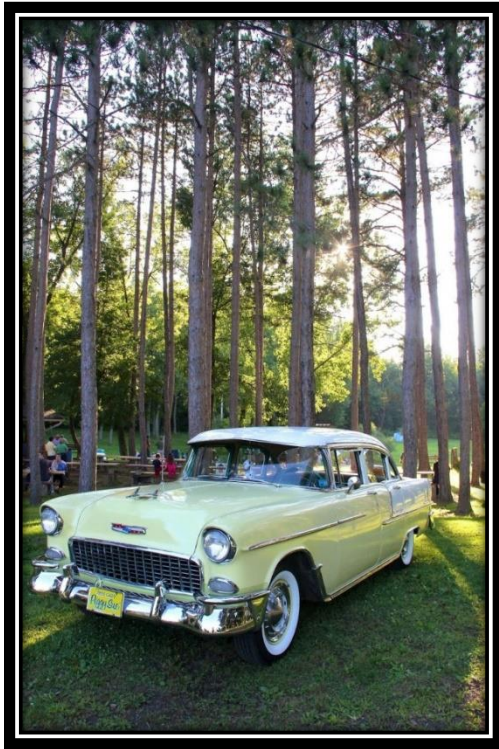


Town of South Hadley, Massachusetts Fiscal Year 2020 Annual Budget



July 1, 2019 – June 30, 2020

Cover photos courtesy of Kristin Maher, Administrative Assistant to the Selectboard

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SECTION 1: GENERAL OVERVIEW

Budget Message from the Town Administrator



April 7, 2019

Honorable Town Meeting Members and all citizens of South Hadley;

This document provides information related to the expenditures and revenues associated within the operation of municipal services in the Town of South Hadley. It is constructed from historical data, information known to us at the time of document construction and estimates based on the best data available. The goal for all is to best use the resources available and provided to us by the taxpayer with a common goal of providing outstanding service to the citizens of South Hadley.

There are a number of individuals and groups who are crucial to assembling the document, most notable the Appropriations Committee (Chair Tom Terry), Town Accountant William Sutton and Assistant Town Accountant Lynn Hogan. I would also like to thank citizens, including Town Meeting members and especially the South Hadley Selectboard for their input. The department managers and staff have also given invaluable insight during the process in respect to how we might continue to maintain services with dwindling resources.

It is clear the future service model will include more on-line self-service and less of the traditional face to face. As much as citizens decry the change, to retain and hire the quality staff it would be impossible to sustain and stay within the parameters of future revenues. The future will include innovations, limited hours and more training for existing staff. There are new demands (state, Federal, citizen) being placed on municipal employees on a regular basis, we continue to do our best to meet those demands.

To suggest this budget is more difficult than last would be an understatement. The needs of the School Department have grown dramatically, as contractual costs have significantly outpaced revenue growth. As I have stated publicly we have strived to provide as much of the available growth to the South Hadley Public Schools as possible, without eviscerating the General Fund side of the equation. The schools will receive the largest portion of new revenues at \$274,536. The "Town" side operating budget request is increased by \$217, 445. Shared expenses or "Unclassified" will increase \$296,964, even while many of these accounts have actually decreased, such as Property & Casualty Insurance, Health Insurance and borrowing costs have remained fairly stable (up \$54K).

Retirement pension cost rose by \$399,399 far beyond the expectation of the forecasting. This amount was a shock to the system. The main areas for the increase was the rise of compensation, number of employees and actuarial recalculations by the Hampshire Retirement System. This is a very common theme across the nation, as systems underestimated the life expectancy of the "baby boomers".

Administration is very empathetic towards the dilemma facing the school district over the next few years, as their obligations increase at a rate significantly beyond the expected reasonable revenue growth for the municipality. However, Superintendent Nick Young is working diligently towards finding a way to avoid troubled waters as much as he can in respect to future budget.

There is great hope in respect to the adoption of a contractual arrangement for operations of the Ledges Golf Course with the stated intent of eliminating operational losses which have been experienced in the past. With IGM operating the entire course I believe this goal is achievable, as we know from our experience the weather is key to a successful season. Not too cold, not too hot and rain only at night or an occasional Tuesday would not be too much to ask.

In closing I believe this is a solid budget, where there has been over \$800 K cut on the school side and over \$450K eliminated on the Town side requests. In both cases the additional funding would have improved performance and service delivery to the citizens of South Hadley. We must live within our means. Regardless of the reductions, we will continue to deliver services as efficiently and effectively as possible.

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

Respectfully,

Michael J. Sullivan
Town Administrator, South Hadley

Fiscal Year 2020 Town Budget



Selectboard

Jeffrey A. Cyr

Sarah Etelman

Bruce C. Forcier

Christopher F. Geraghty

Andrea Miles

Michael J. Sullivan, Town Administrator

Jennifer L. Wolowicz, Asst. 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-Rimbold 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	James Reidy Vivian Price	Superintendent Operations Manager	jreidy@southhadley.ma.gov 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	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 Jennifer Wolowicz	Town Administrator Asst. Town Administrator	msullivan@southhadley.ma.gov jwolowicz@southhadley.ma.gov
Town Clerk	Carlene Hamlin	Town Clerk	chamlin@southhadley.ma.gov
Treasurer/Collector's Office	Donna Whiteley	Treasurer/Collector	dwhiteley@southhadley.ma.gov
Veteran's Office	Paul Seifert	Veterans' Administrator	pseifert@southhadley.ma.gov

DLS at A Glance Report

Socioeconomic	
County	HAMPSHIRE
School Structure	K-12
Form of Government	MEETING
2015 Population	17,743
2016 Labor Force	9,561
2016 Unemployment Rate	2.60
2015 DOR Income Per Capita	30,266
2009 Housing Units per Sq Mile	404.07
2013 Road Miles	104.68
Population)	85,281
Number of Registered Vehicles (2014)	47,589
2012 Number of Registered Voters	11,211

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

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

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

Fiscal Year 2019 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	1,456,736,301	25,857,069	17.75
Open Space	379,800	6,741	17.75
Commercial	68,864,815	1,222,350	17.75
Industrial	40,075,350	711,337	17.75
Personal Property	27,752,189	492,601	17.75
Total	1,593,808,455	28,290,098	

Fiscal Year 2019 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	28,290,100	53.25
State Aid	12,371,011	23.29
Local Receipts	8,806,842	16.58
Other Available	3,656,249	6.88
Total	53,124,202	

Fiscal Year 2019 Proposition 2 1/2 Levy Capacity	
New Growth	235,218
Override	
Debt Exclusion	1,264,449
Levy Limit	28,304,539
Excess Capacity	14,441
Ceiling	39,845,211
Override Capacity	12,805,121

Other Available Funds		
FY2019 Free Cash	FY2018 Stabilization Fund	FY2019 Overlay Reserve
2,659,656	1,783,544	297,945

Fiscal Year 2019 Average Single Family Tax Bill**	
Number of Single Family Parcels	4,361
Assessed Value of Single Family	256,025
Average Single Family Tax Bill	4,544
State Average Family Tax Bill	
Fiscal Year 2015	5,214
Fiscal Year 2016	5,418
Fiscal Year 2017	5,616

South Hadley issues tax bills on a Quarterly basis

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

Fiscal Year 2018 Schedule A - Actual Revenues and Expenditures						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	43,864,476	5,311,146	729,560	18,504,267	-68,077	68,341,372
Expenditures	43,231,913	4,871,028			160,479	48,263,420
Police	2,714,227	0	0	0	0	2,714,227
Fire	0	0	0	0	0	0
Education	20,655,663	3,272,186		0	0	23,927,849
Public Works	1,307,060	446,412			0	1,753,472
Debt Service	4,314,420					4,314,420
Health Ins	4,270,775				0	4,270,775
Pension	2,787,457				0	2,787,457
All Other	7,182,311	1,152,430	0	0	160,479	8,495,220

Total Revenues and Expenditures per Capita						
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	2,472.2	299.3	41.1	1,042.9	-3.8	3,851.7
Expenditures	2,436.6	274.5	0.0	0.0	9.0	2,720.1

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

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

Municipal Finance Terminology

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

Abatement: A reduction of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit and granted only on application of the person seeking the abatement and only by the committing governmental unit.

Appropriation: An authorization granted by a town meeting to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Article: An item listed in the Town Meeting Warrant which must contain a sufficient description of what is proposed to be voted upon. Every action taken at the town meeting must be pursuant to some Article printed in the warrant, and must be within the scope of such Article. The Warrant is issued by the Selectboard.

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

Budget: A plan for allocating resources to support services, purposes and functions over a specific period of time.

