

**SELECTBOARD MEETING
TUESDAY, NOVEMBER 1, 2016
SELECTBOARD MEETING ROOM – 7:00 P.M.
AGENDA**

Note: Not all the topics listed in this notice may actually 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.

1. CALL TO ORDER
2. APPROVAL OF MINUTES *Minutes of October 6, 2016 regular Selectboard meeting*
Minutes of October 18, 2016 regular Selectboard meeting
3. ANNOUNCEMENTS/OPEN FORUM
 - Introduction of New Town Employees: Nancy Yesu, Joanne Levesque and Joseph Latronica
4. CONSENT AGENDA
 - A. One Day Beer and Wine License Requests:
 - Imad Zubi, Willits-Hallowell Center – November 11, 2016 – MHC Art Museum Lobby
5. NEW BUSINESS
 - A. FY 17 Budget Quarterly Review
 - B. FY 18 Budget Parameters
6. INTERVIEW
 - Application of Richard Matteson for Appointment to the Board of Library Trustees to term ending April 11, 2017
7. RESIGNATIONS/APPOINTMENTS
 - A. Application of Rebecca Slitt for Appointment to the Cultural Council to term ending June 30, 2020/November 1, 2019
 - B. Application of Rita Starzyk for Appointment to the Cultural Council to term ending June 30, 2020/November 1, 2019
8. OTHER BUSINESS
 - A. Ledges Update
 - B. Ledges 2017 Rate recommendation
 - C. Selectboard in the Community
9. TOWN ADMINISTRATORS REPORT
10. CHAIRMAN'S REPORT
11. ADJOURN

**SELECTBOARD MEETING
THURSDAY, OCTOBER 6, 2016
SELECTBOARD MEETING ROOM – 7 P.M.
MINUTES**

Present were Members: Chair John R. Hine, Vice Chair Sarah Etelman, Clerk Bruce C. Forcier, Ira J. Brezinsky and Francis J. DeToma; Town Administrator Michael J. Sullivan.

At 7:04 p.m., Chair Hine called the meeting to order, noting that all members were present.

1. APPROVAL OF MINUTES

SB Member Etelman moved to approve the minutes of the September 20, 2016 regular Selectboard meeting. SB Member Forcier seconded. The motion passed 4:0 with one abstention (SB Member DeToma).

1. ANNOUNCEMENTS

SB Member Etelman reminded residents planning on having a tag sale over the Columbus Day weekend that they need a tag sale permit. Permits can be obtained either on line or in the Clerk's office of Town Hall.

In election-related announcements, the Town Clerk wanted to let everyone know that absentee ballots are in and are being mailed out to those who have requested them. Absentee ballots can be requested up until noon on the day before the election (November 7, 2016) but must be returned by the close of polls on November 8th. The deadline for registering to vote or changing one's party designation is Wednesday, October 19th.

SB Member Forcier informed business owners and managers in South Hadley that Know Your Town (KYT) and the South Hadley/Granby Chamber of Commerce are partnering to hold a free program featuring local businesses called "Spotlight on South Hadley Businesses" on Thursday, November 9th from 7 to 9 p.m. at the South Hadley High School cafeteria. It is an excellent opportunity to advertise a business and promote South Hadley, he suggested. More information is available at www.shgchamber.com.

The first annual South Hadley jazz festival is going to take place a week from Sunday – October 16, 2016 - SB Member Brezinsky reminded. It is an all-day, completely free event starting at 10 a.m. There will be a series of seminars having to do with music and jazz starting with Tom Bergeron, principal trumpet player for the Springfield symphony. At 10:30 a.m., Nancy Janus will host a seminar on listening to Jazz. Beginning at 11 a.m., there will be a series of master classes geared toward musicians. All activities will take place at the Pioneer Valley Performing Arts (PVPA) School in its new performing arts space. Evening performances will include Valley Divas, samba, bossa nova and big band and culminate with a set by Tom Bergeron and his quintet at 6:15 p.m. The event is free of charge and food vendors will be on site. The substance-free event is sponsored by Music and Arts South Hadley (MASH) in conjunction with the PVPA and the South Hadley Public Schools music departments, he related.

In conjunction with the DPW, the South Hadley Falls Neighborhood Association (SHFNA) is co-sponsoring an annual cleanup of South Hadley Falls on Saturday, October 22nd, from 9 a.m. to 12 p.m., SB Member DeToma announced. Admission is free. He encouraged friends of the falls to come down and spend a few hours on this worthwhile project. And, Sunday, October 30, 2016 at 1:30 p.m., the 2nd annual Rag Shag Parade will start at 1:30 p.m. at the South Hadley Public Library (SHPL) and proceed down the street to the park. There will be prizes for the kids, activities, etc. Participants are asked to assemble in the parking lot by the library.

Chair Hine asked if anyone present wished to address the Selectboard under open forum. No one responded.

The Pioneer Valley Transit Authority held a public hearing today on proposed changes to the route for the Tiger Trolley; specifically, having the Tiger Trolley come over the Route 116 (Veterans Memorial) bridge instead of the 202 bridge, Mr. Sullivan related. The Tiger Trolley has a "Passengers per Revenue Hour" (PPRH) rating of only 3.5 while the threshold for minimum ridership is 5. In another proposed change, Lathrop Village and the library will continue to be served, but as Transit Access Points rather than as fixed stops. For the last run of the day, the shuttle will go to both locations automatically, but for other runs, PVTA asks riders to call ahead to arrange pick up.

Mr. Sullivan drew attention to the new wall-mounted, flat screen monitor in the Selectboard Meeting Room to be used primarily for presentations. The monitor is one of two purchased for Town Meetings in the auditorium, Chair Hine noted.

2. PUBLIC HEARING ON LAYOUT OF LAWRENCE AVENUE

At 7:15 p.m., Chair Hine opened a public hearing on the layout of Lawrence Avenue. He read a description of the roadway as follows:

Unaccepted portion of Lawrence Avenue - the subject property is approximately a 50 foot wide right of way and known as that portion of Lawrence Avenue located 600 feet or more south of Granby Road abutting parcels 133, 142 and 185 as depicted on Assessor's Map #16 and as generally depicted by an annotation by the Town on a Survey of Land for Armand Choiniere by M. Stevens and T. Jackson dated June 10, 1955.

This portion of the road was never formally accepted by the town, Chair Hine explained. After the Selectboard acts to lay out the road, Town Meeting must vote to accept it, he clarified.

It is a fairly common problem in most towns that, over the course of time, some streets are accepted, but their full length or width is not included in the acceptance, Mr. Sullivan elaborated. He referred to River Lodge Road, which the town does not own and which is not an accepted way. The town owns the first 350 feet. Beyond that, the responsibility lies with the developer that developed Riverboat apartments. Developers are responsible at some point to improve newly-created roads to town standards so that the town can consider acceptance. Numerous streets have never been accepted such as the Meadows. In this case, homeowners got together and paved their own street.

He referred to a paper street on the posted plan (Handy Street) that was never developed and never accepted by the town. Town counsel advised him that abutting property owners technically own to the center line of the road. Despite that assertion, he strongly advised anyone intending to use this land to consult an attorney and perfect their deed.

The need to accept the unaccepted portion of Lawrence Avenue came to light because the town auctioned off a buildable lot, Mr. Sullivan continued. (Acceptance of the road does not affect the buildable status of the lot, he stressed.) If it doesn't accept the whole road, the town legally is not authorized to pave or make improvements to this small section or to plow it except to make it passable for emergency vehicles. It seemed reasonable to remedy the situation once it was brought to light, he advised.

Town Planner Richard Harris disclosed that he is an owner in Hillcrest Park, a condominium complex located on Lawrence Avenue. The segment in question is a small section, he confirmed. When Lawrence Avenue was accepted by Town Meeting, the warrant said "600 feet, plus or minus," but the motion to accept the road left off the plus or minus. If laid out, he would file a plan with the town clerk and it would be presented to Town Meeting for acceptance. There are a lot of streets in town that people assume are town roads but that have never formally been accepted. He, the Town Administrator and DPW Superintendent have discussed how to address this situation but recognize that acceptance of dozens of roads would take hours and hours of public hearings. The segment is about 50 feet in length on the left side and 75 feet on the right. The town has for decades assumed it was a town road.

Chair Hine asked if anyone wished to speak for or against.

Sharon Buckley of 14 Lawrence Avenue asked exactly where the section of road is, and Mr. Harris informed her that the unaccepted portion runs along the last 25 feet of her lot line. She asked about the paper street (Handy), and Mr. Sullivan assured her that the town does not own it and seeks no rights to it. When asked about such paper streets, town officials usually recommend that residents adjacent to these rights of way take action to perfect their deeds to ensure continued ownership to the center line of the roadway, he reiterated.

Ken Hall of Unit 51 Hillcrest Park said he questioned the veracity of the map. It shows Central Avenue going right into Hillcrest Park and Central Avenue does not come into the condominium complex, he said.

It's a right-of-way, Mr. Harris said. Central Avenue's right-of-way stops north of Hillcrest Park, he clarified.

The next step is for the Selectboard to accept the layout as presented in the hearing, Mr. Sullivan advised.

