



TOWN OF HADLEY

SERVICE DELIVERY PLAN

June 29, 2018

For the Fiscal Year

July 1, 2018 through June 30, 2019

PREPARED BY

DAVIDE A. ROTUNNO

**DAVID G. NIXON
TOWN ADMINISTRATOR**

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Section I

Letter of Transmittal

August 15, 2018

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

Please accept this Service Delivery Plan for the Town of Hadley for FY 2019. 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 2017 the Massachusetts Department of Revenue's financial management team reviewed the Town as a follow up to the previous management reviews performed in 2013 on town government as a whole, and in 2008 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 examine areas of town government functions and implement changes to the form of government. Such changes would build on Hadley's strong financial condition and more effectively provide high-quality services. Indeed, at the 2018 Annual Town Meeting, voters petitioned two acts of special legislation to convert the positions of elected treasurer and tax collector to appointed positions. The legislation is currently filed with the Massachusetts House of Representatives. This Service Delivery Plan is meant to assist the Select Board by providing a detailed overview of town government structure and operating functions.

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

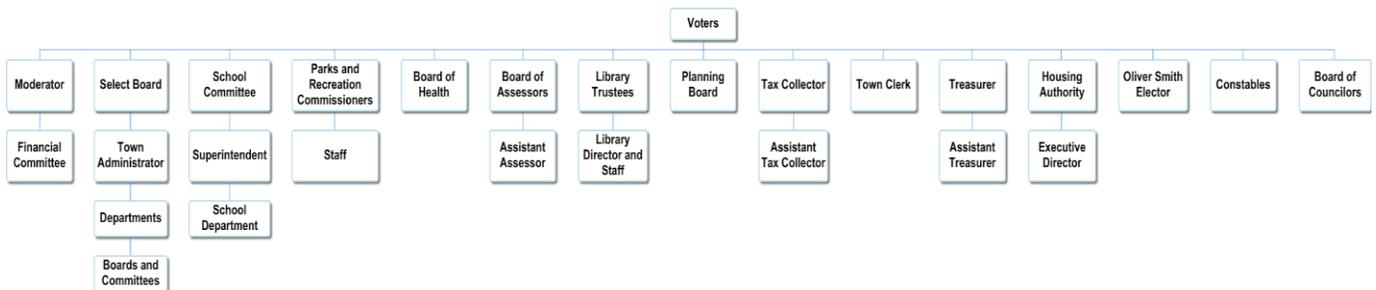
Mission Statement

The town government's mission 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 2018	FY 2019
114 Town 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.
 - “At every town meeting when moderators are not elected for the term of one or three years, a moderator shall first be elected”
- Duties are outlined in MGL Chapter 39, Section 15.
 - “The moderator shall preside and regulate the proceedings, decide all questions of order, and make public declaration of all votes, and may administer in open meeting the oath of office to any town officer chosen thereat”
- 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 shall not appoint himself or herself to any board or committee in Town”
- 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 and 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 2018	FY 2019
122 Select Board	Salary -- Chair	\$ 0	\$ 0
	Members	\$ 0	\$ 0
	Other Salaries	\$ 51,038	\$ 51,038
	Expenses	\$ 15,583	\$ 18,483
	TOTAL	\$ 66,621	\$ 69,521

Department	Description	FY 2018	FY 2019
151 Town Counsel	Legal Expenses	\$ 41,380	\$ 36,380
	TOTAL	\$ 41,380	\$ 36,380

Department	Description	FY 2018	FY 2019
193 Insurance	Property Insurance	\$ 104,400	\$ 106,500
	TOTAL	\$ 104,400	\$ 106,500

Department	Description	FY 2018	FY 2019
192 Town Buildings	Senior Center	\$ 36,250	\$ 35,350
196	Town Hall	\$ 64,125	\$ 63,225
198	No. Hadley Hall	\$ 5,200	\$ 11,300
199	Russell School	\$ 1,400	\$ 1,950
	TOTAL	\$ 106,975	\$ 111,825

Mission Statement

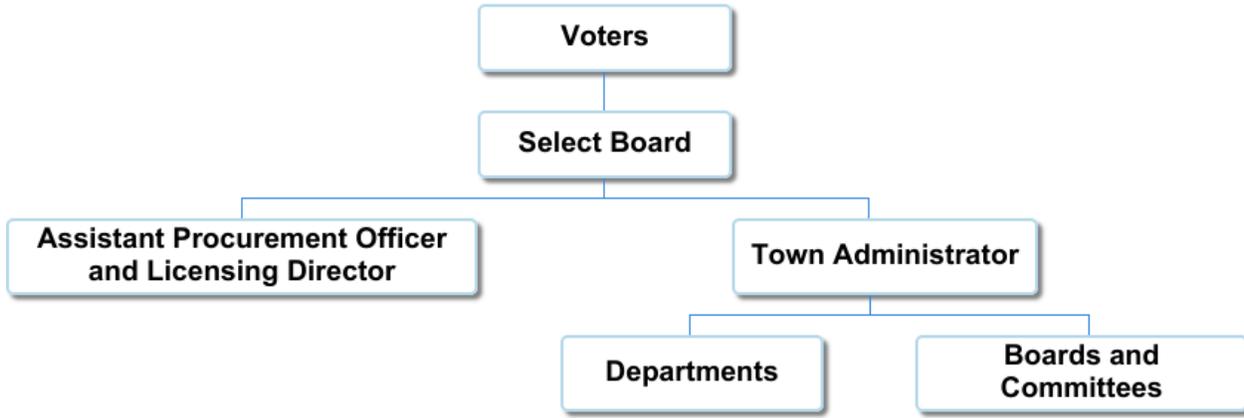
The members of the Hadley Select Board, in their roles as elected officials and citizens of the town, strive to create and sustain the highest achievable level of quality of life for the residents, employees and visitors in the Town of Hadley.

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 Town... will vote to make the term of office of the members of the Board of Selectmen three years and at the next annual town meeting to elect one selectman for one year, one selectman for two years, and one selectman for three years, and at each annual meeting thereafter to elect one selectman for the term of three years”
- The number of Select Board members was increased from three to five by town meeting vote on October 26, 2000 under Article 15.

- “Move that the Town vote to increase the board of selectmen from three members to five members; and that to carry this out two additional members will be elected at the next regular municipal election, one for a term of two years and thereafter for a term of three years and one for a term of three years and thereafter for a term of three years”

Organizational Structure:



Employees Within the 122 Budget

Position	FY 2018 Grade	FY 2018 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 members of The Select Board also serve 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 2018	FY 2019
129 Town Administrator	Salary	\$ 91,940	\$ 93,779
	Expenses	\$ 1,900	\$ 1,600
	TOTAL	\$ 93,840	\$ 95,379

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

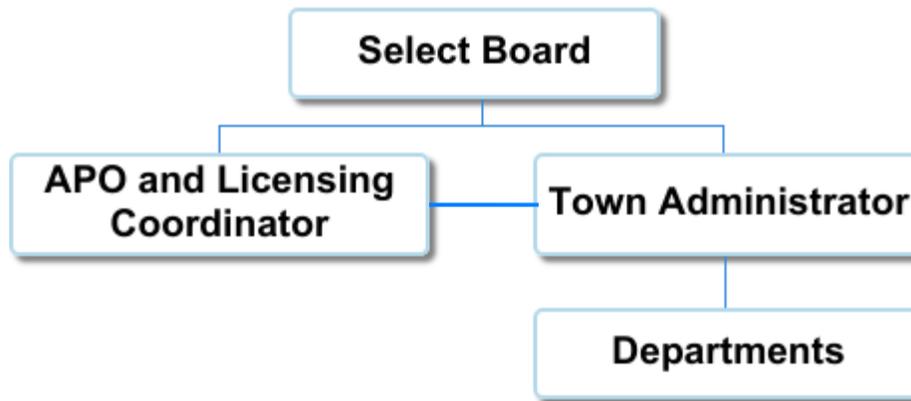
Legal Mandate

- The Town Administrator position was established in May 5, 1988 by Town Meeting vote under Article 19.
 - “There is hereby established the position of Town Administrator, who shall be appointed by the Board of Selectmen on the basis of education, executive and administrative qualifications, and experience in public of business administration”
 - A majority vote amended the article and changed the title of the position to “Administrative Assistant”
- Further amended by Town Meeting vote on May 6, 1999 by Article 13.
 - “Motion was made by Alan Jacque and seconded that the Town vote to amend the general by-laws of the town establishing an Administrative Assistant by deleting the words “Administrative Assistant” and inserting therein the words “Town Administrator”
- The position is defined under MGL Chapter 41, Section 108N and MGL Chapter 41, Section 23A.
 - As an officer: “Nothing contained in this section shall affect the appointment or removal powers of any city or town over its...town administrator...nor shall it grant tenure to such officer”
 - “ An executive secretary or town administrator appointed under the provisions of this section shall be sworn to the faithful performance of his duties. During the time that he holds office he shall hold no elective town office, but he may be appointed by the selectmen or, with their approval, by any other town officer, board, committee or commission, to any other town office or position consistent with his office...He shall act

by and for the selectmen in any matter which they may assign to him relating to the administration of the affairs of the town or of any town office or department under their supervision and control, or, with the approval of the selectmen, may perform such other duties as may be requested of him by any other town officer, board, committee or commission”

