

SELECT BOARD MEETING  
NOTES

AUGUST 5, 2015

TriBoard

SWOT Analysis: The Departments will have submitted their Strength, Weaknesses, Opportunities, and Threats (SWOT) on July 29. The members of the TriBoard will have a chance to review the information and use it to further develop a strategic plan. The School Department has indicated that it will present its SWOT analysis in September.

Five Year Budget Projection: The budget projection for FY 2016 through FY 2020 will be updated.

Free Cash: The Free Cash estimates will be presented. Final figures must be approved by the Department of Revenue in September/October.



# Town Administrator

## TOWN OF HADLEY

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July 29, 2015

Select Board  
Town of Hadley  
100 Middle Street  
Hadley, MA 01035

**Re: Presentation of Strengths, Weaknesses, Opportunities, and Threats Analysis.**

Dear Select Board:

Please accept this Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis for the Town Administrator. The other departments and officers will be presenting their SWOT analyses separately. I hope that this information is useful for the Select Board's strategic planning.

The Select Board discussed assembling a SWOT analysis as part of an integrated budgetary planning program. At the July 1, 2015 Department Head Meeting, Select Board members requested that each department provide their perspectives of how the Town delivers public services, and introduced the framework of the SWOT Analysis as a way to organize information, so that it is most useful to the Select Board, Finance Committee, the voters, and other decision makers. Incorporating feedback from the department heads, the SWOT Analysis was disseminated.

The SWOT Analysis is organized by internal attributes of the town government that can be helpful (strengths) or be harmful (weaknesses) to achieving goals; or external attributes outside the town government that can be helpful (opportunities) or harmful (threats) to achieving goals. At a minimum, such an ordering will provide an inventory of the prospects and challenges of the Town of Hadley. More promising is the ability to ask questions, compare attributes, select important elements identified, find resources, develop synergies, and position the Town strategically.

One comment about placing attributes within a matrix is that many characteristics have qualities that are simultaneously helpful and harmful, internal and external. Many attributes contain elements and properties of its opposite aspect. It should be no surprise, therefore, that departments may view the same attribute (say, money) as posing a threat, weakness, strength, or opportunity – or all four. In this exercise, differences in perception may lead to greater understanding of the organization and a better sense of how best to marshal our resources to meet our challenges.

The departments are commended for their willingness to undertake this first-ever SWOT analysis. Although the project is unfamiliar, they have provided their best efforts to present their assessments of the Town's overall position and condition.

Thank you for your attention to this report. I look forward to your many anticipated questions.

Sincerely,

A handwritten signature in black ink, appearing to read "David G. Nixon". The signature is written in a cursive style with a large initial "D".

David G. Nixon  
Town Administrator

STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS  
TOWN ADMINISTRATOR

TOWN OF HALDEY

JULY 29, 2015

## Strengths

1. Financial Planning: The Town of Hadley has completed several important financial plans and reports. These planning documents include long range assessments of financial condition as per the best management practices of ICMA; a capital plan, which is updated annually; five-year budget forecasts; an OPEB strategy document with attendant OPEB actuarial reports; and an annual budget document that is produced annually. The Town's finances are audited annually. Further planning efforts are expected in FY 2016.
2. Strong Financial Position: The Town of Hadley shows strong reserves that help preserve its financial position and help maintain a strong credit rating. The stabilization account exceeds \$2 million; CPA exceeds \$1.4 million; the Sewer Reserves exceeds \$650,000; the Water Reserves exceed \$750,000; the OPEB irrevocable trust exceeds \$290,000; and School Choice account exceeds 650,000.

The Town's financial position and policy report was reported in detail in November 19, 2014. The report detailed the many areas of the municipal budget that are performing well, with long-term stability and sustainability in mind. This report is updated annually using the latest audited figures.

3. Strong Credit Rating: The Town of Hadley achieved a credit rating of AA+ (Standard and Poor's). in FY 2014. In FY 2015, the credit rating was re-affirmed. A high credit rating allows the Town to borrow at more favorable interest rates.
4. Town Meeting Form of Government: The Town of Hadley has a town meeting form of government with a five-person Select Board and a Town Administrator. The town government enjoys participatory democracy with direct voter input into important town matters. The town meeting form of government grew directly out of the civic organization of Hadley's earliest European settlers and as such is a n important part of the Town's heritage.
5. Unions: The Town of Hadley workforce is largely unionized, with 5 collective bargaining units representing most of the FTEs. Collective bargaining agreements provide consistency and stability to workplace expectations, management, and financing. (By contrast, workplaces without collective bargaining agreements are often prey to arbitrariness, favoritism, and

inconsistent enforcement of employment policies. Such organizations often experience labor unrest and unnecessary law suits resulting from unfair or capricious labor practices.)

6. Strong Financial Management Team: The Town of Hadley's Financial Management Team consists of the Treasurer, Assistant Treasurer, Accountant, Assistant Accountant, Collector, Assistant Collector, Assistant Assessor, and Town Administrator. Together, these officers manage the Town's finances, coordinate important policy recommendations, and conduct short-term and long-term financial planning and develop recommendation for decision-makers.
7. Strong Senior Management Team: The department heads meet monthly to review Town matters. Each department head brings a wide range of expertise and resources to the table to address issues in an effective and creative manner. (Example: Move of Town Hall offices as an exercise of the continuity of operations plan for emergency management.) The Safety Committee is also part of the Senior Management Team and has resulted in reducing risk exposure within town government, securing several grants to promote safety, and has received financial credits to reduce insurance costs.
8. Cooperation Among Departments: The Town of Hadley is fortunate to have departments that respect the work that each performs and works collaboratively to achieve goals. The Tri Board Committee meets regularly to plan long-term strategy.
9. Excellent Staff: The Town of Hadley employs many hard-working, dedicated staff, who bring many personal resources and expertise to their jobs. Staff tend to stay a long time at their posts, and the town government benefits from their work ethic, collective experience, insights into long-term matters, and stability of department head leadership.
10. Relationships with Allies/Supporters: The Town of Hadley actively maintains positive and productive relationships with important partners as the Legislative Delegation, professional organizations (such as The Massachusetts Municipal Association, Small Town Administrators of Massachusetts, and the Massachusetts Municipal Managers Association to name a few); the University of Massachusetts; neighboring towns; and state agencies (see Opportunities below).
11. Policies and Guides: The Town is committed to developing policies that address a wide range of operational, financial, and community matters. Financial and operational matters are addressed in a series of policies regarding long-term financial management, departmental administrative procedures, and procurement guidelines. The personnel policies are undergoing an upgrade, and will be presented for adoption in the near future. The Town's Master Plan and Open Space Plan are being updated, and will provide direction for managing the future growth of the Town.

The Town has several building studies that provide valuable insight into the problem of maintaining older buildings. Chief among these are the Historic Buildings Preservation Plan, the Facilities Assessment Report, and the Goodwin Memorial Library Facility Plan.

The Town also has plans and guide books governing public works, law enforcement, emergency management, public safety, and other governmental functions.

12. Well-Balanced Tax Base: The Town of Hadley maintains a well-balanced tax base with 65% residential/agricultural and 35% commercial/industrial/personal property. The balance results in a lower tax rate compared with other area towns of similar size. The Town maintains a single tax rate, which promotes small to large commercial growth and generally strong economic activity for a rural area. The tax base and tax structure are reviewed annually.
13. Location: The Valley enjoys a high standard of living and is protected from recessions. The Town of Hadley is an important engine in the local economy, providing shopping, dining, and entertainment opportunities. The proximity to the University of Massachusetts means that a significant portion of Hadley's employment is directly related to the institution or is employed by the secondary support economy.
14. Open Space Preservation: The Town leads the Commonwealth in open space preservation for acres of land. The Town has successfully used a number of preservation tools to maintain its agricultural heritage, scenic views, and natural preservation. The Town's preservation efforts mean that local foods are abundantly available, and the town's open spaces act as a carbon bank to offset the environmental impact of urban centers.

## Weaknesses

1. Bench Strength: All small towns are subject to the problem of understaffing. Departments are expected to perform work with minimal staff. Often key positions (e.g., senior management and financial management) have one person to perform the work. In addition, important functions are left unstaffed and the work is deployed to employees in another department or farmed out to outside vendors. In the Town of Hadley, such functions as human resources are handled by one person in the Treasurer's office, and IT is farmed out to a vendor.
2. Lack of Succession Planning: The Town's work force is aging, and many key positions are expected to become vacant, due to retirements within the next five to ten years. The Town does not have an adequate succession plan for key positions.
3. De-Centralized Decision Making: Above and beyond the separation and balance of powers that are integral to our form of democracy, the Town of Hadley often finds that decision-making involves many departments. Such decision-making can result in delays, miscommunication, and confusion over chain of authority. (Example: Change orders on projects can occur without the funding authority's awareness or consent.)

4. Procurement: The Commonwealth has the most complex regulations concerning procurement in the nation, and small towns often struggle to adhere properly to bidding requirements. Some departments understandably are frustrated by what is required to assemble bid packages and advertise properly. The Town must resist the temptation to take short cuts, especially concerning such matters as advertising, bonds, insurance, and prevailing wages.
5. Stress: Municipal administration and public service can be stressful. Employees are often overloaded with work (see Bench Strength above), and the pace of work is unending. Add to this situation the stress, sleep deprivation, and poor nutrition that are endemic health problems of 21<sup>st</sup> century life, and the Town of Hadley may see burnout, health issues, and lowered productivity from its staff.
6. Lack of Volunteers: This is a perennial problem for communities, particularly small towns. The pool of willing volunteers seems to be dwindling, many committees have long-standing vacancies, and many people often are called to serve on many committees.
7. Public Image: Hadley's public face tends to be molded by people's view of Route 9. Issues such as traffic congestion, derelict commercial buildings, and pan handlers can mar visitors' impressions. In addition, the local press tends to publish stories that highlight sensational stories and ignores important community events and news.
8. Money: Constricted financial resources are a problem for most cities and towns. Decision makers are often faced with difficult funding choices, and there is never enough money to address all public service needs. In addition, capital programs are constrained by the lack of adequate funding.  
  
The perennial problem of money sometimes gives rise to concerns about the adequacy of reserves, even to the point where millions of dollars can be sequestered in unproductive accounts, while public needs go unmet.
9. Restrictive Zoning: The 2010 Master Plan identified large commercial retail establishments as being harmful to the Town's long-term interest. Zoning was changed to restrict the future development of big box retail stores. The prohibition has negatively impacted New Growth revenue.
10. Small Town Resources with Large Town Service Needs: The Town has a population of 5,000, yet shoppers, sports enthusiasts, commuters swell that number daily. The Town is obliged to provide services to meet the many non-residents who make Hadley a vibrant economic engine. The Town is often stretched in its ability to provide services for so many people.

11. Technology: Like most small towns, the Town of Hadley has no IT department, and its fleet of computers and automated functions and programs have developed incrementally and without centralized planning or standardization of processes. The Town is exploring an RFP for a technology consultant to help develop a five year technology plan.
12. Record System: Town records consist mainly of paper. Each year, Town Hall performs a mass shredding of extraneous documents (in accordance with the Secretary of Commonwealth records retention schedule), but there are many boxes and files to store. Archiving and retrieval of records can be a challenge and can be time-consuming.
13. Self-Inflicted Wounds: The Town should review charges that are deducted from certified Free Cash with an eye toward improving internal processes that can prevent unnecessary expenses for taxpayers.

## Opportunities

1. Grants: All small towns rely on grants to help support goals. The Town of Hadley has recently benefited from such grants as a Massworks Grant, Community Innovation Challenge Grants, Direct Local Technical Assistance Grants. The Town applies annually for a host of grants to support senior services, law enforcement, education, library services, public works, and other functions. The placement of the Route 47 culvert on the TIP saved the taxpayers at least \$900,000.
2. Energy: The Town of Hadley has developed strategies for purchasing electricity, fuel oil, propane, and gasoline through regional agencies, such as HCOG and FRCOG. In addition, the Town has entered into agreements to purchase discounted solar-generated electricity. Further programs to save energy are being developed with regional partnerships.
3. New Sources of Revenue: The first casino has opened, and initial reports show that it is popular. In FY 2017, the Town of Hadley can expect a new source of revenue from gambling revenue sharing as per MGL Chapter 29, Section 2CCCC. Ms. Sanderson suggested that these funds could be dedicated to OPEB.
4. Local Economic Climate: The Valley supports a vibrant regional economy. The Valley tends to be recession-proof, and there are many opportunities to develop businesses. Hadley is in a fortunate position to help small and large businesses flourish, thus helping to develop its tax base (see Strengths).
5. Workforce: The Valley has a highly-educated work force from which to recruit for vacancies or for new positions.



6. Strong Local Employers: The University of Massachusetts employs over 6,000 people and the other top ten Hadley employers have more than 100 employees each. The mix of businesses and institutions allows opportunities for a wide range of skilled and unskilled laborers to find employment. Hadley's unemployment rate for November 2014 was 4.5% -- below that of the Commonwealth and the nation.
7. Community and Civic Pride: Hadley relies on volunteers to perform many governmental functions. Most of the boards and committees are run by volunteers. Townspeople are clearly engaged with the community and express civic pride in many ways.
8. Local and Regional Partners: The Valley is fortunate to have several organizations that support small towns in a wide range of services. Chief among these are the Pioneer Valley Planning Commission, Hampshire Council of Governments, University of Massachusetts, and the Franklin Regional Council of Governments, Highland Elder Care, and regional emergency management, law enforcement partners.
9. Legislative Delegation: Western Massachusetts is fortunate to have a strong Legislative Delegation that has achieved important leadership positions within the Massachusetts Legislature. The legislators of the four western counties form a caucus that has done a remarkable job in focusing policy efforts to promote local interests. Our partnership with our Legislative Delegation has been important to advance our interests as well as the interests of the region.
10. Professional Organizations: Town staff are active in professional organizations, where they receive training, develop professional affiliations, and obtain information about legislative changes, best management practices, and other information helpful to the Town of Hadley.
11. Commonwealth Agencies: Town staff have developed solid working relationships with such agencies as the Department of Revenue, Massachusetts Department of Transportation, the Legislature, and State Fire Marshall's Office, the Massachusetts Emergency Management Agency, and the Secretary of the Commonwealth. The Town may benefit from these relationships in order to provide public services more effectively.
12. Social Media: The Town has taken several steps to develop social media and other forms of electronic communications. The Police Department in particular has a very successful social media outreach presence. Other departments could follow their example.

## Threats

1. State Assessments and State Funding Formulas: State assessments for charter and school choice can swing as much as 25% from year to year, making budget forecasting and planning difficult. This is compounded by late shifts in Cherry Sheet assessments during the budget process, and more than once, the Town of Hadley has passed a budget at town meeting in May only to find that by July, the assessment numbers have changed (as much as \$40,000 in one particular year).

State funding formulas are complex and sometimes result in less money coming to the town. For example, veterans' services are funded at 75% reimbursement, but often the reimbursement is delayed and can take several years to trickle in.

