

July 1, 2021 – June 30, 2022

Fiscal Year 2022 Annual Budget

South Hadley, Massachusetts

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SECTION 1: GENERAL OVERVIEW

Budget Message from the Town Administrator



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

Michael J. Sullivan
Town Administrator

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

Honorable Town Meeting Members,

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

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

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

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

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

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

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

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

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

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

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

Stay safe,

Michael J. Sullivan

Town of South Hadley, Administrator

If you have any questions, concerns, or suggestions regarding the budget or other municipal matters, please contact me at msullivan@southhadleyma.gov or (413) 538 5030 extension 6136.

Fiscal Year 2022 Town Budget



Selectboard

Carol Constant

Jeffrey A. Cyr

Sarah Etelman

Christopher F. Geraghty

Andrea Miles

Michael J. Sullivan, Town Administrator

William C. Sutton, Town Accountant

Lynn M. Hogan, Asst. Town Accountant

The vision of the South Hadley Selectboard is to provide for a socially and economically vibrant community through principals of sound financial planning and effective, efficient and participatory governance.

Departmental Contacts

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

DLS at A Glance Report

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

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

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

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

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

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

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

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

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

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

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

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

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

South Hadley issues tax bills on a quarterly basis

Municipal Finance Terminology

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

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

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

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

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

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

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

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

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

Enterprise Funds: An enterprise fund, authorized by MGL Ch. 44 §53F¹/₂, is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery – direct, indirect, and capital costs- are identified. Enterprise accounting also enables communities to reserve the “surplus” or net assets unrestricted (retained earnings) generated by the operation of the enterprise rather than closing it out the general fund at year-end.

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

Fiscal Year: Since 1974, the Commonwealth and municipalities have operated on a budget cycle that begins July 1 and ends June 30. The designation of the fiscal year is that of the calendar year in which the fiscal year ends. For example, the 2018 fiscal year is July 1, 2017 to June 30, 2018.

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

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

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

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

Levy: The amount a community raises through the property tax. The levy can be any amount up to the levy limit, which is re-established every year in accordance with Proposition 2 ½ provisions.

Levy Limit: A levy limit is one of two types of levy (tax) restrictions imposed by MGL Ch. 59 §21C (Proposition 2¹/₂). It states that the real and personal property taxes imposed by a city or town may only grow each year by 2¹/₂ of the prior year's levy limit, plus new growth and any overrides or exclusions. The levy limit can exceed the levy ceiling only if the community passes a capital expenditure exclusion, debt exclusion, or special exclusion.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Preliminary Estimated Sources & Uses

Fiscal Year 2022

ESTIMATED SOURCES AND USES

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

AMOUNT TO BE RAISED:

Appropriations	

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

Total Appropriations **49,525,631**

ESTIMATED RECEIPTS:

Revenues:	