- And defined as well by Chapter 6 of the Code of the Town of Hadley.
 - “The Town Administrator shall devote full time to the duties of the position and shall not engage in any other business or occupation during employment with the Town. During the time the Town Administrator holds office, the Town Administrator shall hold no elective Town office, but the Select Board may appoint the Town Administrator to any other office or position consistent with the office”
 - “The Town Administrator shall act as the agent for the Select Board and shall, under the general supervision and policy direction of the select board...Supervise, direct and be responsible for the efficient administration of all departments and employees within the jurisdiction of or appointed by the Select Board...Compile the annual operating budget and the annual capital improvements program for all Town agencies...Assist the select board in the recruitment and selection of department heads and employees by making recommendations...Attend all regular and special meetings of the Select Board unless excused and have a voice but no vote... Attend all regular and special sessions of the Town Meeting to answer questions and provide information...Keep the Select Board informed as to the financial conditions and needs of the Town...Coordinate the activities and functions of the Town Accountant, Treasurer, Collector and Board of Assessors...Enforce the policies of the Select Board, votes of Town Meeting and bylaws...Exercise general supervision over the personnel, organization, systems and practices of the Select Board’s office...Assist the Select Board in the collective bargaining process...Act as the liaison and represent the Select Board before state, federal and regional authorities...Hold Periodic meetings with department heads and employees under the control of the Select Board...Perform any other duties required by votes of the Select Board, Town Meeting votes, and by bylaw”
- 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.
 - “Unless otherwise provided by a vote of Town Meeting, the...Chief Procurement officer...is authorized to enter into any contract for the exercise of the Town’s corporate powers, on such terms and conditions as are deemed appropriate. Notwithstanding the foregoing, the...chief procurement officer... shall not contract for any purpose...terms...conditions inconsistent with any applicable...general or special law”

Organizational Structure



Employees Within the 129 Budget

Position	FY 2018 Grade	FY 2018 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 2018	FY 2019
131 Finance Committee	Salary -- Chair	\$ 0	\$ 0
	Members	\$ 0	\$ 0
	Expenses	\$ 250	\$ 250

	TOTAL	\$ 250	\$ 250
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Department	Description	FY 2018	FY 2019
132 Reserve Fund	Reserve Fund	\$ 40,000	\$ 50,000
	TOTAL	\$ 40,000	\$ 50,000

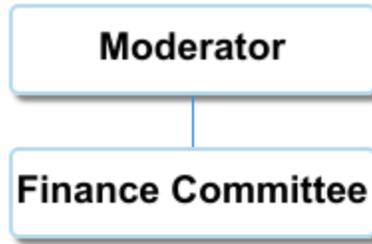
Mission Statement

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.
 - “There shall be a finance committee...consisting of five members...in office for a term or terms not exceeding three years...appointed by the Moderator...Vacancies shall be filled by the Moderator...Members of the Select Board...School Committee and the Town Treasurer shall not be members of the Committee. The Committee shall investigate all matters mentioned in the warrant for any Town Meeting that may affect the finances of the Town and make reports or recommendations to the Town with reference to the same and make recommendations to the Town with reference to any municipal question.”
- The Finance Committee’s duties are further defined under MGL Chapter 39, Section 16.
 - “Every town whose valuation for the purpose of apportioning the state tax exceeds one million dollars shall, and any other town may, by by-law provide for the election or the appointment and duties of appropriation, advisory or finance committees, who shall consider any and all municipal questions for the purpose of making reports or recommendations to the town... In every town having a committee appointed under authority of this section,such committee, or the selectmen if authorized by a by-law of the town...shall submit a budget at the annual town meeting”

Organizational Structure



Primary Functions

The Finance Committee is responsible for reviewing and recommending on all financial matters presented at town meetings. 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 assists the financial management team on matters relating to the overall financial condition of the town.

Town Accountant

Budget:

Department	Description	FY 2018	FY 2019
135 Town Accountant	Salaries	\$ 10,751	\$ 5,000
	Expenses	\$ 82,182	\$ 82,350
	TOTAL	\$ 92,933	\$ 87,350

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.

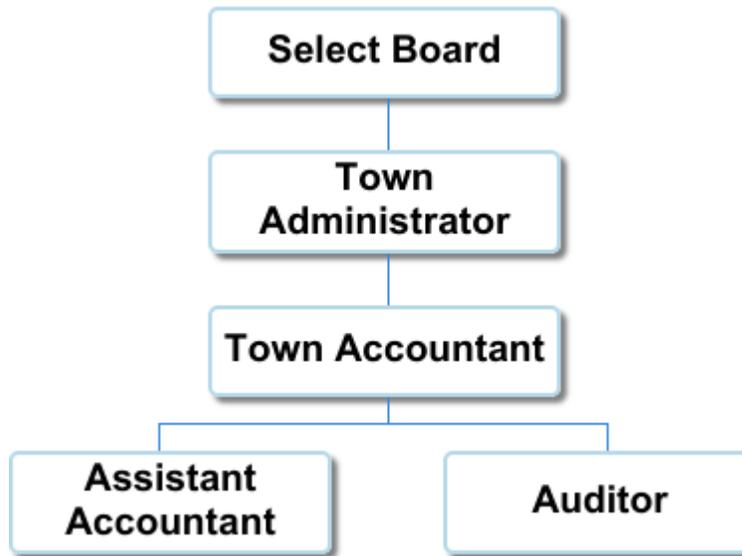
Legal Mandate

- The Town Accountant position is established under MGL Chapter 41, Section 55 et seq.
 - “Any town may authorize the selectmen to appoint a town accountant, who shall perform the duties and possess the powers of town auditors...In towns which have accepted chapter thirty-one or corresponding provisions of earlier laws, the appointment of the town accountant shall be subject to the civil service rules. The town accountant shall be sworn to the faithful performance of his duties, shall hold no other town office involving the receipt or disbursement of money, shall hold office for three years and until a successor is qualified...The town clerk, if he holds no other office

involving the receipt or disbursement of money, may be appointed to the position of town accountant”

- Established as well by town meeting vote on December 31, 1923 under Article 3.
 - “Voted: That the Town abolish the office of Town Auditor and adopt the provisions of general statutes Chapter 41 Sec. 55 Whereby the Selectmen shall hereafter appoint a town accountant”
- 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 2018 Grade	FY 2018 Step	Union	FTE
Accountant	Contracted Service	Contracted Service	No	0
Assistant Accountant	5	2	No	0.15

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 for review by state and federal agencies.

Board of Assessors

Budget:

Department	Description	FY 2018	FY 2019
141 Assessors	Salary -- Chair	0	0
	Members	0	0
	Other Salaries	\$ 66,305	\$ 66,305
	Expenses	\$ 21,922	\$ 21,922
	TOTAL	\$ 88,227	\$ 88,227

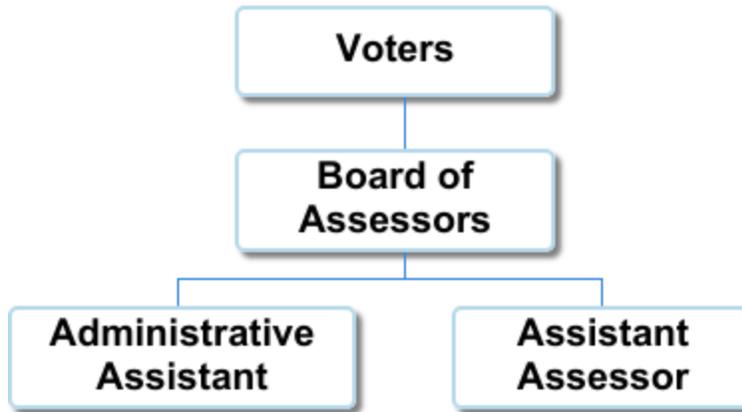
Mission Statement:

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.
 - “There shall be...one, three or five assessors in every town...the assessors of every city and town shall organize by choosing one of their number as chairman and another as secretary or clerk of their board...In no city or town...shall an assessor hold the office of collector of taxes or deputy collector of taxes

Organizational Structure



Employees Within Budget 141

Position	FY 2018 Grade	FY 2018 Step	Union	FTE
Assistant Assessor	4 Exempt	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 2018	FY 2019
145 Treasurer	Treasurer Salary	\$ 60,055	\$ 60,055
	Other Salaries	\$ 46,074	\$ 46,074
	Expenses	\$ 31,305	\$ 33,620
	TOTAL	\$ 137,434	\$ 139,749

Department	Description	FY 2018	FY 2019
710 Long Term Debt	Principal	\$ 1,111,380	\$ 1,162,756
750	Interest	\$ 143,695	\$ 107,924
	TOTAL	\$ 1,255,075	\$ 1,270,680

Department	Description	FY 2018	FY 2019
911 Benefits	Retirement	\$ 1,057,117	\$ 1,105,022
912	Workers' Compensation	\$ 72,000	\$ 75,000
913	Unemployment	\$ 40,000	\$ 30,000
914	Health Insurance	\$ 1,281,000	\$ 1,241,000
915	Life Insurance	\$ 2,800	\$ 2,800
916	Medicare -- Town Share	\$ 133,000	\$ 133,000
919	OPEB	\$ 257,403	\$ 263,838
945	Accidental Insurance	\$ 45,000	\$ 45,000
	TOTAL	\$ 2,888,320	\$ 2,895,660