2. Unfunded Mandates and Expensive Mandates: Municipalities face many unfunded mandates costing money in a wide range of such matters as educational requirements to sidewalk maintenance on state roads to environmental protection regulations to law enforcement requirements – to name a few. In addition, the Commonwealth requires compliance with expensive requirements, such as prevailing wages, health regulations, voting procedures, staffing plans for water and wastewater, and operations for water, wastewater, and stormwater. Future regulations will undoubtedly require more outlays of money.
3. State Reimbursements: In a related vein, the Town is inadequately reimbursed for state-owned land, education, human services costs (such as veterans' services), and other functions. The burden of inadequate funding is shifted to the taxpayers.
4. Unfunded Liabilities: The Town is grappling with several unfunded liabilities, chief among them are the unfunded pension liability and OPEB. We are informed that further GASB unfunded liabilities will be implemented in future fiscal years. Such liabilities represent a drain on financial resources.
5. Financial Turmoil Overseas: Instability in Europe, the Middle East, and Asian threatens markets in the United States. Financial problems and political instability can affect oil prices, interest rates, investments, and the strength of the dollar.
6. Transportation Issues: The Town experiences many problems from traffic congestion along Route 9. Traffic problems affect quality of life, emergency response, and represent a drain on municipal resources.
7. Build out: The available commercial properties are being developed, and future expansion of the commercial/industrial/personal property tax will be constricted. This threat is compounded by environmental regulations that interdict land from development.

8. Natural Gas Moratorium: The Town has been under a moratorium for new natural gas connections or upgrades since spring 2015, when Berkshire Gas Company announced that it had reached its pipeline peak capacity. The moratorium immediately slowed (but did not stop) commercial development. A prolonged moratorium may depress economic development in the Valley.
9. Natural Disasters: From 2005 to 2015, the Town of Hadley has seen floods, hurricanes, microbursts, heavy snowfall, and other natural disasters. The Town has emergency plans in place, and partners with state and regional emergency management agencies and programs.
10. Crime: Daily dispatch logs document many calls to a wide range of criminal activities. The Police Department does an admirable job of addressing such problems, but detecting, apprehending, and processing defendants strains departmental resources and takes a toll on community cohesion and public health.
11. Aging of the Professionals: The Massachusetts Municipal Association foresees that in five years a significant percentage of the existing town officers (treasurers, accountants, clerks, managers, and collectors) will retire, and there is not a ready cadre of young professionals ready to fill all the expected vacancies. Municipalities will not only lose their institutional memories, but they will have to compete for a smaller pool of qualified candidates to fill positions.
12. Litigation: The threat of litigation is ever-present. We live in a litigious society, and legal costs are exorbitantly high. Staff and counsel spend a lot of time positioning the Town to avoid legal threats. At times, that can make the Town appear to be over-cautious.

**TOWN OF HADLEY  
SWOT ANALYSIS  
7/29/2015**

	Helpful In Achieving Objectives	Harmful In Achieving Objectives
<b>Internal Origin</b>  (Attributes of the Organization)	<b>Strengths</b> 1. Financial Planning. 2. Strong Financial Position. 3. Strong Credit Rating. 4. Town Meeting Form of Government. 5. Unions. 6. Strong Financial Management Team. 7. Strong Senior Management Team. 8. Cooperation Among Departments. 9. Excellent Staff. 10. Relationships with Allies/Supporters. 11. Policies and Guides. 12. Well-Balanced Tax Base. 13. Location. 14. Open Space Preservation.	<b>Weaknesses</b> 1. Bench Strength. 2. Lack of Succession Planning. 3. De-Centralized Decision-Making. 4. Procurement. 5. Stress. 6. Lack of Volunteers. 7. Public Image. 8. Money. 9. Restrictive Zoning. 10. Small Town Resources with Large Town Service Needs. 11. Technology. 12. Record System. 13. Self-Inflicted Wounds.
<b>External Origin</b>  (Attributes of the Environment)	<b>Opportunities</b> 1. Grants. 2. Energy. 3. New Sources of Revenue. 4. Local Economic Climate. 5. Workforce. 6. Strong Local Employers. 7. Community and Civic Pride. 8. Local and Regional Partners. 9. Legislative delegation. 10. Professional Organizations. 11. Commonwealth Agencies. 12. Social Media.	<b>Threats</b> 1. State Assessments and Funding Formulas. 2. Unfunded and Expensive Mandates. 3. State Reimbursements. 4. Unfunded liabilities. 5. Financial Turmoil Overseas. 6. Transportation Issues. 7. Blind Out. 8. Natural Gas Moratorium. 9. Natural Disasters. 10. Crime. 11. Aging of the Professionals. 12. Litigation.

**Hadley Council on Aging/Senior Center  
SWOT Analysis  
2015**

**Compiled by Suzanne Travisano, Senior Services Director  
7-24-2015**

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## **2015 Hadley Council on Aging/Senior Center SWOT Analysis**

### **An Overview of the Hadley Council on Aging**

The Council on Aging's (COA) over-arching goal is to improve the quality of life of Hadley's residents 60 years of age and over, and offer the tools to remain independent within their own community through healthy aging programs, services, education, and social interaction. COA's responsibilities include setting local policy for the administration of elder programs and services; identifying the total needs of the community's elder population; developing, promoting, and implementing services to meet these needs; serving as an advocate for elders; and educating the community-at-large about these needs and the available resources, in accordance with Massachusetts General Laws: Chapter 40, Section 8B: "A city by ordinance or a town by by-law may establish a council on aging for the purpose of coordinating or carrying out programs designed to meet the problems of the aging in coordination with programs of the department of elder affairs."

#### **Organizations and Funding**

Primary funding sources are through the Town of Hadley and state funding through the Executive Office of Elder Affairs (EOEA) 'Formula Grant' which is currently set at \$9 per senior according to the last federal census. Hadley COA's FY16 Total Budget is \$88,027.

According to the 2010 federal census (which is now five years old) we had 1389 people over the age of 60. Thus, Hadley spends \$63 per senior in town, per year, from the above mentioned combined funding.

Additional funding may come in the form of state grants funneled through EOEA, and the Massachusetts Association of Councils on Aging (MCOA) in the form of Service Incentive Grants (SIG) and Title III Grants from the Area Agencies on Aging (AAA.) Highland Valley Elder Services in Florence is our AAA.

The EOEA and AAA are the program and service vehicles for providing elders with Home Care, Nutrition Programs, Protective Services, and other programs, for which the Hadley Council on Aging function as the front door/referral or, in some cases, the administrator to those services. I have enclosed an information page outlining the programs and services of those organizations for your review.

#### **Senior demographic profiles and needs:**

"Economic Security Retirement is not "golden" for all older adults. Over 23 million Americans aged 60+ are economically insecure—living at or below 250% of the federal poverty level (FPL) (\$29,425 per year for a single person). These older adults struggle with rising housing and health care bills, inadequate nutrition, lack of access to transportation, diminished savings, and job loss. For older adults who are above the poverty level, one major adverse life event can change today's realities into tomorrow's troubles."

[https://www.ncoa.org/wp-content/uploads/FactSheet\\_EconomicSecurity.pdf](https://www.ncoa.org/wp-content/uploads/FactSheet_EconomicSecurity.pdf)

As studies and the news report, we are witnessing the exponential growth of those 60+. The elder, elders are living longer, increasing the need for home-based services, and the additional resources\* which allow them to afford to “age in place” *safely*. \*Additional resources are programs like Fuel Assistance, SNAP (formally food stamps), Prescription Advantage, etc., which help to afford the *primary expenses*. The Elder Economic Security Standard Index identifies those primary expenses as: Housing, Food, Transportation, Health Care, and Miscellaneous.

‘Defining Economic Security for Older Americans: The Elder Economic Security Standard Index (Elder Index) is a measure of the costs faced by households of either one or two fully retired seniors age 65 or older. Developed by the Gerontology Institute at the University of Massachusetts Boston and Wider Opportunities for Women, the Elder Index defines economic security as the income level at which elders are able to cover basic and necessary living expenses and age in their homes, without relying on public assistance programs, loans or gifts.’

According to the 2013 Elder Economic Insecurity study (see link below), Massachusetts rank 2<sup>nd</sup> to last, only behind Vermont, for senior Economic Security. The report is brief and very eye-opening as to what our senior demographic is facing from an economic standpoint.

<http://www.wowonline.org/wp-content/uploads/2015/07/WOW-Living-Below-the-Line-Security-in-the-States-Brief-2015.pdf>

*The above information relates to the seniors we already have-without taking into account the masses of boomers presently, and on the brink of retirement, and beyond...*

*The following chart shows the projected growth for those 60+ in Hadley will grow from 1389 in 2010 to 2023 by the year 2030, with seniors ultimately comprising 36% of Hadley’s demographic.*

Hadley 60+ demographic projections

				2010 Census			2020 (Projected)				2030 (Projected)			
				All ages	ages 60+	percent age 60+	All ages	ages 60+	percent aged 60+	percent of growth from 2010-2020	All ages	ages 60+	percent aged 60+	percent of growth aged 60+ between 2010-2030
Lower Pioneer Valley	Hampshire	117	HADLEY	5250	1889	36.2%	3503	1808	32.8%	29.8%	5615	2023	36.0%	35.6%

Center for Social & Demographic Research, Gerontology Institute, John W. McCormack Graduate School of Policy & Global Studies, UMass Boston  
 Population Counts (2010) and Projections (2020, 2030) by Massachusetts Town; All Ages and Age 60+  
 Source of projections: University of Massachusetts Donahue Institute, <http://pep.donahue-institute.org/>

Consider the tenuous future of Social Security and Medicare and the extreme stress this incoming mass of people will put on these social systems, and the implications to the Senior Economic Security as they age...

Hence, the state and federal’s growing push for funding aimed at cutting down on Medicare payables, and regionalization of programming and service centers to serve more with less. ‘Aging healthy’ and ‘evidenced based’ programming such as falls prevention and Chronic Disease Self-Management have become the primary spending targets for state and federal dollars that funnel down to



the local level. The catch-22 to those programs singularly being funded, is that state dollars are not wanting to fund additional individual initiatives, which has to the potential to create a 'cookie-cutter' model for Senior Centers. Ask any COA director and they will confirm that every Senior Center has its own particular culture relative to geography and local demographics. For example, many of the programs that are featured in Amherst or Northampton would not be as well attended here in Hadley. COA's are forced to be creative in finding ways to address growing needs and individual interests within their own communities. This past fiscal year we had applied for a Title III funding grant to increase our van transportation one day per week to come to the Center for programming and for medical appointments. The AAA, (Highland Valley Elder Services) funded less than half the requested amount, bargaining that they would run 2 Chronic Disease Self-Management Workshops here, and the transportation funding would be earmarked to transport seniors to and from those programs. To fund the original objective to use our van for one more day of transportation year round, we needed to embark on the creation of a 'Friends of Hadley Council on Aging' fundraising arm in December of 2014.

# 2015 Hadley Council on Aging/Senior Center

## SWOT Analysis Chart

<p><b>Internal Strengths</b></p> <ul style="list-style-type: none"> <li>• Comprehensive Outreach for resources such as: Fuel Assistance, SNAP benefits, Benefit Check Up, Brown Bag Nutrition Program, SHINE-Medicare/Mass Health counseling</li> <li>• Town Nurse Office Hours weekly</li> <li>• Veterans Administration office hours weekly</li> <li>• Productive partnerships with healthcare professionals to offer Podiatry Clinics, ear cleaning at client's expense</li> <li>• Exercise Classes &amp; Opportunities</li> <li>• Good working relationship with state representative John Scibak</li> <li>• New Friends Group for fundraising</li> <li>• AARP Tax Clinic</li> <li>• Active Leisure Travel Group</li> <li>• Active and Productive TRIAD/SALT</li> <li>• State Formula Grant for supplementing town funding.</li> <li>• Independent building for Seniors provides a sense of ownership and safety</li> </ul>	<p><b>Internal Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Short Staffed</li> <li>• Building lacks Air conditioning and sufficient heating,</li> <li>• more diversity in attendance</li> <li>• Establish more volunteer groups to spearhead special interest learning or tasks within Center (i.e. decorating, etc.)</li> <li>• No home repair</li> </ul>
<p><b>External Opportunities</b></p> <ul style="list-style-type: none"> <li>• MCOA and EOEA SIG grants</li> <li>• RE Tax Exemptions for Seniors</li> <li>• Potential to develop a Senior Tax Work Off Program</li> <li>• AAA sponsored Evidence Based Programs</li> </ul>	<p><b>External Threats</b></p> <ul style="list-style-type: none"> <li>• Senior Transportation</li> <li>• Senior Housing</li> <li>• Grant funding priority given to regionally-based proposals in our AAA Service district and statewide (SIG grants, etc.)</li> <li>• MOW waiting list at HVES</li> <li>• Lack of planning on a State/ Federal level for exponential growth of senior demographic through 2030</li> <li>• Future of Social Security and Medicare</li> </ul>

## SWOT Chart Reference

### Internal Strengths

**Comprehensive Outreach:** One of Hadley COA's greatest strengths is our comprehensive outreach efforts. Elsie Waskiewicz and I are adept at doing intakes for resources that play a crucial role in maintaining economic security for seniors such as: Fuel Assistance, SNAP benefits, and Benefit's Checkup which is a comprehensive individual intake screening program for all available resources. We administer the Brown Bag nutrition program, and host the Title III nutrition meal site administered by HVES. Hadley has our own SHINE counselor who handles enrollment for Medicare, MassHealth, and Prescription Advantage.

**Town Nurse Office Hours:** The Hadley Board of Health has a weekly presence at the Senior Community Center each Wednesday morning. Marge Bernard RN sees a multitude of seniors for blood pressure and glucose checks, injections, and health counseling. There is a comprehensive sharps collection program, medical equipment loan program for those convalescing, or in need of mobility devices. She also administrates the annual flu clinic here at the Center every autumn.

**Productive Partnerships with Healthcare Professionals to offer Podiatry and Ear Clinics at the client's expense.** On-going partnerships allow services to be provided and administered here, as well as making referrals for home visits.

**Veterans Administration Office Hours:** Held weekly here, Thomas J. Geryk is our Veterans' Service Officer. Most weeks Tom sees between 1 and 4 people to enroll or recertify for benefits, seek services or review what services they have.

**Exercise Classes and Opportunities:** The COA is fortunate to have volunteers that run three of our five exercise classes focusing on balance, strength and stress reduction. The two paid instructors are funded partially through exercise donations and the EOEA Formula Grant. We currently have classes for every level of fitness, helping seniors to meet their goals of healthy aging. We also repurposed the adjoining room specifically for all the exercise equipment which allowed the equipment to be used during all hours the Center is open. As a result, we have seen a marked increase in use.

**Good Working Relationship with Rep. John Scibak:** We are fortunate to have John take the time to have his Office Hours here on the first Friday of each month during lunch. He continuously fields requests for updates to senior related issues, and personally addressed the public at an open forum here in April around the legal stance and legislation regarding the utility companies and rising electrical rates.

**New 'Friend's Group for Fundraising:** Explained in the overview, the *Friends of Hadley Council on Aging, Inc.*, was formed in December 2014 and incorporated a month later as a 501c(3) with the vision to help us meet the needs of a growing population here in the town of Hadley. A pilot transportation program stepping off in August 2015 is a direct result of this fundraising arm working to benefit the work of the COA.

**AARP Tax Clinic:** A dwindling resource here in the Northeast, the AARP Tax Program is a volunteer program preparing and filing individual tax returns at no cost. The Circuit Breaker Tax Credit can be filed during these clinics, another resource to maintain their standard of living. Due to a steady decline in volunteers over the last five years, AARP has sponsored fewer clinics in fewer towns than it had in the past. We have been fortunate not to have this service cut or decreased, as yet.

