

PICTURESQUE

GREENFIELD



THE CIVIC CENTER OF GREENFIELD

# TOWN OF GREENFIELD

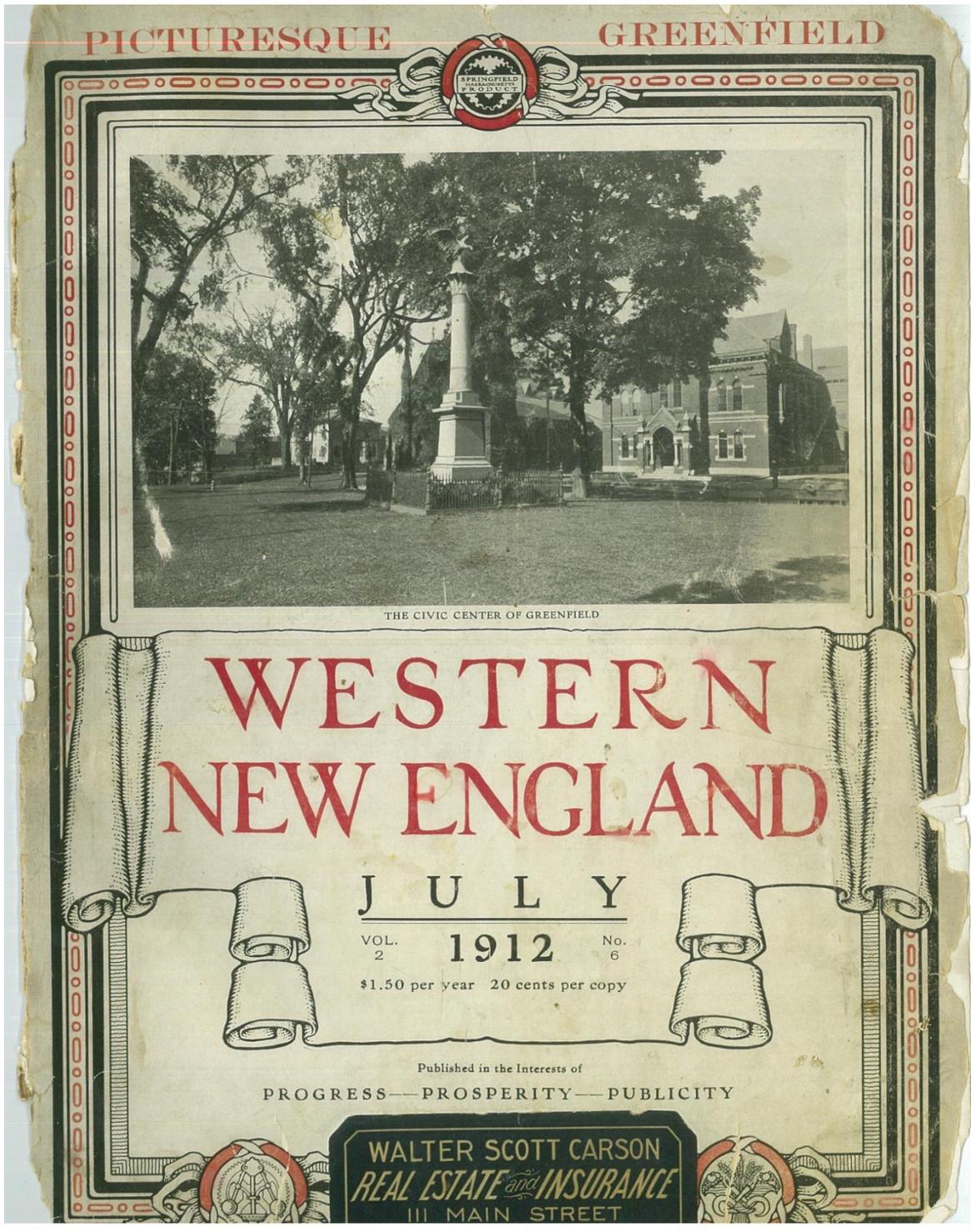
Fiscal Year 2018

Proposed Budget and  
Capital Plan 2018-2023

Published in the interests of  
PROGRESS — PROSPERITY — PEACE

WILLIAM MARTIN  
MAYOR

Photos in this book are from the 1912 edition of "Western New England" which featured **Picturesque Greenfield**. The front cover of the magazine (original below) was altered to create the front of this budget book. The front of the town hall has certainly changed!





