

Stock, Bill

From: Diana Schindler <DSchindler@hopedale-ma.gov>
Sent: Tuesday, April 20, 2021 3:51 PM
To: Stock, Bill
Cc: Lindsay Mercier; Chief Daige
Subject: RE: Seven Hills Foundation Donation

Hi Bill,
Thank you! Hope things are going well with you. Yes, quite a difference a year makes.
Town Hall is currently only open by appointment – either Lindsay and I are checking in regularly so I'd suggest leaving the check in the lockbox at the Treasurer/Collector door in an envelope with "Attention Town Admin" on it. If you'd prefer to hand to one of us, I'll be in on Thursday am, Lindsay will likely be in tomorrow am. We'll ensure it gets turned over for deposit and use your email to set up a donation account for Hopedale Fire Department for the purpose of "a portable suction unit and two (one for each ambulance) video laryngoscope's used for difficult intubation". The Board of Selectmen have to accept on behalf of the Town per MGL Chapter 44, 53A – we can put it on the agenda once received. You can also mail to our attention at PO Box 7 in Hopedale if that is easier.
Thanks again for the generous donation.

Best,

Diana

Diana M. Schindler
Town Administrator
Town of Hopedale
78 Hopedale St.
Hopedale, MA 01747
Off: (508) 634-2203 x213
Cell: (413) 387-9069

Please be advised that the Massachusetts Secretary of State and the Massachusetts Attorney General consider e-mail to be a public record, and therefore subject to the Massachusetts Public Records Law, M.G.L. c. 66 § 10.

From: Stock, Bill <bstock@sevenhills.org>
Sent: Tuesday, April 20, 2021 2:18 PM
To: Diana Schindler <DSchindler@hopedale-ma.gov>
Subject: Seven Hills Foundation Donation

Diana:

I hope you are doing well.

I was hoping to drop off a \$5,000 check to you at some point this week if you are around. I know a year ago things were a bit different, so I believe my brother, Bernie, made arrangements to get the check to you. If it is possible to stop by your office, just let me know what works best for you. Otherwise I can just leave it at the front desk.

In the past we have left it up to the town to determine the best use of the donation. If you don't mind, this year we would like to see the donation directed to the Hopedale Fire Department. In conversations with Chief Daige, I know there is a need for a portable suction unit and two (one for each ambulance) video laryngoscope's used for difficult intubation. If this is possible, we would greatly appreciate it.

Thank you and I look forward to hearing from you at your convenience.

April 6, 2021

To Lou Arcudi & Diana Schindler,

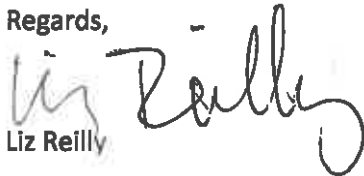
Please accept this donation on behalf of the Reilly Family in continued support (along with the private donor's previous donations) to cover fees associated with the legal fight for the town's Chapter 61 right to the West Street property. This donation is for the town's legal fees associated with the citizen's lawsuit and is being directed towards the three departments you identified in one of your meetings as being directly shorted by the costs associated with this suit. We trust that you will distribute them accordingly.

\$10,000 for the Hopedale Public Schools

\$10,000 for the Hopedale Fire Department

\$10,000 for the Hopedale Police Department

Regards,


Liz Reilly

**TOWN OF HOPEDALE
BOARD, COMMISSION OR COMMITTEE
TALENT BANK FORM**

Local Government needs citizens to give of their time and talents serving the Town of Hopedale. A Talent Bank has been established to compile a list of interested citizens, willing to serve on a voluntary basis on boards, commissions and committees. Some groups meet often, others require less time, and still others are busy only at specific times of the year. Occasionally, there are requirements for ad hoc committees or sub-committees appointed to work on specific projects. Experience indicates that the two most appropriate qualities for successful service are an open mind and exercise of common sense.

If you are interested in serving, please list the position(s) you wish to be considered for:

Board, Commission or Committee applying for:

Open Space and Recreation Committee

Please return completed forms to:

Town Administrator's Office – Hopedale Town Hall 78 Hopedale Street, Hopedale, MA 01747

The Town Hall mailing address is: P.O. Box 7, Hopedale MA, 01747

Please Note:

- The Board of Selectmen may fill vacancies until next election.
- It is recommended that you attend a few meetings of the committee or board you are contemplating joining to help determine your interest.
- The board/committee will be asked for their recommendation on each applicant appointment.

Name: Megan Piatt

Are you a registered voter? ☒ Yes ☐ No

Address: [REDACTED]

How long have you lived in Hopedale? 3 years

Home Phone: [REDACTED] Cell Phone:

E-Mail: [REDACTED]

How would you like to be contacted? Email or Phone

Occupation: Finance Manager

Please list any potential conflicts of interest, e.g. membership in an organization or your

business: N/A

Education and Experience: Bachelor of Science: Psychology

I have many years in an office manager setting.

How many times during the last year have you attended a meeting of the Board/Committee to which you are requesting appointment? N/A

Have you ever had business before the Board/Committee to which you are requesting an appointment?

☐ Yes ☒ No If yes what type of business? _____

Special interests and skills: I am very interested in traveling. I have a passion for other cultures.

My skills are varied, I have recently gotten into refinishing furniture and other crafts.

Activities, e.g. Government/Civic & Community/Charitable.& Educational: _____

I have volunteered in the past with homeless organizations in UT, but not much since my move to MA.

Reasons for wanting to serve: I find it important to show our children that serving your community

is beneficial for everyone. I have an 11 year old and want to show him his potential. Also I am interested in our community and what I can provide.

The completion of this form in no way assures appointment. Citizens deemed most qualified to serve in a particular capacity will fill all board, commission or committee vacancies.

Applicant's Signature



Date 04/30/2021



TOWN OF HOPEDALE

DEPUTY FIRE CHIEF CONTRACT



This agreement made effective July 1st, 2021 by and between the Town of Hopedale, hereinafter referred to as the "Town", and David J. McMorrow, hereinafter known as "Deputy Fire Chief". In consideration of all promises herein contained, the parties hereto mutually agree as follows and the Town agrees to seek and provide all funds necessary to maintain this contract.

Article 1: EMPLOYMENT

The Town hereby agrees to employ David J. McMorrow as the Deputy Fire Chief for the Town of Hopedale. David J. McMorrow agrees to accept the employment, subject to terms and conditions of this agreement.

Article 2: TERM

- a. The Deputy Fire Chief shall be employed under the terms of this contract commencing on July 1st, 2021 and ending June 30th, 2024.
- b. The parties agree that if a successor employment contract has not been reached by March 31st, 2024, this agreement shall be extended through September 30th, 2024, unless the board has provided the Deputy Fire Chief with written notification on or before March 31st, 2024 that it does not intend to re-appoint him to the position of Deputy Fire Chief.
- c. In the event the Deputy Fire Chief is not re-appointed to hold the position of Deputy Fire Chief, or he does not wish to continue to hold the position of Deputy Fire Chief, he shall return to the rank of Firefighter/EMT without loss of seniority or benefits entitled to him under the terms of Firefighter/EMT.

Article 3: TERMINATION

- a. It is agreed that the Deputy Fire Chief can be disciplined or discharged only for just cause, upon proper notice and only after a hearing at which the Deputy Fire Chief shall have the right to be represented by counsel. The Deputy Fire Chief shall have the option of choosing whether or not any such hearing shall be closed to the public or be held in open public hearing. The principle of progressive discipline will apply.
- b. Notwithstanding the provisions set forth in the above paragraph. Article #3, Section a, nothing in this contract shall affect the Board's right to terminate the Deputy Fire Chief for Just Cause, at any time after his appointment after a Just Cause hearing.



TOWN OF HOPEDALE

DEPUTY FIRE CHIEF CONTRACT



Article 4: DUTIES

The Administrative control of the Fire Department for the Town of Hopedale shall be the responsibility of the Fire Chief, herein after referred to as the "Fire Chief". The Fire Chief shall determine the administrative duties of the Deputy Fire Chief and the Deputy Fire Chief shall answer directly to the Fire Chief under auspices of the Board of Selectmen.

Article 5: HOURS OF WORK

- a. The Deputy Fire Chief shall devote the amount of time and energy which is reasonably necessary for the Deputy Chief to faithfully perform the duties of Deputy Fire Chief. The Deputy Fire Chief's work week shall consist of forty (40) hours.
- b. It is recognized that the Deputy Chief must devote a great deal of time to the duties assigned by the Fire Chief. The Deputy Fire Chief shall be allowed to take compensatory time off, as the Fire Chief shall deem appropriate during normal said work hours and at such time, which the Fire Chief reasonably determines will not adversely impact department operations.
- c. The Deputy Fire Chief shall normally work weekdays, Monday through Thursday, 0800hrs – 1800hrs. For all other shifts, the Deputy Fire Chief shall be given second right of refusal, after the Town's obligation to the Permanent Firefighters is fulfilled to work an overtime shift, after members of the Bargaining unit have refused said shift and he shall be paid at time and one-half his hourly rate.
- d. The Deputy Fire Chief shall be entitled to work details, both Town and Private, after all members of the Bargaining unit have refused.
- e. The Deputy Fire Chief shall perform faithfully, to the best of his ability, the duties of Deputy Fire Chief of the Fire Department those duties are set forth in the Massachusetts General laws and the by-laws of the Town of Hopedale as directed by the Fire Chief under the auspices of the Board of Selectmen.

Article 6: BENEFITS

The Deputy Fire Chief shall be entitled to all benefits available to full time employees of the Town of Hopedale in accordance with the Town of Hopedale Personnel By-Law.

Article 7: SPECIAL STIPENDS & COMPENSATION



TOWN OF HOPEDALE

DEPUTY FIRE CHIEF CONTRACT



The Deputy Fire Chief shall receive an annual EMT Stipend of \$2,000.00 for each year of the contract.

The Deputy Fire Chief shall receive an annual Clothing Allowance of \$1,200.00 for each year of the contract.

Article 8: VEHICLE ALLOWANCE

The cost associated with the operation and maintenance of the fire vehicle and its equipment are those of the Town. Said vehicle is to be used by the Deputy Fire Chief along with all attendant operating maintenance expenses and insurance. Said vehicle is to be used by the Deputy Fire Chief in connection with his performances of his duties as well as for his professional growth and development. The vehicle may be used for personal reasons, as the Deputy Fire Chief is "on-call" in the event of an emergency, except that any out of state travel must be pre-approved by the Fire Chief

Article 9: PERFORMANCE:

The Deputy Fire Chief shall fulfill all aspects of this Contract. Any exceptions thereto shall be by mutual agreement between the Deputy Fire Chief and the Board and shall be reduced to writing.

Article 10: SALARY

Effective July 1, 2021, the Deputy Fire Chief shall be compensated at the following rates:

	Annually	Hourly	Overtime
FY22	\$76,958.36	\$36.86	\$55.29
FY23	\$78,752.32	\$37.71	\$56.57
FY24	\$80,591.13	\$38.60	\$57.90

Overtime shall be paid at time and one half of the Deputy Fire Chief's current hourly pay rate.

Article 11: EDUCATION

The Town agrees to reimburse the Deputy Fire Chief for tuition and books or other material's needed for furthering his education, in a field relevant to his job duties for the Town of Hopedale, and provided the Deputy Fire Chief maintains a Grade B in each class taken at approved accredited institutions.



TOWN OF HOPEDALE

DEPUTY FIRE CHIEF CONTRACT



Article 12: HOLIDAYS

The following days shall be considered holidays:

New Year's Day	Memorial Day	Columbus Day
Martin Luther King Day	Independence Day	Veterans Day
Presidents Day	Labor Day	Thanksgiving
Patriots Day		Christmas Day

Article 13: VACATION

After one (1) year of service	10 days
After five (5) years of service	15 days
After ten (10) years of service	20 days
After fifteen (15) years of service	25 Days
After twenty (20) years of service	30 Days

Article 14: PERSONAL DAYS

The Deputy Fire Chief shall receive three (3) Personal Days during each fiscal year of this contract. Personal Days may not be used to extend vacation or holiday. Personal Days may not be carried forward from one fiscal year to another.

Article 15: FUNERAL LEAVE

In the event of a death in the Deputy Fire Chief's family, the Town will grant reasonable time off without loss of normal straight time compensation for all scheduled work days falling within the three (3) day period next following the date of death in the immediate family. Immediate family being wife, children, parents, sister or brother, parents in law or in the immediate household. For other members of the Deputy Chiefs family, grandparents, grandchildren, aunts or uncles, one (1) day without loss of pay will be granted if the funeral is held on a scheduled workday. More time in individual cases due to unusual circumstances or for persons other than those listed above, shall be granted subject to the discretion of the Fire Chief.

Article 16: LONGEVITY

The Deputy Chief shall be entitled to longevity as follows:



TOWN OF HOPEDALE

DEPUTY FIRE CHIEF CONTRACT



Ten Years of Service: \$1,000.00 annually to the 14th year.
Fifteen Years of Service: \$1,500.00 annually to the 19th year.
Twenty Years of Service: \$2,000.00 annually to the 24th year.
Twenty Five Years of Service: \$2,500.00 annually to retirement.

Article 17: PROFESSIONAL DEVELOPMENT, DUES AND SUBSCRIPTIONS

The Town shall pay for dues related to professional development, memberships and symposiums which will include the following but not limited to:

The International Associations of Fire Chiefs (MA Chapter)

The Fire Prevention Association of Massachusetts

The International Associations of Arson Investigators (MA Chapter)

N.F.P.A. (National Fire Protection Association)

All associated publications needed to perform the duties of fire inspector.

Article 18: INDEMNIFICATION

To the extent permitted by law, the Town agrees that they shall defend, save harmless and indemnify the Deputy Fire Chief against any tort, professional liability claim or demand, or civil actions, arising out of an alleged act or omission occurring in the performance of the Deputy Fire Chief's duties as Deputy Fire Chief of the Town of Hopedale.

Article 19: DEATH DURING TERM OF EMPLOYMENT

If the Deputy Fire Chief dies during the term of his employment, the Town shall pay to the Deputy Chief's estate all the compensation which would otherwise be payable to the Deputy Chief up to the date of the Deputy Chief's death, including but not limited to, unused vacation, holidays and compensation time.

Article 20: SICK LEAVE

The Deputy Fire Chief shall accumulate sick days, which will accrue at the rate of one day (10 hours) per month to actual time worked. A maximum accumulation will be 120 days. Days may be used to attend to the illness of immediate family members, consisting of spouse, parent or child. Sick days can be used only for personal illness or critical illness. When more than three (3) consecutive sick days are taken due to an illness, a doctor's note or release is required to return to work.

Article 21: GOVERNING LAW



TOWN OF HOPEDALE

DEPUTY FIRE CHIEF CONTRACT



This agreement shall be given by and construed pursuant to the laws of the Commonwealth of Massachusetts.

Article 22: APPROPRIATION

The terms of this agreement shall be subject to annual appropriation by Town Meeting.

IN WITNESS WHEREOF, the parties have hereunto signed and sealed this agreement and a duplicate thereof this _____ day of _____ 2021.

FOR THE TOWN OF HOPEDALE:

FOR THE DEPUTY FIRE CHIEF

Brian R. Keyes – Chair BOS

David J. McMorrow

Louis J. Arcudi, III

Vacant

1.72%

1.72%

Proposed FY2022 Budget

Proposed FY2022 Budget											FY 2022 Proposed		Reference		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 2022 Proposed		FY 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SALARY & WAGES PERMANENT	427,021	427,021	427,021	7,686	(2,653)	1,185	422,054	0.00%	5,003
SALARIES ELECTED OFFICIALS	1,980	-	-	-	-	-	-	0.00%	-
ADDITIONAL GROSS OVERTIME	8,000	8,000	8,000	-	-	-	-	0.00%	-
BEER	6,525	6,525	6,525	-	-	-	-	0.00%	-
OTHER PERSONAL SERVICES (sec. minutes)	1,324	1,324	1,324	26	-	-	-	0.00%	-
REPAIRS AND MAINTENANCE	88,200	88,200	88,200	-	-	-	-	0.00%	-
FUEL DISPENSER EQUIP. REPAIRS	3,000	2,940	2,940	60	-	-	-	0.00%	-
OTHER PROPERTY-RELATED SERVICES (Utilities)	25,000	24,500	24,500	-	-	-	-	0.00%	-
TRAFFIC SIGNS (change also signs, \$75) (split charges)	4,000	3,920	3,920	-	-	-	-	0.00%	-
OTHER PURCHASED SERVICES (Uniforms)	1,300	1,320	1,320	-	-	-	-	0.00%	-
OTHER SUPPLIES	2,500	2,450	2,450	-	-	-	-	0.00%	-
IN-STATE TRAVEL (also, seminars)	1,500	1,470	1,470	130	-	-	-	0.00%	-
BUILDING IMPROVEMENTS	5,700	5,580	5,580	-	-	-	-	0.00%	-
Subtotal	100,000	98,000	98,000	-	-	-	-	0.00%	-
Lease Payment	-	25,578	25,578	7,686	-	-	-	0.00%	-
421 - DEPRIVACY	577,966	698,111	698,111	-	-	-	-	0.00%	-
SNOW REMOVAL OVERTIME	20,000	20,000	20,000	-	-	-	-	0.00%	-
FUEL	4,000	4,000	4,000	-	-	-	-	0.00%	-
SHOW RELATED MAINTENANCE	20,000	20,000	20,000	-	-	-	-	0.00%	-
CONTRACTED SNOW REMOVAL	18,000	18,000	18,000	-	-	-	-	0.00%	-
SAND & SALT	63,000	63,000	63,000	-	-	-	-	0.00%	-
421 - SNOW REMOVAL	125,000	125,000	125,000	-	-	-	-	0.00%	-
ENERGY	55,000	55,000	55,000	-	-	-	-	0.00%	-
424 - STREET LIGHTING	55,000	55,000	55,000	-	-	-	-	0.00%	-
SALARY & WAGES PERMANENT	-	-	-	-	-	-	-	0.00%	-
GROUNDKEEPING	3,283	3,283	3,283	-	-	-	-	0.00%	-
431 - CEMETERY	3,283	3,283	3,283	-	-	-	-	0.00%	-
431 - PUBLIC WORKS & FACILITIES	2,405,016	862,064	864,415	-	-	-	-	0.00%	-
SALARY & WAGES PERMANENT	21,178	21,178	63,248	1,138	(1,138)	-	-	0.00%	-
SALARIES ELECTED OFFICIALS	1,665	-	-	-	-	-	-	0.00%	-
OTHER PERSONAL SERVICES	-	-	-	-	-	-	-	0.00%	-
TESTING OF PONDWELLS WATER	1,500	1,470	-	-	-	-	-	0.00%	-
434 - HAZARDOUS WASTE COLLECTION	48,000	532,367	532,367	1,500	-	-	-	0.00%	-
HAZARDOUS WASTE COLLECTION	7,000	6,880	4,800	4,800	-	-	-	0.00%	-
PROFESSIONAL AND TECHNICAL	30,000	30,000	7,487	(187)	-	-	-	0.00%	-
TELEPHONE	480	470	480	480	-	-	-	0.00%	-
POSTING	300	284	284	(16)	-	-	-	0.00%	-
IN-STATE TRAVEL	746	731	731	-	-	-	-	0.00%	-
434 - HEALTH INSURANCE	549,619	593,537	604,204	1,138	-	-	-	0.00%	-
SALARIES & WAGES PERMANENT	59,755	59,755	59,755	1,076	-	-	-	0.00%	-
SALARIES & WAGES PART TIME	23,703	21,811	21,811	393	-	-	-	0.00%	-
TELEPHONE/INTERNET	1,960	1,960	1,960	-	-	-	-	0.00%	-
PROFESSIONAL AND TECHNICAL	-	-	-	-	-	-	-	0.00%	-
TRANSPORTATION	20,000	19,600	19,600	(1,500)	-	-	-	0.00%	-
OFFICE SUPPLIES	6,125	6,003	6,003	-	-	-	-	0.00%	-
FOOD AND DRINK	1,000	980	980	-	-	-	-	0.00%	-
IN-STATE TRAVEL/OUTSIDE	1,000	980	980	20	-	-	-	0.00%	-
NEWSPAPER	700	680	680	-	-	-	-	0.00%	-
NURSE	700	700	700	-	-	-	-	0.00%	-
441 - COUNCIL ON AGING	115,943	113,455	113,455	1,468	-	-	-	0.00%	-
SALARIES & WAGES PERMANENT	3,600	3,600	3,600	65	-	-	-	0.00%	-
EXPENSES	37,000	37,000	37,000	65	-	-	-	0.00%	-
441 - VETERANS	40,600	40,600	40,600	-	-	-	-	0.00%	-
COMMUNICATIONS/NOTICE	135	135	135	-	-	-	-	0.00%	-
448 - COMMISSION ON DISABILITIES	135	135	135	-	-	-	-	0.00%	-
450 - HUMAN SERVICES	704,737	747,727	758,484	-	-	-	-	0.00%	-
SALARY & WAGES PERMANENT	178,439	178,439	178,439	3,212	-	-	-	0.00%	-
ENERGY	14,000	13,720	13,720	-	-	-	-	0.00%	-
REPAIRS AND MAINTENANCE (Bldg. Parts)	18,200	18,200	18,200	-	-	-	-	0.00%	-
PROFESSIONAL AND TECHNICAL (Bldg. Parts)	9,116	11,654	11,654	(1,654)	5,000	-	-	0.00%	-
POSTAGE	100	74	74	26	-	-	-	0.00%	-
EDUCATIONAL (Books)	51,316	52,749	52,749	1,596	-	-	-	0.00%	-
OTHER SUPPLIES	4,400	3,520	3,520	230	-	-	-	0.00%	-
TRAVEL/TRANSPORTATION	500	500	500	50	-	-	-	0.00%	-
EQUIPMENT	900	400	400	400	-	-	-	0.00%	-
SALARIES ELECTED OFFICIALS	1,440	-	-	-	-	-	-	0.00%	-
TELEPHONE	400	300	300	-	-	-	-	0.00%	-
WATER	640	770	770	-	-	-	-	0.00%	-
451 - LIBRARY	219,600	277,626	277,626	3,212	-	-	-	0.00%	-
SALARY & WAGES PERMANENT	27,144	27,144	27,144	(2,000)	-	-	-	0.00%	-
SALARIES ELECTED OFFICIALS	1,440	-	-	-	-	-	-	0.00%	-
OTHER PERSONAL SERVICES	2,700	2,640	2,640	4	-	-	-	0.00%	-
WEED CONTROL	5,000	4,900	4,900	100	-	-	-	0.00%	-
ENERGY	4,000	3,920	3,920	-	-	-	-	0.00%	-
REPAIRS AND MAINTENANCE	11,000	11,000	11,000	6,044	-	-	-	0.00%	-
OTHER SUPPLIES	1,500	1,470	1,470	30	-	-	-	0.00%	-
REPLACEMENT EQUIPMENT	-	-	-	-	-	-	-	0.00%	-
WATER (IRRIGATION)	3,200	3,136	3,136	32	-	-	-	0.00%	-
RESTROOMS	-	-	-	-	-	-	-	0.00%	-
CAPITAL PROJECTS	57,184	55,172	55,172	-	-	-	-	0.00%	-
458 - PARKS	57,184	55,172	55,172	-	-	-	-	0.00%	-
OFFICE	1,300	1,323	1,323	-	-	-	-	0.00%	-
MAINT. & REPAIRS	1,165	1,161	1,161	-	-	-	-	0.00%	-
461 - HISTORICAL COMMITTEE	2,535	2,484	2,484	-	-	-	-	0.00%	-
RECREATION	250	245	245	-	-	-	-	0.00%	-
462 - MEMORIAL DAY	250	245	245	-	-	-	-	0.00%	-
ENERGY	1,900	1,862	1,862	-	-	-	-	0.00%	-
WATER AND SEWER	250	245	245	-	-	-	-	0.00%	-
ROD SNIP - Repairs	1,675	1,638	1,638	-	-	-	-	0.00%	-
OTHER	900	882	882	-	-	-	-	0.00%	-
463 - JAZZ COMING BACK	4,925	4,827	4,827	-	-	-	-	0.00%	-
RECREATION (Band concerts)	3,640	3,763	3,763	-	-	-	-	0.00%	-
463 - CULTURAL COUNCIL	3,640	3,763	3,763	-	-	-	-	0.00%	-
463 - CULTURE & RECREATION	348,384	344,117	344,117	-	-	-	-	0.00%	-
JUNIOR/SENIOR HIGH SCHOOL	715,211	-	-	-	-	-	-	0.00%	-
MEMORIAL SCHOOL ROOF \$205,199	59,000	-	-	-	-	-	-	0.00%	-
STORM WATER (GIB)	20,007	20,462	20,462	-	-	-	-	0.00%	-
FIRE STATION RENOVATION	125,000	125,000	125,000	-	-	-	-	0.00%	-
FREEDOM STREET BRIDGE	38,462	43,076	43,076	-	-	-	-	0.00%	-
MEMORIAL SCHOOL ROOF \$205,199	10,000	10,000	10,000	-	-	-	-	0.00%	-
LIBRARY BUILDING REPAIRS	-	-	-	-	-	-	-	0.00%	-
SCHOOL BOND	-	-	-	-	-	-	-	0.00%	-
DEPARTMENTAL EQUIPMENT (Highway Vehicles)	-	-	-	-	-	-	-	0.00%	-
ROAD CONSTRUCTION	-	-	-	-	-	-	-	0.00%	-
2.5 Million Bond	-	111,924	111,924	-	-	-	-	0.00%	-
LADDER TRUCK	-	-	-	-	-	-	-	0.00%	-
710 - PRINCIPAL OF DEBT	1,378,918	310,462	310,462	-	-	-	-	0.00%	-
JUNIOR SENIOR HIGH SCHOOL	10,728	-	-	-	-	-	-	0.00%	-
MEMORIAL SCHOOL ROOF \$205,199	885	4,297	4,297	-	-	-	-	0.00%	-
STORM WATER (GIB)	2,952	10,125	10,125	-	-	-	-	0.00%	-
FIRE STATION RENOVATION	15,126	26,459	26,459	-	-	-	-	0.00%	-
FREEDOM STREET BRIDGE	11,540	2,993	2,993	-	-	-	-	0.00%	-
MEMORIAL SCHOOL ROOF \$205,199	3,750	2,993	2,993	-	-	-	-	0.00%	-
LIBRARY BUILDING REPAIRS	6,625	3,915	3,915	-	-	-	-	0.00%	-
SCHOOL BOND	25,625	2,610	2,610	-	-	-	-	0.00%	-
DEPARTMENTAL EQUIPMENT	27,500	107,907	107,907	-	-	-	-	0.00%	-
2.5 Million Bond	-	-	-	-	-	-	-	0.00%	-
LADDER TRUCK	-	-	-	-	-	-	-	0.00%	-
720 - INTEREST ON LONG TERM DEBT	232,557	158,306	158,306	-	-	-	-	0.00%	-
720 - INTEREST ON SHORT TERM DEBT	-	-	-	-	-	-	-	0.00%	-
Police Station Roof	-	-	-	-	-	-	-	0.00%	-
Library Roof	-	-	-	-	-	-	-	0.00%	-
Underground Tank	-	-	-	-	-	-	-	0.00%	-
Park Tree Trimming	-	-	-	-	-	-	-	0.00%	-
Capital Projects	-	-	-	-	-	-	-	0.00%	-
730 - DEBT SERVICE	1,612,476	468,768	468,768	-	-	-	-	0.00%	-
COUNTY RETIREMENT ASSESSMENT	957,087	1,087,492	1,087,492	156,283	-	-	-	0.00%	-
COUNTY TAX ASSESSMENT	-	-	-	-	-	-	-	0.00%	-
730 - COUNTY ASSESSMENTS	957,087	1,087,492	1,087,492	-	-	-	-	0.00%	-
OPERATIONS + CAP ITEM	549,955	683,629	683,629	(33,001)	-	-	-	0.00%	-
740 - BACKSTONE VLT REEL SCHOOL DIST.	549,955	683,629	683,629	-	-	-	-	0.00%	-
DUES & SUBSCRIPTIONS	1,683	1,736	1,736	(1,779)	-	-	-	0.00%	-
741 - CENTRAL MASS REEL PLANNING DIST.	1,683	1,736	1,736	-	-	-	-	0.00%	-
STABILIZATION FUND DEPOSIT	-	-	-	-	-	-	-	0.00%	-
741 - STABILIZATION FUND DEPOSIT	-	-	-	-	-	-	-	0.00%	-
OTHERWISE UNCLASSIFIED	-	-	-	-	-	-	-	0.00%	-
742 - TOWN HALL RAMP	-	-	-	-	-	-	-	0.00%	-
742 - INTERDEPARTMENTAL	1,508,745	1,772,857	1,752,980	-	-	-	-	0.00%	-
RETIREMENT	-	-	-	-	-	-	-	0.00%	-
751 - RETIREMENT	-	-	-	-	-	-	-	0.00%	-
WORKERS COMP PREMIUMS	85,000	88,560	88,560	-	-	-	-	0.00%	-
POLICE FIRE	22,000	22,784	22,784	-	-	-	-	0.00%	-
752 - WORKERS COMPENSATION PREMIUMS	107,000	111,344	111,344	-	-	-	-	0.00%	-
FRINGE BENEFITS - EMPLOYEES	30,000	30,000	30,000	-	-	-	-	0.00%	-
753 - UNEMPLOYMENT COMPENSATION	30,000	30,000	30,000	-	-	-	-	0.00%	-
FRINGE BENEFITS - EMPLOYEES	222,550	251,863	254,233	-	-	-	-	0.00%	-
754 - BONDAGE	222,550	251,863	254,233	-	-	-	-	0.00%	-
INSURANCE PREMIUMS	2,916,000	3,422,785	3,276,099	79,542	-	-	-	0.00%	-
754 - HEALTH AND LIFE INSURANCE PREMIUMS	2,916,000	3,422,785	3,276,099	-	-	-	-	0.00%	-
OVERLAY RESERVE FOR TAX ABATEMENTS	136,000	70,000	70,000	-	-	-	-	0.00%	-
CHEERY SHEET CHARGES	25,447	28,976	29,025	(3,					

PENALTIES AND INTEREST ON TAXES AND EXCISES	210,000	-	160,000	-	-	-	160,000	160,000	0.00%	-
PAYMENT IN LIEU OF TAXES (golf course)	57,729	-	55,000	-	-	-	55,000	55,000	0.00%	-
CHARGES FOR SERVICES - WATER (accountant & fees)	-	-	-	-	-	-	-	-	0.00%	-
CHARGES FOR SERVICES - SEWER (accountant & fees)	-	-	-	-	-	-	-	-	0.00%	-
CHARGES FOR SERVICES - HOSPITAL	-	-	-	-	-	-	-	-	0.00%	-
CHARGES FOR SERVICES - TRASH DISPOSAL	-	-	-	-	-	-	-	-	0.00%	-
OTHER CHARGES FOR SERVICES	65,000	-	35,000	-	-	-	35,000	35,000	0.00%	-
FEES	6,000	1,318,800	5,000	-	-	-	5,000	5,000	0.00%	-
RENTALS (from common dinner)- Solar at VBS dept	800	-	600	-	-	-	600	600	0.00%	-
DEPARTMENTAL REVENUE - SCHOOL	-	-	-	-	-	-	-	-	0.00%	-
DEPARTMENTAL REVENUE - LIBRARY (fines)	-	-	-	-	-	-	-	-	0.00%	-
DEPARTMENTAL REVENUE - CEMETERIES	-	-	-	-	-	-	-	-	0.00%	-
DEPARTMENTAL REVENUE - RECREATION	-	-	-	-	-	-	-	-	0.00%	-
OTHER DEPARTMENTAL REVENUE	30,000	-	30,000	-	-	-	30,000	30,000	0.00%	-
LICENSES AND PERMITS	160,000	-	95,000	-	-	-	95,000	95,000	0.00%	-
SPECIAL ASSESSMENTS	19,500	-	24,000	-	-	-	24,000	24,000	0.00%	-
FINES AND FORFEITS	16,500	-	22,500	-	-	-	22,500	22,500	0.00%	-
INVESTMENT INCOME	-	-	-	-	-	-	-	-	0.00%	-
MICELLANEOUS RECURRING	-	-	-	-	-	-	-	-	0.00%	-
MICELLANEOUS NON-RECURRING-SALT BRIDGE	-	-	-	-	-	-	-	-	0.00%	-
MICELLANEOUS NON-RECURRING-RR BRIDGE	-	-	-	-	-	-	-	-	0.00%	-
OTHER STATE REVENUES	-	-	-	-	-	-	-	-	0.00%	-
1000 - LOCAL RECEIPTS	1,445,029	1,318,800	1,277,100	-	-	-	1,277,100	-	1,277,100	0.00%
DEPARTMENTAL REVENUE - AMBULANCE	383,616	389,565	389,565	-	-	-	389,565	300,000	-22.99%	(89,565)
CABLE TV REVENUES	-	-	-	-	-	-	-	-	0.00%	-
MUNICIPAL RELIEF - COVID	-	-	-	-	-	-	-	-	0.00%	-
Water Offset Receipts	-	116,788	131,286	-	-	(1,980)	116,474	116,474	-1.28%	(14,812)
Sewer Offset Receipts	-	92,137	106,637	-	-	(9,142)	111,276	111,276	4.33%	4,639
1000 - OFFSET RECEIPTS	2,765,209	998,488	827,498	-	-	8,143	827,738	827,738	-15.89%	(99,738)
OVERLAY SURPLUS	6,848,889	70,000	160,000	-	-	(160,000)	-	-	-100.00%	(160,000)
Cherry Street estimates	-	-	-	-	-	-	-	-	0.00%	-
chapter 70	-	5,479,651	6,087,390	-	-	27,420	6,114,810	6,114,810	0.48%	27,420
chapter tuition reimbursement	-	45,112	41,952	-	-	(21,897)	19,856	19,856	-52.28%	(21,897)
Unassigned Government Aid	-	623,182	692,424	-	-	24,235	716,659	716,659	3.50%	24,235
Visitors Benefits	-	22,224	21,755	-	-	1,275	23,030	23,030	5.86%	1,275
VBS elderly	-	23,100	25,979	-	-	(4,332)	21,647	21,647	-16.68%	(4,332)
State Cemetery Land	-	31	31	-	-	31	31	31	0.00%	-
Public Libraries	-	8,054	-	-	-	-	-	-	0.00%	-
FREE CASH	197,000	-	-	-	-	363,832	363,832	363,832	0.00%	363,832
HIGHWAY DUMP BODY ACCOUNT	-	-	-	-	-	-	-	-	0.00%	-
CONTRACTED SERVICES FROM WATER & SEWER	-	-	-	-	-	-	-	-	0.00%	-
STATE REIMBURSEMENT	772,236	-	-	-	-	112,500	112,500	112,500	0.00%	-
Community Impact Payments	-	-	-	-	-	-	-	-	0.00%	-
1000 - OTHER REVENUE SOURCES	7,816,125	6,265,354	7,028,081	-	-	(133,099)	476,332	-	7,372,314	0.00%
1000 - RECEIPTS	12,028,354	8,182,642	8,933,669	-	-	(124,956)	476,332	-	9,177,164	0.00%
GENERAL FUND EXPENDITURES	27,327,938	25,344,876	24,862,496	670,590	23,756	795	178,503	608,220	-	(545,631)
TOTAL LOCAL RECEIPTS	1,445,029	1,318,800	1,277,100	-	-	-	1,277,100	1,277,100	0.00%	-
TOTAL OFFSET RECEIPTS	2,777,239	998,488	827,498	-	-	8,143	827,750	827,750	-15.89%	(99,738)
TOTAL OTHER REVENUE SOURCES	7,816,125	6,265,354	7,028,081	-	-	(133,099)	476,332	-	7,372,314	4.98%
TOTAL ESTIMATED RECEIPTS	12,049,393	8,182,642	8,933,669	-	-	(124,956)	476,332	-	9,177,164	2.73%
NET AMOUNT TO BE RAISED	15,287,544	17,162,235	15,728,827	670,590	23,756	795	178,503	733,176	(545,631)	4.11%
PRIOR YEAR LEVY PER DOR	14,336,924	15,361,867	15,361,867	-	-	-	15,935,502	15,935,502	0.00%	-
LEVY INCREASE 2.5%	358,498	384,047	384,047	-	-	-	398,368	398,368	3.73%	14,341
NEW GROWTH	159,890	90,000	189,588	-	-	-	190,000	190,000	-47.25%	(69,588)
Debt Exclusion	-	-	-	-	-	-	-	-	0.00%	-
TOTAL TAX LEVY CAPACITY ESTIMATED	14,858,222	15,835,914	15,935,502	-	-	-	16,433,869	-	16,433,869	1.13%
(EXCESS) AVAILABLE LEVY	(429,327)	(1,326,321)	306,675	-	-	-	(467,220)	545,631	58,412	-17.24%
TOTAL Tax Dollars Raised	947,620.32	1,800,367.81	571,834.68	-	-	-	-	-	-	-100.00%
Percentage increase	6.61%	11.72%	3.72%	-	-	-	-	-	-	-100.00%

(B)

Free Cash Available	\$583,472
Stabilization Available	\$ 1,019,838
FY21 STM funding:	\$ 219,640.27

Balance remaining	\$ 363,831.73
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\$21,830.55	current deficit
\$18,118.43	Peter Durning
\$ 6,825.00	EP
\$ 4,710.03	KP Prior Year (FY20)
<u>\$ 25,000.00</u>	KP FY21
\$ 76,484.01	Legal

\$ 4,000.00	Dynamic Janitorial
<u>\$2,500</u>	Repairs/Maint TH
\$ 6,500.00	Town Hall

\$ 19,008.28	Snow & Ice
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\$ 20,387.30	current deficit
<u>\$ 20,000.00</u>	Est until 6/30
\$ 40,387.30	Streetlights

\$ 3,317.00	Inc in Workers Comp
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\$ 36,000.00	Unemployment Ins
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\$ 33,876.00	Health Insurance
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\$ 4,067.68	Liability Premiums
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\$ 219,640.27	Est Total Needed for FY21
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\$ 144,191.46

Free Cash Available	\$404,943	
Stabilization Available	\$ 1,019,838	\$188,037.73

FY21 STM funding needed: \$ 216,905

\$21,830.55 current deficit
\$18,118.43 Peter Durning
\$ 6,825.00 EP
\$ 4,710.03 KP Prior Year (FY20)
\$ 25,000.00 KP FY21
\$ 76,484.01 Legal

\$ 4,000.00 Dynamic Janitorial
\$2,500 Repairs/Maint TH
\$ 6,500.00 Town Hall

\$ 19,008.28 Snow & Ice

\$ 20,387.30 **current deficit**
\$ 20,000.00 Est until 6/30
\$ 40,387.30 Streetlights

\$ 8,265.00 Short term Interest - Not budgeted

\$ 3,317.00 Inc in Workers Comp

\$ 25,000.00 Unemployment Ins

\$ 33,876.00 Health Insurance

\$ 4,067.68 Liability Premiums

\$ 216,905.27 Est Total Needed for FY21

\$188,037.73 Remaining Free Cash

Marijuana Retail Sales Estimate

There are currently 2 marijuana retail locations that plan to open at the end of FY21 (or early FY22). To estimate the potential Town receipts of marijuana retail sales, we created the below sensitivity. This sensitivity represents a conservative estimate of anticipated receipts. Furthermore, it assumes the quarter delay

Annual Receipt Estimate (1 Retail Store) \$ 300,000 {a}
Quarterly Estimate \$ 75,000 Rx

Anticipated Q1 FY2022 Opening \$ 225,000 {b}, Rx

Conservative FY22 Estimated Receipts \$ 112,500 50% "Haircut"

{a} <https://www.milforddailynews.com/news/20191226/fourth-cannabis-company-eyes-hopedale>

{b} This formula is accounting for the "quarter delay" in receiving any local receipts.

**COLA Calculation
FY22**

Purpose: To determine the cost of living adjustment (COLA) for the FY22

Procedure: We will utilize a blended rate (trailing) comprised of the Social Security COLA, BLS CPI (Boston Metro), and BLS Compensation Cost Increases.

Note: This COLA calculation serves as a guide for town departments (and residents) -- and does not guarantee an increase or factor in contractually (i.e. union) negotiated increases.

Conclusion: The COLA adjustment for FY22 will be XX%.

Sources:

Social Security: [https://faq.ssa.gov/en-us/Topic/article/KA-01951#:~:text=How%20much%20is%20the%20increase,%20living%20adjustment%20\(COLA\).](https://faq.ssa.gov/en-us/Topic/article/KA-01951#:~:text=How%20much%20is%20the%20increase,%20living%20adjustment%20(COLA).)