**Active Leisure Travel Group:** Hadley COA's Leisure Travel program is headed by Jane Nevinsmith. Her programs are well known in the area and play a significant role in the social engagement of older adults. For those that no longer drive, and might live alone, a local lunch trip is a welcomed reprieve from isolation. Opportunities exist to be intellectually stimulated by seeing a play, visiting a museum, sightseeing on an overnight, or taking a 'once-in-a-lifetime' cruise to Alaska (2014), the Panama Canal (2015) or France (2016).

**Active and Productive TRIAD/SALT:** We are fortunate to have a committed group of people comprised of the Northwestern District Attorney's Office, Hadley Police Dept., Fire Dept., Police Association, Sheriff's Dept., and COA who meet at the Senior Community Center monthly to identify threats to senior safety such as: scams, identity theft and crimes. They have developed and sponsored programs to combat these issues such as Shredding Day, Drug Take Back, Number Please, and the upcoming Lock Box Program which allows emergency personnel to access a key to the homes of elderly residents in need of emergency services, without breaking a door or window to gain entry.

**State Formula Grant to Supplement Town Funding:** Currently, MCOA is lobbying to get legislature to sign onto a \$12 by 2020 campaign to bring the State Formula Grant funding a long-awaited boost to bring it in closer alignment with the rising cost of providing services. As a MCOA Advisory Council Member, I get a say and first-hand look at the initiatives of the MCOA and the future direction of service delivery.

**Independent Building for Seniors provides a Sense of Ownership and Safety:** Northampton is not exclusive in their sense that giving seniors a space of their own has significant meaning. During a 'visioning forum' I facilitated here last year with over 50 seniors in attendance, one of the topics was what kinds of things they wanted in their environment. Along with obvious amenities, they cited 'having their own building' as very important. A show of hands indicated only one person thought otherwise. It is no surprise that volunteers become the cogs that make the machine run, when the machine reaps benefits meant just for them. From running the meal site, exercise and educational programs, they feel a sense of ownership in creating and sustaining something that gives back to them in a setting of their peers. Taking the ownership away, means taking the commitment of some of those people. During the forum, it was voiced that sharing the building meant making concessions on space, noise levels, and activity levels in the environment that would change the dynamics and make it less appealing to spend any length of time. Logistical considerations should also be noted regarding a shared driveway with senior drivers, and specific legal considerations noted if space is shared with minors.

## **Internal Weaknesses**

**Short Staffed:** The COA Director works 40 hours overseeing all aspects of services, programming, the building environment, marketing and promotion, writing and producing the newsletter, reporting, and maintaining compliance in all of the above. The Outreach worker works 20-25 hours per week, and we have 1 clerical staff person working 5 hours per week. The work of a volunteer coordinator, receptionist and office manager are all handled by the director and outreach worker.

**Establish more volunteer groups to spearhead special interest learning or tasks within the Center** (i.e... Academic programming, support groups, events, decorating, visiting, etc.)

**No Home Repair Program**

**Need more diversity in attendance**

**Building lacks Air Conditioning and sufficient heating:** Programming and attendance is scaled back considerably during the summer due to the heat. Winter programming upstairs has to utilize space heaters, with minimal success, because the antiquated steam heat system does not sufficiently reach the newer portion of the building. Air conditioning has long been a request of participants.

## **External Opportunities**

**MCOA and EOEIA SIG Grants:** However limiting, they are none-the-less opportunities if our needs are in conjunction with the focus of those initiatives.

**R. E. Tax Exemptions for Seniors:** Available through the Town for those that qualify.

**Potential to Develop a Senior Tax Work-Off Program:** I am currently looking into best practices of other towns using the program and what goes into implementing the program. Not only would such a program help income qualified senior home owners in Hadley maintain a more secure economic security, but some of the Town departments could benefit from the seniors helping in various capacities.

**AAA Sponsored Evidenced Based Programs:** Six to twelve week series' are offered in maintaining and supporting healthy aging initiatives such as Chronic Disease Self-Management, Diabetes Self-Management, and Falls Prevention. Both Chronic Disease and Falls Prevention were offered here last year and this fall we will be running the Diabetes Self-Management series.

## **External Threats**

**Senior Transportation:** Hampshire County contracts with PVRTA and operates a dial-a-ride van service for a fee. By all accounts, this system is inconvenient, at best, with waiting times for pick up ranging from 1-2 hours. Feedback and reports from seniors cite waiting at a doctor's visit for over an hour for a return ride home. Considering these elders access this service due to the fact that they no longer drive themselves due to health or mobility issues, and don't have local family or friends to drive them, it seems impractical to expect them to endure what should be a hour and a half visit into a three or four

hour ordeal. I have waited afterhours with seniors who came for a program at the Center for the PVTA van.

**Senior Housing:** Planning for additional need?

**Grant funding priority given to regionally-based proposals in our AAA Service District and statewide (SIG grants, etc.)**

**Meals on Wheels waiting list at HVES:** When I started in Hadley it was the first time I had ever heard of an AAA having a waiting list for Meals on Wheels. Highland Valley Elder Services is the administrator of this and the Congregate Meal Site program. Their agency has undergone many changes and is making an attempt at correcting the damage of mismanagement over the last decade. Though state funding for this program definitely hasn't kept pace with the need, many AAA's have become adept at fundraising so that no isolated senior goes hungry. Just as importantly, the daily well-being check of the MOW drivers have circumvented many crises such as a senior that has fallen. In many cases, the driver is the only person that see's the baseline level of wellness on a regular basis, to denote when something is awry. Trained to immediately report to HVES in such an event, emergency contacts are notified, or emergency personnel dispatched. This program is a life line.

**Lack of Planning on a State/Federal level for Exponential Growth of the Senior Demographic:** See overview for fiscal and economic security repercussions.

**Future of Social Security and Medicare**



## Executive Office of Elder Affairs

[Home](#) > [Programs and Services](#)

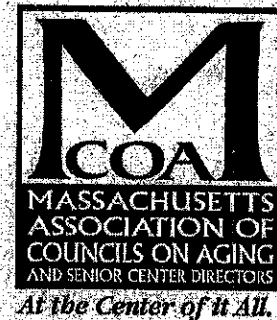
### Programs and Services

The following programs and services are offered through the Executive Office of Elder Affairs:

- **Area Agencies on Aging (AAAs)** - Triple A's, as they are commonly referred to, are federally designated community non-profit agencies that receive Older Americans' Act funds to provide health and social services.
- **Assisted Living Residences** in Massachusetts are certified by Elder Affairs, which offers **Assisted Living Ombudsman Program** to provide advocacy, information and complaint resolution to consumers.
- **Community Care Ombudsman Program (CCO)** assists people age 60 and over who receive home care, day care services and other community services. The CCO responds to inquiries from elders and their families; educates consumers about their rights and responsibilities; counsels consumers about concerns with their services; refers consumers to appropriate resources for help and investigates and resolves complaints through mediation.
- **Community Choices** provides MassHealth eligible elders at imminent risk of nursing home placement with increased home care services such as personal care, home health assistance, and transportation services.
- **Councils on Aging** are municipally run state-supported agencies that oversee senior centers and the delivery of local programs and services to 440,000 elders and families each year.
- **Family Caregiver Support Program**, which is federally-funded and administered by Elder Affairs, offers information, advice and access to local resources, support groups, respite care, and training services to 75,000 elders and their family caregivers.
- **Home Care Program** enables thousands of elders per month to age with independence and dignity in their own homes through the delivery and coordination of a variety of services. The network consists of 27 non-profit regional agencies called Aging Service Access Points (ASAPs).
- **Information & Resources** administers Elder Affairs' family-friendly 1-800-AGE-INFO (1-800-243-4636) telephone line and companion website [www.800ageinfo.com](http://www.800ageinfo.com). These resources provide Massachusetts elders and their families with a one-stop connection to state and local programs and services, even on nights and weekends.
- **Law Library** provides: Elder Affairs state enabling statutes, federal statutes governing Elder Affairs administered programs, and any regulations promulgated by Elder Affairs for its programs.
- **Long Term Care Ombudsman** assists Massachusetts residents of **licensed nursing facilities and rest homes** by providing information and referral, complaint resolution and advocacy.
- **Statewide Nutrition Program** delivers hearty, well-balanced meals to elders at their own homes and at community centers. The program enables over 75,000 Massachusetts elders each year to remain more independent and in their own homes for longer.
- **Prescription Advantage** is the nation's first state-sponsored prescription drug insurance plan for elders and younger people with disabilities. Prescription Advantage is available to all Massachusetts residents age 65 and older, as well as younger individuals with disabilities who meet income and employment guidelines. Beginning January 1, 2006, Prescription Advantage benefits will change for members with Medicare. For more information on how Prescription Advantage will work with Medicare prescription drug plans, see:
  - [How Prescription Advantage Will Work with the New Drug Coverage from Medicare That is Beginning January 1, 2006 \(PDF\)](#)
- **Pharmacy Outreach Program**, operated by the Massachusetts College of Pharmacy and Health Sciences, under contract with the Massachusetts Executive Office of Elder Affairs, as a public service to the people of the Commonwealth. Any Massachusetts resident may utilize the MassMedLine toll-free telephone number, 1-866-635-1617, and website, [www.massmedline.com](http://www.massmedline.com) to inquire about prescription drug medication support programs that are available at low cost or free of charge. Clients are welcome to ask any questions regarding their medications and general health. The purpose of the Pharmacy Outreach Program is to work closely with local and statewide healthcare resources, your physicians and you to help relieve the burden of your medication expenses.
- **Elder Report** is a quarterly periodical updating the seniors and the elder care network on Elder Affairs programs, services and events. Elder Affairs press releases and advisories are available to the public.
- **The Protective Services Program** investigates and remedies the effects of elder abuse. The program consists of four inter-related programs: Elder Protective Services, Guardianship, Elder Abuse Hotline, and the Money Management program.
- **SHINE (Serving the Health Information Needs of Elders Program)** is a statewide network of 400 trained volunteers and counselors administered by Elder Affairs. The volunteers and counselors provide free unbiased health insurance information and counseling to Medicare beneficiaries.
- **Supportive Housing** delivers many of the benefits of Assisted Living to participating elderly public housing developments by offering 24-hour on-site staffing, a daily meals program, medication reminders to all residents, and housekeeping, transportation, shopping and laundry services to all those who qualify. Elder Affairs and the **Department of Housing and Community Development** operate Supportive Housing jointly.

July 1, 2015

Suzanne Travlsano  
Hadley COA  
46 Middle Street  
Hadley, MA 01035-9525



Dear Suzanne:

The Massachusetts Association of Councils on Aging and Senior Center Directors is the 501c3 non-profit trade association representing municipally based COAs within our Commonwealth. Annually we request a voluntary contribution to sustain the activities of this membership-driven corporation. Traditionally, our dues rate has been based on the Council on Aging Formula Grant (2%) with minimum and maximum limits voted on by the membership. Attached is your invoice for our dues request for FY16 (July 1, 2015- June 30, 2016). Although it is very likely that the Formula Grant will be increased this year, the dues for FY16 are staying at \$.16 per elder. FY17 dues will increase to \$.18 per elder, subject to a vote at the November 20, 2015 membership meeting.

Membership dues pay for most the staffing needs of the organization to carry out the agency's goals and objectives established by our Board of Directors and approved by our Membership. Most of our activities center around training and technical assistance for our members their staff and boards as well as new regional programming and resources for local services. Examples of this include our quarterly membership meetings, our work group trainings for staff, and our annual 3-day fall conference. In addition we have updated a dozen training manuals, have maintained an extensive lending library, and provide technical assistance as needed. Weekly, we post and circulate by email "MCOA Briefs" that list training events, job opportunities, member inquiries, and news you should know. Monthly, we add a legislative update in our "News You Need To Know Now" newsletter. All of this is always available online with other valuable information on our website [www.mcoaonline.com](http://www.mcoaonline.com)

In addition, MCOA is a registered lobbyist with the state, which allows our staff to coordinate and participate in legislative campaigns that will benefit older adults. Over the last decade we have coordinated campaigns to successfully fight the elimination of the COA Line Item #9110-9002 and we have overturned 8 funding vetoes. During the Great Recession (FY09-FY14) the Line Item actually increased from \$7.5million to \$10.5million. In FY15, we added another \$1million to Line Item #9110-9002 so we could restore the Service Incentive Grant Program that provides grants for innovation and regionalization. This year, MCOA staff coordinated the FY16 membership-driven campaign to increase the Formula Grant and with the help of bipartisan leadership support in both the House and the Senate we raised the funding of COA Line Item #9110-9002. As the House approved \$13,415,000 and the Senate approved \$12,500,00, the Line Item increase is now part of the Conference Committee negotiations. As of this writing, the Conference Committee has not completed their negotiations. There is adequate funding, however, from both proposals to increase Formula Grant funding to \$9/elder/YEAR. We continue to coordinate thank you campaigns to make sure these legislators know how much we appreciate their support. Furthermore, we actively participate with several coalitions on behalf of our membership that focus on elder care, public health, mental health and municipal issues.

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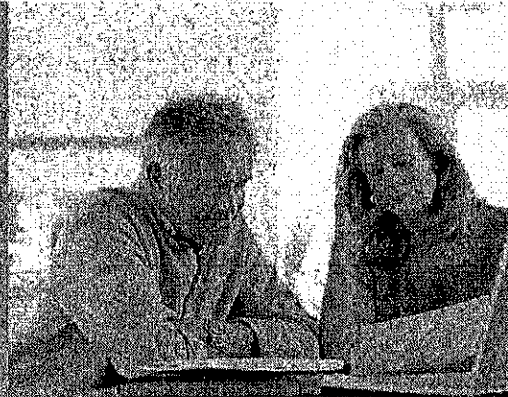


National Council on Aging

# FACT SHEET

## Economic Security

Retirement is not "golden" for all older adults. Over 29 million Americans aged 60+ are economically insecure—living at or below 250% of the federal poverty level (FPL) (\$29,425 per year for a single person). These older adults struggle with rising housing and health care bills, inadequate nutrition, lack of access to transportation, diminished savings, and job loss. For older adults who are above the poverty level, one major adverse life event can change today's realities into tomorrow's troubles.



## Poverty Measures

- Almost 75% of single Social Security recipients aged 65+ depend on Social Security for all or most of their monthly income. (Social Security Administration)
- More accurate measures of economic wellbeing—including Wider Opportunities for Women's Elder Economic Security Standard™ Index and the Institute on Assets and Social Policy's Senior Financial Stability Index—show millions of older adults struggling to meet their monthly expenses, even though they're not considered "poor" because they live above the FPL, which is \$11,770 for a single elder.

lower wage work, and other issues. Older women of color fare even worse. (Wider Opportunities for Women)

- By January 2012, older workers displaced in the years following the recession were half as likely to have regained employment as the nationwide average. (Bureau of Labor Statistics)
- Older workers of color are most at risk for unemployment, with older African American men twice as likely to be unemployed as older white men. (Bureau of Labor Statistics)

## Income & Employment

- The average older adult receiving Supplemental Security Income gets just \$425 each month. (Social Security Administration)
- Older women typically receive about \$4,000 less annually in Social Security than older men due to lower lifetime earnings, time taken off for caregiving, occupational segregation into

## Debt & Savings

- One-third of senior households has no money left over each month or is in debt after meeting essential expenses. (Institute on Assets and Social Policy)
- In 2012, the average credit card debt among adults aged 65+ was \$9,283. (Demos)
- 14% of adults aged 65+ face retirement with negative net worth. (Aging and Bankruptcy, U.S. Courts)

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ncoa.org ■ @NCOAging

## Health & Nutrition

- Over 27% of older adults living in poverty were at risk for hunger in 2011. (National Foundation to End Senior Hunger)
- Only one-third of eligible older adults (age 60+) are enrolled in the Supplemental Nutrition Assistance Program (formerly Food Stamps).