City of Greenfield, Massachusetts

**Fiscal Year 2018**

**Proposed Annual Operating Budget**

General Fund and Enterprise Funds

July 1, 2017-June 30, 2018

Presented By:

Mayor William Martin

Prepared By:

Marjorie L. Kelly, Finance Director

Elizabeth Braccia, City Auditor

*With special thanks to Lindsay Rowe for  
formatting and assembling the budget book*

**CORRECTIONS:**

Errors have been  
corrected on the  
following pages:

- 20
- 120
- 122
- 158

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TAKE A TROLLEY TRIP THROUGH THE WONDERFUL CONNECTICUT, DEERFIELD AND MILLERS RIVER VALLEYS, SEE 10,000 ACRES IN TOBACCO AND ONIONS, VIEW THE MOUNTAINS, RIVERS AND LAKES, PICTURESQUE TOWNS AND VILLAGES

### **Connecticut Valley Street Railway and Affiliated Companies**



Office and Car Barns at Greenfield

# SECTION 1 – General Overview

## Budget Message from the Mayor

To President Allis, Councilors and citizens of Greenfield,

Approaching my 8th budget for the Town of Greenfield, I realized that a repetition of a task does not make that task easier. While there are both external and internal variables to control each year, this FY 2018 Budget exposed more than the usual obstacles. In brief, we have increased the operating budget approximately \$1,100,000 over FY 2017 adjusted budget while making complex departmental decisions for efficiency and economy. Our expected outcome is to produce an affordable community budget that will produce few ripples in our daily lives and provide all departments with the required resources. Admittedly, the tooling resources are scant, but available; and the staffing levels are minimal, but satisfactory.

We are all well aware of falling statewide revenue estimates and the expected impact on budget plans. It has been reported by the Governor and the Legislature that all new state growth and revenue will be dedicated to the Mass Health deficit and its expanded costs. This budget is constructed under the severe restrictions for growth and the limited options for monetary resources. I will review after two fiscal quarters and report back to the Council the status of the reductions inherent to this budget and the prospects for modification.

I have asked all departments to make sacrifices so that no one area or department shoulders a devastating loss of funds. For the first time, we are pioneering a budget based on our Master Plan where feasible and fiscally responsible. And, as I have mentioned many times before, we intend to seek a level of independence through our actions as a sustainable city by placing municipal assets in areas to create growth, attending to preservation of our history, reducing energy consumption by conservation and aggregation initiatives; and lastly, to facilitate innovation that expands benefits to all residents.

A resilient city is a step beyond preparedness. We have prepared locally and regionally for “disaster risk reduction” and scheduled for various levels of response. It is this resiliency to respond to a physical, social or economic affront that differentiates resilient from sustainable. We have exemplified our community cohesiveness and moved to conclude initiatives specific to the purpose with development of solar storage, water source planning, institutional building replacement and regional partnerships.

We are a safe city and exemplify that by creating adequate parking, roadways and sidewalks, and maintaining police and fire services in challenging times. We have participated in a Way Finding grant that created a process to review our signage. School entry systems have been modernized for student and employee safety. The town website is renewed with extra Code Red services, an expansion of 311

service and compatibility with Open Government regulations. We are assured that law enforcement and elected officials will be responsive to their oath of office.

Most of all, we want to be a livable, economically vibrant city for all of our citizens and have tried to present a budget that provides to that end. With two basic principles, to increase the density of people at the core of the city and to accommodate and facilitate human service and invention, Greenfield moves through the 21st century. An increased density strategy to stabilize its shire town status and provide services is to create opportunity for what people need. Residents need access to education, government, courts, banking, health care, housing, basic goods, and opportunity while feeling safe, secure and valued. As we accommodate, entities will locate to Greenfield and contribute to the vibrancy of downtown assuring success and stability.

The economic benefit of this increased density is to lay a fertile commercial field for start ups and locally owned business. The Market will serve the “wants” of this activity with new jobs, expanded tax base and support existing business as well. This is the second basic principle...to provide opportunity. With new business come new jobs. With new jobs come new opportunities.

In my tenure as Mayor, I have dedicated myself to making Greenfield a city that is on the precipice of inventiveness, always moving forward while maintaining a dedication to fiscal responsibility. My administration has worked hard to develop new revenue streams to balance high service levels while trying to minimize tax increases for property owners. We continue to look for private investments in our community; those that will enhance long term development, generate revenues and jobs, and add to our tax base, thus reducing the impact on taxpayers.

