$ 20,381
Snow and Ice-Other Expenses	<u>\$ 218,398</u>	<u>\$ 150,474</u>	<u>\$ 79,633</u>	<u>\$ 80,360</u>	<u>\$ 80,360</u>
Total Snow and Ice Removal	\$ 271,937	\$ 182,894	\$ 100,014	\$ 100,741	\$ 100,741
4240 Street Lighting					
Total Street Lighting	\$ 91,840	\$ 90,699	\$ 98,300	\$ 94,000	\$ 94,000

5110 Board of Health					
Board of Health-Personnel Services	\$ 157,308	\$ 162,846	\$ 172,502	\$ 201,851	\$ 204,469
Board of Health-Other Expenses	<u>\$ 43,569</u>	<u>\$ 47,903</u>	<u>\$ 62,268</u>	<u>\$ 65,615</u>	<u>\$ 65,615</u>
Total Board of Health	\$ 200,877	\$ 210,749	\$ 234,770	\$ 267,466	\$ 270,084
5410 Council on Aging					
Council on Aging-Personnel Services	\$ 312,724	\$ 305,829	\$ 292,064	\$ 346,779	\$ 366,069
Council on Aging-Other Expense	<u>\$ 91,931</u>	<u>\$ 88,380</u>	<u>\$ 110,000</u>	<u>\$ 101,800</u>	<u>\$ 91,800</u>
Total Council on Aging	\$ 404,655	\$ 394,209	\$ 402,064	\$ 448,579	\$ 457,869
5430 Veterans' Services					
Total Veterans' Services	\$ 247,318	\$ 232,494	\$ 319,700	\$ 315,000	\$ 299,800
6100 Library					
Library-Personnel Services	\$ 474,123	\$ 482,915	\$ 516,819	\$ 491,051	\$ 519,915
Library-Other Expenses	<u>\$ 242,046</u>	<u>\$ 196,504</u>	<u>\$ 252,125</u>	<u>\$ 241,760</u>	<u>\$ 241,760</u>
Total Library	\$ 716,169	\$ 679,419	\$ 768,944	\$ 732,811	\$ 761,675
6300 Recreation					
Recreation-Personnel Services	\$ 127,417	\$ 126,391	\$ 125,909	\$ 125,909	\$ 125,909
Recreation-Other Expenses	<u>\$ 1,040</u>	<u>\$ 1,040</u>	<u>\$ 240</u>	<u>\$ 240</u>	<u>\$ 240</u>
Total Recreation	\$ 128,457	\$ 127,431	\$ 126,149	\$ 126,149	\$ 126,149
6510 Canal Park Committee					
Total Canal Park Committee	\$ 1,166	\$ 800	\$ 2,000	\$ 1,000	\$ 1,000
6710 Old Firehouse Museum					
Total Old Firehouse Museum	\$ 5,364	\$ 5,089	\$ 5,435	\$ 5,750	\$ 5,750
7110 Retirement of Debt					
Total Principal: Long-Term Debt	\$ 2,137,486	\$ 2,201,788	\$ 2,103,984	\$ 2,470,024	\$ 2,015,024
7510 Interest: Long-Term Debt					

Total Interest: Long-Term Debt	\$ 988,540	\$ 922,387	\$ 994,521	\$ 1,029,020	\$ 921,671
7520 Interest: Short-Term Debt					
Total Interest: Short-Term Debt	\$ 16,748	\$ 109,678	\$ 251,792	\$ 467,020	\$ 711,900
9110 Retirement					
Total Retirement	\$ 2,869,344	\$ 3,211,066	\$ 3,480,086	\$ 3,775,000	\$ 3,774,831
9130 Unemployment Compensation					
Total Unemployment Insurance	\$ 63,933	\$ 125,000	\$ 90,000	\$ 125,000	\$ 125,000
9140 Group Health Insurance					
Total Group Health Insurance	\$ 4,486,555	\$ 4,427,831	\$ 4,650,000	\$ 4,570,000	\$ 4,560,000
9160 Fica/Medicare					
Total Fica/Medicare	\$ 370,164	\$ 370,712	\$ 375,000	\$ 372,000	\$ 376,000
9450 Liability Insurance					
Total Liability Insurance	\$ 262,861	\$ 274,425	\$ 286,430	\$ 321,950	\$ 363,000
2950 Ct. River Channel Marker					
Total Ct. River Channel Marker	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
4340 DPW: Landfill					
DPW:Landfill-Personnel Services	\$ 94,809	\$ 95,397	\$ 100,883	\$ 87,427	\$ 87,427
DPW:Landfill-Other Expenses	\$ 920,679	\$ 920,454	\$ 1,237,203	\$ 1,251,800	\$ 1,251,800
Total DPW: Landfill	\$ 1,015,488	\$ 1,015,851	\$ 1,338,086	\$ 1,339,227	\$ 1,339,227
4360 DPW:Sewerage					
TOTAL DPW:Sewerage	\$ 34,531	\$ 57,500	\$ 67,400	\$ 68,450	\$ 68,450
4430 DPW:Water Pollution Control					
DPW:WWTP-Personnel Services	\$ 422,307	\$ 436,771	\$ 574,805	\$ 556,091	\$ 556,091
DPW:WWTP-Other Expenses	\$ 723,602	\$ 726,889	\$ 848,080	\$ 830,700	\$ 830,700

Total DPW: Water Pollution Control	\$ 1,145,909	\$ 1,163,660	\$ 1,422,885	\$ 1,386,791	\$ 1,386,791
6800 Ledges Golf Course/Valley View					
Ledges-Personnel Services	\$ 99,866	\$ -	\$ -	\$ -	\$ -
Ledges-Other Expenses	\$ 1,221,005	\$ 1,124,201	\$ 1,237,768	\$ 1,258,888	\$ 1,258,888
Total Ledges Golf Course	\$ 1,320,871	\$ 1,124,201	\$ 1,237,768	\$ 1,258,888	\$ 1,258,888
SCHOOL					
Personnel	\$ 16,248,455	\$ 16,236,285	\$ 16,259,467	\$ -	\$ -
Expense	\$ 4,072,446	\$ 4,498,437	\$ 4,555,251	\$ -	\$ -
Tuitions	\$ 920,460	\$ 819,918	\$ 1,161,742	\$ -	\$ -
Total School	\$ 21,241,361	\$ 21,554,640	\$ 21,976,460	\$ 22,476,460	\$ 22,476,460
Conservation Land Fund					
Conservation Land Fund	\$ 136	\$ 3,175	\$ 15,000	\$ 15,000	\$ 15,000
Workers' Compensation					
Total Workers' Compensation	\$ 127,389	\$ 206,219	\$ 150,000	\$ 150,000	\$ 150,000
Injured on Duty					
Total Injured on Duty	\$ 42,592	\$ 42,461	\$ 50,000	\$ 50,000	\$ 50,000
OPEB					
Total OPEB	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 500,000
Senior Center Stabilization					
Total Sr. Ctr Stabilization	\$ -	\$ -	\$ 400,000	\$ -	\$ -
Mosier School Stabilization					
Total Mosier School Stabilization	\$ -	\$ -	\$ -	\$ -	\$ 200,000

	\$	\$	\$	\$	
Total General Fund	19,683,502	20,013,163	21,331,458	22,453,079	\$ 22,077,315
Total Misc. Trust	\$ 170,117	\$ 251,855	\$ 765,000	\$ 365,000	\$ 915,000
Total Receipts Reserved	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Total DPW: Landfill	\$ 1,015,488	\$ 1,015,851	\$ 1,338,086	\$ 1,339,227	\$ 1,339,227
Total DPW: WWTP	\$ 1,180,440	\$ 1,221,160	\$ 1,490,285	\$ 1,455,241	\$ 1,455,241
Total Ledges	\$ 1,320,871	\$ 1,124,201	\$ 1,237,768	\$ 1,258,888	\$ 1,258,888
	\$	\$	\$	\$	
Total School	<u>21,241,361</u>	<u>21,554,640</u>	<u>21,976,460</u>	<u>22,476,460</u>	<u>\$ 22,476,460</u>
	\$	\$	\$	\$	
	44,615,279	45,184,370	48,142,557	49,351,395	\$ 49,525,631

Given under our hands this 18th day of May, 2019:

Jeff Cyr, Chair

Sarah Etelman, Vice-Chair

Carol Constant, Clerk

Andrea Miles

Christopher Geraghty

**SELECTBOARD
TOWN OF SOUTH HADLEY**

True copy, attest:

Carlene Hamlin, Clerk
Town of South Hadley

Motion

REMOTE TOWN MEETING AND NOTICE: In accordance with SECTION 8 of Chapter 92 of the Acts of 2020, I move that the Selectboard approve the Town Moderator's request to hold the June 9, 2021 at Saint Theresa's Church parking lot East Parkview Drive South Hadley in a drive in style using hand held tabulators and issue the required notice for the same which has been drafted in consultation with the Town Moderator.

Second

Roll Call Vote

NOTICE OF REMOTE TOWN MEETING
(Issued by the South Hadley Selectboard in Consultation with the Town Moderator)

Dear Town Meeting Members, Town Officials, residents, and interested parties:

In accordance with SECTION 8 of Chapter 92 of the Acts of 2020, the Town Moderator, has determined that, because of the health risk posed by COVID-19, it is not possible for Town Meeting Members and interested members of the public to safely assemble in a common location in person while also complying with all applicable state or local orders, directives, or guidance on public assemblies. As such, the Moderator requested that the Board call for the June ____, 2021 Town meeting to be held remotely. The Moderator's original request to the Selectboard is attached hereto.

On [Date], the Board approved the Moderator's request and the June __, 2021 Town Meeting will now be held in a drive in style using hand held tabulators between the hours of [Timeframe].

Prior to taking up any business at the meeting, Town Meeting must vote on whether to commence its business using the tabulators. If Town Meeting votes not to allow the use of the tabulators, then immediately following that vote, the use of the tabulators Town Meeting shall employ the method of counting by individual.

Town Meeting Members are hereby advised that they will receive instructions and information for the use of the tabulators via postal mail. If you would like to receive such information by email, please request the same at _____ and information will also be posted on the Town website at _____.

If you are a person with a disability who needs any accommodation in order to attend and/or participate in this meeting, you are entitled, at no cost to you, to the provision of certain assistance. Please contact the Town's Americans with Disabilities Act Coordinator, _____ at _____. If you are hearing or voice impaired, please call [###].

On behalf of the Selectboard, I look forward to your attendance at this important Remote Town Meeting and thank you for your service to the Town.

Best regards,

Chair
South Hadley Selectboard

The following is the process for holding a remote representative town meeting under SECTION 8 of Chapter 92 of the Acts of 2020:

- 1) The town moderator must determine that it is not possible to safely assemble the town meeting members and interested members of the public in a common location while complying with any applicable state or local orders, directives, or guidance concerning public assemblies.
- 2) The moderator must then request that the Selectboard (“board”) call for a representative town meeting to be held through use of hand held tabulators in a drive in style, or by means of a video or telephone conferencing platform.
 - a) The request must be in writing and include, at minimum:
 - i) the moderator’s determination and request to hold a town meeting through hand held tabulators in accordance with SECTION 8;
 - ii) the type of tabulators or platform the moderator has determined to use to hold the town meeting;
 - iii) confirmation that the moderator has consulted with the local disability commission or coordinator for Americans with Disabilities Act compliance; and
 - iv) a certification by the moderator that the moderator has tested the tabulators or conferencing platform; and that the platform satisfactorily enables the town meeting to be conducted in substantially the same manner as if the meeting occurred in person at a physical location and in accordance with the operational and functional requirements set forth in SECTION 8.
- 3) Not later than 10 business days following receipt of a written request by the moderator for hand held tabulators, the board must vote to approve the moderator’s request.
- 4) If the board of selectmen votes to approve the request and **has already issued a warrant** pursuant to G.L. c. 39, § 10 the board must, at the same meeting of the board, approve and issue, in consultation with the moderator, a notice that expressly states:
 - a) that the town meeting shall be held remotely by means of the video or telephone conferencing platform requested by the moderator;
 - b) the date and time of the meeting; and
 - c) any information necessary for the moderator, town meeting members, town officials, and interested members of the public to access and witness the deliberations and actions taken at the town meeting remotely.

- 5) Such notice must be:
 - a) accompanied by the moderator's request;
 - b) filed and posted in accordance with the requirements of G.L. c. 39, § 10A(b);
 - c) distributed to each town meeting member; and
 - d) publicly posted not less than 10 days before the scheduled date of the town meeting. The notice may include a date, time, and place for the town meeting to be resumed if the town meeting does not vote to continue the town meeting remotely.
- 6) If the board approves the request **but has not yet issued a warrant for a town meeting**, it must approve and issue a warrant pursuant to G.L. c. 39, § 10 which expressly states:
 - a) that the town meeting shall be held remotely, or by use of hand held tabulators or other platform requested by the moderator;
 - b) the date and time of the meeting; and
 - c) any information necessary for the moderator, town meeting members, town officials, and interested members of the public to access and witness the deliberations and actions taken at the town meeting remotely.
- 7) Such warrant must be:
 - a) accompanied by the moderator's request; and
 - b) filed in accordance with G.L. c. 39, § 10, all other applicable laws, and any relevant provisions of the town charter or by-laws. The warrant may include a date, time, and place for the town meeting to be resumed if the town meeting does not vote to continue the town meeting remotely.
- 8) Not later than 5 business days after the board approves the request – whether or not it has already issued the warrant – the town clerk must submit certified copies of the approval vote and the written request of the moderator to the attorney general.
- 9) Prior to taking up any business at the meeting, the town meeting members must vote on whether to commence business at the town meeting remotely by means of the chosen video or telephone conferencing platform.
- 10) If the town meeting votes to continue remotely, then the meeting will proceed by hand held tabulators to address the articles included in the warrant.

- 11) If the town meeting does not vote to continue the meeting remotely, then the town meeting shall be adjourned to the alternate date, time and specified in the notice or warrant or change to use traditional voting so each person is recognized.

- 12) Roll call votes can be taken by any means that the moderator determines accurately and securely records the votes of those entitled to vote at the meeting, including, but not limited to, roll call vote, electronic voting, voting by ballot, voting by phone, or any combination thereof. The vote of each town meeting member on a roll call vote must be recorded and kept with the minutes of the town meeting.

- 13) The town meeting must be recorded and such recording must be preserved and made publicly available on the town's website for not less than 90 days after the conclusion of the remote town meeting.

Draft TA Capital Recommendations for FY 2022

Project	Department	Recommended Funding	Requested Amount
911 Comm System	Police	URFC	\$1,300,000
Crusiers (3)	Police	URFC	\$236,000
SHHS Dishwasher	Town/School	URFC	\$82,000
SHHS Smartboards	Town/School	URFC	\$30,000
Server Upgrades	IT	URFC	\$100,000
Total		URFC	\$1,748,000
Library Carpet	Library	Bond (Building Reno)	\$25,000
Loader	DPW	Bond (Equip)	\$310,000
Truck #4 Plow w/sander	DPW	Bond (Equip)	\$120,000
Tilt Trailer	DPW	Bond (Equip)	\$9,500
Total		Bond	\$464,500
Sidewalks	DPW	Bond (Sidewalks)	\$600,000
Cable Studio Reno	Cable Services	PEG Access Funds	\$50,000
WWTP Generator	WWTP	Enterprise Fund	\$400,000
Plant Roof	WWTP	Enterprise Fund	\$85,000

Updated May 11

FINANCIAL POLICY MANUAL | TOWN OF SOUTH HADLEY

A COMMUNITY COMPACT CABINET INITIATIVE

MAY 2020



D L S

DIVISION OF LOCAL SERVICES
MA DEPARTMENT OF REVENUE

Draft of 5-10-21

PREPARED BY:

DLS | Technical Assistance Bureau

100 Cambridge Street, Boston, MA 02114

www.mass.gov/dls

Zack Blake, Bureau Chief

Melinda Ordway, Senior Project Manager



DLS

DIVISION OF LOCAL SERVICES
MA DEPARTMENT OF REVENUE

Geoffrey E. Snyder
Commissioner of Revenue

Sean R. Cronin
Senior Deputy Commissioner

May 12, 2020

Selectboard
Town of South Hadley
116 Main Street
South Hadley, MA 01075

Dear Board Members,

I am pleased to present the enclosed set of financial policies for the Town of South Hadley as part of the Baker-Polito Administration's Community Compact Cabinet initiative. This collaborative program strives to create clear mutual standards, expectations, and accountability for both the state and municipalities. It is my hope that our guidance provides direction and serves as a resource for local officials as we build better government for our citizens.

If you have any questions regarding the report, please contact Zack Blake, Technical Assistance Bureau Chief, at (617) 626-2358 or blakez@dor.state.ma.us.

Sincerely,

A handwritten signature in black ink, appearing to read "Sean R. Cronin".

Sean R. Cronin
Senior Deputy Commissioner

Draft as of 5-10-21

INTRODUCTION

At the Selectboard's request, the Division of Local Services Technical Assistance Bureau (TAB) created a financial policy manual for the Town of South Hadley. This project was a result of the Community Compact Cabinet (CCC) initiative (www.mass.gov/ccc), whose goal is to encourage the implementation of municipal best practices that promote good governance by fostering efficiency, accountability, and transparency in local government.

In requesting this CCC project, the Selectboard sought guidance in formalizing the town's existing financial practices and asked for recommendations to enhance already adopted financial policies and better govern operations. By laying out objectives, roles, and responsibilities, operational policies promote accountability, foster efficient coordination, and highlight the oversight and functional controls necessary to safeguard against deficiencies. The adoption of formal financial policies can also help a community ensure consistency during times of changeover in personnel. From a broader perspective, policies related to fiscal planning support stability and continuity by providing reasoned, consensus parameters to shape short- and long-term budget decisions. Together, they mitigate the risk of developing structural imbalances and other negative trends while also providing a framework for sustaining and enhancing services. The policy manual we created incorporates South Hadley's existing financial practices.

South Hadley's school (preK-12) and electric departments operate under specific regulatory statutes. The school committee must adopt its own policies that follow Department of Elementary and Secondary Education (DESE) and Massachusetts Association of School Business Officials (MASBO) guidance whereas the electric department, under the direction of the light board, establishes its own budget and rates. However, as Town departments, many of the policies within this manual are applicable as they relate to financial operations administered by the Town.

South Hadley also has two fire and water districts that operate separate from Town. The districts set their own annual tax rates based on the Assessors' valuation of properties located within their respective boundaries and expenditures approved at district meetings. While the taxes are committed by the Assessors, included on the Town's tax bills, and collected by the Treasurer/Collector on behalf of the districts, the districts should develop their own policies.

Please note that there are three policies that will require specific town meeting action before they can be adopted as presented here.

OPEB: In May 2014, South Hadley town meeting accepted [M.G.L. c. 32B, § 20](#) to create a trust fund for other postemployment benefits (OPEB). The Governmental Accounting Standards Board (GASB) subsequently issued Statement 75, which required that an OPEB trust fund comply with the following criteria: 1) the fund's contributions and earnings are irrevocably committed to OPEB use; 2) the OPEB plan's assets are dedicated exclusively to providing benefits to plan members; and 3) the OPEB plan's assets are legally protected against creditors. In light of Statement 75, the Massachusetts legislature modified M.G.L. c. 32B, § 20 to meet the new guidelines. Consequently, we advise the Selectboard to present town meeting voters with articles that propose the following:

- Reaccept M.G.L. c. 32B, § 20 to establish a GASB-compliant OPEB trust fund.
- Authorize the prudent investor rule as detailed in [M.G.L. c. 203C](#) to make available the options required to meet the investment goals of the OPEB trust.
- Designate the treasurer/collector as fund trustee.

Tailings: The tailings policy includes expedited procedures for managing uncashed checks as allowed under [M.G.L. c. 200A, § 9A](#). Accordingly, it can only be adopted after town meeting's acceptance of this statute.

Tax Enforcement: To adopt the tax title payment agreement section of the tax enforcement policy, town meeting must approve a related bylaw, per [M.G.L. c. 60, § 62A](#). The following text may serve as a template:

Chapter X, Section X: Payment Agreements for Properties in Tax Title

Section X (a) Pursuant to the provisions of M.G.L. c. 60, sec. 62A, the Treasurer/Collector will pursue and establish a written payment agreement with any person(s) entitled to redeem ownership of parcels taken by the Town for nonpayment of real estate taxes ("redeemer").

Section X (b) Tax title categories eligible for payment agreements include [*specify criteria here, based on: amount owed, assessed property value, length of delinquency, and/or any other criteria*].

Section X (c) At the start of the agreement, the redeemer shall pay 25 percent of the total amount due.

Section X (d) The agreement's maximum term shall be five years.

Section X (e) Full compliance with agreement terms will result in a waiver of [*local decision: choose a percent up to 50 percent*] of the tax title account's accrued interest.

SOUTH HADLEY MASSACHUSETTS

FINANCIAL POLICIES MANUAL



Draft as of 5-10-21

PREFACE

The Town of South Hadley is committed to safeguarding public funds, protecting local assets, and complying with financial standards and regulations. To that end, this manual of financial policies provides guidance for local planning and decision making. The policies as a whole are intended to outline objectives, provide direction, and define authority to help ensure sound fiscal stewardship and management practices. Each should be periodically reviewed and updated as necessary.

With these policies, the Town of South Hadley, through its Selectboard, Town Administrator, Appropriations Committee, Capital Planning Committee, Board of Assessors, and employees, commits to the following objectives:

- Sustaining a consistent level of service and value for residents and businesses
- Safeguarding financial integrity and minimizing risk through a system of internal controls
- Promoting the maintenance and improvement of physical infrastructure and capital equipment
- Conforming to general law, uniform professional standards, and municipal best practices
- Protecting and enhancing the town's bond rating
- Promoting transparency and public disclosure
- Assuring accurate and timely reporting

Draft as of 5-10-21

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ANNUAL BUDGET CYCLE

PURPOSE

To promote transparency, fiscal sustainability, and procedural consistency, this policy establishes guidelines for developing, documenting, adopting, monitoring, and reporting the Town's annual budget. As the Town's central policy document, the budget lays out the community's prioritization of annual, and longer-range objectives, identifies financial goals, and articulates challenges. An instrument for turning strategic plans into reality, the budget constitutes a contract between the Town and its residents, explaining how funds are to be raised and allocated for the delivery of services.

APPLICABILITY

This policy pertains to the Town's annual budget development, documentation, adoption, and monitoring processes, and it encompasses the general fund, enterprise fund, and capital budgets. Within that scope, it applies to the policymaking and statutory roles of the Selectboard and Appropriations Committee, and job specific duties of the Town Administrator and Town Accountant. Additionally, it applies to the budget planning duties of all department heads and to the boards and committees that have spending authority (all referred to here as "department heads").

POLICY

Town officials will work together to prepare a balanced budget for the approval of town meeting voters. The creation of the budget will be guided by and reflect all the other financial planning policies adopted by the Town and contained in its policy manual. Town meeting has sole authority to appropriate funds for the budget, except for specific instances where statutes or regulations do not require appropriation (i.e., grants, gifts, and offset receipts).

The Town Administrator is responsible for developing the annual budget and will do so according to the vision, goals, and strategic plans laid out by the Selectboard. The budget presented to town meeting voters shall be the Selectboard's finalized proposal. As the advisor for the interests of town meeting voters, the Appropriations Committee makes recommendations on all financial matters, including the budget. It is the goal of these parties to work together in a collaborative manner to present voters with a consensus budget.

All parties applicable under this policy are expected to conform to the milestone time frames laid out in section C. Budget Calendar and detailed in the Budget Cycle Calendar in the Appendix. In addition, all department heads will timely provide the Town Administrator with all requisite information for the creation of an informative and reader-friendly budget document, which will be made available to voters in advance of town meeting. As a model for the budget document, the Town Administrator will strive use the standards established by the Government Finance Officers Association (GFOA) and best practices in its Distinguished Budget Presentation program.

A. Budget Goals

At minimum each year, the Town's budget goals will include the following provisions:

- General Fund -- The annual budget presented will first secure core services and required mandates. To preserve the Town's quality of life by providing and maintaining adequate financial resources necessary to sustain a sufficient level of municipal services, and to respond to changes in the economy, the priorities of governmental and nongovernmental organizations, and other changes that may affect our financial health.
- Capital investment —To pay for items in the capital plan, the Town will strive to maintain the annual capital funding levels spelled out in the Capital Planning and Debt Management policies. Beyond this, the Town will plan to regularly fund, within departmental operating budgets, the maintenance costs for capital equipment, facilities, infrastructure, and other assets to maximize their useful lifespans.
- Enterprise funds – For the golf, wastewater, and solid waste budgets, the Town will reasonably consider user charges and fees sufficient to recover all their associated direct and indirect costs so as to avoid or minimize any general fund subsidies.

B. Principles for Balanced and Sustainable Budgets

The Town Administrator will prepare an annual budget for approval by the Selectboard and Appropriations Committee and eventual incorporation in the annual town meeting warrant. To ensure maximum efficiencies, the Town Administrator will also review and report to these boards on the Town's methods of operation, program service delivery, resource expenditures, and manpower allocation. To assure the budget proposal is balanced and provides for sustainable trends in future budget years, the Town Administrator will apply the following principles:

- Current revenues will be sufficient to support current expenditures.
- The Town will avoid using any one-time revenue source to fund ongoing services unless necessitated by exceptional circumstances. Any such usage will require the Town Administrator to document a plan for replacing this revenue source in future years.
- Departmental budgets will be prepared so as to reflect the full costs of providing the services.
- Commitments to new wage increases and service enhancements can be considered after core services have been secured with recurring revenue.
- The Town Administrator will cultivate a strong, communicative relationship with the school department, regional authorities, and other collaboratives the community participates in so as to obtain early notice of their budget plans.

C. Budget Calendar

The budget process will be coordinated in a way that major policy issues are identified for review and discussion several months prior to budget approval. This will allow adequate time for public input and analysis of options. Annual and capital budget activities, beginning in each October with a kick-off directive and continuing through annual town meeting in May. The Town Administrator will publish an annual budget calendar that specifies dates for estimating initial revenue projections, sending out appropriation guidelines and returning departmental requests, updating the capital request from departments, create a working budget, and completing the finalized budget proposal.

The process will allow for hearings, reviews and approvals at different levels and account for the time needed to distribute the warrant.

D. Budget Document

The Town Administrator in cooperation with the Town Accountant will produce a transparent and user-friendly budget document that illustrates the budget's short- and long-term strategic goals. It will incorporate narrative information on departmental and organizational goals, provide details about the plans and resource allocations needed to meet them, and include graphical information about available financial resources as necessary. As a guide for the document, the Town Administrator will strive to use the standards laid out by the [Government Financial Officers Association](#) (GFOA) in its Distinguished Budget Presentation Award program to the greatest extent possible and practicable. The budget should include GFOA's [essential criteria](#).

E. Budget Monitoring

The Town Accountant will continually monitor the budget and provide regular formal reports to the Town Administrator, Selectboard, and Appropriations Committee. Budget-to-actual revenues will be reported quarterly to ensure timely budget adjustments, if needed, and thereby prevent any potential revenue deficit. Budget-to-actual expenditure balances will be reported monthly to ensure that the total of expenditures and purchase commitments in any account does not exceed the authorized budget for that account.