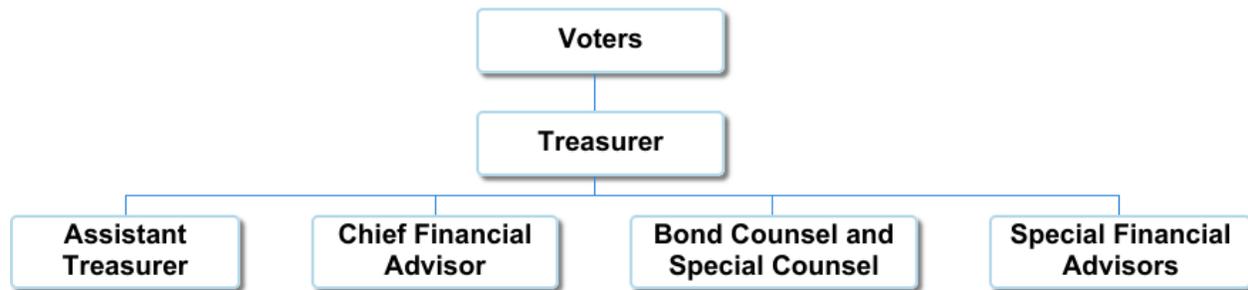
Mission Statement

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

Legal Mandate

- The Town Treasurer is established under MGL Chapter 41, Section 35 et seq.
 - “He shall receive and take charge of all money belonging to the town, and pay over and account for the same according to the order of the town or of its authorized officers. No other person shall pay any bill of any department...He shall have the authority given to an auditor by section fifty-one, and shall annually render a true account of all his receipts and disbursements and a report of his official acts”
- Town meeting voted to establish a three-year elected Treasurer on December 30, 1946 under Article 1.
 - “The Town will vote to make the term of office of the Town Treasurer three years instead of the present term of one year”
- The Treasurer’s functions are further defined under Chapter 86-1 and Chapter 86-2 of the Code of the Town of Hadley.
 - “The Treasurer of said Town shall give no note unless authorized by vote of the Town to borrow money”
 - “The Town Treasurer shall pay no order drawn by the select Board, School Committee, or Assessors unless the same is signed by a majority of the respective boards”

Organizational Structure



Employees Within Budget 145

Position	FY 2018 Grade	FY 2018 Step	Union	FTE
Treasurer	4 Exempt Elected	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 as real estate deeds, titles to vehicles, and other certificates of ownership.

Tax Collector

Budget:

Department	Description	FY 2018	FY 2019
146 Tax Collector	Collector Salary	\$ 60,963	\$ 60,963
	Other Salaries	\$ 38,794	\$ 38,794
	Expenses	\$ 13,967	\$ 13,967
	TOTAL	\$ 113,724	\$ 113,724

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.

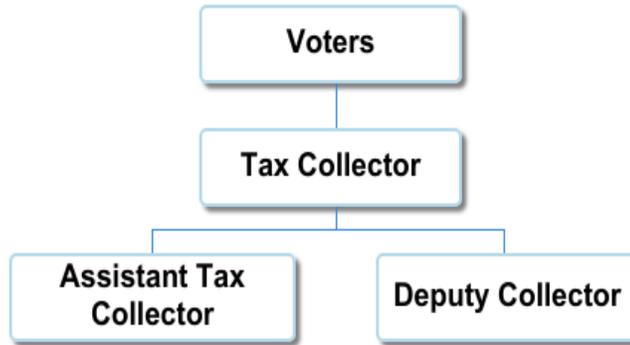
Legal Mandate

- Tax Collectors are established under MGL Chapter 41, Section 38 et seq. and under MGL Chapter 60, Section 1 et seq.
 - “A town may authorize its collector of taxes to use all means of collecting taxes which a town treasurer may use when appointed a collector of taxes”
 - “‘Collector’, a person receiving a tax list and a warrant to collect the same...The affidavit of the collector, deputy collector, sheriff, deputy sheriff or constable serving the notice, demand or other paper of the manner of service shall be kept on file in the office of the collector, and shall be prima facie evidence that the same was so served”
- Town meeting voted to elect the Collector to a three-year term on December 17, 1945 under Article 3.
 - “The Town will vote to make the term of office of the Tax Collector three years instead of the present term of one year”
- The Collector’s functions are further defined under Chapter 86-3,6,8 of the Code of the Town of Hadley.
 - “The Collector shall prepare and present to taxpayers the bills for each year within 10 days from the time the taxes are furnished him by the Assessors”
 - “The Tax Collector...[is] responsible for records of all Town taxes, assessments, betterments, and other municipal charges [and] shall annually furnish to...the ‘licensing authority’ ...a list of any person, corporation, or business enterprise...that has neglected

or refused to pay any local taxes, fees, assessment, betterments or other municipal charges for not less than a twelve-month period”

- o “Interest shall be charged on all overdue municipal charges...at a rate of 14% per annum or such other rate as may be established by the Town Tax Collector”

Organizational Structure



Employees Within Budget 146

Position	FY 2018 Grade	FY 2018 Step	Union	FTE
Tax Collector	4 Exempt Elected	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 2018	FY 2019
161 Town Clerk	Clerk Salary	\$ 58,912	\$ 58,912
	Other Salaries	\$ 15,229	\$ 15,229
	Expenses	\$ 5,150	\$ 5,150
	TOTAL	\$ 79,291	\$ 79,291

Department	Description	FY 2018	FY 2019
163 Board of Registrars	Salaries	\$ 7,494	\$ 9,420
	Expenses	\$ 6,500	\$ 15,100
	TOTAL	\$ 13,994	\$ 24,520

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.

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Legal Mandate

- The Town Clerk is established under MGL Chapter 41, Section 12 et seq.
 - "The term of office of the city clerk shall be three years from the date of his election or appointment...the clerk shall serve until the qualification of his successor unless sooner removed; and a person appointed to fill a vacancy in the office of city clerk shall hold the office until the end of the unexpired term of his predecessor"
- 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.
 - "The Town will accept the provisions of chapter 482 of the acts of 1901"
- Two constables are established by town meeting vote on March 18, 1982 under Article 16 and amended on May 2, 1991 under Article 14 and Chapter 53 of the Code of the Town of Hadley.
 - "Motion was made and seconded to change the number of constables elected from six to two for a term of one year"
 - "Motion was made and seconded...that the Town vote to amend the by-law adopted March 18, 1982, to change the length of term for constables...from a term of one year to three years"
 - "At the Annual Town Election two constables shall be elected for a term of three years"

Organizational Structure



Position	FY 2018 Grade	FY 2018 Step	Union	FTE
Town Clerk	4 Exempt Elected	9	No	1
Assistant Town Clerk	5	10	No	0.14
Clerical Assistant	4	8	No	0.29
Election Worker	N/A	N/A	No	As needed
Registrar	N/A	N/A	No	As needed

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 2018	FY 2019
171 Conservation Commission	Expenses	\$3,110	\$3,110
	TOTAL	\$3,110	\$3,110

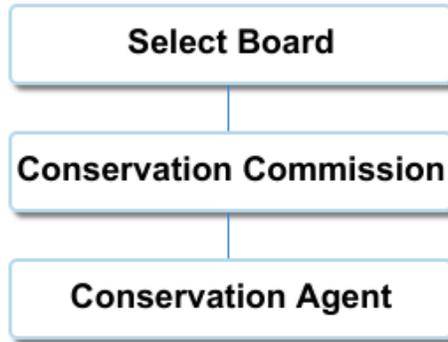
Mission Statement:

The 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 Town will vote to establish a Conservation Committee for the promotion and development of the natural resources and for the protection of watershed resources in Hadley”
 - Motion was made...and seconded...to amend Article 23 of the February 8, 1960 Town meeting to read as follows: That the Town vote to establish a Conservation Commission for the promotion and development of the natural resources and for the protection of the watershed resources of Hadley, and to accept Chapter 40 Section 8C providing for the establishment of a Conservation Commission”
- The Conservation Commission is charged with enforcing wetlands under Chapter 260 of the Code of the Town of Hadley.
 - “This [Wetlands Protection Act] shall be enforced by the Conservation Commission, which may grant waivers at its sole discretion”
 - “Any person who violates any provision of this bylaw or any order of the Conservation Commission issued thereunder may...at the option of the Conservation Commission, be subject to noncriminal prosecution”
 - “The Conservation Commission may adopt rules and regulations for the administration of this bylaw after a public hearing”

Organizational Structure



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:

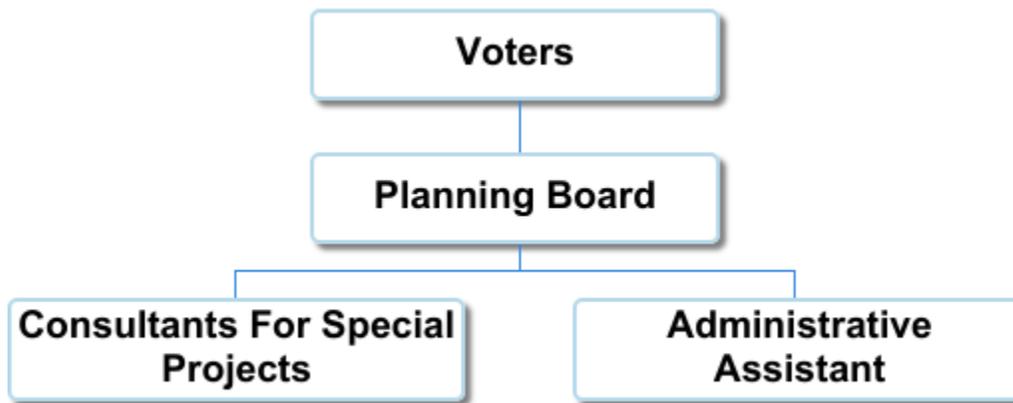
Department	Description	FY 2018	FY 2019
175 Planning Board	Salary -- Chair	\$ 600	\$ 600
	Salary -- Clerk	\$ 500	\$ 500
	Members -- 400 each	\$ 1,200	\$ 1,200
	Other Salaries	\$ 0	\$ 5,592
	Expenses	\$ 10,480	\$ 10,480
	TOTAL	\$ 12,780	\$ 18,372