## Housing

- As of December 2011, 16% of older homeowners owed more on their house than it was worth. (AARP)
- A majority of older adults have unsustainable housing costs, with 59% of older renters and 33% of homeowners with mortgages spending more than 30% of their income on housing costs. (AARP)
- 44% of African American and 37% of Latino seniors either rent or have no home equity. (Institute on Assets & Social Policy)

## NCOA's Role

NCOA offers several programs and products that provide hope for economically insecure older adults.

### Economic Security Initiative

NCOA's Economic Security Initiative offers innovative programs in 20 communities to help economically disadvantaged older adults cut through red tape and create a plan to build their own economic stability and security. Learn more at [ncoa.org/ESI](http://ncoa.org/ESI).

### EconomicCheckUp®

NCOA's EconomicCheckUp® is the nation's most comprehensive, free online service to help older adults improve their economic security. The site helps older adults find work, cut spending, reduce debt, and use their home equity. Learn more at [EconomicCheckUp.org](http://EconomicCheckUp.org).

### Reverse Mortgage Counseling

NCOA's Reverse Mortgage Counseling Services Network is one of eight national counseling groups approved by the U.S. Department of Housing & Urban Development to provide one-on-one counseling to older homeowners considering a reverse mortgage. Learn more at [ncoa.org/RMCounseling](http://ncoa.org/RMCounseling).

### Center for Benefits Access

NCOA's Center for Benefits Access helps community-based organizations find and enroll seniors and younger adults with disabilities with limited means into benefits programs for which they are eligible, so they can remain healthy, secure, and independent. The center develops and shares tools, resources, best practices, and strategies for benefits outreach and enrollment. Learn more at [ncoa.org/CenterforBenefits](http://ncoa.org/CenterforBenefits).

### Senior Community Service Employment Program (SCSEP)

NCOA manages 27 Senior Community Service Employment Program (SCSEP) offices under a grant from the U.S. Department of Labor. SCSEP helps adults aged 55+ return to or remain active in the workforce by providing job training, job search services, and on-the-job experience. Learn more at [ncoa.org/SCSEP](http://ncoa.org/SCSEP).

**Media Contact:** Vanessa Sink, 571-527-3914  
[vanessa.sink@ncoa.org](mailto:vanessa.sink@ncoa.org)

### About NCOA

The National Council on Aging (NCOA) is a respected national leader and trusted partner to help people aged 60+ meet the challenges of aging. Our mission is to improve the lives of millions of older adults, especially those who are struggling, through innovative community programs and services, online help, and advocacy. NCOA is partnering with nonprofit organizations, government, and business to improve the health and economic security of 10 million older adults by 2020. Learn more at [ncoa.org](http://ncoa.org) and @NCOAging.

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TOWN OF HADLEY  
OFFICE OF THE  
DEPARTMENT OF PUBLIC WORKS  
P.O. BOX 406, 230 SOUTH MIDDLE ST  
HADLEY, MA 01035-0406

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**DPW SWOT ANALYSIS**

**Highway Division**

**Strengths:**

1. Strong Management Staff: Ed Koehler's, Rose Greaney's and Sharron Gifford's experience and skills keep the division running efficiently. Staff works with each other and Sharron is cross trained for payroll and invoicing.
2. Experienced DPW Director: Mike Klimoski has 40 years of experience.
3. Knowledgeable mechanic: Brian Waskiewicz knows the equipment very well.
4. Replaced/updated equipment: The trucks and equipment that are a few years old are easier to operate and require less maintenance.
5. Upkeep and condition of Hadley Roads: Department has stayed on top of road repair through filling of pot holes and using Chapter 90 money to keep roads in good condition
6. New Winter Salting Program: Using the winter salt program has resulted in lower manpower costs and less need for street sweeping and catch basin cleaning in the spring.

**Weaknesses:**

1. Shortage of qualified employees: Work demands, injuries, illnesses and vacations put a constant strain on the department. Highway personnel are frequently asked to do jobs outside of their area. Waste water, because of sick and vacation days, is constantly understaffed and needing to use highway division workers. The maintenance/DPW worker, Gary Berg, is frequently on assignment for building related activities and is no longer available for much Highway road or repair work. The maintenance of our aging vehicles, police vehicles and school buses requires one worker in addition to the mechanic to do repairs. Many times only 2 employees are available to cut grass, do road work, cut limbs, repair catch basins and all the other highway work.
2. Shortage of funds to maintain service levels: Outside services are needed to cut trees (to maintain tree belt), mow the dike, to repair roads. Level funding of budget for services that rise each year means that the level of service must decrease. Public calls demanding individual attention, like building berms, fixing drainage, cutting tree limbs or picking up tree limbs. Repairs on and replacement of culverts, guard rails, catch basins are not getting done. All these items cost, whether for an outside contractor, for the supplies or just for disposal costs.
3. Lack of adequate facilities, i.e. DPW buildings: DPW offices have been in temporary trailers for many years. We don't have an adequate map room and we have no conference area to work with contractors and engineers. The flooring in one trailer needs to be replaced. The bathrooms in one trailer need new sinks and toilets. The garage doesn't have adequate space to house our vehicles and protect them from the elements.
4. Equipment replacement behind schedule: Each year we do a capital plan but the vehicles we need to replace are either pushed off to another year or rejected. Older equipment breaks down more often and costs more to repair. Replacement parts are no longer available for some items.
5. Reliance on surplus or used vehicles: When we get surplus or used vehicles we are often getting someone else's headache. Money is spent on repairs that could have been better spent getting an adequate vehicle. Older vehicles, especially the cars, are usually gas guzzlers and cost more to run.
6. Lack of tree care: Budget cuts have hurt upkeep of trees. Lack of meetings held by the Shade Tree Committee made us no longer eligible to be a part of Tree City USA. (Being a member of Tree City USA gave us access to grants for tree cutting and upkeep.)

**Opportunities:**

1. Multiple funding sources: Tip grants, Chapter 90 funds, FLAP grant for Moody Bridge Rd, Pot hole

- money, FEMA money, Mass Works Grants (used for Shattuck Road extension)
2. State funding at Dwyers Bridge: State took over Dwyer Bridge project.

#### Threats:

1. DEP Stormwater requirements: New Stormwater regulations will require more funding. We will need more comprehensive outfall markings, testing etc.
2. Late submittal of Transfer Station monitoring to DEP: Huntley, the engineering firm that monitored our transfer station, is becoming more lax in submitting required materials in a timely fashion. In the process of having other engineering firms doing the monitoring but unsure that can be accomplished in time.
3. Dike Failure: Due to the location of the dike, the CT River will always be wanting to break through that dike. The last dike repair was very expensive.
4. Major equipment breakdowns during storms: The increased severity of the weather in recent years taxes our equipment. Larger snow accumulations put more strain on our trucks and work force. Wind storms cause excessive tree damage and electrical outages.

### Water Division

#### Strengths:

1. Excellent Water Resource Coordinator: Sharron Gifford helps the DPW Director with all the issues in the division. She works closely with all the operators to make sure everything runs smoothly and that all issues are addressed. She assists the Director with budgets, town reports and any other reports that are needed. She works with DEP to clarify issues or to provide them with the necessary information to keep the Division in compliance. She established and implemented the meter replacement program and she works with the Backflow Coordinator to make sure the backflow program meets all MADEP requirements.
2. Meter Replacement Program: Only 380 meters remain to be radio read. All done in house which saved money. Reduced meter reading time getting closer to goal of quarterly billing. Money is also being set aside in the Capital Budget to continue upgrades.
3. State of the art Water Treatment Plant: Ultra-filtration plant only 8 years old. Great technology.
4. Money set aside for hydrants and valves: Starting to set aside money in capital budget to replace hydrants and valves on a regular maintenance schedule.
5. New Water Truck: New truck meets the needs of one of our employees in the water department. Is equipped with all necessary tools to work on job.
6. New Water Master Plan: Had an updated master plan completed on March 2015. Sets out priorities for the department.

#### Weaknesses:

1. Very old system of water lines: Old undersized mains throughout the distribution system. This results in poorer water quality and more water breaks. Very expensive to repair.
2. Lack of funding to replace water mains: Most years we are just breaking even with revenues and expenses. This doesn't allow us to accumulate funds to do the necessary water main replacements. @\$200,000 is spent each year just to pay back the loan for the treatment plant.
3. Very high unaccounted for water rate: Since the fall of 2013 the unaccounted for water rate has gone up from under 15% to over 20%. Our withdrawal permit only allows us 15% and future permits will require 10%. Division has done leak detections and has updated meters but hasn't significantly reduced water volumes. Per our permit we will need to come up with a Comprehensive Plan to address this issue. It may require hiring an engineering firm to do a water audit (\$20,000) and yearly leak detection at a cost of @\$12,000 per year. We also have no way to detect if anyone has an unmetered service, especially if someone had teed off before the meter. (When we billed by household rather than the meter this didn't matter.)
4. Staffing: In a month we will have only one full time water operator who has any experience with the water plant and our distribution system. We will also be losing the Backflow Coordinator we have on our Cross Connection Program that we registered with the DEP. Per DEP we are required to have a licensed T2 primary treatment operator covering at least 4 hours every day, a licensed D2 primary treatment operator who works a 40 hour week and a secondary operator. We'd like to hire from within but non water workers have no incentive to get a water license when no jobs are available, i.e. a bump in pay, and once a job becomes available they're not ready to step into the position. The requirements for obtaining a water license has also become more stringent- to get a full T1 or a D1 you just need to pass an exam and have a

couple of years experience but to get a full T2 or D2 you need to have a T1 or D1, take a course, which is either 10 or 13 weeks, then take the test and have experience in the field.

5. Incomplete records: Many services don't have tie cards which costs us time to locate curb boxes. We don't have as built plans for some roads to know where the water mains are. Past employees relied on memory to know where things were and didn't document their knowledge for future employees.
6. Inadequate record retention space: For the plans that we do possess we don't have adequate space to organize and file them. Plans should probably be scanned and put on the computer.
7. Unable to use Mt. Warner Wells as water supply: Mt. Warner # 1 and Mt. Warner # 2 wells have high manganese and Mt. Warner # 2 has perchlorate. Both wells require treatment to be used as town water supply. DEP asked that we make a determination of what we're going to do in the future with these supplies.

#### **Opportunities:**

1. SRF Loans: The state provides loans to upgrade water mains and facilities.
2. Readily available outside contractors: When we don't have the equipment or manpower we have 2 excavating companies in town that are ready to help with water main repairs. They are also quick to repair individual homeowners' leaks, which saves on Unaccounted for Water.
3. Outside help with water treatment plant: There are a number of outside contractors who are readily available to help with problems at our facilities. Small Water System Services has extensive knowledge of our treatment plant, both the equipment and the operation. They ran the plant for us in the past when we needed operators. We also have a 24/7 telephone help service contract with GE if our operators have any problems or need guidance. They've sent repair videos to our operator to learn how to repair some valves in the plant.
4. Outside help with the distribution system: Mass Rural Water Association not only runs training classes but also provides in the field assistance to locate service leaks.

#### **Threats:**

1. DEP drinking water requirements: DEP is always looking at contaminants that may be a health risk. In the last EPA tests we had some unregulated chemicals that had elevated levels. These could be regulated in the future and we would need to treat for them.
2. Limitations on Water Withdrawal permit: Unsure how high UAW will impact future water withdrawal permit.
3. Old Water Mains: More breaks could mean major repairs. Over 60% of mains are asbestos which could require special (expensive) disposal to replace large sections.

### **Waste Water Division**

#### **Strengths:**

1. Experienced and Knowledgeable Staff: All three operators are fully licensed and attend regular training classes and seminars to remain current on policies, procedures, processes and regulations. Each operator is fully cross trained and can perform all required duties.  
Chief Operator Dennis Pipczynski has worked in the division since 1974. He is extremely knowledgeable on lab procedures, collection system, treatment processes as well as state and federal regulations. Assistant Chief Operator John Waskiewicz has worked in the division since 2001 and prior to that worked as the town mechanic. Like Dennis he is very experienced and knowledgeable on all processes and procedures involved in the collection and treatment processes. John's primary role is as the wastewater mechanic replacing/repairing pumps, valves, piping etc. He also performs the annual grease trap inspections.  
Operator Isaac Golding has 5 years of experience and is a strong and capable assistant to Dennis or John and is fully capable of performing all functions.  
Administrative Assistant Mike Pequignot has held the position since 2007. Prior to that he has 21 years of finance committee experience. Mike is a valuable asset to the DPW Director using his knowledge of past history and budgeting to assist the Director with budgets, town reports, information requests from other departments or the general public. He schedules and coordinates the annual grease trap inspection program as well as coordinating the Impact Fee Program. He reviews permit requests, computes charges and once plans are approved issues permits.
2. Employees live close to work: All four (4) employees as well as the DPW Director live in Hadley. This

- makes them easily accessible on short notice when needed.
3. Physical Plant Updates: Two of the Pump Stations (# 1 on Middle St, and # 4 on West St) were upgraded and totally replaced during 2015 with more efficient operating and cost saving stations. These were designed to last into the 50 year plus future. A program of replacing and upgrading old aging pumps at the other remaining stations has been implemented and is well underway.
  4. Technical Assistance: Tighe & Bond, the Town's Wastewater engineering firm, has been very helpful in providing technical support, guidance, and advise. In 2008 they prepared a capital improvements master plan with a list of prioritized upgrades/improvements and associated estimated costs.
  5. Aerators: During the last 5 years 4(all) new aerators have been installed. They are much more efficient and use less electricity. These should last into the future (20 plus yrs).

**Weaknesses:**

1. Old Aging Equipment: Sewer lines, treatment plant, Some pump stations, receiving equipment, clarifiers, trucks (pick up, vactor, pumper)
2. Unfunded Mandates: Both from DEP and or NPDES Permit requirements
3. Unpredictable Costs: Lines are old and vulnerable to breakage and plug ups. Both are expensive to repair or replace and time sensitive. (Example Laurana Lane).
4. Rising Costs: Inflation and or union contracts have effected wages and general supplies and services and are rising faster than rates can absorb. This issue is critical and will need to be addressed if we intend to maintain the collection and treatment system.
5. Job Stress and Working Hours: With only a staff of three meeting permit requirements dictate that employees must work weekends and holidays on a rotating basis. This sometimes causes stress and exhaustion. Vacations and other time off and to the problem.

**External Opportunities:**

1. Impact Fees: Instituted in 2008 these fees have generated over \$700,000. And have been used to offset capital costs. Current balance is \$235,000 and can be used to supplement new capital expenditures. (Next Priority Clarifiers Upgrade). These fees are paid by new connections or changes in use to existing connections and do not effect he general sewer users
2. SRF/Low Interest Loans: Could be used to improve replace infrastructure and lower total cost.
3. Grants: If available again could provide much needed capital improvements.

