



TOWN OF HADLEY

SERVICE DELIVERY PLAN

July 11, 2016

For the Fiscal Year

July 1, 2016 through June 30, 2017

PREPARED BY

**DAVID G. NIXON
TOWN ADMINISTRATOR**

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Section I

Letter of Transmittal

July 11, 2016

To the Select Board, Finance Committee, and School Department:

Please accept this Service Delivery Plan for the Town of Hadley for FY 2017. The Service Delivery Plan is a companion piece of the annual budget document and the Capital Improvement Plan. The Plan has two goals.

First, the Town of Hadley government started as a volunteer organization more than 350 years ago. Rooted in the tradition of religious life that relied on lay communal spiritual responsibility and group adherence to proper conduct, Hadley's municipal government developed over time to its present form and function: Town Meeting – Select Board system of government. This Service Delivery Plan is intended to support the work of busy volunteers, outline the responsibilities and structure of each department, and uphold the tradition of participatory democracy as practiced in New England.

Second, in 2013 the Massachusetts Department of Revenue's financial management team reviewed the Town as a follow up to previous management reviews performed on the then-separate Sewer Department and the Highway-Water Department. In the most recent review, the Department of Revenue recommended that the Select Board "initiate a strategic planning process to identify a list of clearly defined priorities for the next five-years." The Select Board responded by forming the Municipal Building Committee to review and recommend a building program to address aging Town-owned structures. The Select Board also asked each department to develop a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis and used that information to prepare the FY 2017 budget. This Service Delivery Plan is meant to assist the Select Board to refine their priorities in order to extend goals and objectives farther into the future.

This Service Delivery Plan will be updated, based on feedback and clarification of the Select Board's vision for the Town of Hadley.

I thank the many department heads who helped prepare this document. Their insights and expertise greatly improved the final result. All errors and misinterpretations of facts or law are mine alone.

Sincerely,



David G. Nixon
Town Administrator

Section II

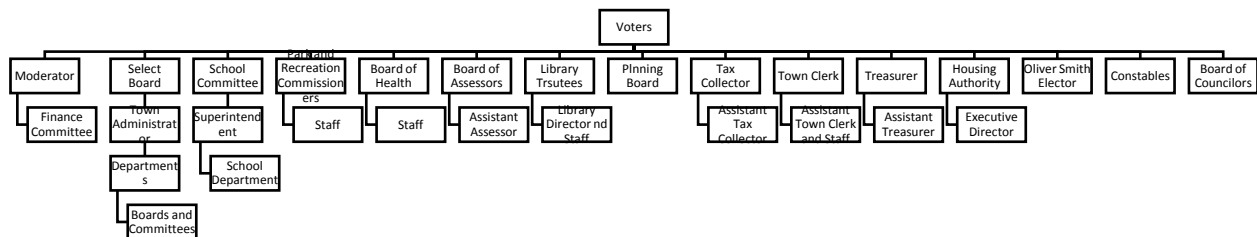
Town of Hadley

Mission Statement

The mission of town government is to serve the residents, businesses, and visitors in the Town of Hadley by providing high-quality services that enhance the quality of life by preserving the character of the community, encouraging commerce and prosperity, and providing stewardship to the community's resources.

Legal Mandate: The Town of Hadley was settled in 1657 and incorporated in 1661. The Town does not have a charter, but is enabled under Article II of the Constitution of the Commonwealth of Massachusetts. The Code of the Town of Hadley contains bylaws, regulations, and a record of binding votes that enable certain functions and offices or adopt local-option Massachusetts General Laws. The Town is also governed by special legislation, Massachusetts General Laws, the Code of Massachusetts Regulations, and federal laws.

Organizational Structure



A detailed description of the forms and functions of each department is presented below:

General Government (100 Budget Series)

Moderator

Budget:

Department	Description	FY 2016	FY 2017
114 Moderator	Expense	\$ 100	\$ 100
	TOTAL	\$ 100	\$ 100

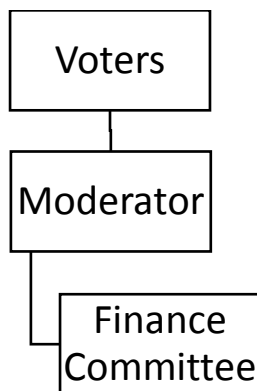
Mission Statement

The Moderator oversees all town meetings and is responsible for fairness, inclusiveness, and the orderly and proper conduct of town business within the town meeting. The Moderator also appoints the Finance Committee.

Legal Mandate

The Moderator is an elected position under MGL Chapter 39, Section 14 and whose duties are outlined in MGL Chapter 39, Section 15. The Hadley Moderator is restricted from self-appointment to boards or committees under Section 68-4 of Chapter 68 of the Code of the Town of Hadley. The Moderator conducts annual and special town meetings according to the procedures contained within the most recent edition of Town Meeting Time: A Handbook of Parliamentary Law.

Organizational Structure



Primary Functions

Communicates with the Select Board, Finance Committee, Town Clerk and Town Administrator as needed to ensure that town meetings are properly prepared, organized, and that necessary legal postings have been completed.

Recruits and appoints qualified individuals to serve on the Finance Committee.

Presides over town meetings, moderates debate and declares all motions and votes taken.

Select Board

Budgets:

Department	Description	FY 2016	FY 2017
122 Select Board	Salay -- Chair	\$ 1,400	\$ 1,400
	Members -- 1,200 each	\$ 4,800	\$ 4,800
	Other Salaries	\$ 47,420	\$ 46,702
	Expenses	\$ 13,675	\$ 16,225
	TOTAL	\$ 67,295	\$ 69,127

Department	Description	FY 2016	FY 2017
151 Town Counsel	Legal Expenses	\$ 36,380	\$ 36,380
	TOTAL	\$ 36,380	\$ 36,380

Department	Description	FY 2016	FY 2017
182 Long Range Plan	Expenses	\$ 2,500	\$ 2,500
	TOTAL	\$ 2,500	\$ 2,500

Department	Description	FY 2016	FY 2017
193 Insurance	Property Insurance	\$ 103,400	\$ 107,100
	TOTAL	\$ 103,400	\$ 107,100

Department	Description	FY 2016	FY 2017
192 Town Buildings	Senior Center	\$ 47,300	\$ 46,600
196	Town Hall	\$ 71,150	\$ 72,325
198	No. Hadley Hall	\$ 20,300	\$ 10,000
199	Russell School	\$ 8,800	\$ 1,750
	TOTAL	\$ 147,550	\$ 130,675

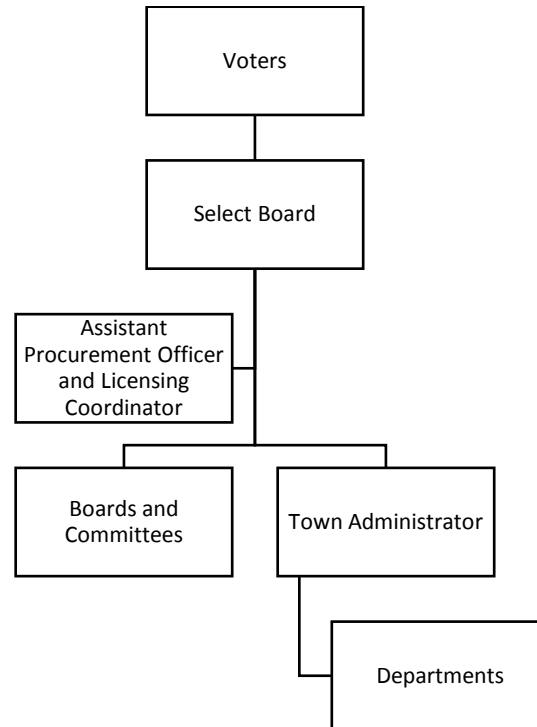
Mission Statement

The members of the Hadley Select Board, in their roles as elected officials and citizens of the town, strive to create and sustain the highest achievable level of quality of life for the residents, employees and visitors in the Town of Hadley.

Legal Mandate

The Town of Hadley established the office of Selectman at the town's incorporation in 1661. The present elected position of Select Board member was enabled by town meeting vote on February 7, 1916 under Article 27. The number of Select Board members was increased from three to five by town meeting vote on October 26, 2000 under Article 15.

Organizational Structure



Employees Within the 122 Budget

Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Assistant Procurement Officer/Licensing Coordinator	6	7	No	1
Clerical Assistant	4	10	No	0.29

Primary Functions

The Hadley Select Board exercises broad executive powers under the Massachusetts Constitution and Massachusetts General Laws. In general, the Select Board is described under MGL chapter 41, Section 20 et seq. and makes policy for the Town, executes contracts, appoints many committees and officers, and in general presides over the business of the Town.

The Select Board serves also as Highway Commissioners, Police Commissioners, Sewer Commissioners, and Water Commissioners.

The Select Board is the main employer under MGL Chapter 150E, Section 1 and handles most employment activities.

The Board enforces water and sewer regulations as Sewer Commissioners and Water Commissioners as per Chapters 195, 255 and 425 of the Code of the Town of Hadley.

Town Administrator

Budget:

Department	Description	FY 2016	FY 2017
129 Town Administrator	Salary	\$ 88,370	\$ 90,137
	Expenses	\$ 3,000	\$ 2,600
	TOTAL	\$ 91,370	\$ 92,737

Mission Statement

The Town Administrator's office is committed to responsiveness, ethical conduct, and transparency and to providing high quality and effective services to all residents, visitors, and businesses. The Town Administrator is responsible for ensuring that the resources of the Town are utilized in an efficient and effective manner.