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.
 - “The Town will vote to accept section 81A of chapter 41 of [MGL]...as amended to establish a Planning Board of five members”
 - “A planning board established hereunder shall consist of not less than five nor more than nine members...in towns be elected at the annual town meeting or be appointed in such manner as an annual town meeting may determine...so arranged that the term of at least one member will expire each year, and their successors shall be elected or appointed for terms of three or five years each as determined by the city council in the case of a city and by the town meeting in the case of a town”
- Planning Board rules were enacted by town meeting vote on February 7, 1944 under Article 16.
 - “The town will adopt the rules governing the Planning Board and the construction of buildings in the Town of Hadley recommended by the Planning Board”
 - Organizational Structure



Position	FY 2018 Grade	FY 2018 Step	Union	FTE
Admin. Assistant	5	2	No	.15

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 2018	FY 2019
176 Board of Appeals	Salaries	\$ 1,135	\$ 1,135
	Expenses	\$ 900	\$ 900
	TOTAL	\$ 2,035	\$ 2,035

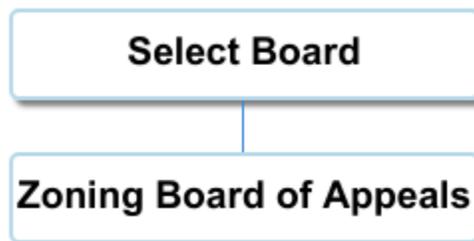
Mission Statement

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 was established by town meeting vote on February 13, 1956 under Article 15D under the provisions of MGL Chapter 40, Section 30.
 - “There shall be a Board of Appeals of three members, as provided by Section 30 of Chapter 40 of [MGL]”
- In subsequent town meetings, the enabling authority was revised to MGL Chapter 40A, Section 12.
 - “Zoning ordinances or by-laws shall provide for a zoning board of appeals, according to the provisions of this section...Any board of appeals established hereunder shall consist of three or five members...[who] shall elect annually a chairman from [their] own number and a clerk, and may, subject to appropriation, employ experts and clerical and other assistants”
 - “The board of appeals shall adopt rules, not inconsistent with the provisions of the zoning ordinance or by-law for the conduct of its business and for purposes of this chapter and shall file a copy of said rules with the city or town clerk”

Organizational Structure



Position	FY 2018 Grade	FY 2018 Step	Union	FTE
Zoning Board of Appeals	N/A	N/A	No	As needed

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 2018	FY 2019
210 Police	Salaries	\$ 1,000,708	\$ 972,504
	Expenses	\$ 187,593	\$ 193,889
	TOTAL	\$ 1,188,301	\$1,166,393

Department	Description	FY 2018	FY 2019
222 Communication Center	Salaries	\$ 246,245	\$ 242,126
	Expenses	\$ 53,100	\$ 55,340
	TOTAL	\$ 299,345	\$ 297,466

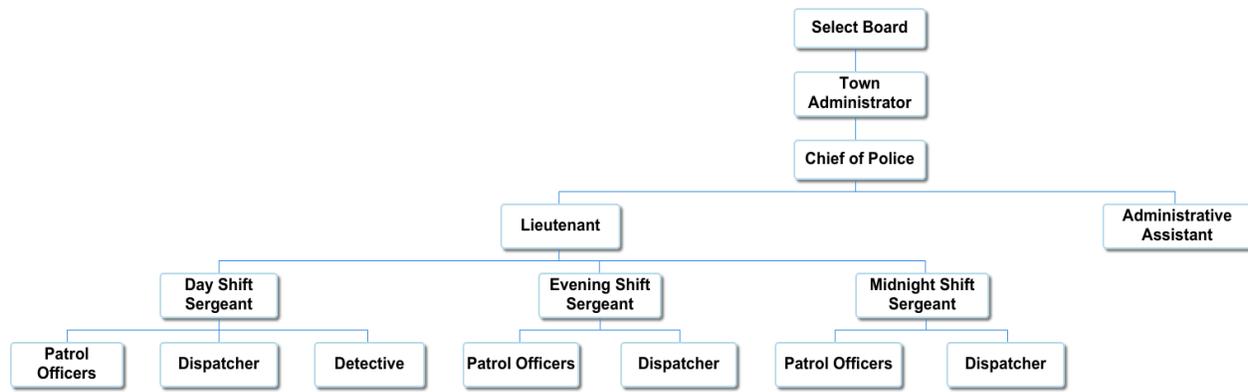
Mission Statement:

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.
 - “Under authority of the Home Rule Amendment to the Massachusetts Constitution, there is hereby established a Police Department”
- The Department is defined under Chapter 174 of the Code of the Town of Hadley.
 - “It shall be the function of the Department to provide the police services for the Town of Hadley”
 - “The Department shall consist of a Chief of Police and...police officers and civilian employees”
 - “The Department shall be headed by a Chief of Police who shall be appointed by the Select Board for a term of three years”
 - “The Chief of Police shall be the chief law enforcement officer of the Town and the commanding officer of all police officers and constables of the Town”
 - “Police of the Department shall perform their duties prescribed by the General Laws and Town bylaws, rules and regulations, and Department orders, under the direction and command of the Chief of Police”
- The Chief of Police was established as a strong chief under MGL Chapter 41, Section 97A by town meeting vote on May 7, 2015 under Article 19.
 - “The Town will vote to adopt the provisions of MGL Chapter 41, Section 97A, relating to the powers and duties of the Chief of Police”
 - The chief of police in any such town shall from time to time make suitable regulations governing the police department, and the officers thereof, subject to the approval of the selectmen...The chief of police in any such town shall be in immediate control of all town property used by the department, and of the police officers, whom he shall assign to their respective duties and who shall obey his orders”

Organizational Structure



Employees Within 210 Budget

Position	FY 2018 Grade	FY 2018 Step	Union	FTE
Chief	Contract	Contract	No	1
Sergeant	Per Collective Bargaining Agreement	2	Yes	1
Sergeant	Per Collective Bargaining Agreement	3	Yes	1
Patrol Officer (full time)	Per Collective Bargaining Agreement	4	Yes	1
Patrol Officer (full time)	Per Collective Bargaining Agreement	8	Yes	1
Patrol Officer (full time)	Per Collective Bargaining Agreement	11	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	0.23
Patrol Officer (part time)	Per Collective Bargaining Agreement	5	Yes	0.23
Patrol Officer (special)	N/A	1	No	As needed
Admin. Assistant	5	5	No	1
Constable	N/A	N/A	No	As needed
Cell Monitor	N/A	N/A	No	As needed

Employees Within 222 Budget

Position	FY 2018 Grade	FY 2018 Step	Union	FTE
Dispatcher (full time)	5	11	Yes	1
Dispatcher (part time)	4	10	Yes	0.23
Dispatcher (part time)	4	3	Yes	0.23
Dispatcher (part time)	4	11	Yes	0.23
Dispatcher (part time)	4	4	Yes	0.23

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 2018	FY 2019
220 Fire	Salaries	\$ 373,481	\$ 463,175
	Expenses	\$ 149,600	\$ 142,225
	TOTAL	\$ 523,081	\$ 606,400

Department	Description	FY 2018	FY 2019
230 Ambulance	Expenses	\$ 140,000	\$ 267,500
	TOTAL	\$ 140,000	\$ 267,500

Mission Statement:

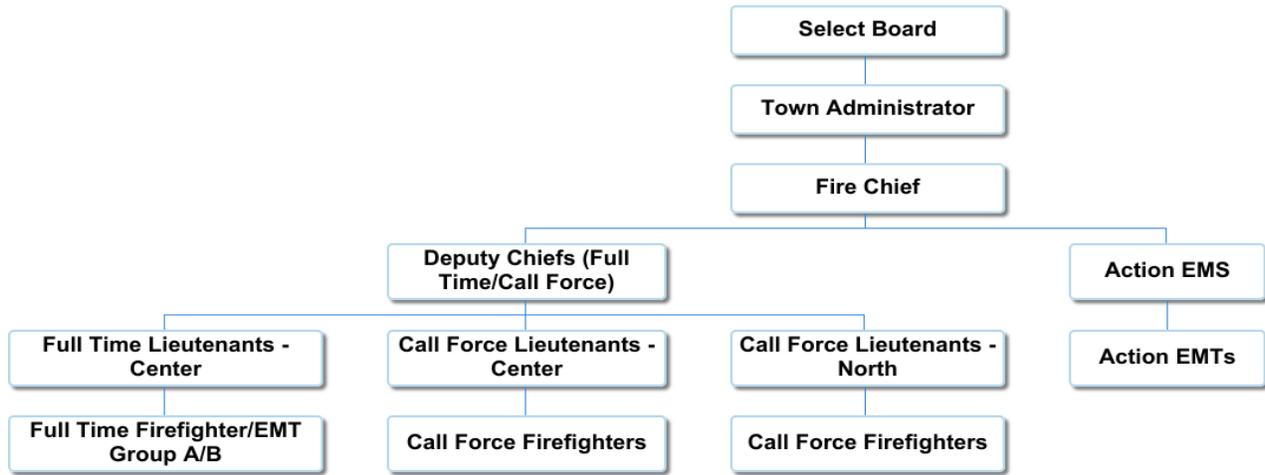
We, the members of the Hadley Fire Department, are dedicated in our efforts to provide for the safety and welfare of the public through timely response to all emergencies as well as fire prevention practices including: inspections, fire and life safety education and all hazard preparedness and training. 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 Town will vote to maintain a Call Fire Department, appointed by the Chief and appropriate a sum of money sufficient to finance it”
- 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.
 - “The Town will vote to adopt MGL Chapter 48, Section 42A for the administration of the Fire Department”
 - “The chief of the fire department shall be in immediate control of all town property used by the department, and of the officers and firemen, who shall obey his orders”
 - “He may be removed for cause by the selectmen at any time after a hearing. He shall have charge of extinguishing fires in the town and the protection of life and property in case of fire. He shall purchase subject to the approval of the selectmen and keep in repair all property and apparatus used for and by the fire department. He shall have and exercise all the powers and discharge all the duties conferred or imposed by statute upon engineers in towns except as herein provided, and shall appoint a deputy chief and such officers and firemen as he may think necessary, and may remove the same at any time for cause and after a hearing. He shall have full and absolute authority in the

administration of the department, shall make all rules and regulations for its operation, shall report to the selectmen from time to time as they may require, and shall annually report to the town the condition of the department with his recommendations thereon; he shall fix the compensation of the permanent and call members of the fire department subject to the approval of the selectmen. In the expenditure of money the chief shall be subject to such further limitations as the town may from time to time prescribe”

Organizational Structure



Position	FY 2018 Grade	FY 2018 Step	Union	FTE
Fire Chief	Contract	Contract	No	1
Fire Deputy Chief	N/A	N/A	No	1
Fire Lieutenant	7	5	No	1
Fire Lt/Mechanic	8	3	No	1
Firefighter/EMT	6	6	No	1
Fire Custodian	N/A	N/A	No	As needed
24 Firefighter On-Call	N/A	N/A	No	As needed
Action EMS	Contracted Service	Contracted Service	N/A	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 2018	FY 2019
241 Building Inspector	Salaries	\$ 90,548	\$ 90,548
	Expenses	\$ 6,029	\$ 5,042
	TOTAL	\$ 96,577	\$ 95,590

Department	Description	FY 2018	FY 2019
242 Gas Inspector	Salaries	\$ 3,442	\$ 3,442
	Expenses	\$ 1,100	\$ 1,115
	TOTAL	\$ 4,542	\$ 4,557

Department	Description	FY 2018	FY 2019
243 Plumbing Inspector	Salaries	\$ 6,002	\$ 6,002
	Expenses	\$ 755	\$ 755
	TOTAL	\$ 6,757	\$ 6,757

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:

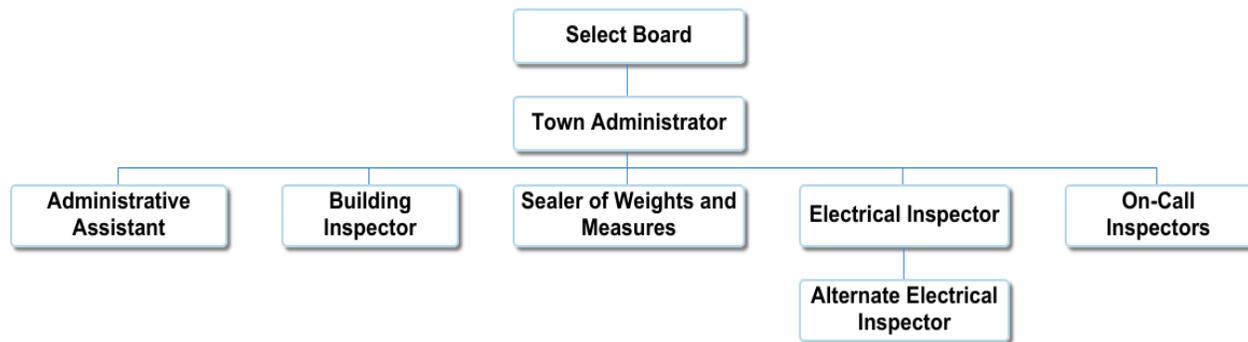
The mission of the Inspection Services Department is to ensure the health, safety and welfare of the Town's residents and visitors through the enforcement of state and local codes, laws, bylaws and regulations.

Legal Mandate

- The Building inspector was established by town meeting votes on February 7, 1944 under Article 15 as per the provisions of MGL Chapter 143, Sections 3 to 12.
 - “The town will accept the provisions of Sections 3 to 12, inclusive, of the Tercentenary Edition of...[MGL]...under the heading of Inspector of Building”

- In 1961, the Building Inspector’s duties were amended by adoption of the Zoning By-Law in February 18, 1961.
 - “This By-Law shall be enforced by the building inspector appointed by the Selectmen. No building shall be built or altered and no use of land or a building shall be begun or changed without a permit having been issued by the building inspector...No building shall be occupied until a certificate of occupancy has been issued by the building inspector”
- 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 Town will vote to authorize the Selectmen to appoint an Inspector of Electric Wires under the provisions of Chapter 529, 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 2018 Grade	FY 2018 Step	Union	FTE
Building Inspector	4	10	No	1
Building Inspector-Alternate	N/A	N/A	No	As needed
Clerical	4	2	No	As needed
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
Electrical Inspector-Alternate	N/A	N/A	No	As needed
Admin. Assistant	5	2	No	0.70
Sealer of Weights and Measures	Contracted Service	Contracted Service	N/A	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:

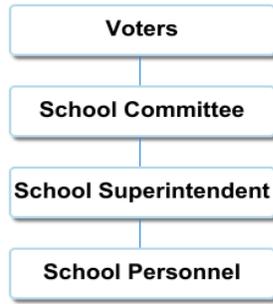
Department	Description	FY 2018	FY 2019
301 School Department	Salaries and Expenses	\$ 6,934,167	\$7,092,483
	TOTAL	\$ 6,934,167	\$7,092,483

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.
 - “The Town will vote to increase the School Committee from three members to five members, according to the provisions of Chapter 41 Section 2 of...[MGL]...[and] at the annual meeting in 1953, To elect one member for three years, one member for two years, and one member for one year”
- All Massachusetts school districts were reconstituted and 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 2018	FY 2019
422 Highway Construction/ Maintenance	Salaries	\$ 461,395	\$ 422,342
	Expenses	\$ 316,484	\$ 314,310
	TOTAL	\$ 777,879	\$ 736,652

Department	Description	FY 2018	FY 2019
423 Snow and Ice	Salaries	\$ 70,973	\$ 70,973
	Expenses	\$ 111,250	\$ 111,250

	TOTAL	\$ 182,223	\$ 182,223
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Department	Description	FY 2018	FY 2019
424 Street Lighting	Expenses	\$ 20,840	\$ 21,885
	TOTAL	\$ 20,840	\$ 21,885

Department	Description	FY 2018	FY 2019
440 Wastewater Division	Salaries	\$ 309,612	\$ 304,667
	Reserve Fund	\$ 10,000	\$ 10,000
	LT Debt -- Princ. and int.	\$ 135,351	\$ 126,305
	Other Expenses	\$ 473,250	\$ 474,250
	TOTAL	\$ 928,213	\$ 915,222

Department	Description	FY 2018	FY 2019
450 Water Division	Salaries	\$ 346,940	\$ 349,430
	Reserve Fund	\$ 10,000	\$ 10,000
	LT Debt -- Princ. and int.	\$ 197,856	\$ 170,360
	Other Expenses	\$ 505,200	\$ 509,235
	TOTAL	\$ 1,059,996	\$1,039,025

Department	Description	FY 2018	FY 2019
490 Highway Building Maint.	Expenses	\$ 122,100	\$ 144,750
	TOTAL	\$ 122,100	\$ 144,750

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.
 - “There shall be established in the town of Hadley a department of public works under the jurisdiction of the board of selectmen. The department of public works shall have charge of and responsibility for the management of all public works operations of the town including, but not limited to the following: highway, water, sewer, solid waste, engineering services, building maintenance of all town buildings except those under the jurisdiction of the school department, cemetery and other operations as may be deemed necessary or desirable”
- The position of Tree Warden is established under Massachusetts General Law Chapter 41 Section 106
 - “If the town provides by vote or by-law that the tree warden shall be appointed, such appointment shall be made by the board of selectmen. The term of such appointment shall be for three years”
 - “the tree warden shall exercise the duties of tree warden and of insect pest control. Such tree warden shall be qualified by training and experience in the field of arboriculture and licensed with the department of food and agriculture in accordance with the provisions of section ten of chapter one hundred and thirty-two B”

Organizational Structure



Position	FY 2018 Grade	FY 2018 Step	Union	FTE
DPW Director	Contract	Contract	No	1
DPW Field Superintendent	5 Exempt	6	No	1
DPW Crew Chief	6	8	Yes	1
Operations Coordinator	7	5	No	1