Chair Hine closed the public hearing and entertained a motion to accept the laying out of Lawrence Avenue. **SB Member Etelman so moved. SB Member Brezinsky seconded. The motion passed unanimously 5:0.**

An article requesting acceptance of the road will go to the next Special Town Meeting, members noted.

Linda L. Young of 15 Westbrook Road asked if the Selectboard would be bringing up other street acceptances at the Special Town Meeting.

We would love to but we are not prepared, Mr. Sullivan responded. Town officials have been given an edict to find a responsible party, if one exists, and hold it responsible for the cost of improving the road to Department of Transportation (DOT) standards in order to qualify for Chapter 90 money. A lot of research has to go into a number of the streets to see who is responsible. They are hoping a more universal map will be available for a subsequent Town Meeting, perhaps the annual one. It is a time-consuming process that takes a great deal of work and research. There are over a hundred unaccepted streets. They were fortunate in this instance to find

a survey attached to an old deed, Mr. Harris noted. In a lot of the cases, a survey doesn't exist, so the town itself might have to survey the property.

Mrs. Young said she didn't understand why the Selectboard was bringing this forward at this time.

It's ready, so why not go ahead, Chair Hine responded. Mr. Sullivan said he would respectfully argue that this is what has been happening; action has been put aside and put aside, and [consequently] no action has been taken. When we have them ready and are able to, we bring them forward, he stated.

A couple of subdivisions have been completed, and they are looking to accept those streets as well, Mr. Harris said.

3. CONSENT AGENDA

A. **One Day Beer and Wine License Request:**

- **Imad Zubi, Willits-Hallowell Center - October 28, 2016 – Mary Wooley Hall, Mount Holyoke College**

SB Member Forcier moved to accept the consent agenda. SB Member Etelman seconded. The motion passed unanimously 5:0.

4. FALL SPECIAL TOWN MEETING

Members discussed the possible scheduling of a Fall Special Town Meeting (STM). Discussion has been that there is nothing of urgency driving the need for it to happen in the next month or two, Mr. Sullivan confirmed. Possible articles include a request to accept a state law to allow finger-printing of ice cream truck vendors and creation of something similar to an OPEB trust account to offset the liability created by sick time accruals, etc. He has about 13 articles, Mr. Sullivan said.

The question to the board is whether members want to schedule an STM at this time for mid or late November or hold off until there is something that requires action.

SB Member Brezinsky expressed his understanding that the Redevelopment Authority (RDA) is not ready to go forward with presentation and acceptance of the redevelopment plan at any STM held in the remainder of this year.

SB Member DeToma confirmed that RDA members expect to be ready before the next Annual Town Meeting. There is a question of whether it should be discussed at a stand-alone Town Meeting, he noted.

SB Member Brezinsky pointed out that if they defer fall Town Meeting but then get backed up with articles in January and February, they would end up with one very long Special Town Meeting or two separate specials happening in relatively close proximity. Even though there is nothing compelling that must get done he does not want them to find themselves in a situation where they have such a back up that they get into a jam.

Mr. Sullivan noted that another stand-alone meeting may be needed to accept changes to the General Bylaw proposed by General Code. He believes this would be a long Town Meeting in and of itself. He declared Mr. Brezinsky's point well-taken. Possible dates for an STM are November 16th or 30th or December 7, 2016, he added. He voiced his expectation that General Code changes will be ready by late March. The Bylaw Review Committee has already met on initial bylaw changes, he said.

Since there are some significant Town Meeting matters that could require meetings of their own, he'd be inclined to look at mid-January as a timeframe for an STM, Chair Hine opined. SB Member Etelman agreed with holding off. November 30th and December 7th are getting precariously close to interfering with the town's ability to set the tax rate, it was noted. Members reached a consensus to announce that they are contemplating a January timeframe.

He will be meeting with the chair of the Capital Planning Committee and will let members know if he hears of anything compelling, Mr. Sullivan assured.

5. FY 18/17 BUDGET DISCUSSION

He doesn't yet have anything definitive to present, Mr. Sullivan related. The town did well in revenue last year - especially in permits and licensing - but not well enough to change revenue projections for next year. On the expense side, town officials have an anticipated increase in health insurance. Medicare rates are going up for retirees. On an annual basis, South Hadley sees about \$800,000 worth of new growth. If they were to get \$820,000, half of that would be gone with just the health increase, he presented. It seems unfair to call upon departments to have a percentage cut. He doesn't have a solid approach but thought it important to have a preliminary discussion to let the Selectboard know that there may be requests to some departments with more money to absorb cuts. The reality is that this is going to be an incredibly lean year, he concluded.

In past years, the message that has been that it's lean, but that we're okay and we've got ways to make it work, SB Member Brezinsky recalled. What he's getting from Mr. Sullivan's message tonight is that those days are over and that there is no other place at least within the municipal budget to look.

There are better days ahead, but FY 2018 is going to be a very difficult year to deal with, Chair Hine agreed.

SB Member Brezinsky asked if he had any news from the state. The state has not met their budget projections, Mr. Sullivan said. If things get worse, towns certainly could see a 9C cut. The bright spot is that, with South Hadley's conservative projections, the town received more money from the state in 2017 than projected. Town officials can't lose sight of the fact that they have to maintain a commitment to infrastructure, he cautioned. The tendency is to cut back on projects, but "we can't lose sight that we need to make investments." The towns that do best in incredibly difficult times are those that don't lose sight of that fact, Mr. Sullivan proposed.

With regard to looking at larger budgets, the Town Administrator mentioned that these include the DPW, Police and Schools, Mr. Brezinsky noted. There was some talk about getting together, maybe resurrecting the tri-board to have a budget conversation. He would just suggest that they try to do that. It couldn't hurt and could be very helpful.

School Superintendent Nick Young sent an invitation to Town Meeting members to a breakfast, Mrs. Young said. She wondered aloud if a budget presentation before that date might affect his presentation to Town Meeting members.

Mr. Sullivan reminded members that the Acts of 2012 shifted responsibility for budget development to him. He said he thought in the beginning [a Tri-board meeting] might be more of a hindrance than a help.

Chair Hine said he sees it as an opportunity for Mr. Sullivan to paint the picture of the constraints and challenges so that they are understood by all parties.

He will try to do that to the extent possible in the information he sends out to department heads at the start of the budget process, Mr. Sullivan responded. He understands that Tri-board is a tool and if the Selectboard directs him to call a meeting of the Tri-board he will, he said.

SB Member Brezinsky said he heard his message loud and clear and they all agreed that it was not management by committee anymore. However, [Tri-board] might be a good way to communicate that message, he pointed out.

6. APPROVE WARRANT FOR NOVEMBER 8, 2016 ELECTION

Chair Hine discussed the need to approve the election warrant for the November 8, 2016 state election. **SB Etelman so moved. SB Member Forcier seconded. The motion passed unanimously 5:0.**

Mr. Sullivan mentioned the resignation of Maxine Cechvala from the Library Board of Trustees. He discussed with Trustee Chair Mitch Resnick that the Selectboard office could advertise for candidates for joint appointment and that the appointment would then stand until the next annual election. Members agreed to direct staff to advertise effective immediately and to proceed with the usual joint appointment process.

7. SYMPOSIUM TOWARD HUMAN UNDERSTANDING

The kick-off event was a "really powerful, thought-provoking and interesting day," SB Etelman reported. A total of 18 people attended.

He received several thank-you's from some participants who were very pleased to be involved, Mr. Sullivan agreed. They will be sending out notes to participants. "This was an incredibly productive exercise, and I'm proud to be part of it," he commented. He congratulated SB Etelman, terming it a "really, really formative and moving day." They will be discussing next steps.

SB Member DeToma said his impression was that they had a lot of diversity. He discovered there is more diversity in South Hadley than he had realized.

Mrs. Young asked if there was anything they could tell the listening audience about what they discussed.

Participants were led through a series of exercises to discuss how they related to each other. They also talked about the difference between the municipality and the town and its residents, Ms. Etelman said.

It wasn't about government; it was about the town, Mr. Sullivan stressed. One participant had lived his whole life in South Hadley. There were people who had been in town for 35 years, and others who had been there for two years.

8. **TOWN ADMINISTRATOR REPORT**

The idea of having a subscription service to his report was discussed at the symposium, Mr. Sullivan noted.

SB Member Etelman moved to adjourn. SB Member DeToma seconded. The motion passed unanimously 5:0. The meeting was adjourned at 8:20 p.m.

RESPECTFULLY SUBMITTED,

**LAURA KRUTZLER
ADMINISTRATIVE SECRETARY**

EXHIBIT A

List of Documents Reviewed at October 6, 2016 Selectboard Meeting:

1. October 6, 2016 Agenda.
2. Minutes of September 20, 2016 regular Selectboard meeting.
3. One Day Beer and Wine License application from Imad Zubi for the Willits-Hallowell Center for a reception to be held in Mary Wooley Hall from 3 to 6 p.m. on Friday, October 28, 2016.
4. Notice of Public Meeting on Thursday, October 6, 2016 at 7:15 p.m. for Laying Out of Private Way for Proposed Roadway Acceptance of Lawrence Avenue.
5. Town Administrator Report dated September 30, 2016.