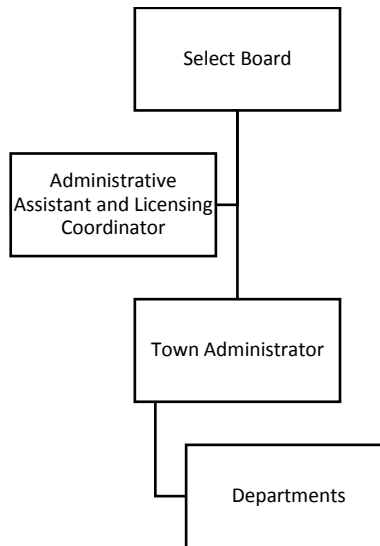
The Town Administrator adheres to the principles of the International City/County Managers Association Code of Ethics. The ICMA Code of Ethics can be found at:

http://icma.org/en/icma/ethics/code_of_ethics

Legal Mandate

The Town Administrator position was established in May 5, 1988 by Town Meeting vote under Article 19, and further amended by Town Meeting vote on May 6, 1999 by Article 13. The position is defined under MGL Chapter 40, Section 108N and Chapter 6 of the Code of the Town of Hadley. The Town Administrator also serves as the Chief Procurement Officer and has further responsibilities under Section 86-7 of Chapter 86 of the Code of the Town of Hadley.

Organizational Structure



Employees Within the 129 Budget

Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Town Administrator	Contract	Contract	No	1

Primary Functions

The Town Administrator serves as the Chief Administrative Officer and the Chief Procurement Officer. The Town Administrator carries out the policies and decisions of the Select Board, maintains communication among departments, recommends policies and actions to the Select Board, and in general oversees operations, personnel, and procurement matters. The Town Administrator prepares and presents the annual operating budget and the annual update to the Capital Improvement Plan.

Finance Committee

Budgets:

Department	Description	FY 2016	FY 2017
131 Finance Committee	Salary -- Chair	\$ 200	\$ 200
	Members -- 150 each	\$ 600	\$ 600
	Expenses	\$ 250	\$ 250
	TOTAL	\$ 1,050	\$ 1,050
Department	Description	FY 2016	FY 2017
132 Reserve Fund	Reserve Fund	\$ 50,000	\$ 50,000
	TOTAL	\$ 50,000	\$ 50,000

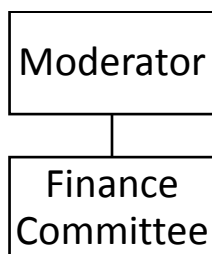
Mission Statement

The Finance Committee is established under the provisions of MGL Chapter 39, Section 16 and considers any and all municipal questions of a financial nature and makes recommendations to town meeting. The Hadley Finance Committee consists of five members, who are appointed by the Moderator for a three-year term.

Legal Mandate

The Hadley Finance Committee by-law was enacted in 1945 under the provisions of Chapter 130 of the Acts of 1910. The Finance Committee is governed by Section 86-4 of Chapter 86 of the Code of the Town of Hadley. The Finance Committee's duties are further defined under MGL Chapter 39, Section 16.

Organizational Structure



Primary Functions

The Finance Committee is responsible for reviewing and recommending on all financial matters presented to town meeting. The Finance Committee presents the recommended annual budget to town meeting. The Finance Committee also acts on all transfers from the Reserve Fund to address shortfalls in the budget. The Finance Committee provides assists the financial management team on matters relating to overall financial condition of the town.

Town Accountant

Budget:

Department	Description	FY 2016	FY 2017
135 Town Accountant	Salaries and Expenses	\$ 95,609	\$ 91,652
	TOTAL	\$ 95,609	\$ 91,652

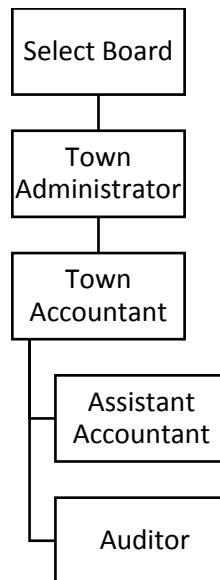
Mission Statement

The Accountant is responsible for managing accounts payable, maintaining appropriate records and financial reports and complying with Massachusetts Department of Revenue Rules & Regulations and Audit Standards.

Legal Mandate

Town Accountant is established under MGL Chapter 41, Section 55 et seq. and by town meeting vote on December 31, 1923 under Article 3. In FY 2016, the Select Board entered into a contract with a firm to perform the Accountant's functions.

Organizational Structure



Employees within Budget 135

Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Accountant	Contracted Service	Contracted Service	No	0
Assistant Accountant	5	2	No	0.29

Primary Functions

The Town Accountant maintains accurate records of all monies received and expended by the Town. The Accountant also manages the annual audit process, and prepares a wide variety of reports to state and federal agencies.

Board of Assessors

Budget:

Department	Description	FY 2016	FY 2017
141 Assessors	Salary -- Chair	\$ 2,678	\$ 2,678
	Members -- 2,142 each	\$ 4,284	\$ 4,284
	Other Salaries	\$ 64,359	\$ 64,359
	Expenses	\$ 20,272	\$ 20,672
	TOTAL	\$ 91,593	\$ 91,993

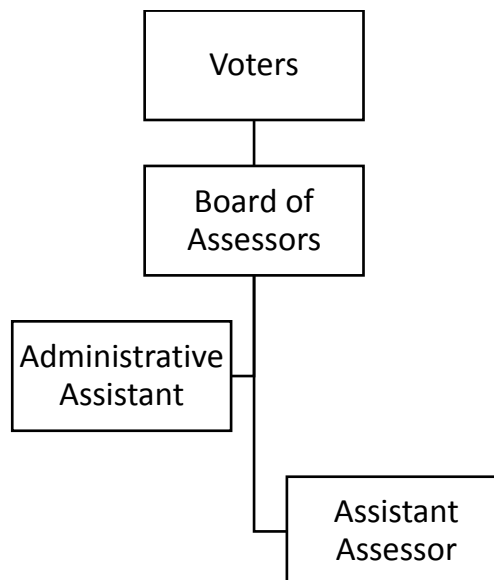
Mission Statement:

The Board of Assessors must discover and list all property, maintaining accurate ownership and property information. The department establishes the "full and fair cash value" of each of the Town's approximately 3000 real estate parcels and business personal property accounts. The assessed valuations are the basis of the distribution of the Town's annual property tax levy. The department also administers the motor vehicle and boat excise taxes. The Board of Assessors works to deliver fair and equitable assessments on all real and personal property within the Town.

Legal Mandate

The Board of Tax Assessors is established under MGL Chapter 41, Section 24 et seq. and the Board has many powers and duties listed throughout Massachusetts General Laws governing taxation. The Town of Hadley established Assessors by town meeting vote on March 2, 1908 under Article 27.

Organizational Structure



Employees Within Budget 141

Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Assistant Assessor	GE 4	10	No	1
Clerical Assistant	4	10	No	0.14

Primary Functions

The Board of Assessors prepares and records accurate assessments of all properties, and manages this information, along with records of votes at town meetings to set the tax rate. The Board hears appeals from tax payers, and decides on abatements. The Board reports to state agencies the financial proceedings of the Town relative to the tax rate. The Board also prepares the motor vehicle excise bills.

Treasurer

Budgets:

Department	Description	FY 2016	FY 2017
145 Treasurer	Treasurer Salary	\$ 58,293	\$ 58,293
	Other Salaries	\$ 37,626	\$ 42,992
	Expenses	\$ 26,350	\$ 34,870
	TOTAL	\$ 122,269	\$ 136,155

Department	Description	FY 2016	FY 2017
710 Long Term Debt	Principal	\$ 767,597	\$ 857,601
750	Interest	\$ 116,090	\$ 112,049
	TOTAL	\$ 883,687	\$ 969,650

Department	Description	FY 2016	FY 2017
911 Benefits	Retirement	\$ 917,931	\$ 929,264
912	Workers' Compensation	\$ 65,594	\$ 72,000
913	Unemployment	\$ 12,946	\$ 14,000
914	Health Insurance	\$1,190,000	\$1,225,000
915	Life Insurance	\$ 2,300	\$ 2,500
916	Medicare -- Town Share	\$ 128,605	\$ 136,000
919	OPEB	\$ 245,000	\$ -
945	Accident Insurance	\$ 45,000	\$ 45,000
	TOTAL	\$2,607,376	\$2,423,764

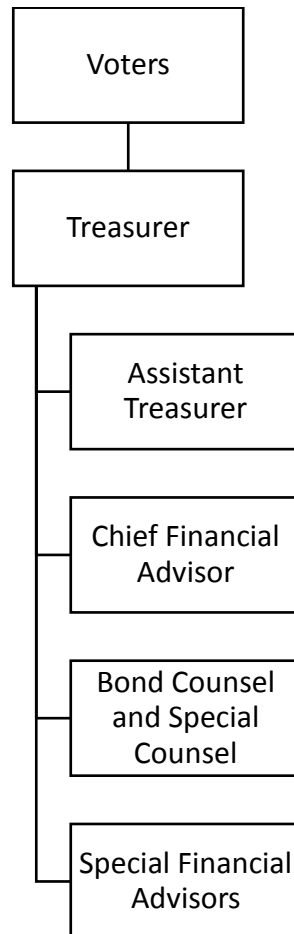
Mission Statement

Tax Title Administration, Banking & Investments, Payroll Processing, Benefits Administration.