Laborer	5	6	Yes	1
Laborer	5	7	Yes	1
Laborer	5	9	Yes	1
Mechanic	6	9	Yes	1
Clerical	5	10	No	1
Admin. Assistant - Hgy	5	10	No	1
WWTP - Chief Operator	8	9	Yes	1
WWTP - Assistant Chief Operator	7	9	Yes	1
WWTP - Operator	6	9	Yes	1
Admin. Assistant - Sewer	5	10	No	1
Water - Chief Operator	8	5	Yes	1
Water - Chief Operator	8	8	Yes	1
Water - Operator	6	7	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 2018	FY 2019
491 Cemetery	Salaries	\$ 5,505	\$ 5,505
	Expenses	\$ 12,830	\$ 12,830
	TOTAL	\$ 18,335	\$ 18,335

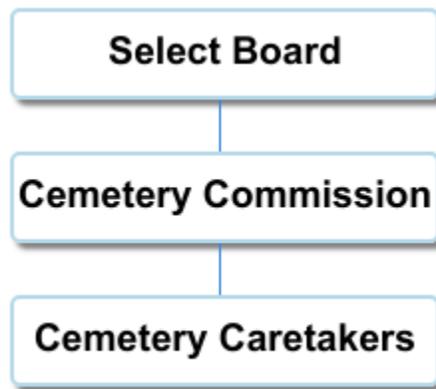
Mission Statement

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 Town will vote to authorize the Selectmen to appoint a Cemetery Committee of five...members, one each to represent Old Hadley Cemetery, North Hadley Cemetery, Russellville Cemetery, Plainville Cemetery, and Hockanum Cemetery, each for a term of three years...Said Committee shall have full charge of the care of the Town Cemeteries. They shall organize by electing one of their number as Chairman and three members as an Executive Committee”
- The powers and duties of the Cemetery Commission are expanded by Town meeting vote on February 6, 1928 under Article 31.
 - “ The Town will vote to amend its vote of March 1, 1909 so that it shall read as follows: ‘To authorize the Cemetery Committee to sell lots in the Town Cemeteries, issue deeds therefore signed by the Executive Committee...Said deeds not to be delivered until payment for same is made’”

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 2018	FY 2019
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
	Expenses	\$ 20,485	\$ 20,385
	TOTAL	\$ 36,535	\$ 36,435

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

Mission Statement

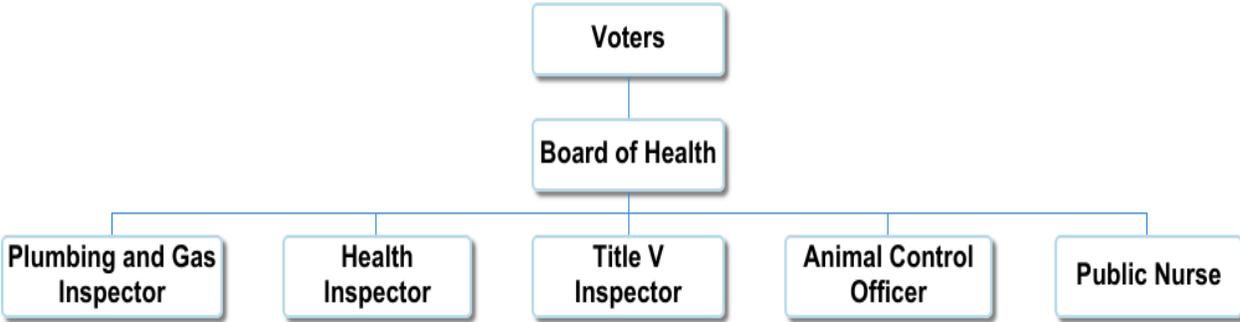
The Board of Health is responsible for monitoring and responding to all matters affecting public health, including infectious disease control, health and human habitation, food quality, and emergency response.

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.
 - “To see if the Town will vote to rescind the action taken at the 1915 annual Town meeting, authorizing the Selectmen to act as the Board of Health, and authorize the Town meeting of 1964 to elect a Board of Health, one person for three years, one for two years, and one for one year”
- The first election of Board of Health members occurred in 1964.
- The Board of Health’s functions are defined under Chapter 104 of the Code of the Town of Hadley and MGL Chapter 111 Section 27B.
 - “No person shall install a septic tank or other means of sewage disposal without written permission of the Board of Health. Said permission shall be granted only after inspection and approval by the Sanitarian of the Board of Health”
 - “ Each board may make and adopt reasonable rules and regulations for the promotion of general health within the district not in conflict with law, ordinance, by-law or any fire, health or safety regulation. The powers of each district shall include, but not be limited to, the power to: (1) sue and be sued; (2) make and execute contracts and other instruments necessary or convenient to the exercise of the powers of the health district; (3) make and from time to time amend and repeal rules and regulations relative to the operation of the district; (4) receive and expend funds; (5) apply for and receive grants from the commonwealth, the federal government and from other grantors, if the purpose of the grant is to improve public health; and (6) have such other powers as are necessary to properly carry out its powers as an independent entity of government...

The board shall adopt reasonable rules and regulations, for which notice and public hearing shall be given in the same manner and extent as required by section 37 of chapter 30 and section 2 of chapter 30A”

Organizational Structure



Position	FY 2018 Grade	FY 2018 Step	Union	FTE
Board of Health Elect	N/A	N/A	No	As Needed
Town Nurse	N/A	N/A	No	0.11
Inspectors & Agents	Contracted Service	Contracted Service	N/A	As needed

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 2018	FY 2019
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541 Council on Aging	Salaries	\$ 75,340	\$ 84,077
	Expenses	\$ 4,960	\$ 4,960
	TOTAL	\$ 80,300	\$ 89,037

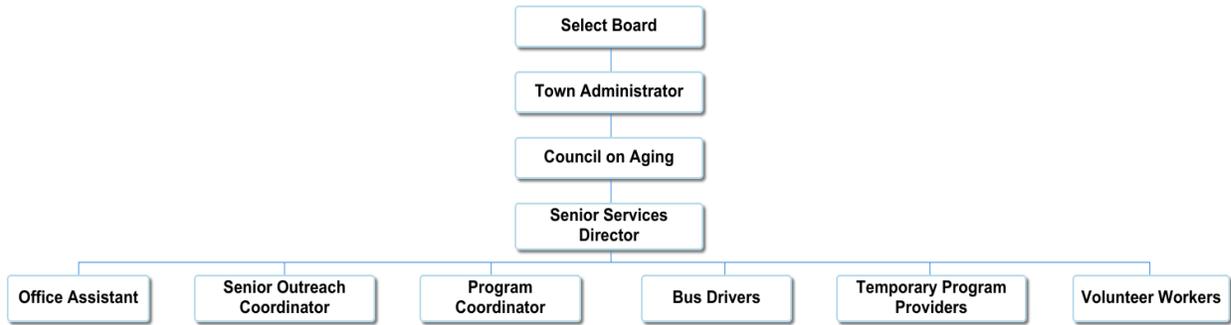
Mission Statement

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 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. The council shall submit an annual report to the city or town and shall send a copy thereof to the department of elder affairs”
- A seven-member Council on Aging is appointed by the Select Board as per Chapter 11, Section 11-1 of the Code of the Town of Hadley.
 - “A seven-member Council on Aging shall be appointed by the Select Board for the purpose of carrying out programs designed to meet the problems of the aging”
- The Council may appoint employees as per 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 as per MGL Chapter 150E, Section 1.
 - “The Council may appoint a clerk and other employees”
 - “'Employer' or 'public employer', the commonwealth acting through the commissioner of administration, or any county, city, town, district, or other political subdivision acting through its chief executive officer, and any individual who is designated to represent one of these employers and act in its interest in dealing with public employees, but excluding authorities created pursuant to chapter one hundred and sixty-one A and those authorities included under the provisions of chapter seven hundred and sixty of the acts of [1962]”

Organizational Structure



Position	FY 2018 Grade	FY 2018 Step	Union	FTE
COA Program Coordinator	5	9	No	1
COA Senior Services Director	3 Exempt	5	No	1
COA Van Driver	2	3	No	0.1

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 2018	FY 2019
543 Veterans’ Services	Expenses	\$ 110,122	\$ 104,000
	TOTAL	\$ 110,122	\$ 104,000

Mission Statement

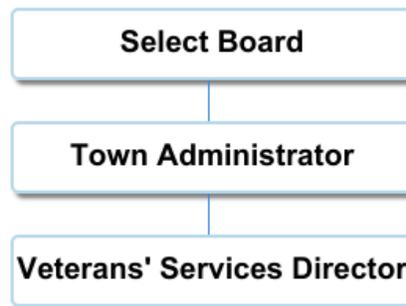
The Central Hampshire Veterans’ Services District provides advocacy on behalf of all Amherst, Chesterfield, Cummington, Goshen, Hadley, Middlefield, Northampton, Pelham, Williamsburg, and Worthington veterans and provide them with quality support services and to administer an emergency financial assistance 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.

- “The Town will vote to accept the provisions of Chapter 723, acts of 1945; an act authorizing the establishment of and maintenance of a Department for furnishing the necessary advice and assistance to Veterans”
- “The Town will vote to become a member of a District to give service to Veterans as provided by Chapter 723, acts of 1945”
- 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.
 - (Which covers the powers and duties of the commissioner of veterans’ services, employment opportunities for veterans, veterans’ benefits, care of graves of veterans, proof of service and disability, and reimbursement of various kinds)

Organizational Structure



Primary Functions

The Veterans’ Commission offers counseling and aid to veterans in terms of acquisition of benefits, provision of food, housing, and medical services as well as employment assistance when necessary. The Veterans’ Commission offers free relationship counseling as well for veterans returning from service abroad.