**SELECTBOARD MEETING
TUESDAY, OCTOBER 18, 2016
SELECTBOARD MEETING ROOM – 7 P.M.
MINUTES**

Present were Members: Chair John R. Hine, Vice Chair Sarah Etelman, Clerk Bruce C. Forcier, Ira J. Brezinsky and Francis J. DeToma; Town Administrator Michael J. Sullivan.

At 7:01 p.m., Chair Hine called the meeting to order, noting that all members were present.

1. APPROVAL OF MINUTES

Since minutes were not ready, action to approve the minutes was deferred to the next meeting.

2. ANNOUNCEMENTS

Know Your Town (KYT) and the South Hadley/Granby Chamber of Commerce are partnering to host a free program featuring businesses called “Spotlight on South Hadley Businesses” on Tuesday, November 3rd from 7 to 9 p.m. in the South Hadley High School cafeteria, SB Member Forcier announced. The deadline for registration has been extended to October 25th and those interested can register on-line is at www.shgchamber.com.

At the last South Hadley/Granby/Easthampton Veterans District meeting, board members were made aware of funds that are available to benefit local veterans, Mr. Forcier continued. A group of friends has gotten together to honor local veteran Matthew Vieux, who served two tours of duty in Iraq and tragically took his own life. It was mentioned that veterans are a very proud group and not likely to ask for assistance, but money is available. He encouraged anyone aware of a veteran in financial need to contact Veterans Agent John O’Connor in the South Hadley Veteran’s Office.

Mr. Forcier offered congratulations to SB Member Brezinsky and the members of Music and Arts South Hadley (MASH) for putting together a great event at the Pioneer Valley Performing Arts (PVPA) School. Tom Bergeron closed by dedicating “Unforgettable” to his wife. He offered kudos to the group for putting on the event.

SB Member Brezinsky confirmed that it went very smoothly, in no small part thanks to the PVPA. He thanked PVPA administrators, SB Member DeToma, and Cable Studio employees Bob Smith and Dan Pease, who spent the whole day videotaping the event so that the performances will be available on line. He also thanked event sponsors - particularly Gerry’s Music - for allowing them to offer the event entirely free to the public.

Tomorrow - Wednesday, October 19th - is the last day to register to vote for the state election, SB Member Etelman reminded. Folks can register either by coming into Town Hall or on the Secretary of State’s website. Related to voting, KYT is sponsoring two forums on the ballot questions with the first being this Thursday, October 20th on ballot questions 2 and 5 and the next, Thursday, October 27th on Questions 1, 3 and 4.

The South Hadley Falls Neighborhood Association (SHFNA) is hosting its annual Falls clean-up on Saturday, October 22, 2016, SB Member Etelman concluded. It is a fun morning, and they are always looking for volunteers. She encouraged people to check out the SHFNA website or Facebook page or to get in touch with Gillian Woldorf for more information.

He missed an important Thank You to the South Hadley Cultural Council for its role in providing funding for the Jazz Festival, SB Member Brezinsky interjected. MASH received a grant for FallsFest and Cultural Council members were very gracious in allowing MASH to shift that money and put it toward the jazz festival.

Mr. Brezinsky reported on a conference he attended in Framingham that morning hosted by the Metropolitan Area Planning Council. Over 190 cities and towns were represented, and it was very enlightening. Featured speakers included Lieutenant Governor Karyn Polito and Mark Nunnally, Executive Director of MassIT. He attended a break-out session on municipal Information Technology (IT) collaboration. The session highlighted two types of collaboration; collaboration between departments within a community and regional collaboration. South Hadley has three silos, the School Department, SHELd and the town. The overriding theme was doing more with less and finding ways to collaborate and do things more efficiently.

With regard to regional collaboration, he was interested to learn that the first such collaboration began in Western Mass: Western MA IT. Although his general sense is that the smallest towns have the greatest need to collaborate and figure out how to do things collaboratively, it is often communities in the Boston area that are most successful in establishing these groups. Westfield has had one IT department as long as he can remember that serves all town departments, including the schools.

Two IT directors from communities that have merged the IT functions of all departments, including schools, spoke. Aaron Hyre, Director of Joint IT Operations at Town of Foxboro and Public Schools, related that Foxboro's entire IT department is under the School Department and administrators do a reverse Schedule 19 to charge the municipality for IT services.

The other break-out session he attended focused on strategic planning and budgeting and featured a speaker from the regional emergency communications center serving Rutland and Barre, where separate dispatch centers have merged under one umbrella. He also sat next to a woman who gave a presentation on Cleargov, one of the transparency platforms.

Collaboration in the area of telecommunications and IT is part of a growing trend, Mr. Sullivan confirmed. The school system and SHELd have been part of the planning process being conducted by Concept Telcom for a new phone system for the town. The School Department phone system has enough capacity to expand to accommodate all the town's needs, although the lack of connections to outlying buildings must still be resolved, Mr. Sullivan observed. He is very close to recommending that the town solve the problem to the Ledges by investing in fiber optic cable to the site. He is in the process of getting a quote on that and will probably be recommending that town officials bite the bullet and dig a trench to the golf course, he advised.

SB Member DeToma encouraged folks to turn out for the Falls clean up this Saturday, noting that participants will be meeting in the parking lot across the street from the Roost. In addition, Sunday, October 30th is the re-institution of a very old Falls tradition called the Rag Shag Parade, co-sponsored by the SHFNA and the Lion's Club. Participants are asked to assemble in the parking lot next to the library at 1:30 p.m. Leaders will march the kiddies down in costume to the Beachgrounds where there will be refreshments and goodies for their goodie bags, he said.

Chair Hine asked if anyone wished to address the Selectboard under open forum. No one responded.

Next on the agenda is a public hearing on an application to transfer an all alcohol package store license, Chair Hine announced. He informed those present that the Selectboard canceled the hearing on the advice of town counsel since the applicant is proposing to transfer the license to a premise that already has a license.

3. ORCHARDS GOLF COURSE – REQUEST FOR MODIFICATION OF LICENSE TERMS TO ALLOW THREE BEVERAGE CARTS FOR ITALIAN OPEN

SB Member Forcier moved to approve the request. SB Member Etelman expressed her understanding that it is not possible to modify the terms of the license.

Mr. Sullivan said that he had spoken to ABCC Executive Director Ralph Sacramone and he confirmed that the Local Licensing Authority (LLA) could temporarily vote to allow three carts as long as the carts are not crossing any public ways. The LLA has the authority to make a minor modification, he confirmed. **SB Member DeToma seconded. The motion passed unanimously 5:0.**

4. REDEVELOPMENT AUTHORITY DRAFT FINANCIAL PLAN

SB Member DeToma reviewed a four-page financial plan for the South Hadley Falls Redevelopment Plan, offering brief explanatory comments. Costs are broken down into the categories of land acquisition, site preparation and remediation, public improvements and programmatic initiatives, he explained. Public improvement costs are those that involve infrastructure improvements in the Falls, such as improvements to the transportation infrastructure, he elaborated. The last page of the narrative has a paragraph about revenues.

A chart entitled "South Hadley Falls Proposed Public Improvements" lists programs that could be initiated. He described the chart as a roadmap or Master Plan for the Falls, similar to the town's Master Plan. The list is a series of suggested or proposed public improvements phased over 20 years. Each phase is expected to last six or seven years, with the cost of all three phases amounting to millions of dollars. This leads to the question of how the town is going to pay for the improvements, he acknowledged. He cited MassWorks grants, Community Development Block Grant (CDBG) applications, private donations and 40R money from the state as possible sources of funding.

The third document ("South Hadley Falls Urban Redevelopment & Renewal Plan Initiatives & Development Programs/Projects") is a list of programmatic possibilities for the Falls. These include redevelopment of the Bardwell Street library building, redevelopment of 1 Canal Street - the lot across from the library - relocation of the SHELd facility and a proposal to develop incubator space at 27 Gaylord Street, among others. The cost of these initiatives is relatively small in comparison to infrastructure costs, he observed.

SB Member DeToma reviewed a final sheet that laid out overall costs. Contractual Services has to do with a request to the Selectboard and Town Meeting for \$100,000 a year for support for redevelopment activities, he clarified. The estimated annual cost of improvements would be \$2.3 million a year. Except for contractual services, RDA members will have to go out looking for funding, although some funds may be realized from the sale of excess properties. "It is ambitious," he acknowledged.

Members asked questions and offered comments. SB Member Brezinsky said it was not clear to him how the financial piece fits into the larger context of the overall redevelopment plan. Mr. DeToma confirmed that it is the total cost of all work to be done.

However, in order to evaluate the worth of the financial plan, they have to have an understanding of the goals of the plan itself, Mr. Brezinsky contended.

Chair Hine expressed his understanding that public presentations by the RDA to this point have presented the bigger picture of the vision for the Falls. The request from the Selectboard at the conceptual presentation was for specific steps/actions needed to fulfill that vision, SB Member DeToma confirmed. He offered to make another presentation if desired.

RDA members have met with the Planning Board three or four times and with the Conservation Commission and Bike/Walk Committee to make sure that their view of bicycle and pedestrian paths is congruent with the RDA's view for the town, he added.