BLS: https://www.bls.gov/regions/new-england/news-release/pdf/consumerpriceindex_boston.pdf

BLS: https://www.bls.gov/regions/new-england/news-release/employmentcostindex_boston.htm

Source	Rate Type	Rate
Social Security	COLA	1.6%
Bureau of Labor Statistics	CPI - Boston	0.5%
Bureau of Labor Statistics	Compensation Costs	3.3%

Blended Rate **1.8%**

Account Number	Bos / Admin / Computer	Allocated FY21	Expended thru 4/15	Ending	% Var.	Budget Request		
Group 1: Segment 1: Fund		Code: 01 - General Fund				FY22		Call outs
Group 2: Segment 2: Dept.		122 - Selectmen						
01-122-5200-5300-00-00-00-00	Professional and Technical	2,910.00	0.00	2,910.00	0.00	2,910.00	-	
01-122-5200-5343-00-00-00-00	Reports	1,000.00	-1,981.81	-981.81	198.18	1,000.00	-	
01-122-5700-5711-00-00-00-00	In State Travel/Dues/Seminars	900.00	-925.00	-25.00	102.78	<u>900.00</u>	-	
Total Group 2: Segment 2: Dept.	122 - Selectmen	4,810.00	-2906.81	2672.75	60.43	4,810.00		
Group 2: Segment 2: Dept.		123 - Manager						
01-123-5100-5110-00-00-00-00	Salaries & Wages Permanent	105,000.00	-79,351.27	57,709.85	75.57	106,680.00	1,680	
01-123-5100-5112-00-00-00-00	Salaries & Wages Assistant	49,346.00	-36,259.74	28,350.26	73.48	50,332.92	987	
01-123-5100-5190-00-00-00-00	Other Personal Services	728.00	-130.00	728.00	17.86	728.00	-	
01-123-5200-5300-00-00-00-00	Professional and Technical	14,700.00	-2,876.31	12,782.46	19.57	14,700.00	-	
01-123-5200-5341-00-00-00-00	Telephone	3,430.00	-4,595.03	766.31	133.97	3,430.00	-	
01-123-5200-5342-00-00-00-00	Postage	16,170.00	-11,632.23	8,334.18	71.94	16,170.00	-	
01-123-5400-5420-00-00-00-00	Office Supplies	2,940.00	-1,000.78	2,878.69	34.04	2,940.00	-	
01-123-5400-5480-00-00-00-00	Gasoline	41,000.00	-26,742.11	25,186.35	65.22	41,000.00	-	
01-123-5700-5711-00-00-00-00	In State Travel/Dues/Seminars	2,450.00	-1,092.50	1,857.50	44.59	<u>2,450.00</u>	-	
Total Group 2: Segment 2: Dept.	123 - Manager	235,764.00	-163,680	138,594	69.43	238,430.92		
Group 2: Segment 2: Dept.		191 - Computer System						
01-191-5200-5240-00-00-00-00	Repairs and Maintenance	14,700.00	-5,379.81	9,320.19	36.60	10,000.00	(4,700)	
01-191-5200-5300-00-00-00-00	Professional and Technical	28,959.00	-29,836.52	-877.52	103.03	48,974.00	20,015	<1>
01-191-5400-5420-00-00-00-00	Office Supplies	147.00	-1,032.49	-885.49	702.37	<u>147.00</u>	-	
Total Group 2: Segment 2: Dept.	191 - Computer System	43,806.00	-36,248.82	7,557.18	82.75	59,121.00		
Group 2: Segment 2: Dept.		192 - Public Bldg - Town Hall						
01-192-5100-5190-00-00-00-00	Cleaning Contracted Services	6,375.00	-7,626.64	-1,251.64	119.63	8,000.00	1,625	<2>
01-192-5200-5210-00-00-00-00	Energy Electric	6,000.00	-4,991.80	1,008.20	83.20	8,000.00	2,000	<3>
01-192-5200-5212-00-00-00-00	Energy Heat Fuel	10,500.00	-6,972.96	3,527.04	66.41	8,000.00	(2,500)	
01-192-5200-5230-00-00-00-00	Water & Sewer Assessment	2,550.00	-1,307.86	1,242.14	51.29	2,550.00	-	
01-192-5200-5240-00-00-00-00	Repairs and Maintenance	10,500.00	-10,344.34	155.66	98.52	12,500.00	2,000	<4>
01-192-5400-5430-00-00-00-00	Building Repairs and Maintenance	7,500.00	-14,152.32	-6,652.32	188.70	16,000.00	8,500	<5>
01-192-5800-5862-00-00-00-00	Town Hall Cleanup RRA STM 12/14 Art 3	7,324.55	0.00	7,324.55	0.00	<u>0.00</u>	(7,325)	
Total Group 2: Segment 2: Dept.	192 - Public Bldg - Town Hall	50,749.55	-45,395.92	5,353.63	89.45	55,050.00		

- <1> 1. Additional Software Support Requested:
General Code, Zoning General Code, Zoning: \$8,295
General Code, General: \$3,230
Elected/Appointed Officials Software Mgmt: \$2,500
Vadar Cloud: \$5,990
- <2> 2. Additonal Cleaning Required
- <3> 3. Additional Electric Required
- <4> 4. Additional Maintenance Needed at Town Hall
- <5> 5. Additional Building Repairs & Maint needed at Town Hall

Town of Hopedale							
Board of Assessors							
Account Name	FY2021 Budget	FY2022 Budget	Change				
		s/b 3%					
Salary (not including stipend)	\$70,000.00	\$72,100.00	\$2,100.00	3.00%	a zero COLA for FY2021, s/b a % increase this year.		
Salary	\$20,866.00	\$21,491.98	\$625.98	3.00%	a zero COLA for FY2021, s/b a % increase this year.		
Appointed Officials	\$0.00	\$0.00	\$0.00				
							\$93,591.98
Repairs & Maintenance	\$0.00	\$0.00	\$0.00				
Professional & Technical	\$19,747.00	\$ 15,000.00	(\$4,747.00)	-24.04%	training and education was moved to this line. I need to be re-certified every 3 years and I lost a lot of credits due to covid. Also costs have increased. Includes class 504		
Deeds	\$221.00	\$ 250.00	\$29.00	13.12%	includes certification for DOR, deeds, plans & liens		
Computers	\$1,209.00	\$ 1,308.00	\$99.00	8.19%	\$828.00 is for the printer contract. \$480 is for two phones. I can't negotiate this.		
Map Updating	\$1,470.00	\$ 1,500.00	\$30.00	2.04%	maps updated in May, depending on the amount of changes, it can get costly.		
Dues & Travel	\$1,122.00	\$ 1,450.00	\$328.00	29.23%	Travel will be more this year due to covid limits last year. I need to inspect more to make up for last years minimal amount. Dues has increased for MAAO and WCAA		
Totals	\$114,635.00	\$125,549.98	\$10,914.98	9.52%			
PY Stipend	1,168						

FY2022 Budget Submission - Town Clerk

		FY 2020	FY 2021	FY2022	Change	
<u>Town Clerk's Office</u>						
01-161-5100-5111	Salaries & Wages Permanent	57,994.00	58,994.00	63,000.00	4,006.00	
01-161-5100-5112	Salaries & Wages Staff	19,652.00	19,652.00	20,241.56	589.56	
01-161-5200-5300	Professional and Technical	792.00	776.00	776.00	0.00	General Code Annual \$695-need additional \$3,000 for updates (put i
01-161-5700-5711	In State Travel/Dues/Seminars	3,495.00	3,425.00	3,425.00	0.00	
		<u>\$81,933.00</u>	<u>\$82,847.00</u>	<u>\$90,442.56</u>	7,595.56	
<u>Elections</u>						
01-162-5100-5110	Election Workers	7,948.00	8,158.00	8,158.00	0.00	Unsure of elections for fy2022 because of covid - level funding for nc
01-162-5200-5300	Professional & Technical	3,750.00	6,182.00	6,182.00	0.00	
01-162-5400-5420	Office Supplies	891.00	900.00	900.00	0.00	
		<u>\$12,589.00</u>	<u>\$15,240.00</u>	<u>\$15,240.00</u>	0.00	\$15,240.00 Breakdown on other sheet
<u>Registration</u>						
01-163-5100-5110	Salary & Wages Permanent	1,600.00	1,600.00	1,600.00	0.00	
01-163-5100-5190	Other Personal Services	300.00	294.00	500.00	206.00	Town Clerk/Board of Registrar (fy17 lowered)
01-163-5200-5300	Professional & Technical	3,175.00	3,112.00	3,175.00	63.00	street listing/census
		<u>\$5,075.00</u>	<u>\$5,006.00</u>	<u>\$5,275.00</u>	269.00	
<u>DEPT TOTAL</u>		<u>\$99,597.00</u>	<u>\$103,093.00</u>	<u>\$110,957.56</u>	7,864.56	



Hopedale Police Department

70 HOPEDALE STREET, HOPEDALE, MA 01747

BUS: (508) 473-8444 FAX: (508) 634-2228

FISCAL YEAR 2022 BUDGET

(Budget based on 52.2 weeks)

TITLE	FISCAL 2021	FISCAL 2022	UP/(DOWN)
5100 Police Salaries/Wages	\$ 944,278.54	\$ 1,023,306.07	\$ 79,027.53
5130 Police Overtime/ OIC pay/holiday pay	\$ 140,000.00	\$ 150,000.00	\$ 10,000.00
5300 Police Professional & Technical	\$ 37,725.00	\$ 44,495.00	\$ 6,770.00
5480 Vehicle Maintenance	\$ 22,050.00	\$ 25,350.00	\$ 3,300.00
Other Police Supply	\$ 78,452.00	\$ 83,010.85	\$ 4,558.85
5850 New Equipment	\$ -	\$ 48,473.20	\$ 48,473.20
5240 Building Maintenance	\$ 40,199.00	\$ 44,279.00	\$ 4,080.00
210 Police Budget	\$ 1,262,704.54	\$ 1,418,914.12	\$ 156,209.58
	FISCAL 2022 BUDGET IS	\$ 1,418,914.12	UP 13.150800%

NOTES:

- a. Motor vehicle citations
- b. Copies of reports
- c. Permits
- d. Firearms permits
- e. 94C Violations (marijuana)



Hopedale Police Department

70 HOPEDALE STREET, HOPEDALE, MA 01747

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FISCAL YEAR 2022 BUDGET

(Budget based on 52.2 weeks)

TITLE	FISCAL 2021	FISCAL 2022	UP/(DOWN)
5100 Dispatch Salaries/Wages	\$ 224,831.00	\$ 233,902.48	\$9,071.480
5130 Dispatch Overtime	\$ 63,821.00	\$ 77,240.00	\$13,419.000
5300 Dispatch Professional & Technical	\$ 28,515.00	\$ 28,515.00	\$0.000
Dispatch Budget	\$ 317,167.00	\$ 339,657.48	\$ 22,490.480
FISCAL 2020 BUDGET IS		\$ 339,657.48	UP 7.091100%

FIRE BUDGET					
<u>SALARIES & WAGES</u>		FY 21	FY 22		
SALARIES & WAGES - PERMANENT	\$	522,833.00	\$	533,611.00	2.06% \$ 10,778
SALARIES & WAGES - TEMPORARY	\$	48,462.00	\$	48,462.00	0.00% \$ -
OVERTIME	\$	125,482.00	\$	141,937.00	13.11% \$ 16,455
RETAINERS	\$	17,689.00	\$	18,850.00	6.56% \$ 1,161
SALARIES & WAGES TOTAL	\$	714,466.00	\$	742,860.00	3.97%
<u>EXPENSES</u>					
PERSONAL SERVICES - OTHER	\$	2,597.00	\$	1,225.00	-52.83% \$ (1,372)
REPAIRS & MAINTENANCE	\$	11,535.00	\$	35,030.00	203.68% \$ 23,495
PROFESSIONAL & TECHNICAL	\$	13,371.00	\$	11,500.00	-13.99% \$ (1,871)
BUILDING REPAIRS & MAINTENANCE	\$	36,260.00	\$	49,000.00	35.14% \$ 12,740
SUPPLIES - OTHER	\$	19,700.00	\$	41,935.00	112.87% \$ 22,235
SCBA	\$	1,500.00	\$	6,950.00	363.33% \$ 5,450
TRAVEL & DUES	\$	3,200.00	\$	3,900.00	21.88% \$ 700
NEW EQUIPMENT	\$	-	\$	445,000.00	\$ 445,000
ALARM	\$	2,000.00	\$	2,095.00	4.75% \$ 95
EXPENSE TOTAL	\$	90,163.00	\$	596,635.00	561.73%
FIRE BUDGET - TOTAL	\$	804,629.00	\$	1,339,495.00	66.47%

AMBULANCE BUDGET					
<u>SALARIES & WAGES</u>		FY 21	FY 22		
SALARIES & WAGES - PERMANENT	\$	156,044.00	\$	153,563.00	-1.59% \$ (2,481)
SALARIES & WAGES - TEMPORARY	\$	18,800.00	\$	18,800.00	0.00% \$ -
OVERTIME	\$	44,506.00	\$	69,785.00	56.80% \$ 25,279
RETAINERS	\$	16,900.00	\$	18,950.00	12.13% \$ 2,050
SALARIES & WAGES TOTAL	\$	236,250.00	\$	261,098.00	10.52%
<u>EXPENSES</u>					
REPAIRS & MAINTENANCE	\$	38,965.00	\$	43,010.00	10.38% \$ 4,045
SUPPLIES - OTHER	\$	59,500.00	\$	66,750.00	12.18% \$ 7,250
BENEFITS	\$	54,850.00	\$	54,850.00	0.00% \$ -
EXPENSES TOTAL	\$	153,315.00	\$	164,610.00	7.37%
AMBULANCE BUDGET - TOTAL	\$	389,565.00	\$	425,708.00	9.28%

REPAIRS & MAINTENANCE: 5200-5240		FY21	FY22		
PUMP TESTS	\$	2,000.00	\$	2,000.00	\$ -
CHASSIS SERVICES	\$	5,000.00	\$	5,000.00	\$ -
STATE VEHICLE INSPECTIONS (10)	\$	670.00	\$	680.00	\$ 10.00 Necessary
AERIAL LADDER TESTING / CERTIFICATION	\$	600.00	\$	650.00	\$ 50.00 Necessary
GROUND LADDER TESTING	\$	700.00	\$	700.00	\$ -
MOBILE MODEMS	\$	1,800.00	\$	1,800.00	\$ -
SMALL ENGINE REPAIRS	\$	1,000.00	\$	1,000.00	\$ -
CLEANING SUPPLIES	\$	-	\$	100.00	\$ 100.00 Necessary
BULBS, FLUIDS, WIPERS	\$	-	\$	300.00	\$ 300.00 Necessary
BATTERIES	\$	-	\$	400.00	\$ 400.00 Necessary
LADDER 1 (10) / BRUSH 1 (4) TIRES	\$	-	\$	8,000.00	\$ 8,000.00 Necessary
NEW CAR 1 LEASE (\$11,500 Due in FY23)	\$	-	\$	400.00	\$ 400.00 Discretionary
MISCELLANEOUS EQUIPMENT	\$	-	\$	9,000.00	\$ 9,000.00 Discretionary
UNFORSEEN MAINTENANCE & REPAIRS	\$	-	\$	5,000.00	\$ 5,000.00 Discretionary
MAINTENANCE & REPAIRS - TOTAL	\$	11,770.00	\$	35,030.00	

5 Year Lease to Replace 2010 Car 1 (See Attached) - Payment not due until 7/1/22 (FY23)
 Numerous Equipment (Hose, Nozzles, Adapters, Fittings, Tools) Need to be Replaced

11,535
 \$ 235.00

CIVIL DEFENSE BUDGET

			<u>FY21</u>		<u>FY22</u>	
291	5200-5300	Professional & Technical	\$	5,880.00	\$	8,000.00
291	5700-5780	Expense	\$	5,331.00	\$	6,000.00
TOTAL - Civil Defense Budget			\$	13,000.00	\$	14,000.00

Group 2: Segment 2: Dept.		511 - Health Officer	Correction				FY 22 Budget Request	
01-511-5100-5110-00-00-00	Salaries & Wages Permanent	32,088.00	63,248.00	-27,836.09	4,251.91	86.75	63,248.00	-
01-511-5100-5193-00-00-00	Testing of Pond/Well Water	1,470.00	0.00	0.00	1,470.00	0.00	1,500.00	1,500
01-511-5200-5290-00-00-00	Other Property Related Service	532,387.00	532,387.00	-241,743.62	290,643.38	45.41	559,989.00	27,602
01-511-5200-5296-00-00-00	Hazardous Waste Collection	6,860.00	0.00	0.00	6,860.00	0.00	4,800.00	4,800
01-511-5200-5300-00-00-00	Professional and Technical	30,000.00	7,487.00	-4,132.50	25,867.50	13.78	7,300.00	(187)
01-511-5200-5341-00-00-00	Telephone	470.00	0.00	0.00	470.00	0.00	480.00	480
01-511-5200-5348-00-00-00	Printing	294.00	294.00	0.00	294.00	0.00	0.00	(294)
01-511-5400-5580-00-00-00	Other Supplies	731.00	731.00	-355.26	375.74	48.60	700.00	(31)
01-511-5700-5711-00-00-00	In State Travel/Dues/Seminars	147.00	147.00	-150.00	-3.00	102.04	150.00	3
Account Number	Name	Allocated	Expend	Endi	% Var.			
Total Group 2: Segment 2:	511 - Health Officer	604,447.00	604,294.00	-274,217.47	329,229.53	45.37	638,167.00	

Council on Aging

				FY'2021	FY'2022	Change
Director's	5110		59,755.00	60,950.00 2%		1,195.00
Part-time	5120		21,811.00	22,147.00 2%		336.00
Part-time	FY'2021	FY'2021		FY'2022		
Breakout		12,292.80		12, 784.20		
1. Staff Assistant -	15	15.76/hr.				
hrs./wk. Part-time		9,165.44				
Town Portion		19.76/hr.		20.55/hr.		
*State Formula		* 13,440.00		unknown		
<i>Funds Not in Town Budget</i>						
Telephone/Inte	5341		—	1,960.00		0.00
Transportation	5380		19,600.00	18,049.00	(Restore prior level/Increase Driver wage)	-1,551.00
Office Supp.	5420		—	6,003.00		0.00
Professional & Tech. (Newsletter Printing/	5300		—	1,666.00		0.00
Food	5490			900.00		0.00
Travel/Dues/	5711			1000.00	(Restore prior level for 2 individuals)	20.00
Nurse	5306			700.00	(Increase Nurse availability)	0.00
I.T. Support				0.00	(Create line for I. T. Support)	0.00
Total			\$113,455.00	115406		1,951.00
Driver Salary in Transportation Budget line- raise 4% from \$15.00 /hr. to \$15.60 /hr						
					. (Need to increase to \$16.00/hr.)	1/28/21

113,455.00

<i>Line Item Type</i>	<i>FY2021</i>	<i>FY2022</i>	<i>variance</i>	Notes
Salaries	\$ 178,439.00	\$ 183,794.00	\$ 5,355.00	*forecasted 3% increase in salary
Salaries - Elected Officials		\$ -	\$ -	
Energy	\$ 13,720.00	\$ 13,000.00	\$ (720.00)	
Water & Sewer	\$ 770.00	\$ 640.00	\$ (130.00)	
Repairs & Maintenance (includes cleaning contract)	\$ 16,000.00	\$ 14,000.00	\$ (2,000.00)	Reflects increase \$750/month cleaning contract
Hope Plaza (includes annual cleaning, tent set up and take down) Estimated costs: \$2600 cleaning & \$ 2400 tent services		\$ 5,000.00		Want to pull Hope expenses out on a separate line in the budget
Professional & Technical	\$ 11,654.00	\$ 10,000.00	\$ (1,654.00)	*Reflects C/WMARS yearly increase of \$237. Toshiba copier contract \$138.91/month
Telephone	\$ 300.00	\$ 300.00	\$ -	
Postage	\$ 74.00	\$ 100.00	\$ 26.00	
Educational (Books, DVDs, CDs, newspapers, e-books, magazines, etc.)	\$ 52,749.00	\$ 54,345.00	\$ 1,596.00	*To meet minimum funding requirements of the MBLC, must spend 19% of budget on educational materials. \$285,733(.19) = \$54,290
Other Supplies (office, cleaning, bathroom, book processing, computer cartridges, etc.)	\$ 3,520.00	\$ 3,750.00	\$ 230.00	
Travel / Dues/ Seminars	\$ -	\$ 360.00	\$ 360.00	
Equipment	\$ 400.00	\$ 450.00	\$ 50.00	
			\$ -	
Total	\$ 277,626.00	\$ 285,739.00	\$ 8,113.00	

Notes:

Professional & Technical: Contract with Toshiba for \$138.91/month/3-yr. lease.

Education Line: To meet MBLC State Aid requirements the amount spent on Books and Materials should be 19% of the budget. (\$53, 707.38 would fully fund this

MAR (Municipal Appropriations Requirement) to meet State Aid requirement is \$285,733.

Category	FY21	FY22	HPC suggested revisions	
Salary & Wages	\$27,144	\$29,000	\$25,144	-\$2,000
Other Personal Services	\$2,646	\$2,675	\$2,650	\$4
Weed Control	\$4,900	\$5,000	\$5,000	\$100
Energy	\$3,920	\$4,100	\$3,960	\$40
Water	\$3,136	\$3,225	\$3,168	\$32
Repair & Maintenance	\$11,956	\$25,000	\$18,000	\$6,044
Other Supplies	\$1,470	\$3,000	\$1,500	\$30
Total	\$55,172	\$72,000	\$59,422	

After a review of salary & wages, the summer program can run on a slight reduced schedule with the expense reduction. This savings is being requested to add to the Repair & Maintenance which is a critical line item. Throughout the year, as you have seen lately, tree damage and removal has been costly and will only increase and the need to keep residents safe in the parks is paramount. These expenses exceed what has been appropriated these past few years.

Residents are requesting additional improvements to the playground since receiving the grant of \$21,000 and the board was hopeful to be allowed an increase to this for improved groundcover(sand in playground difficult for mobility for disabled) and an accessibility swing which is in deperate need to make our Park more welcoming for all abilities.

This budget request is only \$4250 over last year's reduced budget. The HPC hopes you will consider this for

Grants: \$21,000 specifiially earmarked for Town Park Playground from an anonymous donor.
Seven Hills has donated funds for accessibility equipment at Phillips Field.

Collaborative Projects: Hopedale Youth Softball have donated and worked with HPC on many projects including the new shed at Phillips Field. Hopedale Youth Baseball has donated and worked with the HPC as well on dugouts. Currently there is a collaborative project with HYBA, Hopedale Schools and HPC to repair areas of Draper Field at a shared cost.

Donations: **NEW - J Gordon Plumbing is donating their services to de-winterize the town park bathrooms. Great News!!**
Dog Waste Stations are donated for park and parklands. The HPC has only purchased one in the past several years.
Memorial benches have been donated from families that are placed throughout the park/parklands.
Friends of Historic Hopedale have donated towards Dog Waste stations in the past.

