

# Proposal – Strategic Planning/Forecasting and Budgeting for Town of Hadley

## Issues to be addressed

### Communication

- Department Heads/Town Administrator/Select Board

  - Roles/responsibilities of SB liaisons if continued

- Select Board / Town residents

- Audit results and management letter

### Multi-year budget planning versus single-year balancing act

- Quality of input

- Accuracy of input

- Comprehensiveness of input

- Movement away from line item focus to departmental/programming focus

- Integration of capital planning

- Inclusion of FTE trend analysis

### Lack of sufficient information to make informed decisions

- Board material format and dissemination of information

- Wage study

- Identification of key goals and objectives

- Ongoing update and status of major issues and projects

- Integration of existing information – Police Study, DPW Study, Fire Study

### Budget/Planning calendar

- “Road to Town Meeting”

## PROPOSED OUTLINE – PROJECT PLAN

### June (Organizational focus)

- Kick-off - point person to act as project coordinator? Use of sub-committees? Use of outside facilitator?
- Department head meeting to discuss request for deliverables: short-term and long-term departmental goals, staffing needs and capital needs, other budgetary issues, SWOT analysis
- Inform public of initiative
- Governance issues – is current structure working for Hadley? Should we consider Charter?
- Current inventory (where we are): Town profile, executive summary from studies already completed with update on implementation, audit findings and related management letter from Melanson Heath, staffing analysis – organization chart plus positions and current salary as well as FTE analysis going back 5 years, high level review of long-range plan
- Salary/wage survey and personnel policy updates

### July (Situation Analysis)

- Detailed financial review – 5 year revenue projection discussion with FinCom, Assessor and Treasurer
- Detailed review of FY 2015 actuals versus budget and possible impacts on FY 2016 TM budget
- Department head discussions – review SWOT analyses
- Preparation for first public forum

### August (Situation Analysis)

- TA “state of union” report (wrap up for FY 2015 and outlook for FY 2016, etc.)
- Hold public forum – high level “here’s where we are”, results of SWOT analysis, obtain feedback
- Develop elements of future vision
- Agree upon priorities - key goals and roadmap to achieve based on input from forum
- Focus on Capital Plan in support of priorities/goals
- Related Articles for STM?
- Detailed discussion of free cash for FY 2016 and impact on future years

### September (Strategy Formulation)

- Agree on action plans
- Update 5-year projection and review
- Key issues discussion for FY 2017
- Budget guidelines established to support vision, key goals – communicate to department heads

### October (Strategy Formulation)

- Hold public forum for buy in/feedback
- STM

- Revenue analysis with Assessor
- Discuss Treasurer/Collector positions
- TA quarterly update and forecast for FY 2016

#### **November (Strategy and Implementation)**

- Meeting with department heads regarding budget questions/concerns

#### **December (Strategy and Implementation)**

- First draft of budgets due
- Revenues fixed, fixed costs discussed and agreed upon

#### **January (Strategy and Implementation)**

- Initial budget “roll-up” reviewed in detail
- Issues/concerns identified and communicated to department heads
- Begin individual departmental reviews
- TA quarterly update and forecast for FY 2016

#### **February (Strategy and Implementation)**

- Complete individual department reviews
- Finalize Capital Plan
- Related warrant articles?

#### **March (Strategy and Implementation)**

- Budget to FinCom for review and comment

#### **April (Strategy and Implementation)**

- Discussion of any recommended FinCom changes
- Communication of suggested changes to department heads for discussion (if not already occurred)
- Public hearing on budget
- Budget finalized for ATM
- TA quarterly update and forecast for FY 2016

#### **May (Strategy and Implementation)**

- ATM
- Continuation of strategic planning process for FY 2017

REQUEST FOR RESERVE FUND TRANSFERS  
TOWN OF HADLEY, MASSACHUSETTS

COPY

TO: FINANCE COMMITTEE

DATE: JULY 1, 2015

Request is hereby made for the following transfers from the ~~FY14 Reserve~~ *line item*  
~~Fund~~ in accordance with Chapter 40, Section 6, of the Massachusetts  
General Laws

FROM	Dept	Description	\$	TO	Dept	Description	\$
	210	Police Expense	\$5,000		210	Police Payroll	\$22,365
	220	Fire Payroll	\$5,000				
	912	Workers Comp	\$5,000				
	916	Medicare	\$5,000				
	914	Health Ins	\$2,365				
		TOTAL	\$22,365			TOTAL	\$22,365