The Town will take immediate corrective actions if at any time during the fiscal year expenditure or revenue estimates indicate a projected operating deficit by year-end. Corrective actions can include, but are not limited to, hiring freezes, expenditure reductions, layoffs, or use of contingency funds.

F. Cyclical Budget-Related Activities

Beyond the development, implementation, and monitoring of the budget, the budget cycle encompasses other events throughout the fiscal year. These include providing instructions for closing one fiscal year and opening of the new one in compliance with the Year-End Closing policy, preparing for an audit, submitting state reports and other documentation, and evaluating prior year results as found in the Budget Cycle Calendar in the Appendix.

REFERENCES

[M.G.L. c. 39, § 16](#)

[M.G.L. c. 58, §§ 25, 25A](#)

[M.G.L. c. 70](#)

[M.G.L. c. 41, §§ 15A, 57, 58, 59, 60](#)

[M.G.L. c. 59, § 21C](#)

[M.G.L. c. 71B, § 2](#)

[M.G.L. c.44, §§31, 33A, 33B, 53A, 53F½](#)

[M.G.L. c. 69, §1B](#)

[M.G.L. c. 76, §12B](#)

[M.G.L. c. 78, §19A-19B](#)

South Hadley bylaws: Article IV, Selectboard-Town Administrator Act, Chapter 458, Acts of 2012, Appropriations Committee, Chapter 7-25, and Capital Planning Committee, Chapter 7-26

South Hadley policies on Capital Planning, Debt Management, Financial Reserves, Forecasting, Indirect Cost Allocation, One-Time Revenues, Other Postemployment Benefits Liability and Year-End Closing

Division of Local Services (DLS) Best Practices: [*The Annual Budget Process Specific to Towns*](#)

DLS Informational Guideline Releases [17-13: Appropriation Transfers](#)

DLS [Municipal Calendar](#)

GFOA Best Practices [Achieving a Structurally Balanced Budget](#) and [Financial Forecasting in the Budget Preparation Process](#)

Massachusetts Municipal Associations, [Massachusetts Finance Committee Handbook](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

ANTIFRAUD

PURPOSE

To protect the Town's assets and reputation from misappropriation and abuse, this policy provides guidelines to safeguard against fraudulent activities or any appearance thereof. Policy objectives include:

- To create an environment in which employees and citizens can report any suspicion of fraud
- To communicate the Town's intent to prevent, report, investigate, and disclose to proper authorities suspected fraud, abuse, and similar irregularities
- To provide management with guidelines and responsibilities regarding appropriate actions in conducting investigations of alleged fraud and similar improprieties

APPLICABILITY

This policy pertains to any suspected fraud, abuse, or similar irregularity against the Town. It applies to all elected and appointed Town officials and employees and to any other persons acting on behalf of the Town, such as vendors, contractors, volunteers, casual employees, and grant subrecipients.

POLICY

The Town is committed to protecting its revenue, property, information, and other assets from any attempt, either by members of the public, contractors, consultants, vendors, agents, or its own employees, to gain by deceit, financial or other benefits at the expense of taxpayers. Town officials, employees and other persons acting on behalf of the Town must, at all times, comply with all applicable policies, laws, and regulations. The Town will not condone any violation of laws or ethical business practices and will not permit any activity that fails to stand the closest possible public scrutiny. The Town intends to fully, objectively, and impartially investigate suspected acts of fraud or other similar irregularities regardless of the position, title, length of service, or relationship with the government of any party who may be the subject of such investigation.

A. Definitions

Any person acting on behalf of the Town shall mean any person responsible for or to South Hadley's government and placed in that position by some official relationship with the Town.

Abuse can occur in financial or nonfinancial settings and refers to, but is not limited to:

- Improper use or misuse of authority
- Improper use or misuse of Town property, equipment, materials, records, or other resources
- Waste of public funds

Fraud or other irregularity refers but is not limited to:

- Any dishonest or fraudulent act
- Forgery or alteration of any document or account
- Forgery or alteration of a check, bank draft, or any other financial document
- Misappropriation of funds, securities, supplies, or other assets

- Impropriety in the handling or reporting of money or financial transactions
- Profiteering as a result of insider knowledge of Town activities
- Disclosing confidential or proprietary information to outside parties
- Accepting or seeking anything of material value from consultants, contractors, vendors, or persons providing services or materials to the Town
- Destruction, removal or inappropriate use of records, furniture, fixtures, and equipment
- Any claim for reimbursement of expenses not made for the exclusive benefit of the Town
- Any computer-related activity involving the alteration, destruction, forgery, or manipulation of data for fraudulent purposes

B. Antifraud Responsibilities

All department heads and local officials are responsible for instituting and maintaining systems of internal controls to aid in preventing and detecting instances of abuse, fraud, and other improprieties. They are expected to recognize risks and exposures inherent in their areas of responsibility and be alert for any irregularities. In addition, all Town employees and officials are obliged to report suspected instances of misconduct and are subject to disciplinary action for any failure to report.

The Selectboard delegates to the Town Administrator primary responsibility for overseeing the investigation of all reports of fraudulent or abusive activity.

C. Reporting Suspicion of Fraud

Any Town employee or official who suspects fraud or abuse has occurred will promptly report it to the Town Administrator, who will duly post the matter for discussion in an executive session of the Selectboard. If the suspected fraud or abuse involves the Town Administrator, the employee/official will report it to the Town Accountant or will report it to the Police Chief if the Town Accountant is suspected to be involved. Whoever receives the initial report will document it in writing and include sufficient details to ensure a clear understanding of the issues raised.

The Town Administrator is accountable for maintaining the confidentiality of all information related to a report of potential fraud or abuse, and the person making the report is protected from retaliation under the provisions of Section G below. The Town therefore strongly encourages individuals to put their names to reports; however, an anonymous report can be emailed to the Town Administrator at msullivan@southhadleyma.gov.

D. Security of Evidence

Upon receipt of a report of suspected fraud or abuse, the Town Administrator will take immediate actions to prevent the alteration, theft, or destruction of relevant records and assets. Such actions may include, but are not limited to:

- Limiting access to the location where the records and assets exist
- Preventing access by the individual or individuals suspected of committing fraud or abuse
- Relocating the records and assets to a secure location

E. Investigation

As soon as possible after receipt of a report of potential fraud or abuse, the Town Administrator will schedule a Selectboard executive session to consider the following:

- Is a formal investigation necessary, and if so, who will lead it?
- Is there an immediate need for legal assistance or advice?
- Is police involvement immediately necessary?
- Is there a need for any external support (e.g., forensic accountants, technology professionals)?
- Should the Selectboard and Town Administrator devise a media strategy on the issue?
- Is there a need to report the issue to any external parties?

The Town will or authorize an appropriate third party if warranted to investigate every non anonymous report of suspected fraud or abuse. For any anonymous report, the Selectboard will decide whether or not a formal investigation is justified based on the following:

- Credibility of the concern
- Seriousness of the issue (i.e., magnitude of exposure)
- Sufficiency of details provided to enable an investigation.

To begin the formal investigation, the Town Administrator will consult with the Town Counsel to obtain guidance on next steps. From there, the Town Administrator may also seek the involvement of the Police Chief, Town Accountant, and other personnel as needed and may recommend to the Selectboard the employment an outside consultant to lead the investigation, such as an independent auditor.

At the investigation's conclusion, the Town Administrator or other assigned investigator will provide a written report of findings to the Selectboard. If it supports a finding of fraud or abuse, the Town will pursue disciplinary actions against any individual(s) involved and make every reasonable effort to recover any lost assets. On the advice of Town Counsel, the Selectboard may also report the violation(s) to the proper authorities to pursue appropriate legal actions.

Additionally, the Town Administrator in consultation with the assigned investigator, if any, will determine corrective actions needed to implement or enhance internal controls necessary to mitigate the risk of future fraudulent activity in the subject department and potentially Town-wide. The subject department head(s) will subsequently provide the Town Administrator with updates on the status of the corrective action(s) monthly or upon request.

F. Confidentiality

All participants involved in a fraud investigation will keep its details and results confidential so as not to violate any individual's expectation of privacy, and the Town Administrator will ensure that all related documents are securely stored. No investigation-related verbal information or documents may be shared with anyone not formally assigned to the investigation. No person employed by or

otherwise acting on behalf of the Town may make any comment to the media or any other party without explicit authorization from the Town Administrator or Selectboard.

G. Protections, Prohibitions and Penalties

In addition to the whistleblower protections provided by federal and state laws, this policy prohibits retaliation of any kind against any employee who makes a good faith report pursuant to this policy, regardless of the investigation's outcome. No Town employee or person acting on behalf of the Town, in attempting to comply with this policy shall be:

- Dismissed or threatened with dismissal.
- Disciplined, suspended, or threatened with discipline or suspension.
- Intimidated or coerced.
- Penalized or otherwise subjected to any other form of retaliation.

Any party found to have retaliated against an employee for making a report pursuant to this policy will be subject to disciplinary action, up to and including termination.

If an allegation is made in good faith but not confirmed after the investigation concludes, no action will be taken against the originator. Any employee who knowingly makes a false report, provides evidence they know to be false, or provides information without a reasonable belief in its truth and accuracy may be subject to disciplinary action. Evidence of false allegations made with malicious intent will result in disciplinary action, up to and including termination.

H. Disclosure

If the Town's investigation concludes that there was a violation of any federal criminal law involving fraud, bribery, or gratuity potentially affecting a federal award, the Town Administrator will disclose such in writing to the federal awarding agency in compliance with the Office of Management and Budget's Omni Circular. Similarly, if there are any findings of bond offering information falsification, the Town Administrator will disclose this in writing to the bondholders.

REFERENCES

[M.G.L. c. 149 § 185](#)

South Hadley Bylaw Article IV, Selectboard-Town Administrator Act, Chapter 458, Acts of 2012

U.S. Office of Management and Budget, December 2013 [Omni Circular](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

CAPITAL PLANNING

PURPOSE

To effectively maintain the Town's infrastructure and protect the value of its capital assets, this policy outlines guidance for planning, reviewing, and coordinating capital improvements. Adherence to this policy will help the Town meet its capital needs despite limited resources.

APPLICABILITY

It establishes a framework for long-term capital improvements, sets guidelines and expectations for all Town departments in planning for and requesting capital projects, and outlines consensus budgetary goals for the Selectboard, Town Administrator, Appropriations Committee, and Capital Planning Committee (CPC). It also applies to related job duties of the Town Accountant and Treasurer/Collector.

POLICY

The Town will maintain its physical assets by providing funding in the operating budget to protect its capital investments and minimize future maintenance and replacement costs. To provide and preserve the infrastructure needed for achieving the highest levels of public services and quality of life possible within available financial resources, the Town will maintain an annually updated, five-year plan for capital improvements. The Town will emphasize preventive maintenance as a cost-effective approach to capital reinvestment and replace exhausted goods as necessary.

The Town Administrator, in consultation with the CPC, is charged to oversee South Hadley's capital improvement program. This involves maintaining a capital asset inventory, identifying and prioritizing projects, analyzing funding, and creating a long-term financial plan achievable within the Town's budget limitations. The CPC's membership includes three members appointed by the Selectboard, two by the School Committee, three by the Appropriations Committee, and one by the Planning Board, all serving three-year staggered terms.

A. Definition of a Capital Improvement

A capital improvement is a tangible asset or project estimated to cost¹ over \$25,000, to have or to extend five or more years of useful life and purchased or undertaken at intervals of not less than five-years. Any capital-related expenditure that does not meet both criteria must be financed within departmental operating budgets or through separate appropriation for the specific asset. Capital projects include:

- Real property acquisitions, construction, and long-life capital equipment.
- Major improvements to physical infrastructure, such as streets, sidewalks, stormwater drains, and wastewater collection systems.
- Major renovations of existing capital items that extend their useful lifespans, as distinguished from normal operating expenditures.
- Planning, feasibility studies, and designs for potential capital projects
- Items obtained under a long-term capital lease.

- Bulk purchases of similar items, like software or furniture, with expected useful lifespans of five or more years that, when aggregated, have total costs exceeding the capital threshold.

B. Capital Asset Inventory

To support a systematic acquisition and replacement schedule, the Town Administrator, with the assistance of the Town Accountant and the Facilities Coordinator, will annually update and maintain an inventory of capital assets, which shall include dates built, acquired or last improved, original costs, current conditions, expected and remaining useful lifespans, extent of use, and any scheduled replacement or expansion dates.

C. Evaluation of Capital Projects

As a part of the annual budget process, the Town Administrator will solicit capital project requests from department heads and then evaluate and prioritize them, with the CPC, using the criteria below:

1. Eliminates a hazard to public health and safety.
2. Required by state or federal laws or regulations.
3. Supports adopted plans, goals, objectives, and policies.
4. Stabilizes or reduces operating costs.
5. Uses outside financing sources, such as grants.
6. Makes better use of a facility or replaces a clearly obsolete one.
7. Maintains or improves productivity or existing standards of service.
8. Directly benefits the Town's economic base by increasing property values.
9. Provides new programs having social, cultural, historic, economic, or aesthetic value.

D. Multiyear Capital Improvement Plan

The Town Administrator will annually update a five-year capital improvement plan (CIP) and provide it to the Selectboard and Appropriations Committee. The CIP will include the upcoming fiscal year's capital budget and a four-year projection of capital needs and expenditures that details their estimated costs, descriptions, and anticipated funding sources. Only projects that have gone through the evaluation process will be included in the CIP unless required by an emergency. In this case, a written report explaining the emergency must be provided to the Selectboard.

Throughout the year, the Town Accountant will monitor active capital projects to ensure they remain properly funded and will report any issues to the Town Administrator.

E. Capital Financing

Annually, the Town will strive to maintain net-budget-financed capital improvement expenditures at a level of two to three percent of net operating revenues. Net-budget-financed capital improvement expenditures are those paid for out of the Town's annual budget as opposed to those financed through long-term debt. Net operating revenues are gross revenues less debt exclusions, capital exclusions, enterprise revenues, free cash, grants, transfers, and non-recurring revenues.

The CIP shall be prepared and financed in accordance with the following principles:

- Available funds (e.g., free cash, specialized stabilization funds) will be a funding source for capital projects as much as practical.
- Short-term debt may be used to fully finance purchases with useful lifespans of less than 10 years.
- Before any long-term, bonded capital project is recommended, the project's annual operating costs and debt service costs shall be identified.
- Special revenue sources (e.g., grants, revolving funds) shall be evaluated as funding options whenever practical.
- Major capital projects, such as new construction or major renovations to existing facilities, may be accomplished through capital or debt exclusions.
- Infrastructure or facility maintenance budgets built into the general operating budget will not be reduced to fund other departmental budgets.
- To the extent feasible, all capital projects associated with the Town's three enterprise funds (i.e., Golf, Wastewater, and Solid Waste) shall be financed from user fees.

F. Betterment Assessment

When a capital project provides a measurable financial benefit to property owners in a limited and determinable area, as opposed to the community as a whole, the Town will assess betterments that do not exceed the value of the private benefit in accordance with state statutes and local policies. Before making the final decision to move forward with a public improvement, the following will be presented to town meeting.

- List of impacted property owners
- Factors used when calculating the betterments.
- Estimated betterment assessments and revenue to be derived.

Betterment payments are reserved for appropriation to pay the debt service associated with the projects.

G. Capital Project Closeouts

The Town will endeavor to close out all capital projects within six months of completion or discontinuation. When closing out any project with a residual balance, the Town Administrator, along with the Town Accountant, will work with the Treasurer/Collector to do one of the following:

- If the project was funded by available revenue (tax levy or reserves), reallocate the balance to another capital project(s) or close it to the appropriate fund surplus.
- If the project was bond-funded and has a balance under \$50,000, propose that the Selectboard apply the balance to debt service.
- If the project was bond-funded and has a balance over \$50,000, propose that the Selectboard apply the balance to another capital project(s) for which the Town may borrow for an equal or greater term than the originally issued loan.

REFERENCES[M.G.L. c. 44, § 20](#)[M.G.L. c. 44, § 53J](#)[M.G.L. c. 80, § 13](#)

South Hadley bylaws: Article IV, Selectboard-Town Administrator Act, Chapter 458, Acts of 2012, Appropriations Committee, Chapter 7-25, and Capital Planning Committee, Chapter 7-26

South Hadley policies on Debt Management and Financial Reserves

DLS Best Practices: [Presenting and Funding Major Capital Projects](#)

DLS Financial Management Guidance: [Capital Improvement Planning Manual – Forms and Instructions](#) and [Capital Improvement Planning Guide – Developing a Comprehensive Community Program](#)

DLS Municipal Finance Legal Guidance: [Betterments and Special Assessments--Assessment and Collection Procedures](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

CREDIT CARD USAGE

PURPOSE

To ensure all credit card purchases comply with the Town's Disbursements policy, this policy establishes standards for proper card use when conducting Town business.

APPLICABILITY

This policy applies to the job responsibilities of the Executive Administrative Assistant to Administration and Town Accountant. It also applies to all Town department heads, officials, and employees with spending authority (all referred to below as "employees").

POLICY

The Town shall have one credit card account with two physical credit cards, one under the custody and control of the Executive Administrative Assistant to Administration and the other in the possession of the Town Accountant. Exceptions to any provisions in this policy must be approved in advance by the Town Administrator and Town Accountant.

A. Allowable Use

Town employees may request to make a purchase using the Town's credit card on a limited, exceptional basis. Its usage shall not be a routine alternative to payment under the normal warrant approval procedures but is intended for transactions that are only possible by, or are most cost-effective by, credit card, including those connected to public safety emergencies. The Town is a tax-exempt entity; therefore, sales tax shall not be included with the cost of any card purchases.

The following are prohibited uses of the credit card:

1. Personal expenses
2. Cash advances
3. Gift cards
4. Services (e.g., consultant fees, repair work, temporary help, etc.)
5. Use for paying other invoices.
6. Alcoholic beverages and tobacco

B. Purchases

Prior to making a credit card purchase, an employee must complete a credit card purchase authorization form (included in the appendix). The department head must sign the form to attest that the purchase is being made within the proper appropriation. Because payment in this circumstance is effectively made in advance of a warrant, the Town Accountant must also sign the form, verifying that the purchase is consistent with the appropriation's intent, sufficient funds are available to cover the cost, and no fraud is evident.

Possession of the credit cards will remain with the Executive Administrative Assistant to Administration and Town Accountant. As a rule, all transactions will be made by the Executive Administrative Assistant to Administration. In rare instances, for purchases required with the credit

card at a brick-and-mortar merchant or an online user account that has an established, secure login, the Executive Administrative Assistant to Administration may release the credit card to the employee making the purchase. The employee must complete the transaction and return the credit card to the Executive Administrative Assistant to Administration before the end of the business day. Any employee in custody of the card must immediately report to the Executive Administrative Assistant to Administration if it is lost or stolen. Executive Administrative Assistant to Administration will as soon as reasonably possible alert the Town Accountant and Town Treasurer of misuse of and/or stolen/missing card.

If a return or exchange is necessary, the employee will coordinate the return with the Executive Administrative Assistant to Administration to ensure that proper credit is received for returned merchandise, following the same warrant process for the purchase.

C. Administration

The Executive Administrative Assistant to Administration is responsible for administration of the credit card, including but not limited to selecting the card issuer, setting the total purchase limits, ensuring proper use, paying credit card bill timely, and disputing an Executive Administrative Assistant to Administration y false charges. Any incentive program benefits derived using Town credit card will be the property of the Town. The Town Administrator will determine the use of such incentive program benefits.

D. Warrant Process

The Executive Administrative Assistant to Administration will provide two copies of the credit card statement to the purchasing employee. The employee will retain one copy and return the other to the Town Accountant along with a detailed vendor receipt and copy of the credit card authorization form as a part of the accounts payable warrant submissions.

All items purchased with the credit card must be received by the department prior to the end of the credit card's monthly billing cycle and never delivered later than June 30th of any fiscal year for payments to be made for that fiscal year. No backordering of merchandise is allowed.

E. Audit

The Town Accountant will conduct random audits of the credit card activity, receipt retention, and statements. All activity is subject to review by the South Hadley's independent auditing firm.

PROCEDURES

In accordance with this policy, the Town Accountant, Treasurer/Collector and Town Administrator will create a detailed set of procedures for its use, stipulating each step in the process and all required documentation. Important details to include are:

- Step-by-step description of the purchase, approval, and reconciliation processes
- Guidelines for appropriate use
- Dollar limits per transaction and month

- Description of required documents and their necessary details
- Procedures for resolving disputed charges.
- Segregation of duties
- Audits

REFERENCES

[M.G.L. c. 44, § 58](#)

[M.G.L. c. 44, § 64](#)

Town of South Hadley Disbursements Policy

FORMS

Credit Card Purchase Authorization Form

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

Draft as of 5-10-21

DEBT MANAGEMENT

PURPOSE

To provide for the appropriate issuance and responsible use of debt, this policy defines the parameters and provisions governing debt management. Policy adherence will help the Town to responsibly address capital needs, provide flexibility in current and future operating budgets, control borrowing, and sustain capital investment capacity. It can also help the Town to maintain or enhance a favorable bond rating so as to achieve long-term interest savings.

APPLICABILITY

This policy applies to the budget decision-making duties of the Selectboard, Town Administrator, and Appropriations Committee. Further, it applies to the Treasurer/Collector's debt management responsibilities and Town Accountant's budget analysis and reporting duties.

POLICY

Under the requirements of federal and state laws, the Town may periodically issue debt obligations to finance the construction, reconstruction, or acquisition of infrastructure and other assets or to refinance existing debt. The Town will issue and manage debt obligations in such a manner as to obtain the best long-term financial advantage and will limit the amount of debt to minimize the impact on taxpayers. Debt obligations, which include general obligation bonds, revenue bonds, bond anticipation notes, lease/purchase agreements, and any other debt obligations permitted to be issued under Massachusetts law, will only be issued to construct, reconstruct, or purchase capital assets that cannot be prudently acquired with current revenues.

A. Debt Financing

In financing with debt, the Town will:

1. Issue long-term debt only for purposes that are authorized by state law and qualify for tax-exempt bonds and only when the financing sources have been clearly identified.
2. Use available funds to the greatest extent possible to reduce the amount of borrowing on all debt-financed projects.
3. Confine long-term borrowing to capital improvements and projects that cost at least \$100,000 and that have at least 10 years of useful life or whose useful lifespans will be prolonged by at least 10 years.
4. Refrain from using debt to fund any recurring purpose, such as current operating and maintenance expenditures.
5. Consider using revenue bonds, special assessment bonds, or other types of self-supporting bonds instead of general obligation bonds whenever possible.
6. Use special assessments, betterment assessments, and similar dedicated revenues to fund long-term debt.

B. Debt Limits

The Town will adhere to these debt parameters:

1. Total debt service, including debt exclusions and any self-supporting debt, shall be limited to 10 percent of general fund revenues, with a target balance of five to seven percent.
2. As dictated by state statute, the Town's debt limit shall be five percent of its most recent equalized valuation.

C. Structure and Term of Debt

The following shall be the Town's guidelines on debt terms and structure:

1. The Town will attempt to maintain a long-term debt schedule such that at least 50 percent of outstanding principal will be paid within 10 years.
2. The term of any debt shall not exceed the expected useful life of the capital asset being financed and in no case shall it exceed the maximum allowed by law.
3. The Town will limit bond maturities to no more than 10 years, except for major buildings, land acquisitions, and other purposes in accordance with the useful life borrowing limit guidelines published by the Division of Local Services (DLS).
4. The Town will seek to maintain an average maturity of Town's total outstanding long-term debt at less than 10 years.
5. Any vote to authorize borrowing will include authorization to reduce the amount of the borrowing by the amount of the net premium and accrued interest.
6. For new long-term debt, the Town will pursue net direct debt service schedules with annual principal and interest payments (net of any reimbursements or dedicated revenue sources) that are sustainable using recurring revenues.
7. The Town will attempt to maintain total net debt service at four to six percent of net operating revenues (gross revenues less debt exclusions, capital exclusions, enterprise revenues, free cash, grants, transfers and non-recurring revenues).
8. The Town will work closely with its financial advisor to follow federal regulations and set time frames for spending borrowed funds to avoid committing arbitrage, paying rebates, fines and penalties to the federal government, and jeopardizing any debt issuance's tax-exempt status.

D. Bond Refunding

To achieve potential debt service savings on long-term, tax-exempt debt through bond refunding the Town will:

1. Issue debt with optional call dates no later than 10 years from issue.
2. Analyze potential refunding opportunities on outstanding debt as interest rates change.
3. Use any net premium and accrued interest to reduce the amount of the refunding.
4. Work with the Town's financial advisor to determine the optimal time and structure for bond refunding.

E. Protection of Bond Rating

To obtain and maintain a favorable bond rating, the Town will:

1. Maintain good communications with bond rating agencies, bond counsel, banks, financial advisors, and others involved in debt issuance and management.
2. Follow a policy of full disclosure on every financial report and bond prospectus, including data on total outstanding debt per capita, as a percentage of per capita personal income, and as a percentage of total assessed property value.

F. Reporting

1. The Treasurer/Collector will report to the Town Administrator and Selectboard on the Town's debt status at least annually.
2. The Town Accountant, with the Town's financial advisor, will file an annual audit report and official disclosure statement within 270 days of the end of the fiscal year.

REFERENCES

[M.G.L. c. 41, §§ 59, 61](#)

[M.G.L. c. 80, § 13](#)

[M.G.L. c. 44, §§ 4, 6, 6A, 7, 8, 17, 19, 20, 21A, 53J](#)

[26 USC § 148](#)

South Hadley Capital Planning Policy

DLS Best Practice: [Understanding Municipal Debt](#)

DLS Borrowing Guidelines: [Asset Useful Life Schedules and Maximum Borrowing Terms](#)

DLS Informational Guideline Releases 17-21: [Borrowing](#) and 17-22: [Premiums and Surplus Proceeds for Proposition 2½ Excluded Debt](#)

Internal Revenue Service Guidance: [Arbitrage Guidance for Tax-Exempt Bonds](#)

Government Finance Officers Association Best Practice: [Refunding Municipal Bonds](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

DISBURSEMENTS

PURPOSE

To mitigate the risk of fraud and ensure the Town disburses cash only for legally valid liabilities, this policy establishes guidelines for the expenditure of Town funds.

APPLICABILITY

This policy applies to the Director of Human Resources role as supervisor of the Human Resources (HR) Department. It also applies to pertinent job duties of the Town Accountant, Treasurer/Collector, and their designees and to the Town Administrator's warrant approval responsibilities. It further applies to all department heads and elected or appointed officials who submit requests for expense and payroll disbursements (all referred to here as "department heads").

POLICY

No disbursement for any payroll or accounts payable (AP) expense shall occur without the prior review and approval of the Town Accountant and Town Administrator. Accordingly, the Town Accountant is responsible for finalizing every AP and payroll warrant and the Town Administrator for approving them, as evidenced by his signature. In the Town Administrator's absence, the Selectboard shall approve all warrants by majority signatures.