Volunteer time and supplies: Don Howes donates 10-15 hours a week in labor in repairs/service calls when needed along with supplies he might have on hand from his shop.
Employees from Ultiplay who installed the new slide have VOLUNTEERED to return to assist our volunteers to install the additional play scape on April 24th. This was unsolicited and greatly appreciated.
Repairs and painting of park benches were made by residents along with donation of materials.
Boy Scout troop continues to support the HPC through their Eagle Scout projects such as the emergency ladders for the Hopedale Pond and many others throughout the years.

HPC Supports town events such as Fairy Walk, Winter Stroll and Fireside events and more with Chairman's personal time.

	FY21 rates	total average	FY21-FY22 rates	Area	participants	July	premium holiday- 50%	August	September	October	November	December	January	February	March	April	May	June
Blue Care Elect- Town			2.9%															
Individual	807.76	23.43	831.19	664.95	4	2,659.79	0.00	2,659.79	2,659.79	2,659.79	2,659.79	2,659.79	2,659.79	2,659.79	2,659.79	2,659.79	2,659.79	2,659.79
Family	2,009.80	58.28	2068.08	1654.47	15	24,817.01	0.00	24,817.01	24,817.01	24,817.01	24,817.01	24,817.01	24,817.01	24,817.01	24,817.01	24,817.01	24,817.01	24,817.01
Blue Care Elect- Retiree																		
Individual	807.76	23.43	831.19	664.95	5	3,324.75	0.00	3,324.75	3,324.75	3,324.75	3,324.75	3,324.75	3,324.75	3,324.75	3,324.75	3,324.75	3,324.75	3,324.75
Family	2,009.80	58.28	2068.08	1654.47	11	18,199.17	0.00	18,199.17	18,199.17	18,199.17	18,199.17	18,199.17	18,199.17	18,199.17	18,199.17	18,199.17	18,199.17	18,199.17
Blue Care Elect- School																		
Individual	807.76	23.43	831.19	664.95	13	8,644.35	0.00	8,644.35	8,644.35	8,644.35	8,644.35	8,644.35	8,644.35	8,644.35	8,644.35	8,644.35	8,644.35	8,644.35
Family	2,009.80	58.28	2068.08	1654.47	30	49,634.10	0.00	49,634.10	49,634.10	49,634.10	49,634.10	49,634.10	49,634.10	49,634.10	49,634.10	49,634.10	49,634.10	49,634.10
HMO- Town																		
Individual	705.46	20.46	725.92	580.73	10	5,807.35	0.00	5,807.35	5,807.35	5,807.35	5,807.35	5,807.35	5,807.35	5,807.35	5,807.35	5,807.35	5,807.35	5,807.35
Family	1,755.28	50.90	1806.18	1444.95	14	20,229.25	0.00	20,229.25	20,229.25	20,229.25	20,229.25	20,229.25	20,229.25	20,229.25	20,229.25	20,229.25	20,229.25	20,229.25
Adjustments																		
HMO- Retiree																		
Individual	705.46	20.46	725.92	580.73	4	2,322.92	0.00	2,322.92	2,322.92	2,322.92	2,322.92	2,322.92	2,322.92	2,322.92	2,322.92	2,322.92	2,322.92	2,322.92
Family	1,755.28	50.90	1806.18	1444.95	8	11,559.60	0.00	11,559.60	11,559.60	11,559.60	11,559.60	11,559.60	11,559.60	11,559.60	11,559.60	11,559.60	11,559.60	11,559.60
Adjustments																		
HMO- School																		
Individual	705.46	20.46	725.92	580.73	22	12,776.06	0.00	12,776.06	12,776.06	12,776.06	12,776.06	12,776.06	12,776.06	12,776.06	12,776.06	12,776.06	12,776.06	12,776.06
Family	1,755.28	50.90	1806.18	1444.95	60	86,697.00	0.00	86,697.00	86,697.00	86,697.00	86,697.00	86,697.00	86,697.00	86,697.00	86,697.00	86,697.00	86,697.00	86,697.00
Adjustments																		
HMO Blue Select- Town																		
Individual	634.92	18.41	653.33	522.67	1	522.67	Individual	522.67	522.67	522.67	522.67	522.67	522.67	522.67	522.67	522.67	522.67	522.67
Family	1,579.76	45.81	1625.57	1300.46	0	0.00	Individual	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
HMO Blue Select- School																		
Individual	634.92	18.41	653.33	522.67	1	522.67	Individual	522.67	522.67	522.67	522.67	522.67	522.67	522.67	522.67	522.67	522.67	522.67
Family	1,579.76	45.81	1625.57	1300.46	1	1,300.46	Individual	1,300.46	1,300.46	1,300.46	1,300.46	1,300.46	1,300.46	1,300.46	1,300.46	1,300.46	1,300.46	1,300.46
Manage Blue for Seniors	305.82			244.66	1	244.66	0.00	244.66	244.66	244.66	244.66	244.66	244.66	244.66	244.66	244.66	244.66	244.66
Medes II	327.16			261.73	109	28,528.35	0.00	28,528.35	28,528.35	28,528.35	28,528.35	28,528.35	28,528.35	28,528.35	28,528.35	28,528.35	28,528.35	28,528.35
total					309	277,790.15	0.00	277,790.15	277,790.15	277,790.15	277,790.15	277,790.15	277,790.15	277,790.15	277,790.15	277,790.15	277,790.15	277,790.15
Water/Sewer	112,284.32																	enterprise transfers
Ambulance	7,454.52																	dental est.
School	92,499.36																	op-out
	112,338.20																	medicare II
																		2,000.00
																		3,355,640.85
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TOWN OF HOPEDALE

DEBT SERVICE

FY 2022

EXISTING LONG TERM DEBT:

	Interest rate	Issued amount	BALANCE @ 7/1/21	PRINCIPAL	INTEREST	TOTAL
Sewer - Debt - 7/1/08- refunded 12/11/19	2-5%	675,000.00	615,000.00	75,000.00	27,275.00	102,275.00
MCWT- WWTP- 10/24/19- CWP-16-34	2.0%	5,427,318.00	5,207,778.00	224,312.00	109,555.87	333,867.87
<u>TOTAL SEWER DEBT SERVICE</u>			5,822,778.00 #	299,312.00	-	136,830.87
MWPAT -WATER DEBT - 11/11/04 - DW-01-13	5.0%	758,947.00	105,189.00	36,921.81	665.88	37,587.69
MWPAT -WATER DEBT - 11/16/05 - DW-01-13A	2.0%	158,088.00	43,917.00	8,783.38	59.29	8,842.67
Water - Debt - Art. 5 03/04/06 indirects	4.0-4.1%	169,000.00	10,000.00	10,000.00	410.00	10,410.00
Water - STM 6/15/12 - Article 2	2-3%	334,000.00	214,000.00	16,000.00	5,502.00	21,502.00
Water - STM 6/15/12 - Article 2	2-3%	4,460,801.00	2,841,000.00	214,000.00	73,035.50	287,035.50
<u>TOTAL WATER DEPT DEBT SERVICE</u>			3,214,106.00 #	285,705.19	-	79,672.67
MUNICIPAL DEBT SERVICE						
Fire Station - Debt - Art. 4 03/04/06	4.0-4.1%	2,057,000.00	125,000.00	125,000.00	5,125.00	130,125.00
MWPAT -Storm Water - Debt - Art 9 - 11/16/2005 - CW-04-22	2.0%	374,967.00	108,682.00	20,876.00	2,112.24	22,988.24
Memorial School Roof - Annual tm 6/15/12	2-3%	205,199.00	110,000.00	10,000.00	2,792.50	12,792.50
Library Building Repairs- AMT 6/19/18- Art 4	2-5%	139,000.00	130,000.00	10,000.00	4,675.00	14,675.00
Fire Vehicle- AMT 6/19/18- Art 4	2-5%	347,000.00	325,000.00	25,000.00	11,687.50	36,687.50
Highway Vehicle- AMT 6/19/18- Art 4	2-5%	445,000.00	400,000.00	45,000.00	17,175.00	62,175.00
Road Construction- AMT 6/19/18- Art 4	2-5%	975,924.00	940,000.00	55,000.00	32,687.50	87,687.50
Freedom Street Bridge - Art. 2- 3/9/16- renewed 6/13/20- EST	2-5%	423,076.00	380,000.00	40,000.00	15,550.00	55,550.00
<u>TOTAL GENERAL FUND DEBT</u>			2,518,682.00 #	330,876.00	-	91,804.74
<u>TOTAL MUNICIPAL LONG TERM DEBT</u>			11,555,566.00	915,893.19	-	308,308.28
<u>ESTIMATED TOTAL TEMPORARY- BAN'S</u>			-	-	-	-
School Bonds- AMT 6/19/18- Art 4	0.64%	225,000.00		-	1,436.00	1,436.00
Stormwater ATM 5/21/19- Art 22	0.64%	100,000.00		-	957.34	957.34
Departmental Equipment- AMT 6/19/18- Art 4	0.64%	150,000.00		-	638.22	638.22
Street Lighting- STM 10/24/20- Art. 2	0.60%	282,693.00		-	1,639.62	1,639.62
			- #	-	-	4,671.18
<u>Minus Water & Sewer Debt</u>			(9,036,884.00) #	(585,017.19)	-	(216,503.54)
TOTAL MUNICIPAL DEBT SERVICE			2,518,682.00 #	330,876.00	-	96,475.92

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FY2022**Significant Expense Requests**

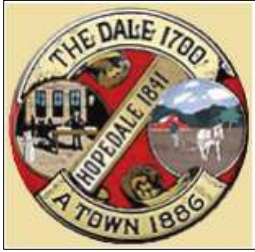
<u>Department</u>	<u>Expense</u>	<u>Amount</u>	<u>Justification</u>	
New/Replacement Equipment				
Police	Cruiser (Chevy Tahoe)	48,473	Aging vehicles; no replacement in last 2 years	Capital Plan
Police	Motorcycle (Harley Davidson)	20,850	Existing motorcycle is 20 years old	Capital Plan
Police	Taser and holster	16,000	Existing tasers are 15 years old and cannot be serviced	Replace 1/2 FY22, 1/2 FY23
Police	Patrol Rifles (5)	7,200	Replacement for old equipment	
Police	Defensive weapons???	4,500	Listed under Other Supplies	in FY22 Operating
		97,023		
Fire/Ambulance	SCBA equipment	366,000	38 units	
Fire/Ambulance	Turn-Out Gear (Coat/Pants/Boots/Helmets)	65,000	26 sets	
Fire/Ambulance	Vehicle (Chevy Tahoe)	47,809		
Fire/Ambulance	Structural firefighting gear	13,790	15 sets of helmets, hoods, gloves, boots - replace expired equipment	
Fire/Ambulance	New firefighter / EMT gear	12,800	4 sets	
Fire/Ambulance	Pagers (with programming kits)	9,000	15 units	
Fire/Ambulance	Wildland firefighting gear	5,820	15 sets of coats, gloves, helmets, goggles - replace expired equipment	
Fire/Ambulance	CCTV security system	5,000	Replacement of broken system	
Fire/Ambulance	Firefighting flashlights & accessories (5)	2,100	Replacement of broken equipment	
		527,319		
Highway	Leaf vacuum truck	218,000	Replacement of 36-year old equipment	
Highway	Small dump truck with plow	72,000	Replacement of 23-year old vehicle	
		290,000		
Schools	Van	12,500	Replacement of Van	
Town Hall	Computer Network Server	7,500	Server is from 2015 and no longer supported	
Town Hall	Electronic Archiving	35,000	Zoning Bylaws need to be codified	
		42,500		
Total requested new/replacement equipment		969,342		
Significant Repairs/Maintenance				
Police	Furnace replacement	Await estimate	No heat in a section of the building	
Fire/Ambulance	Vehicle tires	8,000	10 for Ladder 1; 4 for Brush 1	
Fire/Ambulance	SCBA cylinder hydrostatic testing	3,900	Required testing	S/B in budget
Fire/Ambulance	SCBA air-pack flow testing	2,050	Required testing	

Parks	Tree preservation / storm damage protection	35,000	15 trees in Town Park playground area are in critical need of pruning for safety reasons	S/B in budget
Parks	Repair and restoration of tennis courts	50,000	Cost may be higher; courts do not meet MIAA standards	CPA
Town Hall	Signicant Repairs/Maint/Renovations	100,000	Building is not code or ADA compliant; constant failed heating, irregular cooling; ceiling falling down; detorating conditions identified since 2013.	CPA
Total requested significant repairs/maintenance		198,950		

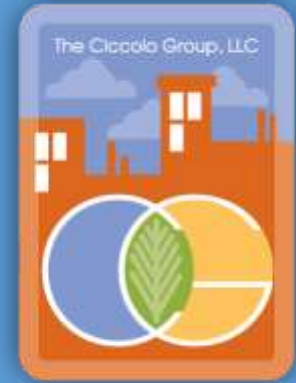
New personnel

School	1 FTE Teacher for ELL support	???	Previously funded through a grant, but starting in FY22 will be funded from the operating budget
School	0.1 BBC Team Chair	???	
School	Transition Bridge Adjustment Counselor	???	
		130,000	
School	0.5 FTE IT Help Desk Staff	26,000	
School	.25 FTE increase for Transportation Director	9,309	PT to FT

capital needs	water Dept	capital needs	sewer dept
test well drilling	\$ 40,000.00	Sewer main lining / replacement	\$ 1,500,000.00
mill street assessment due to PFAS	\$ 11,500.00	roof WWTP	\$ 120,000.00
plant pilot study and report due to PFAS	\$ 75,000.00	windows WWTP	\$ 90,000.00
Scada and computer upgades to include security and backup	\$ 72,000.00	sludge tank cover x2	\$ 28,000.00
additional filter at treatment plant with building modifications	\$ 742,000.00	composit sampler installation	\$ 12,000.00
fy 23 pickup truck	\$ 60,000.00	influent pump repair 1 of 3	\$ 13,500.00
fy 25 servise truck	\$ 98,000.00	jet truck	\$ 190,000.00
water storage tank	\$ 2,000,000.00	grinder Influent	\$ 50,000.00
		grinder Greene st	\$ 35,000.00
		scada upgrades and software	\$ 85,000.00
		primary pump replacement x3	unknown
		oil tankk removal and genertor upgrade to gas	unknow
water main replacements see attached 2012 pricing	\$ 2,773,875.00		
	\$ 5,872,375.00		\$ 2,123,500.00



TOWN OF Hopedale, MA



Capital Investment and Long Range Plan DRAFT



Submitted by:
The Ciccolo Group, LLC
75 North Beacon Street
Boston, MA 02134
617-995-7749

July 28, 2017



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Introduction

The Town of Hopedale engaged the Ciccolo Group (“TCG”) to provide recommendations on capital improvement planning and several other municipal budgeting issues. This project was sponsored through the Community Compact Cabinet, whose goal is to assist municipalities in implementing best practices in municipal finance and other areas. The Department of Revenue has noted that effective capital improvement planning can serve many purposes including facilitating coordination between capital needs and operating budgets, identifying the most cost-effective means to finance capital projects, maximizing state and federal aid, building consensus on community objectives and priorities, and reducing costs by identifying and consolidating duplicative expenditures across departments. The recommendations in this report are intended to help Hopedale achieve these goals.

This report offers observations of Hopedale’s general demographics and financial outlook, and summarizes Hopedale’s current approach to capital improvement planning.

TCG offers recommendations for formalizing the capital improvement planning process, and has created materials to assist Hopedale in implementing those processes. This report also recommends policies and practices related to financing capital projects. It suggests a Capital Improvement Plan for FY2019-2023 with an associated financing plan based on those policies and practices. The recommendations are mindful of Hopedale’s staffing levels, community priorities and culture, and are intended to be realistic and achievable.

The Capital Improvement Plan proposes investing approximately \$5 million over the next five years in 28 different projects ranging from a new pumper truck for the Fire Department to needed repairs at the Public Library. The report recognizes that as current debt is retired, the Town will have the financial capacity to take on new projects, maintaining its current level of investment. Because of the debt being retired, and with this plan in hand, it is an opportune time for the town to develop, implement, and follow a capital improvement plan.

In addition, this report offers several long-range budgeting recommendations intended to help Hopedale manage continued growth in health care and workers compensation costs that have put pressure on the operating budget. It also discusses the Town’s liability for Other Post-Employment Benefits (OPEB) and recommends a plan to address it.



About Hopedale

The Town of Hopedale, located on the southeastern edge of Worcester County encompasses 5.2 square land miles. It is bordered by Milford to the north, Mendon to the south, Upton to the west, and Bellingham to the east. Hopedale is predominately a residential community with a total population of 5,954¹ people. Like many communities in the Blackstone Valley, Hopedale was settled as a mill town. Its roots can be traced back to 1669 when a grist mill was located on the Mill River. In 1856, George and Ebenezer Draper started what would be the Draper Corporation, a leader in the textile industry throughout the mid-19th and 20th century. The Drapers strived to create a company town. They built a high-quality housing stock and donated the high school, playground and bandstand to the Town. Additionally, they built roads sidewalks, sewage systems, and water and gas lines that serviced the company housing. Much of this infrastructure is still in place today.

The Town's infrastructure system supports a vast array of municipal services and 32.66² of public road miles. Maintenance on this extensive network is a constant challenge, as departments strive to keep their facilities in good operating condition. Ultimately, facilities and equipment need to be replaced or have significant improvements, requiring major capital investment. Understanding what investments are needed to sustain the Town's current operations is possible through a capital plan. The Massachusetts Department of Local Service's Guide defines a "Capital Improvement Program" (CIP) as a two-part blueprint for planning a community's capital expenditures, comprised of the capital budget (the upcoming year's spending on capital items) and the capital program (plan for capital expenditures that extends four years beyond the capital budget).

An effective CIP will:

- *facilitate coordination between capital needs and operating budgets;*
- *enhance the community's credit rating and control of its tax rate;*
- *deter sudden changes in debt service requirements;*
- *identify the most economical means to finance capital projects;*
- *increase opportunities for obtaining federal and state aid;*

¹ 2015-2016 Massachusetts Municipal Directory

² 2015-2016 Massachusetts Municipal Directory



- *relate public facilities to public and private development plans;*
- *focus attention on community objectives and fiscal capacity;*
- *keep the public informed about future needs and projects;*
- *reduce costs by identifying and consolidating duplicative expenditures across municipal departments; and*
- *encourage careful project planning and design to avoid costly mistakes and to help a community reach desired goals.*

Through a two-day interview process and review of Hopedale's financial reports, TCG compiled a facility and equipment inventory with 103 unique assets that will assist with future capital planning efforts. Hopedale currently uses debt and free cash³ to fund its capital expenditures. **Completed General Fund capital projects, with outstanding debt, include:**

1. Junior/Senior High School Refunding
2. Memorial School Roof
3. Stormwater (GIS)
4. Fire Station Renovation
5. Ladder Truck
6. Memorial Roof

The Town of Hopedale has an open town meeting style of government, with a three-person Board of Selectmen, and a Town Administer serving as the Chief Administrative officer of the Town. Currently, the three-person Finance Committee works with the Board of Selectman and Town Administrator to approve capital projects during the budget setting process. Chapter 26 of the Town's Bylaws established a Capital Program Committee composed of two members of the Finance Committee to be appointed by the Board of Selectmen and three additional members to be appointed by the Board of Selectmen. Due to lack of participation the Committee is currently vacant.

³ Interview with Hopedale's Finance Committee Chair, Fall 2016

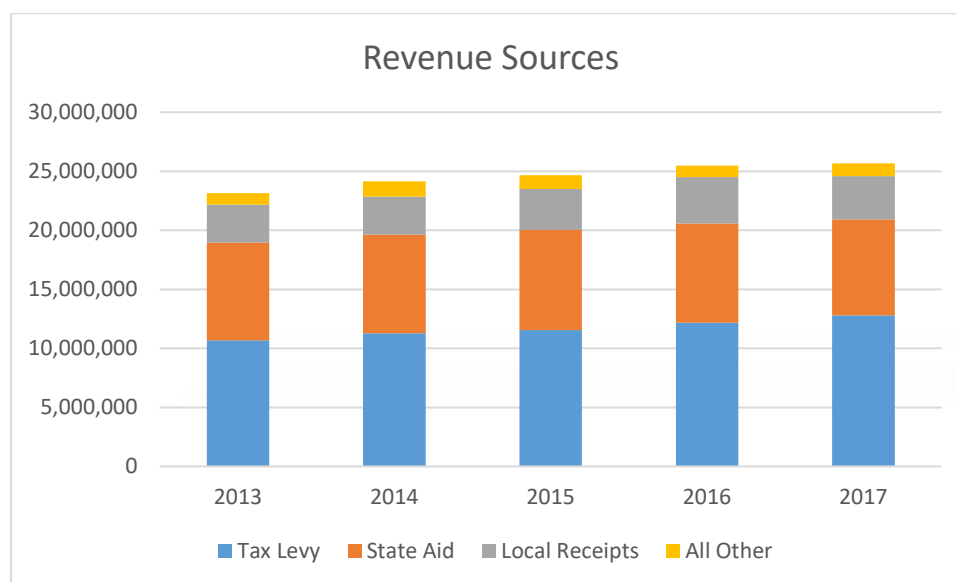


Analysis of Financial Trends

The Town of Hopedale's financial position has been fairly consistent in recent years and is fiscally positive. It maintains excess levy capacity and adequate reserves. Like many towns in Massachusetts, Hopedale has experienced rising health care costs recently, which have diminished resources available for capital investment. General financial trends will be summarized below.