FINANCE COMMITTEE ACTION

BOARD OF SELECTMEN ACTION *JC, GD*

Date: \_\_\_\_\_ Approved: \_\_\_\_\_

Date: 7/1/15 Approved: 4-0-1

Amount \_\_\_\_\_ Rejected: \_\_\_\_\_

Amount 22,365 Rejected: \_\_\_\_\_

Reject Reason: \_\_\_\_\_

Reject Reason: \_\_\_\_\_

Signatures:

Signatures:

*Alfred B. Dow*  
*Jay A. Chung*  
*Molly Keegan*  
*ST Davis*

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

REQUEST FOR APPROPRIATION FUND TRANSFER  
TOWN OF HADLEY, MASSACHUSETTS

COPY

TO: FINANCE COMMITTEE  
BOARD OF SELECTMEN

DATE: June 30, 2015

REQUEST IS HEREBY MADE FOR THE FOLLOWING APPROPRIATION  
TRANSFER IN ACCORDANCE WITH CHAPTER 44, SECTION 33B, OF THE  
MASSACHUSETTS GENERAL LAWS.

AMOUNT REQUESTED \_\_\_ \$ 4,000

FROM BUDGET Dispatch Payroll (222) (Per May '14 ATM)  
TO BUDGET Dispatch Expense (222) (Per May '14 ATM)

EXPLANATION:

Pay for High Utility and Gas Bills

*D. J. Murphy*  
REQUESTING PARTY SIGNATURE

BOARD OF SELECTMEN ACTION

DATE: \_\_\_\_\_ APPROVED: \_\_\_\_\_

AMOUNT: \_\_\_\_\_ REJECTED: \_\_\_\_\_

REJECT REASON: \_\_\_\_\_

Signatures:

*Joseph B. Hayes Jr.*  
*Jay A. Chuzha*  
*John M. ...*  
*Molly Keegan*  
*ET ...*

FINANCE COMMITTEE ACTION

*mk*  
*JC*

DATE: 7/1/15 APPROVED 4-0-1

AMOUNT: 4000 REJECTED \_\_\_\_\_

REJECT REASON: \_\_\_\_\_

Signatures:

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\_\_\_\_\_  
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Cc: Board of Selectmen  
Town Accountant  
Finance Committee

# Ledger History - Detail - Expenditure Ledger

Tran. Name	Comment	Code: 222 - COMMUNICATIONS CENTER	Payee	Beginning	Debit	Credit	Ending
Group 1: Segment 2: Department Account: 01-222-5211-000 ELECTRICITY/COM CENTER							
Tran. Type: Budget	Block/Batch:	Summary:	Posted: 07/01/2014	0.00	28,213.78	27,748.68	-465.10
			By: gail		0.00	26,000.00	26,000.00
Warrant: 4	Block/Batch: 4/4		Posted: 07/11/2014		0.00	26,000.00	26,000.00
Tran. Type: Payable			By: joan		2,843.04	0.00	23,156.96
54381502095	15 East Street		WNMECO		2,843.04	0.00	23,156.96
Warrant: 10	Block/Batch: 10/1		Posted: 08/22/2014		2,963.21	0.00	20,193.75
Tran. Type: Payable			By: joan		2,963.21	0.00	20,193.75
54381502095	Service 07/01/2014 to 08/01/2014		WNMECO		2,963.21	0.00	20,193.75
Warrant: 26	Block/Batch: 26/5		Posted: 12/12/2014		8,701.37	0.00	11,492.38
Tran. Type: Payable			By: joan		8,701.37	0.00	11,492.38
54381502095	Service 10/30/2014 to 12/02/2014		WNMECO		1,177.18	0.00	19,016.57
1	Period Ending 08/11/2014		Hadley Solar LLC		2,249.81	0.00	16,766.76
HH-4	Nov 2014		Hadley Solar LLC		1,148.32	0.00	15,618.44
HH-2	Sept 2014		Hadley Solar LLC		2,234.74	0.00	13,383.70
HH-3	Oct 2014		Hadley Solar LLC		1,891.32	0.00	11,492.38
Warrant: 32	Block/Batch: 32/2		Posted: 01/23/2015		1,474.04	0.00	10,018.34
Tran. Type: Payable			By: gail		1,474.04	0.00	10,018.34
54381502095	12/2-12/15 for 15 East St.		WNMECO		1,084.78	0.00	8,933.56
Warrant: 34	Block/Batch: 34/2		Posted: 02/06/2015		1,084.78	0.00	8,933.56
Tran. Type: Payable			By: gail		1,084.78	0.00	8,933.56
HH-5	Dec 2014		Hadley Solar LLC		1,084.78	0.00	8,933.56
Warrant: 36	Block/Batch: 36/4		Posted: 02/20/2015		1,505.92	0.00	7,427.64
Tran. Type: Payable			By: gail		1,505.92	0.00	7,427.64
54381502095	Electricity charges		Eversource		1,505.92	0.00	7,427.64
Warrant: 40	Block/Batch: 40/2		Posted: 03/06/2015		3,885.52	0.00	3,542.12
Tran. Type: Payable			By: gail		3,885.52	0.00	3,542.12
54381502095	Monthly charges		Eversource		1,712.18	0.00	5,715.46
54-381502095	Town of Hadley		Hadley Solar LLC		1,180.33	0.00	4,535.13
54-381502095	Town of Hadley		Hadley Solar LLC		993.01	0.00	3,542.12
Warrant: 44	Block/Batch: 44/1		Posted: 04/17/2015		2,080.37	0.00	1,461.81
Tran. Type: Payable			By: gail		2,080.37	0.00	1,461.81
54381502095	Charges March 3 - April 1 2015		Eversource		2,080.31	0.00	1,461.81
Warrant: 46	Block/Batch: 46/1		Posted: 05/01/2015		580.72	0.00	887.09
Tran. Type: Payable			By: gail		580.72	0.00	887.09