Legal Mandate

The Town Treasurer is established under MGL Chapter 41, Section 35 et seq. Town meeting voted to establish a three-year elected Treasurer on December 30, 1946 under Article 1. The Treasurer's functions are further defined under Chapter 86 of the Code of the Town of Hadley.

Organizational Structure



Employees Within Budget 145

Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Treasurer	GE 4	10	No	1
Assistant Treasurer	5	10	No	1

Primary Functions

The Treasurer receives, expends, and accounts for all public funds. The Treasurer also manages all public funds including investments, trust fund supervision and such tangible assets real estate deeds, titles to vehicles, and other certificates of ownership.

Tax Collector

Budget:

Department	Description	FY 2016	FY 2017
146 Tax Collector	Collector Salary	\$ 59,174	\$ 59,174
	Other Salaries	\$ 37,655	\$ 37,655
	Expenses	\$ 11,481	\$ 12,264
	TOTAL	\$ 108,310	\$ 109,093

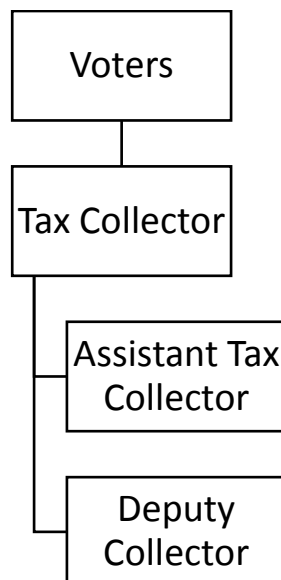
Mission Statement

It is the mission of the Collector's Office to provide the taxpayers and all constituencies with the highest level of professional and courteous service. We continue to persevere to treat all taxpayers equitably, answer inquiries in a timely manner, and are committed to our fiduciary responsibility of collecting all taxes and fees.

Legal Mandate

Tax Collectors are established under MGL Chapter 41, Section 38 et seq. and under MGL Chapter 60, Section 1 et seq. Town meeting voted to elect the Collector to a three-year term on December 17, 1945 under Article 3. The Collector's functions are further defined under Chapter 86 of the Code of the Town of Hadley.

Organizational Structure



Employees Within Budget 146

Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Tax Collector	GE 4	10	No	1
Assistant Tax Collector	5	10	No	1

Primary Functions

The Tax Collector issues real estate, personal property, motor vehicle (?), water and sewer bills and collects related payments. The Tax Collector, Accountant, Assessors, Department of Public Works, and Treasurer work together to report accurately all receipts and other financial activities involving the Tax Collector's office.

Town Clerk

Budgets:

Department	Description	FY 2016	FY 2017
161 Town Clerk	Clerk Salary	\$ 57,183	\$ 57,183
	Other Salaries	\$ 14,781	\$ 14,781
	Expenses	\$ 8,650	\$ 8,650
	TOTAL	\$ 80,614	\$ 80,614
Department	Description	FY 2016	FY 2017
163 Board of Registrars	Salaries	\$ 7,120	\$ 8,920
	Expenses	\$ 5,500	\$ 8,500
	TOTAL	\$ 12,620	\$ 17,420

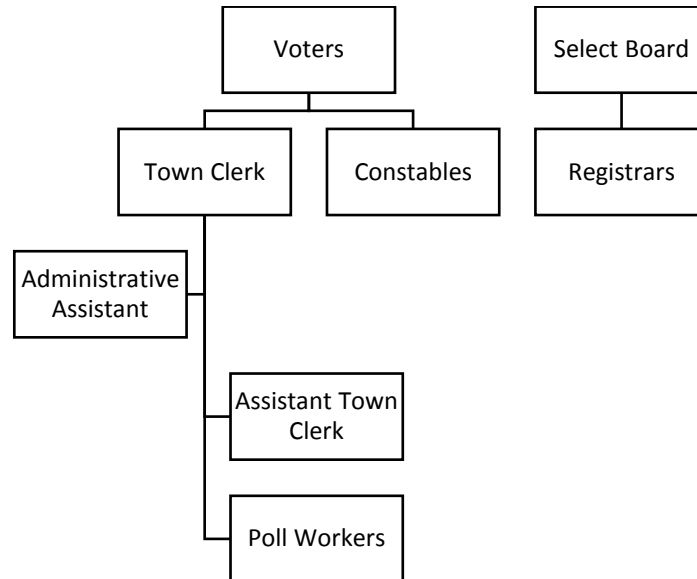
Mission Statement

The mission of the Town Clerk's Office is to uphold the integrity of the Town's democratic process, to maintain and preserve public records and to act in the best interest of the community by providing efficient and quality service. This office strives to work cooperatively and in coordination with all Town Departments to maintain and achieve established goals of the Town and comply with the By-laws of Hadley and the Commonwealth of Massachusetts.

Legal Mandate

The Town Clerk is established under MGL Chapter 41, Section 12 et seq. The Town of Hadley established a Town Clerk elected to a three-year term by town meeting vote on March 4, 1902 under Article 3. Two constables are established by town meeting vote on March 18, 1982 under Article 16 and amended on May 2, 1991 under Article 14 (see also Chapter 53 of the Code of the Town of Hadley).

Organizational Structure



Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Town Clerk	GE 4	9	No	1
Assistant Town Clerk	5	10	No	0.14
Clerical Assistant	4	6	No	0.29

Primary Functions

The Town Clerk supervises all elections and records and certifies all votes taken at elections and town meetings. The Town Clerk manages voter registration procedures and enforces laws regarding election campaigns and maintains records of all required campaign filings. The Town Clerk enforces the licensing of dogs per Chapter 24, Section 24-1 of the Code of the Town of Hadley. The Town Clerk records and maintains vital records of the Town.

Conservation Commission

Budget:

Department	Description	FY 2016	FY 2017
171 Conservation	Expenses	\$ 3,050	\$ 3,050
	TOTAL	\$ 3,050	\$ 3,050

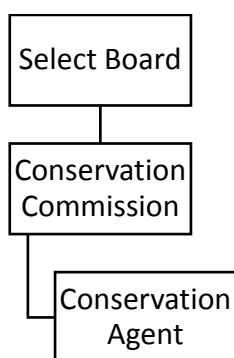
Mission Statement:

Conservation Commission administers the state Wetlands Protection Act and local Wetlands Bylaw, works to preserve open space, and helps preserve farmland through Agricultural Preservation Restrictions (APRs).

Legal Mandate

The Conservation Commission was established by town meeting vote on February 8, 1960 under Article 23 and further amended by town meeting vote on May 7, 1992 under Article 13. The Conservation Commission is charged with enforcing wetlands under Chapter 260 of the Code of the Town of Hadley.

Organizational Structure



Employees Within Budget 171

Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Conservation Agent	NA	NA	No	0.29

Primary Functions

The Conservation Commission enforces the Wetlands Protection Act (MGL Chapter 131, Sections 40 and 40A) and all other environmental laws pertaining to wetlands development and use of protected lands (see Chapter 260 of the Code of the Town of Hadley). The Conservation Commission helps preserve open space and farm land. The Conservation Commission prepares and adopts the Open Space Plan.

Planning Board

Budget:

Department	Description	FY 2016	FY 2017
175 Planning Board	Salary -- Chair	\$ 600	\$ 600
	Salary -- Clerk	\$ 500	\$ 500
	Members -- 400 each	\$ 1,200	\$ 1,200
	Expenses	\$ 9,730	\$ 10,480
	TOTAL	\$ 12,030	\$ 12,780

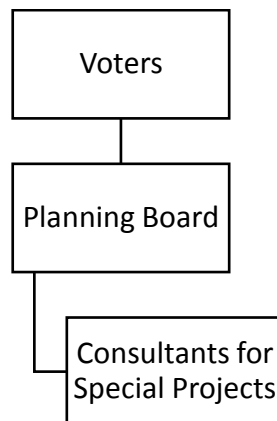
Mission Statement

The Planning Board is a five member elected body that acts on building and land use plans that are subject to the Commonwealth's Zoning Act (MGL Chapter 40A).

Legal Mandate

The Planning Board was established by town meeting vote on February 8, 1954 under Article 15, as per MGL Chapter 41, Section 81A. Planning Board rules were enacted by town meeting vote on February 7, 1944 under Article 16.

Organizational Structure



Primary Functions

The Planning Board administers and issue decisions and permits under the zoning bylaws of the Code of the Town of Hadley. The Planning Board also prepares and presents new zoning bylaws or amendments to town meeting and is required to make recommendations to town meeting for all zoning bylaw actions as per MGL Chapter 4A, Section 5. The Planning Board enforces the soil removal general bylaw (Chapter 209 of the Code of the Town of Hadley), and prepare, adopt, and issue permits under the Subdivision Control Regulations. The Planning Board prepares and presents to town meeting the Master Plan.