All payroll expenditures must be based on approved time and attendance records and consistent with collective bargaining agreements, personal service contracts, or South Hadley personnel bylaw. All vendor payments must be based on original invoices and issued only to entities with valid form W-9s on file. All invoices must be charged to the proper fiscal year. Payment for any bills payable for a prior fiscal year must be approved by vote of town meeting in accordance with [M.G.L. c. 44, § 64](#).

Printed on the face of every disbursed check will be: "Void if not cashed within six (6) months of issuance." The Treasurer/Collector will secure all checks in a safe until distributed. As a tax-exempt organization, the Town will not pay sales tax on any expense, including those associated with any employee personal reimbursements.

A. Ongoing Maintenance of Payroll and Leave Time Data

The Director of Human Resources is responsible for maintaining the Harpers Payroll database of all active town employees including their salaries, pay rates, stipends, weekly work hours, earned leave time, benefit options, and withholdings within the payroll module. Any change to an employee's employment status, work hours, or pay rate can only be made by the Director of Human Resources based on a personnel action form approved by the appropriate department head, Town Accountant, and Town Administrator.

The Director of Human Resources also has oversight responsibility for maintaining the Harpers Payroll database of employee leave time accumulations and usage. Any change to any employee's rate of accumulation within the database must be supported by one of the following documents: collective bargaining agreement, classification schedule, or personal services contract. Deductions to leave time will be based on data reported on biweekly time sheets.

B. Responsibilities Related to Disbursement Processing

Each **department head** is responsible for:

- Assuring that all purchases of goods and services conform to the state's procurement laws
- Verifying that adequate funds exist in the department's budget for every AP and payroll submission, attesting to the accuracy of each submission via signature, and timely submitting the disbursement requests to the Town Accountant

The **Town Accountant** (and/or any delegated staff) is responsible for:

- Including each requested expense on the AP/payroll warrant only after validating:
 - Procurement laws were adhered to
 - The submission is legal
 - No fraud is evident
 - Adequate funds exist
- Preparing the AP and payroll warrants and submitting them to the Town Administrator for approval
- Ensuring the payroll warrant balances with the HR Department's payroll preliminary report before providing it to the Town Administrator and subsequently notifying the HR Department to transmit the final report to Harpers Payroll Services
- Updating the general ledger with all AP and payroll warrant expenditures
- Receiving blank checks from the Treasurer/Collector, imprinting them with the disbursement data using the office printer, and returning them to the Treasurer/Collector

The **Director of Human Resources** (and/or any delegated staff) is responsible for:

- Reviewing payroll data in the Harpers Payroll database based on departmental electronic time sheet submissions
- Delivering the payroll warrant to the Treasurer/Collector to be funded
- Monitoring and maintaining employee leave time balances in the Harpers Payroll database on both pay period and annual accrual bases

The **Treasurer/Collector** (and/or any delegated staff) is responsible for:

- Reviewing the AP warrant and withholding from disbursement any amounts owed to the Town by listed payees
- Upon receipt of payroll and AP warrants signed by the Town Administrator, funding the gross payroll plus the Town's portion of Medicare tax and the total AP warrant in the associated bank accounts
- Dispersing payroll by direct deposit, which is mandatory for all employees
- Mailing out all AP checks to the vendors
 - The Treasurer/Collector may only allow staff within the Treasurer/ Collectors to facilitate mailing of vendor checks.
- Updating the cashbook to document the disbursement activity.

The **Town Administrator** is responsible for:

- Reviewing each warrant for appropriateness by examining the invoices, back-up documents, and payroll detail, and directing any inquiries to the Town Accountant
- Approving the warrants by signing them

C. Emergency Disbursements

If there is an emergency or extenuating circumstance where payment must be made to a vendor outside of the normal warrant process, the Town Accountant will prepare a supplemental warrant with the approval of the Town Administrator. In such a case, the department head will submit the expense to be processed using the normal warrant process, ensuring it is properly posted and funded.

D. Audit

All disbursement activity is subject to audit by South Hadley's independent auditor.

REFERENCES

[M.G.L. c. 41, §§ 41, 41A, 41B, 41C, 42, 43, 52, 56](#) [M.G.L. c. 30B](#)
[M.G.L. c. 44, §§ 56, 58, 64](#)

South Hadley Bylaw Article IV, Selectboard-Town Administrator Act, Chapter 458, Acts of 2012

South Hadley, *Personnel Policy Manual*

South Hadley's collective bargaining agreements, classification and compensation plan, and personal service contracts

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

EMPLOYEE REIMBURSEMENT

PURPOSE

To mitigate opportunities for fraud, waste and abuse, the Town must properly monitor and control reimbursements to employees and officials. This policy establishes rules governing reimbursements for legitimate business-related expenses, including necessary travel expenses incurred in performing official duties. It also provides guidelines for determining reasonable travel-related and other expenses and details the procedures, forms and documentation necessary to receive reimbursement.

APPLICABILITY

This policy applies to all elected and appointed officials and employees (all referred to here as “employees”).

POLICY

The Town will reimburse employees for reasonable expenses incurred on the Town’s behalf as authorized by their department heads, boards, or committees.

Travel shall be restricted to necessary activities that provide a public benefit, such as training, professional conferences, and other municipal-related activities. All travel on Town business shall be planned for using the most economical mode and class of transportation reasonably available and the most direct and time-efficient route. Employees will travel using government and group rates when available. The Town will not reimburse or pay sales tax but will, however, pay meals and room excise taxes. All travel involving an overnight stay must be requested in writing and approved in advance by the Town Administrator.

Business-related expenses, such as office supplies, should be procured through the Town’s vendors and billed directly to the Town as much as feasible. Whenever this is not possible, the purchase must be made with the department head’s approval.

When this policy is not followed, there is no guarantee that all expenditures will be reimbursed. Employees should determine estimates for their travel costs, discuss any extraordinary circumstances and expenses with their department heads, and obtain their authorizations in advance.

A. Unauthorized Expenses

The following expenditures will not be reimbursed:

- Alcoholic beverages and tobacco
- Massachusetts sales tax
- Costs associated with any political or charitable event
- Flowers or other gifts for employees or others
- Expenses incurred by or on behalf of any person who is not a Town employee who accompanies the employee on official business
- Expenses incurred for the sole benefit of the traveler, such as valet service, entertainment, laundry services, etc.
- Theft, loss, or damage to personal property while on Town business

- Non-mileage-related personal automobile expenses, including repairs, insurance, gasoline, and traffic citations

The Town Accountant may refuse to approve for payment any claim deemed to be fraudulent, unlawful, or excessive. In that instance, the Town Accountant will file a written statement of the reason for refusal with the Town Administrator and Treasurer/Collector and forward copies to the originating department head. Resolution of all disputes shall reside with the Town Administrator.

B. Reimbursable Expense Categories

Transportation

- Employees authorized to travel using their personal vehicle will be reimbursed at the mileage reimbursement rate established yearly by the Internal Revenue Service (IRS) or, for union employees, the rate established in their particular contractual agreement.
- Mileage will be calculated starting from the employee's office location or residence to the destination point, whichever distance is shorter.
- Employees must present receipts to be reimbursed for parking, tolls, airfares, and taxi fares.

Lodging

- If travel requires an employee to be away from home for more than 24 hours, he or she will be reimbursed for reasonable charges for lodging expenses.
- Lodging expenses must not exceed the group rate published by the conference or activity sponsor. If the sponsor's group rate is not available when booking, the Town will reimburse for lodging costs comparable in location and quality and reserved at the lodging's government or group rate, whenever that is available.
- The Town will reimburse for only one night preceding any conference.

Meals

- If travel requires an employee to be away from home for more than 24 hours, he or she will be reimbursed for reasonable charges for meal expenses.
- Meal costs, including tips and taxes, incurred during the course of approved travel will be reimbursed only upon presentation of itemized receipts. If the receipt is for multiple employees, they should be listed on the back of the receipt.
- Meals included in registration costs cannot be claimed for reimbursement or advance.

Registrations

- Whenever possible, registration fees for any conference, training, or workshop should be paid in advance through the Town's accounts payable warrant process. To pay advance registrations timely, the registration bill must be received in the Town Accountant's Office no later than two full weeks prior to the registration deadline.
- If registration is not paid in advance, the employee must pay out-of-pocket and then submit for reimbursement.

Business and Office Supplies

- Employees must obtain department head approval prior to incurring expenses for any business or office supplies, and all purchases made on behalf of the Town must be necessary, reasonable, and appropriate.
- Business-related special postal services or delivery services that are not available through the Town will be reimbursed.

C. Reimbursement Submission

Every claim for reimbursement must be documented using the Travel Reimbursement Form or Business Expense Reimbursement Form signed by the employee and the authorizing department head. Required information on the form includes: the travel or purchase date(s), purpose or destination, amount(s), and total business-related mileage (as applicable). Except for mileage, the employee must attach to the form a receipt or other valid proof of payment for each reimbursement claim.

Employees should submit for reimbursement as soon as the travel has concluded or the expense has been paid, but at maximum, no later than 30 days after the expenses being incurred. If an employee does not submit the Travel Reimbursement Form or Business Expense Reimbursement Form and accompanying receipts or other necessary documentation within that time, he or she may be personally responsible for the expenses.

D. Violations

Employees who violate this policy will be held directly responsible for their actions. Consequences may include revocation of travel privileges, reparatory payments, suspension, or termination. Improper documentation of otherwise valid travel expenditures creates the appearance of fraud, waste, or abuse and may result in similar consequences. Moreover, misrepresenting expenses and intentionally submitting false claims are fraudulent and could result in criminal penalties.

E. Audit

All expenses are subject to verification that they comply with this policy and to audit by the Town's independent auditor.

REFERENCES

[M.G.L. c. 41, §52](#)

[M.G.L. c. 44, §58](#)

[M.G.L. c. 268A, § 3](#)

IRS webpage, [Standard Mileage Rates](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

FINANCIAL RESERVES

PURPOSE

To help the Town stabilize finances and maintain operations during difficult economic periods, this policy establishes prudent practices for appropriating to and expending reserve funds. With well-planned sustainability, South Hadley can use its reserves to finance emergencies and other unforeseen needs, to hold money for specific future purposes, or in limited instances, to serve as revenue sources for the annual budget. Reserve balances and policies can also positively impact the Town's credit rating and consequently its long-term cost to fund major projects.

APPLICABILITY

This policy pertains to the short- and long-range budget decision-making duties of the Selectboard, Town Administrator, and Appropriations Committee. It also applies to the related job duties of the Town Accountant and Board of Assessors.

POLICY

The Town is committed to building and maintaining its reserves to have budgetary flexibility for unexpected events and significant disruptions in revenue-expenditure patterns and to provide a source of available funds for future capital expenditures. The Town will strive to maintain overall general fund reserves in the level of 10 to 15 percent of the annual operating budget. Adherence to this policy will help the Town withstand periods of decreased revenues and control spending during periods of increased revenues. There are multiple types of reserves, including free cash, stabilization funds, retained earnings, and overlay surplus.

A. Free Cash

The Division of Local Services (DLS) defines free cash as "the remaining, unrestricted funds from operations of the previous fiscal year, including unexpended free cash from the previous year." DLS must certify free cash before the Town can appropriate it.

To generate free cash, the Town Administrator will propose budgets with conservative revenue projections, and department heads will carefully manage their appropriations to produce excess income and budget turn backs. As much as practicable, the Town will limit its use of free cash to funding one-time expenditures (such as capital projects, snow and ice deficits, or emergencies).

The Town shall set a goal of maintaining year-to-year certified free cash in the range of three to five percent of the annual general fund budget. The Town will appropriate the excess above this target range to build reserves or to offset unfunded liabilities. Furthermore, the Town will strive to keep its year-end unappropriated free cash balance at a minimum of \$500,000.

B. Stabilization Funds

A stabilization fund is a reserve account allowed by state law to set aside monies to be available for future spending purposes, including emergencies or capital expenditures, although it may be appropriated for any lawful purpose. The Town has established five stabilizations as detailed below. All of them are accounted for and reported as trust funds, regardless of authorized use.

General Stabilization: The Town will endeavor to maintain a minimum balance of five to seven percent of the current general fund operating budget in its general stabilization fund. Withdrawals from general stabilization should only be used as a last resort to avoid serious disruption of Town services or to otherwise mitigate emergencies or other unanticipated events that cannot be supported by current general fund appropriations. When possible, withdrawals of funds should be limited to the amount available above the five to seven percent minimum reserve target level. If any necessary withdrawal drives the balance below the minimum level, the withdrawal should be limited to one-third of the general stabilization fund balance. Further, the Town Administrator will develop a detailed plan to replenish the fund to the minimum level within the next two fiscal years.

Special Purpose Stabilization Funds: The Town currently has four special purpose stabilization funds detailed below.

Capital Stabilization Fund: The Town will appropriate annually to this fund so that over time it achieves a target balance of two to three percent of the Town's annual operating budget for the purpose of covering the Town's policy target for annual cash capital outlay.

Senior Center Stabilization Fund: This fund's purpose is to help cover capital cash outlays and mitigate future debt service for the construction of a new senior center.

Energy Stabilization Fund: Funds appropriated to this account reflect the amount of guaranteed savings to be generated from the Energy Management Services Agreement (EMSA Siemens contract). These funds are to be used to cover the EMSA debt service.

Mosier School Stabilization Fund: The purpose of this fund is to help cover capital cash outlays and mitigate future debt service costs to improve, repair or replace the Mosier School.

C. Retained Earnings

The Golf, Wastewater, and Solid Waste Departments' finances are managed under enterprise funds, separately from the general fund, which allows the Town to effectively identify these operations' true delivery costs—direct, indirect, and capital—and set user fees at levels sufficient to recover them. Under this accounting, the Town may reserve each operation's generated surplus (referred to as retained earnings) rather than closing the amount to the general fund at year-end. Each enterprise reserve will be used to provide rate stabilization and fund major capital projects.

For each enterprise fund, the Town will strive to maintain a minimum reserve amount of 25 percent of the operation's total budget, representing three months' worth of expenditures. These reserves shall be used to provide rate stabilization and to fund major, future capital projects, but whenever any major infrastructure improvements are being planned for any enterprise operation, its minimum target should be revised upward. To maintain the target reserve level for any fund requires the Selectboard to periodically review, and when necessary, adjust user rates.

D. Overlay Surplus

The purpose of the overlay reserve is to offset unrealized revenue resulting from uncollected property taxes, abatements, and exemptions. It can be used for other purposes only after it is determined to have a surplus. Therefore, unlike the other two types of general fund reserves, this policy does not set a consistent, specific funding target for the overlay. Rather, each year as part of the budget process, the Board of Assessors will vote to raise an overlay amount on the annual tax recapitulation sheet based on the following:

- Current balance in the overlay account
- Three-year average of granted abatements and exemptions
- Potential abatement liability of cases pending before, or on appeal from, the Appellate Tax Board (ATB)
- Timing of the next DLS certification review (scheduled every five years)

At the conclusion of each fiscal year, the Board of Assessors will submit to the Town Administrator and Town Accountant an update of the overlay reserve with data that includes, but is not limited to, the gross balance, potential abatement liabilities, and any transfers to surplus. If the overlay balance exceeds the amount of potential liabilities, the Selectboard may request that the Board of Assessors vote to declare it as surplus and available for use in the Town's capital improvement plan or for any other one-time expense.

REFERENCES

[M.G.L. c. 40 § 5B](#)

[M.G.L. c. 44 § 53F½](#)

[M.G.L. c. 59 § 25](#)

South Hadley policies on Capital Planning and Forecasting

DLS Best Practices: [The Importance of Free Cash](#) , [The Importance of Reserve Policies](#), and [Special Purpose Stabilization Funds](#)

DLS Informational Guideline Releases 08-101: [Enterprise Funds](#), 17-20: [Stabilization Funds](#) and 17-23: [Overlay and Overlay Surplus](#)

Government Finance Officers Association Best Practices: [Fund Balance Guidelines for the General Fund](#) and [Working Capital Targets for Enterprise Funds](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

FORECASTING

PURPOSE

To assess the range of choices available to budget decision makers when determining how to allocate resources, this policy establishes guidelines for creating multiyear projections of revenues and expenditures as part of the annual budget process and long-term fiscal planning. Forecasting helps local officials understand the long-range implications of pending near-term decisions. In so doing, a multiyear forecast helps guide forward-looking budget processes that enable the community to avert potential deficits, promote long-term financial health, and strategize for capital investment and community development.

APPLICABILITY

This policy applies to the Selectboard, Town Administrator, and Appropriations Committee in their budget analysis and decision-making responsibilities. It also applies to the job duties of the Town Accountant and the managers of all revenue-generating departments, including the Ledges Golf Club and Solid Waste and Water Pollution Control Divisions of the Public Works Department.

POLICY

To determine the Town's operating capacity for future fiscal years, the Town Accountant will annually create a forecast containing five-year projections of revenues and expenditures. The Town Administrator, Selectboard, and Appropriations Committee will use the forecast to support their decision making, for the upcoming year's operating and capital budgets and for the Town's multiyear capital improvement plan when applicable and appropriate. As a general rule, the Town Accountant will create conservative forecasts. In basic terms, this entails reviewing historical revenue and expenditure trends, anticipating factors that may impact those trends going forward, analytically developing assumptions, and then formulating reasonable revenue and realistic expenditure projections.

The Town Administrator will make the forecast to the Selectboard and Appropriations Committee. Once received by the two bodies the forecast with any amendments will be made available on the town website and otherwise readily available to the public. To the greatest extent possible, these boards will use the forecast to inform their decision making. In addition, the Town Administrator will promptly revise the forecast projections whenever circumstances substantially change and provide updates based on those changes to the Appropriations Committee and Selectboard.

On an annual basis, the Town Administrator will review the performance accuracy of prior-year forecast and any evolving factors related to the underlying assumptions to consider how projections in the new forecast may need to be adjusted. Factors to consider include changes in laws, regulations, inflation rate, interest rate, town goals, and policy decisions.

A. Guidelines for Revenue Assumptions

The following principles shall guide the formulation of revenue assumptions:

- Projections of the property tax levy will be confined by the limits of Proposition 2½ (absent any overrides) and take into consideration consensus decisions regarding the Town's level of excess levy capacity.
- New growth projections will take into account the Town's three-, five- and 10-year averages by property class and advice from the Associate Assessor.
- The Town Administrator will annually review the levy limit's relationship to the levy ceiling (which is 2.5 percent of the Town's real and personal property total value) to identify potential override capacity and to guard against the levy limit approaching or hitting the ceiling, which would impact future levy growth.
- Local aid projections will correspond with economic cycles, while Chapter 70 educational aid will reflect trends in school choice, enrollments, tuition, and charter assessments.
- Estimates for local receipts (e.g., motor vehicle excise, inspection fees, etc.) will not exceed 90 percent of the prior year's actual collections without firm evidence that higher revenues are achievable.
- One-time revenues will not be used in the projections to fund ongoing or recurring operating expenditures.
- Rates for the Town's golf, wastewater, and solid waste enterprise operations will be set at levels sufficient to cover all operating and capital costs so as to minimize any general fund subsidies.
- The golf, wastewater, solid waste, and electric light budgets will reimburse the general fund for indirect costs.
- Revenues from grant programs will be reviewed annually to determine their sustainability.
- The Town will build and maintain reserves in compliance with its Financial Reserves policy.

B. Guidelines for Expenditure Assumptions

Annually, the Town Administrator will determine a particular budget approach for forecasting expenditures, either maintenance (level service), level funded, or one that adjusts expenditures by specified increase or decrease percentages (either across the board or by department). A maintenance budget projects the costs needed to maintain the current staffing level and mix of services into the future. A level-funded budget appropriates the same amount of money to each municipal department as in the prior year and is tantamount to a budget cut because inflation in mandated costs and other fixed expenses still must be covered.

The following principles shall guide the formulation of expenditure assumptions:

- The Town's current level of services will provide the baseline for projections.
- Historical trends in the growth of operating expenses and employee benefits will prevail.
- The Town will annually meet or exceed the state's net school spending requirements.
- Trends in school choice, enrollments, tuition, and charter assessments will be factored.
- Only known increases connected to compensation plans or schedule for the salaries/wages of regular employees will be factored in the projections.
- Potential cost-of-living adjustments to account for the impact of future contract settlements and compensation plan increases will be calculated independent of the forecast.
- The Town will pay its annual pension contributions and make appropriations to amortize its other postemployment benefits liability.

- The Town will pay all existing debt service obligations and adhere to its Capital Planning and Debt Management policies.

REFERENCES

[M.G.L. c. 44, §§ 20, 53A, 53A½, 63, and 63A](#)

South Hadley policies on Capital Planning, Debt Management, Financial Reserves, Grants Management, and Indirect Cost Allocation

DLS Informational Guideline Release 17-21: [Borrowing](#) and Best Practice: [The Importance of Revenue and Expenditure Forecasting](#)

Government Finance Officers Association article: [Structuring the Revenue Forecasting Process](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

Draft as of 5-10-21

GRANTS MANAGEMENT

PURPOSE

To ensure South Hadley efficiently and appropriately manages its grant-funded programs, this policy sets a framework for evaluating grant opportunities, tracking grant activity, and processing grant revenues and expenditures. Effective grant management helps promote the pursuit of grants that are in the Town's best interest, assure timely reimbursements to optimize cash flow, and guard against year-end account deficits. As a legal contract, every grant agreement must be fulfilled in accordance with its prescribed terms and conditions, as well as all applicable federal, state, and local regulations. Failure in this regard exposes the Town to legal and financial liabilities and compromises future grant funding.

APPLICABILITY

This town-wide policy applies to the grant project managers in each department applying for or receiving grant funding. It further applies to the grant-related responsibilities of the Selectboard, Town Administrator, Town Accountant, and Treasurer/Collector.

POLICY

All departments are encouraged to solicit grant funding for projects and programs consistent with the Town's goals. The Town Administrator will review all municipal applications for grants and all must receive preapproval by the Selectboard. To be eligible for preapproval, there must be sufficient staff available to effectively administer the grant program and perform its required work scope, along with adequate matching requirements (both cash and in-kind).

No department shall expend grant funds until a fully executed grant agreement has been accepted and approved for expenditure by the Town Administrator. Further, no grant funds shall be used to supplant an existing expense for the purpose of diverting current funds to another use.

Operating departments through their designated grant project manager(s) have primary responsibility for seeking grant opportunities, preparing applications, and managing awarded programs. The Town Accountant is responsible for consulting with project managers on grant budgetary matters, accounting for grants in the general ledger, monitoring grant expenditures for consistency with award requirements, tracking the timeliness of reimbursement requests, and distributing monthly reports of grant expenditures to departments. The Town Accountant will also maintain a database of all grants and grant activity from inception to closure.

A. Grant Opportunity Assessment

Well in advance of a grant application's due date, the departmental project manager will assess the opportunity in consultation with the Town Administrator and Town Accountant. Below are the factors to be considered, at minimum.

Programmatic:

- Alignment of the grant's purpose with the Town's and department's strategic priorities
- Department's capacity to administer the grant through to closeout
- Office space, facilities, supplies, or equipment required

- Ongoing impact of the grant program after it is completed
- Compliance and audit requirements, particularly as they may differ from the Town's

Financial:

- Total anticipated project cost
- Expenditure requirements and anticipated cash flow schedule
- Required cost matching shares and sources, including cash and in-kind
- Staffing requirements, including salary and benefit increases for multiyear grants
- Administration and indirect recapture amounts
- Program income potential

In this stage, the project manager will also develop a continuation plan to address the potential future loss of grant funding, which may include alternative funding proposals or plans for reducing or terminating program positions or components after grant closeout.

B. Grant Application and Award Acceptance

Prior to filing any grant application, the project manager will submit a meeting agenda item requesting preapproval from the Selectboard with a report summarizing the grant and how it complies with this policy. The Town Administrator will then make a determination as to whether any preapproved application should be submitted to the Town Counsel for a legal review. Following this, the project manager will submit the grant application to the grantor and forward a copy to the Town Accountant.

When a project manager receives notice of any grant award, he or she will submit it to the Town Administrator to formally accept by signature and thereby approve the expending of grant funds. The project manager will then send copies of the signed agreement to the grantor and the Town Accountant.

Upon receiving the new grant's documents, the Town Accountant will create new general ledger account to record the grant activity separately from regular expenses. Federal grants will be identified by including the CFDA (catalogue of federal domestic assistance) number. When notified of any amendment or adjustment by the grantor, the project manager will immediately forward the information to the Town Accountant, who will make adjustment(s) to the grant's budget in the general ledger.

C. Grant Financial Management

At the start of a new grant, the Town Accountant and project manager will discuss its requirements and the timing of reimbursement requests (e.g., at the time of expenditure, monthly or quarterly), when applicable.

The project manager will ensure all expenditures made are allowable and consistent with each grant award's requirements. The project manager will submit project invoices to the Accounting Department consistent with the Town's disbursement policy. The project manager will also ensure

the proper payroll account codes for grant-funded employees are reported on the department's submission to Human Resources as part the regular payroll process.

Because required retirement system remittances and/or general fund benefit reimbursements vary by grant, the Town Accountant will calculate these for each grant and notify project managers of the resulting amounts to include on the AP submissions.

To minimize the use of advance town funds, every project manager will request reimbursements as often as the grant's guidelines allow and always no later than June 30th. In doing so, the project manager will prepare all required reports and requests as detailed in the agreement and submit these to the grantor. Immediately following each submittal, the project manager will send an email notification of the reimbursement request to the Town Accountant and Treasurer/Collector.

The Town Accountant will monitor each grant's deficit balance to assure it is temporary and receives reimbursement within the grant's allowable timeline and always prior to year-end. The Treasurer/Collector will match reimbursements received electronically or by check with their requests and credit the proper revenue lines.

D. Grant Closeout

Upon completion of the project work or grant period, whichever comes first, the project manager will verify that all grant requirements have been met and will send to the Town Accountant a grant closeout package that includes a final report and either a final reimbursement request or notification of the amount to be refunded to the grantor.

Upon receipt of the closeout package, the Town Accountant will put the general ledger's grant account into inactive status and will reconcile the project manager's report with the general ledger's record of grant activity. The project manager will subsequently submit the final reimbursement request to the grantor or, if a refund is due, the Town Accountant will add the refund amount to the AP warrant.

Within 30 days of any grant closeout or the year-end closure, whichever is earlier, the Town Accountant will determine if the grant account has been overexpended and will either apply the expense to the operating budget or propose an appropriation from other available funds.

E. Audit

All grant activities are subject to audit by the particular grantors, the Town Accountant, and South Hadley's independent auditor. The Town Accountant will maintain all grant documents and financial records for seven years after their closeouts or for the lengths of time specified by the grantors, whichever period is longer.

REFERENCES

[M.G.L. c. 40, § 5D](#)

[M.G.L. c. 41, § 57](#)

[M.G.L. c. 44, § 53A](#)

South Hadley Bylaw Article IV, Selectboard-Town Administrator Act, Chapter 458, Acts of 2012

South Hadley Disbursements Policy

Public Employee Retirement Administration Commission: [Memo #12/2003](#)

Mass.gov webpage: [Community Grant Finder](#)

US grant search website: [grants.gov](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

Draft as of 5-10-21

INDIRECT COST ALLOCATION

PURPOSE

To apportion all the indirect costs associated with the Town's four business-type operations and the school department in an equitable manner that reflects their true shared costs, this policy provides guidelines for calculating and allocating those costs.