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

Balance **\$ -**

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

Other Amounts to be Raised

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

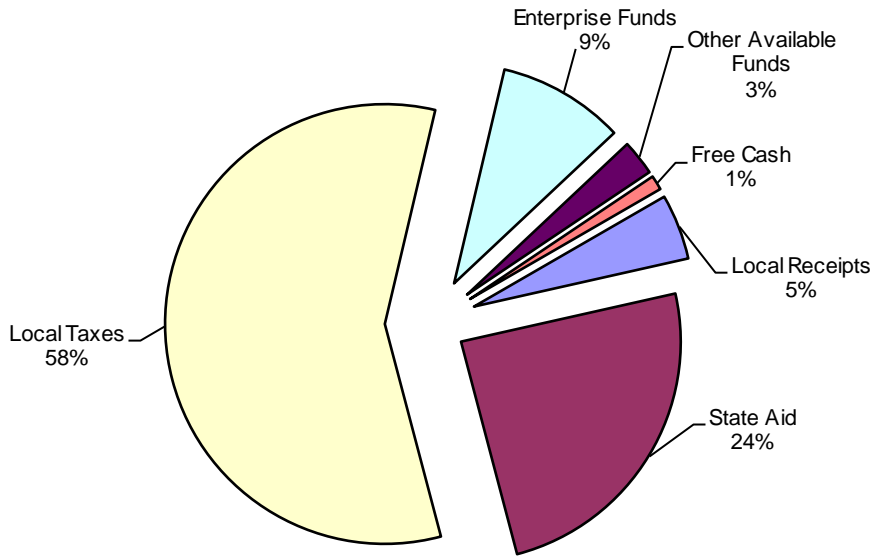
Total **53,569,171**

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

Pie Chart of Allocations

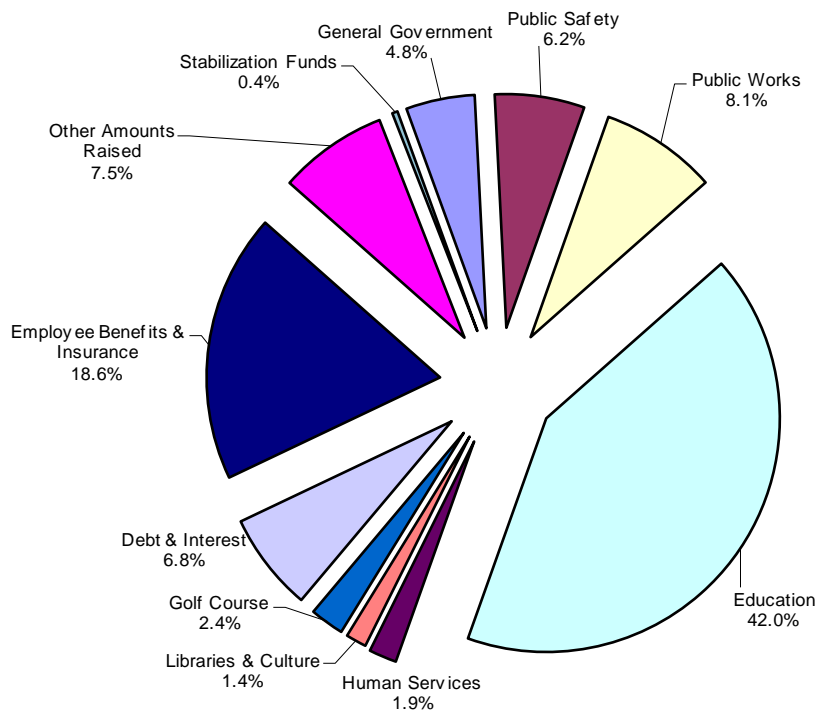
FY 2022 Budget

Where the Money Comes From



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

Where the Money Goes



General Fund Operating Budget and Revenue Comparison Estimates

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

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

General Fund Operating Budget and Revenue Comparison Estimates contd.

Operating Budget Requests:

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

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

Estimated increase in amount for Other Assessments

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

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

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

Articles Proposed from Free Cash

(subject to change)

ATM :

Annual Budget Article

Golf Course Debt/Deficit	\$ 373,563
--------------------------	------------

OPEB Trust	\$ 200,000
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Total Budget Article	\$ 573,563
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Other Articles to be Proposed from Free Cash

Conservation Land Article	\$ 197,000
---------------------------	------------

APR Grant Match	\$ 150,000
-----------------	------------

Stabilization Fund	\$ 200,000
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Capital Purchases	\$ 1,748,000
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Capital Stabilization Fund	\$ 200,000
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Total Articles Proposed from Free Cash \$ 3,068,563

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

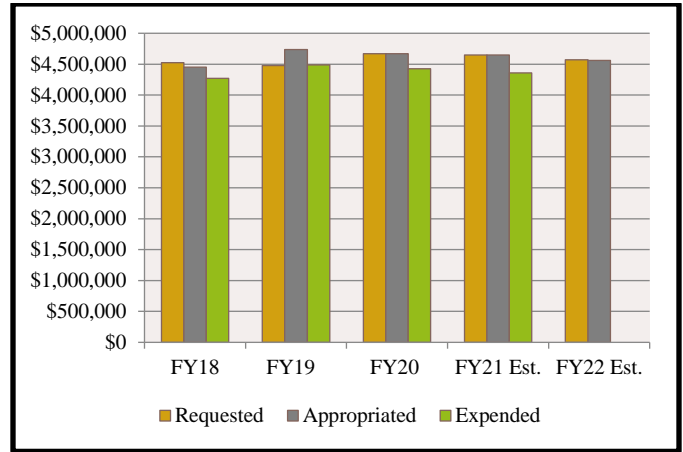
Balance of Free Cash Remaining as proposed \$1,241,207