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

Cherry Sheet Assessments: Estimates of annual charges to cover the cost of certain state and county programs.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Enterprise Funds: An enterprise fund, authorized by MGL Ch. 44 §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% of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion.

New Growth: The additional tax revenue generated by new construction, renovations and other increases in the property tax base during a calendar year. It does not include value increases caused by normal market forces or by revaluations.

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

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

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

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

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

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

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

Reserve Fund: This fund is established by vote at an annual Town Meeting by appropriation (not exceeding 5% of the tax levy of the preceding year). It is used by vote of the Appropriations Committee to fund extraordinary or unforeseen expenses as required.

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

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

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

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

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

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

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

Warrant: An authorization for an action. A town meeting warrant establishes the matters that may be acted on by that town meeting.

Preliminary Estimated Sources & Uses

TOWN OF SOUTH HADLEY

Fiscal Year 2020

ESTIMATED SOURCES AND USES

Based on Town Administrators Recommended Operating Budgets and Governor's State Aid

April 10, 2019

AMOUNT TO BE RAISED:

Appropriations	

School Department	21,526,460
General Government	2,203,578
Public Safety	2,999,979
Injured on Duty	70,000
Reserve Fund	18,000
DPW	3,832,266
Snow & Ice	100,013
Council on Aging	431,303
Veterans Benefits	338,500
Libraries	749,218
Town Audit	31,000
GASB 45 - Actuary	4,000
Unclassified Accounts	8,754,238
Workers' Compensation	150,000
Health	231,547
Debt & Interest	2,016,728
Debt & Interest (Debt Exclusion)	1,215,655
Connecticut River Markers	3,500
Canal Park	3,500
Ledges Golf Course Enterprise	1,210,428
Cable Studio	115,274
Conservation Land Fund	5,000
Wage & Classification Plan	68,000
OPEB Trust Fund	150,000
Stabilization Fund	-
Senior Center Stabilization	300,000
Total Appropriations	46,528,187

Special Article:
Facilities, Health & Safety Coord **87,000**

Other Amounts to be Raised	
PVPC/VETS	41,477
Overlay Reserve	202,834
Cherry Sheet Charges	269,854
Cherry Sheet Offsets	1,099,885
School Choice/Charter Tuition	2,169,468
Total	50,398,705

ESTIMATED RECEIPTS:

Revenues:	

Local Estimated Receipts	2,557,223
Cherry Sheet	12,536,611
Debt Exclusion Reimbursement	-
Enterprise Funds	4,608,034
Available Funds	594,979
Electric Light Department Reimb	755,111
Electric Light Department PILOT	175,000
Total	21,226,958
Total to be Raised	50,398,705
Total Estimated Receipts	21,226,958
Tax Levy Required	29,171,747
Actual Tax Levy Limit	27,956,092
Debt Exclusion to be Raised	1,215,655

Balance -

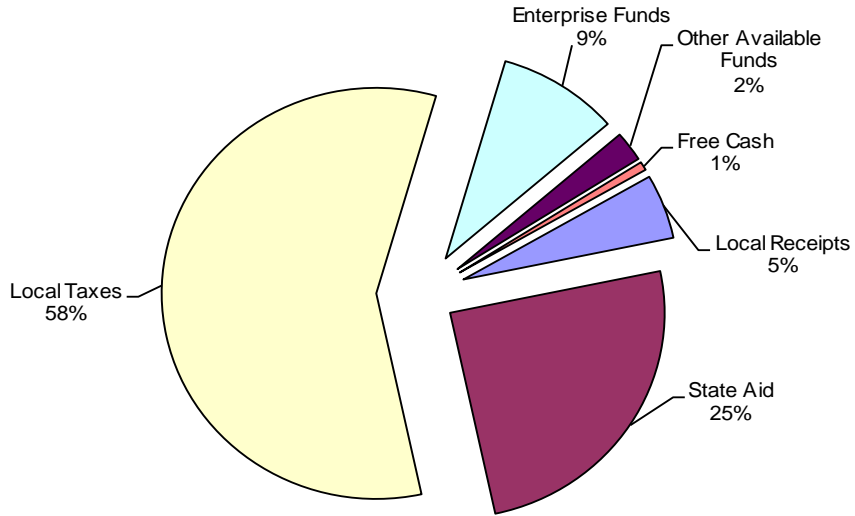
<u>Amount of Available Funds Proposed to be Voted</u>	
Conservation Wetlands	2,000
Boat Excise	3,500
Dog Refund	16,000
Aid To Libraries	12,000
Cable Studio Fund	179,791
Redevelopment Authority	40,930
Free Cash	340,758
Total	594,979

<u>Est. Enterprise Funds/ Receipts to be Voted</u>	
WWTP	1,363,682
WWTP Debt & Interest	423,087
Landfill	1,019,862
Landfill Debt & Interest	0
Reimbursement to General Fund	556,070
Ledges Golf Course Enterprise	869,670
Ledges Golf Course Debt & Interest	375,663
Ledges Golf Retained Earnings	0
(assumes a budgeted free cash deficit of \$340,758 for FY20 not including indirect costs in General Fund)	
Total	4,608,034

Pie Chart of Allocations

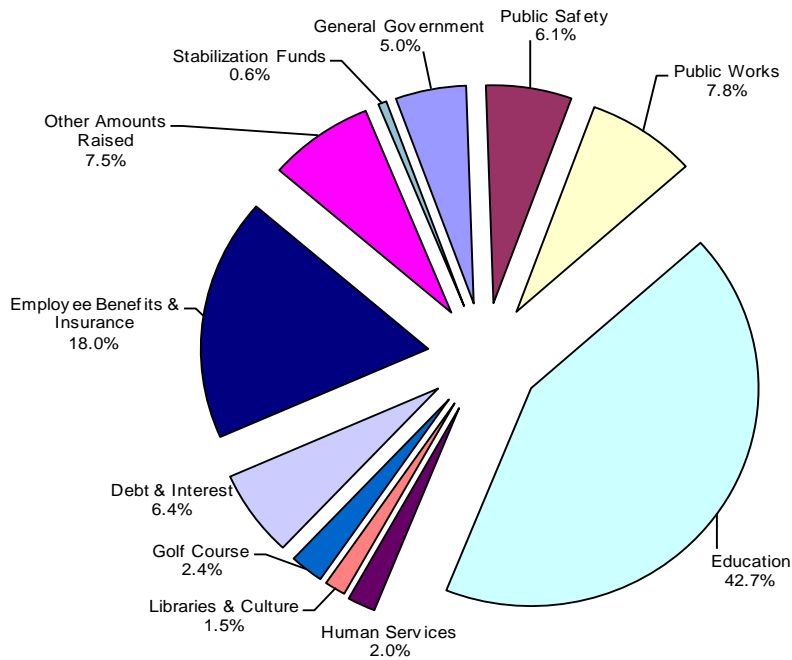
FY 2020 Budget

Where the Money Comes From



TOTAL RECOMMENDED BUDGET
\$50,398,705
For Fiscal Year June 30, 2020

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 2019 Budget	FY 2020 TA Recommended	<i>Difference</i>
Estimated Revenue Sources:			
Amount Estimated in Local Receipts	\$ 2,510,223	\$ 2,557,223	\$ 47,000
Estimated Increase in Tax Levy	\$ 27,025,651	\$ 27,956,092	\$ 930,441
Amount of "Free Cash" Usage (Amount Includes \$340,758 for '20 Golf Deficit)	\$ 772,460	\$ 340,758	\$ (431,702)
Available Funds (that help fund budgets)	\$ 244,024	\$ 250,721	\$ 6,697
Amount from Enterprise Funds to G/F (For Indirect Costs & Admin Services)	\$ 556,576	\$ 556,070	\$ (506)
Estimated Amount from SHELD for Reimbursables (no admin)	\$ 703,000	\$ 755,111	\$ 52,111
Estimated Amount from SHELD for transfer	\$ 175,000	\$ 175,000	\$ -
<i>Net</i> Estimated Amount State Aid (Cherry Sheet)	\$ 11,333,203	\$ 11,436,726	\$ 103,523
 Total of Estimated Revenue Sources	 \$ 43,320,137	 \$ 44,027,701	 \$ 707,564
Less:			
Shared Fixed/ Unclassified Costs	\$ 8,678,504	\$ 8,946,103	\$ 267,599
Net Amount Available for Funding of Operating Budgets/ Capital	 \$ 34,641,633	 \$ 35,081,598	 \$ 439,965
Capital Spending & Stabilization Transfers:			
Senior Center Capital Stabilization	\$ 200,000	\$ 300,000	\$ 100,000
Town & School Debt	\$ 908,499	\$ 1,066,618	\$ 158,119
Net Change in Capital Spending	 \$ 1,108,499	 \$ 1,366,618	 \$ 258,119
Energy Savings Debt	\$ 158,612	\$ 151,362	\$ (7,250)
Stabilization & Capital Stab. Fund Transfers	\$ 200,000	\$ -	\$ (200,000)
New Net Amount Available for Operating	 \$ 33,174,522	 \$ 33,563,618	 \$ 389,096

General Fund Operating Budget and Revenue Comparison Estimates contd.