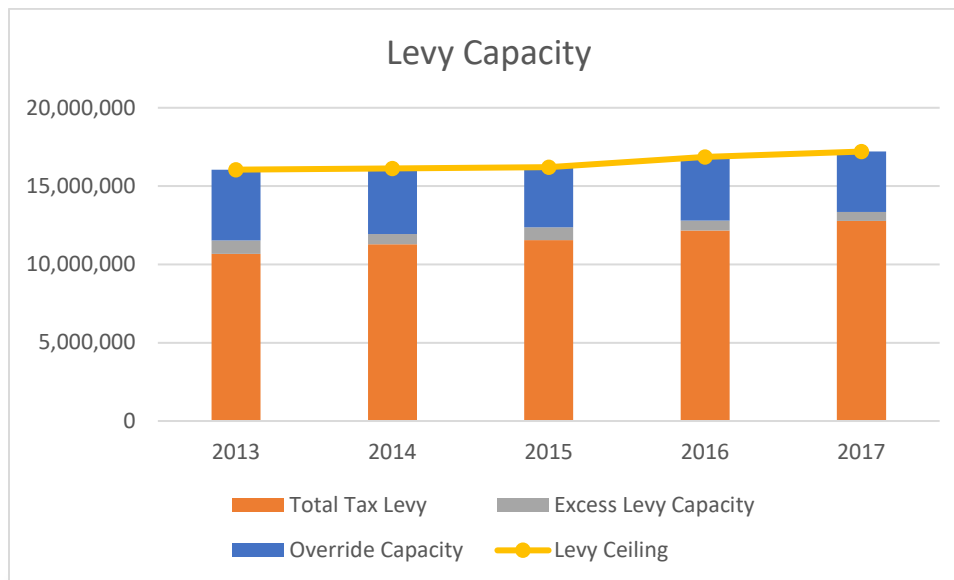
Sources of Operating Revenues

Hopedale receives about 50 percent of its revenues from the tax levy. Within the levy, nearly 82 percent comes from residential taxes, with the remainder coming from commercial, industrial, and personal property taxes. The Town is currently experiencing some nominal new commercial development, which will bring new growth revenues in the coming year. In addition, the Town has recently implemented new policies and procedures for tax collection that have resulted in the recovery of significant revenue. Hopedale receives a relatively high percentage of its revenues from state aid, leaving the Town somewhat vulnerable in the event of an economic downturn, when state aid could be reduced. Because of this, it behooves Hopedale to monitor the state budget planning process closely and take heed of regular Mass. Municipal Association updates on state revenue and the projected revenues anticipated from year to year. Accounts of particular concern to watch include Chapter 70 School Aid, Unrestricted General Government Aid (UGGA), lottery reimbursements, school transportation, and the Special Education Circuit breaker, among others.





Historically, the Town has not collected all the tax revenue it could have under the Proposition 2 ½ rules. It has maintained “excess levy capacity,” meaning the difference between the maximum property tax revenue a community could raise and what it has actually raised.⁴ However, it appears from FY2018 budget materials that Hopedale will raise revenue to the levy limit in the coming year to compensate for lower than expected state aid and higher than expected school costs.



Source: Massachusetts Department of Revenue.

In future years, Hopedale could continue to use its excess levy capacity in the event revenue or state aid decreases. It also could provide the means to expand town services or increase funding for capital projects, as discussed herein. Though these are important opportunities for the Town, the extent to which policymakers are willing to raise the tax levy will depend on their priorities and philosophy.

The Town has not authorized an operational override or debt exclusion referendum in recent years. This is consistent with the Finance Committee’s top priority, which is to keep taxes as low as possible. Given the capital requirements of the Town, policymakers may

⁴ Hopedale’s average single family tax bill was \$5,399 in FY2017, which is roughly in line with the state average of \$5,419 in FY2015.



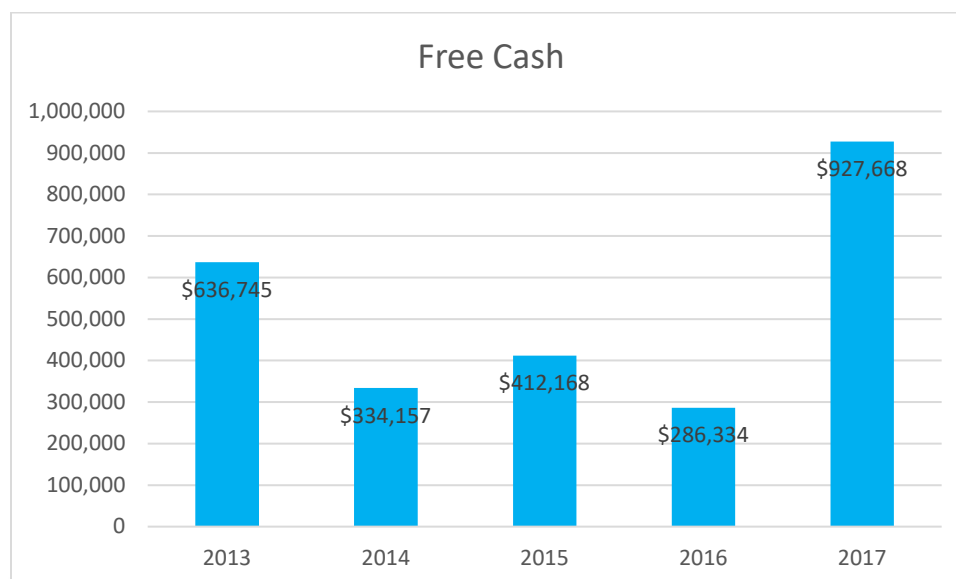
wish to take advantage of their levy capacity and excluded debt in the future to fund needed capital improvements.

Reserves

Hopedale's reserves include a Reserve Fund within the operating budget, Free Cash, and a Stabilization Fund. The Reserve Fund is a transfer-only account that should be used only to cover extraordinary or unforeseen expenses that are not included in the operating budget. Ideally, this reserve fund would reduce or eliminate the need to appropriate free cash to balance the current year's operating budget, leaving the free cash available for other purposes. Over the past seven years, appropriations into the Reserve Fund have ranged from a high of \$175,000 in FY2012 to a low of \$75,000 in FY2018.

Another source of reserves is free cash. It is a revenue source comprised of unrestricted funds that remain after a community closes its fiscal year on June 30th. It usually includes actual receipts above revenue estimates and unspent funds in departmental budgets, plus unexpended free cash from the previous year. Towns generally use free cash to support current-year operations or to provide a revenue source for the following year's budget.

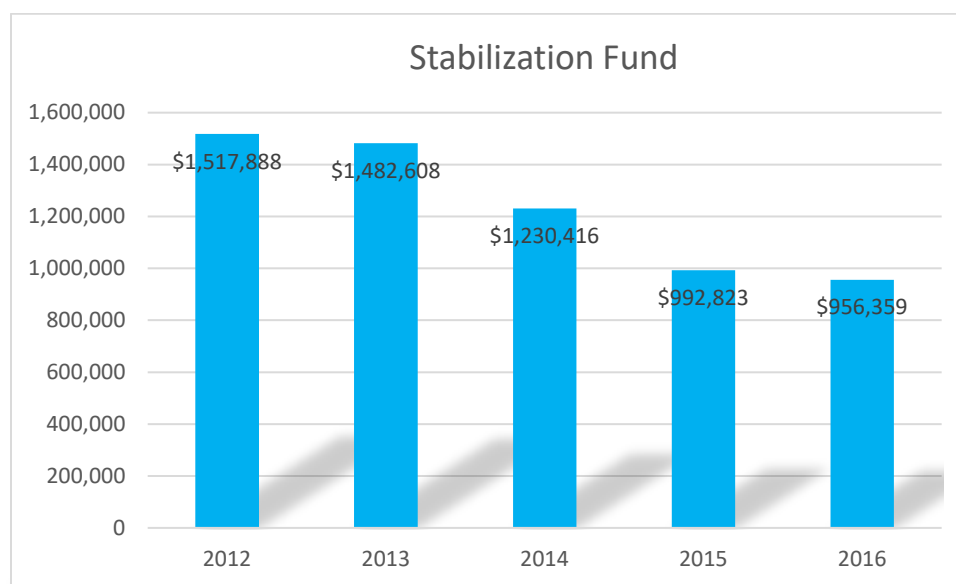
Hopedale's certified free cash varies widely from year-to-year, with a particularly large increase from FY2016 to FY2017. This FY2017 amount resulted from a number of large tax collections that had been in arrears.





Recently in Hopedale, Free Cash has been used as the primary source for one-time capital purchases, and it has also been used to supplement the operating budget by funding increases in health insurance and other costs. In FY2018, free cash will be used to fund four capital projects totaling \$144,769 and to offset shortfalls in the operating budget due to reduced state aid and increased school costs. In addition, \$382,899 will be carried forward to the FY2019 budget.

Hopedale also maintains a general stabilization fund, or “rainy day” fund, to be used for unforeseen emergencies. The balance of the fund is shown below.



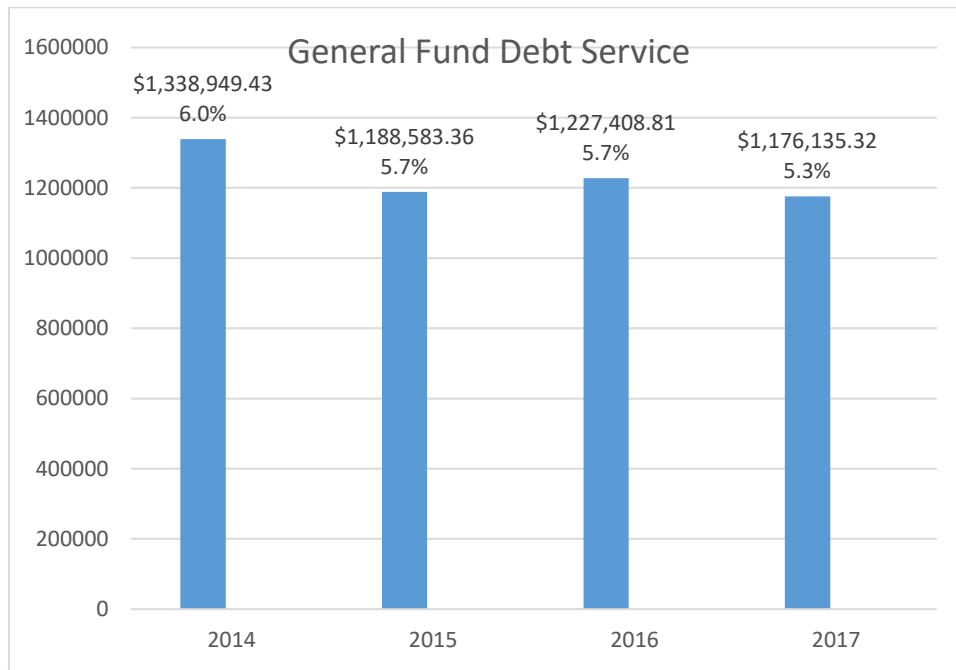
The balance of the Stabilization Fund has gradually depleted over the past five years, and there have been no appropriations into the fund. The Town has no specific strategies surrounding target funding levels, or prescribed uses and limitations.

Hopedale also maintains a Capital Stabilization Fund. Capital Stabilization Funds are not considered “reserves” because they must be used only for capital expenses. The fund was nearly depleted in recent years to fund emergency repairs to the Town Hall, and now contains approximately \$7,000. There are currently no written policies concerning appropriations to and from the fund, though we recommend later in this report that the Town replenish its capital stabilization fund as part of a capital planning strategy.



General Fund Debt

Hopedale currently carries \$14,858,633 in outstanding general fund debt. Annual service on that debt has averaged about 5.7% of net operating revenues, which is considered to be within an appropriate range. As discussed below, Hopedale's decreasing debt burden during the next five years will create an opportunity for necessary capital investments.



Enterprise Funds

Hopedale maintains enterprise funds for water and sewer, whereby operating and capital expenses for the water and sewer systems are funded with revenues collected from rate-payers. The water fund currently maintains approximately \$6 million in outstanding debt on various capital projects, the largest being a water treatment plant upgrade that was funded beginning in 2012 and mandated by the Environmental Protection Agency (EPA). It is our understanding that EPA recommended further upgrades that will cost approximately \$8 million in the coming years. Overall, the Town is facing significant future capital expenses associated with upgrading a water and sewer infrastructure that is over 100 years old. Current debt service for FY2018 was budgeted at \$771,005 for both water and sewer.

This report does not suggest a capital plan specific to water and sewer due to lack of information about the cost and timing of future projects, but we recommend that the Town



gather specific information about future projects, determine funding options for those projects using revenue and retained earnings, and analyze the effect on rate-payers. Ideally, due to the substantial cost of the investment needed, future projects will be debt funded with the debt payments supported by the rate-payers.

We also recommend that the water and sewer department participate in the capital planning process recommended in this report. The Department Head observed that the Town could benefit from better communication and coordination with the highway department's road projects. For example, if the highway department is planning maintenance on certain roadways, routine water and sewer repairs could be scheduled for the same time so that the road surface is only disturbed once. If all capital projects were gathered together in an organized process, it would be easier to identify opportunities for efficiency between departments. This process would be beneficial for the purchase of capital equipment as well, as the department may be able to share certain types of equipment. This recommendation is consistent with the November, 2013 Department of Revenue's Town of Hopedale Financial Management Update ("Financial Management Update"), which recommended that the Town consolidate its water, sewer, forestry, highway, and parks departments into a unified department of public works.

In addition, we recommend that the Town continue to investigate regionalizing its water service. This could be a beneficial method of offsetting the burden of necessary capital investments and there could be some efficiencies established by the sharing of personnel. Water and Sewer operators must undergo rigorous training and certifications. Since clean water, in particular, is a public health necessity, increasingly this requires around-the-clock monitoring of water systems. Moreover, sewer failures when they happen, are very disruptive to residents. Given the importance of water and sewer services to the proper functioning of a town, municipalities frequently find themselves funding either more over time hours for these services or expanding licensed operator personnel coverage into the nights and weekends. A regionalized service system might be able to share some of this personnel coverage to reduce future demand for expanded hours.

Current Capital Planning Process

Chapter 26 of Hopedale's Town Bylaw calls for the establishment of a Capital Program Committee. The bylaw defines what is meant by "capital" and outlines in basic terms the Committee's powers and duties. The Committee has been dormant for many years, however,



due to a dearth of volunteers, and capital needs have therefore been addressed on an ad hoc basis.

There are no established policies or procedures related to capital planning and there has not been a centralized, comprehensive process integrated in the annual budgeting activities. The Town Administrator collects operating and capital requests from department heads each winter, but there is no form for capital requests. Revenue projections are prepared as part of the budget process, but there are no multi-year projections prepared, and no policies defining how projections are made.

The Town Administrator, Finance Committee, and Selectmen meet in January to compile the budget, prioritizing core operating services while minimizing tax rate impacts as much as possible. Capital purchases are typically addressed at the end of the budgeting process, and in recent years have been based on the amount of free cash available. There is no comprehensive capital improvement program in place; rather projects are considered and presented to Town Meeting individually.

While such an ad-hoc method works, it can often result in confusion, inefficiencies, wasted staff time, and in worse cases the municipality might experience some sunk costs when engineering or planning studies are done for projects that might not be funded. Standards and requirements change over time, and architectural or pre-development studies might need to be repeated. Having a more predictable process helps to avoid this type of waste.

Proposed Capital Planning Process

We recommend that Hopedale make every effort to commit to a process for capital improvement planning, whereby projects are considered as part of a multi-year, town-wide program. This will help ensure consistency and predictability in capital budgeting, and will also provide further structure for the operating budgeting process. There is no one-size-fits all approach to capital planning that is equally effective for all cities and towns. Each have their own customs, policy preferences, and staffing levels, and the capital improvement planning process must be achievable and repeatable from year to year.

With that in mind, we recommend that Hopedale take the following steps:



- *Implement the existing guidelines that are memorialized in its bylaws;*
- *Maintain an asset inventory and management plan;*
- *Institute several new capital request procedures;*
- *Create financing strategies to address capital needs;*
- *Consider adopting written policies to lend consistency to the capital project review and budgeting process; and*
- *Establish, maintain, and follow a 5-year capital improvement plan.*

Each of these recommendations will be discussed below in further detail.

Implement Existing Capital Bylaw

Hopedale's Bylaw Ch. 26 calls for the establishment of a Capital Program Committee, composed of two members of the Finance Committee and three others, all to be appointed by the Board of Selectmen. This Committee has not operated due to lack of volunteer interest. We recommend that the Selectmen attempt to form this committee as part of a renewed focus on capital improvement planning, or formally delegate to the Finance Committee the functions outlined in the Capital Program Committee Bylaw.

Pursuant to the Town Bylaw, the function of the Committee would be to study proposed capital outlays involving the acquisition of land or involving an expenditure of \$10,000 or more and having a useful life of at least three years. It would gather information from Town staff, officers, and Boards/Committees on projects needed during the next six years. It would consider the relative need, timing, and cost of these expenditures and the effect each would have on the financial position of the Town. Following that analysis, the Committee would make a recommendation to the Finance Committee (or to the Selectmen if there is only one committee) for each item's possible inclusion in the Town budget. See <http://ecode360.com/15590416> or Appendix 1. The capital improvement planning process suggested in this report is consistent with the Bylaw, but also includes specific procedures, tools, and policy recommendations that should make implementation of the Bylaw easier.

Maintain an Asset Inventory and Management Plan

Under an effective capital improvement plan, capital assets are well-maintained and replaced as necessary. In order to achieve this, it is necessary for the Town to develop and



maintain a detailed inventory of all current town-owned assets, vehicles, and other large, durable equipment. This overview can help provide context for particular capital requests and form a strategy for current and future capital needs. **Ideally, an asset management schedule would include for each capital item:**

1. Date of acquisition or last improvement
2. Current condition
3. Extent of use
4. Estimated date for replacement or expansion.

As part of our work for the Town of Hopedale, TCG gathered as much information as possible about existing capital assets from town records and meetings with department heads, and organized them into an asset inventory schedule, included in Appendix 2. We recommend that the Town Administrator or other staff member provide any missing information and identify someone who will be responsible for maintaining the schedule going forward. Updating this document should become part of the annual capital budgeting process.

Calendar

Consistent with the Capital Program Committee Bylaw, policymakers should develop a calendar that sets out a schedule for the capital planning process. The calendar should include defined deliverables and due dates for both operating and capital improvement budget development, culminating in the Town's annual Town Meeting. A sample calendar is included in Appendix 3.

Procedures

The first step in the annual process should be for the Capital Program Committee or Finance Committee ("Committee"), to distribute to all department heads the following:

- The calendar described above
- Capital request forms and instructions



- Updated asset schedule
- Copy of the previous year's capital improvement plan and that department's requests.

Capital Request Forms

The second step in the process should be for department heads to submit their budget and capital requests. In the fall of 2016, TCG met with Hopedale department heads and collected information on all capital projects that were needed over the next five years. Based on feedback from the department heads, we customized a **Capital Project Request Form** and **Instruction Sheet**, and completed one form for every potential project. The forms and instructions are attached as Appendix 4 and the completed requests are included as part of the Capital Improvement Plan, attached as Appendix 5. The form calls for a narrative description of the project, the benefits of the project, and any operating budget impact. The form also requires the department head to indicate the relative priority of the project, and to recommend the timing and source of funding. The instruction sheet provides sufficient detail to guide department heads and their staff in completing the forms.

Using a form is beneficial for several reasons. First, it will help ensure that the Capital Committee or Finance Committee receive the types of details they need to be able to make an informed judgment about a proposed project. Second, it will provide consistency among projects and among departments so that projects can be prioritized on their merits rather than due to a lack of appropriate information. Finally, maintaining a physical or digital record of each year's requests will provide for a smoother process the following year, as projects that were not funded can be carried forward into the next budget cycle. As Hopedale staff and committees gain experience using this form, they may choose to modify it to include additional or different information that the Town may desire, or to make it more integrated with other Town systems.

Establish Fiscal Capacity for Capital Projects

While department heads are compiling their annual requests, the Committee should assess the capacity of the Town to fund capital investments in the coming year. This should include examining recent and anticipated trends in revenues and expenditures,



including debt and other liabilities. This will help the town estimate its capacity for funding capital projects by identifying an amount of revenue not allocated to existing needs. A common and best practice is to set a percentage of net operating revenues as a benchmark capital budget, generally between two and five percent of general fund net operating revenues.

TCG's analysis of Hopedale's fiscal capacity is discussed below with respect to financing strategies.

Evaluation of Requested Projects

Once all capital improvement request forms are received by the Committee, and additional input is sought from the department heads, the Committee should evaluate and priority rank each project to develop a recommended Capital Improvement Plan. This is one of the more challenging aspects of capital planning. It is a best practice for the Committee to decide in advance on the evaluation criteria they will use when reviewing capital requests. This can help improve transparency of capital planning decisions and help mitigate the effects of personal bias that can often infiltrate planning discussions. The setting of evaluation criteria should be guided by policy priorities articulated by the elected boards and by preferences expressed by residents over the course of time. Ideally, these policy priorities are informed by master planning, visioning sessions, or other forums designed to elicit community input.