SECTION II: ASSUMPTIONS & SUPPORTING DOCUMENTATION

Expense Assumptions:

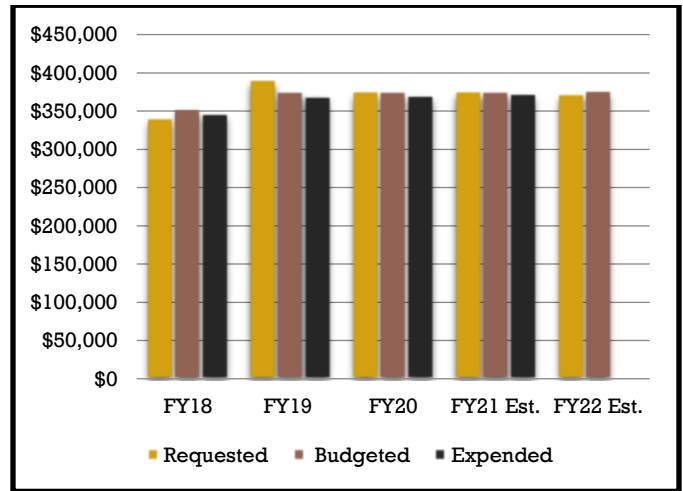
Group Health Insurance:

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



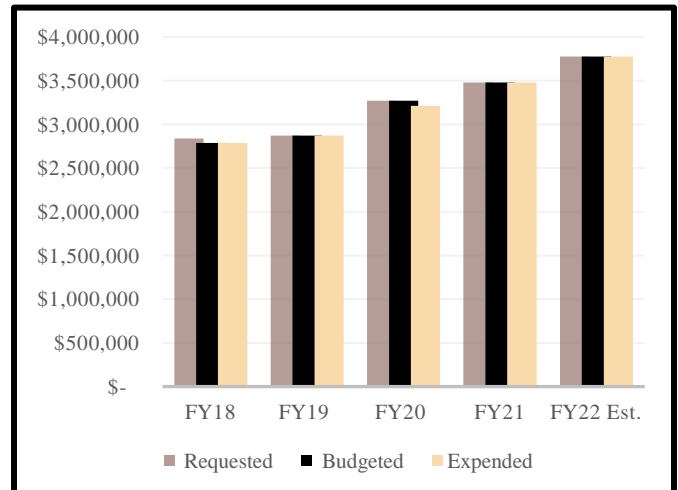
Medicare:

In fiscal year 2022, Medicare/Social Security Taxes will be increased by \$1,000. The Town is working diligently to curb this and other labor related costs by utilizing technology, maximizing experienced existing staff and refraining from adding employees whenever possible.



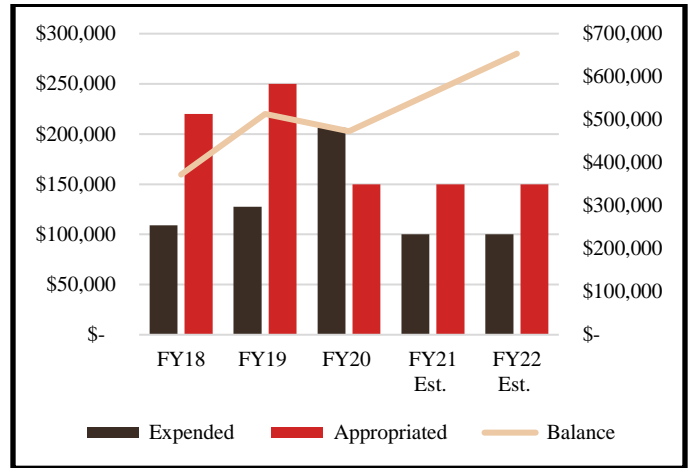
Retirement:

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



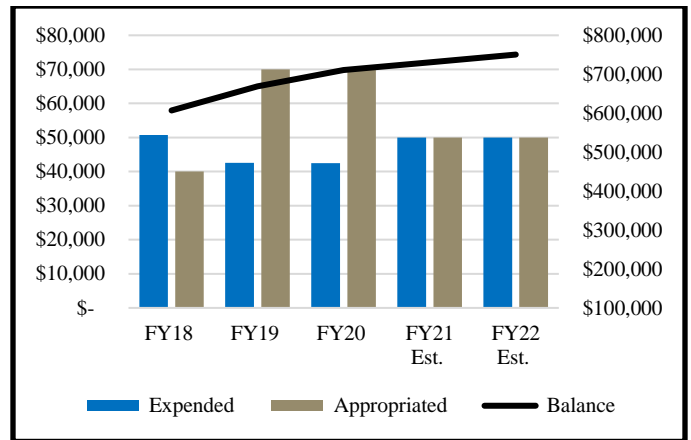
Workers' Compensation:

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



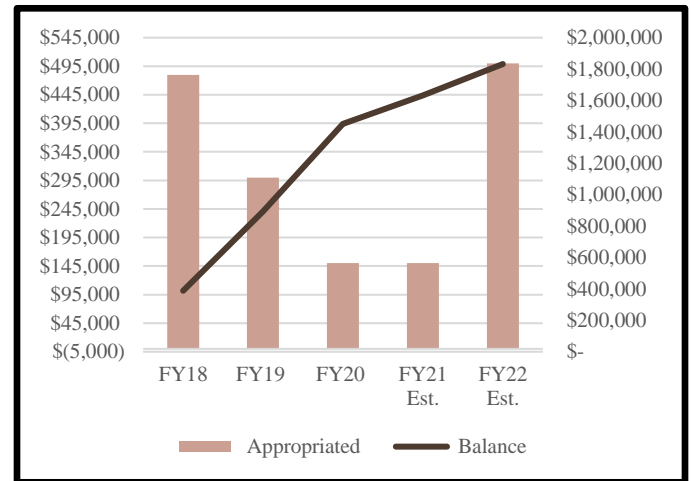
Police IOD:

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



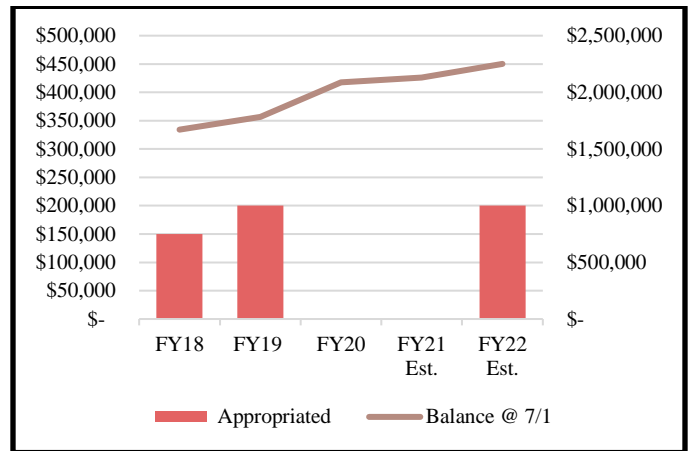
OPEB:

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



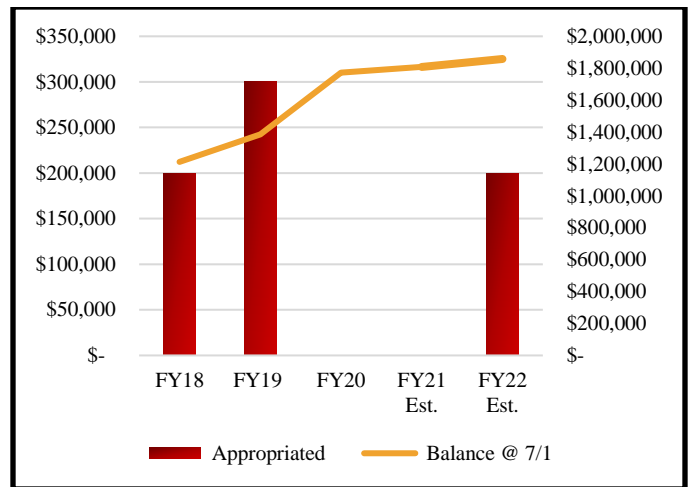
Stabilization Fund:

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



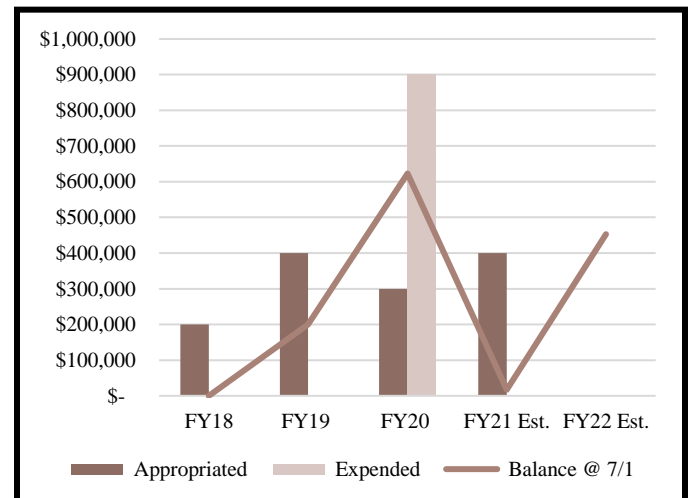
Capital Stabilization Fund:

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



Senior Center Stabilization Fund:

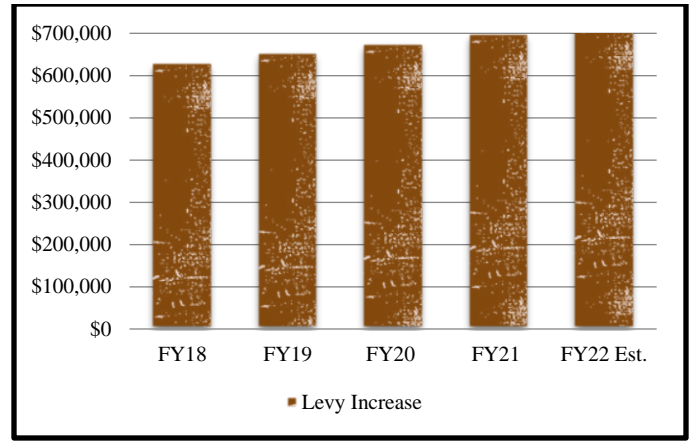
Fiscal year 2018 saw the creation of a stabilization fund to help assist in the funding for the construction of a new senior center. A transfer of \$900,000 in FY20 to the project reduced the balance to near \$0, with the intent to continue building the fund up to aid in the debt payments. There will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



Revenue Assumptions:

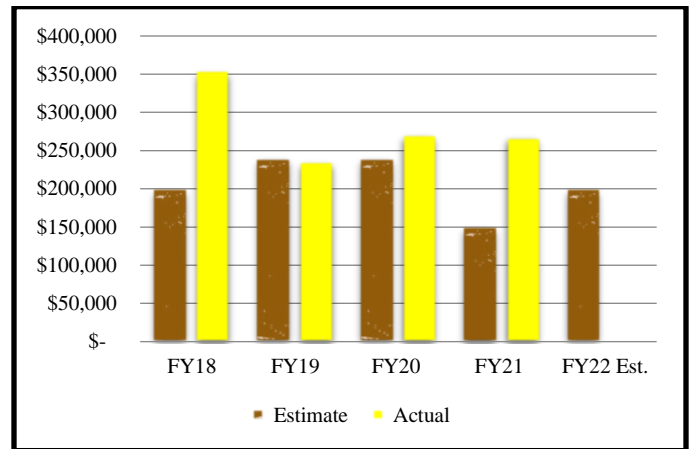
Levy Limit

The Town is allowed to increase its tax levy limit 2.5% from the previous year's base. This increase each year represents the majority of our "new" revenues. The increase for fiscal year 2022 will be approximately \$723,862