APPLICABILITY

This policy applies to the budgetary responsibilities of the Town Administrator, Town Accountant, School Superintendent, and Light Department General Manager. Further, it encompasses the administrative functions performed on behalf of the School Department and the business-type operations by the Accounting, Treasurer/Collector, Information Technology, Human Resources, and Town Administrator Departments.

BACKGROUND

Under authority established in [M.G.L. c. 44 § 53F½](#) (for golf, wastewater, and solid waste services) and [M.G.L. c. 164](#) (for light service), the accounting transactions for these operations are recorded and managed separately from the general fund. Their revenues and expenses are not commingled with those of any other governmental activity, and consequently there are separate financial statements for each. Consolidating each of these program's direct and indirect costs, debt service, and capital expenditures into its own distinct, segregated fund allows the Town to demonstrate to the public the true, total cost of providing the particular service.

Similarly, direct and indirect shared costs are calculated and reported as part of the annual budget to demonstrate the town's full support of the School Department. General fund Town expenditures are determined based on a formal agreement between the School Committee and the Selectboard for specific provided services, excluding benefits for non-school-department employees and debt service.

POLICY

As part of the annual budget process, the Town Accountant will calculate the indirect costs to the general fund of the four business-type operations and School Department and review the calculations with the Town Administrator, Light General Manager, and School Superintendent. Based on the results, the Town Accountant will record transfers between the relevant business-type funds by June 15 each year and will report the school-related data to the Department of Elementary and Secondary Education (DESE) in the End of Year (EOY) report by September 30. The Town Accountant will maintain written procedures detailing the costs and their calculation methodologies.

A. Cost Categories

The calculation of indirect costs will take into account each business-type operation's or School Department's personnel expenses budgeted in the general fund. Also accounted for will be certain administrative services performed on behalf of these departments by other departments, namely:

- Accounts payable, payroll, and general ledger services provided by the Accounting Department

- Collections, turnover processing, banking, investment, tax title, provided by the Treasurer/Collector Department
- Network, systems, and data services provided by the Information Technology Department
- Personnel administration, benefits, and payroll services provided by the Town Administrator and Human Resources Departments

For these expenses and those listed below, the Town Accountant will calculate indirect costs based on the most recent fiscal year's appropriations and using either the actual, proportional, estimated support, or transactional methodology, as each is outlined below.

The following expenses will be included in the calculations for both Wastewater and Solid Waste:

- Benefits for active and retired employees, including insurances, Medicare tax, unemployment, and workers' compensation
- Pensions
- Vehicle insurance
- Property insurance
- Independent audit services
- Actuarial services
- Legal services
- Other costs that may be agreed to and documented

The following expenses will be included in the calculations for the Golf Department only:

- Recreation department services and expenses, including benefits (i.e., insurances, Medicare tax, and workers' compensation) and pensions
- Property insurance
- Legal services
- Other costs that may be agreed to and documented

The following expenses will be included in the calculations for the Light Department only:

- Benefits for active and retired employees, including insurance and Medicare tax
- Pensions

The following expenses will be included in the calculations for the School Department only:

- Benefits for active and retired employees, including insurances, Medicare tax, unemployment, and workers' compensation
- Pensions for non-teaching staff
- Vehicle insurance
- Property insurance
- Independent audit services
- Actuarial services

B. Explanation of Calculation Methodologies

1. **Actual cost**, as the term implies, involves the identification of specific costs attributable to the business-type operations or School Department based on documented schedules or bills payable, including debt service and insurance premiums.
2. The **proportional** method is a straightforward calculation of each business-type operation’s or School Department’s net-of-debt budget as percentage of the total combined net-of-debt budget of that business-type or school operation and the general fund. The resulting percentage is then applied against the total budget (including employee benefits) of each town department that provides support to that given business-type or school operation or against the total cost of the specific type of expenditure.
3. A department or official may be able to provide a reasonable **estimate of support** (i.e., an estimate of the average time spent to support a particular service). For an example, the Town Accountant estimates his department spends an average of two hours weekly, or five percent, on Wastewater-related activities (e.g., creating warrants, bookkeeping). This percentage is applied against the department’s or official’s salary and benefits, including health and life insurance, Medicare, retirement and any workers’ compensation.

$$\frac{\text{Hours worked on business-type or school department activities per year by individual(s)}}{\text{Total hours worked per year by individual(s)}} \times \text{Salary and benefits (as allowed) of individual(s) working on business-type or school department activities} = \text{Indirect Departmental Salaries}$$

Any department’s or official’s expenses related to Golf, Wastewater, and Solid Waste activities are charged directly to the respective budgets. The Town receives an annual payment from the Light Department as reimbursement for its indirect costs.

4. The **transaction-based** method is calculated based on the number of transactions attributed to a service as a percentage of the whole. An example would be the total wastewater bill collections processed by the Treasurer/Collector’s Office as a percentage of the total number of collections of all types processed by that office. This percentage is applied against the Treasurer/Collector’s total budget, including health and life insurance, Medicare, retirement, and any workers’ compensation attributable to the department.

$$\frac{\text{Number of business-type-related transactions}}{\text{Total number of all like transactions processed by the non-business-type department}} \times \text{Total budget plus benefits of the department processing the business-type transactions} = \text{Indirect Departmental Salaries}$$

C. Calculations by Cost Category

[This section should be expanded when calculation methodologies are established for other categories.]

1. **Health and Life Insurances**

Costs for health and life insurances will be calculated using the actual method by adding up the actual amounts paid by the Town for the participating business-type and School Department employees during the current fiscal year.

2. **Medicare**

The Town's Medicare cost represents the employer match of the Medicare tax charged to employees hired after April 1, 1986. Using the actual cost method and based on employee W-2s, the costs will be calculated as 1.45 percent of the total gross wages paid by the Town on behalf of each eligible Golf, Wastewater, Solid Waste, Light, and School employee as appropriate and according to best practices

3. **Retirement**

Indirect pension costs will be calculated using the proportional method. The Town's total annual contributory retirement assessment payable to the Hampshire County Retirement System is multiplied by the respective proportion of each of the total Wastewater, Solid Waste, Light, and School Department employees' compensation to the total employee compensation as reported to the Public Employee Retirement Administration Commission.

4. **Audit**

External audit costs will be based on the proportional method. The Wastewater and Solid Waste operations shall each pay the proportion of the cost of the Town's annual independent audit based on effort of the Town's independent auditor. The Light Department conducts its own audit.

5. **Administrative Services**

The indirect costs for department-related administrative services performed by the Accounting, Treasurer/Collector, Information Technology, Human Resources, and Town Administrator Departments should be calculated using the estimate of support method and/or proportional methods. It will be based on each department's annual estimate of the time required to perform the services for the particular department.

REFERENCES

[M.G.L. c. 44 § 53F½](#)

[M.G.L. c. 164](#)

[603 CMR 10.00](#), School Finance regulation

DLS Informational Guideline Release 08-101: [Enterprise Funds](#)

Government Finance Officers Association Best Practices: [Indirect Cost Allocation](#) and [Full Cost Accounting for Government Services](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

Draft as of 5-10-21

INVESTMENTS

PURPOSE

To ensure the Town's public funds achieve the highest possible rates of return that are reasonably available while following prudent standards associated with safety, liquidity and yield, this policy establishes investment guidelines and responsibilities. In addition, the policy has been designed to comply with the Governmental Accounting Standards Board's requirement that every community define and disclose its investment risk management strategy.

APPLICABILITY

This policy applies to the Treasurer/Collector's duties to manage and invest Town funds. If the Town contracts with any investment advisor(s), the Treasurer/Collector will provide this policy to them and verify compliance. The policy's scope pertains to all short-term operating funds and to all long-term reserve, investment, and trust funds, with the exception of the Town's retirement fund, which is managed and invested by the Hampshire County Retirement System.

POLICY

The Treasurer/Collector will invest funds in a manner that meets the Town's daily operating cash flow requirements and conforms to state statutes governing public funds while also adhering to prudent investment standards. The Treasurer/Collector will manage all investments so as to achieve a fair market average rate of return within the context of all relevant statutory, safety, and liquidity constraints.

A. Investment Objectives

In priority order, the Treasurer/Collector's investment objectives shall be:

- **Safety:** Safety of principal is foremost, and the Treasurer/Collector will adhere to this policy's risk mitigation strategies for the purpose of preserving capital in the overall portfolio.
- **Liquidity:** The investment portfolio must remain sufficiently liquid to enable it to meet all reasonably anticipated operating requirements.
- **Yield:** The investment portfolio will be designed with the objective of attaining a fair market average rate of return throughout budgetary and economic cycles, in accordance with the Town's investment risk constraints and the portfolio's cash flow characteristics.

The Treasurer/Collector will ensure that all **short-term operating funds**, such as general funds, special revenue funds, bond proceeds, and capital project funds remain sufficiently liquid to pay all reasonably anticipated operating requirements and debt service.

For **trusts and other long-term funds** (e.g., stabilization funds, cemetery perpetual care, and any similar funds set aside for long-term use), liquidity is less important than growth. The Treasurer/Collector will pool any individual funds that are invested in the same institution while also maintaining each fund in its own account so as to allow for the proper proportioning of interest and

any realized and unrealized gains or losses. All trust funds are under the Treasurer/Collector's control unless otherwise directed by their particular donor(s).

B. Conflict of Interest

The Treasurer/Collector is prohibited from making a deposit in any bank, trust company, or banking company for which he or she is or has been an officer or employee at any time in the last three years. The Treasurer/Collector will refrain from any personal activity that may conflict with the proper execution of the investment program or that could impair or appear to impair the ability to make impartial investment decisions. The Treasurer/Collector will disclose to the Town Administrator and Selectboard any large personal financial investment positions or loans that could be related to the performance of the Town's investments. Further, when contracting for any investment services, the Treasurer/Collector will adhere to requirements under [M.G.L. c. 30B](#) and the Town's Procurement Conflict of Interest policy.

C. Investment Instruments

Under this policy, and in compliance with state statutes, the table below defines allowable investment instruments and guidelines.

Instrument Type	Short-term Funds	Long-term Funds
Depository accounts in Massachusetts state-chartered banks, including savings, checking and NOW accounts, and money market deposit accounts	No limitations	No limitations
Certificates of deposit (CDs) in Massachusetts state-chartered banks only	Unlimited amounts and maturity up to three years	No limits on amounts or maturity dates
The Massachusetts Municipal Depository Trust (MMDT) , the State Treasurer's investment pool for public entities.	No limitations and the pool is liquid	No limitations
U.S. Treasury or other U.S. government agency obligations	Unlimited amounts and up to one year from date of maturity	No limitations
Bank-issued repurchase agreements ("repos") secured by U.S. Treasury or other U.S. government agency	Maximum maturity of 90 days	Repos are by their nature short-term and therefore not appropriate for the growth objective of long-term funds.

Instrument Type	Short-term Funds	Long-term Funds
Money market mutual funds	<ul style="list-style-type: none"> ▪ Must be registered with the Securities and Exchange Commission (SEC) ▪ Must have the highest possible rating from at least one rating organization ▪ These are liquid investments, so maturity term is not applicable 	<ul style="list-style-type: none"> ▪ Must be registered with the SEC ▪ Must have the highest possible rating from at least one rating organization
Common and preferred stock, investment funds, and any other type of investment instrument specified in the List of Legal Investments	Not allowed	<ul style="list-style-type: none"> ▪ The Town’s aggregate amount of long-term funds must exceed \$250,000 to invest in these. ▪ Investment in mortgages, collateral loans, and international obligations is prohibited. ▪ Cannot invest more than 1.5% of a particular fund in the stock of any single banking or insurance company ▪ Cannot invest more than 15% of total aggregated funds in banking or insurance company stocks

Note: This policy confines the allowed depository accounts only to those offered by Massachusetts state-chartered banks, a provision that is more restrictive than state statutes and the Massachusetts Collectors & Treasurers Association’s sample investment policy statement. The reason is that the MA-chartered banks’ depository accounts are fully insured through a combination of the Federal Deposit Insurance Corporation and the state’s Depositors Insurance Fund. However, funds placed in these banks’ mutual funds or annuity products are not covered by either insurance, and the Treasurer/Collector must manage those and any other type of investments in accordance with other applicable provisions of this policy.

D. Risk Tolerance Guidelines

The Treasurer/Collector will employ the following strategies to mitigate the range of investment risks:

Type of Risk	Mitigation Strategy
<p>Credit risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations.</p>	<ul style="list-style-type: none"> ▪ Investments in any of the following are safe from credit risk: state-chartered banks' depository accounts (including CDs), obligations backed by the U.S. Treasury or other U.S. government agency, and the MMDT. ▪ For any other investments, the Treasurer/Collector will only purchase investment grade securities highly concentrated in those rated A or better.
<p>Concentration of credit risk is the risk arising from all funds being invested in a single issuer.</p>	<p>The Treasurer/Collector will diversify the portfolio among multiple issuers/institutions (see Section E).</p>
<p>Custodial risk for deposits is the risk that, in the event of the failure of a depository financial institution, the Town would not be able to recover deposits or to recover collateral securities in the possession of an outside party.</p>	<p>The Treasurer/Collector will negate this risk by only making deposits at MA-chartered banks.</p>
<p>Custodial risk for investments is the risk that, in the event of a failure of the counterparty to a transaction, the Town would not be able to recover the value of an investment or to recover collateral securities in the possession of an outside party.</p>	<ul style="list-style-type: none"> ▪ The Treasurer/Collector will review the financial institution's financial statements and its advisor's background to ensure it has proven financial strength, capital adequacy, and an overall positive reputation in the municipal investment industry (see Section F). ▪ If a security is to be held by a third-party custodian, the Treasurer/Collector must approve that party and verify that the security is held in the Town's name and tax ID number, as evidenced by its CUSIP (Committee on Uniform Security Identification Procedures) code.
<p>Interest rate risk is the risk that interest rate changes will adversely affect an investment's fair market value.</p>	<p>The Treasurer/Collector will negotiate for competitive interest rates that are locked in for long terms.</p>
<p>Foreign currency risk is the risk that an investment will lose value as the result of an unfavorable exchange rate.</p>	<p>The Treasurer/Collector will negate this risk by not investing in any instruments with foreign currency exposures.</p>

E. Diversification

The Treasurer/Collector will invest in a diverse portfolio to prevent overconcentration in any institution, issuer, or maturity type. Apart from money placed in the MMDT or obligations backed by U.S. government agencies, the Treasurer/Collector will invest no more than 25 percent the Town's long-term funds with a single financial institution. In addition, the Treasurer/Collector will ensure compliance with the various allowable percentage thresholds for specific investment instruments and issuers set forth in the List of Legal Investments.

F. Selection of and Relationship with Financial Institutions

When selecting from among MA-chartered banks to hold short-term funds, the Treasurer/Collector will consider their fee structure, service efficiencies, and account management control features. For investing long-term funds, the Treasurer/Collector will also assess the soundness, stability and reputation of prospective financial institutions and dealers/brokers. Brokers must be recognized, reputable dealers and members of the Financial Industry Regulatory Authority. The Treasurer/Collector will require any brokerage houses and brokers/dealers wishing to do business with the Town to provide the following:

- Audited financial statements
- Form ADV Part 2 showing the broker/dealer to be actively registered with both the SEC and Massachusetts Secretary of State's Office and providing information on the types of services offered, fee schedule, disciplinary information, conflicts of interest, and the educational and business background of management and key advisory personnel
- Statement that the broker/dealer has read and will comply with this policy

The Treasurer/Collector will also consult the [Veribanc](#) rating service to select and monitor financial institutions. The Treasurer/Collector may invest in institutions rated green by Veribanc and will continue to review their ratings quarterly. If a bank's rating turns yellow, the Treasurer/Collector will request the bank provide a written explanation with an expected timetable for changing back to green. If the rating remains yellow for a second quarter, the Treasurer/Collector will consider liquidating all funds that are uninsured or uncollateralized. If any rating becomes red, the Treasurer/Collector will remove the money from the banking institution.

The Treasurer/Collector will review all banking and financial services at least annually to ensure their quality and the competitiveness of their fee structure and interest rates. On an annual basis, the Treasurer/Collector will also send letters to banks in the local region requesting them to report all usage of the Town's tax identification number as a means to ensure the number is used only by the Treasurer/Collector and no outside entities.

G. Standards of Care

The Treasurer/Collector must review, understand and comply with the state's Prudent Investor Act ([M.G.L. c. 203C](#)). The Treasurer/Collector shall be relieved of personal responsibility for any individual security's credit risk or market price changes, provided that its purchase and sale have been carried out in accordance with the Act and the provisions of this policy.

H. Reporting Requirements

The Treasurer/Collector will assess investment activity and keep the Town Administrator and Selectboard apprised of any major changes by providing a report of investment activity annually or more often as needed. The investment activity report shall incorporate all the Town's investment funds and include the following information at minimum:

- List of all the individual accounts and securities held at the end of the period
- List of short-term investment portfolios by security type and maturity to ensure compliance with the diversification and maturity guidelines
- Summary of income earned on monthly and year-to-date bases
- Disclosure of the fees associated with managing each fund
- Brief statement of general market and economic conditions and other factors that may affect the Town's cash position
- Statements on the degree of compliance with the provisions of this policy

REFERENCES

[M.G.L. c. 30B](#)

[M.G.L. c. 44, §§ 54, 55, 55A, 55B](#)

[M.G.L. c. 167, § 15A](#)

[M.G.L. c. 29, § 38A](#)

[M.G.L. c. 110A, § 201](#)

[M.G.L. c. 203C](#)

South Hadley Procurement Conflict of Interest Policy

MA Division of Banks [List of Legal Investments](#) and database of [MA-chartered banks](#)

Massachusetts Depositors Insurance Fund [FAQs](#)

MA Secretary of State webpage, [Registration Inspections, Compliance and Examinations Section](#)

Governmental Accounting Standards Board Statement 40: [Deposit and Investment Risk Disclosures](#)

SEC webpage [Form ADV Information](#)

Massachusetts Collectors & Treasurers Association: [Treasurer's Manual](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

ONE-TIME REVENUES

PURPOSE

To promote structurally balanced budgets by ensuring that operational expenses are supported by recurring revenue sources, this policy sets guidelines for the use of one-time revenues. It is fiscally prudent to avoid using any one-time revenue source to finance any ongoing operations since that funding source, by definition, cannot be expected to reoccur. Doing this without identifying future available offsets effectively postpones difficult decisions necessary to achieve structurally sound and sustainable spending plans.

APPLICABILITY

This policy applies to the Town Administrator, Town Accountant, Selectboard, and Appropriations Committee in their budget analysis and decision-making responsibilities. It pertains to any source of revenue that occurs in isolation each year (i.e., not repetitively, either year after year or over a limited period of years). These sources can include, but are not limited to, free cash, overlay surplus, sale of municipal assets, tax lien sales, insurance proceeds, and gifts.

POLICY

The Town will avoid using one-time revenues to fund ongoing or recurring operating expenditures. Instead, the Town will use the revenue to finance approved capital improvements, pay one-time expenditures, help reduce unfunded liabilities, or meet stated reserve goals before considering using any portion for operational needs. The Town Accountant will inform the Town Administrator of an anticipated receipt of any sizable or extraordinary one-time revenues, and together will thoroughly analyze them before proposing appropriation.

In addition, the following shall be the Town's priority order for appropriating one-time revenues:

1. Cash capital budget
2. General stabilization fund
3. OPEB trust fund
4. Other Stabilization funds

Economic downturns or unanticipated fiscal stresses may compel reasonable exceptions to the use of one-time revenues. In such cases, the Town Administrator, with the Town Accountant may recommend their use for operational appropriations and will develop an action plan to avoid continued reliance on one-time revenues.

State laws impose further restrictions on how certain types of one-time revenues may be used. The Town will consult the following General Laws when the revenue source is:

- Sale of real estate: [M.G.L. c. 44, § 63](#) and [M.G.L. c. 44, § 63A](#)
- Gifts and grants: [M.G.L. c. 44, § 53A](#) and [M.G.L. c. 44, § 53A½](#)
- Bond proceeds: [M.G.L. c. 44, § 20](#)

REFERENCES

[M.G.L. c. 44, §§ 20, 63, 63A, 53, 53A, 53A½](#)

South Hadley Forecasting Policy

[*Bond Premiums and Debt Exclusions*](#), Division of Local Services Bulletin 2013-01B

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

Draft as of 5-10-21

OTHER POSTEMPLOYMENT BENEFITS LIABILITY

PURPOSE

To ensure fiscal sustainability, this policy sets guidelines for a responsible plan to meet the Town's obligation to provide other postemployment benefits for eligible current and future retirees. It is designed to achieve generational equity among those called upon to fund this liability and thereby avoid transferring costs into the future.

APPLICABILITY

This policy encompasses OPEB-related budget decisions, accounting, financial reporting, and investment. It applies to the Selectboard, Town Administrator, and Appropriations Committee in their budget decision-making duties, and it also applies to the OPEB-related job duties of the Treasurer/Collector and Town Accountant. This policy pertains to the Town's OPEB trust fund but not to the Light Department's OPEB trust fund, which was established separately by the Light Board as allowed by [M.G.L. c. 32B, § 20](#).

BACKGROUND

In addition to salaries, the Town compensates employees in a variety of other forms. Many earn benefits over their years of service that they will not receive until after retirement. A pension is one such earned benefit. Another is a set of retirement insurance plans for health, dental, and life. These are collectively referred to as other postemployment benefits, or OPEBs. OPEBs represent a significant liability for the Town that must be properly measured, reported, and planned for financially.

POLICY

The Town is committed to funding the long-term cost of the benefits promised its employees. To do so, the Town will accumulate resources for future benefit payments in a disciplined, methodical manner during the active service life of employees. The Town will also periodically assess strategies to mitigate its OPEB liability. This involves evaluating the structure of offered benefits and their cost drivers while at the same time avoiding benefit reductions that would place undue burdens on employees or risk making the Town an uncompetitive employer.

A. Accounting for and Reporting the OPEB Liability

The Town Accountant will obtain actuarial analyses of the Town's OPEB liability every two years and will annually report the Town's OPEB obligations in financial statements that comply with the current guidelines of the Governmental Accounting Standards Board. The Town Administrator will ensure that the Town's independent audit firm reviews compliance with the accounting and reporting provisions of this policy as part of its annual audits and reports on these to the Selectboard.

B. Trust Management and Investment

The Town has established an OPEB Trust Fund and designated as its trustee the Treasurer/Collector. As fund custodian, the Treasurer/Collector will manage the OPEB Trust Fund in conformance with the Town's investment policy and the state's prudent investor laws. On an annual basis, the Town will analyze its option to invest the OPEB trust with the [State Retiree Benefits Trust Fund](#).

C. Mitigation

On an ongoing basis, the Town will assess healthcare cost containment measures and evaluate strategies to mitigate its OPEB liability. The Town Accountant will monitor proposed laws affecting OPEBs and Medicare and analyze their impacts. The Treasurer/Collector will regularly audit the group insurance and retiree rolls and terminate any participants found to be ineligible based on work hours, active Medicare status, or other factors.

D. OPEB Funding Strategies

To address the OPEB liability, decision makers will analyze a variety of funding strategies and subsequently implement them as appropriate with the intention of fully funding the obligation. The Town will derive funding for the OPEB Trust Fund from taxation, free cash, and any other legal form. To ensure that the Town's enterprise operations remain self-supporting, the Selectboard will factor their proportional OPEB contributions into the setting of user fees.

Achieving full funding of the liability requires the Town to commit to funding its actuarially determined contribution (ADC) each year. Among strategies to consider for funding the ADC:

- Appropriate an annually increasing dollar amount or percentage of yearly revenues for the general fund and the wastewater and solid waste enterprise fund operations.
- Determine and commit to appropriating an annual portion of free cash.
- Consider transferring unexpended funds or a portion of health insurance line items to the OPEB Trust Fund on an annual basis.
- Appropriate amounts equal to the Town's Medicare Part D reimbursements.
- Once the pension system is fully funded, on a subsequent annual basis, appropriate to the OPEB Trust Fund the amount equivalent to the former pension-funding payment or the ADC, whichever is less.

REFERENCES

[M.G.L. c. 32B, §§ 20 and 20A](#)

[M.G.L. c. 44, §§ 54 and 55](#)

[M.G.L. c. 203C](#)

South Hadley Investments Policy

Division of Local Services Information Guideline Release 19-10 [Other Postemployment Benefits Liability Trust Fund](#)

GASB Statements 75: [Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions](#) and 74: [Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans](#)

Government Finance Officers Association Best Practices: [Ensuring Other Postemployment Benefits \(OPEB\) Sustainability](#) and [Sustainable Funding Practices for Defined Benefit Pensions and Other Postemployment Benefits \(OPEB\)](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

Draft as of 5-10-21

PROCUREMENT - CONFLICT OF INTEREST

PURPOSE

To ensure integrity in the procurement process, this policy sets guidelines for vetting potential conflicts of interest.

APPLICABILITY

The policy pertains to all the Town's procurement and contract processes governed under the provisions of the state's Uniform Procurement Act associated with, but not limited to: specification development, preparation and issuance of solicitations, evaluation of solicitations and submissions, and other evaluations that lead to Town contract awards. The policy applies to the job responsibilities of the South Hadley's Chief Procurement Officer as appointed by the Town Administrator and to the related duties of the Town Accountant. It further applies to all Town employees, officials, and others working on the Town's behalf who are involved with any procurement and contract process and to the prospective contractors.

POLICY

The Town is committed to ethical business practices, professional integrity, and compliance with all procurement laws and regulations. South Hadley will provide fair opportunities to participants in competitive processes for the award of Town contracts. Process integrity will be reinforced by the practices outlined here to ensure confidentiality during the bid evaluation process and to assess and address conflicts of interest in all competitive solicitations. The Town will investigate all allegations of conflict of interest or misconduct brought to the attention of Town staff.

A. Confidentiality during the Bid Evaluation Process

Town staff, consultants, and outside evaluators who are participants in a bid evaluation process are required to sign confidentiality agreements, which bind them not to share any information about responses received and the evaluation process until the Town issues a Notice of Intended Award.

The departmental purchasing employee will:

1. Identify all participants of an evaluation process who receive proposals or other documents used in the evaluation process, including any nonevaluating observers.
2. Ensure that these participants sign confidentiality agreements.
3. Submit the confidentiality agreements to the Chief Procurement Officer.

The Chief Procurement Officer will:

1. Verify that signed confidentiality agreements for all participants in the evaluation process, including nonevaluating observers, are submitted.
2. Maintain signed confidentiality agreements on file

B. Conflict of Interest in Procurement

To ensure decisions are made independently and impartially, Town employees and officials are expected to avoid any conflicts of interest and also avoid the appearance of conflicts of interest. A conflict of interest, or the appearance of one, must be disclosed whenever a vendor, employee, or officer has, or can reasonably anticipate having, an ownership interest, a significant executive position, or other remunerative relationship with a prospective supplier of goods or services to the Town or knows that a family member or other person with whom they have a personal or financial relationship has such an interest.