TCG has prepared a **Capital Improvement Request Rating Sheet** and **Description of Rating Criteria** for Hopedale based on criteria that have been used in other municipalities, which, can be used to evaluate the merit and relative priority of capital projects. It is attached as Appendix 6. **The worksheet sets out six criteria:**

- Overall fiscal impact of project
- Whether the project is required to satisfy a legal obligation or master plan
- The project's impact on service to the public
- Whether the project will provide urgent maintenance
- Whether prior phases of the project have already been completed
- The project's priority within the department



Each criterion is assigned a score range and a weight, with fiscal impact and legal obligations receiving the highest weight. Committee members should assign a score on each criterion and, applying the weight factor, establish a total score. Generally speaking, the higher the score, the higher the priority of the project in the Capital Improvement Plan. At the request of the Town Administrator, TCG performed the evaluation of each project based on interviews with department heads. Completed Rating Sheets are included in Appendix 7.

It should be noted that these evaluation criteria and the assigned weights can be modified to best capture the priorities of the Hopedale policymakers. It is important, however, that the criteria are established in advance of the time when projects are reviewed and prioritized so that the same criteria are applied equally to all projects.

Create Financing Strategies

Next, the Committee should decide how to finance proposed capital projects. **Capital expenditures may be funded in a variety of ways:**

- **Municipal Debt** *is the most common funding method for expensive capital projects. General obligation bonds are typically issued for 5 to 30 years. Paying the debt over time allows capital expenditures to be amortized over the life of the project or item. Debt service may be funded within the limits of Proposition 2 ½, as excluded debt outside of the limits of Proposition 2 ½, or with user fees collected through rate payers or enterprise funds.*
- **Local Funding Strategies** *are typically used for smaller projects or purchases. These include funds that are available in a given year, such as free cash, stabilization funds, special purpose funds, or revolving funds.*
- **State and Federal Funding Sources** *include Chapter 90 Roadway funds, contributions to school building projects from the Massachusetts School Building Authority, or other grant programs.*

Policymakers should aim to choose funding sources for each project that, collectively, keep the tax rate stable, balance debt service and operating expenditures, achieve acceptable debt service levels, combine projects to reduce borrowing costs, and maximize



intergovernmental aid. TCG makes financing recommendations with regard to specific projects below.

Consider Adopting Financial Policies Related to Capital Investment

Adopting certain financial policies would provide a framework within which to evaluating various financing strategies for capital investment. Such policies also lend consistency and predictability to a multi-year planning process. We recommend Hopedale adopt policies and practices on reserves, the capital stabilization fund, and debt to aid their capital planning.

Reserves Policy

The purpose of a reserve policy is, in part, to maintain a favorable level of reserves on hand for unexpected operating needs, but also to decrease reliance on free cash. This allows free cash to serve as a reliable financing source for smaller, one-time capital or equipment-related projects.

The strength of reserves can affect the Town's credit rating, as it reflects the Town's ability to meet its debt obligations. Maintaining total reserves between five and ten percent of general fund operating revenues (not including Special purpose stabilization funds, like the capital stabilization fund) is best practice. How to allocate reserves between free cash and stabilization funds is discretionary.

As discussed previously, Hopedale's contributions to its Reserve Fund have varied between \$75,000 and \$175,000 in recent years. Combining the \$75,000 Reserve Fund contribution for FY2018 with available Free Cash of \$927,668, and the FY2016 Stabilization Fund balance of \$956,359, Hopedale's reserves total approximately \$2 million, a healthy 8.5% of general fund operating revenues for FY2018.

Free Cash

Hopedale has experienced significant variation from year to year in its certified free cash amounts. For example, in FY2017, the amount available was \$927,668, compared to \$286,334 in FY2016. The 2017 amount may have been an anomaly to the extent it resulted from a significant tax collection that had been in arrears, but the Town would nevertheless benefit from a consistent approach to free cash budgeting.



We recommend that Hopedale adopt a policy on the use of free cash in order to achieve consistency and predictability. As a nonrecurring revenue source, free cash should be restricted to paying one-time expenditures, funding capital projects, or replenishing other reserves. It is generally recommended that communities strive to generate free cash in an amount equal to one to five percent of its annual budget, though the exact percentage should be determined by policymakers. For illustrative purposes, the free cash generated in FY2015, \$286,334 was approximately 1.4% of the FY2015 budget; whereas the free cash generated in FY2016, \$927,668, was 4.3% of the FY2016 budget.

As part of the annual budget process, the Town Administrator and staff should prepare an estimate of the year's free cash certification, with a plan to appropriate for the upcoming fiscal year's budget. This should be a very conservative estimate, as free cash is never guaranteed. This could be estimated using a 10-year average of prior annual free cash certifications as a placeholder. As revenues and expenditures become more defined during the budget process, the free cash estimate can likewise be adjusted. Keeping in mind the desire to maintain total reserves of between 5 and 10 percent, other reserve funds may be supplemented if free cash is expected to decrease.

In addition, it is important for local officials to define acceptable uses of free cash, prohibited uses, and plans for when free cash falls below or exceeds the target percentage. To inform the details of that policy, the Town Administrator should conduct an historical review of supplemental budget appropriations that have been made from free cash. The policy should stipulate that it should not be used to fund any annually recurring personnel, program or initiatives except in extenuating circumstances. Also, we recommend that the town make every effort not to rely on free cash to fund the operating budget and instead make an appropriation to the capital stabilization fund, discussed below.

Capital Stabilization Fund

Hopedale's Capital Stabilization Fund has been largely depleted due to unexpected repairs that were needed on the Town Hall several years ago. Its current balance is approximately \$7,000. Because a Capital Stabilization Fund has a special purpose – funding capital projects and improvements – appropriations to it fall outside of the recommended reserves policy discussed above.

Each community must decide how to use a capital stabilization fund to the greatest effect. There is no recommended target balance. Instead, the community must assess its capital



needs and the timing of potential projects and determine when and how much will be needed in reserves to achieve the goals of the community. For example, though not part of the capital plan currently, all department heads we interviewed commented on the need to renovate the Town Hall.⁵ If Hopedale's policymakers agree that renovating the Town Hall will be a priority in future years, they could consider appropriating funds into the capital stabilization fund. The fund could then be used in the future to make cash expenditures on the project, or to offset the tax impact of debt service, whether within-levy or excluded debt.

We advise Hopedale policymakers to come to consensus on the use of the fund, to set guidelines for when to appropriate into the fund, such as when new growth thresholds are met or there is a certain amount of free cash, and formulate a plan for the fund's future use.

Debt Policy

Deliberate debt management can help ensure consistent investment in capital improvements and may also result in lower borrowing costs if multiple projects are structured together to take advantage of favorable bonding conditions. Having a debt policy in place will help guide capital decisions and ensure that there is a responsible level of debt in relation to projected revenues.

We recommend that Hopedale adopt a debt management policy that includes targets for both annual debt service and total outstanding debt. Annual debt service targets should fall within 0.1 – 1.5 percent of the Town's total assessed valuation, and between 5 and 10 percent of general fund revenues (Hopedale's debt burden is currently within that range). At the outside, state law (MGL Ch. 44 Section 10) prohibits a municipality from incurring total indebtedness in excess of 5% of the communities Equalized Value (EQV) without further approval from the state's Municipal Finance Oversight Board.

Other issues that should be addressed in a debt policy include:

⁵ The Department of Revenue likewise noted in its Financial Management Update, "we continue to support renovations to this building to provide for a more professional and accessible office space."



- Define the cost threshold for borrowing.
- Commit to capital investment by
 - *scheduling projects such that as debt is paid down, it will be replaced by new within-levy debt, or*
 - *appropriating into the capital stabilization fund if there are no current debt-supported projects.*
- Ensure that the term of the debt will not exceed the useful life of the capital improvement.
- Commit that short-term debt funding will not be rolled over beyond two years without initiating a pay down of principal.
- Set a maximum ceiling for annual debt service, not to exceed 20 percent of net operating revenues.
- Set a target for retiring a certain percentage of total debt within a certain time period.

TCG has included a model debt policy for Hopedale as Appendix 8. For the purposes of suggesting a financing model for Hopedale's current projects, TCG has assumed that projects over \$100,000 (or over \$100,000 when combined with equally urgent projects in the same building, i.e., the library renovations) would be financed with debt. We assigned a term of debt service roughly commensurate with the life of the capital asset. Also, we suggested the timing of new debt service to coincide with the retirement of service on past projects.

Policy to Devote Consistent Percentage to Capital

To achieve predictability in capital planning, it is useful to determine how much the Town can afford to devote to capital projects on an annual basis. As mentioned above, a recommended practice is to reserve a set percentage of net operating revenues to be applied to capital improvements through a combination of debt service and cash financing. In a year when capital improvement projects do not rise to the level of that set percentage, the difference should be appropriated into the capital stabilization fund, to be used for future capital expenses.



Setting a goal for reserving a set percentage of net revenue by policy ensures that the Town maintains its commitment to capital investment and serviceable infrastructure. The exact percentage should be determined through consultation with relevant stakeholders and officials in the community. If the Town Administrator were to conduct this analysis annually, he would be able to track the growth in Hopedale's capital financing capacity so that policymakers could plan accordingly. The amount ultimately devoted to capital will depend on how the Town decides to combine debt service and cash capital financing. For example, projects funded with free cash above the set percentage of revenue could push the actual expenditure level higher than the set percentage and would suggest the need for borrowing that particular year.

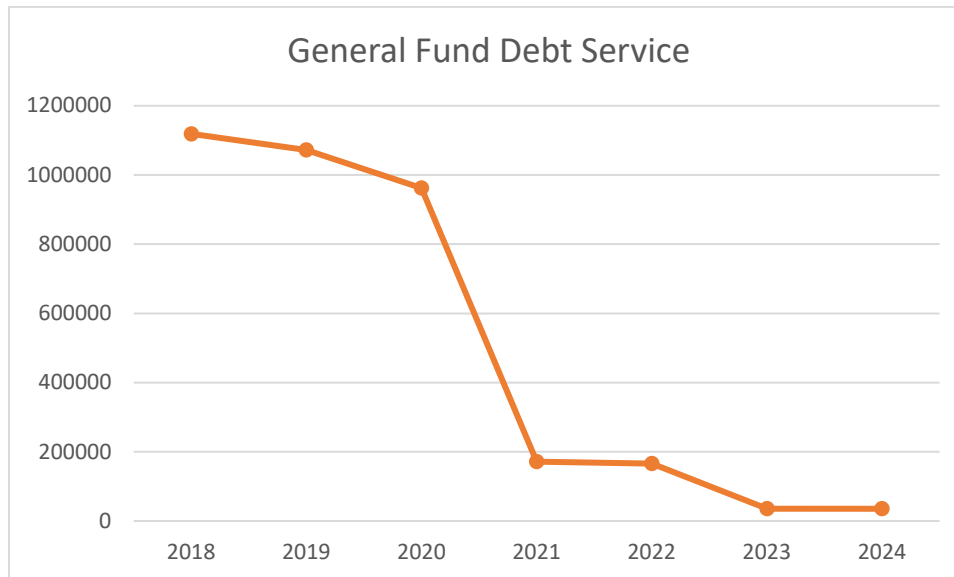
Financing methods included in this percentage would include "cash capital" and debt service. Cash capital may include the levy, free cash, one-time revenues, or other available funds. Debt service could include within-levy debt or excluded debt. Hopedale has traditionally not financed projects with excluded debt, and based on conversations with the Town Administrator and the Chair of the Finance Committee, there is little appetite to do so at this time. The Town currently carries no excluded debt, and several years ago a \$6.2 million debt exclusion referendum to fund an extensive Town Hall renovation failed. If the Town decides to revisit the Town Hall renovation project, or explore constructing a highway barn, or an extended parking area in the town center, excluded debt should be reconsidered, in order to avoid pulling resources away from operating and capital needs funded within the tax levy. For the purposes of compiling a proposed capital improvement plan, however, TCG limited its financing plan to within-levy borrowing.

The table below demonstrates the effect of Hopedale's reserving 5 percent of its net revenue for capital. Because Hopedale does not maintain long-range financial projections, we have calculated an average growth rate over the past five years of 2.5 percent per year and projected that rate forward over the next five years. Revenue is calculated net of free cash due to the uncertainty in projecting it forward. If Hopedale were ever to fund projects through a debt exclusion, that would likewise be excluded from the calculation due to its temporary effect on the budget.

	2019	2020	2021	2022	2023	2024
General Fund Operating Budget	\$ 23,377,608	\$ 23,962,048	\$ 24,561,100	\$ 25,175,127	\$ 25,804,505	\$ 26,449,618
5% of Operating Budget	\$ 1,168,880	\$ 1,198,102	\$ 1,228,055	\$ 1,258,756	\$ 1,290,225	\$ 1,322,481

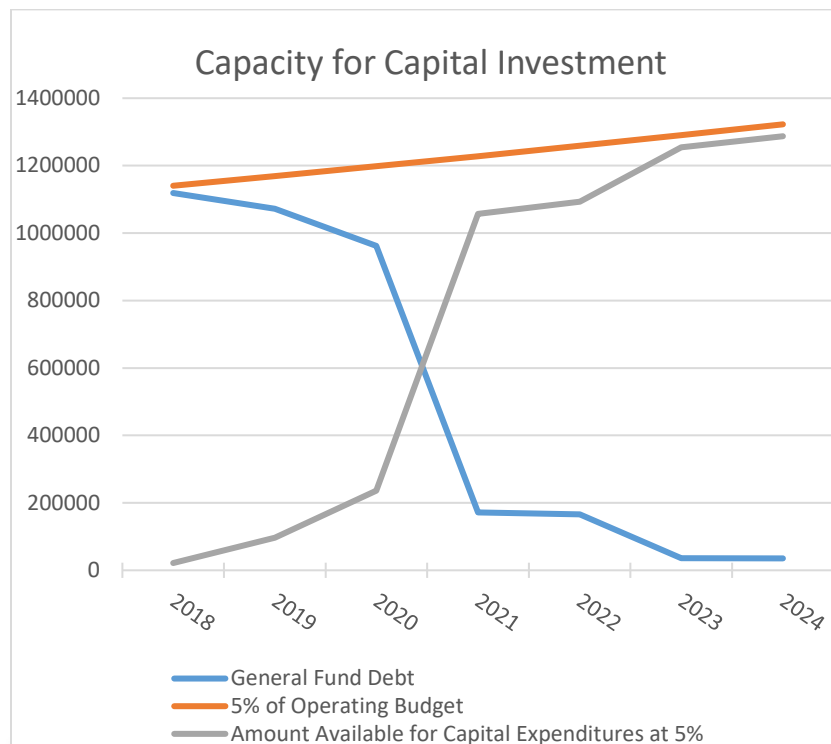


It is helpful to compare this projection to Hopedale's current capital expenditures, which consist predominantly of debt service on several large projects.⁶ The table below shows annual general fund debt service on five large projects. The peak of the debt service occurred in FY2016, when the Town paid \$1,227,408.81 in combined debt service. The annual debt service is now diminishing annually, with a significant drop from FY2020 to FY2021 when it decreases from \$962,215.87 to \$171,136.13.



This point of significant retiring debt service is an opportunity for the Town to initiate new investment, assuming current rates of revenue growth. The graphic below illustrates the new financial capacity created over the next five years as debt for the Junior/Senior High School, the Fire Station Renovation, and the Ladder Truck is retired. The chart assumes the Town could continue to fund debt service at its current level of burden (with modest growth comparable to revenues) and illustrates how dollars of projects could be initiated within this debt level.

⁶ Recent budget materials show that Hopedale will also invest \$144,769 in capital equipment in 2018, to be funded with free cash.



The Town must decide what portions of its CIP will be funded with cash and debt. It is advisable to establish a target level of within-levy debt as a percentage of net revenue, as well as a target percentage of total debt service. Over the past five years, Hopedale has devoted 7-8 percent of its total operating budget (including water and sewer), and 5-6 percent of its general fund budget to debt, according to Department of Revenue and Hopedale records. This is a reasonable debt burden in relation to other communities of Hopedale's size. Generally speaking, credit ratings agencies suggest up to 10 percent of net operating revenues is financially sound.

In light of the significant amount of retiring debt over the next few years, this report will recommend debt financing for the most costly capital projects, to coincide with the retirement of existing debt. This would allow a reasonable ratio of debt service to operating budget to continue, would provide a predictable level of investment over time, and would allow more certainty to department heads regarding their capital priorities.

Establish, Maintain, and Follow a 5-Year Capital Improvement Plan

TCG has followed the procedures recommended above and created the following capital



improvement plan for Hopedale.⁷ TCG gathered information from Hopedale department leaders regarding their capital improvement needs. Based on that information and any supporting documentation provided, we evaluated each project to determine its relative priority. We then ranked the projects according to their evaluation “scores,” so that the highest priority projects would be scheduled for completion first. Projects for which we did not have sufficient information are included at the end of the list, for future development. The highway vehicle requests listed were combined into a Vehicle Replacement Program, a steady annual investment in updated vehicles. The police cruiser was likewise included on a yearly basis, due to the need to replace these vehicles regularly. Details for each project are included in the request forms.

⁷ Though Hopedale’s bylaw calls for a six-year plan, we have recommended a five-year plan, consistent with capital planning best practices. Certainly Hopedale could extend its plan to six years if desired.



Capital Improvement Plan

Project Number	Priority Ranking	Department	Title	FY2018	FY2019	FY2020	FY2021	FY2022	Five Year Total
0	1	Clerk	Rec'd Vote Tabulators	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
0	2	Emergency Mgmt	Wiring for Generator	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
0	3	Fire Dept.	15 SCBA Units	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000
0	3	Highway	Sand/Rock Shed	\$ 60,000	\$ 60,000	\$ -	\$ -	\$ -	\$ 1,200,000
0	4	Police	Truck Upgrade	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
0	5	Fire Dept.	Portable Radio	\$ -	\$ 140,000	\$ -	\$ -	\$ -	\$ 140,000
0	5	Library	Library Gutter and Roof Repair	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
0	5	Library	Library Gutter and Roof Repair	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
0	5	Police	Cruiser Laptop	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
0	6	Fire Dept.	AVB Ventilation System	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
0	6	School	Study to Assess Precast Renovation Options	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
0	7	Fire Dept.	New Engine Purchase	\$ 71,250	\$ 71,250	\$ 71,250	\$ 71,250	\$ 71,250	\$ 356,250
0	7	Police	Cruiser	\$ -	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 180,000
0	8	Highway	Road and Infrastructure Plan	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
0	8	Police	Building Alarm Rens	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ 30,000
0	9	Library	Library Gutter and Roof Repair	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
0	9	School	Athletic Field Renovation	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
0	10	School	1/2 High School Parking Lot Improvements	\$ -	\$ -	\$ -	\$ -	\$ 400,000	\$ 400,000
0	11	Highway	Vehicle Replacement Plan	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
0	12	Police	Server Upgrade	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
0	13	Fire Dept.	600 Police	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
0	13	Highway	Highway Barn and Wind Guy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0	13	School	Elementary School Air Conditioning	\$ -	\$ -	\$ -	\$ -	\$ 175,000	\$ 175,000
0	14	Fire Dept.	New Firehouse Roof	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
0	15	Fire Dept.	Rescue 1 Vehicle	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 50,000
0	16	Police	Roof Repair	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ 25,000
0	17	Fire Dept.	Deputy Chief Car	\$ -	\$ -	\$ 37,000	\$ -	\$ -	\$ 37,000
0	18	Fire Dept.	Chief Command Vehicle	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
0	18	Fire Dept.	Refurbish Apparatus Floor	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000
0		Police	Generator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0		Fire Dept.	Confined Space / Tech Rescue Equipment	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
0		Fire Dept.	Fire House Windows	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0		Fire Dept.	Thermal Imaging Cameras	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0		Fire Dept.	M&E Gas Meters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0		Fire Dept.	Hydraulic Extraction Tools	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0		Fire Dept.	Turnout Gear	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0		Fire Dept.	Engine 2	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000
0		Highway	2004 Dump Truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0		Highway	2005 Dump Truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0		Highway	2007 Dump Truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0		Highway	2009 Dump Truck	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0		Police	Patrol Car	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
0		Police	Patrol Car	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund Total				\$ 546,250	\$ 1,076,750	\$ 1,086,250	\$ 247,250	\$ 1,061,250	\$ 4,917,750

FY2018	FY2019	FY2020	FY2021	FY2022	Five Year Total
Subcategory					
Tax Levy or Fee Cash	\$ 126,250	\$ 296,750	\$ 509,250	\$ 247,250	\$ 1,180,000
Debt	\$ 214,000	\$ 1,000,000	\$ 500,000	\$ -	\$ 1,714,000
Enterprise Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Subsidies	\$ -	\$ -	\$ -	\$ -	\$ -
Resolving Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 546,250	\$ 1,076,750	\$ 1,086,250	\$ 247,250	\$ 4,917,750



TCG also analyzed Hopedale's financial capacity as described earlier in this report, and created this sample financing plan associated with the capital improvements described above.