Zoning Board of Appeals

Budget:

Department	Description	FY 2016	FY 2017
176 Board of Appeals	Salaries	\$ 2,445	\$ 1,135
	Expenses	\$ 1,220	\$ 1,220
	TOTAL	\$ 3,665	\$ 2,355

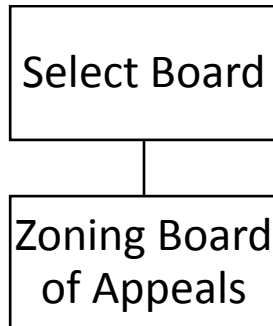
Mission Statement

The Zoning Board of Appeals is established and operates according to the provisions of MGL Chapter 40A, Sections 12 through 16. The Hadley Board of Appeals consists of 5 members and 2 alternate members, who serve three year terms and are appointed by the Select Board. The Board of Appeals issues variances from local zoning, serves as the special permit granting authority in some cases, and hears appeals to decisions made by the Building Inspector or Zoning Enforcement Officer.

Legal Mandate

The Zoning Board of Appeals is established by town meeting vote on February 13, 1956 under Article 15D under the provisions of MGL Chapter 40, Section 230. In subsequent town meetings, the enabling authority was revised to MGL Chapter 40A, Section 12.

Organizational Structure



Primary Functions

The Zoning Board of appeals issues special permits and variances for property that does not conform to local zoning regulations. The Zoning Board of Appeals also hears and acts on any appeals of the Zoning Enforcement Officer's (in Hadley, the Building Inspector) decisions.

Public Safety (200 Budget Series)

Police and Dispatch Department

Budgets:

Department	Description	FY 2016	FY 2017
210 Police	Salaries	\$ 878,986	\$ 959,233
	Expenses	\$ 157,775	\$ 169,218
	TOTAL	\$1,036,761	\$1,128,451

Department	Description	FY 2016	FY 2017
222 Communication Center	Salaries	\$ 224,212	\$ 244,632
	Expenses	\$ 50,580	\$ 52,500
	TOTAL	\$ 274,792	\$ 297,132

Mission Statement:

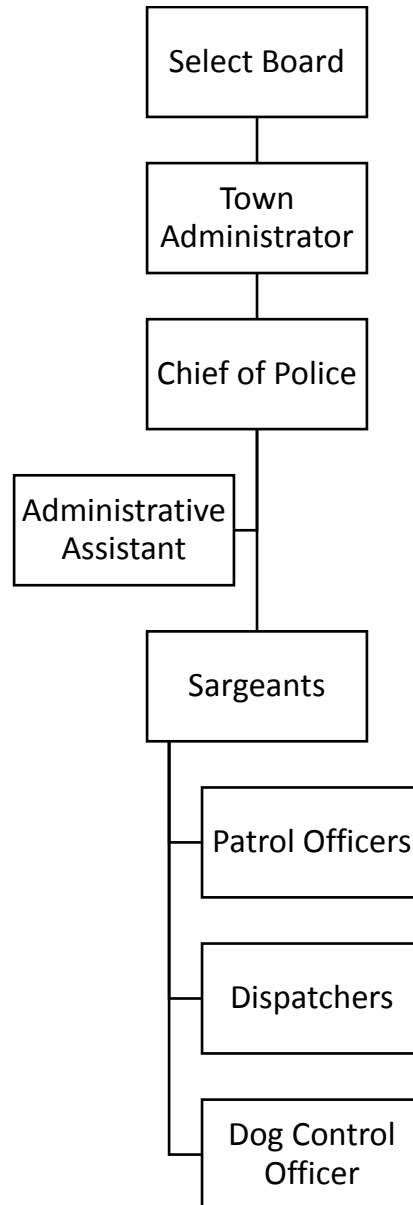
The goal of the Hadley Police Department is to provide effective policing services and to maintain a safe and secure environment that will facilitate the quality of life our citizens have grown to expect. We will continually work to achieve and maintain the respect and cooperation of the community we serve.

Legal Mandate

The Hadley Police Department was established by Town Meeting vote on May 7, 1992 under Article 29. The Department is further defined under Chapter 174 of the Code of the Town of Hadley.

The Chief of Police was established as a strong chief under MGL Chapter 41, Section 97A by town meeting vote on May7, 2015 under Article 19.

Organizational Structure



Employees Within 210 Budget

Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Chief	Contract	Contract	No	1
Sergeant	Per Collective Bargaining Agreement	4	Yes	1
Patrol Officer (full time)	Per Collective Bargaining Agreement	10	Yes	1
Patrol Officer (full time)	Per Collective Bargaining Agreement	10	Yes	1
Patrol Officer (full time)	Per Collective Bargaining Agreement	5	Yes	1

Patrol Officer (full time)	Per Collective Bargaining Agreement	4	Yes	1
Patrol Officer (full time)	Per Collective Bargaining Agreement	1	Yes	1
Patrol Officer (full time)	Per Collective Bargaining Agreement	1	Yes	1
Patrol Officer (full time)	Per Collective Bargaining Agreement	1	Yes	1
Patrol Officer (full time)	Per Collective Bargaining Agreement	1	Yes	1
Patrol Officer (part time)	Per Collective Bargaining Agreement	1	Yes	0.44
Patrol Officer (part time)	Per Collective Bargaining Agreement	1	Yes	0.49
Patrol Officer (part time)	Per Collective Bargaining Agreement	1	Yes	0.2
Patrol Officer (part time)	Per Collective Bargaining Agreement	1	Yes	0.69
Patrol Officer (part time)	Per Collective Bargaining Agreement	1	Yes	0.23
Patrol Officer (part time)	Per Collective Bargaining Agreement	1	Yes	0.2
Patrol Officer (special)	N/A	1	No	As needed
Patrol Officer (special)	N/A	1	No	As needed
Patrol Officer (special)	N/A	1	No	As needed
Patrol Officer (special)	N/A	1	No	As needed
Patrol Officer (special)	N/A	1	No	As needed
Patrol Officer (special)	N/A	1	No	As needed
Patrol Officer (special)	N/A	1	No	As needed
Patrol Officer (special)	N/A	1	No	As needed
Patrol Officer (special)	N/A	1	No	As needed
Clerical	5	10	No	1
Custodial	N/A	N/A	No	0.29

Employees Within 222 Budget

Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Dispatcher (full time)	5	9	Yes	1
Dispatcher (full time)	5	9	Yes	1
Dispatcher (full time)	5	9	Yes	1
Dispatcher (part time)	4	9	Yes	0.46
Dispatcher (part time)	4	9	Yes	0.23
Dispatcher (part time)	4	9	Yes	0.23
Dispatcher (part time)	4	9	Yes	0.23
Dispatcher (part time)	4	9	Yes	0.23
Dispatcher (part time)	4	4	Yes	0.23
Dispatcher (part time)	4	3	Yes	On call
Dispatcher (part time)	4	3	Yes	On call

Primary Functions

The Police are responsible for enforcement of the criminal laws, traffic laws, and laws of general public safety of the Commonwealth. The Police enforce the general bylaws of the Code of the Town of Hadley, particularly those relating to alcoholic beverages, dog control, and peace and good order. The Police enforce traffic rules and order (Chapter 420 of the Code of the Town of Hadley)

Dispatchers are responsible for all emergency communications received and sent.

Fire Department

Budgets:

Department	Description	FY 2016	FY 2017
220 Fire	Salaries	\$ 229,304	\$ 237,918
	Expenses	\$ 103,100	\$ 135,000
	TOTAL	\$ 332,404	\$ 372,918

Department	Description	FY 2016	FY 2017
230 Ambulance	Expenses	\$ 130,000	\$ 135,000
	TOTAL	\$ 130,000	\$ 135,000

Mission Statement:

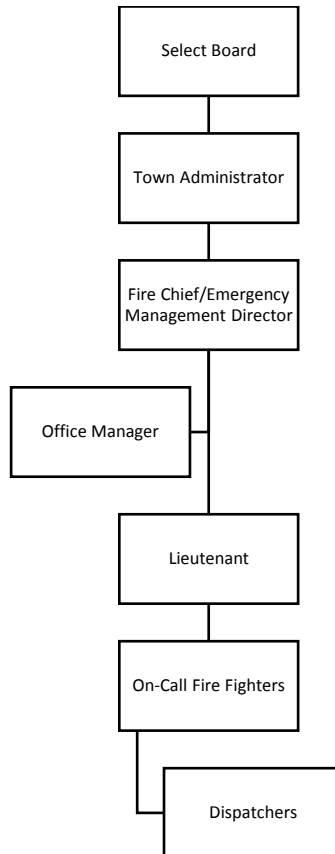
We, the members of the Hadley Fire Department, are dedicated in our efforts to provide for the safety and welfare of the public through timely response to all emergencies as well as fire prevention practices including: inspections, fire and life safety education and all hazard preparedness and training. It shall also be our mission to train continually and to maintain our equipment in order to be efficient and unwavering in our goal to preserve life, property and the environment and to ensure that safety of our members.

Legal Mandate

The Town of Hadley created a call fire department by town meeting vote on February 3, 1930 under Article 16.

The Fire Chief was defined as a strong chief (MGL Chapter 48, Section 42) by town meeting vote on May 2, 2013 under Article 13.