# Ledger History - Detail - Expenditure Ledger

Tran. Name	Comment	Payee	Beginning	Debit	Credit	Ending
Account: 01-222-5211-000						
HH-8	March 2015	Hadley Solar LLC	0.00	28,213.78	27,748.68	-465.10
Warrant: 50	Block/Batch: 50/1	Posted: 05/29/2015		580.72	0.00	881.09
Tran. Type: Payable		By: gail		3,094.87	0.00	-2,213.78
HH-9	April 2015	Hadley Solar LLC		3,094.87	0.00	-2,213.78
Warrant: 52	Block/Batch: 52/3	Posted: 06/12/2015		0.00	1,748.68	-465.10
Tran. Type: Payable		By: gail				
54381502095		Eversource		0.00	1,748.68	-465.10

Total Group 1: Segment 2: Department Code: 222 - COMMUNICATIONS CENTER 28,213.78 27,748.68

REQUEST FOR RESERVE FUND TRANSFER  
TOWN OF HADLEY, MASSACHUSETTS  
COUNTY OF HAMPSHIRE

COPY

DATE June 30, 2015

TO: FINANCE COMMITTEE

FROM: Board of Health

REQUEST IS HEREBY MADE FOR THE FOLLOWING TRNSFER FROM THE RESERVE FUND IN ACCORDANCE WITH CHAPTER 40, SECTION 6, OF THE MASSACHUSETTS GENERAL LAWS.

AMOUNT REQUESTED 1062.00

THIS REQUEST IS DEEMED TO BE:  EXTRAORDINARY  
 UNFORESEEN  
 OPPORTUNITY GRANT

EXPLANATION: Veterinary pet care for 2 cats  
(USE, REASON, associated with condemnation  
ETC.) of residence

REQUESTING PARTY SIGNATURE

Requesting Party must meet

Finance Committee prior to action.

SELECTMEN: PLEASE SIGN

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FINANCE COMMITTEE ACTION

DATE: \_\_\_\_\_ APPROVED: \_\_\_\_\_  
AMOUNT: \_\_\_\_\_ REJECTED: \_\_\_\_\_

REJECT REASON: \_\_\_\_\_  
\_\_\_\_\_  
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(Must be signed by majority if Requesting Party is not an Elected Official)

Cc: Board of Selectmen  
Town Accountant  
Finance Committee



REQUEST FOR APPROPRIATION FUND TRANSFER  
TOWN OF HADLEY, MASSACHUSETTS

TO: FINANCE COMMITTEE  
BOARD OF SELECTMEN

DATE: June 30, 2015

REQUEST IS HEREBY MADE FOR THE FOLLOWING APPROPRIATION  
TRANSFER IN ACCORDANCE WITH CHAPTER 44, SECTION 33B, OF THE  
MASSACHUSETTS GENERAL LAWS.