**Threats:**

1. Failures: Sewer backups, breaks, equipment failures are usually unpredictable and expensive to repair/replace. (Example Laurana Lane).
2. Raising Rates: Potential back lash from a rate increase despite the fact that they have not risen since 2008 and have in no way kept up with inflation or any cost of living index could delay the inevitable and become more expensive to deal with in the long run.

# **Goodwin Memorial Library Departmental SWOT Analysis**

## **Introduction**

The Goodwin Memorial Library is a dynamic department within Hadley's municipal structure. The library is also a complex organization, overseen by an elected board of trustees, aided by a volunteer Friends of the Library group, and accountable to the state via the Massachusetts Board of Library Commissioners who confer certification as well as supplementary funding and other operational resources. The Goodwin Library is a popular and well-respected local institution whose mission is, above all, to provide a high level of professional and up to date library service to all while maintaining relevant, diverse, high quality collections which meet the needs of the community.

The role of the Goodwin Library in our 21<sup>st</sup> century community continues to evolve alongside our ever changing relationship and dependence on information technology. Rather than becoming less relevant the Goodwin Library is busier than it has ever been, not only with the functions that we traditionally associate with a library (eg lending books, providing reference assistance), but also completely new and diversified roles such as instruction in information literacy, technology training, providing Internet access, programs for youth and adults, and locating books from around the state or across the country for our patrons.

The main challenge facing the Goodwin Library is to provide the quality and diversity of service described above in an older facility not designed to support many of our newer functions or the sheer daily usage we are currently experiencing. Lack of space limits our ability to house a collection large enough to meet minimum standards for a community of Hadley's size. Lack of accessibility hampers our ability to provide service to all members of the community.

In 2014 the Goodwin Library was awarded a Planning & Design Grant totaling up to \$50,000 in order to conduct site analysis and produce architectural plans for a renovated or newly constructed town library. The first step in that process was the creation of a Building Program researched and created by the Planning & Design Committee. This document, made available to the public at Hadley's May Town Meeting, provides a description of the Goodwin's current facility relative to our service needs while also providing a detailed breakdown of our future space needs. The Building Program acts as the road map for the architectural team, with functionality dictating the final form of the design.

## **Internal / Strengths**

### **Trustees**

Director & trustees have worked hard to connect with other departments and always consider the needs of the whole town, not just the library.

Trustees have a good understanding of our library and its needs.

We applied for and received the planning and design grant. So far this process has yielded a thoroughly researched building program to address the future requirements of the library.

Open and respectful communication between trustees and director and trustees and other committees.

All members of the current board of trustees conduct themselves in a professional manner.

Trustees meet regularly, at least once per month.

The trustees of the library maintain a fiscally responsible attitude.

### **Library**

Library policies have been adopted with approval by trustees. Policies are regularly reviewed and updated.

The library maintains and continues to develop a relevant, carefully chosen collection consistent with the aims of the library's mission statement and its collection development policy.

The management of the library is fiscally responsible and disciplined, attempting to provide as much service and access to resources as possible on a limited budget.

All library staff provide service in a friendly, courteous and professional manner.

Additional staff have been added in the past year

Membership in the C/WMARS regional library network has increased use of the Goodwin as people can now request and pick up items owned by other libraries in Hadley.

The library has a helpful, engaged Friends of the Library organization which assists monetarily and through volunteer efforts.

The library has expanded the scope of its programming offering events for all age groups.

Supportive engaged trustees.

The library's Long Range Plan has recently been updated and is on file with the Massachusetts Board of Library Commissioners.



The library has recently updated its technology by purchasing new computers for both public and staff use. Additionally, 6 refurbished laptops have been acquired as a donation from Cigna Insurance.

Wireless internet access is provided for the use of library patrons. Signal strength is sufficient for use in all areas of the Library as well as outside of the building.

Efforts have been made to improve the appearance of the library inside and out. Cluttered areas have been reorganized, new basement floors and basement shelving have been added, appearance and condition of restrooms have been improved.

Library hours have been expanded and now total 33 between Monday and Saturday.

The staff and director strive to maintain open communication and seek areas for collaboration between departments and with other local entities, such as organizations and businesses.

### **Internal / Weaknesses**

#### **Trustees**

No politically active members (on the state level)

One third of the board is new.

#### **Library**

The Library's Website (part of the town administered site) is not flexible or easy to use, making it difficult to update.

The size and layout of the facility is inadequate to provide modern library service and to maintain a collection size appropriate to the town's population.

Lack of space limits the expansion of computer services for the public.

Only one of the library's three levels is currently accessible to those with physical disabilities. The restrooms are inadequate and located in the basement which is not accessible.

Limited parking.

Lack of amenities standard to most modern public libraries and public buildings generally (inadequate seating, no designated meeting room, lack of water fountains, lack of copy machines, lack of staff area to prepare food in a clean environment, etc).

## **External / Opportunities**

### **Trustees**

Improving access to the collection of trustee records available in print.

Strengthening Friends of the Library group, expanding membership.

The upcoming MBLC building grant round presents an opportunity for the library to compete for funding (potentially as much as 60% of total construction costs).

The capital campaign committee now being formed will have the opportunity to highlight community support for library services by asking residents and local businesses to vote with their pocketbooks.

New trustees bring fresh ideas and new energy to the board.

### **Library**

Library staff continue to seek areas for collaboration with and support of the Hadley schools.

The library's location at the intersection of two busy main roads (and on public transit route) is very convenient and visible.

Available grants for the digitization of historical records will improve access to documents and information for both local residents and researchers, as well as providing an opportunity for collaboration with other local organizations responsible for historical resources.

## **External / Threats**

### **Trustees**

Ongoing accessibility issues leave the trustees and town open to a lawsuit.

Possible lack of public support at town meeting for the library's building program.

Possible failure to secure funding from the Massachusetts Board of Library Commissioners in the upcoming construction grant round.

### **Library**

Cuts to MBLC funding add operating expenses to the library's bottom line for network services, interlibrary loan delivery services, etc.

Lack of sprinkler system and knob and tube wiring make the library vulnerable to fire.

To: Molly Keegan, Select Board Member and David Nixon, Town Administrator

From: Michael A. Mason, Chief of Police

RE: SWOT Analysis Explanation Sheet

**Helpful/Internal:**

**Morale:** The morale of this Department has been on an uptick since I took over and promoted Sgt. Kuc. It is simply because many of our officers have been waiting for a healthy and fresh change to the leadership here. It is clear to me that we have a group of people who genuinely care about this agency, take pride in what they do and want to make it even better.

**Teamwork Approach:** We have begun to assign tasks to everyone so that this department can continue to function appropriately (it is an impossibility for the supervisors to do it alone) and most tasks require collaboration and scheduling cooperation. This forces officers to work as a team to attain the end goal. We also have multiple officers assigned as instructors or assistants for department wide trainings or certifications—this builds morale.

**Committed Personnel:** I am so pleased to see that people are stepping up to help with anything that they can to create a better Hadley Police Department. From patrolmen taking on tasks that, in any other department, a supervisor would be assigned to people doing things that are not in their job description.

**Chain of Command:** We are attempting to develop an appropriate chain of command which has NEVER been properly designed or utilized since I have worked here. The patrolmen and dispatchers now have someone they can go directly to (on or off duty) when they have issues or problems. This helps with accountability as well as structure.

**Officers in charge:** Because of the lack of supervisors to cover all shifts, we have instituted an "Officer in Charge" idea and created a job description for same. Currently there is no pay incentive for performing this duty and it is done strictly based on a list of people who have volunteered to be in charge. Almost every single officer has volunteered for this duty and that says quite a bit about how people here feel about the success of this department.

**Job Descriptions:** The previous job descriptions for our titles were ancient and did not cover enough of what is necessary for a usable job description. Some of the job titles that are employed here did not even have a description. We now have accredited level job descriptions for police and communications which have been submitted for approval and they cover jobs which are not yet in existence here, but are "on the radar". This helps to create structure which was severely lacking.

**Updated and Accredited Policies/Rules/Regulations:** Going hand in hand with new job descriptions is the adaptation of realistic and appropriate policies, procedures and rules and regulations. And perhaps more importantly, the enforcement of same. These are currently in progress for both the Police and Communications branches.

Access to Town Administrator, Public Safety liaison and other BOS members: Learning how to be a Chief is difficult even with help from other Chiefs, but having readily available access to resources like Mr. Nixon and multiple Select Board members, is quite invaluable to this process.

### **Opportunities/External:**

Possibility of additional Officers: The very thought of this brings excitement and boosts the morale of almost every employee within this building. The full time officers look forward to the idea of the building of a real police department where they will have the extra help on the street that we have needed for years. It also creates the opportunity for them to be able to utilize their time off in a way that is more conducive to how they have been used to and it allows this Department to control overtime spending at the same time.

Capital Planning and Grant Opportunities: This is something that we, as a department, have never been involved in and we intend to change that. I wish to get all aspects of this department involved so that we can analyze our needs and create long rang, transitional and immediate plans for Capital requests and grant proposals. I will be sending an officer to a grant writing school so that we can more efficiently request funds for projects, equipment and possibly even personnel. This will reduce the amount of money that this department must request from the Town.

Regionalization of Dispatch: You will notice that this item is in two very different locations of this SWOT analysis. Mainly because I am not certain whether or not regionalization helps or hurts our organization. I have recently submitted a lengthy spreadsheet analysis of our communications department to the regional dispatch analyst, but I would truly like to see if there is actually a cost savings. I am absolutely not willing to move this department backwards by removing dispatch if there is not a guaranteed cost savings and/or if this building will be closed to the public during off hours. However, the professionalization of communications and, very bluntly put, less to worry about from a command standpoint are possible positive opportunities.

### **Harmful/Internal:**

Historical Lack of Structure: This department has been lacking traditional structure since I started here. There have always been supervisors, but never have they had the authority to act as a supervisor should. This has severely stunted our ability to grow and is very difficult to change.

Historical Lack of Discipline: Once again, since I have worked here, discipline has been thoroughly underutilized and quite often, when utilized, done so in an imbalanced manner. Supervisors will be carrying an additional load to recommend discipline and employees will be disciplined appropriately. This will cause strife because no one is used to this mentality and it will get worse before it gets better.

Technologically behind due to lack of funding: We utilize multiple operating systems as it relates to our computer systems which are very expensive to purchase and maintain. There are other operating systems available which would enhance our effectiveness within the Communications and Police

branches of our department, but funding is simply not available for these items (Total response dispatch system, all-inclusive scheduling database, ACCURATE/LEXUS, etc). Another example is that our evidence control system is outdated and in dire need of a complete overhaul (which requires adaptations to our building). I will be requesting fund for some of these items via Capital, but the sheer cost of some of this technology is high.

Lack of funding for paramilitary hierarchical structure: This department has operated with a command structure of a Chief and either one Lieutenant and one Sergeant or just two Sergeants. We have grown to a point where Officers in Charge are an extremely important tool to have for "in-between" size departments like ours, but they cannot replace an actual ranking supervisor. We do not have the funding to have a supervisor on duty for every single shift, but having the proper rank structure system is something that we have lacked for years. This department is large enough to require 1 Lieutenant (of operations) who is strictly administrative unless required to respond to calls and should have a Sergeant assigned to each duty shift (day/eve/mid)—this will not cover every single shift, every day, but will make a tremendous leap toward that goal.

Management study ignored as to personnel: This goes with above item. The management study done approximately five years ago suggested the hiring of three officers and the promotion of one officer to a supervisory role. While I have obtained funding for this promotion, personnel issues have put a hold on this. What we require is the funding to hire three officers and we require funding to make a promotion to Lieutenant and carry three Sergeants.

Personnel Issues: Without getting into details, we currently have a major personnel issue within this department that may require the attention of the Board of Selectmen. This issue puts the positive morale and great efforts of our officers in jeopardy. As many managers know, one bad apple can certainly spoil a bunch if allowed to, and while I will not go into further detail, this is a very harmful internal problem, but with the Board supporting the appropriate disciplinary actions, it will go a long way to advancing our other historical weakness of discipline. This issue could be listed in the Threat category as well, but I placed it here because it is a problem at this moment; however, the lack of appropriate support for subordinate supervisors when it relates to personnel matters can compound the problem. This is an issue that needs constant consideration and development which is why it could be placed as a Threat as well.

#### Threats/External:

Cut of Funding: My fear is that if we cannot find a way to successfully solve the overtime catastrophe within this department, we will be facing the only other negative alternative of layoffs. We cannot afford to lose any employees, but we also cannot afford to continue down this road of excessive overtime spending.

Structure/Discipline: I listed this as an external threat because it has two parts—one internal and the other is more external. My Sergeants do not have the power to institute discipline unless it is immediately required (i.e. employee intoxicated or commits crime) and even as a strong Chief, I do not have the power to hire/fire, so I require the Board's approval for these issues. While I expect the Board to act as they see fit with regards to my recommendations, taking all facts into consideration, I would

also hope that they trust me enough to support my recommendations. I know that supervisors here feel exactly the same (because I was one). The importance of this issue of "support" cannot be overstated. If the officers and dispatchers here see that each command level from Sergeant, to Lieutenant, to Chief, to Town Administrator, to Board of Selectmen are in agreement and support the decisions of each subordinate supervisor, I can almost guarantee a reduction in the same types of personnel issues which have been dealt with here for decades. On the other hand, if they see dissention and constant disagreement within those levels, that is a clear indicator that subordinate supervisors are not trusted and problems begin to arise because of this; I can again almost guarantee that we will begin to see the "what can you do to me?" attitude develop.

Regionalization of Dispatch: This item is in this category for all of the possible negative/threat reasons specified in the previous explanation.

Unfunded Mandates: There are currently multiple issues of debate in this country as it relates to law enforcement mandates. A simple example is body cameras. Legal counsel for the Mass Chiefs of Police suggests that it will not be long before body cameras are mandated either by the majority of police departments across the country or possibly even by law. There will probably be grant opportunities available to help pay for these items, but they will most likely be competitive grants and the updating of this technology will be required and, most likely, not funded. We currently have a laundry list of items which we are in need of that have been applied to Capital requests, but the other departments in Hadley do as well. My fear is that unfunded mandates will begin to chip away at our already level funded or level serviced budget. There is absolutely no room for this within our current budget.

Level funding/Level Service Budgets: As stated above, nothing brings stagnancy to an organization like level funding. Our department has not grown/added a single position since 2001. If we are level funded or given a level service mandate, we are in a worse position than most other departments in town. One of my main goals is to try to enhance the level of service that this department can bring to the people, so the threat of level funding is quite frightening.