He expects the plan to be ready for acceptance by Town Meeting sometime early next year, SB Member DeToma said. Chair Hine expressed his understanding that the Selectboard and Planning Board are required to approve the plan, but Mr. Sullivan said his understanding is that neither board is required to take a position if it does not want to. Mr. Harris told him that the Planning Board has to opine on two key factors, that the plan is consistent with existing zoning and one other, but they do not have to endorse the plan.

Town Meeting has to accept the plan, it was confirmed.

SB Member Etelman asked if it is all or nothing. SB Member DeToma expressed his understanding that there could be amendments.

Mr. Sullivan said he thought the Selectboard would have to make a decision as to whether to hold a separate Special Town Meeting just for acceptance of the redevelopment plan since the subject is so complex and the presentation is going to be so detailed. If changes are made, it could come back to Town Meeting at a later date, he pointed out.

In other communities, they have not always followed the plan to the letter, he related. In some cases, circumstances have been such that ultimately the town could not afford it and instead town officials took what they felt was most important. It is like a master plan in that it is able to be adjusted. Often redevelopment plans are brought back to Town Meeting for adjustment.

There will have to be a lot of give and take between the Selectboard and RDA to the extent that the plan calls for infrastructure improvements, SB Member DeToma agreed.

The Worcester RDA has used District Improvement Financing (DIF) for some projects, Mr. Sullivan added. DIF financing is another mechanism that has been used successfully; it allows the town to borrow funds and pay them off with property tax revenues generated by new business brought to a designated area.

Mr. DeToma reviewed the approval process: Town Meeting approves the plan and then it goes to the state for final approval. The Department of Housing and Community Development (DHCD) has been involved in development of the plan, Mr. Sullivan noted.

SB Member DeToma stressed that the RDA wants all parties – Capital Planning, the Appropriations Committee, the Selectboard, etc. - to feel comfortable prior to presentation of the plan to Town Meeting.

SB Member Etelman requested that even draft information be made available on the website, and SB Member DeToma said he would make sure it is posted.

SB Member Brezinsky asked at what point the Selectboard would discuss individual line items.

If it is the will of the board to have the RDA make a more formal, comprehensive presentation of these items, he's sure they'd be more than happy, Chair Hine responded. SB Member DeToma offered to set up a meeting and bring in consultants to answer any questions.

Two additional pieces of information would be helpful: more information about the sources of revenue and experiences of other communities with projects of similar scope, SB Member Brezinsky said. Also, it would be helpful to know the final goals - financial and infrastructure goals - for when the plan is fully executed . . . the financial picture of the target area today compared to where they want to see it 20 years from now; i.e. - what the hoped for outcome of these investments might be.

Chair Hine commented that the purpose of the RDA is to create an environment that is conducive to business growth. He said he was not sure how they could quantify [successful redevelopment].

Mr. Brezinsky suggested a comparison of the real estate valuation of the target area today with the projected valuation in 10 years. Also, a comparison of new growth post-redevelopment with the rate of new growth prior to adoption of the plan.

SB Member DeToma said he would consult with their consultant and see what they could develop in the way of indices and also discuss dates for a more detailed presentation.

5. **RESIGNATION/APPOINTMENTS**

Due to resignations, positions are available on the South Hadley Public Library (SHPL) Board of Trustees and on the Planning Board for an Associate member, Chair Hine announced. The boards will hold a joint meeting on November 15th to fill the vacancies.

SB Member DeToma informed fellow members that he heard from a resident who was interested in appointment but was hesitant to come before a live audience and wondered if an accommodation could be made.

A similar request was made recently and the response was that it was Selectboard policy to hold an interview with every applicant at a regular meeting, SB Member Etelman reminded. The candidate who made the request came and was appointed.

SB Member Brezinsky noted that there is nothing to preclude an individual from stating in the application that he or she is not able to come before the Selectboard for an interview. However, Ms. Etelman pointed out that members have been pretty insistent in the past year or so that anybody seeking appointment come before them. She is pretty adamant about not making an exception, she said.

Chair Hine suggested that if members wanted to discuss the policy further, it could be put on a future agenda.

6. **LIBRARY INTEGRATION MEMORANDUM OF UNDERSTANDING (MOU)**

Proponents have tried to make accommodations for all sides and interests as best they could, Mr. Sullivan presented. There are some tenets and requirements as a municipality that must be upheld, so they did have limitations. Parties to the agreement thought it was a very fair MOU that delineated the responsibilities well. One thing missing is that, if approved, the agreement would start July 1, 2017. If the Selectboard is inclined to act tonight, he would ask that they make clear that the intent is that it take effect July 1, 2017.

Once approved by the Selectboard, the MOU has to be ratified by both Gaylord and SHPL trustees, he confirmed. If signed off by all three parties, he intends to include the estimated increased cost in his budget projections for the library.

SB Member Brezinsky asked if it could be accepted by Town Meeting at the STM planned for January, and Mr. Sullivan said this is not out of the realm of possibility.

He read through it this afternoon and didn't see much in the way of changes, Mr. DeToma said. They strengthened some language in paragraph 3 about the library director having the right to adjust hours and formalized Gaylord trustees' right to utilize the Gaylord Library in off hours and their responsibilities as far as protecting collections, Mr. Sullivan noted. He met recently with AFSCME representatives and at this point they do not object to the merger or creating the new positions but want to reserve the right to see final language; job descriptions, etc. and make sure anyone hired in these positions is treated in an equitable manner with SHPL employees. This has always been the town's intent, he stressed.

Referring to the controversy over ownership of the land, at first it seemed contentious, but, in the end, everybody seemed satisfied with the compromise, he suggested.

Trustees have been given copies of the draft MOU.

He tentatively would say that the increased cost is somewhere between \$25,000 and \$30,000 above the \$35,000 presently contributed by the town. It may go up another \$15 or \$20,000 based on health insurance.

As the agency most directly affected by the Selectboard's decision, SHPL trustees have seen the MOU and given Mr. Sullivan their feedback, SHPL Chair Mitch Resnick related. One of the reasons he is here is to see if the Selectboard will approve the agreement at its second reading so he can get it before his board. SHPL trustees are ready to approve it, he confirmed. He takes his hat off to Mr. Sullivan for the way he has framed the MOU and made the question of ownership something of a moot point, he concluded.

The Selectboard is moving forward under the assumption that it is town property, Chair Hine said. The burden of perfecting that deed is not the town's responsibility, Mr. Resnick agreed.

One of the good things about the agreement is that it preserves the Friends of the Gaylord Library, SB Member DeToma commented.

It is somewhat of a difficult situation and has been for some time, Mr. Brezinsky observed. The MOU “gives the Gaylord Library real confidence in terms of its long-term viability.” He read aloud the last sentence in the first paragraph, which states, “This MOU is intended to encourage an eventual final merger of both systems and should be used as a planning tool toward that end.” He hopes that this goal doesn’t get lost along the way, he shared. An MOU should not go on indefinitely. “At some point you get engaged and at another point you actually get married,” he pointed out.

SB Member Etelman moved to accept the MOU between the Gaylord Memorial Trustees and the Town of South Hadley with the understanding that it takes effect July 1, 2017. SB Member DeToma seconded. The motion passed unanimously 5:0.

7. MEDEX RATES

Mr. Sullivan presented MEDEX rates for informational purposes. The town moved from the Medex 3 to the Medex 2 plan. He wanted to make sure people saw that if the town had stayed with Medex 3, retirees would go to a \$509 premium, while with Medex 2 they are at \$340.20.

The town will get rates for active employees in January, Mr. Sullivan said. It is a good indication of where rates are going to go. He is hoping the increase will be 8.6% but thinks it will be closer to 10%, which translates to around \$440,000 for active employees.

The good news is that Free Cash was certified last week at \$1.9 million, he noted.

8. SPECIAL TOWN MEETING - JANUARY 11, 2017

The warrant will contain some financial articles and some proposed bylaw changes, Mr. Sullivan related. Administrators may be ready to present General Code changes to the General Bylaw. General Code was charged with aligning the town’s code with state law and making it internally consistent, he reminded. Other articles include acceptance of Lawrence Avenue and other street acceptances, if ready. The Board of Health may put forward a ban on polyethylene bags, he advised. The meeting will begin at 6 p.m.

He would hope to get materials out the first ten days of December. The Appropriations Committee public hearing is tentatively slated for the 4th of January.

SB Member Brezinsky moved to call a Special Town Meeting for Wednesday, January 11, 2017 at 6 p.m. SB Member DeToma seconded. The motion passed unanimously 5:0.

Mr. Sullivan reminded residents that early voting begins Monday, October 24th at 7 a.m. He reviewed the schedule for early voting. The Clerk’s office has the capacity to serve 11 voters at a time, so he encouraged residents to take full advantage of this provision.

Mr. Sullivan summarized the Professional Development program presented last Friday. CAI Consultants demonstrated the myriad of uses of the mapping program to employees, he shared.

Upon motion made and seconded, the meeting was adjourned at 8:36 p.m.