Organizational Structure



Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Fire Chief	Contract	Contract	No	1
Fire Lieutenant	7	5	No	1
Clerical	5	7	No	0.43
22 On-Call	N/A	N/A	No	As needed

Primary Functions

The Fire Department responds to fires and enforces fire safety laws of the Commonwealth, chiefly under MGL Chapter 148. The Fire Department enforces fire-related general bylaws of the Code of the Town of Hadley. The Fire Chief is responsible for emergency management and planning.

Inspection Services

Budgets:

Department	Description	FY 2016	FY 2017
241 Building Inspector	Salaries	\$ 89,080	\$ 89,080
	Expenses	\$ 4,290	\$ 6,029
	TOTAL	\$ 93,370	\$ 95,109
Department	Description	FY 2016	FY 2017
242 Gas Inspector	Salary	\$ 3,341	\$ 3,341
	Expenses	\$ 670	\$ 890
	TOTAL	\$ 4,011	\$ 4,231
Department	Description	FY 2016	FY 2017
243 Plumbing Inspector	Salary	\$ 5,826	\$ 5,826
	Expenses	\$ 670	\$ 670
	TOTAL	\$ 6,496	\$ 6,496

Revolving accounts pay for the Electrical Inspector and Sealer of Weights and Measures.

The Gas and plumbing Inspectors are formally under the guidance of the Board of Health.

Mission Statement:

The mission of the Inspection Services Department is to ensure the health, safety and welfare of the Town's residents and visitors through the enforcement of state and local codes, laws, bylaws and regulations.

Legal Mandate

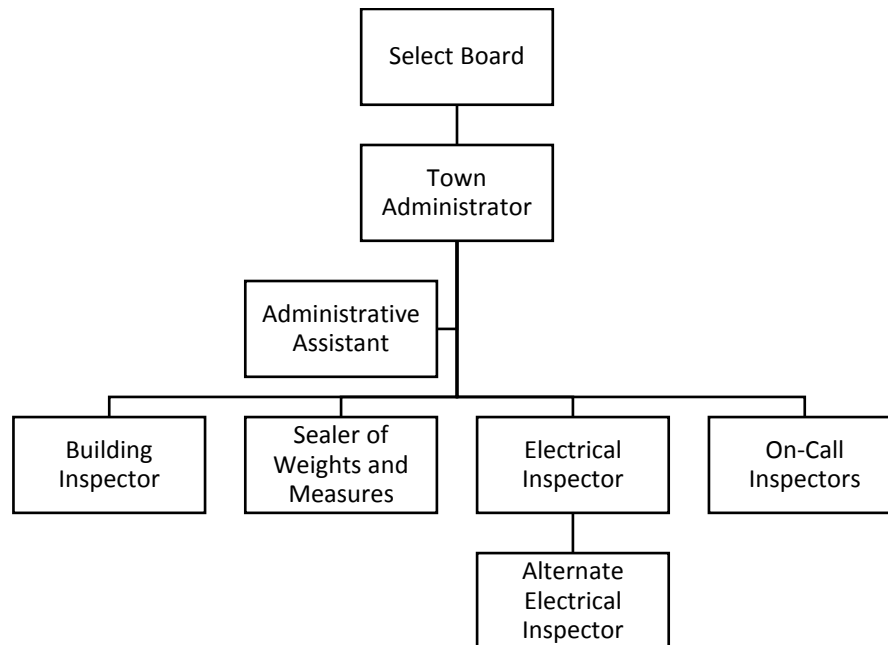
The Building inspector was established by town meeting votes on February 7, 1944 under Articles 15 and 16 as per the provisions of MGL Chapter 143, Sections 3 to 12. In 1961, the Building Inspector's duties were amended by adoption of the Zoning By-Law in February 18, 1961.

The Plumbing and Gas Inspector was established in 1964 as an appointed position under the Board of Health.

The Electrical Inspector was established by town meeting vote on February 13, 1950 under Article 11 under the provisions of Chapter 529 of the Acts of 1949.

The Sealer of Weights and Measures functions were formerly administered by the Commonwealth of Massachusetts. In 2015, the Commonwealth rescinded their services, and the Select Board entered into an intermunicipal agreement with the City of Northampton for the provision of sealer of weights and measures services.

Organizational Structure



Position	FY 2017 Grade	FY 2017 Step	Union	FTE
Building Inspector	GE 4	10	No	1
Clerical	5	2	No	0.5
Gas Inspector	N/A	N/A	No	As needed
Plumbing Inspector	N/A	N/A	No	As needed
Electrical Inspector	N/A	N/A	No	As needed
Sealer of Weights	Vendor	Vendor	No	As needed

Primary Functions

The Department enforces the building code, the electrical code, and gas and plumbing codes.

The Building Inspector serves as the Zoning Enforcement Officer per Chapter 1, Section 1-5(G) of the Code of the Town of Hadley.

Education (300 Budget Series)

School Department

Budget:

Department	Description	FY 2016	FY 2017
301 Education	Salaries & Expenses	\$6,467,520	\$6,672,091
	TOTAL	\$6,467,520	\$6,672,091

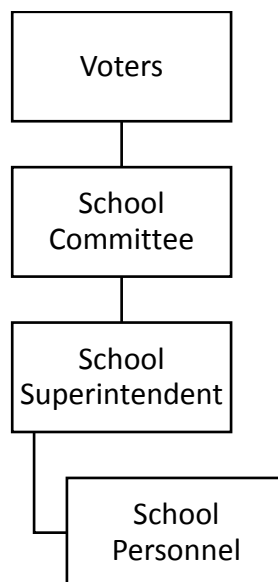
Mission Statement

We are guided by the mission to provide a safe and supportive environment that fosters cooperation, critical thinking, creativity, and integrity; and educating students to contribute to a global society.

Legal Mandate

Hopkins Academy was founded in 1664, making it the fourth oldest school in operation in the United States. The School Committee was expanded to five members by town meeting vote on February 11, 1952 under Article 22. All Massachusetts school districts were reconstituted empowered under the Massachusetts Educational Reform Act of 1993 (see also MGL Chapters 70 and 71).

Organizational Structure



Primary Functions

The School Department operates a K-12 school systems and in general educates students according to best pedagogical practices and in conformance with state and federal guidelines and requirements. The School Department offers a wide range of academic and extra-curricular programs for its students.

The School Department reports to many state and federal agencies on many academic and performance matters.

Public Works (400 Budget Series)

Department of Public Works

Budgets:

Department	Description	FY 2016	FY 2017
422 Highway Construction	Salaries	\$ 445,930	\$ 462,919
/Maintenance	Expenses	\$ 290,299	\$ 296,153
	TOTAL	\$ 736,229	\$ 759,072
Department	Description	FY 2016	FY 2017
423 Snow and Ice	Salaries	\$ 68,573	\$ 68,573
	Expenses	\$ 99,649	\$ 99,649
	TOTAL	\$ 168,222	\$ 168,222
Department	Description	FY 2016	FY 2017
424 Street Lighting	Expenses	\$ 21,840	\$ 21,840
	TOTAL	\$ 21,840	\$ 21,840
Department	Description	FY 2016	FY 2017
440 Wastewater	Salaries	\$ 283,131	\$ 293,375
	Reserve Fund	\$ 10,000	\$ 10,000
	LT Debt -- Princ & Int	\$ 141,884	\$ -
	Other Expenses	\$ 437,800	\$ 551,177
	TOTAL	\$ 872,815	\$ 854,552
Department	Description	FY 2016	FY 2017
450 Water	Salaries	\$ 358,342	\$ 352,560
	Reserve Fund	\$ 10,000	\$ 10,000
	LT Debt -- Princ & Int	\$ 169,252	\$ 217,610
	Other Expenses	\$ 458,851	\$ 475,796
	TOTAL	\$ 996,445	\$ 1,055,966
Department	Description	FY 2016	FY 2017
490 Highway Building Maint	Expenses	\$ 66,950	\$ 61,500
	TOTAL	\$ 66,950	\$ 61,500

Mission Statement

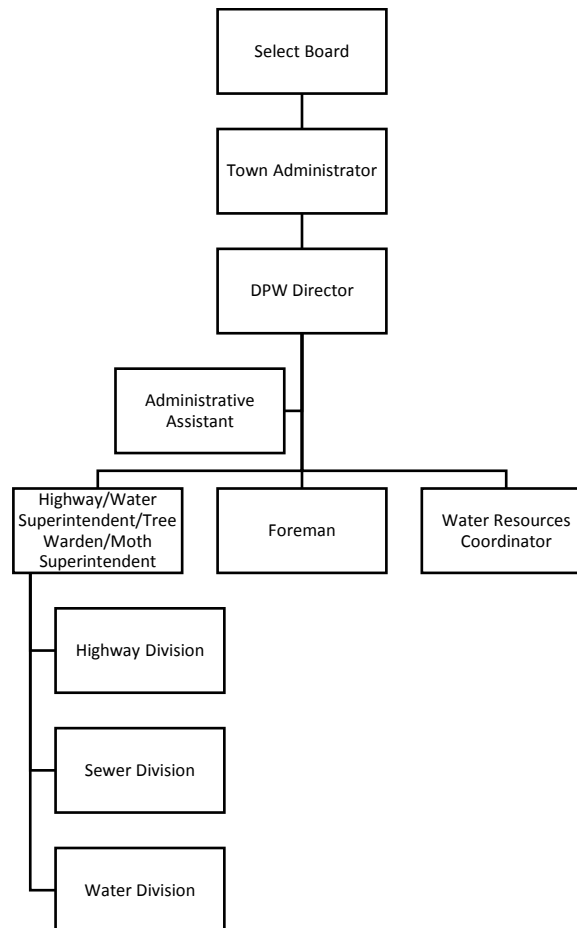
The mission of the Hadley Department of Public Works is to provide and maintain the Public Services necessary for the continued growth and improvement of quality of life of the citizens of Hadley.