AMOUNT REQUESTED \_\_\_ \$ 1,200.00

FROM BUDGET Board of Health Payroll (510) (Per May '14 ATM)  
TO BUDGET Board of Health Expense (510) (Per May '14 ATM)

EXPLANATION:

Pay for Veterinary care for 2 cats

  
REQUESTING PARTY SIGNATURE

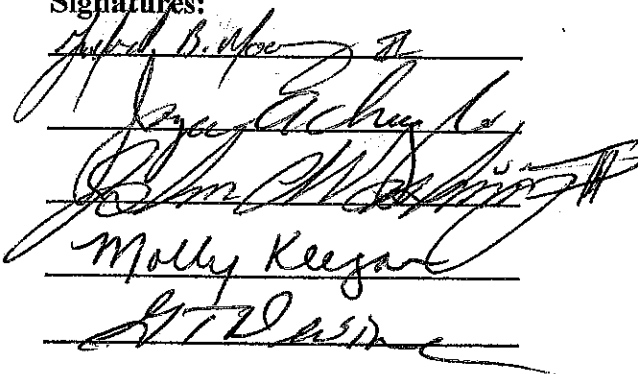
BOARD OF SELECTMEN ACTION

DATE: 7/1/15 APPROVED: 5-0-0

AMOUNT: 1200 REJECTED:    

REJECT REASON:    

Signatures:

  
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FINANCE COMMITTEE ACTION

DATE:     APPROVED    

AMOUNT:     REJECTED    

REJECT REASON:    

Signatures:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Cc: Board of Selectmen  
Town Accountant  
Finance Committee

gd  
mx

COPY

REQUEST FOR RESERVE FUND TRANSFER  
TOWN OF HADLEY, MASSACHUSETTS  
COUNTY OF HAMPSHIRE

DATE 06/30/2015

TO: FINANCE COMMITTEE

FROM: Street lights

REQUEST IS HEREBY MADE FOR THE FOLLOWING TRNSFER FROM THE RESERVE FUND IN ACCORDANCE WITH CHAPTER 40, SECTION 6, OF THE MASSACHUSETTS GENERAL LAWS.

AMOUNT REQUESTED 1750.00

THIS REQUEST IS DEEMED TO BE:  EXTRAORDINARY  
 UNFORESEEN  
 OPPORTUNITY GRANT

EXPLANATION: Fluctuation in Rates Midwinter  
(USE, REASON, ETC.)

[Signature]  
REQUESTING PARTY SIGNATURE

Requesting Party must meet  
Finance Committee prior to action.

SELECTMEN: PLEASE SIGN

FINANCE COMMITTEE ACTION

DATE: \_\_\_\_\_ APPROVED: \_\_\_\_\_  
AMOUNT: \_\_\_\_\_ REJECTED: \_\_\_\_\_

REJECT REASON: \_\_\_\_\_

(Must be signed by majority if Requesting Party is not an Elected Official)

Cc: Board of Selectmen  
Town Accountant  
Finance Committee

gp  
mk  
5-0-0

[Signature]  
[Signature]  
[Signature]  
[Signature]





TOWN OF HADLEY  
PROJECTED REVENUES - FOR DISCUSSION PURPOSES ONLY  
6/9/2015

Account	Revenue Summary	FY 2012 Budgeted	FY 2012 Actual	FY 2013 Budgeted	FY 2013 Actual	FY 2014 Budgeted	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
000-411-012	Table 1: Property Tax Levy	8,082,295	8,082,295	8,373,272	8,373,272	8,677,000	8,677,000	8,988,144	9,359,333	9,753,316	10,132,149	10,505,453
	Tax Levy	202,057	202,057	209,332	209,332	216,925	216,925	224,704	233,983	243,833	253,304	262,636
	New Growth	88,920	88,920	94,366	94,366	94,219	94,219	146,465	160,000	163,000	170,000	176,000
	Debt Exclusions	926,578	926,578	819,423	819,423	731,267	731,267	721,571	709,354	645,197	608,355	542,832
	Subtotal	9,299,850	9,299,850	9,496,423	9,496,423	9,719,411	9,719,411	10,088,884	10,462,670	10,777,346	11,113,818	11,410,921