Capital Financing Plan

	2019	2020	2021	2022	2023	2024
General Fund Op Budget	\$ 23,377,608.00	\$ 23,962,048.00	\$ 24,561,100.00	\$ 25,175,127.00	\$ 25,804,505.00	\$ 26,449,618.00
General Fund Debt Service	\$ 1,072,334.34	\$ 962,215.87	\$ 171,136.13	\$ 165,905.74	\$ 35,335.88	\$ 35,291.87
General Fund Debt as % of Op Budget	4.59%	4.02%	0.70%	0.66%	0.14%	0.13%
Capital Expenditures as % of Op Budget	4.59%	4.02%	0.70%	0.66%	0.14%	0.13%
Percentage Capacity for Capital Expenditures	0.41%	0.98%	4.30%	4.34%	4.86%	4.87%
5% of Operating Budget	\$ 1,168,880.40	\$ 1,198,102.40	\$ 1,228,055.00	\$ 1,258,756.35	\$ 1,290,225.25	\$ 1,322,480.90
Amount Available for Capital Expenditures at 5%	\$ 96,546.06	\$ 235,886.53	\$ 1,056,918.87	\$ 1,092,850.61	\$ 1,254,689.37	\$ 1,287,189.03

Debt Funded Projects	Amount Financed	Term	Interest Rate	2019	2020	2021	2022	2023	2024
Sand/Salt Shed (20 yr)	\$1,000,000	20	3.50%	\$	\$ 85,000	\$ 83,250	\$ 81,500	\$ 79,750	\$ 78,000
Portable Radios (10 yr)	\$140,000	10	3.50%	\$	\$ 18,900	\$ 18,410	\$ 17,920	\$ 17,430	\$ 16,940
Library Gutter and Roof Repair (20 yr)	\$100,000	20	3.50%	\$	\$ 8,500	\$ 8,325	\$ 8,150	\$ 7,975	\$ 7,800
Library Repointing Masonry (20 yr)	\$54,000	20	3.50%	\$	\$ 4,590	\$ 4,496	\$ 4,401	\$ 4,307	\$ 4,212
Athletic Field Renewal (10 yr)	\$500,000	10	3.50%	\$	\$	\$ 67,500	\$ 65,750	\$ 64,000	\$ 62,250
Jr/Sr High Parking Lot (10 yr)	\$425,000	10	3.50%	\$	\$	\$	\$	\$ 57,375	\$ 55,888
Elementary AC (10 yr)	\$375,000	10	3.50%	\$	\$	\$	\$	\$ 50,625	\$ 49,313

Cash Capital Projects (free cash or tax levy)	2019	2020	2021	2022	2023	2024
Electric Vote Tabulators	\$ 25,000					
Wiring for Generator	\$ 40,000					
Police Laptop	\$ 25,000					
13 SCBA Units		\$ 58,500				
Taser Upgrade		\$ 16,000				
Attic Ventilation System		\$ 26,000				
Study to Assess Preschool Renovation			\$ 25,000			
New Engine Pumper (Lease)			\$ 71,259	\$ 71,259	\$ 71,259	\$ 71,259
Cruiser (regular replacement)			\$ 40,000	\$ 41,000	\$ 42,000	\$ 43,000
Road & Infrastructure Plan			\$ 50,000			
Bookings Room Reno			\$ 10,000			
Library Heating System			\$ 35,000			
Highway Vehicle Replacement Plan			\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Server Upgrade			\$ 50,000			
Police Roof			\$ 25,000			
Fire Pickup Truck			\$ 40,500			
Repoint Fire Station			\$ 50,000			
Fire Station Roof Repair			\$ 25,000			
Deputy Fire Chief Vehicle			\$ 37,500			
Fire Chief Command Vehicle			\$ 40,000			
Refinish Apparatus Floor				\$ 48,000		
TOTAL Debt Service + Cash Capital	\$ 90,000	\$ 217,490	\$ 781,240	\$ 389,980	\$ 542,721	\$ 488,661

Percentage of General Fund Operating Budget	4.97%	4.92%	3.88%	2.21%	2.24%	1.98%
Variance from 5% of Operating Budget	\$ 6,546.06	\$ 18,396.53	\$ 275,679.37	\$ 702,870.61	\$ 711,968.87	\$ 798,528.03

This financing plan shows immediate cash investment in Hopedale's most pressing capital projects, most likely from free cash, in FY2019 and FY2020. When existing debt service drops in FY2020, borrowing for four larger projects can occur.⁸ When existing debt service drops even more sharply in FY2021, the remaining one-time capital expenses can be financed. We recommend financing recurring capital expenses, such as the police cruiser replacement plan, the capital lease on the new pumper truck, and the highway vehicle

⁸ Debt service was calculated using the Department of Revenue's Debt Service Calculator.
<http://www.mass.gov/dor/local-officials/technical-assistance-bureau/tools.html>



replacement plan, from the tax levy as they are predictable and can be included in the operating budget.

Even with these investments, the Town has significant excess capacity for capital investment beginning in FY2021. There are several ways for the Town to use these excess funds to further capital planning. First, there are capital projects that were raised in our department head interviews that are not included in the financing plan due to lack of information. As staff receive more definitive information and cost estimates on these projects, they can be added to the plan. Second, the Town can appropriate the excess funds into the capital stabilization account to prepare for potential large building projects, such as a renovation to the town hall or a new highway building and wash bay. The Town could also consider establishing more robust maintenance programs for capital assets. Finally, as an alternative, the Town could adjust its percentage devoted to capital downward to 4.5 or 4 percent to create more capacity for regular operating budget needs.

When Hopedale undertakes this capital planning process in the future, it will be important for the Capital Committee to work collaboratively with the Finance Committee and the Board of Selectmen to ensure that the capital program and financing strategies meet the larger objectives of the Town. This process will help ensure that the end-product is a thoughtful, reasonable capital plan that reflects the consensus of Hopedale's elected officials, appointed finance experts, and staff.

The Capital Improvement Plan will evolve from year to year. During each budget cycle, the plan will be extended by one year. It is likely that pressing capital needs or opportunities will arise, necessitating a reprioritization of projects. This happens regularly in communities as they have roof leaks, heating system boiler failures, and other urgent needs that are sometimes hard to foresee. Project costs and interest rates will change and will need to be updated from year to year. The demographics of the Town may shift, requiring a reallocation of capital resources. If Hopedale can institute a collaborative process based on the application of consistent evaluation criteria, and make every effort to implement that process year after year, the infrastructure and finances of the Town will be well-served by the capital plan.



Other Recommendations

Create Multi-Year Revenue Projections

The sample financing plan above is premised upon steady revenue growth at an average rate consistent with past growth. More accurate multi-year projections that take into account known future revenue changes or local economic conditions would allow for a more reliable capital financing strategy. These projections would also aid in operating budgeting as well.

Coordinate Capital Projects Among Departments

One theme that emerged in TCG's interviews with department heads is that the Town could benefit from coordinating capital planning among its departments. As discussed above, coordinating the timing of water and sewer maintenance with road maintenance projects could save significant project costs. Expensive capital equipment costs and usage could be shared between departments when practical. Shared use projects, such as recreation field maintenance, could be coordinated between the parks department and the school department. The capital project request procedures recommended herein should allow the Committee to more easily recognize opportunities for efficiency among departments.

Consider Centralized Process for Grant Applications

We observed that Hopedale has no centralized process for applying for state and federal grants. Understanding grant availability, application deadlines, timelines for response, and the likelihood of receiving a grant appear to be left to department heads, who may have limited or no expertise in grant-writing and may not be aware of every grant that is available. We recommend that Hopedale consider implementing a more deliberate, centralized approach, where a staff member can track grant opportunities, assist with grant-writing, follow up on responses, and work to incorporate grant opportunities into the budgeting process. This could allow Hopedale to maximize opportunities for federal and state aid, reducing the burden on taxpayers.

Given the limitations on staff resources that Hopedale has, another option to assist it in obtaining grants is to have a citizen's committee or individual volunteer tasked with this job. One of the best ways to learn about state funding opportunities is to participate actively in the Regional Planning Agency (RPA). Hopedale is a part of the Central Mass. Regional Planning Commission (CMRPC) and each community within CMRPC has a delegate



to this organization able to vote on and participate in its official business. Regional Planning Councils are government agencies created under Massachusetts law, and the 13 RPAs in Massachusetts are also tasked with making decisions on federal transportation funding and certain other state funds. District Local Technical Assistance, for instance is doled out through the RPA and this is a great source of technical assistance for communities. Therefore, it could have great value for Hopedale to engage with CMRPC, which is a very active RPA with a considerable amount of resources at its disposal.

Consider Adoption of the Community Preservation Act

The Community Preservation Act, (“CPA”) allows communities to create a local Community Preservation Fund to be used for four categories of investment:

1. Open space protection
2. Historic preservation
3. Affordable housing
4. Outdoor recreation

Community preservation monies are raised locally through the imposition of a surcharge of not more than 3% of the tax levy against real property, and municipalities must adopt CPA by ballot referendum. To date, 172 municipalities in the state have adopted the CPA.

The CPA statute creates a statewide Community Preservation Trust Fund, administered by the Department of Revenue (DOR), which provides distributions each year to communities that have adopted CPA. These annual disbursements serve as an incentive for communities to pass CPA and to invest in preserving and improving their character and quality of life. The distributions are a formula-based percentage of what the communities have raised locally, but their amounts vary based on the amount in the Trust Fund and the number of communities participating.

Trust fund revenues are derived from a surcharge placed on all real estate transactions at the state's Registries of Deeds. The surcharge for most documents filed at the Registries is \$20, which is immediately deposited the CPA Trust Fund held at the Department of Revenue (DOR). Municipal lien certificates are subject to a \$10 surcharge. Depending on the



strength of the real estate market, the \$20/\$10 fees add up to anywhere between \$24 million and \$53 million per year.

Each CPA community creates a local Community Preservation Committee (CPC) upon adoption of the Act, and this five to nine-member board makes recommendations on CPA projects to the community's legislative body.

Potential Benefits to Hopedale

We recommend that Hopedale investigate adoption of the CPA due to the nature of the major capital projects that are needed in town. Projects like the Town Hall renovation and the library repairs may fall within the "historic preservation" CPA category, and upgrades to the playing fields may qualify as "outdoor recreation." If these projects were funded under the CPA, the Town would receive some contribution of the costs from the CPA Trust Fund, reducing the burden on Hopedale taxpayers.

CPA Uncertainties

The City of Boston and a record number of other communities adopted the CPA in 2016. This, and the fact that there was no budget surplus in FY2016, led to a record low Trust Fund distribution of 20 percent in November 2016. There is currently legislation pending in the State House to address this. The *Act to Sustain Community Preservation Revenue* calls for an increase to the recording fees that fund the Trust Fund in order to provide all current CPA communities a 50% first-round distribution. The magnitude of the benefit to Hopedale of adopting the CPA will depend on whether efforts to restore the Trust Fund are successful.

Another uncertainty is the community's willingness to support adoption of the CPA by referendum. Though the state partial-matching funds should be a compelling incentive, particularly if the legislation mentioned above passes, it is difficult to convince taxpayers to consent to a surcharge on their tax bills. An effort to pass the CPA in Hopedale would require a coordinated and energetic campaign aimed at educating residents about capital projects that are needed in town, and how CPA participation could help mitigate the taxpayer impact of those projects. **The Community Preservation Coalition website offers sample materials and guidance on such campaigns:**

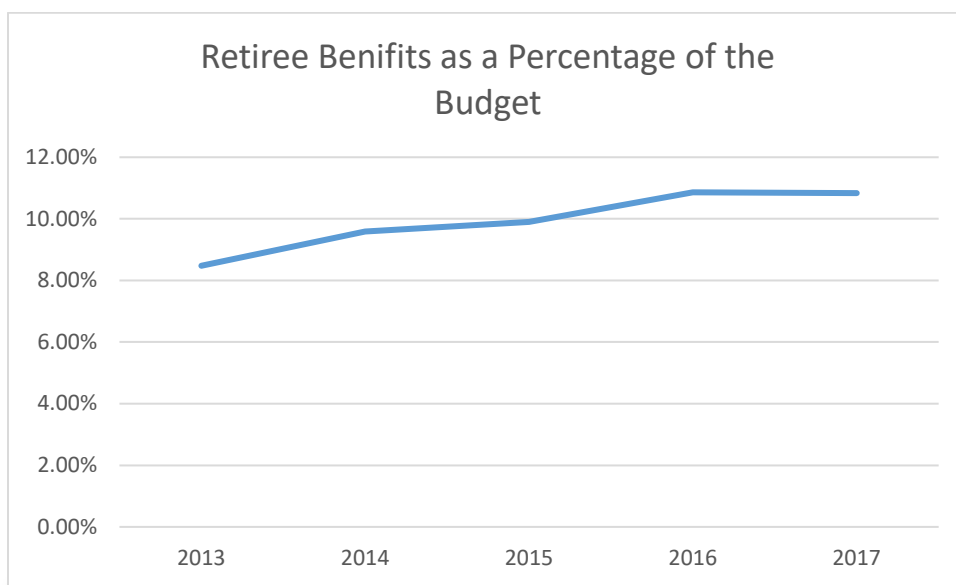
<http://www.communitypreservation.org/content/adoption-resources>



Long-Range Budgeting Considerations

Healthcare Costs Containment

Not unlike most communities, healthcare continues to be a major cost center consuming an increasingly large portion of the Town's operating budget. Hopedale's health, life, and Medicare (retirement benefits) expense lines represented a total of 10.83 % percent of the 2017 budget. As you can see from the chart below, these costs as a proportion of the Town's operating budget have been rising slowly but steadily since its low point in 2013 when the expense consumed 8.48% of the budget. **The chart below depicts this climb:**



In the not too distant past, Hopedale joined the State's Group Insurance Commission (GIC). This was a major step forward in helping the Town control its health care costs. However, even GIC communities are seeing an ongoing increase in costs as health care costs statewide continue to rise.

While GIC participation and plan design can help mitigate increases to a certain degree, one of the most significant factors in overall costs the Town incurs is the percentage of insurance the Town pays versus the employee share of health premiums. Reducing the Town's reimbursement rate could have a major impact on cost containment. Hopedale currently pays 80% of its employee health care premiums. It's worth noting that there are communities in the Commonwealth which pay only 50% of employee health care premiums.



In the preparation of this report, we developed a list of comparable communities which are characteristically like Hopedale. We then interviewed these towns and collected data to assist Hopedale in understanding what its neighbors and comparable communities provide for employee benefits and wages. This can be a helpful illustrative comparison, and also helps to ensure that the Town is providing competitive benefits to its neighboring communities. We were able to get responses from 11 comparable communities. What we found is that only one other town from this grouping (Bellingham) pays 80% of its employee health insurance. Six of the eleven communities pay 70% or less.

As part of a long-term strategy in its union negotiations and employee benefits, the Town may want to consider taking steps to lower its percentage of employer paid health benefits. **The data from the eleven towns we collected on health insurance is presented in the chart below:**

Town of Hopedale - Employee Benefits in Comparable Communities

TOWN	TRAITS	HEALTH COVERAGE
Ashburnham	Within 30% variance*	75/25
Bellingham	Contiguous	80/20 (HMO); 50/50 (retirees)
Berkley (Bristol)	Within 20% variance*	60/40
Dighton (Bristol)	Within 30% variance*	75/25 (flat rate; retirees just moved from 60/40 this year)
Groveland (Essex)	Within 30% variance*	75/25
Halifax (Plymouth)	Within 30% variance*	50/50
Milford	Contiguous	70/30 (HMO); 50/50 (PPO)
North Brookfield	Within 30% variance*	70/30
Paxton	Within 30% variance*	70/30 (new policy starting 7/1/17, changing from 75/25)
Upton	Within 30% variance*	75/25
Westminster	Within 30% variance*	Most employees are grandfathered in at 75/25. New hires (not covered by a union contract): 70/30. Highway: 65/35. fire/police: 70/30.

*Comparable traits include: population size, EQV, DOR Income, Average Tax Bill, Municipal Operating Budget



COLA Settlements

Among the interview questions for comparable communities, we also asked what the typical cola settlements had been for recent contracts. Many of the communities couldn't provide this data as their negotiations were ongoing and contracts still unsettled. However, we note for the report that four of the towns reported 2% COLA settlements and one reported a 3%. One town uses a merit increase system instead of COLAs and caps that at 2.5% annually.

When negotiating for lower employer paid health insurance premium percentages, it is sometimes necessary to provide modestly larger COLAs as a tool to garner widespread acceptance of a change in health premium coverage policy. Conversely, some towns have had success limiting COLAs when employer sponsored health insurance premium rates are higher than the norm. It is key to evaluate any union settlement based on the total compensation package provided to the employees and health benefits should ideally be considered as a major factor.

Workers Compensation

The Town is in the midst of reviewing competitive quotes for its Worker's Compensation insurance, therefore we did not expend much effort in making recommendations in this area. It is a best practice to review these policies on a regular basis, and competitively bid them every few years. Since the Town is doing this, one can assume the result will be a competitive rate structure.

Many communities in Massachusetts utilize the Mass. Municipal Association (MMA) affiliated insurance provided by MIIA. MIIA is a non-profit organization that provides workers compensation insurance to more than 400 public entities in Massachusetts. One of the benefits of using MIIA is that it has a robust loss-control training and grant program which helps communities reduce employee accidents. This risk reduction program has the added benefit of helping communities control costs for Workers' Compensation. Hopedale might consider having MIIA provide a quote for its Workers' Compensation, or at least ensuring that whatever provider it chooses has a risk reduction program as part of its paid services. Keeping public employees healthy and safe is an important and ongoing necessity.

OPEB Liability

Other Post Employment Benefits (OPEB) has become a significant concern in recent years due to the mounting unfunded liability that now must be tracked and reported under the Government Accounting Standards Board (GASB) accounting rules. Communities with



significant unfunded OPEB liability face a potential reduction in bond rating as it is generally recognized that inadequate OPEB reserves are a significant financial risk factor.

Obtaining favorable bond ratings is a critical piece of sound financial planning. Therefore, addressing OPEB liability is an essential step in maintaining healthy reserves, and addressing bond rating agency concerns. It is also a complementary action to any strategic capital planning, since all borrowing projects are effected by the interest rates at which the Town can borrow.

In the FY2015 financial statement notes, Hopedale had a net OPEB obligation of \$10,727,560. That same report projected the Town's full OPEB obligation to be in the vicinity of \$1.7 million annually. The figures quoted represented the actuarial projections to cover annual ongoing obligations and retire the unfunded liability over a 30-year period. During our review of Hopedale's current financial records, we did not see any evidence of the Town making any progress payments towards funding its outstanding liability. While it is outside the scope of this Capital Plan to analyze the Town's present OPEB liability, we highly recommend the Town engage an actuarial consultant. Ideally, the Town should commission updated figures from its actuarial to provide current OPEB liability estimates and to assist the town in developing a policy to retire that liability in a timely fashion.

MGL Chapter 32B, Section 20 allows communities to establish an OPEB trust fund by vote of its Legislative Body (Town Meeting). This is another important and valuable step for communities to take so they can sequester their OPEB funds in a separate account and invest those funds appropriately. Short of establishing a trust fund, a stabilization account can also be used. Funds set aside in a stabilization fund cannot be transferred out without a 2/3rds vote of Town Meeting.

Setting up a trust fund also enables the Town to participate in the State Retiree Benefits Trust Fund (or other regional trust funds) for the purposes of investing the capital to yield higher interest rate gains. This can be a helpful practice as it prevents the Town from having to open and monitor its own brokerage accounts and the pooling of resources can often yield better results.

In our comparable communities analysis, we also asked the communities we polled to report on their OPEB practices. Seven of the eleven comparable communities to



Hopedale are presently taking steps to address OPEB Liability. **We present the data of what each town is doing in a chart below:**

**Town of Hopedale
Employee Benefits in Comparable Communities**

TOWN	OPEB Trust Fund or Stabilization Fund
Ashburnham	
Bellingham	Yes
Berkley (Bristol)	
Dighton (Bristol)	Yes (\$30,000/year)
Groveland (Essex)	Yes; 1st year was FY17. (\$85,000/year)
Halifax (Plymouth)	Yes (\$35,000/year)
Milford	
North Brookfield	
Paxton	Yes, but no funds allocated yet
Upton	Yes
Westminster	Yes, Westminster has both an OPEB Trust and OPEB Stabilization. Money is appropriated on annual basis. The amount varies.



Appendix

TOWN OF HOPEDALE
ANNUAL TOWN MEETING WARRANT

Saturday, May 22, 2021
10:05 am
Or Immediately following Special Town Meeting
on the lawn of The Community House

Worcester SS: To the Constables in the Town of Hopedale in the County of Worcester.

Greetings: In the name of the Commonwealth of Massachusetts you are hereby required to notify and warn the inhabitants of the Town of Hopedale qualified to vote in town affairs to meet on the lawn of the Community House located at 43 Hopedale Street, Hopedale, MA 01747, on May 22, 2021, immediately following the Special Town Meeting, or on Saturday, June 12, 2021, if event is postponed and notice provided; then and there to act on the following articles:

ARTICLE 1: To see if the Town will vote to hear and act upon the report of the Selectmen and other offices, departments, or committees of said town, or take any other action related thereto.

Submitted by: Board of Selectmen

Commentary: This article allows the Board of Selectmen and other officers of the Town to present a report of their activities to the Town Meeting.