Operating Budget Requests:

School Dept	\$ 21,251,924	\$ 21,526,460	\$ 274,536
General Government	\$ 2,205,635	\$ 2,203,578	\$ (2,057)
Reserve Fund	\$ 20,000	\$ 18,000	\$ (2,000)
Public Safety	\$ 2,912,984	\$ 2,999,979	\$ 86,995
DPW	\$ 1,387,869	\$ 1,448,722	\$ 60,853
Snow & Ice	\$ 100,012	\$ 100,013	\$ 1
Council on Aging	\$ 415,210	\$ 431,303	\$ 16,093
Veterans Benefits	\$ 360,500	\$ 338,500	\$ (22,000)
Libraries	\$ 713,162	\$ 749,218	\$ 36,056
Town Audit/ GASB 45 - Actuary	\$ 33,000	\$ 35,000	\$ 2,000
Non Fixed Unclassified	\$ 110,135	\$ 108,135	\$ (2,000)
Health	\$ 215,550	\$ 231,547	\$ 15,997
Canal Park	\$ 2,500	\$ 3,500	\$ 1,000
Cable Studio Dept	\$ 110,633	\$ 115,274	\$ 4,641
Conservation Land Fund	\$ 5,000	\$ 5,000	\$ -
Wage & Class Plan	\$ 65,000	\$ 68,000	\$ 3,000
Salary Adjustments- transferred to departments	\$ (19,114)		\$ 19,114
Line of Duty Fund	\$ 70,000	\$ 70,000	\$ -
Current Year Golf Course Deficit Funded (no Capital or indirect costs)	\$ 542,460	\$ 340,758	\$ (201,702)
Special Article:			
Facilities, Health & Safety Coordinator	\$ -	\$ 87,000	\$ 87,000
Total of Operating Expense Requests	\$ 30,502,460	\$ 30,879,987	\$ 377,527
Operating Expenses (over)/under Net Amount Avail			\$ 11,569
Estimated increase in amount for Other Assessments			
(School Choice/Charter; Regional Transit; Vets Bud; etc...)	\$ 2,387,493	\$ 2,480,798	\$ 93,305
(adjust for FY19 to FY20 overlay amount raised)	\$ 284,570	\$ 202,834	\$ (81,736)
Operating Expenses & Assessments (over)/under Net Amount Avail			\$ -

Note: FY19 & FY20 Numbers do not reflect any Capital Items.

FY19 Numbers do not reflect the November 7th STM one-time transfers from free cash to the OPEB & various Stabilization Funds

Articles Proposed from Free Cash

(subject to change)

ATM :

Annual Budget Article

Golf Course Debt/Deficit \$ 340,758

Total \$ 340,758

STM :

Snow & Ice Deficit \$ 180,000

Police Cruisers \$ 97,000

Employee Compensation Chap 32B \$ 39,000

Workers Compensation Fund \$ 100,000

Main St. Transportation Improvement \$ 200,000

Police Dept. Other Expenses \$ 50,000

Total \$ 666,000

Total Articles Proposed from Free Cash \$ 1,006,758

Note: Available Free Cash remaining before votes \$1,513,656

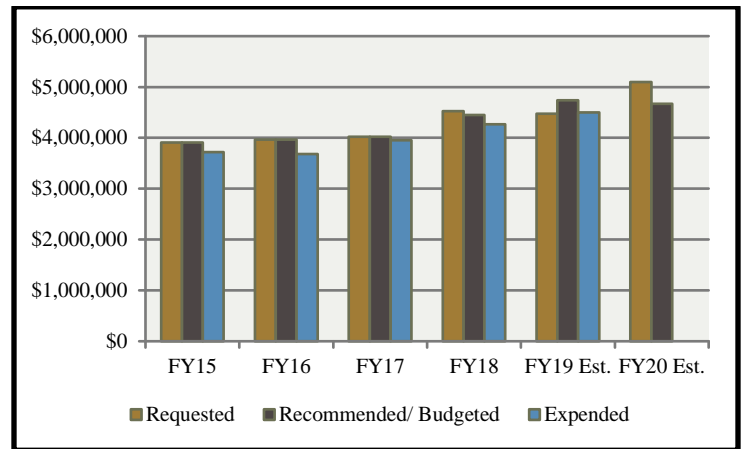
Balance of Free Cash Remaining as proposed \$506,898

SECTION II: ASSUMPTIONS & SUPPORTING DOCUMENTATION

Expense Assumptions:

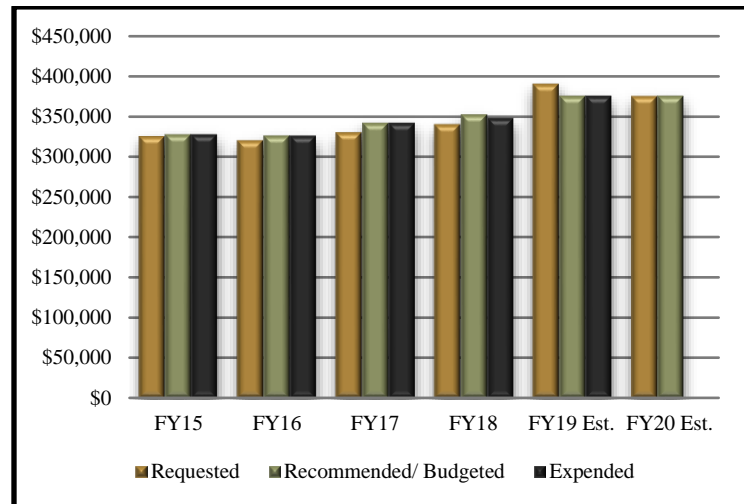
Group Health Insurance:

Due to anticipated changes to the health insurance plans and no increase to the rates, the Town is predicting a reduction in the FY20 budget. The Town Administrator will continue to pay close attention to the value of participating in the Hampshire County Group Insurance Trust.



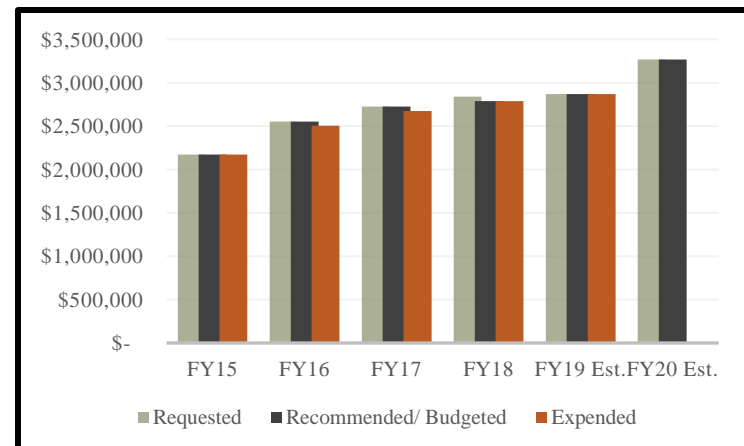
Medicare:

In fiscal year 2020, Medicare/Social Security Taxes will be level funded. The Town is working diligently to curb this and other labor related costs by utilizing technology, maximizing experienced existing staff and refraining from adding employees whenever possible.



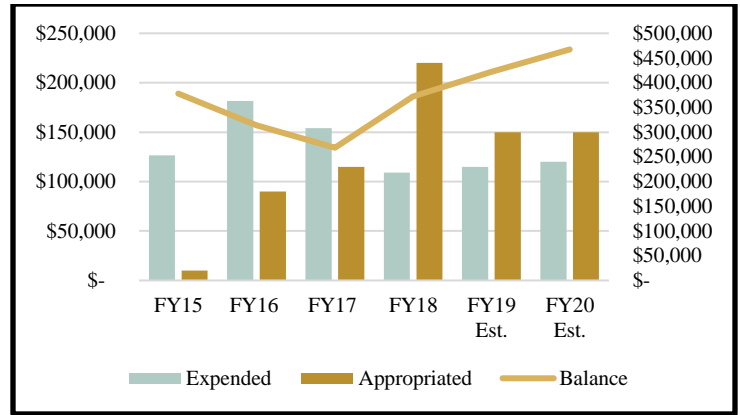
Retirement:

The fiscal year 2020 Retirement Assessment budget will increase \$399,399 or an increase of approximately 13%. This amount will continue to increase short of reforms at the state level.