Legal Mandate

The present Department of Public Works was established by special legislation, Chapter 148 of the Acts of 2009.

The position of Tree Warden was established as a Select Board appointment on February 12, 1951 by annual election.

Organizational Structure



Position	FY 2016 Grade	FY 2016 Step	Union	FTE
DPW Director	Contract	Contract	No	1
Superintendent	GE 5	10	No	1
Foreman	8	9	No	1

Laborer	5	9	Yes	1
Laborer	5	6	Yes	1
Laborer	5	7	Yes	1
Laborer	5	9	Yes	1
Laborer	5	9	Yes	1
Laborer	5	9	Yes	1
Mechanic	6	9	Yes	1
Clerical	5	10	No	1
Sewer Chief Operator	8	9	Yes	1
Sewer Asst. Chief Operator	7	9	Yes	1
Sewer Operator	6	9	Yes	1
Water Treatment	9	4	Yes	1
Water Distribution	9	4	Yes	1
Water Distribution	7	4	Yes	1

Primary Functions

The Department of Public Works is responsible for maintaining, operating, and repairing the Town's infrastructure: streets, sewer, water, commons, and buildings. The DPW enforces streets, sidewalks, public grounds, water and sewer-related general bylaws of the Code of the Town of Hadley. The DPW also enforces the water regulations and sewer regulations (Chapter 195 of the Code of the Town of Hadley). The Tree Warden enforces tree removal bylaw Chapter 230 of the Code of the Town of Hadley.

Cemetery Commission

Budget:

Department	Description	FY 2016	FY 2017
491 Cemetery	Salaries	\$ 5,340	\$ 5,505
	Expenses	\$ 12,453	\$ 12,830
	TOTAL	\$ 17,793	\$ 18,335

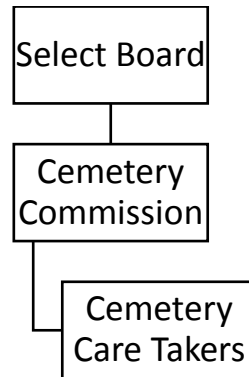
Mission Statement

The Cemetery Commission manages and maintains the five Town-owned cemeteries. Burial costs are funded through a revolving fund.

Legal Mandate

The Cemetery Commission was established as a Select Board appointment by town meeting vote on February 6, 1928 under Article 30. The powers and duties of the Cemetery Commission are defined by Town meeting vote on February 6, 1928 under Article 31.

Organizational Structure



Primary Functions

The Hadley Cemetery Commission maintains the five publicly-owned burial grounds, maintains accurate records of burials and plots, and sells plots according to Town eligibility requirements.

Human Services (500 Budget Series)

Board of Health

Budget:

Department	Description	FY 2016	FY 2017
510 Board of Health	Salary -- Chair	\$ 1,850	\$ 1,850
	Salary -- Clerk	\$ 1,650	\$ 1,650
	Member	\$ 1,450	\$ 1,450
	Other Salaries	\$ 11,100	\$ 11,100
	Exenses	\$ 20,485	\$ 20,485
	TOTAL	\$ 36,535	\$ 36,535

(See also Inspection Services for Plumbing/Gas Inspector budgets.)

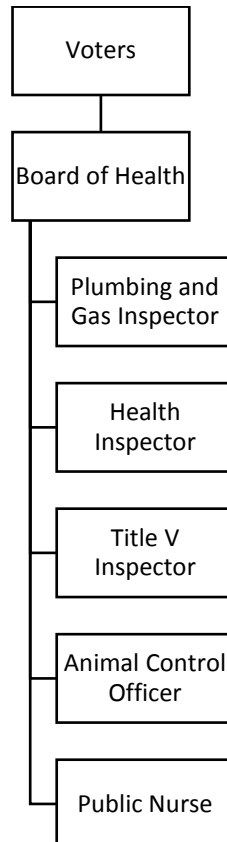
Mission Statement

The Board of Health is responsible for monitoring and responding to all matters affecting public health, including infectious disease control, health and human habitation, food quality, and emergency response.

Legal Mandate

The Board of Health was formerly the Board of Selectmen, and an independent, elected Board of Health was established by town meeting vote on October 15, 1963 under Article 3. The first election of Board of Health members occurred in 1964. The Board of Health functions are defined under Chapter 104 of the Code of the Town of Hadley and MGL Chapter 111.

Organizational Structure



Primary Functions

The Board of Health enforces the health-related general bylaws of the Code of the Town of Hadley and the health-related Massachusetts general laws and regulations. The Board of Health enforces the storm-water regulations under Chapter 195 Article II of the Code of the Town of Hadley.

Council on Aging

Budget:

Department	Description	FY 2016	FY 2017
541 Council on Aging	Salaries	\$ 75,451	\$ 75,451
	Expenses	\$ 3,935	\$ 4,860
	TOTAL	\$ 79,386	\$ 80,311

Mission Statement

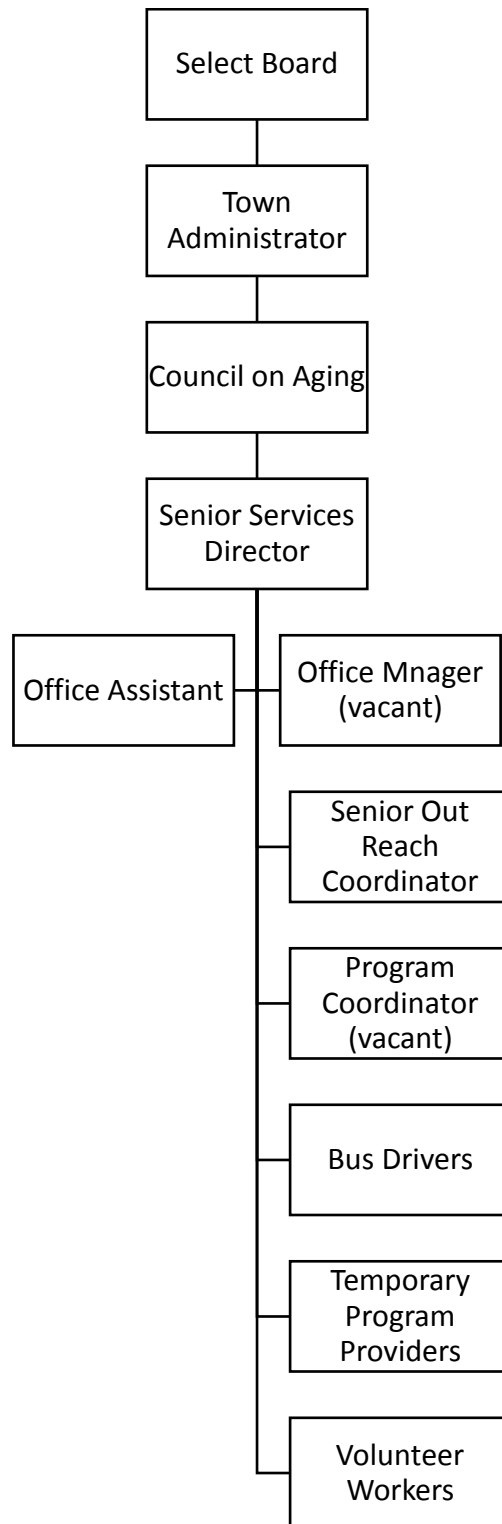
The Council on Aging is a municipally appointed volunteer board authorized under Massachusetts General Laws. Major responsibilities of this Department include setting local policy for the administration of elder programs and services; identifying the total needs of the community's elder population; developing, 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. Our ultimate goal is to improve the quality of life of Hadley's residents 60 years of age and over and to enable them to remain active and independent within their own community.

Legal Mandate

The Council on Aging was established by town meeting vote on February 14, 1970 and further defined by MGL Chapter 40, Section 8B

A seven-member Council on Aging is appointed by the Select Board (Chapter 11, Section 11-1 of the Code of the Town of Hadley). The Council may appoint employees (See Chapter 11, Section 11-3 of the Code of the Town of Hadley), but the Select Board is defined by state law as the final employer and therefore makes the actual hire (see MGL Chapter 150E, Section 1).

Organizational Structure



Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Director	GE 3	5	No	1
Outreach Coordinator	5	8	No	0.06
Office Mgt. Assist.	3	5	No	0.14
Clerical	3	5	No	0.17
Clerical	2	5	No	0.4
Driver	2	6	No	On call
Driver	2	6	No	On call
Driver	2	6	No	On call
Driver	2	6	No	On call

Primary Functions

The Council on Aging is responsible for providing a wide range of programs, support services, and instruction for the Town's elders and their families. The Council on Aging advocates for the needs of Hadley's senior population and provides a community where they may gather for a variety of purposes.