According to the federal Office of Management and Budget's Omni Circular, a conflict of interest arises when: *"the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract."*

And it states that: *"The officers, employees, and agents of the non-federal entity must neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts."*

The Omni Circular further requires that for any federal grant involving a parent, affiliate, or subsidiary organization that is not a state or local government, the Town must also maintain written standards of conduct covering organizational conflicts of interest. An organizational conflict of interest means that due to a relationship with a parent company, affiliate, or subsidiary organization, the Town is unable or appears to be unable to be impartial in conducting a procurement action involving the related organization.

Any person with a conflict as described above shall not participate in the preparing of specifications, qualifying vendors, selecting successful bidders on products or services in which they have an interest, or approving payment to those interests. The only exception to this arises if the person makes full disclosure of a potential conflict and receives an advance, written determination from the [State Ethics Commission](#) that the interest is not so substantial as to be deemed likely to affect the integrity of the services the Town may expect from that individual.

C. Disclosure and Review

Department heads and other officials are required to ascertain and disclose to the Chief Procurement Officer any potential conflict of interest affecting procurement transactions before a contract is signed, commitment made, or order placed. The Chief Procurement Officer will then notify the Town Accountant, who will verify the availability of funds before any order is placed with a vendor.

The following measures will be taken to ensure the Town avoids any conflicts of interest in procuring Town contracts:

1. Employees, officials, and others who regularly participate in contract activities on behalf of the Town must disclose relevant financial interests as required by state and federal laws and to annually review those statements in conjunction with this policy and other ethical standards.
2. Other persons involved in procurements must review this policy and other ethical standards and provide information in order to determine if there is a conflict of interest. Such persons shall include, but are not limited to, authors of specifications; paid and unpaid evaluators; and paid and unpaid consultants who assist in the procurement process.
3. If a possible conflict of interest is identified, it must be documented and reviewed with Town Counsel.

The departmental purchasing employee will:

1. Identify employees, consultants, outside uncompensated parties, and any other persons who will be involved in a procurement or contract activity, such as specification development, preparation and issuance of solicitations, evaluation of solicitations or submissions, or other evaluations, that will lead to an award of contract.
2. Provide conflict of interest forms to the identified participants.
3. Submit the completed forms to the Chief Procurement Officer prior to commencing any procurement or contract activity.

The Chief Procurement Officer will:

1. Review the submitted forms for potential conflicts of interest.
2. Discuss any potential conflicts of interest with the Town Counsel and document the resulting determinations.
3. Provide the Town Administrator with the documented result.
4. If a conflict or the appearance of one exists, take appropriate actions, including but not limited to, removal of the employee, consultant, or outside uncompensated party from the procurement activity or cancelation of the solicitation.

D. Compliance Reviews

The Town Accountant will conduct random reviews of compliance with this policy. All procurement activities are also subject to audit by the Town's independent Auditor.

REFERENCES

[M.G.L. c. 30B](#)

[M.G.L. c. 41, § 57](#)

[M.G.L. c. 268A](#)

State Ethics Commission's webpage [Disclosure Forms for Municipal Employees](#)
Inspector General's webpage [Procurement Assistance](#)

U.S. Office of Management and Budget, December 2013 [Omni Circular](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

PURCHASING

PURPOSE

To optimize the value received for Town expenditures, assure employees comply with the state's procurement laws, and avoid exposure to any bid disputes, this policy establishes standards and practices for the purchasing of materials, supplies, and services.

APPLICABILITY

This Town-wide policy applies to all employees and officials involved in procurement or purchasing.

POLICY

The Chief Procurement Officer (CPO), is responsible for ensuring that all purchasing adheres to the competitive quotation and bidding procedures required by state law. To effectively fulfill this role, the CPO will achieve and maintain a designation of Massachusetts Certified Public Purchasing Official through the Office of the Inspector General (IG). In compliance with statute, the Town will award contracts to the lowest bids received from responsive and responsible vendors.

All department heads are accountable for the purchases made within their departments. Accordingly, all department heads and any designated purchasing employees must read and adhere to the provisions of M.G.L. c. 30B and follow the procurement procedures detailed in the IG's guide, [The Chapter 30B Manual: Procuring Supplies, Services, and Real Property](#). In addition, every department head will make all efforts to combine purchasing needs with other departments to avoid waste and seek bulk purchase discounts. The CPO will coordinate with department heads to identify group purchasing opportunities.

All practices associated with procurement and purchasing are subject to audit by the Town's independent auditor.

A. Quotation and Bidding Requirements

Apart from the 34 specific types of exceptions listed under [M.G.L. c. 30B § 1](#), all purchases for goods or services must comply with the following:

- Under \$10,000 requires the use of sound business practices.
- Between \$10,000 and \$49,999 requires solicitation of at least three written quotes.
- \$50,000 or more requires competitive sealed bids or proposals for contracts.

Every department head must assess his or her department's full fiscal year operational needs when considering purchases. No Town department may split up several small purchases of the same product to, in effect, conceal the cost threshold for soliciting bids.

B. Sole Source Procurements

Competitive bids may be waived in instances where there is only one vendor that can provide the relevant equipment, materials, or services. Any department head intending to make a sole source procurement must first submit supporting documents to the CPO for preapproval.

C. Purchasing Employee/Department Head Responsibilities

Department heads will ensure their purchasing complies with the following provisions.

Purchase costing less than \$10,000:

- Ensure compliance with sound business practices by periodically soliciting price lists or quotes in pursuit of favorable prices.

Purchase costing between \$10,000 and \$49,999:

- Create a purchase description that includes the following (as applicable):
 - Detailed description of the product or services required
 - Schedule of performance
 - Quantities required
 - Delivery terms
 - Payment terms
 - Insurance or other special requirements
- Solicit at least three written quotes from vendors according to procedures outlined in the IG's Chapter 30B Manual.
- Submit the purchase description, quotes, and recommended vendor to the Town Administrator for review.
- After the vendor has been selected and purchase made, include a copy of the CPO's notice of the approved bidder when submitting the invoice for payment to the Town Accountant.

Purchase costing \$50,000 and over:

- Work with the Town Administrator or his/her assignee on the creation of an invitation for bid (IFB) or request for proposal (RFP).

D. Chief Procurement Officer Responsibilities

The CPO duties will be assigned by the Town Administrator to an appropriate Town employee, who has the skill sets and either has or is willing to seek accreditation through MPOA.

Purchase costing between \$10,000 and \$49,999:

- Review the bids, select the vendor, and notify the department head of the selection.

Purchase costing \$50,000 and over:

- Write an IFB or RFP in accordance with guidelines in the IG's manual.
- Follow the IG's guidelines for advertising the IFB/RFP and for receiving, reviewing and awarding bids.
- Maintain a log of all bids, including the number of them received and their dollar values.
- Work with department heads to write the contract for the awarded vendor and refer proposed contracts for the Town Counsel's review.

- Ensure every finalized contract is signed by the vendor and Town Administrator. Construction contracts must also be signed by the Town Accountant, per M.G.L. c. 44, § 31C.
- Retain originals of all bid documents, including specifications, vendor responses, evaluations, and award determinations, for six years after the bid due dates.
- Provide the Town Accountant with copies of all executed contracts.

E. Town Administrator Responsibilities

The Town Administrator will review all proposed contracts and direct any inquires to the CPO and relevant department head. The Town Administrator will sign the contract to approve it when satisfied with the terms and with the procurement process that was done.

F. Town Accountant Responsibilities

The Town Accountant will:

- Refer to contract terms when reviewing invoices submitted for payment.
- Conduct random audits of compliance with this policy.

REFERENCES

[M.G.L. c. 30B](#)

[M.G.L. c. 44, § 31C](#)

South Hadley Bylaw Article IV, Selectboard-Town Administrator Act, Chapter 458, Acts of 2012

South Hadley's policies on Procurement Conflict of Interest and Disbursements

MA Inspector General manuals: [The Chapter 30B Manual: Procuring Supplies, Services and Real Property - Legal Requirements, Recommended Practices and Sources of Assistance, 8th Edition](#) and [Designing and Constructing Public Facilities](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

RECONCILIATIONS

PURPOSE

To ensure transactions are in balance, mitigate fraud, safeguard general ledger accuracy, and maximize certifications of free cash, financial officers must conduct regular reconciliations of their accounting records, and these must be reconciled to the general ledger. Although each financial officer is responsible for maintaining independent records of his or her office's transactions, they are also collectively accountable for the overall accuracy of South Hadley's financial records.

APPLICABILITY

This policy applies to the Town Accountant, Treasurer/Collector, their designees, and all departments that use special revenue funds or have accounts receivable responsibilities (e.g., Wastewater, Solid Waste, Light, Police, Recreation, etc.).

POLICY

The Treasurer/Collector, Town Administrator, and the department heads who manage special revenue funds will internally reconcile their accounting records and then reconcile them with the Town Accountant at the periodic intervals outlined in this policy.

On a monthly basis, the Treasurer/Collector and department heads who manage special revenue funds will internally reconcile their respective accounting records and subsequently reconcile them with the Town Accountant.

A. Cashbook Reconciliation

To ensure an accurate accounting of all revenue activity, the Treasurer/Collector will maintain a cashbook that reflects up-to-date and accurate information for all cash and assets. To do so, the Treasurer/Collector will make certain that every cash receipt, disbursement, transfer, and interest accrual is recorded in the cashbook within two business days of each transaction. The Treasurer/Collector will reconcile cashbook accounts to their corresponding bank accounts weekly and finalize the monthly reconciliation within five days of month-end. Bank accounts will include zero-balance vendor and payroll, whose balances must equal the outstanding checks at the end of any month.

The Treasurer/Collector will identify all reconciling items, including deposits in transit, bounced and voided checks, and discrepancies between the cashbook and financial institutions, and will correct them when appropriate. The Treasurer/Collector will then provide read-only access to the Excel cashbook to the Town Accountant and, when necessary, forward an additional receipt report or Schedule of Receipts for any adjustments made.

B. Payroll Withholdings Reconciliation

Payroll withholdings include federal and state taxes, child support and other wage assignments for legal obligations, deferred compensation, optional insurances, association dues, and other employer-sponsored options, which are all itemized in separate general ledger liability accounts. Although payments for withholdings and deductions are automatically issued through Harpers Payroll Services

via electronic funds transfer or check, Director of Human Resources must verify and reconcile all withholdings to the actual disbursements.

The Director of Human Resources will report specific payroll deductions subject to vendor invoices, such as health insurance, to the Town Accountant for recording in the general ledger. To reduce the risk to the Town for liabilities in excess of withholdings, the Director of Human Resources will conduct monthly reconciliations of those deductions and identify any discrepancies prior to remitting invoices for payment. The Director of Human Resources will make any necessary payroll changes or adjustments and provide the details of these activities to the Town Accountant.

C. Accounts Receivable Reconciliation

Accounts receivable are outstanding monies owed to the Town, whether from committed bills (i.e., taxes, excises, wastewater charges) or from uncommitted department invoices (e.g., police details). To ensure these assets are accounted for and balanced, the Treasurer/Collector and any department head with accounts receivable duties (each referred to here as “record-keeper”) will make certain that all cash receipts are recorded timely, maintain a control record for each receivable type and levy year if applicable, and verify the detail balance agrees with the receivable control.

The receivable control is a record of original entry in which the record-keeper reduces a commitment according to processed collections, abatements, and exemptions and increases it by issued refunds. To maintain accuracy, the record-keeper must review the detailed list of receivables, identify credit balances as prepaid amounts or investigate them for possible correction, and reconcile the control balance to the detail.

Whenever these records do not agree, the record-keeper must determine the discrepancy by:

- Verifying the various transactions (commitments, abatements, refunds, chargebacks) against their supporting documents
- Comparing the total amount of posted payments to the turnovers accepted by the Treasurer/Collector
- Determining whether any revenues were incorrectly recorded as payments to the commitment, such as interest and fees

The record-keeper will forward a copy of the internally reconciled accounts receivable balances to the Town Accountant. For the Treasurer/Collector, this is the Schedule of Outstanding Receivables.

D. Fire District Taxes

The Treasurer/Collector maintains separate accounting for the assessments collected on behalf of the two fire and water districts. After the Treasurer/Collector reconciles tax payments outlined above, the district tax collections and detailed reports are turned over weekly to the respective fire district. Each district maintains its own receivable detail and control.

E. Special Revenue Reconciliation

Governed by various state statutes, special revenue funds are specific revenues segregated from the general fund and earmarked for specific purposes. They include gifts and grants from governmental entities, individuals, and organizations; revolving funds; and receipts reserved for appropriation. To ensure these funds are balanced, department heads with responsibility for special revenue funds will verify that all revenues turned over to the Treasurer/Collector, expenditures authorized for payment by the Town Accountant, and properly authorized transfers are recorded for the period. These department heads will subsequently provide the Town Accountant with quarterly reconciliation reports on the funds.

F. General Ledger Reconciliation

To achieve the core objective of maintaining the general ledger's integrity, the Town Accountant must regularly reconcile it with the separately maintained accounting records outlined in Sections A – D above. In addition, it is the Town Accountant's responsibility to review all accounts analytically from time to time for reasonableness and to identify unusual activity.

The general ledger's cash accounts should reflect only those transactions reported to the Town Accountant by the Treasurer/Collector, so that in theory, the general ledger should be in balance with the cashbook. However, errors may occur due to omitting transfers or transactions or applying them in the wrong amounts or to the wrong accounts. Whenever the Town Accountant identifies a discrepancy between the general ledger and the cashbook, the following steps must be taken in conjunction with the Treasurer/Collector to determine the cause:

- If the total amount of revenue reported in the cashbook does not agree with the amount recorded in the ledger for that month, the Treasurer/Collector must verify that the monthly Treasurer's Schedule of Receipts agrees by detailed amount and classification with the cashbook and correct any errors.
- Compare the total amount of warrants paid during the month as recorded in the cashbook with the total recorded in the ledger for the same period. The last warrant paid must be the last one recorded; otherwise, a timing problem will create a discrepancy.
- If the records still do not agree, the Treasurer/Collector and Town Accountant must trace each entry to the ledger until the variance is determined.

All receivable records must also be reconciled to the Town Accountant's general ledger. If a given receivable control has been internally reconciled, any discrepancy must be in the general ledger, so the Town Accountant must:

- Review the commitments, charges, payments, abatements, refunds, reclassifications, and adjustments in the general ledger, as appropriate for the particular control.
- Verify whether receipts are recorded to the correct type and levy year.
- Verify the dates that activities were recorded.

The Town Accountant's receivable accounts in the general ledger should reflect the transactions provided by each particular record-keeper. Therefore, the above steps must resolve any

discrepancies between the receivable control and the ledger. If they do not, the record-keeper and Town Accountant must trace each ledger entry until they determine the reason for variance.

The Town Accountant will verify that all special revenue fund reconciliations match the general ledger. The responsible department head and Town Accountant must research any discrepancy and correct the record(s) as appropriate.

G. Time frames and Documentation

Employees subject to this policy will complete reconciliations of their internal accounting records early each month so that subsequent reconciliations to the general ledger take place no later than the 15th of the month following the one being reconciled. At each quarter-ending month, the Town Accountant will extend the cash reconciliation process to individually reconcile every general ledger account that directly corresponds to a specific bank account (e.g., stabilization funds, trust funds, guarantee bond deposits).

Each general ledger reconciliation will be documented by a worksheet cosigned by the two parties. If, at that time, any variance has not yet been fully resolved, this must be noted, along with a work plan and timetable for resolution. The Town Accountant will submit the collective set of reconciliation worksheets to the Town Administrator at each month's end.

REFERENCES

South Hadley Revenue Turnover policy

DLS Best Practice: [Reconciling Cash and Receivables](#)

Massachusetts Collectors & Treasurers Association: [Treasurer's Manual](#) and [Collector's Manual](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

REVENUE TURNOVER

PURPOSE

To safeguard Town assets and maximize cash flow, this policy provides guidelines for departments to turn over receipts to the Treasurer/Collector. Included are details of internal controls designed to provide reasonable assurance that the Town's revenues are properly and timely secured, recorded, and deposited in Town bank accounts.

APPLICABILITY

This policy applies to the Treasurer/Collector, as the Town's cash manager, as well as to all individuals within each department assigned responsibility for handling payments. It further applies to the Town Accountant's duty to keep the general ledger up to date. It pertains to all cash, check, credit card, and other forms of payment received by all Town departments for taxes, excises, fees, charges, and intergovernmental receipts.

POLICY

The head of each department that receives payments is responsible for instituting and employing internal controls designed to ensure that all receipts are recorded accurately, kept secure from loss or theft, and turned over timely to the Treasurer/Collector. All employees who handle the receipt of money must be trained in this policy by a representative of the Accounting and Treasurer/Collector's offices. The Town Administrator will ensure that surety bonds are maintained for all individuals responsible for handling payments to indemnify the Town from potential loss or theft. Each department will turn over at least weekly and must do so by the end of the day when receipts total \$200 or more. At month-end, departmental staff will turn over all revenues no later than 11:00 am on the last business day of the month.

A. Receiving Payments

Using prenumbered receipt books, assigned departmental staff must issue a receipt for every payment received, even when the payer attempts to refuse it. These departmental staff must identify the forms of payment (check, cash, or credit card) in their receipt books. As the exception, employees in the Treasurer/Collector's office receiving taxes and other collections from the public need only issue receipts for cash payments. Every staff person who receives any check will immediately endorse it "For Deposit Only" using a stamp or by handwriting. Every department receiving payments shall secure them in a locked cash box or safe until completing a turnover to the Treasurer/Collector.

Each department head is responsible for overseeing the processing, recording, record retention, and turning over of receipts to the Treasurer/Collector. To the extent practicable, separate individuals should be tasked with: 1) receiving and endorsing payments, 2) recording payments in the departmental log, and 3) turning receipts over to the Treasurer/Collector.

B. Turning Over Revenues

Departmental staff will fill out triplicate Schedule of Departmental Payments to the Treasurer/Collector form (i.e., the turnover form) and obtain the department head's signature on it. Every listed receipt should tie back to a receipt book entry and to the receipt summary reports

maintained by the department head. Departmental staff will deliver the turnover package in a safe and secure manner and at no time may leave any turnovers unattended.

No less than weekly and at month-end, the Treasurer/Collector will complete an internal turnover of all collections processed during that period for taxes and other committed receivables. This shall consist of a turnover report listing of all processed collections summarized by receipt type, which must reconcile to the bank deposits made for the same period.

When the Treasurer/Collector's office has accepted the turnover, the department employee will receive back two copies of the of the turnover form signed and dated by a Treasurer/Collector staff member. The department employee will retain one turnover copy on file and is responsible for delivering the other to the Town Accountant. The Town Accountant will refuse to accept any turnover that is not signed by a Treasurer/Collector staff member.

The head of every department that receives payments will review the Town Accountant's monthly revenue reports to verify all turned over receipts have been accurately recorded in the appropriate general ledger accounts and report any discrepancies to the Town Accountant.

C. Receiving Turnovers

When presented with a cash turnover greater than one-hundred dollars, Treasurer/Collector staff will count the receipts and in the presence of another person, preferably the submitting party. Any inaccuracies on the turnover forms will immediately contact the submitting party, have them report as soon as possible to the Treasurers Office to verify and correct the error, both parties must initial the correction. The Treasurer/Collector staff member will then sign the turnover copies and return two of them to the departmental employee.

Within 24 hours of receiving the turnover, Treasurer/Collector staff will record the receipts in the Excel cashbook. At the close of business each day, the Treasurer/Collector will review the Excel activity, turnover documents, and receipts, and deposit the checks using a remote scanner. The Treasurer/Collector will take cash to the bank for deposit, which will take place no less than weekly. Until the deposit is completed, Treasurer/Collector staff will ensure that all receipts are secured at all times, either in a cash drawer, or, if being held overnight, in a safe.

After the Treasurer/Collector has completed the monthly cashbook reconciliation, the Town Accountant will print a copy of the edit-password-protected Excel cashbook. The Town Accountant will compare the turnovers received from departments with the Excel cashbook printout and contact the Treasurer/Collector or appropriate departmental employee about any discrepancies. The Town Accountant will then enter the receipt data to the general ledger.

D. Insufficient Funds

Upon notification from the bank of an insufficient check or an invalid or otherwise unpaid electronic funds transfer (EFT), the Treasurer/Collector make a reversal entry in the cashbook receipts and assigning it to the appropriate bank account. The Treasurer/Collector will notify the department responsible for the turnover and the Town Accountant.

The department responsible will notify the issuer in writing of the bounced check or rejected EFT. Payment of the original amount plus a \$25.00 penalty is due in five days and must be in the form of cash, money order, or certified check. Failing to comply, the Treasurer/Collector will send a second notification due in two days and advise that if not paid in full notice may be sent to the Hampshire County District Court.

It is the department head's (or designee's) responsibility to follow up on collecting the amounts owed. If the payment was for a license or permit, the department will suspend the license or permit until the original amount and penalty have been paid. If it was for a committed receipt (e.g., tax bill), the committed amount will be reinstated by the appropriate official and the usual collection procedures followed.

E. Reconciliation

In accordance with the Town's Reconciliations policy, the Treasurer/Collector will reconcile the cashbook with bank statements and provide read-only access to the Excel cashbook to the Town Accountant monthly.

F. Audit

All cash management activity is subject to review by the Town Accountant and the Town's independent auditor. Further, the Accounting office will conduct random, periodic audits of departments revenue turnover procedures to ensure adherence to the policy.

REFERENCES

[M.G.L. c. 41, §§ 35](#), and [57](#)

[M.G.L. c. 44, § 69](#)

[M.G.L. c. 60, § 57A](#)

South Hadley Reconciliations policy

Massachusetts Collectors & Treasurers Association's [Treasurer's Manual](#) and [Collector's Manual](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

TAILINGS

This policy is subject to town meetings acceptance of [M.G.L. c. 200A, § 9A](#).

PURPOSE

To minimize the liability posed by uncashed checks and its negative impact on cash position certainty, this policy sets guidelines for the timely resolution of tailings.

A tailing refers to a disbursed but uncashed check, which represents a debit liability on the Town's books. It can arise from any treasury check issued to pay an employee or vendor, refund a municipal tax or charge, or pay any other municipal obligation. Tailings constitute unclaimed property under M.G.L. c. 200A. Having accepted M.G.L. c. 200A § 9A, the Town can expedite the tailing resolution process and prevent the eventual escheatment of the funds to the State Treasurer, as otherwise required. This policy sets forth the steps that must be taken to properly manage tailings under § 9A.

APPLICABILITY

This policy applies to the Treasurer/Collector, Town Accountant, and all department heads.

POLICY

Every check issued by the Treasurer/Collector will have imprinted on its face: "Void if not cashed within six months of issuance." On a monthly basis, the Treasurer/Collector will identify all uncashed checks older than 30 days and attempt to resolve them using the procedures outlined below. Furthermore, at the start of each calendar year, the Treasurer/Collector and Town Accountant will work together to resolve accumulated tailings, either by prompting the actual pay out or through escheatment to the Town.

PROCEDURES

A. Monthly Review

Once a month, as part of the bank reconciliation, the Treasurer/Collector will identify all the uncashed checks in the bank statements and enter them into an Excel spreadsheet log of outstanding checks. The Treasurer/Collector will then determine which checks in the cumulative log are outstanding 30 days or more after issuance. The Treasurer/Collector will email the department head associated with each such check to follow up with the employee or vendor payee. The department head will attempt to contact the payee by phone to determine why the check has not been cashed. For all checks still outstanding two weeks after notifying the departments, the Treasurer/Collector will send an uncashed check notice to each payee at his or her last known address.

Also once a month, the Treasurer/Collector will identify all checks that are uncashed more than one year after issuance and notify the bank to stop payment on them. After this point, the checks may still be claimed by the payees but will require reissuance. The Treasurer/Collector will provide a report of the stop-paid checks to the Town Accountant, who will then record the funds as abandoned property liability in the general ledger.

B. Yearly Review

In the month of January each year, the Treasurer/Collector will review the accumulated inventory of stop-paid tailings and do the following:

1. List the unclaimed checks on the Town's website for a minimum of 60 days under the heading: "Notice of names of persons appearing to be owners of funds held by the Town and deemed abandoned." Along with payee names, this notice will detail the process to claim funds and set a deadline for making a claim not less than 60 days after the initial posting date of the notice on the website.
2. After 60 days lapse from the newspaper publication, send a notice of all unclaimed funds under \$100 to the Town Accountant. For those \$100 or greater, publish a second notice in the *Town Reminder* with the same language as the previous except that it provides a deadline for claiming the funds at least one year after the new publication date.
3. Schedule a calendar prompt one year after the second publication date to review the checks and notify the Town Accountant of all those that are still unclaimed at that time.

C. Escheatment

Upon receipt of either notice from the Treasurer/Collector described in Section B above, the Town Accountant will escheat the listed funds. This involves reversing the abandoned property liability and recognizing the funds as revenue.

D. Check Claiming

At any point prior to escheatment, if a payee contacts the Treasurer/Collector to claim a check, the Treasurer/Collector will review the claim for validity and timeliness. If deemed appropriate, the Treasurer/Collector shall submit the claimed amount to the Town Accountant for inclusion on the next disbursement warrant.

E. Audit

All activity related to tailings is subject to audit by the Town Accountant and South Hadley's independent auditor.

REFERENCES

[M.G.L. c. 200A, § 9A](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

TAX ENFORCEMENT

PURPOSE

To provide guidance for equitably enforcing tax obligations and set expectations for both the Town and taxpayers, this policy clearly defines when and how the Town will transition unpaid property taxes from tax title through to foreclosure. It is in the best interest of the Town and its residents that property taxes be paid when due. The Town budget is set in anticipation of the collection of taxes, and taxes not paid by some property owners shift the cost burden onto others. The Town recognizes that individuals may go through periods of financial difficulty, but any taxpayer who becomes delinquent will be encouraged to find alternative resources to pay in full as soon as possible.

APPLICABILITY

This policy applies to the job duties of the Treasurer/Collector, including the responsibility for managing services contracted through the Town's tax title attorney. Tax enforcement applies to all South Hadley real estate property owners whose Town or district taxes, solid waste, wastewater, electric, and water charges are not exempt.

POLICY

The Town intends to timely pursue all legal methods to collect taxes from delinquent property owners with the aim of achieving a minimum collection rate target of 98 percent by fiscal year-end. A tax delinquency is defined as a bill outstanding at least one year and one day after its final due date, and it represents a lien on property that remains in effect until all taxes, interest, and fees have been paid in full. The costs of all collection methods are added to the real estate tax bill and property lien. The Town will also periodically pursue foreclosure actions with the primary objective of receiving all monies due. Taxpayers are responsible for notifying the Town in writing of any mailing address changes.

A. Demands

Final taxes are due to be paid as of May 1 each year (the due date for the fourth quarter tax bill). No later than June 1, the Treasurer/Collector will issue demand notices to all assessed property owners who have failed to pay in full, have not been granted full exemptions, and do not have automatic stays on record due to bankruptcy filings.

B. District Tax and Utility Liens

Outstanding fire district taxes and water charges as well as light department charges may be added to the property tax bill for collection purposes. Because both districts accepted M.G.L. c. 40, §§42A-42F and the light board accepted M.G.L. c. 164, §§ 58B-58E, each District Manager and the Light General Manager may certify the respective unpaid taxes and charges to the Assessors. These unpaid amounts are then added to, and become part of, the real estate taxes.