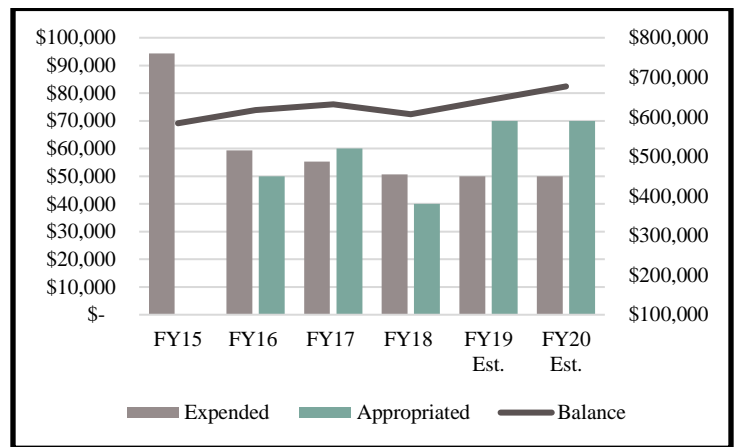
Workers' Compensation:

Over recent years, the expenditures within this fund have exceeded the amount appropriated annually, and therefore have been depleting the fund balance. The Workers Compensation request for fiscal year 2020 will be \$150,000, in an effort to continue building the balance back up to the recommended "four times greater than the average expended" annually.



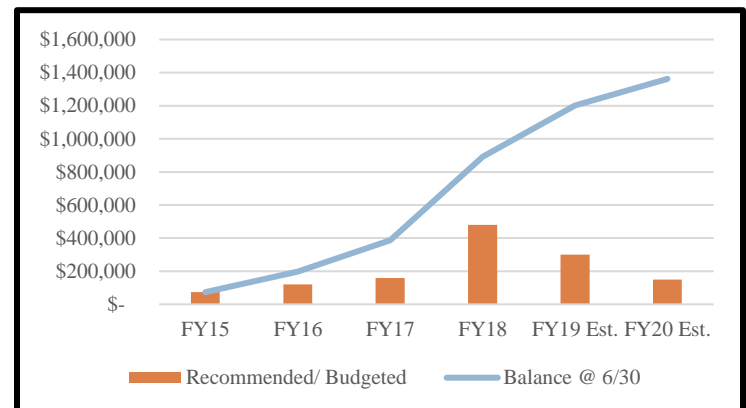
Police IOD:

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



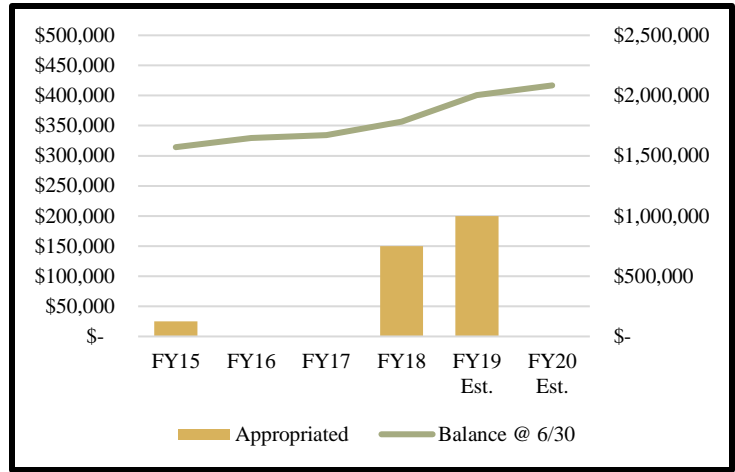
OPEB:

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



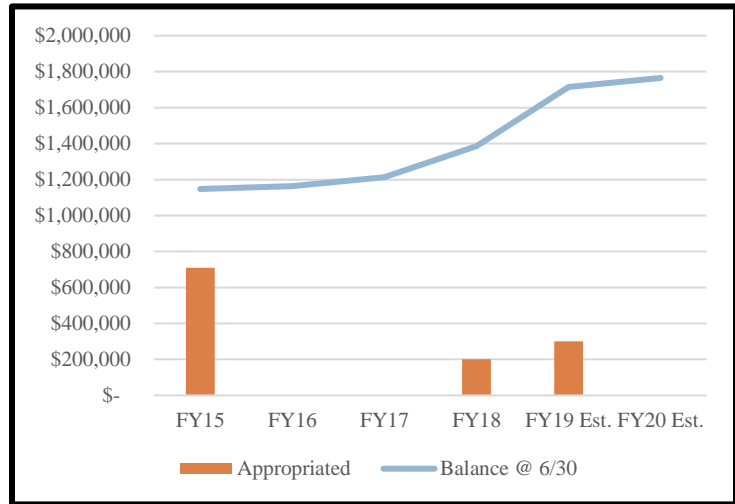
Stabilization Fund:

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



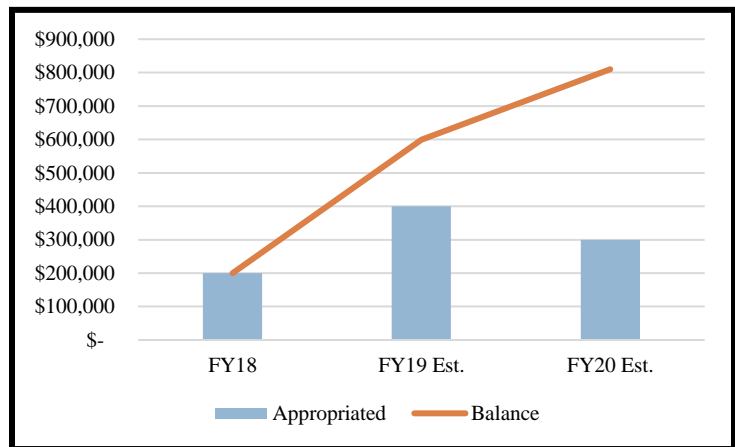
Capital Stabilization Fund:

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



Senior Center Stabilization Fund:

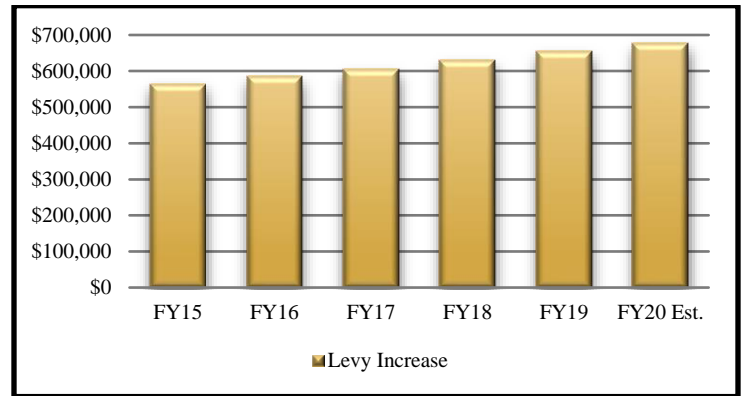
Fiscal year 2018 saw the creation of a stabilization fund to help assist in the funding for the construction of a new senior center.



Revenue Assumptions:

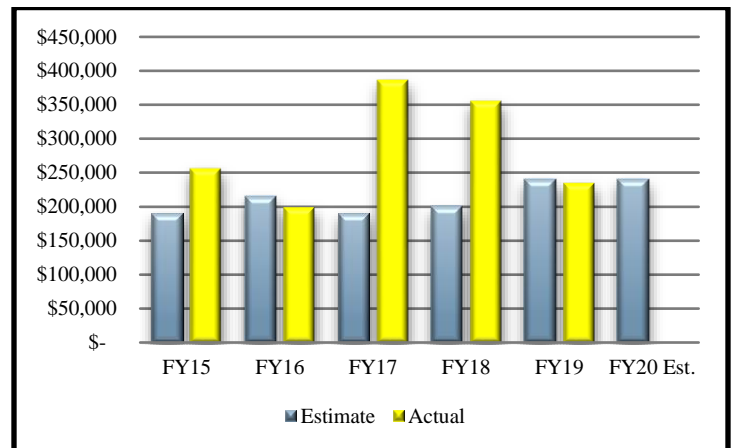
Levy Limit

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 2020 will be approximately \$676,002.