RESPECTFULLY SUBMITTED,

**LAURA KRUTZLER
ADMINISTRATIVE SECRETARY**



TOWN OF SOUTH HADLEY
SPECIAL LICENSE
WINE AND MALT APPLICATION
(Revised 5/2015)

To the Licensing Authorities:

Date: 10/17/16

The undersigned hereby applies for a Special License – Wine and Malt in accordance with the provisions of the Statutes relating thereto:

NAME: WILLITS-HALLOWELL CENTER
COMPANY/ORGANIZATION: MOUNT HOLYOKE COLLEGE
ADDRESS: 50 COLLEGE ST, S. HADLEY, MA 01075
TELEPHONE: 413-538-2220
DATE APPLIED FOR: FRIDAY, NOVEMBER 11, 2016
PREMISES TO BE LICENSED: MHC ART MUSEUM LOBBY

HOURS OF OPERATION: 5:00-8:30PM

ALCOHOL WILL BE (CHECK ONE): SOLD _____ GIVEN AWAY PROVIDED

TYPE OF EVENT: RECEPTION

RESTRICTIONS ON SPECIAL LICENSE – WINE AND MALT

1. If the event is to be held indoors in a building or structure not certified as a place of assembly, an inspection must be requested and performed by the building inspector and the head of the fire department. To schedule an inspection, please call 413-532-5343 (District 1) or 413-534-5803 (District 2).
2. Per MGL Chapter 138, Sections 12 and 33, alcohol cannot be sold between the hours of 2 a.m. and 8 a.m. Monday-Saturday or between the hours of 1 a.m. and 12 noon on Sunday.

LIABILITY DISCLAIMER FOR SPECIAL LICENSE – WINE AND MALT

By exercising the privileges of this license in serving persons with alcoholic beverages, the licensee is potentially exposed to significant liability for injuries and damages to persons served or to others who are injured or damaged by the persons served. Your acceptance and exercise of this license will be deemed to be acknowledgement that you are aware of this potential liability. You are encouraged to discuss the risks associated with exercising your privileges of the license and the precautions appropriate to avoid injuries, damage and liability to others with your legal advisor. The Town of South Hadley, and the Select Board as Local Licensing Authority, shall not be liable to the licensee or others if injury or damage shall result from the exercise of the license.

Signature of Applicant: Rachel A. Obrown

LIQUOR LIABILITY INSURANCE REQUIREMENT
For any event where alcohol is to be sold on town-owned property, liquor liability insurance naming the Town of South Hadley as an additional insured must be obtained prior to the event with a minimum per occurrence amount of \$250,000. A certificate of insurance showing liquor liability insurance coverage must be submitted to the Selectboard office at the time of application.



William C. Sutton
Town Accountant

Town of South Hadley

Accounting Department

116 Main St.
South Hadley, MA 01075
(413) 538-5017 ext. 102
wsutton@southhadleyma.gov

To: Selectboard
Appropriations Committee

From : William Sutton
Town Accountant

October 25, 2016

This letter is to inform you that the Statement of Expenditures vs. Appropriations printout has been run for September 2016. The printout was analyzed for expenditures exceeding budgeted totals by more than 25.0%, since this report represents expenditures through the first quarter of the fiscal year. The printout has been checked and highlighted for informative purposes to determine the course the various appropriations are on for the fiscal year. There is not necessarily a major problem with the appropriations that are more than 25.0% spent, since some departments have the majority of their expenditures at the start of the fiscal year and/ or due to the timing of some of the various expenditures. However, close attention may need to be applied to these appropriations as we move forward into the fiscal year and further expenditures are processed.

Attached is a listing of the departments whose expenditures exceeded 25.0% of the budget as of 09/30/16. Also attached is a copy of the complete printout, excluding school, of expenditures (the report can be quite lengthy). I also attached a quick summary page on how revenues are tracking through the same time period as well as a revenue report. If there are any further questions or explanations needed, please do not hesitate to contact me.

Thank you,

William Sutton
Town Accountant

cc: Michael Sullivan
Town Administrator
Jennifer Wolowicz
Assistant Town Administrator

Revenue items listed below represent the larger revenue items or changes that appear material in nature at this time only.

Note of caution: The timing of receipts in a particular month from one year to the next can impact the overall assumptions either favorably or unfavorably.

Based on the Revenue report as of September 30, 2016:
(It is still early in the FY to get a strong sense of how revenues are looking for the majority)

The majority of the General Fund revenues are tracking favorable and/or similar to last year at this time. A couple highlighted areas are listed below.

Revenues that are tracking above last year at this time:

Building Permits are up about \$29,000 from this time last year.
Misc. Revenue – Selectboard is up about \$15,000 due to the monies from Industrial Power.

Revenues that are tracking below last year's revenues:

Nothing significant to note at this time.

Enterprise Funds:

Revenues in the Landfill Enterprise Fund appear to be tracking similar to last year with the exception of Bag revenue is down over \$40,000 (could be timing). Also, market losses for the quarter were posted to interest. These can fluctuate quarter to quarter.
Revenues in the WWTP Enterprise Fund appear to be tracking favorably and similar to last year at this time.
Golf Course revenues are tracking below (roughly \$40,000) as this time last year. Food & Beverage is down around \$30,000 from last year and Greens Fees/Carts; season passes, etc., are down around \$10,000.

List of Departments Exceeding 25.0% of Budget
Listing as of 09/30/16 :

<u>Department</u>	<u>Type</u>	<u>% Spent</u>	<u>Notes</u>
Selectboard	Other Expenses	36.2%	Contract bargaining; Dues;Other Pur
Collector/Treas	Other Expenses	29.7%	Postage; Rep/mnt office equipment
IT Department	Other Expenses	43.8%	Software Maintenance
Elections	Personal Services	28.6%	Election reserves
Police	Other Expenses	33.8%	Annual Contracts; Uniforms; Lock Up
Constr. & Maint.	Other Expenses	34.8%	Rep/Mnt Paving / Marking
Veterans Services	Other Expenses	28.1%	Veterans benefits
Library	Other Expenses	30.1%	Network Services; Gaylord
Retirement of Debt	Interest - paydown	91.8%	Timing of payments
Employee Benefits	Retirement Contrib.	98.1%	Paid in full for FY
Other Misc.	Liability Insurance	96.9%	Payment at start of year
Channel Markings	Other Expenses	100.0%	Markers
Golf Course:			
Golf Course	Personal Services	41.3%	Assistants; Other Staff



Fiscal Year 2018 Budget Guidelines

It has been duly noted how much everyone looks forward to the start of the budget planning process. We are all trying to figure out, how your budget made it by FY16, if you budgeted enough for FY 17 and now we have to start thinking about FY 18. Like last year we will be using Google Docs to track the progress. Assistant Town Accountant Lynn Roberts will be preparing the material for distribution and will distribute them to you electronically mid-November.

Your budget requests should include any contractual increases on the personnel side, if an increase has not been agreed upon for salaries it should not be included (non-union, individual or union) in the request. Also, do not add any staff from your present staffing levels (October 25, 2016), if you have a vacancy we will discuss whether it will be in the subsequent budget. I am confident you will do everything you can do not to increase "other expenses". Every avenue should be used to limit increases and reduce costs. All increases of more than 1% will receive a special level of scrutiny. The Town Administrator is charged with presenting an overall budget that is balanced and prudent for the entire operation, therefore he reserves the right to reduce individual budgets below FY 2017 if necessary.

We have already gotten indications we will be receiving a healthy health insurance increase, as much if not more than \$400,000, debt increases of greater than \$150,000 and we must begin the process of building capacity to borrow within revenue for large projects and without 2 ½ overrides. These and other factors are adding to the pressures of the FY 18 budget. Please be aware we are still in a "maintaining services" mode, many of you have had some great ideas to expand services. I will continue to listen to those ideas.

The cautious side would be that our revenues continue to be healthy, so much so it may cause us to revise some of our projection, although they will remain conservative. Growth has been positive and unreserved free cash is again healthy for South Hadley. Yet it remains a watchful process.

The initial department manager/town administrator meetings will begin November 28. We will also review Performance Based Evaluations at this meeting so please be prepared for that conversation, as well. I would like to complete the first round of meetings by December 16, you can send me a schedule request at any time. Please update Capital Requests and submit any new requests through 2022.

Most departments will be invited back for a final discussion (if necessary) and review in January, the final budget will be delivered to the South Hadley Selectboard and Appropriations early March for their consideration. Call as soon as you can to schedule a meeting, avoid the Holiday rush!

Thanks,
Mike Sullivan South Hadley, Town Administrator



Laura Krutzler <lkrutzler@southhadleyma.gov>

Online Form Submittal: Application for Appointment to Board, Commission, or Committee

noreply@civicplus.com <noreply@civicplus.com>
To: lkrutzler@southhadleyma.gov, chamlin@southhadleyma.gov

Sat, Oct 22, 2016 at 6:06 PM

Application for Appointment to Board, Commission, or Committee

Step 1

Committees

Before the Selectboard or other appointing authority makes appointments, they would like to know a little about you and why you feel you could contribute to the board or committee. Please take a few minutes and complete the brief expression of interest information below and click submit to send your application for consideration.

You can also [print and mail a written copy \(PDF\)](#) to the Selectboard Office at 116 Main Street South Hadley MA 01075.