C. Tax Taking

State law allows the tax taking process to begin as soon as 15 days after the demand, but, in every case, the Treasurer/Collector must complete the takings within 3½ years from the end of the fiscal

year for which the taxes were assessed to secure, or perfect, the tax liens. The Treasurer/Collector will work with delinquent taxpayers to delay the tax taking process as long as the taxpayer is making scheduled payments of at least 10% of the outstanding tax.

The Treasurer/Collector will establish an annual tax taking schedule for all delinquent taxpayers who have failed to respond to the demand notices or meet their partial payment requirements. The Treasurer/Collector will send at least one enforcement letter to delinquent property owners as a courtesy to potentially avoid a tax taking advertisement. If this does not result in full remittance by September 1, the Treasurer/Collector will publish a Notice of Tax Taking in a local newspaper and post the notice in two or more convenient, public places. The Treasurer/Collector customarily publishes notices in the *Town Reminder* and posts them on bulletin boards at Town Hall and the library. From this point forward only cash, certified check, or cashier's check are acceptable forms of payment.

Within 60 days of the tax taking announcements, the Treasurer/Collector will prepare an Instrument of Taking form for each delinquent property and record them at the Registry of Deeds to perfect the tax liens. After receiving the recorded Instruments back from the Registry, the Treasurer/Collector will notify the affected property owners of the liens by sending each of them a letter and a copy of the Instrument. The Treasurer/Collector will provide copies of the List of Recorded Takings to the Town Accountant and Town Administrator.

The Treasurer/Collector shall carefully document the taking process to preserve the Town's rights for future actions.

D. Subsequent Taxes

After the demand bill and before June 30 each year, the Treasurer/Collector will certify all unpaid taxes for parcels of real estate taken into tax title for nonpayment of taxes in prior years and not yet redeemed and put them in a Subsequent Tax Takings report. The Treasurer/Collector will provide copies of the report to the Town Accountant and Town Administrator and retain one on file.

E. Interest, Fees, and License Revocation

All delinquent taxpayers are subject to charges, which the Treasurer/Collector will add to their accounts and tax bills. These include interest accrued to the date of tax taking, advertising fees, certified mailing costs, legal fees, and all recording fees.

The Treasurer/Collector will create a list of all the individuals who are delinquent in paying taxes or other charges and provide it to the Town departments, boards, and committees that issue licenses and permits. These authorities will review the list to deny, suspend, or revoke delinquent taxpayers' licenses and permits.

F. Tax Title Payment Agreements

This section is subject to the adoption of a tax title payment agreement bylaw, [M.G.L. c. 60, § 62A](#).

The Treasurer/Collector will pursue and establish payment agreements for parcels in tax title to allow delinquent taxpayers to pay off their tax liens over time. The Treasurer/Collector will actively monitor compliance with all such agreements, which will have the following features in common:

- *Signed agreement between the Treasurer/Collector and taxpayer*
- *Upfront payment of at least 25 percent of the full balance owed*
- *Specific amount to be paid each month*
- *Incorporation of payments for the current tax bill*
- *Agreement term not exceeding five years*
- *Statement that defaulting on the agreement will immediately trigger foreclosure action by the Town*

G. Redemption or Foreclosure

The primary policy goal of the foreclosure process is to receive the outstanding amounts owed. At least once every year, the Treasurer/Collector will review all tax title properties that are older than 180 days and do not have payment agreements or bankruptcy recordings. From these, the Treasurer/Collector will identify all properties of significant value to process for potential foreclosure in Land Court. To do this, the Treasurer/Collector will thoroughly verify the properties' enforcement histories before referring them to the tax title attorney, beginning with those having the largest dollar value of taxes owed.

As manager of the service contract, the Treasurer/Collector will ensure the tax title attorney complies with the objectives laid out in this policy section. The Treasurer/Collector will work with the tax title attorney to prepare parcels in tax title status for foreclosure, beginning by providing each Instrument of Taking and notification and payment history. The tax title attorney will research the tax title properties and mail new collection enforcement letters to the taxpayers informing them of the importance of redeeming the property and warning of potential foreclosure action.

Prior to the property being foreclosed, if a taxpayer or other party pays the outstanding amount on a tax title property, the Treasurer/Collector will prepare an Instrument of Redemption and file it at the Registry of Deeds to remove the lien. If the obligation remains unpaid, the tax title attorney will proceed with foreclosure action in Land Court, possibly resulting in auctioning of the property.

In addition to Land Court foreclosure referrals, the Treasurer/Collector is responsible for completing foreclosures on any properties below the "Land of Low Value" threshold, which is annually updated each spring by the Division of Local Services (DLS).

REFERENCES

[M.G.L. c. 40](#), §§ [57](#), [42A](#), [42B](#), [42C](#), [42D](#), [42E](#), and [42F](#)

[M.G.L. c. 60, §§ 6, 16, 22, 37, 40, 50, 53, 54, 61, 62, 62A, 63, 76, 77, 79, 80](#)
[M.G.L. c. 164, §§58B, 58C, 58D, 58E](#)

South Hadley bylaw Chapter 166 Licenses and Permits.

DLS Best Practice: [Enforcing Collections](#)

DLS Guidance: [Local Tax Collection FAQs](#)

DLS Informational Guideline Releases 03-210: [Collection Costs and Procedures](#), 05-208: [Payment Agreements and Tax Receivable Assignments](#) and [Land of Low Value Foreclosure Valuation Limit](#) (updated annually)

Massachusetts Collectors & Treasurers Association: [Treasurer's Manual](#) and [Collector's Manual](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

Draft as of 5-10-21

YEAR-END CLOSING

PURPOSE

To ensure local officials have accurate financial data in adequate time to make necessary budgetary decisions, the Town must properly close its books promptly after the fiscal year ends. Failure to adhere to a timely schedule delays the completion of closing entries, trial balances, reconciliations, account analyses, and financial reporting. As an important reserve, the Town's annual free cash cannot be certified expeditiously and accurately unless applicable employees adhere to best practice year-end schedules and procedures. To meet these objectives, this policy specifies the year-end tasks that must be completed, their associated deadlines, and the parties responsible.

APPLICABILITY

This town-wide policy applies to the responsibilities of all department heads in managing and reporting on their budgets and assets. It further applies to the related year-end compilation, reconciliation, and/or oversight duties of the Town Administrator, Town Accountant, and Treasurer/Collector. Additionally, it pertains to the budget transfer authority of the Selectboard and Appropriations Committee.

POLICY

The Town Administrator will hold every department head accountable for timely and accurately completing the year-end tasks applicable to each as outlined in this policy. This additionally requires the Town Administrator to ensure that the Town Accountant and Treasurer/Collector comply with the Reconciliations policy throughout the year to enable year-end cash and receivable balances to be reconciled with the general ledger no later than July 30.

Annually no later than May 15, the Town Administrator will email this policy to all department heads as a reminder of year-end expectations. The Town Administrator will subsequently oversee the coordination of the various year-end task components under the time frames and procedures outlined in this policy.

By June 1, the Town Accountant will transmit year-end instructions to department heads and provide them with the following submission deadlines:

- A. Requests for encumbrances should be submitted by July 15
- B. All available invoices by June 30
- C. Status reports on the balances of grants, other special appropriations and special revenue accounts by July 15
- D. Status reports or updates on capital projects, capital assets, and borrowings by August 15

All facets of the year-end closing will be accomplished no later than September 30.

A. Year-end Encumbrances

With proper documentation, the Town Accountant will encumber funds that have been committed to specific purchases (by purchase orders), services (by service agreements), or projects (by contracts) as of June 30.

B. Review of Grant Balances, Other Special Appropriations, and Special Revenue Accounts

By May 15, the Town Accountant will distribute management reports of all grant, special appropriation, and special revenue accounts to the responsible department heads to solicit status updates on them. Each such department head will notify the Town Accountant in writing of any completed project with an unexpended balance so that she may close its account to fund balance (or to a special revenue source, if appropriate). Alternatively, if any completed project's account is in deficit, the department head will notify the Town Accountant in writing, provide funding source(s), and state when it will be resolved so that she can plan for closing the account.

The Town Accountant will carefully review any special appropriation account remaining open but inactive in the general ledger for more than two fiscal years to ensure it does not serve as an unauthorized special revenue funding source.

C. Capital Project Reviews, Capital Asset Updates, and Borrowings

As of March 1, the Town Accountant will review all capital project accounts to ensure that any internal borrowings done in anticipation of short- or long-term debt issuances have been covered. For any identified deficits:

- If debt had been authorized, the Town Accountant will notify the Treasurer/Collector to initiate a short-term borrowing in an amount sufficient to cover the deficit no later than June 30.
- If debt had not been authorized, the Town Accountant will refer the shortfall to the Town Administrator to either submit it for a debt authorization or appropriation from available funds by town meeting or for a line-item transfer by the Selectboard and Appropriations Committee (see section D below).

By July 15, the Town Accountant will distribute via email a capital asset list to department heads along with next-step instructions. By no later than August 30, each department head with capital assets will respond by forwarding to the Town Accountant an asset update report with notes confirming the existing data, making additions, and/or noting appropriate deletions, along with narrative explanations. The Town Accountant will update the Town's capital asset inventory based on the returned information.

D. Year-end Transfers

The Town Accountant will pay close attention to any appropriation deficits that may be rectified through line-item transfers and notify the Town Administrator. No earlier than May 1 and no later than July 15, the Town Administrator will put any necessary transfer request on the Appropriations Committee's meeting agenda, followed by the Selectboard's meeting agenda, for their authorizations by majority votes.

E. Closing the Books

No later than August 31, the Town Accountant will do the following to close the books:

- Conduct a reconciliation of each fund type in turn (including transfers between funds) and, when completed, close each fund in the general ledger.
- Zero out all open encumbrances from the prior fiscal year.
- Verify the new opening balances of all special revenue funds.
- Calculate the general fund's unreserved fund balance.

F. Submissions to the Division of Local Services (DLS)

Submissions to DLS will comply with the time frames listed below.

Town Accountant:

- | | |
|--|-------------|
| ▪ Snow and ice data sheet
(with the Principal Assessor) | October 1 |
| ▪ Combined balance sheet and supporting documents | October 1 |
| ▪ Schedule A | November 30 |

Town Accountant and Treasurer/Collector:

- | | |
|--|-----------|
| ▪ Statement of indebtedness | October 1 |
| ▪ Treasurer/Collector's year-end cash report | October 1 |
| ▪ Cash reconciliation | October 1 |
| ▪ Schedule of outstanding receivables | October 1 |

REFERENCES

[M.G.L. c. 44, § 33B](#)

[M.G.L. c. 64, § 64](#)

[M.G.L. c. 59, § 5](#)

South Hadley policies on Tax Enforcement, Grants Management, and Reconciliations

DLS Informational Guideline Release 17-13: [Appropriation Transfers](#)

DLS [Municipal Calendar](#)

Governmental Accounting Standards Board Statement 1: [Objectives of Financial Reporting](#)

Government Finance Officers Association Guidance: [Timely Financial Reporting](#)

EFFECTIVE DATE as of July 1, 2021

Adopted June 15, 2021 South Hadley Selectboard

APPENDIX

Draft as of 5-10-21

Draft as of 5-10-21

POLICY LOG

Policy	Adopted	Last Reviewed	Amended
Annual Budget Cycle			
Antifraud			
Capital Planning			
Credit Card Usage			
Debt Management			
Disbursements			
Employee Reimbursement			
Financial Reserves			
Forecasting			
Grants Management			
Indirect Cost Allocation			
Investments			
One-Time Revenues			
OPEB Liability			
Procurement Conflict of Interest			
Purchasing			
Reconciliations			
Revenue Turnover			
Tailings			
Tax Enforcement			
Year-end Closing			

Draft as of 5-10-24

BUDGET CYCLE CALENDAR

Abbreviations Defined

SB = Selectboard
A = Assessors
C = Clerk

AC = Appropriations Committee
FD = Finance Director/Accountant
CPC = Capital Planning Committee

TA = Town Administrator
TC = Treasurer Collector
SC = School Committee

Month	Due by	Responsibility	Description
July	1	FD	Begin closing prior year books
	15	SB/AC	Make end-of-year budget transfers
August	15	TA/FD	Review prior year closing, plan for prior year deficits, and review current budget
	31	FD	Complete prior year closing
September	30	FD	Update capital planning inventory schedules (facilities, fleet, and equipment)
October	1	TA	Update calendar for budget/capital plan deliverables for coming year
	1	FD	Submit balance sheet and other reports for free cash certification
	10	TA	Notify stakeholders of certified Free Cash
	15	SB	Set reserve and capital expenditure goals for the new year
	25	Multiple	Budget kickoff meeting (SB to establish guidelines for the new year)
	25	TA	Issue initial revenue projections to stakeholders
	25	TA/FD	Prepare budget worksheets and standard forms for new fiscal year
	31	TA/FD	Distribute worksheets and memo outlining instructions and guidelines for coming year
November	1	A	Submit new growth, amended tax base levy growth, and final valuations reports to DLS
		SB	Post warrant and meeting notification (15 days before meeting)
	5	CPC	Vote on recommendations and final capital plan
		SB	Hold Special Town Meeting, if needed
December	20	TA	Meet with regional and collaborative member communities on budgetary planning matters

Month	Due by	Responsibility	Description
January	5	Depts.	Submit budget and capital requests to TA
	10	TA/FD	Compile budget requests
	10	TA/FD	Submit preliminary capital requests to CPC
	31	TA	Meet with department heads, boards, and committees to review budget requests
	31	TA	Issue updated revenue projections to stakeholders
February	20	TA	Present draft budget and capital recommendations to SB, AC, and CPC
	28	SB	Request Board of Assessors to declare overlay surplus
March		TA	Present budget/warrant article update during SB biweekly meetings
	10	SC	Hold budget hearing and vote on request
April		TA	Distribute final budget and draft warrant to SB and AC for article recommendations and votes
	2 nd Tues.		Annual town election
		SB	Approve and post warrant and meeting notification (15 days before meeting)
		CPC	Vote on warrant recommendations
		AC	Hold budget hearing and vote on budget and warrant article recommendations
	30	TA	Present final briefing on budget and warrant articles
May	2 nd Wedn.		Annual Town Meeting
	15	FD	Distribute grant, special appropriation, and special revenue reports for review
	31	Depts.	Provide status updates on grant, special appropriation, and special revenue accounts in writing and resolutions to any in deficit
	31	C	Notify DLS of local option acceptances and loan authorizations
June	1	FD	Transmit year-end instructions to department heads
	1	C	Record legislative body action and transmit to FD
	1	FD	Enter new budget appropriations into financial software

CREDIT CARD PURCHASE AUTHORIZATION FORM

Date: _____

Employee Name	Requester
Department Name	Department or Committee Name
Purpose of Expenditure	Purpose of Expenditure
Purchase Amount	Purchase Amount
Budget Account Name	Budget Account Name
Account Number	Account Number
Website Address	Website Address
Item Description, including product #, color and quantity	Description
Attached documentation	<input type="checkbox"/>

Requester: _____ Date: _____
Signature

Department Head: _____ Date: _____
Signature

Town Accountant: _____ Date: _____
Signature

July 1, 2021 – June 30, 2022

Fiscal Year 2022 Annual Budget

South Hadley, Massachusetts

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SECTION 1: GENERAL OVERVIEW

Budget Message from the Town Administrator



Jeff Cyr, Chair
Sarah Etelman, Vice-Chair
Christopher Geraghty, Clerk
Andrea Miles
Carol Constant

Michael J. Sullivan
Town Administrator

Town Administrator's Fiscal Year 2022 Budget Message to Town Meeting

Honorable Town Meeting Members,

As I suggested in the previous year's budget message (May 22, 2020) for FY 21, there was a need for "balance" in a "strange" year. It should be no surprise that the only continuous theme throughout the fiscal year was "surprise".

You may recall we took immediate and aggressive measures to preserve unallocated revenues by adding to stabilization accounts, pulling back on spending in respect to the FY 20 budget, and pausing on capital investments. There were substantial positive results, as unreserved free cash was certified by the Massachusetts Department of Revenue (DOR) at \$4.3 million dollars. As was mentioned, the effects of the pandemic economically will be felt over a long period of time.

There was a general concern as the COVID 19 cloud of uncertainty moved in during the Spring of last year. Many predicted the bottom falling out of local revenues, a sentiment that I did not really share. Given South Hadley's primary source of revenue is from residential property taxes, I felt we were in a different position than most cities and many towns. We, as always, took a very conservative approach to revenue. There was a somewhat better than expected increase in values. All in all, there has been an increase in forecasted revenues.

We should not be blinded by the windfall realized due to increased values and a steady revenue picture. There should be a continued fiscally conservative approach as the optimistic influence captured in the FY 21 snapshot may fade in brilliance.

There are some hopeful signs as unemployment, regionally and nationally, continues to improve. There is a predicted continuation for this year in respect to values of property and there are the CARES and or ARPA federal grant stimulus monies which are much ballyhooed. Like so many federal initiatives, the devil is in the

details and the details will likely still be unclear well into FY 22. However, I can say while we do not have all the details, the funds are appreciated and can be spent over four fiscal year cycles.

As we return from a severely austere approach to budgeting used for FY 21, one may say near “crisis approach”, is to return closer to a traditional approach. The first order of business will be to re-introduce some capital investments into the FY 22 warrant. The last of the “rolling debt”, some unreserved free cash, and some general fund taxation should fuel the projects and equipment investment.

This should include the continued investment in town road and sidewalk infrastructure. These improvements are critical to create a safe and walkable community, which will reasonably accommodate the trending needs for a more active South Hadley. These funding outlays will improve accessibility and be aligned with master planning efforts to become an Age Friendly Community. There has been over \$5 million in local taxpayer investment in road and sidewalk reconstruction and millions more from the state over the past six years, but there is much more needed, and I hope the program continues.

As this is likely my final budget process in South Hadley. I would like to take the time to thank Town Accountant William Sutton and his colleagues Lynn Hogan, Jen Picard; Town Treasurer/Collector Donna Whiteley and her staff, Gail Chadwick, Lori Vautrin; Assistant Assessor Melissa Couture Ribold and her assistant, Maureen Cronin. I should also include Jennifer Wolowicz, Michelle Parent and Gloria Congram in this expression of gratitude. South Hadley is blessed to have these dedicated, knowledgeable, trustworthy, and bright people guarding the taxpayer’s money. Their support has been invaluable. Thank you!

I would also like to thank all the Selectboard Members, present and past, Appropriation Committee Members, Capital Planning Members, and Town Meeting Members for all of their input and dedication. I especially would like to thank the long time Appropriations Chair Tom Terry and Capital Chair Ted Boulais. Their leadership and sensibility has allowed a foundation for the impressive financial strength South Hadley has built.

Thank you to the South Hadley taxpayers. I know it is never easy to trust how municipal money is being spent. Your patience and understanding is a gift. I will leave you with this simple premise for municipal finance, never spend the same money twice and balance the needs to be conservative and innovative with what is responsible and sustainable.

Stay safe,

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@southhadley.ma.gov or (413) 538 5030 extension 6136.

Fiscal Year 2022 Town Budget



Selectboard

Carol Constant

Jeffrey A. Cyr

Sarah Etelman

Christopher F. Geraghty

Andrea Miles

Michael J. Sullivan, 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@southhadley.ma.gov lhogan@southhadley.ma.gov
Assessors	Melissa Couture-Ribold Maureen Cronin	Associate Assessor Asst. to Associate Assessor	mcouture@southhadley.ma.gov mcronin@southhadley.ma.gov
Building Inspections	David Gardner David Tourville Roy Rivers	Building Commissioner Plumbing Inspector Wiring Inspector	dgardner@southhadley.ma.gov dtourville@southhadley.ma.gov rrivers@southhadley.ma.gov
Council on Aging	Lesley Hennessey Lisa Napiorkowski	Council on Aging Director Asst. to Director	lhennessey@southhadley.ma.gov lnapiorkowski@southhadley.ma.gov
Department of Public Works	Christopher Bouchard	Superintendent of Public Works	cbouchard@southhadley.ma.gov
Facilities & Safety	Vivian Price	Facilities & Safety Coordinator	vprice@southhadley.ma.gov
Health Department	Sharon Hart	Director	shart@southhadley.ma.gov
Library	Joseph Rodio	Director	jrodio@southhadley.ma.gov
Planning/Conservation Department	Richard Harris Anne Capra	Town Planner Conservation Administrator/ Planner	rharris@southhadley.ma.gov acapra@southhadley.ma.gov
Police Department	Jennifer Gundersen	Chief of Police	jgundersen@southhadleypolice.org
Recreation Department	Andrew Rogers Danielle Stelma	Director Asst. Director	arogers@southhadley.ma.gov dstelma@southhadley.ma.gov
Town Administration	Michael Sullivan	Town Administrator	msullivan@southhadley.ma.gov
Town Clerk	Carlene Hamlin	Town Clerk	chamlin@southhadley.ma.gov
Treasurer/Collector's Office	Donna Whiteley Lori Vautrin	Treasurer/Collector Asst. Treasurer/Collector	dwhiteley@southhadley.ma.gov lvautrin@southhadley.ma.gov
Veteran's Office	Michael Slater	Veterans' Administrator	m Slater@southhadley.ma.gov

DLS at A Glance Report

Socioeconomic	
County	Hampshire
School Structure	K-12
Form of Government	Representative Town Meeting
2015 Population	17,743
2020 Labor Force	9,219
2020 Unemployment Rate	5.90
2017 DOR Income per Capita	32,113
2009 Housing Units per Sq Mile	404.07
2018 Road Miles	103.77
EQV Per Capita (2018 EQV/2015 Population)	90,661
Number of Registered Vehicles (2015)	14,784
2012 Number of Registered Voters	11,211

Bond Ratings	
Moody's Bond Ratings as of August 2020	Aa2
Standard and Poor's Bond Ratings as of July 2020*	

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

Fiscal Year 2020 Estimated Cherry Sheet Aid	
Education Aid	9,533,512
General Government	3,156,739
Total Receipts	12,690,251
Total Assessments	2,496,080
Net State Aid	10,194,171

Fiscal Year 2021 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	30,151,797	57.79
State Aid	12,770,211	24.48
Local Receipts	8,671,699	16.62
Other Available	577,919	1.11
Total	52,171,626	

Other Available Funds		
FY2021 Free Cash	FY2020 Stabilization Fund	FY2021 Overlay Reserve
4,309,770	2,130,849	325,000

Fiscal Year 2020 Schedule A - Actual Revenues and Expenditures						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	45,434,811	5,333,267	3,308	21,439,419	149,113	72,359,918
Expenditures	44,045,597	4,988,244	0	0	284,774	49,318,615
Police	2,810,014	0	0	0	0	2,810,014
Education	21,370,114	3,706,711	0	0	0	25,076,825
Public Works	1,509,835	98,631	0	0	0	1,608,466
Debt Service	3,254,850					3,254,850
Health Ins	4,464,372				0	4,464,372
Pension	3,211,066				0	3,211,066
All Other	7,425,346	1,182,902	0	0	284,774	8,893,022

Total Revenues and Expenditures per Capita						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	2,560.7	300.6	0.2	1,208.3	8.4	4,078.2
Expenditures	2,482.4	281.1	0.0	0.0	16.0	2,779.6

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

Fiscal Year 2021 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	1,602,366,944	27,592,759	17.22
Open Space	364,000	6,268	17.22
Commercial	68,848,185	1,185,566	17.22
Industrial	42,281,500	728,087	17.22
Personal Property	37,114,829	639,117	17.22
Total	1,750,975,458	30,151,797	

Fiscal Year 2021 Proposition 2 ½ Levy Capacity	
New Growth	267,459
Override	0
Debt Exclusion	1,206,751
Levy Limit	30,161,230
Excess Capacity	9,433
Ceiling	43,774,386
Override Capacity	14,819,907

Fiscal Year 2021 Average Single Family Tax Bill	
Number of Single-Family Parcels	4,378
Assessed Value of Single Family	280,164
Average Single Family Tax Bill	4,824

State Average Family Tax Bill	
Fiscal Year 2018	5,786
Fiscal Year 2019	6,021
Fiscal Year 2020	6,244

South Hadley issues tax bills on a quarterly basis

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 §53F¹/₂, 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 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 2½/2 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: 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 (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 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. 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

Fiscal Year 2022

ESTIMATED SOURCES AND USES

Based on Town Administrator's Recommended Operating Budgets and Governor's State Aid
May 6, 2021

AMOUNT TO BE RAISED:

Appropriations	

School Department	22,476,460
General Government	2,298,842
Public Safety	3,272,569
Injured on Duty	50,000
Reserve Fund	25,000
DPW	4,224,919
Snow & Ice	100,741
Council on Aging	457,869
Veterans Benefits	299,800
Libraries	761,675
Town Audit	31,000
GASB 45 - Actuary	4,000
Unclassified Accounts	9,300,381
Workers' Compensation	150,000
Health	270,084
Debt & Interest	2,563,568
Debt & Interest (Debt Exclusion)	1,085,027
Connecticut River Markers	3,500
Canal Park	1,000
Ledges Golf Course Enterprise	1,258,888
Cable Studio	117,308
Conservation Land Fund	15,000
Wage & Classification Plan	58,000
OPEB Trust Fund	500,000
Mosier Stabilization Fund	200,000
Senior Center Stabilization	-

Total Appropriations **49,525,631**

ESTIMATED RECEIPTS:

Revenues:	

Local Estimated Receipts	2,580,770
Cherry Sheet	13,073,051
Debt Exclusion Reimbursement	-
Enterprise Funds	4,986,656
Available Funds	765,080
Electric Light Department Reimb	1,020,246
Electric Light Department PILOT	180,000
Total	22,605,803
Total to be Raised	53,569,171
Total Estimated Receipts	22,605,803
Tax Levy Required	30,963,368
Actual Tax Levy Limit	29,878,341
Debt Exclusion to be Raised	1,085,027

Balance **\$ -**

Amount of Available Funds Proposed to be Voted	
Conservation Wetlands	2,000
Boat Excise	3,500
Dog Refund	17,000
Aid To Libraries	12,900
Cable Studio Fund	156,117
Redevelopment Authority	-
Free Cash	573,563
Total	765,080

Other Amounts to be Raised

PVPC Assessment	3,044
Overlay Reserve	292,902
Cherry Sheet Charges	183,311
Cherry Sheet Offsets	1,009,651
School Choice/Charter Tuition	2,554,632