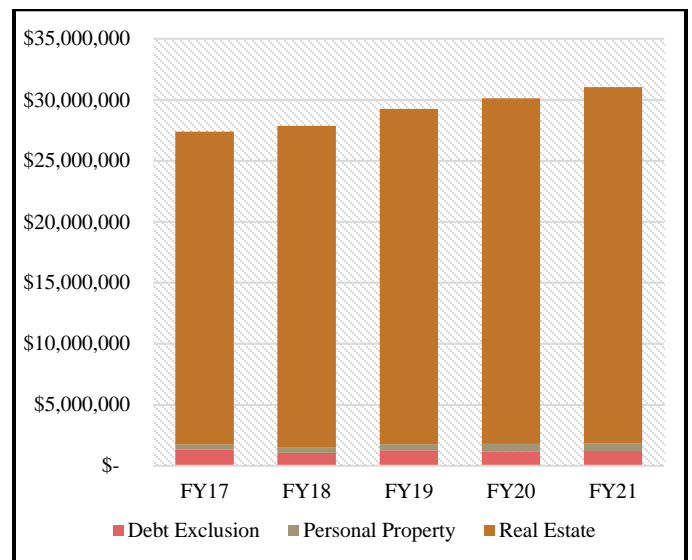
New Growth

New Growth for fiscal year 2022 is estimated to be \$200,000. This estimate represents the anticipated addition to the tax base generated by new construction, renovations and other changes to property but does not include market or revaluation changes.