External Origin (Attributes of the Environment)	Internal Origin (Attributes of the Organization)
<p><b>Opportunities</b></p> <p>Possibility of additional officers to enhance operations and also possibly cut overtime spending</p> <p>Capital Planning opportunities</p> <p>Grant Opportunities</p> <p>Regionalization of dispatch</p>	<p><b>Strengths</b></p> <p>Morale is improving</p> <p>Institution of TEAMWORK oriented approach</p> <p>Personnel are committed to this Department</p> <p>Development of Chain of Command</p> <p>Utilization of Officers in Charge (OIC)</p> <p>Appropriate job descriptions</p> <p>Updated and Accredited policies</p> <p>Access to Town Administrator, Public Safety Liaison and other members of BOS</p>

Helpful  
In Achieving Objectives

Weaknesses

- Historical lack of structure
- Historical lack of discipline
- Technologically behind due to lack of funding
- Funding not available for proper paramilitary structure system
- Management study ignored as it relates to additional personnel and/or additional supervision
- Personnel issues

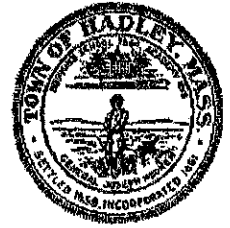
Issues

- Cost of training of personnel if overtime cannot be covered
- Structure/Disipline Considerations
- Regionalization of districts
- Unit/role mandates
- Level/ Funds of large service through contracts





*Town of Hadley*  
**Office of the Fire Chief**  
 15 East Street - Hadley, MA - 01035  
 Email Address: [fireprevention@hadleyfd.com](mailto:fireprevention@hadleyfd.com)



Emergency  
911

Business  
(413) 584-0874

Fax  
(413) 582-9053

July 28, 2015

Town of Hadley  
 Board of Selectmen  
 100 Middle Street  
 Hadley, MA 01035

Dear Select Board Members,

As requested please find my S.W.O.T. analysis for the fire department. I have broken the matrix down into tables for your review.

Table 1: Strengths of the Hadley Fire Department

Customer Service/Good Public Perception	Vehicle Maintenance Program
Addition of Full Time Fire Lieutenant	Open Door Policy with Fire Chief
Public Fire and Life Safety Programs	Scheduling of Officers Meetings
Training opportunities for department members	Use of Mutual Aid for larger Incidents
Increased Life safety inspections of business and residences	Improved radio communications
Firefighters outfitted with compliant gear and face masks	Excellent working relationship with Building Inspector, Electrical and Plumbing Inspectors
New apparatus approved for purchase	
Coordinated efforts with PD for Public Safety Concept	

Table 2: Weaknesses of the Hadley Fire Department

Inadequate staffing for Community Hazards and Growth	Executive Officer Professional Development
Standardized Dispatch SOG'S for Fire Department Response	Completion of Department SOP's and SOG's
Training of Dispatch and Fire personnel on proper communications and information gathering and dissemination	Completion of Ongoing Projects due to insufficient staffing
Selective response by certain members based on type of call	Need for succession planning and depth of command staff.
Recruitment and Retention of Call Force Members	Evaluation of need for response to specific calls
Budget process	Interdepartmental communications/information Sharing
Daytime availability of call force members critically low	Update of Pre-Incident plans

Table 3: Opportunities of the Hadley Fire Department

Continued partnerships with mutual aid partners	Working with Select Board and Finance
Community Survey of Public Safety Expectations	Enhance records management systems
Professional Development Conferences	Regionalization
Fire Chief Credentialing and mentoring programs	Community Outreach and Involvement
Implementation of Fire Based Ambulance Service	Police and Fire Cross Training
Grants for Staffing (Assistance to Firefighter and SAFER)	Use of Media and Social Media for outreach and comment
Strategic Planning and review of MRI Study	Potential improvements to ISO rating
Increased inspection revenues	

Table 4: Threats of the Hadley Fire Department

Unfunded Federal and State mandates impacting budget	Diminishing grant opportunities
Increase in training requirements for firefighters	Litigation
Increase in potential and frequency of natural disasters	Commercial and Residential Growth
Increase in potential and frequency of manmade disasters (Haz-Mat, Acts of Terrorism, Etc.)	Inconsistency of Executive Officers message to staff
Increase traffic flow resulting in increased calls for service	Challenges in finding new call force members that are committed and meet qualifications
Mutual Aid partners also understaffed and delayed in response	Aging equipment potential loss/failure

I appreciate your review and comments on the S.W.O.T. analysis and I hope to continue to evaluate department strengths, weaknesses, opportunities and threats and request input from department members.

Please feel free to contact me with any additional questions or concerns.

Sincerely,



Michael Spanknebel  
Fire Chief

**TO: SELECT BOARD/ TOWN ADMINISTRATOR**

**FROM: TREASURER**



**DATE: July 16, 2015**

**RE: SWOT ANALYSIS**

Following is my SWOT Analysis for the Treasurer's office, broken out into "General Operations" and "Technology".

**GENERAL OPERATIONS**

**Strengths-**

- Skills, experience and dedication of the Treasurer and Assistant Treasurer,
- Timely and accurate financial processing and reporting from Accountant and Collector offices,
- A strong and varied group of solid outside financial advisors.

**Weaknesses-**

- Keeping up with current work and future planning needed in the Treasurer's office (OPEB, Capital, Benefits, etc.) has been impeded by
  - extra workload due to a backlog in fully balancing accounts, and
  - increased work from the accommodation of growing HR-related needs (Workers Comp, Hiring and Firing, Benefits administration etc., & increasing reporting requirements),
- Uneven work distribution exists between the town's financial offices, and there is rigidity in the separation of functions between them,
- Lack of privacy for employees dealing with HR issues, at same time departments are coming in with turnovers or other issues.

**Possible Solutions-**

- Cutting back Treasurer's office workload by
  - going to bi-weekly payroll,
  - requiring direct deposit payroll checks,
  - providing for online rather than hard copy paystubs
  - limiting the number of options available for employees' benefits programs,
- Access to a separate office for confidential meetings (planning for this is under way - this could be useful at times with other departments needing a private conference area as well)
- Adding or sharing support staff for 5-10 hours of data entry and processing payroll and warrant checks (printing checks/ stuffing envelopes/ postage etc)

These steps would allow the Treasurer and Assistant Treasure to spend more time in the areas that require their personal attention, eg the future planning & HR issues cited above.

## TECHNOLOGY

### Strengths-

- VADAR works well for Treasurer's office, both General Ledger and Tax Title programs,
- Reliable outside payroll service,
- Efficient systems with the bank:
  - check-scanning system, saves trips to the bank and gets the deposits credited sooner
  - "positive pay" system for uploading check registers to the bank, provides protection from unauthorized checks and streamlines warrant and payroll account reconciliations.

### Weaknesses-

- Computers are slow, keyboards are worn, monitor screens are small, and the two computers are not set up for any level of direct sharing. This seems like it should be an easy fix, even with limited funding, however coming up with the right system requires outside assistance.
- Telephones are outdated and clunky for transferring calls and checking voicemail.
- Desk work areas are cramped & outdated (will work on this upon our return to Town Hall).

Possible Solutions- Current available funding could cover the purchase of the hardware/ software/ furniture needed, or at least could get it started this year to continue over the next year or two. Better direction (outside consultant?) in determining our computer needs would be required.

## OPPORTUNITIES

Hadley has numerous individuals with extensive experience in finance, business and government, whose talents might be better utilized by the town. These include past town board and committee members who have expressed their willingness to donate their time and efforts. Finding the right way to pull these people together for effective brainstorming of the town's financial issues (funding the budget, capital needs, benefits, OPEB etc) could be a tremendous benefit to the town.

## THREATS

Overloaded plates all around, too much to do and so little time- the usual! We can do it!

LJS/ 7-16-15

Gail Weiss  
Town Accountant

TOWN OF HADLEY  
SWOT ANALYSIS  
7/29/2015

		Helpful In Achieving Objectives	Harmful In Achieving Objectives
Internal Origin (Attributes of the Organization)	<p><b>Strengths</b></p> <p>Staff Educational Opportunities Software</p>	<p><b>Weaknesses</b></p> <p>IT Lack of end of year Coordination Employee Morale Lack of use of Software</p>	
External Origin (Attributes of the Environment)	<p><b>Opportunities</b></p> <p>Commercial Development</p>	<p><b>Threats</b></p> <p>Lack of Coordination among Boards Dwindling Resources</p>	

**Internal Strengths**

Staff- Works together in adversity such as the recent move.  
Dept Heads are certified in their fields and are very knowledgeable

Educational Opportunities-Able to keep certification by attending classes and conferences

Software-VADAR's strength is flexibility at a low cost. Capable of producing a variety of reports

**Internal Threats**

IT-No real vision. Many times internet freezes up. Program always crashes during important dead lines-ie Budget Season

Lack of year end coordination-No plan to deal with known shortfalls in June. I am forced to disregard Mass General Law about overspending because I will philosophically or morally not pay a local vendor. Also town is put into position if I follow Mass General Law in getting services cut such as electricity, cable and paying more to reconnect said services.

Employee Morale-No financial recognition of long time serving non union employees  
No financial recognition of those Dept heads that keep and maintain their

certification.

Not using capability of Software-Have attempted and distributed a number of reports to boards. The reports are criticized at public meetings but no board member will come to me and go over the reporting capability.

#### External Strengths

Commercial-Commercial development helps increase financial resources with minimal impact to municipal services especially to schools

Ability of Community to come together for a variety of projects and raise phenomenal sums of money. i.e. 350th Committees for both town and Hopkins, Town Welcome sign after Cooley bridge, etc

#### External Threats

Lack of communication between boards. Have found out issues when I get the bills to pay ie a recent insurance check for repairs to the school. Town should have been notified as soon it was known it would be over \$20k to help figure out financing.

Dwindling Resources-Fewer and fewer grants available, no appetite to raise taxes through an override  
Employees may or may not stick around as retirements loom in the next 5-10yrs for many.

TOWN OF HADLEY  
 SWOT ANALYSIS-Clerks Office  
 7/29/2015

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Internal Origin (Attributes of the Organization)</p>	<p style="text-align: center;">Helpful In Achieving Objectives</p>	<p style="text-align: center;">Harmful In Achieving Objectives</p>
	<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> <li>*intra office communication</li> <li>*in source of employees</li> <li>outside abilities</li> <li>*availability on &amp; off hours</li> <li>*approachable/known</li> <li>*town code</li> <li>*virtual town hall (active)</li> <li>*PSA's</li> </ul>	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> <li>*budget/fair play</li> <li>* no I.T. dept</li> <li>*virtual town hall (inactive)</li> </ul>
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">External Origin (Attributes of the Environment)</p>	<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> <li>conferences</li> <li>computer software</li> </ul>	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> <li>unfunded mandates</li> <li>lack of public interest</li> </ul>

## **SWOT ANALYSIS - ASSESSORS - JULY 29, 2015**

### **STRENGTHS - DEPARTMENTAL**

Personnel – The main strength of the Assessors Department, as with many of the Town departments, is our personnel. Department personnel are knowledgeable and well trained.

I.T. – The Assessors have taken advantage of recent opportunities to provide online tax maps and a limited field card at a greatly reduced cost to the Town. The department continues to seek out inexpensive alternatives in providing existing and new services to the public.

### **STRENGTHS -TOWN**

Personnel – The Town has developed a financial team that works well together. Despite recent attempts to change how the financial team operates, the Town's personnel is one of the Town's greatest strengths.

### **WEAKNESSES- DEPARTMENTAL**

Staffing - The staffing for the Assessor's office has been cut by 30%, 57.5 hours to 40 hours, and with shared office staffing, office coverage has been reduced by 24%, 72.5 hours to 55 hours since the pay plan was adopted in 1998. While the department has been able to cope with the reduced hours, it has been a struggle to complete the recertification requirements and annual office requirements timely and this may become a significant problem in the future as the Department of Revenue has continued to increase recertification and annual filing requirements.

Lack of adequate revaluation funding – The Department has been limited to \$600 per year for revaluation funding. While this amount has been sufficient in past years, the Department of Revenue has now mandated that we update values on an annual basis and this amount should be increased.

### **WEAKNESSES -TOWN**

Personnel Board – The Town has not established a Personnel Board as was recommended when the pay plan was adopted in 1998. There has been little or no review of positions that have seen paygrade changes since the original plan. Please also see lack of review of staffing below.

Lack of review of staffing levels. Over the last 6 years, departments have been told by the Select Board to level fund budgets with no increase in personnel. In each of those years, individual departments have gone before the Select Board/Finance Committee and received an increase in personnel without a town wide review of staffing levels. This practice has led to several departments receiving an increase in hours while others have not been afforded the opportunity to see an increase or they have had hours cut. A Personnel Board should review all staffing changes before they go to Town Meeting in a similar way that CPA projects go before the CPA Committee before they go before Town Meeting.



I.T. - The town has not established an I.T. plan. Having worked for the Town for more than 25 years, my office has only purchased 3 computers over that time period. Each piece of technology had only been replaced after it had developed significant problems. This has been the norm for all of the departments in Town Hall. An I.T. plan needs to be developed with a replacement schedule for equipment built into the annual town budget.

Zoning - The Town must review existing zoning bylaws. The current building size cap of 70,000 square feet needs to be evaluated. In the past, new growth has annually exceeded \$200,000. Most of that growth was commercial. Since the building cap size has been implemented, growth has dropped to around \$100,000 annually. While part of this can be attributed to the current economic conditions, the building cap size is something that the Town can change in an attempt to reverse this trend. The Town also has a reduced supply of vacant commercial land along Russell Street. Changing the zoning along Russell Street to allow additional development should be considered.

EQUITABLE TREATMENT OF ALL EMPLOYEES – the Town should make every effort to fairly and equitably treat all employees in a similar manner, union, non-union, and elected. While the Town has made some steps to do this in recent years, current developments seem to have this moving in a reverse direction.

#### **OPPORTUNITIES- DEPARTMENTAL**

TECHNOLOGY - The Assessor's Department continues to seek out new technology that will assist us by allowing the department run more efficiently.

#### **OPPORTUNITIES - TOWN**

TECHNOLOGY - The town should take advantage of technology advances to attempt to reduce personnel staffing increases in the future.

#### **THREATS - DEPARTMENTAL**

DEPARTMENT OF REVENUE – Over the last 20 years, the State has shifted most of the workload for the triennial recertification of values from their employees to the Town. It is highly likely that this shift will continue in the future, increasing the workload on department personnel. The DOR also appears to be in a constant state of restructuring. This restructuring has and will continue to shift additional requirements onto the Assessor's Department.

#### **THREATS - TOWN**

Personnel - Town employees are knowledgeable and well trained. Many employees are fast approaching retirement age or have left for better paying similar positions in other communities. In the next few years, the Town will be in the position of having to pay significantly more to replace existing personnel that leave/retire as they have with the recent departures.

The Town also faces the threat of having individuals appointed to boards or committees whose sole objective is to cause chaos for the Town.

# **HADLEY PUBLIC ACCESS TELEVISION STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS**

**July 28, 2015**

## **INTRODUCTORY NOTES:**

I have never done a SWOT analysis before. In fact, I had never even heard of it until it was brought up during the July Town Hall staff meeting. I did some online research on how to do one and although most of what I found was geared towards large corporations and businesses, I was able to glean enough information to be able to do one for HPAT. So here it goes:

## **I. INTRODUCTION**

As you know Hadley Public Access Television (HPAT) is the public access television facility for the Town of Hadley. HPAT was established to foster the democratic use of electronic media by providing the residents and organizations of Hadley, Massachusetts with access to cable television for the purpose of non-commercial communication within the community.