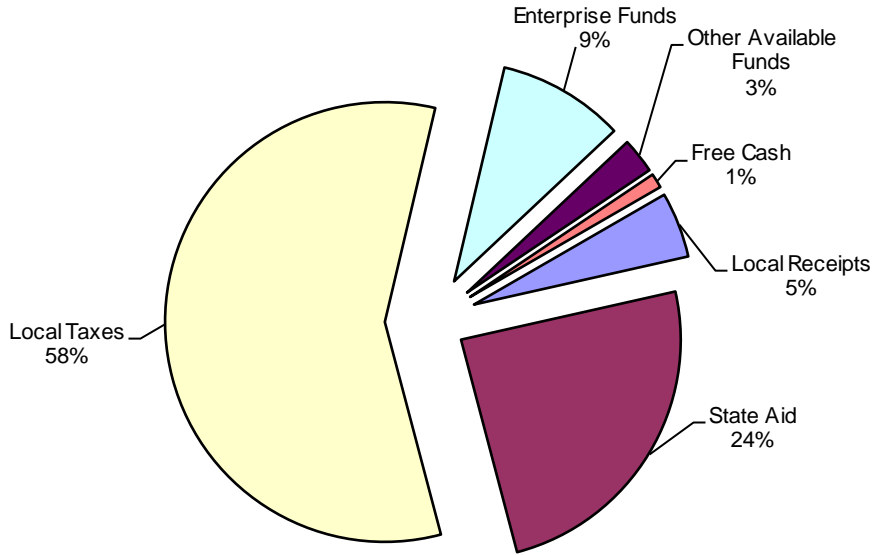
Total **53,569,171**

Est. Enterprise Funds/ Receipts to be Voted	
WWTP	1,455,241
WWTP Debt & Interest	372,562
Landfill	1,339,227
Landfill Debt & Interest	-
Reimbursement to General Fund	565,738
Ledges Golf Course Enterprise	885,325
Ledges Golf Course Debt & Interest	368,563
Ledges Golf Retained Earnings	-
(assumes a budgeted free cash deficit of \$373,563 for FY22 not including indirect costs in General Fund)	
Total	4,986,656

Pie Chart of Allocations

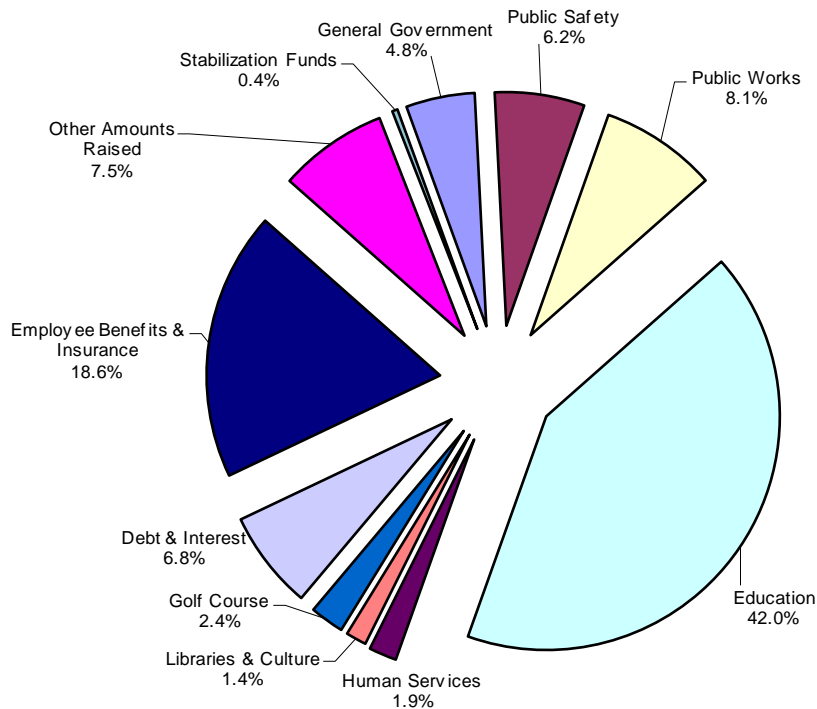
FY 2022 Budget

Where the Money Comes From



TOTAL RECOMMENDED BUDGET
\$53,569,171
For Fiscal Year June 30, 2022

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 2021 Budget	FY 2022 TA Recommended	<i>Difference</i>
Estimated Revenue Sources:			
Amount Estimated in Local Receipts	\$ 2,555,770	\$ 2,580,770	\$ 25,000
Estimated Increase in Tax Levy	\$ 28,945,046	\$ 29,878,341	\$ 933,295
Amount of "Free Cash" Usage (Amount Includes \$373,563 for '22 Golf Deficit)	\$ 374,763	\$ 573,563	\$ 198,800
Available Funds (that help fund budgets)	\$ 199,656	\$ 188,017	\$ (11,639)
Amount from Enterprise Funds to G/F (For Indirect Costs & Admin Services)	\$ 555,856	\$ 565,738	\$ 9,882
Estimated Amount from SHELD for Reimbursables (no adrr	\$ 924,500	\$ 1,020,246	\$ 95,746
Estimated Amount from SHELD for transfer	\$ 180,000	\$ 180,000	\$ -
Net Estimated Amount State Aid (Cherry Sheet)	\$ 11,777,237	\$ 12,063,400	\$ 286,163
 Total of Estimated Revenue Sources	 \$ 45,512,828	 \$ 47,050,075	 \$ 1,537,247
Less:			
Shared Fixed/ Unclassified Costs	\$ 9,181,516	\$ 9,848,831	\$ 667,315
Net Amount Available for Funding of Operating Budgets/ Capital	\$ 36,331,312	\$ 37,201,244	\$ 869,932
Capital Spending & Stabilization Transfers:			
Senior Center Capital Stabilization	\$ 400,000	\$ -	\$ (400,000)
Town & School Debt	\$ 1,265,571	\$ 1,671,640	\$ 406,069
Net Change in Capital Spending	\$ 1,665,571	\$ 1,671,640	\$ 6,069
Energy Savings Debt	\$ 153,778	\$ 150,803	\$ (2,975)
Mosier School Stabilization Fund Transfer	\$ -	\$ 200,000	\$ 200,000
New Net Amount Available for Operating	\$ 34,511,963	\$ 35,578,801	\$ 666,838

General Fund Operating Budget and Revenue Comparison Estimates contd.

Operating Budget Requests:

School Dept	\$ 21,976,460	\$ 22,476,460	\$ 500,000
General Government	\$ 2,321,649	\$ 2,298,842	\$ (22,807)
Reserve Fund	\$ 38,000	\$ 25,000	\$ (13,000)
Public Safety	\$ 3,179,524	\$ 3,272,569	\$ 93,045
DPW	\$ 1,434,505	\$ 1,430,451	\$ (4,054)
Snow & Ice	\$ 100,014	\$ 100,741	\$ 727
Council on Aging	\$ 402,064	\$ 457,869	\$ 55,805
Veterans Benefits	\$ 319,700	\$ 299,800	\$ (19,900)
Libraries	\$ 768,944	\$ 761,675	\$ (7,269)
Town Audit/ GASB 45 - Actuary	\$ 35,000	\$ 35,000	\$ -
Non Fixed Unclassified	\$ 105,735	\$ 101,550	\$ (4,185)
Health	\$ 234,770	\$ 270,084	\$ 35,314
Canal Park	\$ 2,000	\$ 1,000	\$ (1,000)
Cable Studio Dept	\$ 115,740	\$ 117,308	\$ 1,568
Conservation Land Fund	\$ 15,000	\$ 15,000	\$ -
Wage & Class Plan	\$ 42,000	\$ 58,000	\$ 16,000
Salary Adjustments- transferred to departments			\$ -
Line of Duty Fund	\$ 50,000	\$ 50,000	\$ -
Current Year Golf Course Deficit Funded (no Capital or indirect costs)	\$ 374,763	\$ 373,563	\$ (1,200)
Prior Year Golf Course Deficit Funded	\$ 129,948	\$ -	\$ (129,948)
Total of Operating Expense Requests	\$ 31,645,816	\$ 32,144,912	\$ 499,096

Operating Expenses (over)/under Net Amount Avail **\$ 167,742**

Estimated increase in amount for Other Assessments

(School Choice/Charter; Regional Transit; Vets Bud; etc...)	\$ 2,541,147	\$ 2,740,987	\$ 199,840
(adjust for FY21 to FY22 overlay amount raised)	\$ 325,000	\$ 292,902	\$ (32,098)

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

Note: FY21 & FY22 Numbers do not reflect any Capital Items.

Articles Proposed from Free Cash

(subject to change)

ATM :

Annual Budget Article

Golf Course Debt/Deficit \$ 373,563

OPEB Trust \$ 200,000

Total Budget Article \$ 573,563

Other Articles to be Proposed from Free Cash

Conservation Land Article \$ 197,000

APR Grant Match \$ 150,000

Stabilization Fund \$ 200,000

Capital Purchases \$ 1,748,000

Capital Stabilization Fund \$ 200,000

Total Articles Proposed from Free Cash \$ 3,068,563

Note: Available Free Cash before votes \$4,309,770

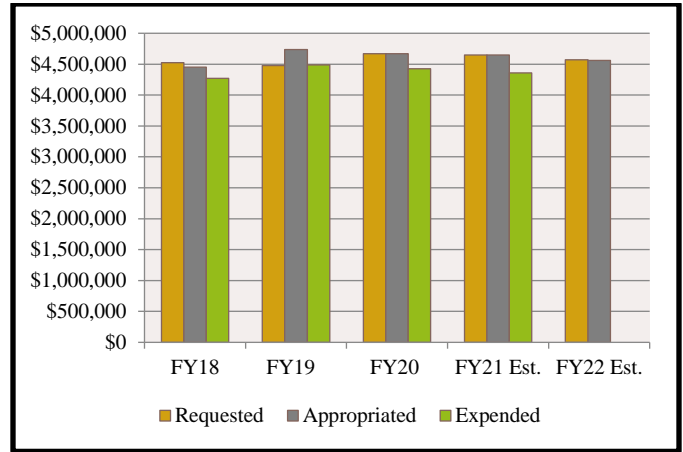
Balance of Free Cash Remaining as proposed \$1,241,207

SECTION II: ASSUMPTIONS & SUPPORTING DOCUMENTATION

Expense Assumptions:

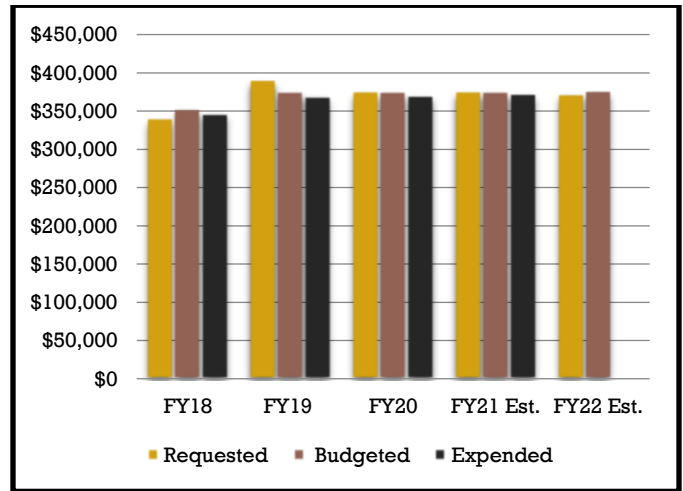
Group Health Insurance:

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



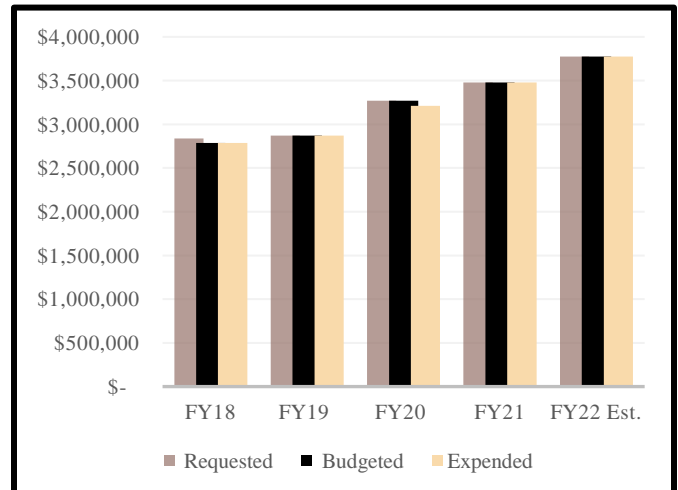
Medicare:

In fiscal year 2022, Medicare/Social Security Taxes will be increased by \$1,000. 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.



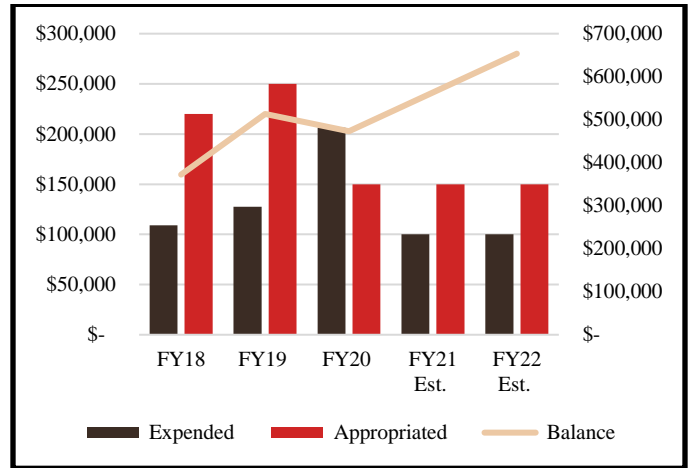
Retirement:

The fiscal year 2022 Retirement Assessment budget will increase by \$294,745 or an increase of approximately 8.4%. This amount will continue to increase short of reforms at the state level.



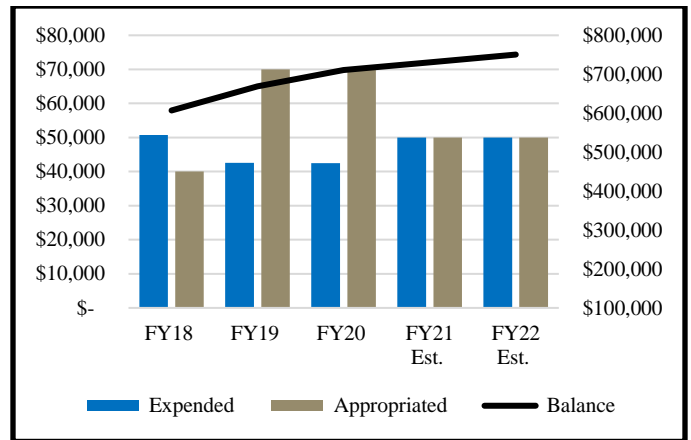
Workers' Compensation:

The Workers Compensation request for fiscal year 2022 will be \$150,000. The Town is continuing its effort to build the balance back up to the recommended "four times greater than the average expended" annually.



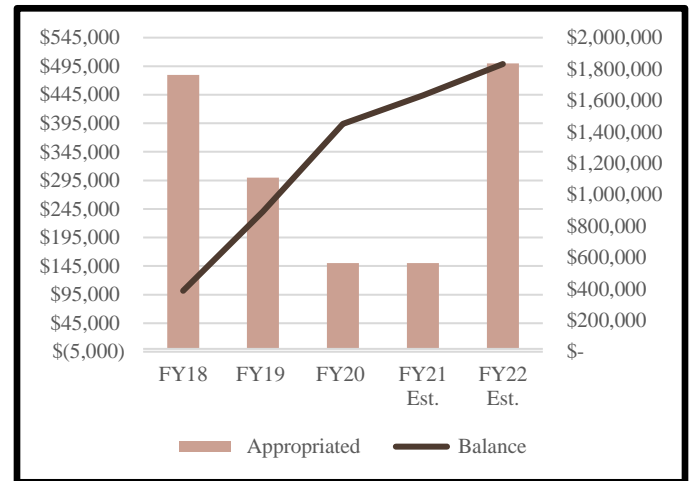
Police IOD:

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



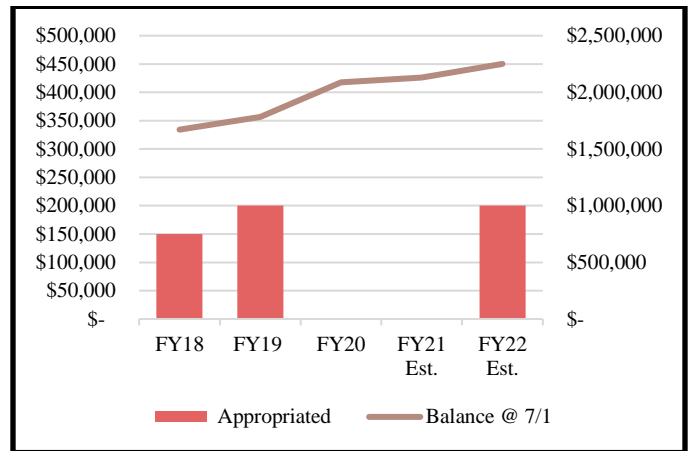
OPEB:

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.



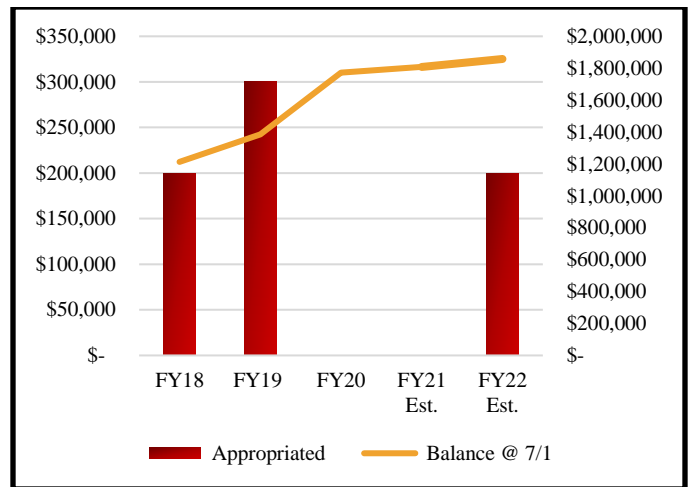
Stabilization Fund:

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



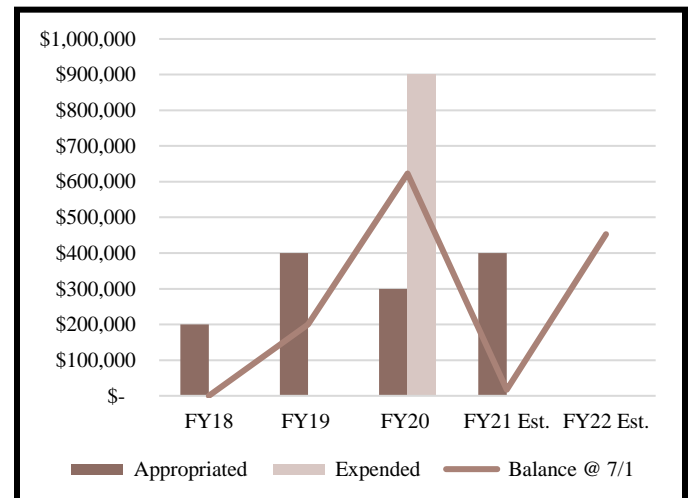
Capital Stabilization Fund:

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:

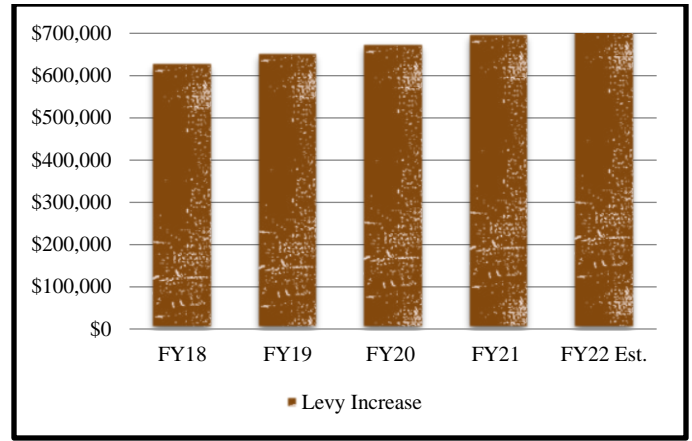
Fiscal year 2018 saw the creation of a stabilization fund to help assist in the funding for the construction of a new senior center. A transfer of \$900,000 in FY20 to the project reduced the balance to near \$0, with the intent to continue building the fund up to aid in the debt payments. There will be no allocation in FY22 since the amount will be applied to the debt.



Revenue Assumptions:

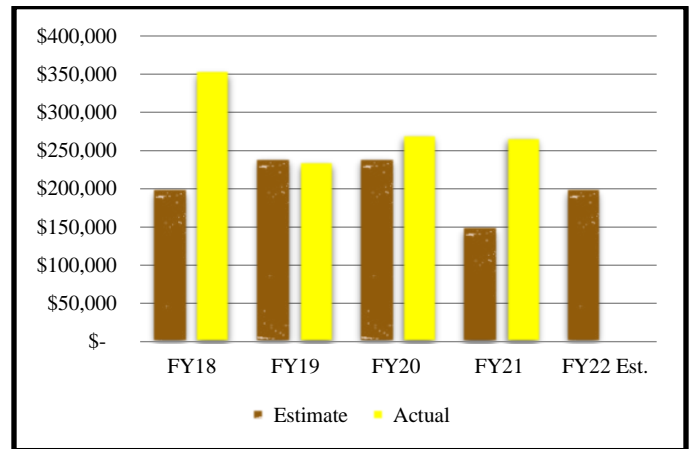
Levy Limit

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 2022 will be approximately \$723,862



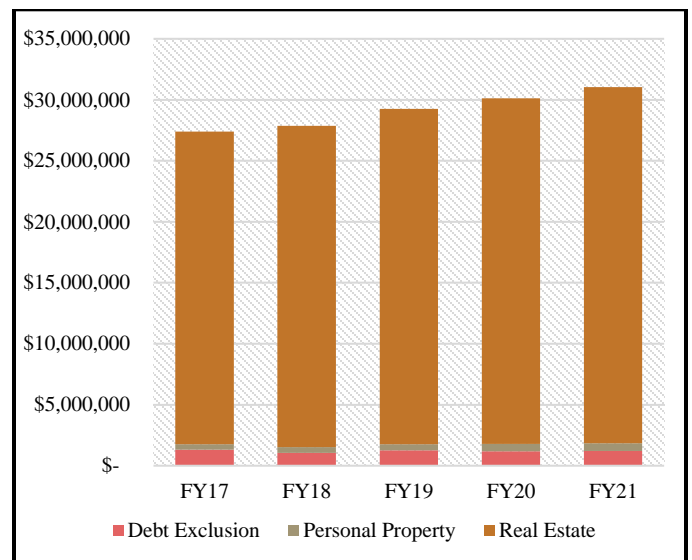
New Growth

New Growth for fiscal year 2022 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.



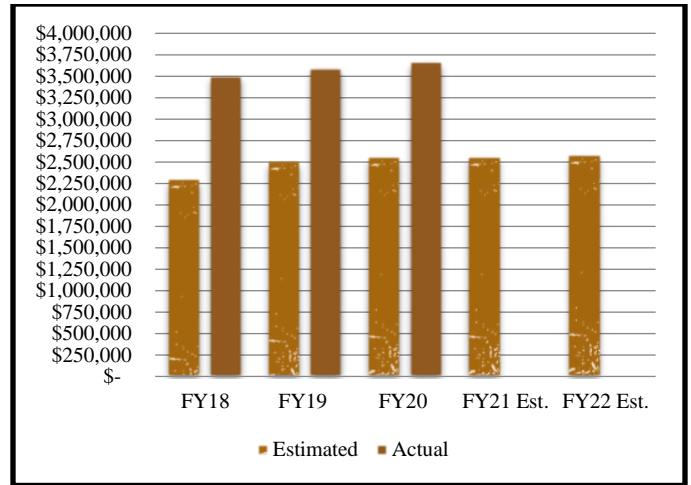
Property Taxes

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



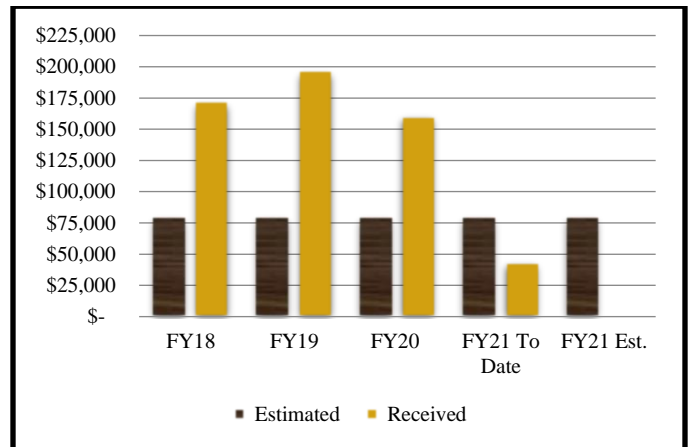
General Fund Receipts

Local Receipts can vary by fiscal year. In the most recent year, a slight decrease was seen in motor vehicle receipts. The Town continues to use a conservative approach to estimated receipt. For fiscal year 2022, General Fund Receipts will show an estimated increase of \$25,000



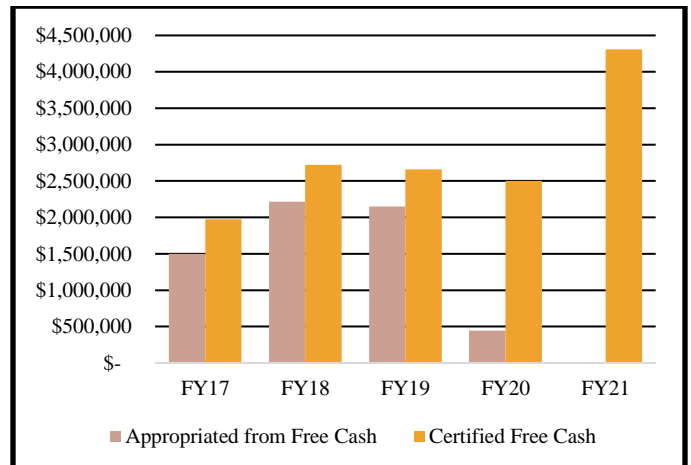
Medicaid Reimbursements

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 2022 estimate will be \$80,000



Certified Free Cash

Free Cash was certified for fiscal year 2021 beginning 7/1/2020 at \$4,309,770. 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.