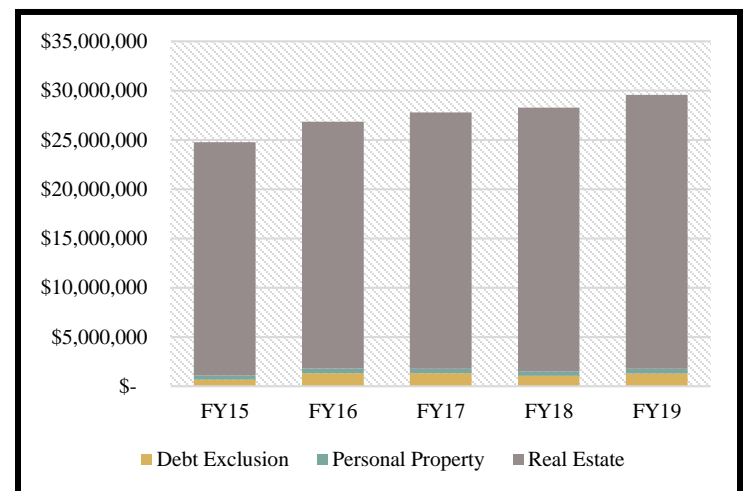
New Growth

The Town's projection of this amount has been fairly reliable. For fiscal year 2020 new growth is estimated to be \$240,000.



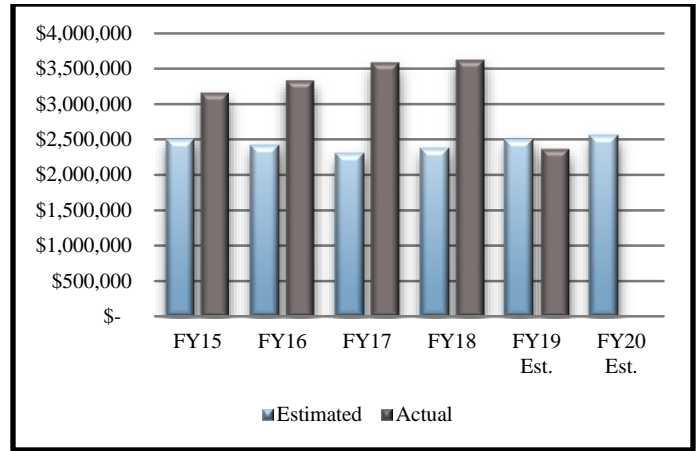
Property Taxes

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



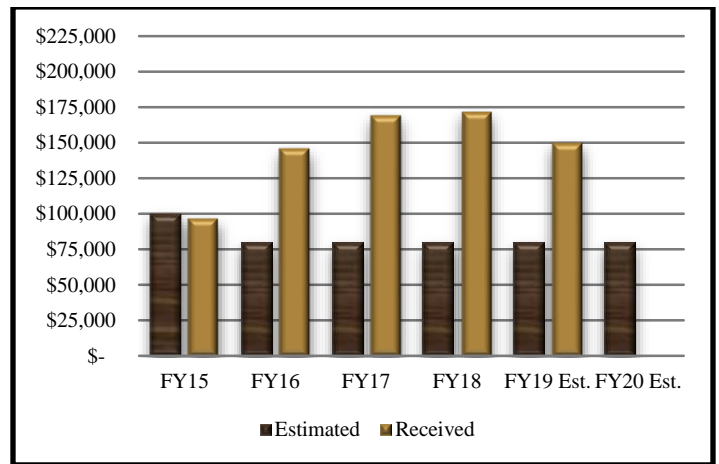
General Fund Receipts

Local Receipts can vary by fiscal year. In the most recent year, an increase was seen in motor vehicle receipts. A conservative approach to estimated receipts is suggested. For fiscal year 2020, General Fund Receipts will show an estimated increase of \$47,000.



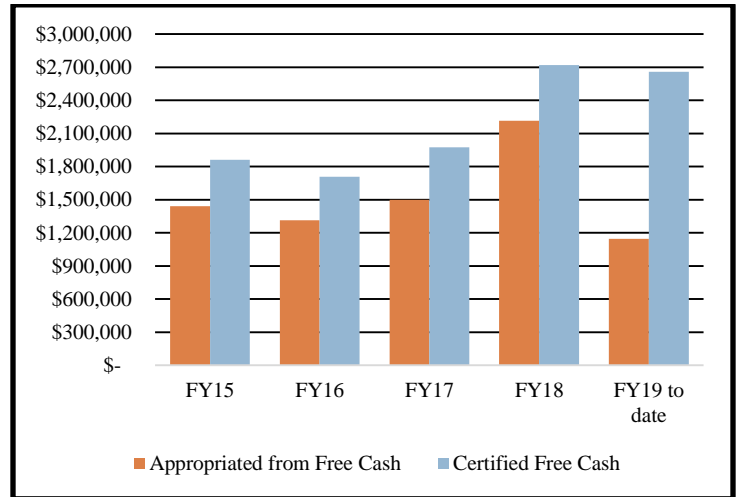
Medicaid Reimbursements

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 2020 estimate will be level funded at \$80,000.



Certified Free Cash

Free Cash was certified for fiscal year 2019 beginning 7/1/201 at \$2,659,656. 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:	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	FY24 Projected
Property Tax Levy	\$ 27,025,651	\$ 27,956,093	\$ 28,896,195	\$ 29,861,006	\$ 30,851,149	\$ 31,867,264
State Aid Cherry Sheet	\$ 12,371,011	\$ 12,536,611	\$ 12,724,660	\$ 12,915,530	\$ 13,109,263	\$ 13,305,902
Estimated Local Receipts	\$ 2,510,223	\$ 2,557,223	\$ 2,582,223	\$ 2,607,223	\$ 2,632,223	\$ 2,657,223
Free Cash	\$ 572,460	\$ 340,758	\$ 419,763	\$ 418,563	\$ 382,463	\$ 381,463
Other Available Funds/Other Financing	\$ 2,139,238	\$ 2,159,989	\$ 2,166,595	\$ 2,224,607	\$ 2,255,522	\$ 2,319,079
Total Revenues	\$ 44,618,583	\$ 45,550,674	\$ 46,789,436	\$ 48,026,929	\$ 49,230,620	\$ 50,530,931
Total Revenues % Change	2.91%	2.09%	2.72%	2.64%	2.51%	2.64%
Expenditures:						
General Government	\$ 2,422,954	\$ 2,534,651	\$ 2,535,674	\$ 2,596,303	\$ 2,660,966	\$ 2,719,267
Public Safety	\$ 2,912,984	\$ 2,999,978	\$ 3,063,736	\$ 3,139,698	\$ 3,217,559	\$ 3,285,940
Education	\$ 21,251,924	\$ 21,526,460	\$ 21,892,410	\$ 22,330,258	\$ 22,776,863	\$ 23,232,400
Public Works	\$ 1,588,881	\$ 1,647,735	\$ 1,682,923	\$ 1,722,605	\$ 1,763,250	\$ 1,800,960
Health & Human Services	\$ 991,260	\$ 1,001,350	\$ 1,022,586	\$ 1,046,268	\$ 1,070,515	\$ 1,093,250
Culture & Libraries	\$ 721,997	\$ 759,053	\$ 775,582	\$ 794,456	\$ 813,805	\$ 831,561
Debt Service	\$ 1,904,212	\$ 2,016,728	\$ 1,914,260	\$ 1,767,484	\$ 1,631,600	\$ 1,601,389
Fixed Costs/Benefits	\$ 8,748,504	\$ 9,016,103	\$ 9,651,898	\$ 10,276,517	\$ 10,905,596	\$ 11,518,895
Capital Items Placeholder	\$ 200,000	\$ 300,000	\$ 346,943	\$ 491,618	\$ 560,953	\$ 590,164
Ledges Golf Course Operating Deficit	\$ 165,997	\$ (34,905)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
State Assessments	\$ 2,387,493	\$ 2,480,799	\$ 2,604,839	\$ 2,735,081	\$ 2,871,835	\$ 3,015,427
Other Amounts to be Raised	\$ 1,322,378	\$ 1,302,719	\$ 1,315,384	\$ 1,320,911	\$ 1,331,466	\$ 1,342,048
Total Expenditures	\$ 44,618,584	\$ 45,550,670	\$ 46,856,235	\$ 48,271,201	\$ 49,654,407	\$ 51,081,301
Total Expenditures % Change	2.91%	2.09%	2.87%	3.02%	2.87%	2.87%
Cumulative Surplus/(Shortfall)	\$ (2)	\$ 3	\$ (66,800)	\$ (244,271)	\$ (423,787)	\$ (550,370)
Annual Surplus/(Shortfall)	\$ -	\$ -	\$ -	\$ (177,471)	\$ (179,515)	\$ (126,584)