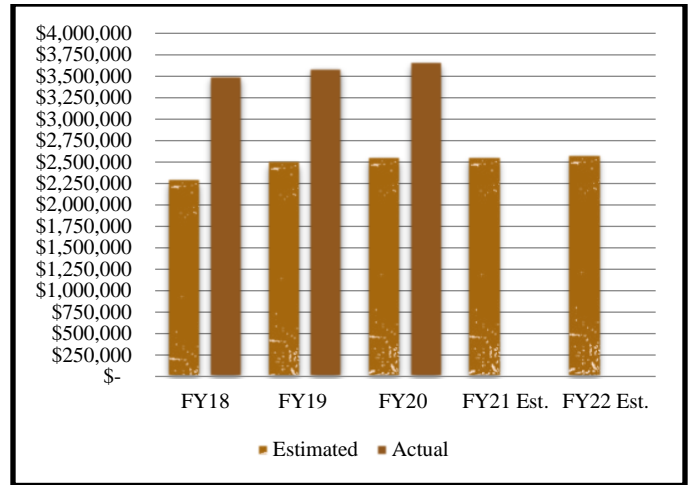
Property Taxes

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



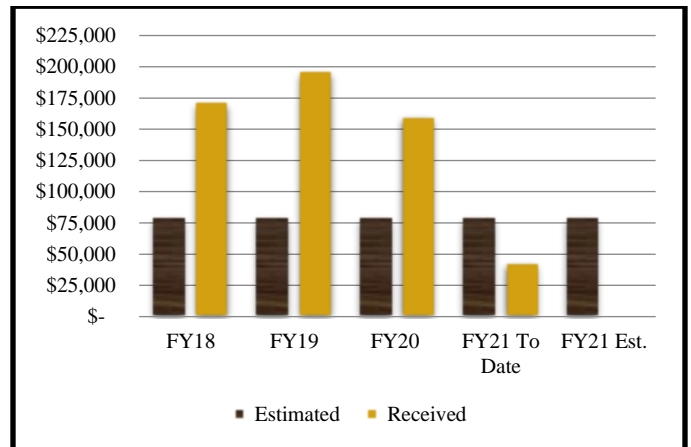
General Fund Receipts

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



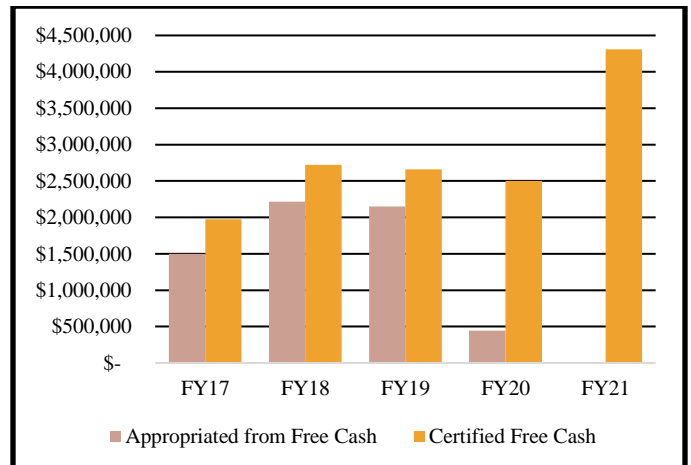
Medicaid Reimbursements

The School-Based Medicaid program allows local education authorities (LEAs), such as cities and towns, charter schools, public health commissions, and regional school districts, to seek payment for providing medically necessary Medicaid services (direct services) to eligible MassHealth-enrolled children. These revenues vary substantially based on services provided & reimbursement rates. The fiscal year 2022 estimate will be \$80,000



Certified Free Cash

Free Cash was certified for fiscal year 2021 beginning 7/1/2020 at \$4,309,770. It also should be noted that Stabilization and Capital accounts continue to grow annually, which also would affect unreserved free cash had those monies not been allocated wisely to those fund balances. It cannot be said often enough that “free cash” should not be used for reoccurring expenses.



5 Year Revenue/Expenditure Projection

Summary of Projected Revenues and Expenditures:

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

GENERAL FUND

Revenues:

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

Expenditures:

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

Indirect Costs and Supporting Documentation:

School Indirect Costs-FY22

School Indirect Costs Reflected on Town Side of Budget

FY 22:

FY 22 Budget Recommendation \$22,476,460

Estimated:

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

Total Indirects \$ 4,758,475

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

SHELD Indirect Costs-FY22

SHELD Indirect Costs Reflected on Town Side of Budget

FY 22:

FY 22 Estimated Reimbursables

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

Total Estimated Reimbursables \$ 1,020,246

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

Landfill Enterprise –FY22 Supporting Documentation

Estimated Revenues

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

Expenses

Landfill Enterprise Operating Budget

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

Debt & Interest	\$	-	
Capital Outlay	\$	-	TBD

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

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

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

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

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

WWTP Enterprise-FY22 Supporting Documentation

Estimated Revenues

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

Expenses

WWTP Enterprise Operating Budget

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

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

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

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

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

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

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

Golf Course Enterprise-FY22 Supporting Documentation

Estimated Revenues

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

Expenses

Golf Enterprise Operating Budget

Other Expenses:

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

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

Subtotal \$ 1,627,451

Direct/Indirect Costs in General Fund

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

Total \$ 1,657,323

Estimated Budgeted Surplus/(Deficit) \$ (403,435)

Proposed funding is as follows:

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

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

Explanation of Bond Ratings

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

Fiscal Year 2022 Long-Term Debt Service

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

1/11/2021

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

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

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

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

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

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

Current Long-Term Debt Schedule

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

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

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

SECTION III: DEPARTMENTAL BUDGETS

Selectboard

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

Cable Access Studio

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

Finance Committee/ Reserve Fund

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

Accountant/Auditor

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

Wage and Classification

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

Human Resources

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

Assessor

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

Collector/Treasurer

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

Town Audit

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

Town Clerk

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

Legal Services

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

Information Technology

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

Elections

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

Planning/Conservation

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

Public Building Maintenance

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

Internal Service Fund

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

Town Reports

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

Police

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

Inspection Services

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

Weights and Measures

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

Department of Public Works

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

Snow & Ice Removal

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

Street Lighting

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

Health

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

Council on Aging

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

Veterans' Services

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

Library

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

Recreation

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

Canal Park

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

Old Firehouse Museum

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

Retirement of Debt: Principal

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

Interest: Long-Term Debt

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

Interest: Short-Term Debt

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

Retirement

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

Unemployment Compensation

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

Group Health Insurance

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

FICA/Medicare

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

Liability Insurance

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

Ct. River Channel Markers

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

DPW: Landfill

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

DPW: Sewerage

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

DPW: Water Pollution Control

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

Ledges Golf Course/Valley View

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

Workers' Compensation

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

Injured on Duty

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

Senior Center Stabilization

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

OPEB

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

Conservation Land Fund

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

Mosier School Stabilization

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

School

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

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

SECTION IV: SPECIAL ARTICLES

Stabilization

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

Capital Stabilization

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