GENERAL FUND

Revenues:

	FY 2021 Budget	FY 2022 Projected	FY 2023 Projected	FY 2024 Projected	FY 2025 Projected	FY 2026 Projected
Property Tax Levy	\$ 28,945,046	\$ 29,878,342	\$ 30,825,301	\$ 31,796,933	\$ 32,791,857	\$ 33,811,653
State Aid Cherry Sheet	\$ 12,770,211	\$ 13,073,051	\$ 13,269,147	\$ 13,534,530	\$ 13,805,220	\$ 14,081,325
Estimated Local Receipts	\$ 2,555,770	\$ 2,580,770	\$ 2,605,770	\$ 2,630,770	\$ 2,730,770	\$ 2,830,770
Free Cash	\$ 374,763	\$ 573,563	\$ 382,463	\$ 381,463	\$ 380,063	\$ 383,163
Other Available Funds/ Other Financing	\$ 2,233,474	\$ 2,326,562	\$ 2,382,773	\$ 2,474,387	\$ 2,572,406	\$ 2,676,115
Total Revenues	\$ 46,879,264	\$ 48,432,288	\$ 49,465,453	\$ 50,818,083	\$ 52,280,316	\$ 53,783,026
Total Revenues Percentage Change	2.50%	3.31%	2.13%	2.73%	2.88%	2.87%

Expenditures:

General Government	\$ 2,569,390	\$ 2,550,951	\$ 2,628,415	\$ 2,696,531	\$ 2,772,251	\$ 2,849,156
Public Safety	\$ 3,179,524	\$ 3,272,570	\$ 3,365,784	\$ 3,450,129	\$ 3,564,464	\$ 3,670,616
Education	\$ 21,976,460	\$ 22,476,460	\$ 22,925,989	\$ 23,384,509	\$ 23,922,353	\$ 24,472,567
Public Works	\$ 1,632,819	\$ 1,625,192	\$ 1,662,450	\$ 1,696,969	\$ 1,740,636	\$ 1,781,637
Health and Human Services	\$ 956,533	\$ 1,027,753	\$ 1,051,757	\$ 1,074,039	\$ 1,101,505	\$ 1,127,277
Culture & Libraries	\$ 776,379	\$ 768,425	\$ 787,206	\$ 804,368	\$ 826,200	\$ 846,438
Debt Service	\$ 2,162,573	\$ 2,563,567	\$ 2,405,178	\$ 2,362,917	\$ 2,299,636	\$ 2,305,924
Fixed Costs / Benefits	\$ 9,231,516	\$ 9,898,831	\$ 10,135,213	\$ 10,621,286	\$ 11,231,079	\$ 11,874,055
Capital Items Placeholder ??	\$ 400,000	\$ 200,000	\$ 316,839	\$ 383,101	\$ 444,981	\$ 466,793
Ledges Golf Course Operating Deficit	\$ 5,000	\$ 5,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
State Assessments	\$ 2,541,147	\$ 2,740,987	\$ 2,878,036	\$ 3,021,938	\$ 3,173,035	\$ 3,331,687
Other Amounts to be Raised	\$ 1,447,923	\$ 1,302,553	\$ 1,254,699	\$ 1,259,773	\$ 1,249,872	\$ 1,259,996
Total Expenditures	\$ 46,879,264	\$ 48,432,289	\$ 49,461,568	\$ 50,805,560	\$ 52,376,010	\$ 54,036,145
Total Expenditures Percentage Change	2.50%	3.31%	2.13%	2.72%	3.09%	3.17%
Cumulative Surplus / (Shortfall)	\$ (0)	\$ (1)	\$ 3,885	\$ 12,524	\$ (95,695)	\$ (253,119)
Annual Surplus / (Shortfall)		\$ (1)	\$ 3,886	\$ 8,639	\$ (108,219)	\$ (157,424)

Indirect Costs and Supporting Documentation:

School Indirect Costs-FY22

School Indirect Costs Reflected on Town Side of Budget

FY 22:

FY 22 Budget Recommendation \$22,476,460

Estimated:

<i>Health Insurance</i>	\$	3,128,160
<i>FICA/Medicare</i>	\$	247,784
<i>Contributory & Non Contr. Retirement</i>	\$	1,098,476
<i>Unemployment</i>	\$	62,500
<i>Property & Liability Insurance</i>	\$	100,805
<i>Workers Compensation</i>	\$	120,750

Total Indirects \$ 4,758,475

**Total Amount of Budget Dollars in Support
of School Department (not including debt)** \$27,234,935

SHELD Indirect Costs-FY22

SHELD Indirect Costs Reflected on Town Side of Budget

FY 22:

FY 22 Estimated Reimbursables

<i>Health & Life Insurance</i>	\$	270,757
<i>FICA/Medicare</i>	\$	32,271
<i>Contributory Retirement</i>	\$	717,218

Total Estimated Reimbursables \$ 1,020,246

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

Landfill Enterprise –FY22 Supporting Documentation

Estimated Revenues

User Charges	\$ 1,272,773
Other Departmental Revenue	\$ 30,000
Interest Income	\$ 25,000
Retained Earnings	<u>\$ 150,000</u>
Total	\$ 1,477,773 (subject to change)

Expenses

Landfill Enterprise Operating Budget

Personal Services	\$ 87,427
Other Expenses	<u>\$ 1,251,800</u>
Total Operating Budget	\$ 1,339,227

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

Subtotal	\$ 1,339,227
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Direct/Indirect Costs in General Fund

Admin Services	\$ 70,121
Health & Life Insurance	\$ 27,655
FICA	\$ 1,406
Retirement	\$ 30,199
Liab. Insurance/ Misc.	<u>\$ 9,165</u>
Subtotal	\$ 138,546

Total	<u>\$ 1,477,773</u>
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Surplus/Deficit	\$ -
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Proposed funding is as follows:

\$1,189,227 to come from enterprise revenues, \$150,000 to come from enterprise retained earnings, and \$138,546 to be appropriated in the general fund and funded from Landfill enterprise revenues.

* (Certified Retained Earnings as of 7/1/20 - \$395,411)

WWTP Enterprise-FY22 Supporting Documentation

Estimated Revenues

User Charges	\$	2,214,995
Connection Fee's	\$	10,000
Other Departmental Revenue	\$	5,000
Interest Income	\$	25,000
Retained Earnings	\$	-
Total	\$	2,254,995

Expenses

WWTP Enterprise Operating Budget

Personal Services	\$	556,091
Other Expenses	\$	899,150
Total Operating Budget	\$	1,455,241

Debt & Interest	\$	372,562
Capital Outlay	\$	TBD

Subtotal	\$	1,827,803
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Direct/Indirect Costs in General Fund

Admin Services	\$	148,487
Health & Life Insurance	\$	76,460
FICA	\$	8,518
Retirement	\$	132,119
Liab. Insurance/ Misc.	\$	61,608
Subtotal	\$	427,192

Total	\$	2,254,995
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Surplus/Deficit	\$	-
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Proposed funding is as follows:

\$1,827,803 to come from enterprise revenues, and \$427,192 to be appropriated in the general fund and funded from WWTP enterprise revenues.

* (Certified Retained Earnings as of 7/1/20 - \$1,051,470)

Golf Course Enterprise-FY22 Supporting Documentation

Estimated Revenues

Green Fee's/ Cart Rentals	\$	881,970	
Pro Shop	\$	60,000	
Miscellaneous	\$	9,943	
Food & Beverage	\$	301,975	
Retained Earnings	\$	-	
Total	\$	1,253,888	(per IGM Contract Estimates)

Expenses

Golf Enterprise Operating Budget

Other Expenses:

Contract Maintenance	\$	556,597	
Contract Management	\$	36,000	
Other Expenses	\$	666,291	
Total Operating Budget	\$	1,258,888	

Debt & Interest	\$	368,563	
Capital Outlay	\$	TBD	

Subtotal	\$	1,627,451	
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Direct/Indirect Costs in General Fund

Admin Services	\$	19,530	
Health & Life Insurance/FICA/Retirement	\$	2,949	
Liab. Insurance/ Misc.	\$	7,393	
Subtotal	\$	29,872	

Total	\$	1,657,323	
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Estimated Budgeted Surplus/(Deficit)	\$	(403,435)	
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Proposed funding is as follows:

\$1,253,888 to come from enterprise revenues, \$373,563 to come from free cash, and \$29,872 to be appropriated in the general fund from the tax levy.

* (Certified Retained Earnings as of 7/1/20 - (\$129,948))
(Amount raised on FY21 Tax Recap)

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	2015	Obligations rated Aa are judged to be of high quality and are subject to very low credit risk
Aa3		
A1	2007	
A2	2002	Obligations rated A are judged to be upper-medium grade and are subject to low credit risk.
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		
B2		Obligations rated B are considered speculative and are subject to high credit risk.
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 2022 Long-Term Debt Service

**Town of South Hadley, Massachusetts
Fiscal 2020 Debt Service
UniBank Fiscal Advisory Services Inc.**

1/11/2021

General Debt:	General Principal	General Interest	General Offsets	General Total
Library Land (09/15/11)	\$ 70,000.00	\$ 1,050.00	\$ -	\$ 71,050.00
School Remodel (7/21/2020)	\$ 265,000.00	\$ 20,980.00	\$ -	\$ 285,980.00
ESCO B (12/18/13)	\$ 85,000.00	\$ 65,803.13	\$ (48,835.00)	\$ 101,968.13
Dept Equipment (12/16/14)	\$ 25,000.00	\$ 3,700.00	\$ -	\$ 28,700.00
FY17 Dept Equip (7/20/17)	\$ 20,000.00	\$ 4,118.76	\$ -	\$ 24,118.76
FY18 Dept Equip (7/20/17)	\$ 45,000.00	\$ 11,550.00	\$ -	\$ 56,550.00
Building Renovations (7/20/17)	\$ 95,000.00	\$ 30,887.50	\$ -	\$ 125,887.50
FY17 Sidewalks (7/20/17)	\$ 40,000.00	\$ 12,131.26	\$ -	\$ 52,131.26
Recreation (7/20/17)	\$ 60,000.00	\$ 20,143.76	\$ -	\$ 80,143.76
Streets (7/20/17)	\$ 35,000.00	\$ 11,231.26	\$ -	\$ 46,231.26
Departmental Equipment-FY20 (7/14/21)	\$ -	\$ 5,523.61	\$ -	\$ 5,523.61
Building Renovations-FY20 (7/14/21)	\$ -	\$ 5,934.51	\$ -	\$ 5,934.51
Sidewalks-FY18 (7/14/21)	\$ -	\$ 7,571.39	\$ -	\$ 7,571.39
Sidewalks-FY20 (7/14/21)	\$ -	\$ 7,275.00	\$ -	\$ 7,275.00
Streets-FY20 (7/14/21)	\$ -	\$ 9,295.83	\$ -	\$ 9,295.83
Sr. Center Design (7/14/21)	\$ -	\$ 5,119.44	\$ -	\$ 5,119.44
Sr. Center (7/14/21)	\$ -	\$ 145,193.51	\$ -	\$ 145,193.51
Dept. Equipment-FY22 (7/14/21)	\$ -	\$ 9,592.22	\$ -	\$ 9,592.22
Building Renovations-FY22 (7/14/21)	\$ -	\$ 2,081.46	\$ -	\$ 2,081.46
Sidewalks -FY22 (7/14/21)	\$ -	\$ 10,501.60	\$ -	\$ 10,501.60
Total	\$ 740,000.00	\$ 389,684.24	\$ (48,835.00)	\$ 1,080,849.24

Excluded Debt:	Excluded Principal	Excluded Interest	Excluded Offsets	Excluded Total
Library (12/16/14)	\$ 15,000.00	\$ 10,862.50	\$ (632.39)	\$ 25,230.11
Plains (12/16/14)	\$ 295,000.00	\$ 234,712.50	\$ (13,100.21)	\$ 516,612.29
Plains (11/10/15)	\$ 125,000.00	\$ 66,250.00	\$ (5,714.02)	\$ 185,535.98
Library (11/10/15)	\$ 10,000.00	\$ 5,050.00	\$ (415.46)	\$ 14,634.54
Library Refunding (7/21/20)	\$ 145,454.55	\$ 54,027.88	\$ -	\$ 199,482.43
Plains Feasibility Refunding (7/21/20)	\$ 12,121.21	\$ 4,278.20	\$ -	\$ 16,399.41
Plains Refunding (7/21/20)	\$ 42,424.24	\$ 16,725.92	\$ -	\$ 59,150.16
Plains (7/14/21)	\$ -	\$ 3,239.77	\$ -	\$ 3,239.77
Total	\$ 645,000.00	\$ 395,146.77	\$ (19,862.08)	\$ 1,020,284.69

Sewer Debt:	Sewer Principal	Sewer Interest	Sewer Offsets	Sewer Total
WPAT CW-05-26 (12/14/06)	\$ 232,473.00	\$ 27,019.51	\$ -	\$ 259,492.51
WPAT (12/15/09)	\$ 72,550.39	\$ 10,068.22	\$ -	\$ 82,618.61
Sewer (09/15/11)	\$ 30,000.00	\$ 450.00	\$ -	\$ 30,450.00
Total	\$ 335,023.39	\$ 37,537.73	\$ -	\$ 372,561.12

Golf Debt:	Golf Principal	Golf Interest	Golf Offsets	Golf Total
Golf Clubhouse (09/15/11)	\$ 40,000.00	\$ 600.00	\$ -	\$ 40,600.00
Golf Refunding (7/20/17)	\$ 255,000.00	\$ 72,962.50	\$ -	\$ 327,962.50
Total	\$ 295,000.00	\$ 73,562.50	\$ -	\$ 368,562.50

Totals:	Principal	Interest	Offsets	Total
General Debt	\$ 740,000.00	\$ 389,684.24	\$ (48,835.00)	\$ 1,080,849.24
Excluded Debt	\$ 645,000.00	\$ 395,146.77	\$ (19,862.08)	\$ 1,020,284.69
Sewer Debt	\$ 335,023.39	\$ 37,537.73	\$ -	\$ 372,561.12
Golf Debt	\$ 295,000.00	\$ 73,562.50	\$ -	\$ 368,562.50
Grand Total	\$ 2,015,023.39	\$ 895,931.24	\$ (68,697.08)	\$ 2,842,257.55

- An additional \$25,740 was added to the Long-Term Interest budget for possible adjustments in an upcoming borrowing

Current Long-Term Debt Schedule

FY	Principle	Interest	Total
2021	\$ 2,178,984	\$ 737,376	\$ 2,916,359
2022	\$ 2,015,023	\$ 684,603	\$ 2,699,626
2023	\$ 1,936,185	\$ 631,029	\$ 2,567,215
2024	\$ 1,957,472	\$ 579,040	\$ 2,536,512
2025	\$ 1,843,885	\$ 515,816	\$ 2,359,701
2026	\$ 1,915,428	\$ 463,746	\$ 2,379,174
2027	\$ 1,897,103	\$ 410,032	\$ 2,307,135
2028	\$ 1,671,801	\$ 368,549	\$ 2,040,349
2029	\$ 1,615,000	\$ 327,315	\$ 1,942,314
2030	\$ 1,105,000	\$ 287,731	\$ 1,392,731
2031	\$ 1,145,000	\$ 254,465	\$ 1,399,465
2032	\$ 1,085,000	\$ 217,820	\$ 1,302,820
2033	\$ 1,120,000	\$ 182,461	\$ 1,302,461
2034	\$ 890,000	\$ 149,962	\$ 1,039,962
2035	\$ 920,000	\$ 122,678	\$ 1,042,678
2036	\$ 740,000	\$ 93,900	\$ 833,900
2037	\$ 765,000	\$ 70,470	\$ 835,470
2038	\$ 785,000	\$ 46,260	\$ 831,260
2039	\$ 535,000	\$ 20,063	\$ 555,063
Totals	\$ 26,120,882	\$ 6,163,312	\$ 32,284,194
General	\$ 6,690,000	\$ 1,246,523	\$ 7,936,523
Excluded	\$ 14,360,000	\$ 4,368,157	\$ 18,728,157
Enterprise	\$ 5,070,882	\$ 548,632	\$ 5,619,514

* The FY22 Debt Budget also Reflects Estimated Long Term Interest for a potential borrowing.

This sheet will be need to be updated when the borrowing is complete.

SECTION III: DEPARTMENTAL BUDGETS

Selectboard

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 287,064	\$ 351,165	\$ 352,412	\$ 295,643	\$ 298,294
O/E	\$ 14,941	\$ 12,299	\$ 17,900	\$ 33,700	\$ 23,700
Total	\$ 302,005	\$ 363,464	\$ 370,312	\$ 329,343	\$ 321,994

Cable Access Studio

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 84,600	\$ 68,626	\$ 88,340	\$ 98,453	\$ 90,708
O/E	\$ 23,663	\$ 23,511	\$ 27,400	\$ 26,600	\$ 26,600
Total	\$ 108,263	\$ 92,137	\$ 115,740	\$ 125,053	\$ 117,308

Finance Committee/ Reserve Fund

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ -	\$ -	\$ 38,000	\$ 25,000	\$ 25,000

Accountant/Auditor

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 204,471	\$ 207,030	\$ 209,240	\$ 209,252	\$ 213,267
O/E	\$ 67	\$ -	\$ 100	\$ 100	\$ 100
Total	\$ 204,538	\$ 207,030	\$ 209,340	\$ 209,352	\$ 213,367

Wage and Classification

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Merit Plan	\$ 65,000	\$ 68,000	\$ 42,000	\$ 68,000	\$ 58,000
Transferred/Expended	\$ (64,535)	\$ (22,954)	\$ -	\$ -	\$ -
Total	\$ 465	\$ 45,046	\$ 42,000	\$ 68,000	\$ 58,000

Human Resources

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 50,123	\$ 54,919	\$ 57,730	\$ 151,972	\$ 139,972
O/E	\$ 47,853	\$ 33,959	\$ 35,600	\$ 31,100	\$ 31,100
Total	\$ 97,976	\$ 88,878	\$ 93,330	\$ 183,072	\$ 171,072

Assessor

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 141,368	\$ 143,243	\$ 144,107	\$ 144,245	\$ 145,751
O/E	\$ 41,290	\$ 34,958	\$ 38,010	\$ 38,035	\$ 38,035
Total	\$ 182,658	\$ 178,201	\$ 182,117	\$ 182,280	\$ 183,786

Collector/Treasurer

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 149,549	\$ 162,817	\$ 163,046	\$ 163,053	\$ 168,574
O/E	\$ 49,747	\$ 45,991	\$ 51,135	\$ 50,175	\$ 45,675
Total	\$ 199,296	\$ 208,808	\$ 214,181	\$ 213,228	\$ 214,249

Town Audit

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 33,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 35,000

Town Clerk

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 125,308	\$ 132,000	\$ 131,496	\$ 131,496	\$ 107,914
O/E	\$ 11,436	\$ 5,219	\$ 10,500	\$ 10,000	\$ 10,000
Total	\$ 136,744	\$ 137,219	\$ 141,996	\$ 141,496	\$ 117,914

Legal Services

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 217	\$ -	\$ -	\$ -	\$ -
O/E	\$ 33,551	\$ 64,436	\$ 85,000	\$ 85,000	\$ 83,500
Total	\$ 33,768	\$ 64,436	\$ 85,000	\$ 85,000	\$ 83,500

Information Technology

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 66,327	\$ 68,477	\$ 68,215	\$ 68,215	\$ 69,219
O/E	\$ 242,204	\$ 259,269	\$ 282,450	\$ 282,300	\$ 281,300
Total	\$ 308,531	\$ 327,746	\$ 350,665	\$ 350,515	\$ 350,519

Elections

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 15,057	\$ 9,287	\$ 35,500	\$ 8,500	\$ 8,500
O/E	\$ 16,209	\$ 16,728	\$ 18,800	\$ 17,500	\$ 16,500
Total	\$ 31,266	\$ 26,015	\$ 54,300	\$ 26,000	\$ 25,000

Planning/Conservation

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
P/S	\$ 193,923	\$ 204,251	\$ 206,229	\$ 206,238	\$ 212,262
O/E	\$ 32,750	\$ 23,958	\$ 25,000	\$ 54,600	\$ 49,200
Total	\$ 226,673	\$ 228,209	\$ 231,229	\$ 260,838	\$ 261,462

Public Building Maintenance

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 255,432	\$ 222,855	\$ 248,030	\$ 245,830	\$ 221,830

Internal Service Fund

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 12,087	\$ 10,895	\$ 15,000	\$ 15,000	\$ 8,000

Town Reports

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 1,442	\$ 1,495	\$ 2,000	\$ 1,800	\$ 1,800

Police

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 2,477,489	\$ 2,466,637	\$ 2,744,546	\$ 2,801,053	\$ 2,803,053
O/E	\$ 281,159	\$ 264,516	\$ 245,762	\$ 275,543	\$ 280,543
Total	\$ 2,758,648	\$ 2,731,153	\$ 2,990,308	\$ 3,076,596	\$ 3,083,596

Inspection Services

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 159,351	\$ 162,679	\$ 173,916	\$ 174,173	\$ 174,173
O/E	\$ 5,487	\$ 5,584	\$ 7,500	\$ 8,500	\$ 6,900
Total	\$ 164,838	\$ 168,263	\$ 181,416	\$ 182,673	\$ 181,073

Weights and Measures

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 6,250	\$ 7,784	\$ 7,800	\$ 7,900	\$ 7,900

Department of Public Works

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 898,248	\$ 833,472	\$ 893,255	\$ 919,848	\$ 882,706
O/E	\$ 457,960	\$ 473,386	\$ 541,250	\$ 547,745	\$ 547,745
Total	\$ 1,356,208	\$ 1,306,858	\$ 1,434,505	\$ 1,467,593	\$ 1,430,451

Snow & Ice Removal

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 53,539	\$ 32,420	\$ 20,381	\$ 20,381	\$ 20,381
O/E	\$ 218,398	\$ 150,474	\$ 79,633	\$ 80,360	\$ 80,360
Total	\$ 271,937	\$ 182,894	\$ 100,014	\$ 100,741	\$ 100,741

Street Lighting

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 91,840	\$ 90,699	\$ 98,300	\$ 94,000	\$ 94,000

Health

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 157,308	\$ 162,846	\$ 172,502	\$ 201,851	\$ 204,469
O/E	\$ 43,569	\$ 47,903	\$ 62,268	\$ 65,615	\$ 65,615
Total	\$ 200,877	\$ 210,749	\$ 234,770	\$ 267,466	\$ 270,084

Council on Aging

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 312,724	\$ 305,829	\$ 292,064	\$ 346,779	\$ 366,069
O/E	\$ 91,931	\$ 88,380	\$ 110,000	\$ 101,800	\$ 91,800
Total	\$ 404,655	\$ 394,209	\$ 402,064	\$ 448,579	\$ 457,869

Veterans' Services

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 247,318	\$ 232,494	\$ 319,700	\$ 315,000	\$ 299,800

Library

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 474,123	\$ 482,915	\$ 516,819	\$ 491,051	\$ 519,915
O/E	\$ 242,046	\$ 196,504	\$ 252,125	\$ 241,760	\$ 241,760
Total	\$ 716,169	\$ 679,419	\$ 768,944	\$ 732,811	\$ 761,675

Recreation

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 127,417	\$ 126,391	\$ 125,909	\$ 125,909	\$ 125,909
O/E	\$ 1,040	\$ 1,040	\$ 240	\$ 240	\$ 240
Total	\$ 128,457	\$ 127,431	\$ 126,149	\$ 126,149	\$ 126,149

Canal Park

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 1,166	\$ 800	\$ 2,000	\$ 1,000	\$ 1,000

Old Firehouse Museum

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 5,364	\$ 5,089	\$ 5,435	\$ 5,750	\$ 5,750

Retirement of Debt: Principal

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 2,137,486	\$ 2,201,788	\$ 2,103,984	\$ 2,470,024	\$ 2,015,024

Interest: Long-Term Debt

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 988,540	\$ 922,387	\$ 994,521	\$ 1,029,020	\$ 921,671

Interest: Short-Term Debt

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 16,748	\$ 109,678	\$ 251,792	\$ 467,020	\$ 711,900

Retirement

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 2,869,344	\$ 3,211,066	\$ 3,480,086	\$ 3,775,000	\$ 3,774,831

Unemployment Compensation

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 63,933	\$ 125,000	\$ 90,000	\$ 125,000	\$ 125,000

Group Health Insurance

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 4,486,555	\$ 4,427,831	\$ 4,650,000	\$ 4,570,000	\$ 4,560,000

FICA/Medicare

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 370,164	\$ 370,712	\$ 375,000	\$ 372,000	\$ 376,000

Liability Insurance

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 262,861	\$ 274,425	\$ 286,430	\$ 321,950	\$ 363,000

Ct. River Channel Markers

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500

DPW: Landfill

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 94,809	\$ 95,397	\$ 100,883	\$ 87,427	\$ 87,427
O/E	\$ 920,679	\$ 920,454	\$ 1,237,203	\$ 1,251,800	\$ 1,251,800
Total	\$ 1,015,488	\$ 1,015,851	\$ 1,338,086	\$ 1,339,227	\$ 1,339,227

DPW: Sewerage

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 34,531	\$ 57,500	\$ 67,400	\$ 68,450	\$ 68,450

DPW: Water Pollution Control

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 422,307	\$ 436,771	\$ 574,805	\$ 556,091	\$ 556,091
O/E	\$ 723,602	\$ 726,889	\$ 848,080	\$ 830,700	\$ 830,700
Total	\$ 1,145,909	\$ 1,163,660	\$ 1,422,885	\$ 1,386,791	\$ 1,386,791

Ledges Golf Course/Valley View

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
P/S	\$ 99,866	\$ -	\$ -	\$ -	\$ -
O/E	\$ 1,221,005	\$ 1,124,201	\$ 1,237,768	\$ 1,258,888	\$ 1,258,888
Total	\$ 1,320,871	\$ 1,124,201	\$ 1,237,768	\$ 1,258,888	\$ 1,258,888

Workers' Compensation

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 127,389	\$ 206,219	\$ 150,000	\$ 150,000	\$ 150,000

Injured on Duty

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ 42,592	\$ 42,461	\$ 50,000	\$ 50,000	\$ 50,000

Senior Center Stabilization

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ -	\$ -	\$ 400,000	\$ -	\$ -

OPEB

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 500,000

Conservation Land Fund

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ 136	\$ 3,175	\$ 15,000	\$ 15,000	\$ 15,000

Mosier School Stabilization

	FY19	FY20	FY21	FY22	FY22
	Expended	Expended	Budgeted	Requested	TA Recommend
Total	\$ -	\$ -	\$ -	\$ -	\$ 200,000

School

	FY19	FY20	FY21	FY22	TA
	Expended	Expended	Budgeted	Requested	Recommended
Personnel	\$ 16,248,455	\$ 16,236,285	\$ 16,259,467	\$ -	\$ -
Expense	\$ 4,072,446	\$ 4,498,437	\$ 4,555,251	\$ -	\$ -
Tuitions	\$ 920,460	\$ 819,918	\$ 1,161,742	\$ -	\$ -
Total	\$ 21,241,361	\$ 21,554,640	\$ 21,976,460	\$ 22,476,460	\$ 22,476,460

	FY19	FY20	FY21	FY22	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total General Fund	\$ 19,683,502	\$ 20,013,163	\$ 21,331,458	\$ 22,453,079	\$ 22,077,315
Total Misc. Trust	\$ 170,117	\$ 251,855	\$ 765,000	\$ 365,000	\$ 915,000
Total Receipts Reserved	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Total DPW:Landfill	\$ 1,015,488	\$ 1,015,851	\$ 1,338,086	\$ 1,339,227	\$ 1,339,227
Total DPW: WWTP	\$ 1,180,440	\$ 1,221,160	\$ 1,490,285	\$ 1,455,241	\$ 1,455,241
Total Ledges	\$ 1,320,871	\$ 1,124,201	\$ 1,237,768	\$ 1,258,888	\$ 1,258,888
Total School	\$ 21,241,361	\$ 21,554,640	\$ 21,976,460	\$ 22,476,460	\$ 22,476,460
Total	\$ 44,615,279	\$ 45,184,370	\$ 48,142,557	\$ 49,351,395	\$ 49,525,631

SECTION IV: SPECIAL ARTICLES

Stabilization

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ -	\$ -	\$ -	\$ -	\$ 200,000

Capital Stabilization

	FY19 Expended	FY20 Expended	FY21 Budgeted	FY22 Requested	FY22 TA Recommend
Total	\$ -	\$ -	\$ -	\$ -	\$ 200,000