Account	Revenue Summary	FY 2012 Budgeted	FY 2012 Actual	FY 2013 Budgeted	FY 2013 Actual	FY 2014 Budgeted	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
000-412-000	Table 2: State Aid	733,207	733,207	815,648	815,648	879,856	879,856	935,254	953,529	1,001,205	1,051,266	1,103,829
	Chapter 70	53,512	53,512	54,246	54,246	94,741	94,741	45,951	96,917	50,000	50,000	50,000
	Charter School Reimbursement	386,121	356,121	383,877	383,877	392,951	392,951	403,848	418,387	428,755	438,290	443,996
	Unrecovered General Government Aid	13,550	13,550	13,188	13,188	13,638	13,638	13,425	13,250	13,425	13,425	13,425
	Attendance to Veterans' and Blind	3,983	3,893	-	-	33,996	33,996	61,829	56,854	60,000	60,000	60,000
	Volunteer Benefits and Exemptions	176,323	176,323	176,379	176,379	179,867	179,867	204,286	204,286	214,000	216,000	218,000
	PILOT	385,648	385,648	404,316	404,316	393,729	393,729	452,102	557,741	557,741	557,741	557,741
	Subtotal	1,732,254	1,732,254	1,847,654	1,847,654	1,988,778	1,988,778	2,119,695	2,300,958	2,323,126	2,383,722	2,446,991

Account	Revenue Summary	FY 2012 Budgeted	FY 2012 Actual	FY 2013 Budgeted	FY 2013 Actual	FY 2014 Budgeted	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
000-412-000	Table 3: Local Receipts	5,000	1,888	475,000	475,000	475,000	475,000	5,000	7,000	7,000	7,000	7,000
	Professional Assessment	475,000	437,516	472,309	472,309	475,000	475,000	614,998	516,000	516,000	516,000	516,000
	Motor Vehicle	32,000	26,800	36,325	36,325	28,000	28,000	27,000	30,000	30,000	30,000	30,000
	Intervenor Penalties	10,000	6,461	10,000	10,000	10,000	10,000	12,000	16,000	16,000	17,640	18,522
	PILOT (Net from Cherry Street)	3,000	3,516	3,069	3,069	3,500	3,500	3,012	3,500	3,500	3,500	3,500
	Local Occupancy Tax	660,000	767,899	700,000	700,000	700,000	700,000	796,821	856,500	856,500	856,500	856,500
	Meals Excise	240,000	244,248	240,000	240,000	240,000	240,000	277,062	314,367	314,367	314,367	314,367
	PIVA	177,500	124,578	159,536	159,536	153,486	153,486	163,285	163,285	163,285	163,285	163,285
	Court/Fines	60,000	43,534	33,270	33,270	40,000	40,000	34,357	37,000	38,000	40,000	41,000
	Investment Earnings	30,000	25,399	35,000	35,000	10,000	10,000	11,832	12,000	13,000	15,000	16,000
	Road Interest	3,000	40,763	37,084	37,084	69,000	69,000	21,920	69,000	69,000	69,000	69,000
	000-480, 482 Miscellaneous (incl. Medicare D)	-	14,907	-	-	1,236	4,526	1,000	1,000	1,000	1,000	1,000
	000-484 Prior Year Refund	100	395	-	-	625	725	100	500	500	500	500
	182-218 Special Assessments	-	-	-	-	-	-	-	-	-	-	-
	000-494 Select Board Receipts	59,000	119,895	53,517	53,517	484,266	484,266	67,257	73,332	73,332	73,332	73,332
	122 Collector Receipts	20,000	36,282	31,820	31,820	37,187	37,187	31,178	36,000	36,000	37,000	37,000
	146 Assessor Receipts	141	786	15,500	15,500	581	581	500	500	500	500	500
	161 Clerk Receipts	9,750	19,863	18,242	18,242	15,500	15,500	18,908	17,000	20,000	20,000	20,000
	171-476 Concur/ZSA Receipts	1,000	1,200	1,000	1,000	831	831	974	1,000	1,000	1,000	1,000
	175 Planning Board Receipts	2,000	5,181	2,500	2,500	2,618	2,618	2,500	2,700	2,700	2,700	2,700
	210 Police Receipts	8,500	17,861	9,000	9,000	20,301	20,301	10,100	16,822	16,822	16,822	16,822
	220 Fire Receipts	30,000	23,894	21,615	21,615	19,078	19,078	18,000	20,000	20,000	20,000	20,000
	241 Building Inspector Receipts	51,000	78,858	70,000	70,000	67,773	67,773	70,000	75,000	75,000	75,000	75,000
	243 Plum/Plas Inspector Receipts	6,700	11,434	7,000	7,000	10,946	10,946	9,000	9,000	11,000	11,000	11,000
	245-443 Electrical Inspector Receipts	2,367	2,367	2,500	2,500	2,879	2,879	5,021	2,500	3,500	3,500	3,500
	500 Board of Health Receipts	34,000	45,880	37,000	37,000	49,390	49,390	37,000	45,300	47,000	48,000	48,000
	491 Cemetery Receipts	500	40	200	200	10	10	70	50	50	50	50
	610-472 Library Receipts	-	185	20	20	-	-	12	23	23	23	23
	599-484 TV5 Receipts	50,000	50,000	50,000	50,000	50,000	50,000	80	75	75	75	75
	University of Mass Payment	-	-	-	-	-	-	-	-	-	-	-
	Subtotal	1,970,550	2,151,615	2,055,206	2,055,206	2,548,348	2,548,348	2,073,142	2,343,761	2,261,663	2,339,300	2,571,600