Veterans' Services

Budget:

Department	Description	FY 2016	FY 2017
543 Veterans' Services	Expenses	\$ 100,000	\$ 107,122
	TOTAL	\$ 100,000	\$ 107,122

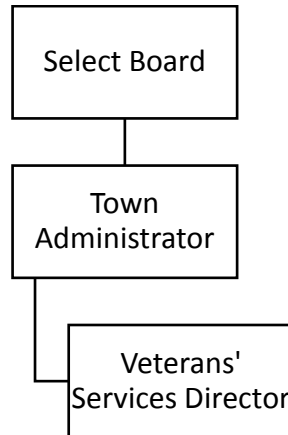
Mission Statement

The Central Hampshire Veterans' Services District provides advocacy on behalf of all Amherst, Chesterfield, Cummington, Goshen, Hadley, Middlefield, Northampton, Pelham, Williamsburg, and Worthington veterans and provide them with quality support services and to administer an emergency financial assistance program for those veterans and their dependents who are eligible and in need.

Legal Mandate

The Veterans' Commission was established by town meeting vote on December 17, 1945 under Articles 1 and 2 and further amended in 1997 to establish a Director of Veterans' Services. Upon the retirement of the Director of Veterans' Services, the Select Board joined the Central Hampshire Veterans' Services District in 2012, providing the District with a membership of contiguous towns and thus allowing the District to organize formally under MGL Chapter 115.

Organizational Structure



Primary Functions

Elector under the Oliver Smith Will

Budget:

Department	Description	FY 2016	FY 2017
590 Oliver Smith Will Elector	Stipend	\$ 100	\$ 100
	TOTAL	\$ 100	\$ 100

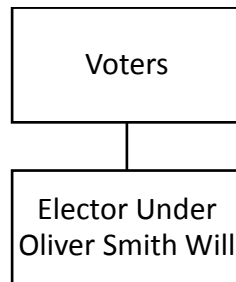
Mission Statement

The Elector under the Oliver Smith Will is elected in the Annual Town Election to represent Hadley on the Board of Electors of Smith Charities. Other electors are selected by the voters of Amherst, Deerfield, Easthampton, Greenfield, Hatfield, Northampton, Whately, and Williamsburg. Smith Charities, established in 1848, annually provides gifts of \$300 for widows with children under the age of eighteen, a one-time gift of \$100 for brides, and \$600 for tradespersons, nurses, and licensed practical nurses. Additional monies may be disbursed to the trade and nurse categories as determined by the Trustees. Certain requirements such as residence and age apply. The Smith Charities office is in Northampton at 51 Main Street.

Legal Mandate

The Hadley Elector under the Oliver Smith Will was established prior to 1945. The elector is governed by the provisions of the Will of Oliver Smith and the charter of Smith Charities.

Organizational Structure



Primary Functions

Smith Charities, established in 1848, annually provides gifts of \$300 for widows with children under the age of eighteen, a one-time gift of \$100 for brides, and \$600 for tradespersons, nurses, and licensed practical nurses. Additional monies may be disbursed to the trade and nurse categories as determined by the Trustees.

Hadley Public Access Television

Budget:

Department	Description	FY 2016	FY 2017
599 Cable TV/Public Access	Salaries	\$ -	\$ 44,139
	Reserve Fund	\$ -	\$ 20,000
	Expenses	\$ -	\$ 4,578
	TOTAL	\$ -	\$ 68,717

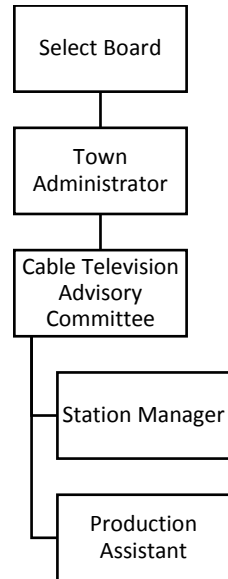
Mission Statement

Hadley Public Access Television (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.

Legal Mandate

Hadley Public Access Television (HPAT) is enabled under the Cable Communication Policy Act 1984 as amended, 47 U.S.C. Sections 521 et seq. HPAT is funded under the provisions of the cable license agreement between the Town of Hadley and Charter Communications Entertainment I, LLC for the period March 19, 2014 to March 19, 2024. The Department of Revenue requires, beginning July 1, 2017, that all cable-related funds be appropriated by town meeting vote prior to expenditure. In order to comply with the new requirement, the Town of Hadley has organized HPAT as an enterprise fund per MGL Chapter 44, Section 53F½ by town meeting vote on May 5, 2016 under Article 8.

Organizational Structure



Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Station Manager	5	8	No	1
Production Assistant	N/A	N/A	No	0.42

Primary Functions

HPAT is responsible for recording and broadcasting and supporting public and local-origination programming over the cable television network.

Culture and Recreation (600 Budget Series)

Goodwin Memorial Library

Budget:

Department	Description	FY 2016	FY 2017
610 Public Library	Salaries	\$ 127,946	\$ 129,001
	Expenses	\$ 72,738	\$ 74,891
	TOTAL	\$ 200,684	\$ 203,892

Mission Statement

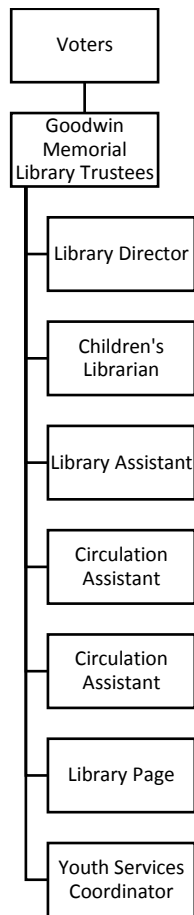
The Goodwin Memorial Library offers residents of all ages a place to meet and interact with others in their community; the means to meet their informational and recreational reading, listening, and viewing needs; support for students enrolled in local schools; and the materials and support to better understand their personal or community heritage.

Legal Mandate

Town meeting vote established elected library trustees by adopting Chapter 304 of the Acts of 1888 and Chapter 347 of the Acts of 1890 on March 5 and April 2, 1900 under Article 20. The three-member board of trustees was expanded to five members by town meeting vote on February 7, 1916 under Article 42. The Goodwin Memorial Library Trustees are further enabled under MGL Chapter 78, Sections 10 and 11.

The Kellogg family deeded property to the library trustees on May 6, 1902, and Goodwin Memorial Library was built with funds donated by descendants of Elder William Goodwin and other friends and citizens, who wished to have a permanent place for the books in the Hadley Young Men's Library (1884) and Hadley Free Library (1901). The library opened to the public in 1903.

Organizational Structure



Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Director	Contract	Contract	No	1
Children's Librarian	5	7	No	0.77
Library Assistant	5	8	No	0.51
Circulation Assistant	4	2	No	0.28
Circulation Assistant	4	1	No	0.28
Library Page	4	1	No	0.28
Youth Services Coordinator	4	1	No	0.28

Primary Functions

The Goodwin Memorial Library is the public library for the community. The library circulates books, movies, audio, and other items. The library offers programming for youth and adults. The library offers services, such as study space, job search services, community meeting space, and access to the Internet. The library houses books and materials relating to the history of Hadley.

Park and Recreation Commission

Budget:

Department	Description	FY 2016	FY 2017
630 Park Commission	Salary -- Chair	\$ 420	\$ 420
	Members -- 315 each	\$ 630	\$ 630
	Other Salaries	\$ 52,202	\$ 53,861
	Expenses	\$ 5,665	\$ 5,665
	TOTAL	\$ 58,917	\$ 60,576

A revolving fund underwrites program expenses.

Mission Statement

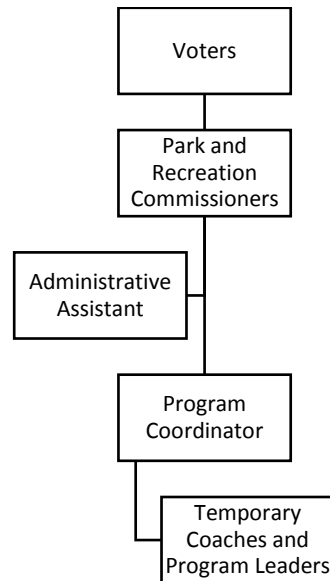
The Hadley Park and Recreation Department, operating under the direction of the elected board of Park Commissioners, is dedicated to providing leisure activities to enrich people's lives and contribute to the total development of our community. We excel to meet the needs of our customers and residents and the needs of the Town of Hadley through activities that are representative of the best practices of our profession.

The mission of all our youth sports programs is to promote a fun, yet challenging environment in which participants are introduced to and taught the basics of a given sport. The program is strictly recreational in nature and emphasizes equal opportunity for involvement and participation.

Legal Mandate

The Park and Recreation Commission was established February 15, 1964 under Article 25. The powers and duties of the Park and Recreation Commission are defined under MGL Chapter 45 Sections 2 and 5 and town meeting vote on March 18, 1978 under Article 5.

Organizational Structure



Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Director	GE 2	10	No	0.71
Clerical	3	1	No	0.54

Primary Functions

The Park and Recreation Commission provides a wide range of activities and programs for Hadley residents. The Commission is also responsible for maintaining all active recreation parks and fields.