Indirect Costs and Supporting Documentation:

School Indirect Costs-FY20

FY 20:

FY 20 Budget Recommendation \$21,526,460

Estimated:

<i>Health Insurance</i>	\$	3,245,650
<i>FICA/Medicare</i>	\$	239,250
<i>Contributory & Non Contr. Retirement</i>	\$	1,059,073
<i>Unemployment</i>	\$	23,000
<i>Property & Liability Insurance</i>	\$	87,335
<i>Workers Compensation</i>	\$	120,750

Total Indirects \$ 4,775,058

**Total Amount of Budget Dollars in Support
of School Department (not including debt)** \$26,301,518

SHELD Indirect Costs-FY20

FY 20:

FY 20 Estimated Reimbursables

<i>Health Insurance</i>	\$	233,193
<i>FICA/Medicare</i>	\$	34,875
<i>Contributory Retirement</i>	\$	487,043

Total Estimated Reimbursables \$ 755,111

Estimated Transfer to Town (PILOT) \$ 175,000

Landfill Enterprise –FY20 Supporting Documentation

Estimated Revenues

User Charges	\$	911,335
Other Departmental Revenue	\$	85,000
Interest Income	\$	10,000
Retained Earnings	\$	<u>150,000</u>
Total	\$	1,156,335

Expenses

Landfill Enterprise Operating Budget

Personal Services	\$	98,659
Other Expenses	\$	<u>921,203</u>
Total Operating Budget	\$	1,019,862

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

Subtotal	\$	1,019,862
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Direct/Indirect Costs in General Fund

Admin Services	\$	66,235
Health & Life Insurance	\$	33,658
FICA	\$	1,412
Retirement	\$	26,150
Liab. Insurance/ Misc.	\$	<u>9,018</u>
Subtotal	\$	136,473

Total	\$	<u>1,156,335</u>
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Surplus/Deficit	\$	-
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Proposed funding is as follows:

\$869,862 to come from enterprise revenues, \$150,000 to come from enterprise retained earnings, and \$136,473 to be appropriated in the general fund and funded from Landfill enterprise revenues.

* (Certified Retained Earnings as of 7/1/18 - \$507,444)

WWTP Enterprise-FY20 Supporting Documentation

Estimated Revenues

User Charges	\$	2,166,366
Connection Fee's	\$	10,000
Other Departmental Revenue	\$	5,000
Interest Income	\$	25,000
Retained Earnings	\$	-
Total	\$	2,206,366

Expenses

WWTP Enterprise Operating Budget

Personal Services	\$	546,802
Other Expenses	\$	816,880
Total Operating Budget	\$	1,363,682

Debt & Interest	\$	423,087
Capital Outlay	\$	TBD

Subtotal	\$	1,786,769
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Direct/Indirect Costs in General Fund

Admin Services	\$	156,941
Health & Life Insurance	\$	88,144
FICA	\$	6,465
Retirement	\$	124,212
Liab. Insurance/ Misc.	\$	43,835
Subtotal	\$	419,597

Total	\$	2,206,366
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Surplus/Deficit	\$	-
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Proposed funding is as follows:

\$1,786,769 to come from enterprise revenues, and \$419,597 to be appropriated in the general fund and funded from WWTP enterprise revenues.

* (Certified Retained Earnings as of 7/1/18 - \$1,303,267)

Golf Course Enterprise-FY20 Supporting Documentation

Estimated Revenues

Green Fee's/ Cart Rentals	\$	826,625	
Pro Shop	\$	115,876	
Miscellaneous	\$	9,653	
Food & Beverage	\$	293,179	
Retained Earnings	\$	-	
Total	\$	1,245,333	(per IGM Contract Estimates)

Expenses

Golf Enterprise Operating Budget

Other Expenses:

Contract Maintenance	\$	547,928	
Contract Management	\$	36,000	
Other Expenses	\$	626,500	
Total Operating Budget	\$	1,210,428	

Debt & Interest	\$	375,663	
Capital Outlay	\$	TBD	

Subtotal	\$	1,586,091	
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Direct/Indirect Costs in General Fund

Admin & DPW Related Services	\$	19,195	
Health & Life Insurance/FICA/Retirement	\$	2,656	
Liab. Insurance/ Misc.	\$	7,424	
Subtotal	\$	29,275	

Total	\$	1,615,366	
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Estimated Budgeted Surplus/(Deficit)	\$	(370,033)	
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Proposed funding is as follows:

\$1,245,333 to come from enterprise revenues, \$340,758 to come from free cash, and \$29,275 to be appropriated in the general fund from the tax levy.

* (Certified Retained Earnings as of 7/1/18 - \$89,200)

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	2017	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 2020 Debt Service

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

4/16/2019

General Debt:	General Principal	General Interest	General Offsets	General Total
Library Land (09/15/11)	\$ 70,000.00	\$ 5,250.00	\$ -	\$ 75,250.00
School Remodel (12/18/13)	\$ 240,000.00	\$ 66,645.00	\$ -	\$ 306,645.00
ESCO B (12/18/13)	\$ 80,000.00	\$ 71,362.50	\$ (54,394.00)	\$ 96,968.50
Dept Equipment (12/16/14)	\$ 25,000.00	\$ 5,700.00	\$ -	\$ 30,700.00
FY17 Dept Equip (7/20/17)	\$ 20,000.00	\$ 5,718.75	\$ -	\$ 25,718.75
FY18 Dept Equip (7/20/17)	\$ 45,000.00	\$ 15,150.00	\$ -	\$ 60,150.00
Building Renovations (7/20/17)	\$ 230,000.00	\$ 48,487.50	\$ -	\$ 278,487.50
FY17 Sidewalks (7/20/17)	\$ 40,000.00	\$ 15,331.26	\$ -	\$ 55,331.26
Recreation (7/20/17)	\$ 60,000.00	\$ 24,943.76	\$ -	\$ 84,943.76
Streets (7/20/17)	\$ 35,000.00	\$ 14,031.26	\$ -	\$ 49,031.26
Total	\$ 845,000.00	\$ 272,620.03	\$ (54,394.00)	\$ 1,063,226.03

Excluded Debt:	Excluded Principal	Excluded Interest	Excluded Offsets	Excluded Total
School Refunding (04/01/07)	\$ 130,000.00	\$ 7,675.00	\$ -	\$ 137,675.00
Library (12/18/13)	\$ 115,000.00	\$ 107,308.75	\$ -	\$ 222,308.75
Plains Feasibility Study (12/18/13)	\$ 10,000.00	\$ 8,501.25	\$ -	\$ 18,501.25
Plains (12/18/13)	\$ 35,000.00	\$ 33,096.25	\$ -	\$ 68,096.25
Library (12/16/14)	\$ 15,000.00	\$ 12,062.50	\$ (702.25)	\$ 26,360.25
Plains (12/16/14)	\$ 270,000.00	\$ 256,912.50	\$ (14,338.38)	\$ 512,574.12
Plains (11/10/15)	\$ 120,000.00	\$ 71,750.00	\$ (6,188.39)	\$ 185,561.61
Library (11/10/15)	\$ 10,000.00	\$ 5,500.00	\$ (452.48)	\$ 15,047.52
Total	\$ 705,000.00	\$ 502,806.25	\$ (21,681.50)	\$ 1,186,124.75

Sewer Debt:	Sewer Principal	Sewer Interest	Sewer Offsets	Sewer Total
WPAT 98-128 (09/28/01)	\$ 69,723.52	\$ 1,917.40	\$ (22,914.96)	\$ 48,725.96
WPAT CW-05-26 (12/14/06)	\$ 223,357.00	\$ 36,135.21	\$ -	\$ 259,492.21
WPAT (12/15/09)	\$ 69,705.29	\$ 12,913.05	\$ -	\$ 82,618.34
Sewer (09/15/11)	\$ 30,000.00	\$ 2,250.00	\$ -	\$ 32,250.00
Total	\$ 392,785.81	\$ 53,215.66	\$ (22,914.96)	\$ 423,086.51

Golf Debt:	Golf Principal	Golf Interest	Golf Offsets	Golf Total
Golf Clubhouse (09/15/11)	\$ 40,000.00	\$ 3,000.00	\$ -	\$ 43,000.00
Golf Refunding (7/20/17)	\$ 240,000.00	\$ 92,662.50	\$ -	\$ 332,662.50
Total	\$ 280,000.00	\$ 95,662.50	\$ -	\$ 375,662.50