Account	Revenue Summary	FY 2012 Budgeted	FY 2012 Actual	FY 2013 Budgeted	FY 2013 Actual	FY 2014 Budgeted	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
000-412-000	Table 4: Available Receipts	1,085,571	1,085,571	507,258	507,258	839,745	839,745	839,756	-	-	-	-
	Free Cash	-	-	-	-	-	-	-	-	-	-	-
	FY 2014 Proc Cash	16,950	16,950	270,000	270,000	187,243	187,243	-	-	-	-	
	Capital Stabilization Fund	-	-	-	-	-	-	-	-	-	-	
	Stabilization Fund	-	-	-	-	-	-	-	-	-	-	
	Water Reserves	17,942	17,942	18,023	18,023	26,190	26,190	29,190	-	-	-	
	Wastewater Reserves	3,551	3,551	8,265	8,265	35,830	35,830	35,830	-	-	-	
	Other Available Receipts	65,000	65,000	71,000	71,000	9,908	9,908	9,808	-	-	-	
	Subtotal	1,189,014	1,189,014	874,346	874,346	1,078,916	1,078,916	1,081,927	-	-	-	

Account	Revenue Summary	FY 2012 Budgeted	FY 2012 Actual	FY 2013 Budgeted	FY 2013 Actual	FY 2014 Budgeted	FY 2014 Estimated	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected
000-412-000	Subtotal	1,970,550	2,151,615	2,055,206	2,055,206	2,548,348	2,548,348	2,073,142	2,343,761	2,261,663	2,339,300	2,571,600
000-412-000	Subtotal	1,732,254	1,732,254	1,847,654	1,847,654	1,988,778	1,988,778	2,119,695	2,300,958	2,323,126	2,383,722	2,446,991
000-412-000	Subtotal	5,000	1,888	475,000	475,000	475,000	475,000	5,000	7,000	7,000	7,000	7,000
000-412-000	Subtotal	1,085,571	1,085,571	507,258	507,258	839,745	839,745	839,756	-	-	-	-