## **II. STRENGTHS**

### **1. Financially**

HPAT is in very good shape financially, at least for the next eight years. The bulk of HPAT's funding comes from two "grants" from Charter Communications, the town's cable TV provider. One "grant" is for HPAT's operating expenses and one "grant" is for HPAT's capital expenses. As of this writing there is \$129,944.32 in the operating expenses account, which includes this year's payment of \$59,204.24 which represents 3.5% of Charter Communications' gross revenues from their Hadley subscribers for the 2014 calendar year. As of this writing there is \$74,009.27 in the capital expenses account for a grand total of \$203,953.59 at our disposal. HPAT will receive another \$75,000 from Charter in 2019 for capital expenses along with annual payments of \$60,000-\$65,000 (maybe more) for HPAT operating expenses through 2023. Up until FY 2016, HPAT received around \$16,000 a year for HPAT operating expenses, including a portion of the station manager's pay, from the town's operating budget.

### **2. Strong Community Support**

The residents of Hadley value HPAT a great deal. The station manager frequently receives compliments from the townspeople on his job performance and on the quality of HPAT's services. Our video on-demand offerings are well viewed (considering that most of them are of local interest only). In some examples as of this writing, 79 people have viewed this year's Hadley Elementary School Celebration/Graduation, 69 people have viewed the June 22, 2015 Hadley School Committee meeting and 19 have viewed the June 17, 2015 Hadley Select Board Meeting. The most views of a HPAT on-demand

offering to date is the 2012 Hopkins Academy Holiday Concert which was viewed 2,276 times.

### 3. Invaluable Communication Tool

HPAT is an invaluable tool that allows the Select Board and other town officials to more effectively communicate with the citizens of the town of Hadley especially when the town is under a state of emergency.

### 4. A Knowledgeable and Dedicated Station Manager

Our station manager has a great deal of experience in public access television and television production. Being an almost lifelong resident of Hadley, he is very familiar with the town and what issues are important to its citizens. He has a great appreciation and interest in the town's history. Also, he is a long-time member of the Alliance for Community Media (the trade organization for public access television) and of its Massachusetts chapter (MassAccess).

## III. WEAKNESSES

### 1. Financially

While HPAT is currently in very good shape financially, its financial stability in the long-term can be considered a weakness. The only reason that Charter Communications provides funding for HPAT is that they are required to by law. Atty. William Solomon, the lawyer who is representing the town on cable TV issues, says that if the law were changed so that cable companies are no longer legally obligated to provide funding for public access television, Charter would have the right to immediately cease providing funding for HPAT even though the cable license they have with the town stipulates that they have to provide funding. One would hope that even if that happened, they would still honor their contractual obligations to fund HPAT for the life of the current cable license. Of course, there would be no clause in subsequent cable licenses they have with the town to provide funding for HPAT. This is why HPAT's station manager is so frugal with the funds already provided by Charter. He feels that the more money the station has should funding from Charter cease, the easier it would be to gradually absorb HPAT's operating expenses into the Town's operating budget over a period of several fiscal years. HPAT's station manager has not heard anything lately about the laws requiring cable TV companies to provide funding for public access television being repealed. However, if a Republican is elected president in 2016 and appoints politically conservative people to the Federal Communications Commission there is a good chance that the law could be repealed, especially if the Republicans maintain control of the House and Senate. Republicans have long disliked public access television because much of the programming aired on it has a liberal slant to it.

### 2. Lack of Volunteer Producers

This is a problem that most smaller access stations, such as HPAT, experience on a regular basis because the municipalities that they serve have small populations combined with the standard rule in public access television limiting the use of the facilities to people who either live, work or go to school in the municipality served by the access center or belong to non-profit organizations (i.e. a church) based in said municipality. There really

is not a whole lot that can be done to solve this. It's just the way it is with smaller access stations. HPAT's station manager has tried several times to get some Hopkins Academy students to volunteer. However, to date, no students have even enquired about volunteering at HPAT. The Station Manager believes that the lack of interest is related the very heavy workload that high school students are under compared to when we went to high school back in the 1970s. This leaves them with very little time for extracurricular activities, especially those not sponsored by the school department.

### 3. Lack of support staff

HPAT is a small access station. It is large enough that there is too much to do to keep it running smoothly for one person to handle. Unfortunately, it is small enough that there really is not enough to do to keep two staff members (the station manager and the production assistant) busy on a regular basis. This is why the production assistant is a very part-time (10-15 hrs./wk) position. This makes it very difficult to find people with the necessary skills who are willing to accept the position. Those who do, tend not to stay around for very long as the job is usually just a stepping-stone to a full-time job in television production. Also, they usually hold other jobs so that they are able to earn enough money to support themselves. This sometimes makes it difficult to set up a regular work schedule for the production assistant that meets the station's needs.

### 4. Space Limitations

Although the station manager likes HPAT's current office space a great deal and it generally meets station's current needs, it is small enough that it does not allow for any expansion of HPAT's services. HPAT's current office is an old classroom on the lower level (basement) in the Hadley Senior Center. The room has approximately 470 square feet of floor space and is much smaller than the other old classrooms in the building (with the exception of the two classrooms that were sub-divided in two classrooms each by the Pioneer Valley Performing Arts Charter School when they were the building's tenants). This small size leaves no room for expansion. An ideal space for HPAT at this point would be a space that is at least twice as big as their current office is. The space would be made up of three rooms. One would be a private office for the Station Manager, one would be a small studio to shoot productions in and third room would contain the station's headend (cablecasting facility), several editing stations, work space for a production assistant and storage space for the station's television production equipment and DVD collection. Having a larger, newer and more up-to-date facility would make HPAT much more inviting to potential volunteer producers, production assistants and interns. With more volunteer producers and staff, more programming of local interest can be produced. One program might be a panel discussion in which current affairs such as the goings-on in town politics is discussed.

## **IV. OPPORTUNITIES**

1. Continued funding from Charter Communications
2. A great deal of public access center-produced programming available via the Internet at little or no cost.
3. Profession development of HPAT staff opportunities via Alliance for Community Television (ACM) sponsored conferences.

4. Professional advice available 24/7 via the ACM's ListServe of which the HPAT Station Manager subscribes to.

## **V. THREATS**

1. See #1 under Weaknesses.

2. Extended or Sudden Loss of the Current Station Manager

HPAT's operations would come to a grinding halt if the current station manager is unable to work for an extended period of time as he is the only one who knows how anything works at the station. If current station manager stepped down from his job it would be very difficult for the Select Board and the Town Administrator to find a qualified replacement because they do not have the tools to do so. They do not know where to advertise the position to get the best response. Also, because they are not experts in public access television and in television production they do not know what skills and experience a qualified replacement should have. A solution to this would be to have the current station manager put together a kit that the Select Board and Town Administrator can use when it comes time to replace him. He plans on doing this as soon as he can find the time to do so.

3. The Demise of Cable TV

This is unlikely to happen anytime soon. However, with the number of alternatives to cable TV (satellite, internet services (YouTube, Roku, Hulu, etc.)) increasing every day and the cost of cable TV going up regularly, it could happen. Without cable TV, it would be a lot harder for HPAT to transmit its programming to its viewers. HPAT could survive without cable TV by streaming its programming on the Internet 24/7. However, this cannot be done as long as HPAT is receiving funding from the town's cable TV provider. There have been some cases where public access stations have done this and lost their funding from their cable TV provider. This is because legally a cable company can define a public access station that is also streaming its programming 24/7 as an Internet station and not a cable TV station.

Date: July 29, 2015

## SWOT Analysis for the Department of Inspection Services

Prepared by: Timothy Neyhart  
Hadley Building Commissioner

### **Strengths:**

- Small Town working Environment
- Town Hall, as a whole, has a good working relationship with all departments
- Ability to obtain help from other departments as needed
- Overall years of experience and an Engineering Degree have helped in the overall ability to perform my job performance well.
- Great working relationship with Fire Department. This is not the case in a lot of towns.
- Department has hired good support staff which has been a great asset.
- Inspectors work extremely well together.

### **Weaknesses:**

- Lack of updated electronic devices for field inspections- Field tablets would enable inspectors to perform real time field updates and information
- Obsolete computer systems in both hardware and software.
- No town central data system. With system, all departments would be able to link all information to each specific land parcel whereby everyone can obtain and search data relative to a specific parcel. Presently we must copy permits and distribute to numerous departments in order for other departments to know when permits are issued. If the Town had a central data system then every report, be it from Con Com, Planning Board, ZBA, Assessors would be assessable to all.
- Running out of storage room for filling information and building prints. The hope is that someday all of this information, which is required by the state to be kept, can be stored electronically.
- Need to someday establish electronic application and permitting.
- All inspectors should be under one budget. This will allow some flexibility to cover possible unforeseen personnel time.
- Based on an old ISO study there is a need for at least a half time to a full time additional Building Inspector. Many minor inspections and zoning items are presently left undone due to the lack of manpower.
- Since the Fire Department is presently understaffed and the existing full time personnel's priority is with emergency calls; this impacts required annual inspections which are now usually delayed.

### **Opportunities:**

- The state has a good system to obtain help on specific needs. We can be request a State Building Inspector to assist in specialized types of inspections.
- Inspectors, throughout the state, have very good Code Associations.
- Ability to obtain educational courses through a network of on-line and on-site seminars.
- Inspectors have a solid Certification system.

- State mandated requirements, which all Towns are required to follow, regarding the need for all Inspectors'.

**Threats:**

- Unfunded state mandates greatly impact the amount of work required. One such mandate is that more types of construction disciplines are now required to be under their own permitting. This increases overall administrative overhead.
- Legislation is constantly passing emergency amendments that impact this department as well as the Fire Department and overly complicates inspections and the building review process.
- Code has become extremely complex with too many exceptions.
- The State of Massachusetts has modified the International Code to their liking.
- The State of Massachusetts, in 1988, was on the fourth edition of the code. It consisted of one document of about 300 - 4X7 inch pages. Now the Code consists of 2 main documents each of about 700 pages with 8 additional documents of 100-200 pages each for specific specialized code sections such as energy, maintenance, remodeling, etc.

## Hadley Park & Recreation SWOT Analysis 2015

Internal	
Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Great communication between commissioners and staff.</li> <li>2. We cater to all ages in the community and continue to expand our programming.</li> <li>3. Our communication with the general public is done primarily through social media; town website and Facebook. This appears to be effective.</li> <li>4. Strong community volunteers that make it possible to have events as well as have our sports activities.</li> <li>5. Our network of businesses that we do programs with is constantly building to add more variety for the community.</li> <li>6. We have a large office with good storage, allowing all our equipment for sports and activities to be kept on site.</li> <li>7. The school supports our department by allowing time for our events and sports activities to take place at the school's facilities.</li> <li>8. Our staff is friendly and people know us. This allows for a trusting client.</li> <li>9. We have up to date computer systems.</li> <li>10. We provide a safe large room, an office and a classroom for daily and weekly activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Not enough office hours for all staff to continue to expand programming.</li> <li>2. Office to office, most communication is done with hard copy in mailboxes at the town hall, not email.</li> <li>3. Time cards for exempt (salary) employees have to be handed in by employee on a weekly basis.</li> <li>4. We do not have an online payment system set up for outside payments.</li> <li>5. Building has a bad reputation for safety, therefore it hinders parents registering children for activities in our facility. Thus, making program's numbers low, causing cancelations.</li> <li>6. The office (park and rec) building is not on a public transportation route.</li> <li>7. We do not have monies in the budget to maintain Zatyрка park or any other potential recreation area.</li> <li>8. We do not offer any open space areas for recreation.</li> <li>9. Wide spread marketing is not adequate due to lack of funds.</li> </ol>
External	
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. We have partnered with larger communities allowing for successful sports leagues in our town.</li> <li>2. We have continued monetary support from local business aiding with many events.</li> <li>3. We have participating businesses willing to rent space to our department for added spacial needs. This would, however increase registration fees.</li> </ol>	<ol style="list-style-type: none"> <li>1. Larger cities have better facilities and resources to offer varied programming.</li> <li>2. Online payments are available with other towns potentially, taking clients away due to the convenience.</li> <li>3. The lack of in-house transportation hinders program expansion.</li> <li>4. After-school transportation to the rec sites allow other towns to gain revenue with after-school sponsored programs.</li> <li>5. There is not enough space in our school system to support all the activities and sports events that could be offered to the community.</li> <li>6. Nearby towns have parks designated for sports and leisure, Hadley does not.</li> <li>7. Neighboring towns have "town run" swimming facility creating consistent revenue for the park's departments.</li> </ol>