Elector under the Oliver Smith Will

Budget:

Department	Description	FY 2018	FY 2019
590 Oliver Smith Will Elector	Stipend	\$ 100	\$ 100

	TOTAL	\$ 100	\$ 100
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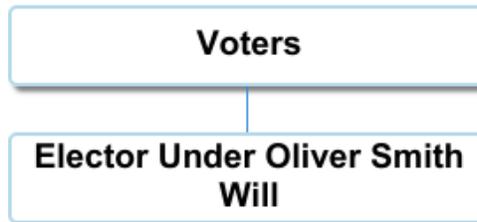
Mission Statement

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 2018	FY 2019
599 Cable TV/Public Access	Salaries	\$ 17,255	\$ 17,000
	Reserve Fund	\$ 20,000	\$ 20,000

	Expenses	\$ 45,254	\$ 40,371
	TOTAL	\$ 82,509	\$ 77,371

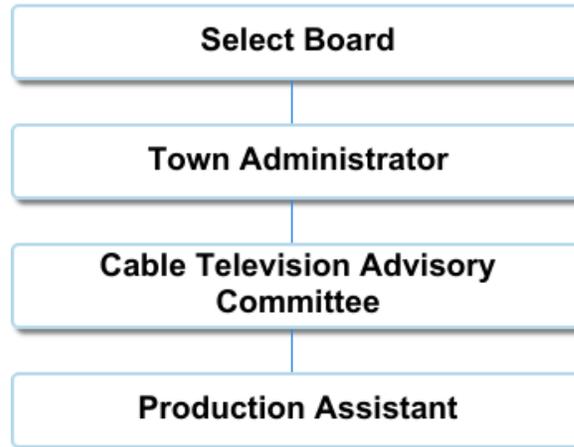
Mission Statement

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. Section 521 et seq.
 - The act promotes competition and deregulates the cable industry. It established a national policy for the regulation of cable communications by federal, state, and local authorities.
 - The Chapter and Section of the Constitution relates to the establishment of national policy in terms of cable communications.
- 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.
 - “A city or town which accepts the provisions of this section may establish a separate account classified as an "Enterprise Fund", for a utility, cable television public access, health care, recreational or transportation facility, and its operation, as the city or town may designate, hereinafter referred to as the enterprise. Such account shall be maintained by the treasurer, and all receipts, revenues and funds from any source derived from all activities of the enterprise shall be deposited in such separate account”
 - “The Town will vote to...establish an Enterprise Fund for the Hadley Public Access Television Department to provide public, educational, and governmental television programming and services”

Organizational Structure



Position	FY 2018 Grade	FY 2018 Step	Union	FTE
Production Assistant	4	3	No	0.61

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 2018	FY 2019
610 Public Library	Salaries	\$ 134,681	\$ 141,813
	Expenses	\$ 65,625	\$ 59,305
	TOTAL	\$ 200,306	\$ 201,118

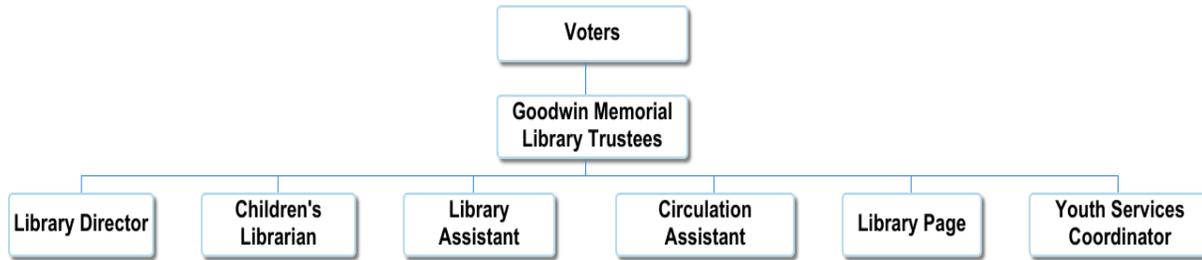
Mission Statement

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 Town will accept the provisions of Chapter [304] of the acts of [1888] and [347] of the acts of [1890]...and elect a Board of Library Trustees”
- The three-member board of trustees was expanded to five members by town meeting vote on February 7, 1916 under Article 42.
 - “The Town will vote to increase the number of Trustees of the Hadley Free Library from three to six, electing one additional member for the term of one year, one for the term of two years, and one for the term of three years...And in 1918 and thereafter elect annually two trustees for the term of three years”
- The Goodwin Memorial Library Trustees are further enabled under MGL Chapter 78, Sections 10 and 11.
 - “A town which raises or appropriates money for the support of a free public library, or free public library and reading room, owned by the town, shall, unless the same has been acquired entirely or in part through some gift or bequest which contains other conditions or provisions for the election of its trustees, or for its care and management, which have been accepted by the town, elect by ballot at a meeting a board of trustees consisting of any number of persons, male or female, divisible by three, which the town determines to elect”
 - “The board shall have the custody and management of the library and reading room and of all property owned by the town relating thereto. All money raised or appropriated by the town for its support and maintenance shall be expended by the board, and all money or property which the town may receive by gift or bequest for said library and reading room shall be administered by the board in accordance with the provisions of such gift or bequest”
- 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 2018 Grade	FY 2018 Step	Union	FTE
Director	Contract	Contract	No	1
Librarian	6	7	No	0.77
Library Assistant	5	8	No	0.54
Circulation Assistant	4	2	No	0.37
Circulation Sub.	4	1	No	As Needed
Circulation Sub.	4	9	No	As Needed
Library Page	N/A	N/A	No	0.14
Youth Services Coordinator	4	1	No	0.43

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 2018	FY 2019
630 Park Commission	Salary -- Chair	\$ 0	\$ 0
	Members	\$ 0	\$ 0
	Other Salaries	\$ 35,288	\$ 35,849
	Expenses	\$ 4,365	\$ 14,245
	TOTAL	\$ 39,653	\$ 50,094

A revolving fund underwrites program expenses.

Mission Statement

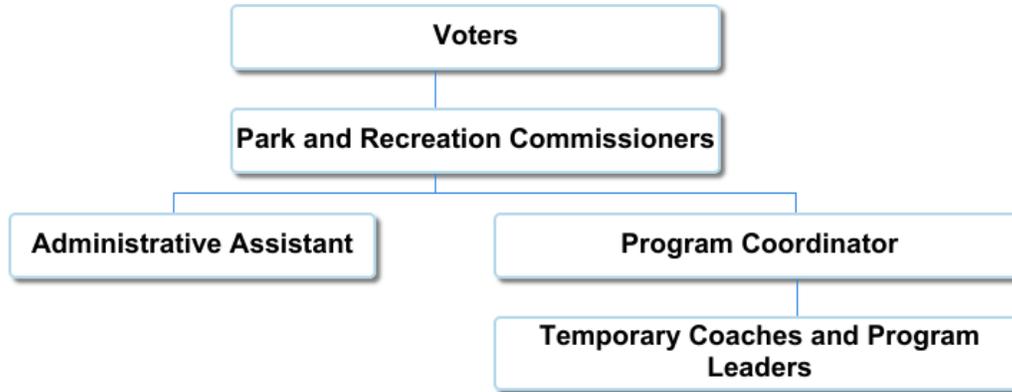
The Hadley Park and Recreation Department, operating under the direction of the elected board of Park Commissioners, is dedicated to providing leisure activities to enrich people's lives and contribute to the total development of our community. We excel to meet the needs of our customers and residents 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 by town meeting vote on February 15, 1964 under Article 25.
 - “The Town will vote to elect a board of Park Commissioners as permitted by Section 2, Chapter 45 of...[MGL]...Consisting of three persons who shall be elected to hold office for term of one, two, and three years”
- 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 May 18, 1978 under Article 5.
 - “A town may elect a board of park commissioners, consisting of three or five persons and prescribe their terms of office”
 - “Such boards may lay out and improve public parks, make rules for their use and government, appoint all necessary engineers, surveyors, clerks and other officers, including a police force to act in such parks, define their powers and duties and fix their compensation and do all acts needful for the proper execution of their powers and duties. They shall have the authority given to the mayor, aldermen, selectmen, road commissioners and tree warden respectively by section seven of chapter eighty-four and by chapter eighty-seven, in places under their jurisdiction. Subject to appropriation, such boards shall also have the power to conduct park programs and recreation activities at places other than such public parks.”
 - “The Town will vote to authorize the Park Commissioners [of] the Town of Hadley, Massachusetts established under the provisions of Chapter 45, Section 2 of...[MGL] to exercise all the powers conferred by Chapter 45, Section 14 and to authorize the Park Commissioners of the Town...to appoint one or more of their members to act as playground and recreation officers”

Organizational Structure



Position	FY 2016 Grade	FY 2016 Step	Union	FTE
Director	2	4	No	0.86

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 2018	FY 2019
691 Historical Commission	Expenses	\$ 1,250	\$ 950
	TOTAL	\$ 1,250	\$ 950

Mission Statement

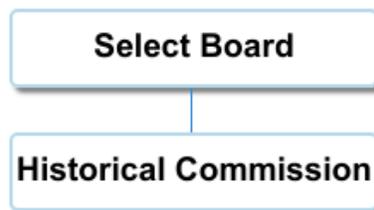
The Hadley Historical Commission is the municipal body responsible for community-wide historic preservation planning. The HHC maintains an inventory of the town's historic buildings and landscapes, assists the Planning Board with design review, and undertakes projects that promote the appreciation of 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 under Article 14 and further amended on March 18, 1976 under Article 27.