Totals:	Principal	Interest	Offsets	Total
General Debt	\$ 845,000.00	\$ 272,620.03	\$ (54,394.00)	\$ 1,063,226.03
Excluded Debt	\$ 705,000.00	\$ 502,806.25	\$ (21,681.50)	\$ 1,186,124.75
Sewer Debt	\$ 392,785.81	\$ 53,215.66	\$ (22,914.96)	\$ 423,086.51
Golf Debt	\$ 280,000.00	\$ 95,662.50	\$ -	\$ 375,662.50
Grand Total	\$ 2,222,785.81	\$ 924,304.44	\$ (98,990.46)	\$ 3,048,099.79

Current Long-Term Debt Schedule

FY	Principle	Interest	Total
2019	\$ 2,137,486	\$ 988,540	\$ 3,126,027
2020	\$ 2,201,788	\$ 922,387	\$ 3,124,175
2021	\$ 2,103,984	\$ 849,932	\$ 2,953,916
2022	\$ 1,955,023	\$ 779,992	\$ 2,735,016
2023	\$ 1,886,185	\$ 717,896	\$ 2,604,081
2024	\$ 1,917,472	\$ 657,548	\$ 2,575,020
2025	\$ 1,808,885	\$ 586,954	\$ 2,395,839
2026	\$ 1,890,428	\$ 526,696	\$ 2,417,124
2027	\$ 1,877,103	\$ 466,023	\$ 2,343,127
2028	\$ 1,661,801	\$ 417,923	\$ 2,079,724
2029	\$ 1,610,000	\$ 370,599	\$ 1,980,599
2030	\$ 1,095,000	\$ 325,143	\$ 1,420,143
2031	\$ 1,140,000	\$ 288,818	\$ 1,428,818
2032	\$ 1,080,000	\$ 249,079	\$ 1,329,079
2033	\$ 1,120,000	\$ 210,796	\$ 1,330,796
2034	\$ 895,000	\$ 175,381	\$ 1,070,381
2035	\$ 925,000	\$ 143,469	\$ 1,068,469
2036	\$ 750,000	\$ 110,469	\$ 860,469
2037	\$ 780,000	\$ 81,856	\$ 861,856
2038	\$ 805,000	\$ 52,063	\$ 857,063
2039	\$ 535,000	\$ 20,063	\$ 555,063
Totals	\$ 30,175,156	\$ 8,941,626	\$ 39,116,782
General	\$ 8,175,000	\$ 1,975,815	\$ 10,150,815
Excluded	\$ 15,605,000	\$ 6,105,604	\$ 21,710,604
Enterprise	\$ 6,395,156	\$ 860,207	\$ 7,255,363

SECTION III: DEPARTMENTAL BUDGETS

Selectboard

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 283,840	\$ 278,903	\$ 286,645	\$ 288,819	\$ 291,586
O/E	\$ 34,766	\$ 23,482	\$ 23,200	\$ 17,200	\$ 19,000
Total	\$ 318,606	\$ 302,385	\$ 309,845	\$ 306,019	\$ 310,586

Cable Access Studio

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 80,910	\$ 82,241	\$ 84,933	\$ 85,555	\$ 88,074
O/E	\$ 29,655	\$ 25,341	\$ 25,700	\$ 26,400	\$ 27,200
Total	\$ 110,565	\$ 107,582	\$ 110,633	\$ 111,955	\$ 115,274

Finance Committee/ Reserve Fund

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total	\$ -	\$ -	\$ 20,000	\$ 18,000	\$ 18,000

Accountant/Auditor

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 185,516	\$ 194,661	\$ 202,077	\$ 203,632	\$ 205,681
O/E	\$ -	\$ -	\$ 160	\$ 150	\$ 150
Total	\$ 185,516	\$ 194,661	\$ 202,237	\$ 203,782	\$ 205,831

Wage and Classification

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Merit Plan	\$ 52,000	\$ 53,000	\$ 65,000	\$ 68,000	\$ 68,000
Transferred/Expended	\$ (47,422)	\$ (48,108)	\$ (19,114)	\$ -	\$ -
Total	\$ 4,578	\$ 4,892	\$ 45,886	\$ 68,000	\$ 68,000

Human Resources

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 43,087	\$ 34,600	\$ 49,500	\$ 52,381	\$ 54,919
O/E	\$ 49,897	\$ 47,828	\$ 50,200	\$ 50,200	\$ 51,400
Total	\$ 92,984	\$ 82,428	\$ 99,700	\$ 102,581	\$ 106,319

Assessor

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 133,713	\$ 134,388	\$ 134,677	\$ 141,695	\$ 142,702
O/E	\$ 61,183	\$ 40,320	\$ 41,810	\$ 42,010	\$ 42,010
Total	\$ 194,896	\$ 174,708	\$ 176,487	\$ 183,705	\$ 184,712

Collector/Treasurer

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 193,603	\$ 134,505	\$ 151,500	\$ 151,195	\$ 162,541
O/E	\$ 50,880	\$ 54,188	\$ 62,733	\$ 63,135	\$ 54,135
Total	\$ 244,483	\$ 188,693	\$ 214,233	\$ 214,330	\$ 216,676

Town Audit

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Actuary Study	\$ 27,500	\$ 28,500	\$ 29,000	\$ 32,000	\$ 31,000
Annual Audit	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
Total	\$ 31,500	\$ 32,500	\$ 33,000	\$ 36,000	\$ 35,000

Town Clerk

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 76,958	\$ 73,775	\$ 120,000	\$ 129,942	\$ 131,504
O/E	\$ 4,088	\$ 777	\$ 10,000	\$ 12,000	\$ 9,400
Total	\$ 81,046	\$ 74,552	\$ 130,000	\$ 141,942	\$ 140,904

Legal Services

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 2,600	\$ 2,600	\$ 2,600	\$ 2,000	\$ 2,000
O/E	\$ 33,182	\$ 26,572	\$ 58,000	\$ 52,000	\$ 52,000
Total	\$ 35,782	\$ 29,172	\$ 60,600	\$ 54,000	\$ 54,000

Information Technology

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 59,339	\$ 61,731	\$ 65,541	\$ 66,044	\$ 68,473
O/E	\$ 173,205	\$ 222,354	\$ 239,187	\$ 251,855	\$ 253,255
Total	\$ 232,544	\$ 284,085	\$ 304,728	\$ 317,899	\$ 321,728

Elections

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 28,302	\$ 13,100	\$ 21,000	\$ 10,000	\$ 10,000
O/E	\$ 14,799	\$ 17,743	\$ 17,600	\$ 17,600	\$ 17,100
Total	\$ 43,101	\$ 30,843	\$ 38,600	\$ 27,600	\$ 27,100

Planning/Conservation

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 164,092	\$ 193,449	\$ 199,604	\$ 199,490	\$ 204,025
O/E	\$ 3,212	\$ 15,914	\$ 32,750	\$ 24,300	\$ 24,300
Total	\$ 167,304	\$ 209,363	\$ 232,354	\$ 223,790	\$ 228,325

Public Building Maintenance

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total	\$ 261,521	\$ 225,811	\$ 267,730	\$ 284,330	\$ 267,830

Internal Service Fund

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total	\$ 9,874	\$ 12,946	\$ 12,000	\$ 13,500	\$ 13,500

Town Reports

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total	\$ 2,228	\$ 2,324	\$ 2,800	\$ 2,800	\$ 2,800

Police

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 2,321,086	\$ 2,366,809	\$ 2,468,772	\$ 2,564,931	\$ 2,542,986
O/E	\$ 248,786	\$ 244,315	\$ 258,865	\$ 271,252	\$ 272,252
Total	\$ 2,569,872	\$ 2,611,124	\$ 2,727,637	\$ 2,836,183	\$ 2,815,238

Inspection Services

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 151,094	\$ 149,204	\$ 167,222	\$ 166,822	\$ 169,341
O/E	\$ 4,710	\$ 6,008	\$ 11,550	\$ 8,800	\$ 8,800
Total	\$ 155,804	\$ 155,212	\$ 178,772	\$ 175,622	\$ 178,141

Weights and Measures

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 6,215	\$ 6,215	\$ -	\$ -	\$ -
O/E	\$ 102	\$ -	\$ 6,575	\$ 6,600	\$ 6,600
Total	\$ 6,317	\$ 6,215	\$ 6,575	\$ 6,600	\$ 6,600

Department of Public Works

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 857,210	\$ 899,584	\$ 899,419	\$ 914,152	\$ 910,602
O/E	\$ 451,315	\$ 470,468	\$ 488,450	\$ 512,620	\$ 538,120
Total	\$ 1,308,525	\$ 1,370,052	\$ 1,387,869	\$ 1,426,772	\$ 1,448,722