TOWN OF HADLEY  
PROJECTED REVENUES - FOR DISCUSSION PURPOSES ONLY  
7/29/2015

Account	Revenue Summary	FY 2013 Budgeted	FY 2013 Actual	FY 2014 Budgeted	FY 2014 Actual	FY 2015 Budget	FY 2015 Projected	FY 2016 Projected	FY 2017 Projected	FY 2018 Projected	FY 2019 Projected	FY 2020 Projected
000-421	Table 1: State Aid	815,648	815,648	879,856	879,856	938,254	938,254	953,529	1,001,205	1,051,286	1,103,829	1,159,020
000-422	Charter School Reimbursement	54,246	54,246	94,741	94,741	45,951	45,951	76,816	50,000	50,000	50,000	50,000
000-423	Unfunded General Government Aid	383,877	383,877	392,951	392,951	403,848	403,848	418,387	426,735	435,250	443,996	452,876
000-424	Abatement to Veterans and Blind	13,188	13,188	13,638	13,638	13,425	13,425	13,250	13,425	13,425	13,425	13,425
000-425	Veteran Benefits and Exemptions	-	-	33,996	33,996	61,829	61,829	56,854	60,000	60,000	60,000	60,000
000-426	PICOT	176,379	176,379	179,867	179,867	204,286	204,286	204,286	214,000	216,000	218,000	218,000
000-427	000-610-4512 Offices (School Choice, Lunch, Library)	404,316	404,316	393,729	393,729	452,102	452,102	592,973	557,741	557,741	557,741	557,741
Subtotal		1,847,654	1,847,654	1,988,778	1,988,778	2,119,695	2,119,695	2,316,195	2,323,126	2,393,722	2,446,991	2,511,092
000-428	Table 2: Local Receipts	475,000	472,309	5,000	6,988	5,000	5,912	7,000	7,000	7,000	7,000	7,000
000-429	Profranchise	33,900	36,325	26,000	614,698	510,000	648,213	615,000	620,000	625,000	631,250	637,563
000-430	Motor Vehicle	10,000	13,466	10,000	6,579	12,000	25,377	16,000	16,800	17,840	18,522	19,448
000-431	PICOT (Not from Cherry Street)	3,500	3,089	3,500	3,012	3,500	2,916	3,500	3,500	3,500	3,500	3,500
000-432	Hotel Occupancy Tax	700,000	765,585	700,000	786,821	770,000	724,384	856,500	856,500	856,500	856,500	856,500
000-433	Motel Occupancy Tax	240,000	264,921	240,000	277,062	250,000	349,506	314,367	314,367	314,367	314,367	314,367
000-434	Public Raffle	159,000	159,536	179,000	179,000	163,285	163,285	163,285	163,285	163,285	163,285	163,285
000-435	PVTA	60,000	33,270	40,000	34,357	37,000	53,648	38,000	39,000	40,000	41,000	41,000
000-436	Courtesy Fines	35,000	11,942	10,000	11,832	12,000	15,057	13,000	14,000	15,000	16,000	16,000
000-437	Investment Earnings	-	-	-	-	-	-	-	-	-	-	-
000-438	Bond Interest	-	-	-	-	-	-	-	-	-	-	-
000-439	000-480, 492 Miscellaneous (Inc. Medicare D)	37,084	33,566	69,000	21,920	69,500	45,433	69,000	69,000	69,000	69,000	69,000
000-440	Prior Year Refund	-	1,236	-	4,626	1,000	1,685	1,000	1,000	1,000	1,000	1,000
000-441	Rental	-	625	-	725	100	844	500	500	500	500	500
000-442	Spec/Lease-Timber	-	-	-	-	-	-	-	-	-	-	-
000-443	Select Board Receipts (incl. cell tower)	53,517	484,266	67,257	73,382	70,159	89,789	92,000	115,000	137,000	182,000	182,000
000-444	Collector Receipts	31,820	37,187	35,000	51,178	36,000	36,609	37,000	37,000	37,000	37,000	37,000
000-445	Assessor Receipts	-	581	-	-	-	-	500	500	500	500	500
000-446	Clerk Receipts	15,500	18,242	15,500	18,908	17,000	15,892	20,000	20,000	20,000	20,000	20,000
000-447	Conf/Cont/23A Receipts	1,000	831	1,000	9,704	1,000	4,001	2,000	2,000	2,000	2,000	2,000
000-448	Planning Board Receipts	2,500	2,618	2,500	975	2,700	7421	4,000	4,000	4,000	4,000	4,000
000-449	Public Receipts	9,000	20,501	10,100	18,922	18,000	16,660	20,000	20,000	20,000	20,000	20,000
000-450	Fire Receipts	21,615	19,078	18,015	20,502	21,615	25,254	30,000	30,000	30,000	30,000	30,000
000-451	Building Inspector Receipts	70,000	67,773	70,000	86,045	75,000	86,311	90,000	90,500	91,500	91,500	91,500
000-452	Plumb/Gear Inspector Receipts	7,000	10,946	7,000	11,461	9,000	14,481	11,000	11,000	11,500	12,000	12,000
000-453	Electrical Inspector Receipts	2,500	2,879	2,000	5,021	2,500	3,356	3,500	3,500	3,500	3,500	3,500
000-454	Board of Health Receipts	37,000	48,390	37,000	44,733	45,300	42,710	47,000	47,500	48,000	48,500	48,500
000-455	Cemetery Receipts	200	10	200	70	50	175	50	50	50	50	50
000-456	Library Receipts	20	75	20	12	23	94	23	23	23	23	23
000-457	TVS Receipts	50	80	50	80	75	75	75	75	75	75	75
000-458	University of Mass Payment	50,000	50,000	50,000	50,000	60,000	55,000	55,000	55,000	70,000	70,000	70,000
Subtotal		2,055,206	2,549,348	2,073,142	2,343,761	2,218,907	2,475,630	2,539,300	2,571,600	2,628,440	2,665,572	2,672,811
000-459	Table 4: Available Receipts	507,258	507,258	839,745	839,756	-	-	-	-	-	-	-
000-460	FY 2014 Free Cash	-	-	-	-	-	-	-	-	-	-	-
000-461	Capital Stabilization Fund	270,000	270,000	167,243	167,243	-	-	-	-	-	-	-
000-462	Stabilization Fund	-	-	-	-	-	-	-	-	-	-	-
000-463	Water Revenue	18,023	18,023	26,190	29,190	-	-	-	-	-	-	-
000-464	Wastewater Revenue	8,265	8,265	35,830	35,830	-	-	-	-	-	-	-
000-465	Other Available Receipts	71,000	71,000	9,908	9,908	-	-	-	-	-	-	-
Subtotal		874,546	874,546	1,078,916	1,081,927	-	-	-	-	-	-	-



**TOWN OF HADLEY**  
**PROJECTED EXPENSES - FOR DISCUSSION PURPOSES ONLY**  
 7/29/2015

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

ACCOUNT	DESCRIPTION	FY 2013 Voted	FY 2013 Actual	FY 2014 Voted	FY 2014 Actual	FY 2015 Request	FY 2015 Special Town Meeting Voted	FY 2016 Voted Annual Town Meeting	FY 2017 Estimated	FY 2018 Estimated	FY 2019 Estimated	FY 2020 Estimated
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<b>Series 100 General Government</b>												
114	Moderator	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
122	Select Board	\$ 68,055	\$ 67,390	\$ 69,120	\$ 65,187	\$ 72,188	\$ 66,277	\$ 65,324	\$ 69,810	\$ 72,206	\$ 73,252	\$ 74,320
129	Town Administrator	\$ 83,834	\$ 83,090	\$ 88,138	\$ 87,575	\$ 89,887	\$ 89,637	\$ 91,370	\$ 98,137	\$ 94,940	\$ 96,779	\$ 98,655
131	Finance Committee	\$ 1,300	\$ 952	\$ 250	\$ 155	\$ 250	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050	\$ 1,050
132	Reserve (Transfer)	\$ 90,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
135	Town Accountant	\$ 94,466	\$ 90,346	\$ 92,599	\$ 89,505	\$ 98,899	\$ 93,649	\$ 95,609	\$ 98,742	\$ 101,014	\$ 103,006	\$ 105,025
141	Assessors	\$ 79,494	\$ 77,394	\$ 82,994	\$ 81,207	\$ 84,842	\$ 84,592	\$ 90,642	\$ 94,431	\$ 95,727	\$ 97,574	\$ 99,548
145	Treasurer	\$ 114,049	\$ 112,179	\$ 117,308	\$ 114,307	\$ 123,284	\$ 115,764	\$ 121,713	\$ 122,615	\$ 125,273	\$ 127,913	\$ 130,629
146	Tax Collector	\$ 98,858	\$ 95,469	\$ 102,466	\$ 100,968	\$ 107,734	\$ 107,284	\$ 105,609	\$ 111,840	\$ 113,449	\$ 115,469	\$ 117,534
151	Town Counsel	\$ 41,780	\$ 41,994	\$ 35,380	\$ 35,380	\$ 36,380	\$ 36,380	\$ 36,380	\$ 36,380	\$ 36,380	\$ 36,380	\$ 36,380
161	Town Clerk	\$ 67,558	\$ 64,860	\$ 70,387	\$ 69,370	\$ 74,344	\$ 74,194	\$ 76,894	\$ 82,157	\$ 87,214	\$ 86,594	\$ 90,997
163	Registrars	\$ 19,170	\$ 15,601	\$ 14,670	\$ 10,954	\$ 16,220	\$ 16,120	\$ 12,620	\$ 16,920	\$ 14,970	\$ 17,120	\$ 17,120
171	Conservation	\$ 3,050	\$ 3,021	\$ 3,050	\$ 3,041	\$ 3,050	\$ 3,050	\$ 3,050	\$ 3,050	\$ 3,050	\$ 3,050	\$ 3,050
175	Planning Board	\$ 15,790	\$ 15,060	\$ 11,780	\$ 12,818	\$ 11,780	\$ 11,780	\$ 12,030	\$ 12,880	\$ 13,380	\$ 13,380	\$ 13,380
176	Board of Appeals	\$ 3,665	\$ 1,700	\$ 3,665	\$ 2,707	\$ 3,665	\$ 3,665	\$ 3,665	\$ 3,665	\$ 3,665	\$ 3,665	\$ 3,665
182	Long Range Plan	\$ 115,516	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
193	Insurance	\$ 115,516	\$ 115,032	\$ 111,000	\$ 105,572	\$ 115,440	\$ 111,000	\$ 113,000	\$ 113,000	\$ 114,000	\$ 115,000	\$ 116,000
192-199	Town Buildings	\$ 232,513	\$ 128,725	\$ 128,200	\$ 138,968	\$ 136,346	\$ 143,550	\$ 152,388	\$ 159,018	\$ 165,432	\$ 166,888	\$ 166,888
<b>Total General Government</b>		\$ 1,030,398	\$ 913,253	\$ 982,107	\$ 919,709	\$ 1,025,319	\$ 1,003,388	\$ 1,025,106	\$ 1,070,365	\$ 1,067,390	\$ 1,108,264	\$ 1,126,841

<b>Series 200 Public Safety</b>												
210	Police	\$ 996,869	\$ 901,715	\$ 992,975	\$ 1,085,376	\$ 1,155,272	\$ 933,027	\$ 1,030,128	\$ 1,174,716	\$ 1,219,685	\$ 1,266,930	\$ 1,290,436
220	Fire	\$ 236,380	\$ 234,995	\$ 282,797	\$ 248,213	\$ 337,711	\$ 315,811	\$ 327,024	\$ 353,974	\$ 363,246	\$ 367,739	\$ 367,739
222	Communications	\$ 296,336	\$ 287,297	\$ 255,697	\$ 257,644	\$ 280,509	\$ 268,160	\$ 274,681	\$ 288,975	\$ 294,962	\$ 300,699	\$ 304,445
230	Ambulance	\$ 115,000	\$ 115,000	\$ 120,000	\$ 120,000	\$ 125,000	\$ 125,000	\$ 130,000	\$ 135,000	\$ 140,000	\$ 145,000	\$ 150,000
241	Building Inspector	\$ 91,819	\$ 76,808	\$ 84,836	\$ 82,486	\$ 91,789	\$ 90,992	\$ 91,077	\$ 95,397	\$ 98,145	\$ 100,884	\$ 102,806
242	Gas Inspector	\$ 3,654	\$ 3,649	\$ 3,692	\$ 3,544	\$ 3,692	\$ 3,942	\$ 3,962	\$ 4,527	\$ 4,646	\$ 4,716	\$ 4,785
243	Plumbing Inspector	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,240	\$ 6,390	\$ 6,390	\$ 6,410	\$ 6,622	\$ 6,741	\$ 6,863	\$ 6,983
<b>Total Public Safety</b>		\$ 1,746,298	\$ 1,625,704	\$ 1,746,237	\$ 1,753,408	\$ 2,000,363	\$ 1,743,322	\$ 1,863,282	\$ 2,059,111	\$ 2,119,520	\$ 2,190,338	\$ 2,227,202

<b>Series 300 Education</b>												
301	Education	\$ 5,700,000	\$ 5,586,692	\$ 5,960,000	\$ 5,916,329	\$ 6,101,864	\$ 6,060,000	\$ 6,467,520	\$ 6,867,453	\$ 7,321,407	\$ 7,813,367	\$ 8,282,169
<b>Total Education</b>		\$ 5,700,000	\$ 5,586,692	\$ 5,960,000	\$ 5,916,329	\$ 6,101,864	\$ 6,060,000	\$ 6,467,520	\$ 6,867,453	\$ 7,321,407	\$ 7,813,367	\$ 8,282,169

<b>Series 400 Public Works</b>												
422	Highway	\$ 718,502	\$ 661,825	\$ 740,217	\$ 647,255	\$ 768,139	\$ 723,215	\$ 732,585	\$ 787,433	\$ 815,988	\$ 842,627	\$ 868,345
423	Snow & Ice	\$ 162,734	\$ 131,561	\$ 168,222	\$ 173,915	\$ 168,222	\$ 168,222	\$ 168,222	\$ 170,538	\$ 171,753	\$ 173,053	\$ 174,313
424	Street Lighting	\$ 18,300	\$ 17,500	\$ 17,142	\$ 18,025	\$ 18,000	\$ 18,000	\$ 18,000	\$ 21,780	\$ 23,960	\$ 26,350	\$ 28,985
490	Bldg Maintenance	\$ 16,700	\$ 14,759	\$ 49,615	\$ 47,624	\$ 66,615	\$ 65,615	\$ 66,950	\$ 75,400	\$ 80,100	\$ 82,700	\$ 85,400
491	Cemetery	\$ 17,793	\$ 17,231	\$ 17,793	\$ 17,276	\$ 17,793	\$ 17,793	\$ 17,793	\$ 17,793	\$ 17,793	\$ 17,793	\$ 17,793
<b>Total Public Works</b>		\$ 934,029	\$ 843,026	\$ 993,347	\$ 908,212	\$ 1,033,788	\$ 992,845	\$ 1,007,490	\$ 1,072,959	\$ 1,109,594	\$ 1,142,523	\$ 1,174,836



TOWN OF HADLEY  
 REVENUE-EXPENDITURE SUMMARY - FOR DISCUSSION PURPOSES ONLY  
 7/29/2015

	FY 2015 Annual &				
	Special Town Meetings	FY 2016 Annual	FY 2017	FY 2018	FY 2020
	Estimated	Estimated	Estimated	Estimated	Estimated
Revenues	\$ 14,773,227	\$ 15,385,410	\$ 15,771,796	\$ 16,247,417	\$ 16,666,632
Expenses	\$ 15,025,998	\$ 15,878,975	\$ 16,762,219	\$ 17,447,657	\$ 18,152,848
Subtotal	\$ (252,771)	\$ (493,565)	\$ (990,423)	\$ (1,200,240)	\$ (1,486,216)
Free Cash to Balance Omnibus Budget	\$ 194,609	\$ 184,121	\$ 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	\$ 221,138	\$ (0)	\$ (604,833)	\$ (714,650)	\$ (1,000,626)
	\$ (1,234,430)				

Transfers from Other Funds

Reconciliation W/Town Meeting Vote	
Annual Town Meeting Budget	\$ 15,914,790
Less Enterprise Funds:	
Wastewater	\$ (870,802)
Water	\$ (94,543)
Plus State Assessments (800 Series)	\$ 1,829,530
Total	\$ 15,878,975
FY 2016 Expenses	\$ 15,878,975

*Estimated Free Cash 7/30/15*

Undesignated Fund Balance

Balance 06/30/2015	284,364.16
PY Encumbrances	62,713.26
PY FB Reserved For Expenditures	794,548.31
Reserve For Free Cash	133,231.00
Excess Overlay	50,007.00
PY Deficit	(38,287.99)
MSBA Debt	24,436.09
Revenue	14,754,748.65
Expenditures	(14,763,038.95)
PY Boat Marker	1,505.88
FY16 Boat Marker	(1,458.00)
PY Articles	(238,497.07)
PY Encumbrances	(100,361.80)
MSBA Debt	(21,920.16)
<b>Undesignated Fund Balance</b>	<b>941,990.38</b>

Back up	1,488,402.91
Cash	
Warrants Payable	-28,778.76
Accrued Payroll	-154,571.72
Payroll Withholdings	-338,858.87
Less Set Asides	
Less Free Cash for Budget FY14 Budget	-21,920.16
Less MSBA Debt Reserve	-1,458.00
Less Set Aside for Boat EST	-825.00
Other Liabilities	
Police Payroll Deficit	
<b>Undesignated Fund Balance</b>	<b>941,990.40</b>

Difference -0.02

Reduce by OS Receivables	(96,671.79)
Deferred Taxes	(9,422.92)
Police Payroll Deficit	
Grants	
Public Safety Grant	
Potential Audit Adjustments	(60,000.00)
Estimated "free cash"	775,895.67
Actual "free cash"	

*Confirmation based on DOR Checklist*

Unexpended Appropriations	135,000.00
Tax Liens	139,556.00
Excess Cherry Sheet	103,361.00
Revenue Above Recap	216,159.00
Other Revolving	1,626.00
Electrical Revolving	8,330.00
Add'l Water Benefits	
Return "Free Cash"	170,373.00
Overlay Release	50,007.00
MEMA from Prior Yr	
Less cash dif	(60,000.00)
Less Public Safety Grant	

Estimated Backup within 5% of DOR Requirements 764,412.00