Please Note: *when submitting online, when you click the "submit" button you are agreeing to read a copy of the Massachusetts General Laws Chapter 268A "Conflict of Interest" provided by the Town Clerk, if appointed, and to the best of your abilities agree to abide by the provisions of the statute. You may receive a phone call to confirm your interest in the appointment.*

Choose From the Following Other

List your board or committee choices here in the order of preference. If you selected "Other" above, please indicate which board or committee you wish to apply for.

Library Trustees

Please give any details regarding your interest in this appointment?

I ran for one of the three seats available on the Library Trustees last Spring. Although I received almost 550 votes, I lost to the three incumbents. I am a strong believer in the value of the two libraries we have in our Town and would like to help in any way I can to ensure their continued success as valuable resources not only to South Hadley but to our entire area.

Please Provide the Following Information

Name	Richard Matteson
Email	rsmatteson@comcast.net
Address1	7 Victoria Lane
Address2	<i>Field not completed.</i>
City	South Hadley
State	MA
Zip	01075
Primary Phone	413-315-3440
Alternate Phone	<i>Field not completed.</i>
Cell Phone:	<i>Field not completed.</i>

General Questions

Are you a registered voter in the Town of South Hadley?	Yes
Are you a Town Meeting Member?	No
Is any of your immediate family employed by the Town of South Hadley?	No
Do you now or have you previously served in Town government?	Yes
If yes, please list the board (s), commission(s), or committee(s) on which you serve(d), and the dates of service for each.	I served on the South Hadley Cultural Council from October 23, 2010 until October 23, 2016. For almost five of those years I was the Council Treasurer. I was appointed to the Council on Aging in July, 2016.
What skills and experience do you have? (Knowledge, other volunteer experience, employment experience, etc.)	As Minister of Music at First Congregational Church, Amherst, I have experience working with committees, both as a leader and as a member of the committee. In South Hadley, I am a member of the Board of The South Hadley Chorale, have assisted with the South Hadley Children's Chorus, and, in addition to being a Board Member of Black Cat Theater, I am in my fourth year as Music Director of Black Cat Theater's fall production. I served as President of the Board of a large non-

profit mental health agency in Hartford (CT) for seven years before moving to South Hadley in 2006. I am a team player and believe in working collegially with a group of people. I believe I could work effectively with the other members of the Library Trustees to ensure that both our libraries continue to provide excellent services to the Town.

Please list any additional information you think may be helpful in reviewing your application.

I would like this opportunity to serve the Town. I understand interviews for this position will be held on Tuesday, November 15th. Unfortunately, it is impossible for me to attend a meeting that evening, as it is production week for Black Cat Theater and I need to be directing the orchestra members and cast in rehearsal.

How did you learn of the vacancy you are applying for?

Another Resident

If you indicated another resident or other above, please provide the resident's name or provide additional details.

Meg Clancy, Children's Librarian at the Library, called me to tell me of the opening on the Trustees. Meg knew I was interested in the Board, that I had run for a seat in April and thought I would be an asset to the Board .

Upload a Letter of Interest

Field not completed.

Email not displaying correctly? [View it in your browser.](#)

October 25, 2016

To Whom It May Concern:

I am writing to express my interest in applying to the South Hadley Cultural Council.

I am an experienced choral singer, professional fiction writer and editor, and a freelance editor and writer of games. I would be happy to bring my experience and knowledge to the South Hadley Cultural Council to further advance the cause of arts in our town and our region.

I have over twenty years of choral singing experience, as well as formal training in classical music and theory. I am an active member of the South Hadley Chorale, both as a singer and as a member of the Board of Directors. The South Hadley Chorale is the second community choir whose board I have served on; I was both section leader and membership coordinator in the New Haven Oratorio Choir. One of the things that drew me to the South Hadley Chorale - and one of the reasons that I was so excited to take up a leadership position - is its deep connection with the community. It has members over 80 and under 20; members who have been in it since its founding over 30 years ago. It is a distinct privilege to shape the artistic goals of a choral group like this one, and it would be an even greater privilege to be able to help other musical groups in the area find their way.

My professional life is also creative: I am a writer and editor for Choice of Games, a publisher of interactive fiction. To recruit authors for my company, I regularly travel to writers' conventions in science fiction, fantasy and romance; and I am acquainted with several local writers in those genres as well. I would be happy to bring that knowledge of fiction writing to the Cultural Council as well, to help other local literary endeavors.

Since moving to the Pioneer Valley three years ago, my belief that this is a wonderful place to be a creative person has been very strongly affirmed. I have been hoping to find a way to give back to the larger arts community in some way, and am very grateful to have the opportunity to apply to the South Hadley Cultural Council.

Thank you for your consideration.

Sincerely,

Rebecca Slitt

TO: South Hadley Selectboard

FROM: Andy Rogers, Ledges Golf Club

RE: Ledges Report

DA: October 27, 2016

As the 2016 Ledges season comes to a close, I believe we had a very successful year and I certainly learned a lot. First and foremost, I think our staff did an excellent job with customer service and making the Ledges Golf Club a pleasant place to play golf and enjoy some food after your round. We were able to add a number of tournaments/outings, leagues, annual pass-holders and hopefully this will translate into financial success down the road.

I have been meeting with both Mike Sullivan and Jennifer Wolowicz over the past month to come up with a closing plan, as well as strategies for 2017. I have also been in contact with our staff to find ways to improve in future years. I certainly have a lot of busy work to do over the winter months as I formalize some policies, try to add additional leagues and outings and get our staff in place for the 2017 season.

As I mentioned above, I have learned a number of things over the past 8 months. I had many ideas and some did not work or didn't appear to be feasible. Being an avid golfer, I have always had questions and opinions and working on the other side has brought me some clarity! Additionally, it has been 15 years or so since I was involved in restaurant work and this year reminded me of the many challenges that are there.

2017 Rates:

I have attached four documents; two for annual passes and two for daily fees. Jim Falco and myself spent many hours discussing our rates and trying to come up with a program that is fair to the golfer and will help us bring in additional revenue without losing golfers. We also brought this to the Golf Commission and they supported our proposal. I believe it has been three years since there was any increase.

We have set the same November rates as in 2015. \$30 with a cart of the weekend, \$25 during the week. Hopefully we will have a good month.

Finally, we continue to review the numerous discounts that exist in this area. We are trying to identify the best ones to work with and find our proper rate with our competition. This past year, we did not do Groupon or the Val-Pack, items that were done the previous year. To me, some of those items cheapen our golf course and draw a player that might do more harm than good.

Closing Plans:

When I was asked to consider taking over the GM responsibilities as the Ledges, one question I asked is who gets to decide when we close? I have always felt that the Ledges closed too early and missed out on some revenue for the early winter golfers (myself being one of those people)! We are going to stay

open as long as possible provided people are still playing the course (being profitable) and that we are not causing any additional damage to the golf course. No matter what, I want to set Sunday, December 18 as the last possible day as we run into the holidays that next week. Obviously, Mother Nature can cause us to close on any day with snow and/or if the weather is too cold and nobody is playing, we will set a closing date based on the long term forecast. We will try to give a one week notice unless a weather event gives us no other option.

Winter:

Last year, I was astonished at the cost of electricity over the winter and think there is a significant savings to be had. Once the golf course closes, we will close the building to the public and I will work out of Town Hall for the winter months. I did explore the possibility of winterizing the building completely; however, I have been told that this might not be possible without risking significant damage to the pipes. We will continue to explore our options there.

We will be running our food supplies out and will turn off the walk-in, refrigerators, freezer, beer cooler, etc... The goal is to use as little electricity there as possible over the winter. I will have some scheduled hours there before Christmas to sell gift certificates and annual passes and those will be posted once we know when the golf course will close.

I may do some small projects like cleaning the office or painting; however, the building will be closed until the golf course reopens in the spring to everyone except for me. I am also planning on updating the POS system for Valley View and this will be done over the winter. Golf Now has software for restaurants that syncs with our golf software which will make things easier for our staff without any additional fees.

Staff:

I continue to discuss with both Mike and Jenn our current staff and hiring procedures. 2016 was definitely a challenge as we were behind from the start and had to play catchup the entire year. In the end, we had many promising employees and hope that some can return next year. Over the past month, I have been communicating with them about our closing time and process for reapplying next year.

The future will definitely bring many challenges as minimum wage continues to increase and there are new regulations concerning salaried employees and how they are compensated. The golf world has been impacted by this and will continue to find ways to adapt.

Pro Shop Supplies:

We have continued with a concentration on hats, shirts and golf balls this season. Items that should move quickly and have good profit margins. We added both Nike and Bridgestone golf products this year to go with the Titleist/Footjoy items that were there previously. Some of our most popular items have been Patriots, Red Sox and New York Giants shirts that have been very popular.

Originally, I had intended to try and have a South Hadley Tiger section but have decided against that at this time. We do have some orange Ledges shirts and tiger paw hats; however, those have not been big sellers. With the Recreation Department's new online store, I am not sure it is needed at this point.

We have gone away from golf clubs and bags as those items tend to sit and take up a larger portion of our budget. If a golfer has some credit and/or gift cards, we can always order that item for them directly in that case.

The Pro Shop supplies are up \$500 over last year and \$1,500 over 2014. I will continue to try to grow this area of the golf course.