TOWN OF HADLEY  
PROJECTED EXPENSES - FOR DISCUSSION PURPOSES ONLY  
6/9/2015

A B C D E F H 1 2 3 4 5 6

ACCOUNT	DESCRIPTION	FY2012 Voted	FY2012 Actual	FY2013 Voted	FY2013 Actual	FY2014 Voted	Estimated	FY2015 Request	FY2015 Special Town Meeting Voted	FY2016	FY2017	FY2018	FY2019
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Series 100 General Government													
114	Moderator	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
122	Select Board	\$ 89,808	\$ 79,794	\$ 68,055	\$ 67,330	\$ 69,120	\$ 66,187	\$ 72,188	\$ 66,277	\$ 65,324	\$ 69,810	\$ 72,206	\$ 73,252
129	Town Administrator	\$ 79,588	\$ 79,235	\$ 83,834	\$ 83,090	\$ 88,138	\$ 87,575	\$ 89,837	\$ 89,637	\$ 91,370	\$ 98,187	\$ 94,940	\$ 96,779
131	Finance Committee	\$ 1,900	\$ 1,900	\$ 1,900	\$ 952	\$ 250	\$ 155	\$ 250	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050
132	Reserve (Transfer)	\$ 96,000	\$ -	\$ 90,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
133	Town Accountant	\$ 95,070	\$ 94,225	\$ 94,466	\$ 90,346	\$ 92,599	\$ 89,505	\$ 98,899	\$ 93,649	\$ 95,609	\$ 98,742	\$ 101,014	\$ 103,006
141	Assessors	\$ 84,217	\$ 82,680	\$ 79,494	\$ 77,394	\$ 82,994	\$ 81,207	\$ 84,842	\$ 84,592	\$ 90,642	\$ 94,131	\$ 95,727	\$ 97,574
145	Treasurer	\$ 114,331	\$ 112,052	\$ 114,049	\$ 112,179	\$ 117,308	\$ 114,307	\$ 123,284	\$ 115,764	\$ 121,713	\$ 122,615	\$ 125,273	\$ 127,913
146	Tax Collector	\$ 92,250	\$ 89,971	\$ 98,858	\$ 95,469	\$ 102,466	\$ 100,988	\$ 107,734	\$ 107,284	\$ 105,609	\$ 111,840	\$ 113,443	\$ 115,469
151	Town Counsel	\$ 40,800	\$ 38,553	\$ 41,780	\$ 41,394	\$ 35,380	\$ 35,380	\$ 36,380	\$ 36,380	\$ 36,380	\$ 36,380	\$ 36,380	\$ 36,380
161	Town Clerk	\$ 64,055	\$ 61,637	\$ 67,558	\$ 64,860	\$ 70,387	\$ 69,370	\$ 74,344	\$ 74,194	\$ 76,894	\$ 82,157	\$ 82,157	\$ 86,594
163	Registrars	\$ 14,970	\$ 10,751	\$ 19,170	\$ 15,601	\$ 14,670	\$ 10,954	\$ 16,220	\$ 16,120	\$ 12,620	\$ 16,920	\$ 14,970	\$ 17,120
171	Conservation	\$ 3,000	\$ 2,463	\$ 3,050	\$ 3,021	\$ 3,050	\$ 3,041	\$ 3,050	\$ 3,050	\$ 3,050	\$ 3,050	\$ 3,050	\$ 3,050
175	Planning Board	\$ 11,780	\$ 8,457	\$ 15,790	\$ 15,060	\$ 11,780	\$ 12,818	\$ 11,780	\$ 11,780	\$ 12,080	\$ 12,880	\$ 13,380	\$ 13,380
176	Board of Appeals	\$ 3,665	\$ 1,893	\$ 3,665	\$ 1,700	\$ 3,665	\$ 2,707	\$ 3,665	\$ 3,665	\$ 3,665	\$ 3,665	\$ 3,665	\$ 3,665
182	Long Range Plan	\$ 1,000	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
199	Insurance	\$ 108,092	\$ 102,251	\$ 115,916	\$ 115,032	\$ 111,000	\$ 105,572	\$ 115,400	\$ 111,000	\$ 113,000	\$ 113,000	\$ 114,000	\$ 115,000
192-199	Town Buildings	\$ 150,262	\$ 223,643	\$ 132,313	\$ 128,725	\$ 128,200	\$ 138,963	\$ 136,346	\$ 136,346	\$ 143,550	\$ 158,388	\$ 159,018	\$ 165,432
Total General Government		\$ 1,050,218	\$ 989,005	\$ 1,030,398	\$ 913,233	\$ 982,107	\$ 919,709	\$ 1,025,319	\$ 1,003,388	\$ 1,025,106	\$ 1,070,365	\$ 1,067,930	\$ 1,108,264

Series 200 Public Safety													
210	Police	\$ 950,971	\$ 993,420	\$ 996,869	\$ 901,715	\$ 992,975	\$ 1,035,376	\$ 1,155,272	\$ 989,027	\$ 1,030,128	\$ 1,174,716	\$ 1,219,685	\$ 1,268,930
220	Fire	\$ 218,440	\$ 212,160	\$ 236,380	\$ 234,995	\$ 282,737	\$ 248,213	\$ 337,711	\$ 315,811	\$ 327,024	\$ 353,974	\$ 355,341	\$ 363,246
222	Communications	\$ 274,160	\$ 252,726	\$ 296,336	\$ 287,297	\$ 255,697	\$ 257,644	\$ 280,509	\$ 268,160	\$ 274,681	\$ 288,875	\$ 294,962	\$ 300,699
230	Ambulance	\$ 110,000	\$ 110,000	\$ 115,000	\$ 115,000	\$ 120,000	\$ 120,000	\$ 125,000	\$ 130,000	\$ 130,000	\$ 135,000	\$ 140,000	\$ 145,000
241	Building Inspector	\$ 90,062	\$ 82,180	\$ 91,819	\$ 76,808	\$ 84,836	\$ 82,486	\$ 91,789	\$ 90,992	\$ 91,077	\$ 95,987	\$ 98,145	\$ 100,884
242	Gas Inspector	\$ 3,654	\$ 3,645	\$ 3,654	\$ 3,649	\$ 3,692	\$ 3,574	\$ 3,692	\$ 3,942	\$ 3,962	\$ 4,527	\$ 4,646	\$ 4,716
243	Plumbing Inspector	\$ 6,202	\$ 6,172	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,140	\$ 6,390	\$ 6,390	\$ 6,410	\$ 6,622	\$ 6,741	\$ 6,863
Total Public Safety		\$ 1,653,489	\$ 1,600,303	\$ 1,746,298	\$ 1,625,704	\$ 1,746,237	\$ 1,753,403	\$ 2,000,363	\$ 1,743,322	\$ 1,865,282	\$ 2,059,111	\$ 2,119,520	\$ 2,190,338