Snow & Ice Removal

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 60,803	\$ 54,115	\$ 20,380	\$ 20,380	\$ 20,380
O/E	\$ 300,709	\$ 255,134	\$ 79,632	\$ 79,633	\$ 79,633
Total	\$ 361,512	\$ 309,249	\$ 100,012	\$ 100,013	\$ 100,013

Street Lighting

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total	\$ 101,917	\$ 96,236	\$ 101,000	\$ 99,000	\$ 99,000

Health

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 146,277	\$ 153,310	\$ 156,540	\$ 157,052	\$ 163,337
O/E	\$ 34,203	\$ 43,928	\$ 59,010	\$ 68,210	\$ 68,210
Total	\$ 180,480	\$ 197,238	\$ 215,550	\$ 225,262	\$ 231,547

Council on Aging

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 263,182	\$ 296,624	\$ 320,860	\$ 337,788	\$ 332,973
O/E	\$ 88,835	\$ 94,190	\$ 94,350	\$ 99,430	\$ 98,330
Total	\$ 352,017	\$ 390,814	\$ 415,210	\$ 437,218	\$ 431,303

Veterans' Services

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total	\$ 338,434	\$ 292,040	\$ 360,500	\$ 338,500	\$ 338,500

Library

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 422,111	\$ 457,303	\$ 466,612	\$ 492,435	\$ 493,443
O/E	\$ 230,394	\$ 231,354	\$ 246,550	\$ 255,775	\$ 255,775
Total	\$ 652,505	\$ 688,657	\$ 713,162	\$ 748,210	\$ 749,218

Recreation

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 111,907	\$ 126,081	\$ 126,081	\$ 127,027	\$ 125,027
O/E	\$ -	\$ 1,050	\$ 1,040	\$ 1,040	\$ 1,040
Total	\$ 111,907	\$ 127,131	\$ 127,121	\$ 128,067	\$ 126,067

Canal Park

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total	\$ 741	\$ 2,312	\$ 2,500	\$ 3,000	\$ 3,500

Old Firehouse Museum

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total \$	5,071	\$ 6,439	\$ 6,335	\$ 6,335	\$ 6,335

Retirement of Debt: Principal

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
General Fund:Principal	\$ 415,000	\$ 410,000	\$ 720,000	\$ 845,000	\$ 845,000
General fund: Excluded	\$ 1,854,931	\$ 1,840,000	\$ 745,000	\$ 705,000	\$ 705,000
Sewer Principal	\$ 386,540	\$ 396,406	\$ 402,486	\$ 371,788	\$ 371,788
Ledges Principal	\$ 255,000	\$ 290,000	\$ 270,000	\$ 280,000	\$ 280,000
Total	\$ 2,911,471	\$ 2,936,406	\$ 2,137,486	\$ 2,201,788	\$ 2,201,788

Interest: Long-Term Debt

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
General Fund:	\$ 179,432	\$ 292,275	\$ 295,120	\$ 272,620	\$ 272,620
General fund: Excluded	\$ 836,511	\$ 596,806	\$ 528,806	\$ 502,806	\$ 502,806
Sewer Interest	\$ 74,548	\$ 65,855	\$ 58,151	\$ 51,298	\$ 51,298
Ledges Interest	\$ 157,145	\$ 72,433	\$ 106,463	\$ 95,663	\$ 95,663
Total	\$ 1,247,636	\$ 1,027,369	\$ 988,540	\$ 922,387	\$ 922,387

Interest: Short-Term Debt

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Borrowing Costs	\$ -	\$ 1,220	\$ 35,992	\$ 35,000	\$ 35,000
Interest: Short-Term	\$ 13,396	\$ 40,236	\$ 6,000	\$ 38,208	\$ 38,208
Paydown	\$ 150,000	\$ 172,400	\$ 10,000	\$ 35,000	\$ 35,000
	\$ 163,396	\$ 213,856	\$ 51,992	\$ 108,208	\$ 108,208

Retirement

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total	\$ 2,674,901	\$ 2,787,457	\$ 2,869,344	\$ 3,268,743	\$ 3,268,743

Unemployment Compensation

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total \$	81,979	\$ 65,378	\$ 100,000	\$ 100,000	\$ 65,000

Group Health Insurance

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total \$	3,996,330	\$ 4,268,775	\$ 4,738,800	\$ 5,100,200	\$ 4,670,000

Fica/Medicare

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total \$	341,500	\$ 347,576	\$ 375,000	\$ 375,000	\$ 375,000

Liability Insurance

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total \$	266,494	\$ 241,303	\$ 270,360	\$ 267,360	\$ 267,360

Ct. River Channel Markers

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total \$	3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500

DPW: Landfill

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 92,720	\$ 70,916	\$ 94,162	\$ 98,659	\$ 98,659
O/E	\$ 896,116	\$ 869,799	\$ 920,678	\$ 920,203	\$ 921,203
Total \$	988,836	\$ 940,715	\$ 1,014,840	\$ 1,018,862	\$ 1,019,862

DPW: Sewerage

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total \$	57,687	\$ 52,863	\$ 57,400	\$ 57,400	\$ 57,400

DPW: Water Pollution Control

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 394,653	\$ 411,204	\$ 451,237	\$ 546,802	\$ 546,802
O/E	\$ 717,347	\$ 744,636	\$ 753,300	\$ 759,480	\$ 759,480
Total	\$ 1,112,000	\$ 1,155,840	\$ 1,204,537	\$ 1,306,282	\$ 1,306,282

Ledges Golf Course/Valley View

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
P/S	\$ 279,518	\$ 204,523	\$ 100,000	\$ -	\$ -
O/E	\$ 943,762	\$ 937,053	\$ 1,221,892	\$ 1,210,428	\$ 1,210,428
Total	\$ 1,223,280	\$ 1,141,576	\$ 1,321,892	\$ 1,210,428	\$ 1,210,428

Workers' Compensation

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Appropriated	Requested	Recommended
Total	\$ 154,020	\$ 108,984	\$ 150,000	\$ 100,000	\$ 150,000

Injured on Duty

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Appropriated	Requested	Recommended
Total	\$ 55,292	\$ 50,719	\$ 70,000	\$ 70,000	\$ 70,000

Stabilization

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Appropriated	Requested	Recommended
Total	\$ -	\$ -	\$ 100,000	\$ -	\$ -

Capital Stabilization

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Appropriated	Requested	Recommended
Total	\$ -	\$ -	\$ 100,000	\$ -	\$ -

Senior Center Stabilization

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Appropriated	Requested	Recommended
Total \$	-	-	\$ 200,000	\$ 200,000	\$ 300,000

OPEB

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Appropriated	Requested	Recommended
Total \$	-	-	\$ 100,000	\$ 150,000	\$ 150,000

Conservation Land Fund

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Appropriated	Requested	Recommended
Total \$	721	775	\$ 5,000	\$ 5,000	\$ 5,000

School

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Personnel	\$ 15,576,286	\$ 15,750,746	\$ 16,248,455	\$ 16,900,000	\$ 16,450,000
Expense	\$ 4,263,072	\$ 4,225,350	\$ 4,083,009	\$ 4,200,000	\$ 4,125,000
Tuitions	\$ 937,971	\$ 937,971	\$ 920,460	\$ 951,460	\$ 951,460
Total \$	20,777,329	\$ 20,914,067	\$ 21,251,924	\$ 22,051,460	\$ 21,526,460

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total General Fund	\$ 19,845,337	\$ 20,097,784	\$ 20,164,598	\$ 21,180,501	\$ 20,729,255
Total Misc. Trust	\$ 209,312	\$ 159,703	\$ 1,525,000	\$ 525,000	\$ 675,000
Total Receipts Reserved	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Total DPW: Landfill	\$ 988,836	\$ 940,715	\$ 1,014,840	\$ 1,019,461	\$ 1,019,862
Total DPW: WWTP	\$ 1,169,687	\$ 1,208,703	\$ 1,261,937	\$ 1,363,682	\$ 1,363,682
Total Ledges	\$ 1,223,280	\$ 1,141,576	\$ 1,321,892	\$ 1,210,428	\$ 1,210,428
Total School	\$ 20,777,329	\$ 20,914,067	\$ 21,251,924	\$ 22,051,460	\$ 21,526,460
Total \$	44,217,281	\$ 44,466,048	\$ 46,543,691	\$ 47,354,032	\$ 46,528,187

DEPARTMENTAL BUDGETS: FACILITIES

Facilities: Health & Safety Coordinator

	FY17	FY18	FY19	FY20	TA
	Expended	Expended	Budgeted	Requested	Recommended
Total \$	-	-	\$ -	\$ 87,000	\$ 87,000