Tournaments/Outings:

2017 will bring two very nice events to the Ledges. First, the Connecticut Section PGA Championship will return next year. The professionals are very happy with our course and conditions and want the Ledges to be the home for this event. Secondly, the Massachusetts Golf Association (MGA) will host the Pub Links Qualifier here in late June. I am hoping that we can get a championship proper at the Ledges in the next three years or so. One idea I have discussed with them is possibly getting the Mass Four Ball here and joining forces with the Orchards to make that happen. There would be a few hundred teams that would come to South Hadley to compete over two days, certainly helping us and the local businesses over that time.

In 2016, we added a number of charity golf outings to go with a strong schedule that was already in place. Some include the USO, UMass Softball, Elms Baseball, Saint Pat's CYO, and WMass Umpires. These outings guarantee us revenue on bad weather days, like the UMass Softball outing incurred. That day, we ended up with \$7,000 from that event where we would have probably done very little due to the rain.

In 2017, we hope to continue to add these events as word of mouth has really helped us with new inquiries. People really believe they were treated well, their players had a great time and our banquet food was excellent. We also want to add more competitive open tournaments as our attempts to add them later in the year were not successful. If we can get them out early enough, we hope to get more players there on some of our slower dates.

On November 11, we are holding the Turkey Shootout designed in an ABCD format to get players to play together. We are hoping this will be a success and to bring people together.

Valley View:

The restaurant was definitely the most difficult part of the year for me. As I have mentioned before, staffing the kitchen is very difficult. There was also some disappointment from some people from the menu change from offering dinners to pub food. After talking with Mike Sullivan, our concentration this year was on the golfer. We wanted to offer them good food, with quick service at an affordable price. I believe we accomplished that this year. We had very few complaints about the food quality and service. The complaints we did have were early in the season as we were just getting started.

In year two, we want to continue down that path and add some dinner options and specials to attract non-golfers there to supplement our business. We are not looking to make this a gourmet restaurant, but a place with good food fast with a great view and service. I think we can do that.

As I said before, the Valley View strength was in food for our outings. Our chicken and ribs dinner was very popular and quiet tasty. The more outings we can add can only help our business. We also have consistent and reliable beverage cart service. Not only does this make the golfers happy, it is an additional source of revenue we will continue to concentrate on.

I fully acknowledge our revenues were down on that side; however, that was to be expected based on our menu setup, late start and attempt to keep golfers there. Additionally, we had to pay our kitchen staff more than before to attract candidates.

Golf Revenue July 1- Sept 30:

Item	2016	2015	2014
Greens Fees	\$274,079.00	\$279,299.00	\$238,008.00
Pro Shop	\$ 18,345.00	\$ 17,842.00	\$ 16,797.00
Driving Range	\$ 6,010.00	\$ 7,320.00	\$ 6,685.00
Carts	\$ 76,573.00	\$ 78,266.00	\$ 78,741.00
Gift Certificates Redeemed	\$ (620.00)	\$ (5,302.00)	\$ (3,664.00)
Season Passes	\$ 2,850.00	\$ 7,585.00	\$ 9,225.00
Totals	\$377,237.00	\$385,010.00	\$345,792.00

We are down slightly compared to last year on the greens fees and carts. According to Golf Now, we had nine additional “unplayable” days this year compared to last year due to the heat wave. While we didn’t have much rain, the heat definitely hurt us in July and August.

Our pro shop revenues were up slightly. Gift certificates redeemed were way down and that might be an accounting item with Groupon or another item like that.

Our season pass number is down as we did not offer a fall special or early registration incentive this year. This number should grow quickly when we put our rates out over the next few weeks.

Valley View Revenue July 1 – Sept 30:

Item	2016	2015	2014
Food and Non-Alcohol	\$ 62,575.00	\$ 86,434.00	\$103,201.00
Alcoholic Beverages	\$ 64,012.00	\$ 70,843.00	\$ 64,576.00
Total	\$126,587.00	\$157,277.00	\$167,777.00

Valley View is down \$30,000 compared to 2015 in July, August and September. As I had mentioned previously, our concentration has been on golfers and offering affordable food. We had eliminated the high prices items like steaks, pork chops, sea food and past dinners.

Golf Comparison (March 1 – October 27; 2015 vs. 2016):

Item	2015	2016
Weekday Rounds	\$ 285,599.00	\$ 339,437.00
Weekend Rounds	\$ 171,894.00	\$ 207,283.00
Open Green Fee	\$ 72,834.00	\$ 10,826.00
Discounts	\$ (7,375.00)	\$ (2,915.00)
Carts Fees	\$ 148,612.00	\$ 153,134.00
Range	\$ 16,250.00	\$ 14,455.00
GHIN	\$ 560.00	\$ 840.00
Rentals	\$ 692.00	\$ 916.00
Annual Passes	\$ 83,727.00	\$ 52,775.00
Others	\$ -	\$ 3,138.00
Golf:	\$ 772,793.00	\$ 779,889.00
Total Rounds:	28,693	29,100

This report compares 2015 to 2016 for golf revenue. This is not entirely apples to apples comparison because:

- We had opened three weeks earlier in 2016 than in 2015
- Some of the annual pass memberships taken in 2015 were for the 2016 season due to early pay. We haven't taken that yet.
- The 2015 staff used the "Open Green" fee when they offered a rate instead of creating a category for it. We rarely used that feature this year.

Shop Revenues:

Item	2015	2016
Golf Balls	\$ 11,723.00	\$ 12,785.00
Gloves	\$ 5,538.00	\$ 5,528.00
Accessories	\$ 5,547.00	\$ 4,157.00
Men's Apparel	\$ 4,105.00	\$ 6,881.00
Women's Apparel	\$ 761.00	\$ 410.00
Headwear	\$ 4,212.00	\$ 3,521.00
Shoes	\$ 1,536.00	\$ 1,377.00
Bags	\$ 572.00	\$ 110.00
Clubs	\$ 661.00	\$ -
Total:	\$ 34,655.00	\$ 34,769.00

- The shoes and bags we sold this year were leftovers from last year. We still have 3 bags left.
- We did an additional \$18,562 in the golf shop selling beverages, snacks, and when the Valley View Credit Card machine was down.

TO: South Hadley Selectboard

FROM: Andy Rogers, Ledges GM

RE: Annual Pass Rates 2017

DA: October 27, 2016

I have included our proposed Annual Pass fees for the 2017 season. Jim Falco and myself have spent a lot of time trying to come up with a program that is fair to both the golfers and the golf course and that will be easier for staff and golfers to understand. Once finalized, we will format the application in a better way than before.

We added 10 pass-holders in 2016 vs. 2015. Much of this has to do with the condition of our golf course and a few other people said they joined after hearing of the management change. Based on some feedback and inquiry, we are confident this number will continue to grow as their experience this year was very positive from what we have been told. Keeping our current pass-holders and recruiting new ones is vital to our success at the Ledges. Certainly in years of good weather, some people will get a value on their pass and that is understood across the industry. However, in years when the weather is bad, you have the guaranteed revenue from the start. Additionally, these pass-holders also bring guests and spend time at the Valley View Grille so there are some indirect costs we can't track but are definitely there.

Rates: After evaluating the number of pass-holders for the 2017 season, we decided to go up in certain categories based on usage. We left some at the same rate as 2016 if there were very few people using that specific category. We feel that this proposal will generate some revenue for us while keeping us competitive with other area courses.

We re-worked the categories for the younger golfer. This past year, we had very few junior level golfers. Golfers are very loyal and we feel that getting them while they are young, will only help us over time. With fewer younger people playing golf, we want to make this attractive to them. We lowered the price of the 14 and under category and there will be playing restrictions of after 1pm on weekends. We created a middle group for the high school/college student to make that affordable as well. We then added a "Young Adult" category to get the golfer that is just out of college and is starting their career. This specific category is offered at many area courses and we want to try and build that age group. Some courses go to 35 years old; however, we kept it at the 29 threshold.

Carts: Previously, the addition of a cart was referred to as a "Deluxe" package. In our proposal, people can add a cart for the following rates after they select the appropriate category. We think this will be easier to understand.

- Weekday: \$600

- 7 Day: \$700
- Twilight: \$300

GHIN Handicap Service: Previously, a GHIN Handicap was included with your Annual Pass and cost the club \$25 pre-player. We found that over 50% of our AP holders did not use this service so that money was basically thrown away. Most area courses have this program as an addition to your membership application if a player needs a handicap to play in tournaments. Many of our leagues have their own handicap procedures so it is not a club requirement. In our proposal, the Ledges will charge \$35 per player so we make \$10 per player if they decide they want this service. We believe that eliminating the automatic purchase and with about 30 individual purchases, this will have a \$2,000 or so increase in revenue in 2017.

Early Pay Option: Previously, there was a tiered early-pay option for people based on when they pay and people could save as much as \$100. Many of our current pass-holders have asked about this. We want to offer \$50 off for anybody paying before December 18, 2016. While it doesn't matter for us with the fiscal year, getting them in and paid guarantees they will play here in 2017 instead of looking elsewhere over the winter months.