Series 300 Education													
301	Education	\$ 5,387,053	\$ 5,357,590	\$ 5,700,000	\$ 5,586,692	\$ 5,960,000	\$ 5,916,329	\$ 6,101,864	\$ 6,050,000	\$ 6,467,520	\$ 6,867,453	\$ 7,321,407	\$ 7,813,367
Total Education		\$ 5,387,053	\$ 5,357,590	\$ 5,700,000	\$ 5,586,692	\$ 5,960,000	\$ 5,916,329	\$ 6,101,864	\$ 6,050,000	\$ 6,467,520	\$ 6,867,453	\$ 7,321,407	\$ 7,813,367

Series 400 Public Works													
422	Highway	\$ 784,709	\$ 685,598	\$ 718,502	\$ 661,825	\$ 740,217	\$ 647,255	\$ 788,133	\$ 723,215	\$ 732,685	\$ 787,433	\$ 815,988	\$ 842,627
423	Snow & Ice	\$ -	\$ -	\$ 162,734	\$ 131,561	\$ 188,222	\$ 178,915	\$ 188,222	\$ 168,222	\$ 168,222	\$ 21,840	\$ 23,960	\$ 26,330
424	Street Lighting	\$ 17,500	\$ 16,783	\$ 18,300	\$ 17,500	\$ 17,142	\$ 17,142	\$ 18,025	\$ 18,000	\$ 21,840	\$ 21,780	\$ 23,960	\$ 26,330
490	Blgd Maintenance	\$ -	\$ -	\$ 16,700	\$ 14,759	\$ 49,615	\$ 47,624	\$ 66,615	\$ 65,615	\$ 66,950	\$ 75,400	\$ 80,100	\$ 82,700
491	Cemetery	\$ 17,793	\$ 17,495	\$ 17,793	\$ 17,231	\$ 17,793	\$ 17,276	\$ 17,793	\$ 17,793	\$ 17,793	\$ 17,793	\$ 17,793	\$ 17,793
Total Public Works		\$ 820,002	\$ 719,876	\$ 934,029	\$ 843,026	\$ 993,347	\$ 908,212	\$ 1,038,788	\$ 992,845	\$ 1,007,490	\$ 1,072,959	\$ 1,109,564	\$ 1,142,523





TOWN OF HADLEY  
 REVENUE-EXPENDITURE SUMMARY -- FOR DISCUSSION PURPOSES ONLY  
 6/9/2015

	1	2	3	4	5
	<b>FY 2015 Annual &amp;</b>				
	<b>Special Town</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>
	<b>Meetings</b>	<b>Estimated</b>	<b>Estimated</b>	<b>Estimated</b>	<b>Estimated</b>
<b>Revenues</b>	\$ 14,559,260	\$ 15,382,673	\$ 15,844,614	\$ 16,260,550	\$ 16,680,093
<b>Expenses</b>	\$ 15,025,998	\$ 15,875,263	\$ 16,762,219	\$ 17,447,657	\$ 18,152,848
<b>Subtotal</b>	\$ (466,738)	\$ (492,590)	\$ (917,605)	\$ (1,187,107)	\$ (1,472,755)

**Transfers from Other Funds**

Free Cash to Balance Omnibus Budget	\$ 194,609	\$ 183,146	\$ 183,146	\$ 183,146	\$ 183,146
Free Cash for Capital Budget	\$ 276,856	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Stabilization Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Gift COA		\$ 7,000			
MSBA Debt Surplus	\$ 2,444	\$ 2,444	\$ 2,444	\$ 2,444	\$ 2,444
Balance	\$ 7,171	\$ (0)	\$ (432,015)	\$ (701,517)	\$ (987,165)