ARTICLE 2: To see if the Town will vote, pursuant to M.G.L. c.41, §108, to fix the annual salary and compensation for elected Town officers in fiscal year 2022, or take any other action related thereto.

Town Clerk \$ _____

Submitted by: Board of Selectmen

Commentary: This article will fix the annual compensation for elected Town Clerk, while the actual funding takes place in omnibus budget funding to follow.

ARTICLE 3: To see if the Town will vote to raise and appropriate, or transfer from available funds, a sum of monies into and/or out of the Stabilization Fund as provided under M.G.L. c. 40, §5B, or take any other action related thereto.

Submitted by: Finance Committee

Commentary: The Stabilization Fund is the Town's "rainy day" fund. Any action taken under this article to appropriate monies from the Stabilization Fund will require a 2/3rd's majority vote of Town Meeting.

ARTICLE 4: To see if the Town will vote pursuant to M.G.L. c.44, §53E ½, to amend the Town of Hopedale General Bylaws entitled "Revolving Funds", to include fund entitled, *School Computer Repairs*, to allow for the collection of fees to fund computer repairs, with annual

spending limit to be designated in annual article (below), or take any other action relative thereto.

Submitted by: School Administration

Commentary: Pursuant to MGL, c 44, s53E ½, this authorizes a revolving fund with annual spending limits for computer repairs at the schools.

ARTICLE 5: To see if the Town will vote to approve annual spending limits for FY22 for revolving funds established in the Town Bylaws, in accordance with M.G.L. c.44, s.53E½, for the fiscal year beginning July 1, 2021:

<u>Revolving Fund</u>	<u>FY22 Spending Limit</u>
Recycling Center	\$ 8,000
Animal Control	\$ 23,500
School Transportation	\$ 100,000
Inspectional Services	\$ 25,000
Senior Van	\$ 1,000
COA Programs	\$ 10,000
Library Revolving	\$ 3,000
School Computer Repair	\$ 10,000

or take any other action relative thereto.

Submitted by: Board of Selectmen

Commentary: Pursuant to MGL, c 44, s53E ½, this authorizes annual spending limits for the Town's revolving funds.

ARTICLE 6: To see if the Town will vote to authorize the Treasurer to borrow a sum of money in anticipation of Chapter 90 State reimbursement funds, or such additional amount as is anticipated to be so provided, for the purpose of providing road paving/improvement projects, and further authorize the Board of Selectmen to accept and expend such sum or any other sum that is or may be provided to the Town in accordance with M.G.L. c. 90 or any other state or federal road program for road repairs, or take any other action related thereto.

Submitted by: Road Commissioners

Commentary: This article will allow the Treasurer to borrow up to the total amount certified by the state for Hopedale Chapter 90 funds for fiscal 2022.

ARTICLE 7: To see if the Town will vote to amend the Code of the Town of Hopedale, Part I, Administration Legislation, Chapter 137, Personnel, to update the Classification and Compensation plan for non-union, non-contractual Town employees, excluding employees of the School Department, by increasing 1.8% the annual salary assigned to each position as adopted in Article 9 of the May 20, 2014 Annual Town Meeting, or take any other action related thereto.

Submitted by: Board of Selectmen

Commentary: This article will adjust by 1.8% the salary grade levels for all non-union, non-contractual employees of the Town, excluding employees of the School Department in the chart as voted at the May 20, 2014 Annual Town Meeting.

ARTICLE 8: To see if the Town will vote to raise and appropriate, borrow, or transfer from available funds, such sums of money as deemed necessary to fund the FY22 Omnibus Budget, as presented in Appendix A; or to take any other action in relation thereto.

Submitted by: Finance Committee

Commentary: This article is to approve the general operating budget for the Town and Schools of \$ _____. The total Town budget, including Capital and Transfers represents an increase / reduction of _____ more/less than in the current fiscal year.

ARTICLE 9: To see if the Town of Hopedale will be allowed to assess an additional amount of funds in real estate and personal property taxes for the purposes of funding **the amounts required to pay for the bond issued in order to** _____ with such additional amount to be contingent upon approval by the voters of the Town at an election of a Proposition 2 ½, so-called, override question, pursuant to G.L. c.59, §21C(k), or take any other action related thereto.

Shall the (city/town) of be allowed to exempt from the provisions of proposition two and one-half, so-called, the amounts required to pay for the bond issued in order to (state the purpose or purposes for which the monies from the local issue will be used)? Yes No

Submitted by: Finance Committee

Commentary: A debt exclusion vote to fund the Town's capital debt budget is necessary for FY 22 and beyond; this is the first step of a two-step process; if this article is approved, a ballot referendum vote will also be necessary for the debt exclusion to be in effect.

ARTICLE 10: To see if the Town will vote a sum of money to be authorized to fund the Water Department Budget for fiscal year 2022 from Water Enterprise receipts, or take any other action related thereto.

Submitted by: Water and Sewer Commissioners

Commentary: This is the principal money article which will fund the fiscal year 2022 operations of the Water Department completely from Water Enterprise receipts.

ARTICLE 11: To see if the Town will vote a sum of money to be authorized to fund the Sewer Department Budget for fiscal year 2022 by Sewer Enterprise receipts, or take any other action related thereto.

Submitted by: Water and Sewer Commissioners

Commentary: This is the principal money article which will fund the fiscal year 2022 operations of the Sewer Department completely from Sewer Enterprise receipts.

ARTICLE 12: To see if the Town will vote a sum of money from the Ambulance Receipts Reserved for Appropriation to fund the Ambulance Department Budget for Fiscal Year 2022, or

take any other action related thereto.

Submitted by: Board of Selectmen

Commentary: This article will fund the fiscal year 2022 operations of the Ambulance Department from Ambulance Receipts Reserved for Appropriation fund.

ARTICLE 13: To see if the Town of Hopedale will vote to increase the availability of tax exemptions to senior citizens owning real property pursuant to G. L. Ch. 59 § 5, Clause 41C, as authorized under Section 51 of Chapter 184 of the Acts of 2002 of the General Court, by approving an increase in the value of the tax exemption, from \$775.77 to **\$786.63**, or take any other action relative thereto.

Submitted by: Board of Assessors

Commentary: This will increase the amount qualifying seniors receive toward their fiscal year 2022 tax bill. The increase in COLA is 1.4% as found in Informational Guideline Release (IGR) No. 21-8.

ARTICLE 14: To see if the Town of Hopedale will vote to increase the availability of tax exemptions to surviving spouse, minor child, elderly person owning real property pursuant to G. L. Ch. 59 § 5, Clause 17D, by approving an increase in the value of the tax exemption, from \$260.13 to **\$263.77**, or take any other action relative thereto.

Submitted by: Board of Assessors

Commentary: This will increase the amount qualifying persons receive toward their fiscal year 2022 tax bill. The increase in COLA is 1.4% as found in Informational Guideline Release (IGR) No. 21-8.

ARTICLE 15: To see if the Town of Hopedale will vote to approve to allow members of the Massachusetts National Guard or military reservists who are on active duty (outside of the United States) to obtain a reduction on all or part of their real property taxes for any fiscal year they are serving in a foreign country, owning real property pursuant to Clause 56 of G.L. c59 §5, or take any other action relative thereto.

Submitted by: Board of Assessors

Commentary: The exemption amount would be the same amount approved each year for Clause 41C (elderly exemption) and would be in effect for two fiscal years, 2022 and 2023.

ARTICLE 16: Vote to see if the Town will vote to raise and appropriate, borrow, or transfer from available funds a sum of \$4,000 to fund One Fifth (1/5) of the anticipated cost of recertification of real estate and personal property values for FY2025 as requested by the State Department of Revenue, or take any other action relative thereto.

Submitted by: Board of Assessors

Commentary: This article is in anticipation of the 2025 recertification (7/1/2024-6/30/2025). Expending of funds may begin in 2023

ARTICLE 17: To see if the Town will vote to raise and appropriate, borrow, or transfer from available funds, a sum of money to fund capital repairs to the Bancroft Memorial Library roof, or take any other action relative thereto.

Submitted by: Finance Committee

Commentary: This will fund these capital items out of the Town's available reserve funds.

ARTICLE 18: To see if the Town will vote to transfer from available funds such sums of money to fund equipment and capital purchases, or take any other related action thereto.

Submitted by: Finance Committee/Capital Program Committee

Commentary: It is anticipated this article will transfer from Free Cash for various sums for equipment and/or capital items. Free Cash has been traditionally used to fund capital items of a non-recurring nature. This article will require a majority vote.

ARTICLE 19: To see if the Town will vote to: (a) authorize the Board of Selectmen to acquire, by purchase, gift and/or eminent domain, the fee to and/or permanent and/or temporary easements, for public way purposes, including without limitation, for the construction, installation, maintenance, improvement, repair, replacement and/or relocation of rights of way, sidewalks, drainage, utilities, driveways, retaining ways, guardrails, slopes, grading, rounding, construction, landscaping, and other appurtenances and/or facilities, to enable the Town to undertake the Mendon Street Intersection Project and for any and all purposes incidental or related thereto, in, on and under certain parcels of land located on or near Mendon Street (Route 16) and Hopedale Street and approximately shown on plans entitled "Hopedale - Mendon Street (Rte. 16) at Hopedale Street Easement Plan," prepared by BSC Group, said plans on file with the Town Clerk, as said plans may be amended and/or incorporated into an easement plan, and land within 200 feet of said parcels; (b) transfer the care, custody, and control of a portion or portions of the Town-owned property or properties shown on the aforesaid plans from the board or officer having custody of the same for the purposes for which such properties are currently held to the Board of Selectmen for public way and utility purposes and further to dedicate said portions of the Town-owned properties to the foregoing purposes, and, if applicable, authorize the Board of Selectmen to submit petitions to the General Court to allow the foregoing under Article 97 of the Massachusetts Constitution or otherwise; (c) raise and appropriate, transfer from available funds, and/or borrow a sum of money to fund the foregoing project and any and all costs incidental or related thereto, including, without limitation, the cost of any land/easement acquisitions, appraisals, and surveys; and, further (d) authorize the Board of Selectmen to enter into all agreements and take any and all actions as may be necessary or appropriate to effectuate the foregoing purposes, or take any other action related thereto.

Submitted by: Board of Selectmen

Commentary: This article allows the Town to acquire easements needed to implement construction of improvements at the intersection of Mendon Street (Rte. 16) and Hopedale Street.

ARTICLE 20: To see if the Town will vote to transfer the care, custody and control of a certain parcel of land, located at 3 Cook Street, being Assessor's Map 14, Parcel 154, containing ____ acres, more or less, and being the premises described in an Instrument of Taking recorded with the Worcester South Registry of Deeds in Book 11987, Page 190, from the Board of Selectmen,

currently held for general municipal purposes, to the Conservation Commission, to be held pursuant to G.L. c. 40, Section 8C, and for purposes of wetlands replication and flood storage, or take any other action related thereto.

Submitted by the Board of Selectmen

Commentary: This article allows the Board to transfer care and custody of this property to the Conservation Commission so it can be used for wetlands replication and flood storage. This article requires a 2/3 vote.

ARTICLE 21: To see if the Town will vote to amend the Code of the Town of Hopedale, by replacing the terms “Board of Selectmen” and “Selectmen” with the term “Selectboard” wherever the terms occur, or take any other action related thereto.

Submitted by: Board of Selectmen

Commentary: This article will replace the term Board of Selectmen and Selectmen, with the term Selectboard throughout the Town’s official code and on May 22, 2021 forward, the Board of Selectmen will be then known as the Selectboard for all official communication of the Town of Hopedale.

ARTICLE 22: To see if the Town will vote to amend the Code of the Town of Hopedale, Part I, Administration Legislation, pursuant to M.G.L. c 44B, §5(a) through 5(c), by adding Chapter 35, titled, “Community Preservation Committee”, language, attached as **Appendix B**, or take any other action related thereto.

Submitted by: Board of Selectmen

Commentary: Each community that adopts the Community Preservation Act is required to establish a Community Preservation Committee (CPC) to administer the program. This requirement is found in Sections 5(a) through 5(c) of the CPA statute. This Committee assists to gather community input and recommend to Town Meeting projects that are eligible for the Community Preservation Act (CPA) surcharge for open space preservation, preservation of historic resources, development of affordable housing, and the acquisition and development of outdoor recreational facilities, which is matched with available state funding, and voted at ATM 2020.

ARTICLE 23: To see if the Town will vote to amend the Code of the Town of Hopedale, Part II, Regulatory Legislation, Chapter 207, Part II, section 7, by amending language in **BOLD** below, or take any other action related thereto.

§207-7 License Fees & Procedures

- A. The annual fee for every dog license shall be **\$25** for a male dog and **\$25** for a female dog unless a certificate of a registered veterinarian who performed the operation certified that such female dog has been spayed, or male dog has been neutered, in which case the fee shall be **\$20**. A certified copy of such certificate on file in the office of any Town Clerk within the commonwealth may be accepted as evidence that such operation has been performed. If the Town Clerk is satisfied that a certificate of the veterinarian who spayed or neutered the dog cannot be obtained, he may accept in lieu thereof a statement signed under the penalties of perjury by a registered veterinarian doing business in this

commonwealth stating that he has examined said dog and that it appears in his opinion to have been spayed or neutered. No fee shall be charged for a license for a dog specially trained to lead or serve blind persons, provided a certificate attesting to same is provided by the Division of the Blind. May 31 is established as the deadline date for procurement of a dog license. After that date, a penalty charge of **\$5** will be added to the license fee. The Town Clerk is allowed to retain \$1 per license for his/her service in processing said license.

- B. No person or household shall keep more than three dogs over the age of three months. This provision shall not apply to the **Animal Control Officer**, who may keep dogs in accordance with his duties.

ARTICLE 24: To see if the Town will vote to amend the Code of the Town of Hopedale, Part I, Administrative Legislation, Chapter 49, Contracts; Procurement, Section 5, by inserting language in **BOLD** below, or take any other action relative thereto.

§49-5 Competitive Bids Required

No contract shall be awarded for any work or service to be performed for the Town, other than professional service or service performed by a person regularly employed by the Town as part of the duties of such employment, the estimated cost of which is **\$50,000** or more, and no purchase of materials, supplies or equipment shall be made which is estimated to cost **\$50,000** or more, unless competitive bids for such contract or purchase have first been obtained.

Submitted by the Board of Selectmen

Commentary: This will increase the minimum required for competitive bids, from \$25K to 50K, to align with M.G.L. Chapter 30B; Uniform Procurement Act.

ARTICLE 25: To see if the Town will vote to amend its Zoning Bylaws as follows: To add a Chapter, numbered in sequential order and titled *Stormwater*, which will contain the following sections: Stormwater Management By-Law and IDDE By-Law, attached as **Appendix C**, or take any other relative thereto.

Submitted by the Planning Board

Commentary: This will change land use zoning adding Stormwater Management regulations to the Town's Zoning Bylaws. This requires a 2/3 vote.

ARTICLE 26: To see if the Town will vote to amend the Hopedale Zoning By-Laws as follows, or take any other action related thereto.

- I. Amend Section 2, Definitions, by inserting the following defined terms in alphabetical sequence:

'Independent testing laboratory', a laboratory that is licensed by the Cannabis Control Commission and is: (i) accredited to the most current International Organization for Standardization 17025 by a third-party accrediting body that is a signatory to the International Laboratory Accreditation Cooperation mutual recognition arrangement or that is otherwise approved by the commission; (ii) independent financially from any medical marijuana treatment center or any licensee or marijuana establishment for which

it conducts a test; and (iii) qualified to test marijuana in compliance with regulations promulgated by the Commission pursuant to M.G.L. Chapter 94G.

"Marijuana cultivator", an entity licensed to cultivate, process and package marijuana, to deliver marijuana to marijuana establishments and to transfer marijuana to other marijuana establishments, but not to consumers.

"Marijuana establishment", a marijuana cultivator, independent testing laboratory, marijuana product manufacturer, marijuana retailer or any other type of licensed marijuana-related business.

"Marijuana product manufacturer", an entity licensed to obtain, manufacture, process and package marijuana and marijuana products, to deliver marijuana and marijuana products to marijuana establishments and to transfer marijuana and marijuana products to other marijuana establishments, but not to consumers.

"Marijuana retailer", an entity licensed to purchase and deliver marijuana and marijuana products from marijuana establishments and to deliver, sell or otherwise transfer marijuana and marijuana products to marijuana establishments and to consumers.

II. Amend Section 11.3, Table of Uses for Commercial Uses, by inserting the following:

	RA	RA-1	RA-2	RB	RC	HMF	RP-1	GB	GB-A	C	I	LI	REC	T	CEM
Marijuana establishments, as defined in this bylaw	N	N	N	N	N	N	N	N	N	SP	SP	SP	N	N	N

Submitted by the Planning Board

Commentary: This will change land use zoning allowing marijuana establishments identified and as prescribed within the Table of Uses for Commercial Uses to the Town's Zoning Bylaws.

REMAINDER OF THIS PAGE LEFT BLANK INTENTIONALLY

You are hereby directed to serve this Warrant by posting attested copies thereof at three public places in different parts of the Town not less than seven days before the holding of said meeting. Here of fail not to make the due return of the meeting aforesaid.

Given under our hands, this _____ day of May, 2021.

HOPEDALE BOARD OF SELECTMEN

Brian R. Keyes, Chair

Louis J. Arcudi, III

Vacant

A True Copy, ATTEST:
Posted in the Town Hall, Police Station, and Post Office Lobby.

Constable

Date



Massachusetts Association of Conservation Commissions

protecting wetlands, open space and biological diversity through education and advocacy

April 30, 2021

Hopedale Select Board
P.O. Box 7
Hopedale, MA 01747

Dear Select Board:

I am very pleased to inform you that Becca Solomon, associated with the Hopedale Conservation Commission, successfully completed eight units of the Massachusetts Association of Conservation Commissions (MACC) Fundamentals for Massachusetts Conservation Commissioners training program and has received a Certificate of Achievement for that accomplishment:

The Fundamentals program provides conservation commissioners and others with the basic knowledge and practical tools essential to carry out the many responsibilities of administering the Wetlands Protection Act and open space planning. Such training promotes sound, consistent fact-based decision-making and builds respect for conservation commission decisions. Each person who completes the course validates the wisdom of locally-based protection of wetlands and open space for current and future generations.

We congratulate Becca for undertaking this training, as well as you and the Hopedale Conservation Commission for recognizing the value of training in commission work and supporting this important training for your commission. Enclosed is a media release announcing Becca's achievement for forwarding to your local newspaper.

We believe participation in continuing education on wetland and open space issues is an essential aspect of the work of conservation commission members and staff. We hope you will encourage commissioners to participate and assure that the commission budget includes adequate funding for the modest training fees necessary for participation.

Sincerely,

Massachusetts Association of Conservation Commissions

Dorothy A. McGlincy, PG, LSP
Executive Director
Email: dorothy.mcglincy@maccweb.org

Enclosures

cc: Hopedale Conservation Commission



Massachusetts Association of Conservation Commissions

protecting wetlands, open space and biological diversity through education and advocacy

FOR IMMEDIATE RELEASE:

Date: April 30, 2021

FOR INFORMATION CONTACT:

Dorothy A. McGlincy

617-489-3930

dorothy.mcglinco@maccweb.org

LOCAL RESIDENT COMPLETES

CONSERVATION COMMISSION CERTIFICATE TRAINING PROGRAM

The Massachusetts Association of Conservation Commissions (MACC) announced that it has awarded Becca Solomon associated with the Hopedale Conservation Commission a Certificate of Achievement for successfully completing eight units of MACC's Fundamentals for Conservation Commissioners certificate training program.

The Fundamentals program provides conservation commissioners and others with the basic knowledge and practical tools essential to carrying out many responsibilities of administering the Wetlands Protection Act and for open space planning and protection. Such training promotes sound, consistent fact based decision-making and builds respect for commission determinations. MACC's training program is the only comprehensive program offered to those involved with the Wetlands Protection Act and open space planning.

By achieving her certificate, Becca has shown dedication to the good work of the conservation commission to protect our natural resources for current and future generations.

MACC is a non-profit environmental organization founded in 1961 to support, educate and advocate on behalf of conservation commissions. MACC works for strong, workable, science-based laws and regulations regarding wetlands, other water resources, open space, and biological resources. MACC offers educational programs throughout the state. Call MACC at 617-489-3930 or visit www.maccweb.org for more information.

THE HOPEDALE FOUNDATION

P.O. Box 123
Hopedale, MA 01747-0123

May 4, 2021

Town of Hopedale
Board of Selectmen
78 Hopedale Street
P.O. Box 7
Hopedale, MA 01747

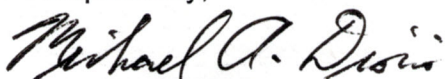
Gentlemen:

The Trustees of The Hopedale Foundation met on April 29th to revisit a vote taken on October 17, 2020 committing financial support to the Town of Hopedale in its purchase of certain property discussed at the Special Town Meeting held on October 24, 2020.

The Trustees considered the information sent from your office by letter dated April 16th informing the Trustees that the circumstances have changed regarding exercising the Town's option to purchase the land and also considered the current litigation.

After discussion, the Trustees voted to put on hold the vote taken on October 17, 2020 and discuss this issue again when the litigation is completed, the Town completes the purchase of the land and the final financial information is known.

Respectfully,



Michael A. Diorio
Administrator

cc: Board of Water & Sewer Commissioners
Hopedale Finance Committee