Driving Range Membership: We are looking at adding a driving range membership and/or a purchase option for a number of tokens. This year, a bucket of balls is \$5 or you can purchase five buckets for \$20. We want to look at way to increase revenue and add incentive to our pass-holders if they want to add this on. The logistics of this is our challenge as the range is located so far away from the club house and we work with tokens. Jim and I continue to go back and forth with this.

2017 Ledges Golf Club - Proposed Annual Pass Rate Structure

Category	2016 Rate	2017 Rate	2016 Passholders	2016 Revenue	Projected Increase
Family, 7 day	\$ 2,000.00	\$ 2,000.00	1	\$ 2,000.00	\$ -
Family, 7 day with cart	\$ 3,000.00	\$ 3,000.00	1	\$ 3,000.00	\$ -
Family (Senior), 7 day	\$ 1,800.00	\$ 1,800.00	0	\$ -	\$ -
Family (Senior), 7 day with cart	\$ 2,800.00	\$ 2,800.00	1	\$ 2,800.00	\$ -
Single, 7 day	\$ 1,375.00	\$ 1,400.00	5	\$ 6,875.00	\$ 125.00
Single, 7 day with cart	\$ 2,075.00	\$ 2,100.00	3	\$ 6,225.00	\$ 75.00
Single, weekday	\$ 950.00	\$ 1,000.00	1	\$ 950.00	\$ 50.00
Single, weekday with cart	\$ 1,550.00	\$ 1,600.00	1	\$ 1,550.00	\$ 50.00
Senior, weekday	\$ 900.00	\$ 950.00	4	\$ 3,600.00	\$ 200.00
Senior, weekday with cart	\$ 1,500.00	\$ 1,550.00	23	\$ 34,500.00	\$ 1,150.00
Senior, 7 day	\$ 1,275.00	\$ 1,325.00	3	\$ 3,825.00	\$ 150.00
Senior, 7 day with cart	\$ 1,975.00	\$ 2,025.00	6	\$ 11,850.00	\$ 300.00
Twilight (after 1pm), weekday	N/A	\$ 800.00	0	N/A	\$ -
Twilight (after 1pm), weekday with cart	\$ 1,000.00	\$ 1,100.00	11	\$ 11,000.00	\$ 1,100.00
Twilight (after 1pm), 7 day	N/A	\$ 1,050.00	0	N/A	\$ -
Twilight (after 1pm), 7 day with cart	\$ 1,250.00	\$ 1,350.00	8	\$ 10,000.00	\$ 800.00
Junior (under 17), 7 day	\$ 400.00	N/A	3	\$ 1,200.00	\$ -
Junior (18-21), 7 day	\$ 800.00	N/A	0	N/A	\$ -
Junior (18-21), 7 day with cart	\$ 1,500.00	N/A	0	N/A	\$ -
Junior (22-29), 7 day	\$ 1,000.00	N/A	0	N/A	\$ -
Junior (22-29), 7 day with cart	\$ 1,700.00	N/A	0	N/A	\$ -
Youth (14 and under)	N/A	\$ 250.00	0	N/A	\$ -
Junior (15-22)	N/A	\$ 400.00	0	N/A	\$ -
Junior (15-22) with cart	N/A	\$ 1,000.00	0	N/A	\$ -
Young Professional (23-29) 7 day	N/A	\$ 1,100.00	0	N/A	\$ -
Young Professional (23-29) 7 day with cart	N/A	\$ 1,800.00	0	N/A	\$ -
Totals			71	\$ 99,375.00	\$ 4,000.00
GHIN Handicap Service Savings					\$ 1,775.00
GHIN Handicap Anticipated Revenue					\$300
2017 Projected Additional Revenue with no additional AP holders (based on 71 AP):					\$ 6,075.00

TO: South Hadley Selectboard

FROM: Andy Rogers, Ledges GM

RE: Daily Fee Rates 2017

DA: October 27, 2016

After much discussion, we recommend the following rates for the 2017 season. Much of what we have done is based on the following:

- Simply our rate structure for both the consumer and the golf staff. The Ledges has many more rates than other area golf courses and is very confusing for all. We want to simplify this for when people are looking for our rates on our website, online tee-sheets or at the course.
- We want to create additional revenue by increasing rates in selected categories based on current use. Weekend mornings are our primary target area.
- Additionally, our promotional round is typically \$25 with a cart with some restrictions. We are looking at moving that to \$30 in most instances (Golf Magazine, Golf New England, Golf Passport, etc...).
- Some relationships we have with media outlets are done with "trade" rounds. We want to set a cart fee specific to those that is listed on the actual card. This can also be used when we hold practice rounds for MGA and/or CT Section PGA events. Our recommendation is \$15 for a cart for those activities (up from \$11). This will be very clearly printed for those events.
- We always have the ability to alter our online tee sheet during slow periods to try to attract additional play. This has been done with some success in 2016; however, we can definitely expand upon that in 2017.

Some changes we are recommending:

- Eliminate the "twilight" rate between 2-5pm on weekdays. Much of the play we get in that period is league play and this allows us to clean up the rates we offer. Looking at other area courses, many do not seem to have this rate on their websites.
- Second, we want to raise certain rates, especially weekend mornings where we often sell the golf course out between 7am and 12pm. Looking at other area golf courses and those that we feel we are in competition with, a maximum fee of \$50 with cart seems appropriate for our golf course.
- We made the Weekday "Military & Student" rate the same as the "Non-Resident Senior" rate. This can now be included in one category on our rate sheet (I did not list it this way on the sheet I have for you as I was comparing years and categories).

- We have eliminated the “Resident” Moonlight rate, making it \$25 after 5pm on any day for any player. In addition, we lowered the weekend rate by \$2 in this category. This simplifies this category and can be used as a marketing tool next year. “Come play the Ledges any day after 5pm for only \$25 with a cart!”
- We have made the “Junior (17 years and younger)” category \$15 both during the week and on the weekend. During the summer months, we do not see a big difference for play during the week versus the weekend in this category and want to set a standard fee. We are also setting a rule where juniors cannot play before 1pm on a weekend at this rate. They can always pay the full fee if they want to play in the morning.
- Military and Student were moved to 1pm on the weekends. There were originally at 2pm for Military/Student. We want to attract play starting at this hour.
- Our 9-Hole rates present some challenges for us due to the lack of significant savings versus an 18-hole round. Many people ask for a raincheck when they only want to play 9 and they pay for 18. Considering we are in a customer service industry, it presents some issues for the staff. The issue with lowering this substantially is the correlation to our league play at \$27 riding.

We have considered just having a standard “resident discount” of \$4; however, the way this impacts our senior rates is important and we don’t want to make this change this year. We might look at this in the future.

Weekday Rates	2016 Walking	2016 With Cart	2017 Walking	2017 With Cart
Resident	\$26.00	\$37.00	\$26.00	\$37.00
Resident Senior (62 years & up)	\$20.00	\$31.00	\$20.00	\$31.00
Resident Twilight (after 2pm)	\$21.00	\$32.00	N/A	N/A
Moonlight (unlimited play after 5:00pm)	\$18.00	\$23.00	N/A	N/A
Non-Resident	\$31.00	\$42.00	\$31.00	\$42.00
Non-Resident Senior (62 years & up)	\$22.00	\$33.00	\$22.00	\$33.00
Non-Resident Twilight (after 2pm)	\$26.00	\$37.00	N/A	N/A
Moonlight (unlimited play after 5pm)	\$20.00	\$25.00	\$20.00	\$25.00
Military & Student (with proper ID)	\$21.00	\$32.00	\$22.00	\$33.00
Junior (17 years and younger)	\$13.00		\$15.00	

Weekend/Holiday Rates	2016 Walking	2016 With Cart	2017 Walking	2017 With Cart
Resident	\$31.00	\$42.00	\$34.00	\$45.00
Resident Twilight (after 2pm)	\$26.00	\$37.00	\$26.00	\$37.00
Resident Moonlight (unlimited play after 5:00pm)	\$20.00	\$25.00	\$20.00	\$25.00
Non-Resident	\$36.00	\$47.00	\$39.00	\$50.00
Non-Resident Twilight (after 2pm)	\$31.00	\$42.00	\$31.00	\$42.00
Moonlight (unlimited play after 5pm)	\$22.00	\$27.00	\$20.00	\$25.00
Military & Student (with proper ID) after 1pm.	\$21.00	\$32.00	\$22.00	\$33.00
Junior (17 years and younger) after 1pm.	\$15.00		\$15.00	

Weekday - 9 Holes	2016 Walking	2016 With Cart	2017 Walking	2017 With Cart
Resident	\$20.00	\$27.00	\$20.00	\$27.00
Non-Resident	\$21.00	\$28.00	\$21.00	\$28.00
Junior (17 years and younger, walking only)	\$8.00		\$8.00	
League (during scheduled league times)	\$20.00	\$27.00	\$20.00	\$27.00

Weekend/Holiday - 9 Holes (after 1PM)	2016 Walking	2016 With Cart	2017 Walking	2017 With Cart
Resident	\$21.00	\$29.00	\$21.00	\$29.00
Non-Resident	\$23.00	\$31.00	\$23.00	\$31.00
Junior (17 years and younger, walking only)	\$9.00		\$9.00	