Historical Commission

Budget:

Department	Description	FY 2016	FY 2017
691 Historical Commission	Expenses	\$ 1,250	\$ 1,250
	TOTAL	\$ 1,250	\$ 1,250

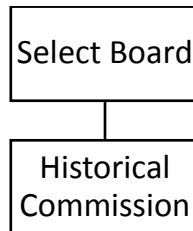
Mission Statement

The Hadley Historical Commission is the municipal body responsible for community-wide historic preservation planning. The HHC maintains an inventory of the town's historic buildings and landscapes, assists the Planning Board with design review, and undertakes projects that promote the appreciation of the town's historic resources. The Commission also helps preserve the town's historic records, though queries concerning these materials should be directed first to the Town Clerk.

Legal Mandate

The Historical Commission was originally established by town meeting vote on February 12, 1962 and further amended on March 18, 1976 under Article 27. The Historical Commission is further defined under Chapter 110 of the Code of the Town of Hadley and under MGL Chapter 40, Section 8D.

Organizational Structure



Primary Functions

The Historic Commission is responsible for documenting, preserving, and recording all events and persons who contributed to the history of Hadley. The Historic Commission is also responsible for the review of historic landscapes and buildings.

Section III

Agencies Funded Separately

Capital Planning Committee

Budget:

No operational budget

Mission Statement

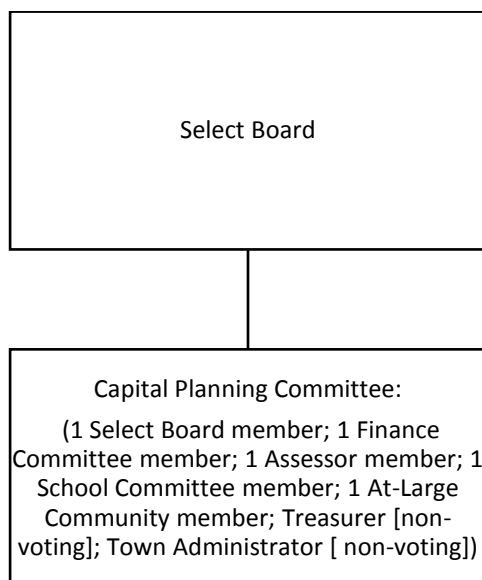
The Committee shall study proposed capital projects and public improvements involving major, nonrecurring tangible assets and projects which involve:

1. Acquisition, demolition, repair, or non-routine modifications to public buildings;
2. Acquisition or sale of land;
3. Acquisition of equipment with a value of \$25,000 or more; or
4. Design studies, engineering studies, or other studies related to capital expenditures.

Legal Mandate

The Capital Planning Committee was established under the Capital Planning Bylaw, which was adopted by town meeting vote on May 22, 2006 by Article 21 as per the provisions of MGL Chapter 41, Section 106B. The function of the Capital Planning Committee is established under Chapter 42 of the Code of the Town of Hadley.

Organizational Structure



Primary Functions

The Capital Planning Committee reviews the annual update of the five-year capital plan, reviews all requests for capital funding, and makes recommendations to town meeting on any capital expenditure, except those specifically exempted: CPA and School Department.

Hadley Housing Authority

Budget:

Funded by the Commonwealth separately from the Town of Hadley

Mission Statement

To preserve and to expand safe, clean and affordable housing for low and moderate income households, elders, and persons with disabilities.

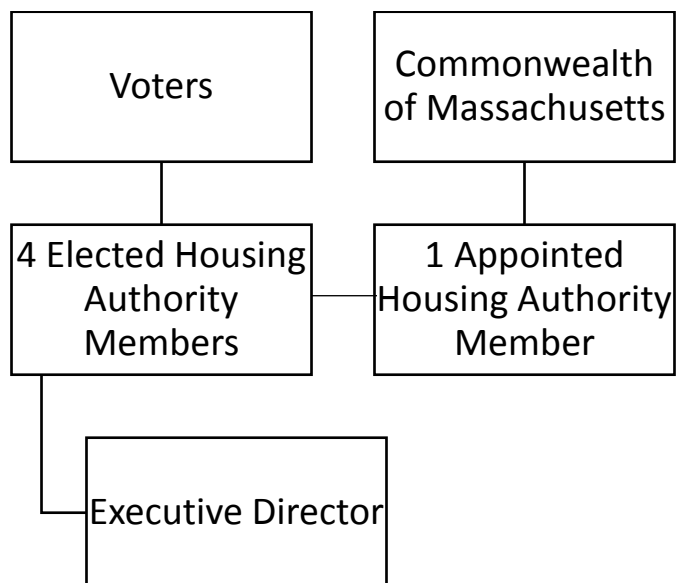
To maintain quality of service delivery and ensure equal opportunity in housing.

To operate programs and deliver services that maximizes financial and human resources while maintaining fiscal responsibility.

Legal Mandate

Housing authorities are enabled under MGL Chapter 121B, Sections 25 *et seq.* The powers of housing authorities are listed under MGL Chapter 121B, Sections 11 and 26. The Town of Hadley established the Hadley Housing Authority by town meeting vote on February 8, 1960 under Article 21.

Organizational Structure



Primary Functions

The Hadley Housing Authority is dedicated to providing safe, clean and affordable housing to eligible households. The Authority is a public agency operated with state funding and is overseen by a five-member Board of Commissioners.

Community Preservation Act Committee

Budget:

Department	Description	FY 2016	FY 2017
Community Preservation Act Committee	Administrative Expense	\$ 5,000	\$ 10,000
	TOTAL	\$ 5,000	\$ 10,000

Funded by CPA funds annually appropriated at town meeting

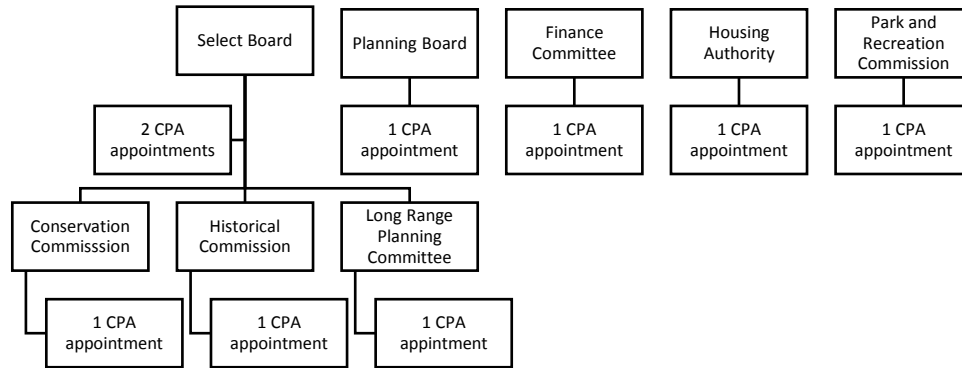
Mission Statement

The Community Preservation Act allows cities and towns to create a special community preservation fund by assessing up to a 3% surcharge on annual real estate taxes and to appropriate monies in that fund for open space, historic resource preservation, and affordable housing purposes. Communities that impose the surcharge also receive additional monies for the special fund from a state trust fund created by imposing a surcharge on documents recorded at the Registry of Deeds or Land Court.

Legal Mandate

The Community Preservation Act Committee was adopted by town meeting vote on May 6, 2004 under Article 14. The legal requirements for the functioning of the Committee are found in MGL Chapter 44B and Chapter 49 of the Code of the Town of Hadley. The surcharge was set at 3%.

Organizational Structure



Primary Functions

The CPA Committee reviews and approves requests for funding involving Community Preservation Act funds. The CPA Committee administers the set aside accounts for housing, historical preservation, and open space preservation as well as the undesignated fund balance.

Section VI

TOWN OF HADLEY COMMUNITY PROFILE

Socioeconomic:

County	HAMPSHIRE
School Structure	K-12
Form of Government	OPEN TOWN MEETING
2013 Population	5,271
2015 Labor Force	3,016
2015 Unemployment Rate	3.40
2012 DOR Income Per Capita	26,895
2009 Housing Units per Sq Mile	83.78
2013 Road Miles	81.49
EQV Per Capita (2014 EQV/2013 Population)	186,007
Number of Registered Vehicles (2012)	5,767
2012 Number of Registered Voters	3,894

Bond Ratings:

Moody's Bond Ratings as of December 2015*

Standard and Poor's Bond Ratings as of December 2015*AA+

Fiscal Year 2016 Estimated Cherry Sheet Aid:

Education Aid	1,620,211
General Government	698,984
Total Receipts	2,319,195
Total Assessments	1,153,557
Net State Aid	1,165,638

Fiscal Year 2016 Tax Classification:

Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	611,874,600	6,822,402	11.15
Open Space	0	0	0
Commercial	275,989,000	3,077,277	11.15
Industrial	25,261,500	281,666	11.15
Personal Property	22,583,978	251,811	11.15
Total	935,709,078	10,433,156	

Fiscal Year 2016 Revenue by Source:

Revenue Source	Amount	% of Total
Tax Levy	10,433,156	52.28
State Aid	2,319,195	11.62
Local Receipts	5,516,872	27.65
Other Available	1,686,591	8.45
Total	19,955,814	

Fiscal Year 2016 Proposition 2 1/2 Levy Capacity:

New Growth	125,305
Override	
Debt Exclusion	512,375
Levy Limit	10,434,760
Excess Capacity	1,604
Ceiling	23,392,727
Override Capacity	13,674,106

Section V

Sources Consulted

Association of Town Finance Committees

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2013 Town of Hadley: Financial Management Review.

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2007 Town of Hadley: Sewer Department and Enterprise Fund Review.

Melanson Heath and Company

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