- “The Town will vote to authorize the Board of Selectmen to appoint a Historical Committee of five members for an indefinite term of office”
- “The Town will vote to establish under the provisions of...[MGL], Chapter 40, Section 8d, a Historical Commission of the Town of Hadley for the purpose and with the rights and duties provided by law, to be composed of 7...members appointed by the Selectmen for the terms of three years”
- The Historical Commission is further defined under Chapter 110 of the Code of the Town of Hadley and under MGL Chapter 40, Section 8D.
 - “Under the provisions of MGL [Chapter 40, Section 8d], there is hereby established a Historical Commission of the Town of Hadley for the purpose and with the rights and duties provided by law to be composed of 7 members appointed by the Selectmen for the terms of three years”
 - “A city or town which accepts this section may establish an historical commission...for the preservation, protection and development of the historical or archeological assets of such city or town. Such commission shall conduct researches for places of historic or archeological value, shall cooperate with the state archeologist in conducting such researches or other surveys, and shall seek to coordinate the activities of unofficial bodies organized for similar purposes, and may advertise, prepare, print and distribute books, maps, charts, plans and pamphlets which it deems necessary for its work. For the purpose of protecting and preserving such places, it may make such recommendations as it deems necessary to the city council or the selectmen and, subject to the approval of the city council or the selectmen, to the Massachusetts historical commission, that any such place be certified as an historical or archeological landmark. It shall report to the state archeologist the existence of any archeological, paleontological or historical site or object discovered in accordance with section twenty-seven C of chapter nine, and shall apply for permits necessary pursuant to said section twenty-seven C...It shall keep accurate records of its meetings and actions and shall file an annual report which shall be printed in the case of towns in the annual town report. The commission may appoint such clerks and other employees as it may from time to time require”

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.
 - “Motion was made and seconded that the Town vote to add a capital planning bylaw as provided for by MGL Chapter 41, Section 106B”
 - “A town at its annual town meeting may by by-law establish a capital planning committee. Said by-law shall prescribe the composition, mode of appointment or election and terms of the members of said capital planning committee. Said committee shall annually review the capital improvement program, if any, and proposals for the construction of municipal buildings, acquisition of land or personal property and make recommendations to the appropriate officer, board, agency or department”
- The function of the Capital Planning Committee is established under Chapter 42 of the Code of the Town of Hadley.
 - “The Committee shall study proposed capital projects and public improvements involving major, nonrecurring tangible assets and projects which involve...Acquisition, demolition, repair, or nonroutine modification to public buildings...Acquisition or sale of land...Acquisition of equipment with a value of \$25,000 or more...Design Studies, engineering studies, or other studies related to capital expenditures...It shall be the duty of the Committee annually to preparare a capital budget report”
 - “This bylaw shall not apply to projects funded through the Community Preservation Act”

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.

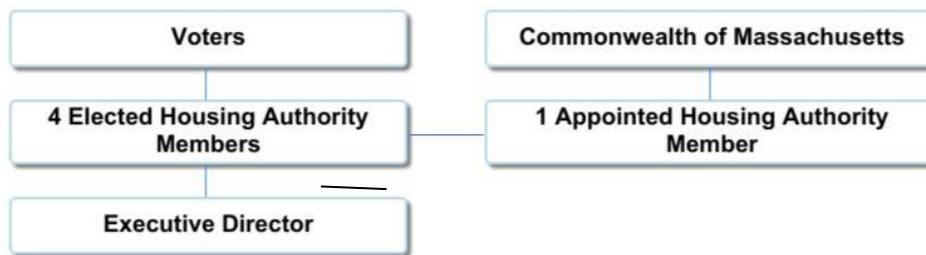
To operate programs and deliver services that maximizes financial and human resources while maintaining fiscal responsibility.

Legal Mandate

- Housing authorities are enabled under MGL Chapter 121B, Section 25 et seq.
 - “That a public exigency exists which makes the clearance of substandard or decadent areas and the provision of housing for persons of low income a public necessity; that the clearance of substandard and decadent areas and the provision of housing for persons of low income, or either, constitute a public use for which private property may be acquired by eminent domain and public funds raised by taxation may be expended; and the enactment of sections one to forty-four of this chapter is declared to be a public necessity. Moreover, it is hereby declared that substandard and decadent areas can often be eliminated only by the development of housing of persons of varied economic means in the same project and neighborhood and that any benefit to tenants other than low or moderate income tenants provided under this chapter will be at most incidental to, and no greater than is necessary for, achieving proper housing in appropriate surroundings for low income persons and families.
- The powers of housing authorities are listed under MGL Chapter 121B, Sections 11 and 26.

- “To sue and be sued; to have a seal; to have corporate succession...To act as agent of, or to cooperate with the federal government in any clearance, housing, relocation, urban renewal or other project which it is authorized to undertake... To receive loans, grants and annual or other contributions from the federal government or from any other source, public or private... To take by eminent domain...To clear and improve any property acquired by it...To engage in or contract for the construction, reconstruction, alteration, remodeling or repair of any clearance, housing, relocation, urban renewal or other project which it is authorized to undertake or parts thereof...To make relocation payments to persons and businesses displaced as a result of carrying out any such project...To join or cooperate with one or more other operating agencies in the exercise, either jointly or otherwise, of any of their powers for the purpose of financing”
- The Town of Hadley established the Hadley Housing Authority by town meeting vote on February 8, 1960 under Article 21.
 - “The Town will vote to determine that a Housing Authority is needed for the provision of housing for families or elderly persons of low incomes”

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 2018	FY 2019
Community Preservation Act Committee	Administrative Expenses	\$ 15,000	\$ 15,000
	TOTAL	\$ 15,000	\$ 15,000

Funded by CPA funds annually appropriated at town meeting

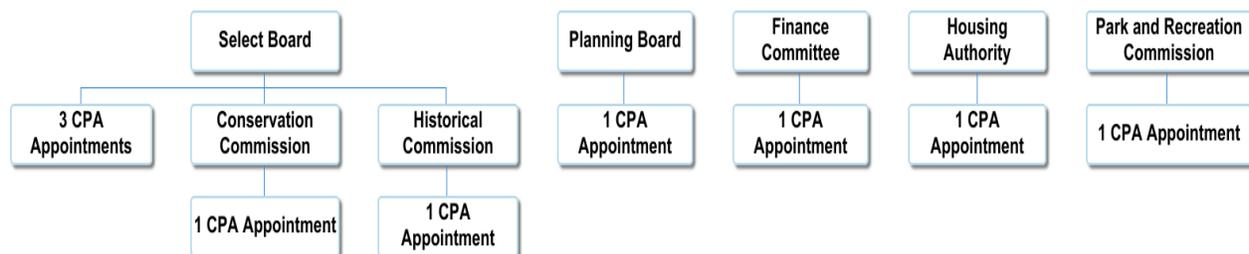
Mission Statement

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 Town will accept Sections 3 to 7, inclusive, of Chapter 44B of...[MGL], otherwise known as the Massachusetts Community Preservation Act”
- 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 Community Preservation Committee shall study the needs, possibilities, and resources of the Town regarding Community Preservation...The Community Preservation Committee shall make recommendations to the Hadley Town Meeting for the acquisition, creation, and preservation of open space...acquisition, preservation, rehabilitation and restoration of historic resources...acquisition, creation, and preservation of land for recreational use...acquisition, creation, preservation, and support of community housing...rehabilitation, or restoration of open space, land for recreational use and community housing that is acquired or created as provided in this section”
- 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 IV

TOWN OF HADLEY COMMUNITY PROFILE

Socioeconomic:

County	HAMPSHIRE
School Structure	K-12
Form of Government	OPEN TOWN MEETING
2017 Population	5,198
2016 Labor Force	2,965
2015 Unemployment Rate	1.90
2015 DOR Income Per Capita	31,444
2018 Housing Units per Sq Mile	77.29
2018 Road Miles	83.47 (64 accepted by the Town of Hadley)
EQV Per Capita (2016 EQV/2015 Population)	186,473
Number of Registered Vehicles (2014)	5,779
2018 Number of Registered Voters	3,849

Bond Ratings:

Moody's Bond Ratings as of December 2015

Standard and Poor's Bond Ratings as of December 2017 AA+

Fiscal Year 2018 Estimated Cherry Sheet Aid:

Education Aid	1,664,422
General Government	729,253
Total Receipts	2,393,675

Total Assessments 1,140,877

Net State Aid 1,252,798

Fiscal Year 2018 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 2018 Revenue by Source:

Revenue Source	Amount	% of Total
Tax Levy	11,671,854	54.49
State Aid	2,393,675	11.18
Local Receipts	6,244,270	29.15
Other Available	1,108,787	5.18
Total	21,418,586	

Fiscal Year 2018 Proposition 2 1/2 Levy Capacity:

New Growth	164,664
Override	
Debt Exclusion	904,453
Levy Limit	11,680,243
Excess Capacity	8,390
Ceiling	24,135,347
Override Capacity	13,559,050

Section V

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