### **FY2018 Operating Budget**

Enclosed please find the FY2018 Operating Budget for the City of Greenfield including the Greenfield Public Schools. The proposed General Fund budget totals \$48,612,502, an increase of \$1,182,808 or 2.49% over the FY2017 adjusted expenditures. The FY2018 Capital Improvement Plan is also included in this budget to show a complete picture.

In FY2018, we will strive to equal or exceed the level of service expectations our constituents have. However, I am looking at 2018 as a “gap” year whereby the revenue streams of the past five years have dwindled, and we have another year at least before we see some new revenue initiatives fully develop.

There are multiple budgetary challenges to overcome, also, including some costs out of our immediate control. These include health insurance costs, retirement costs, Medicare, and general fund debt payments. Overall the fixed costs account for \$1,060,577 or 90% of the overall \$1,182,808 increase.

To put that in perspective, our new growth is estimated to be between \$400,000 and \$500,000 and thus will not cover the fixed cost increase. State aid is expected to be flat or possibly decreased, and the forecast for local receipts is that they will fall short of the past five years.

Of the 63 line items in the 2018 budget, reductions occurred in 29 areas and increased in 22 areas and 12 areas stayed the same. Of the 15 clustered categories of service, 7 were decreased. There are unfunded positions (4) and reduction of hours (5 employees) in the final budget, exclusive of the school department.

Despite these difficult challenges, we will continue to excel at our service and persevere to provide. We have a history and tradition of excellence and innovation and will continue to lead by example. The last four years have produced municipal aggregation under Greenfield Light & Power and designation as one of the first Green Communities in the Commonwealth. My administration with Carole Collins' able assistance continues to lead the city toward Sustainable Greenfield, the community's vision in the Master Plan.

Our reputation is enhanced with the LEED Gold High School on time and under budget completion, selection as one of only four cities in America as a Crown Community for innovation, chosen as one of only a few communities in the State to surpass 20% in energy consumption, chosen as the only DCR recipient for Park Design (Green River) and creating a municipally owned broadband and telecommunication department.

More of our story is told within the covers of the Budget book. Please note the mission and accomplishments of each department and appreciate the ingenuity, dedication and commitment of each and every municipal employee.

William Martin  
Mayor  
31 March 2017

## City Overview

Greenfield is the economic, entertainment, and employment center of life in the northern Pioneer Valley, and the county seat of Franklin County. The Town's 22 square miles include a mix of small-town, suburban, and country life mixed for our 17,450 residents. Greenfield is one of fourteen Massachusetts municipalities that have applied for, and been granted, city forms of government but wish to retain "The town of" in their official names.

According to *Yankee Magazine*, Greenfield is "a scrappy combination of old-time New England and forward thinking."<sup>1</sup> Visitors to Greenfield's quintessential American Main Street can enjoy dining, shopping, entertainment, history, architecture, and recreation by simply taking a stroll. Greenfield also has a rich arts and culture scene with a variety of venues for music, performance art, and more. The rest of town is a mix of farms, modern industry, and quiet residential neighborhoods. Educational institutions include innovative public schools, distinguished private schools, and Greenfield Community College.

As a growing city, Greenfield has been chosen for tens of millions of dollars in new private and public investment. The Bank Row Urban Renewal Zone has turned historic downtown buildings into new storefronts and loft apartments. The John Olver Transit Center opened in 2012; it connects local, regional, and national busses and in 2014 began offering Amtrak service along the Burlington-New York-Washington corridor. In 2017, the \$60 million renovation of the Franklin County Courthouse was completed.

## History

Pocumtuck Indians inhabited the Greenfield area; Native American artifacts found in the area are dated between 7,000 and 9,000 years BC. The area was colonized in 1686 and incorporated as a town in 1753, Greenfield's strategic location at the junction of the Connecticut and Green Rivers made it a natural crossroads.

The town was known in the 1800s for its thriving tool and cutlery industry, due in part to the invention of the thread-cutting die in the 1840s by a local resident, and home of the first cutlery factory, build in 1834 by John Russell (J. Russell Cutlery Co.) on the Green River. In the 20th century, car travel made Greenfield a stop for travelers of the Route 2 section of the Mohawk Trail and Interstate 91.

## Recent Awards

2017 - 2017 Design of Facility Agency Award by the Massachusetts Recreation and Park Association for Green River Park

2016 - Officially designated a Crossroads Cultural District by the Massachusetts Cultural Council

2016 - Honored by American City & County magazine as a Crown Community for pioneering the purchase of locally generated renewable energy certificates into the Greenfield Light and Power Program

2016 – Fifth time being recognized as a "Playful City USA"

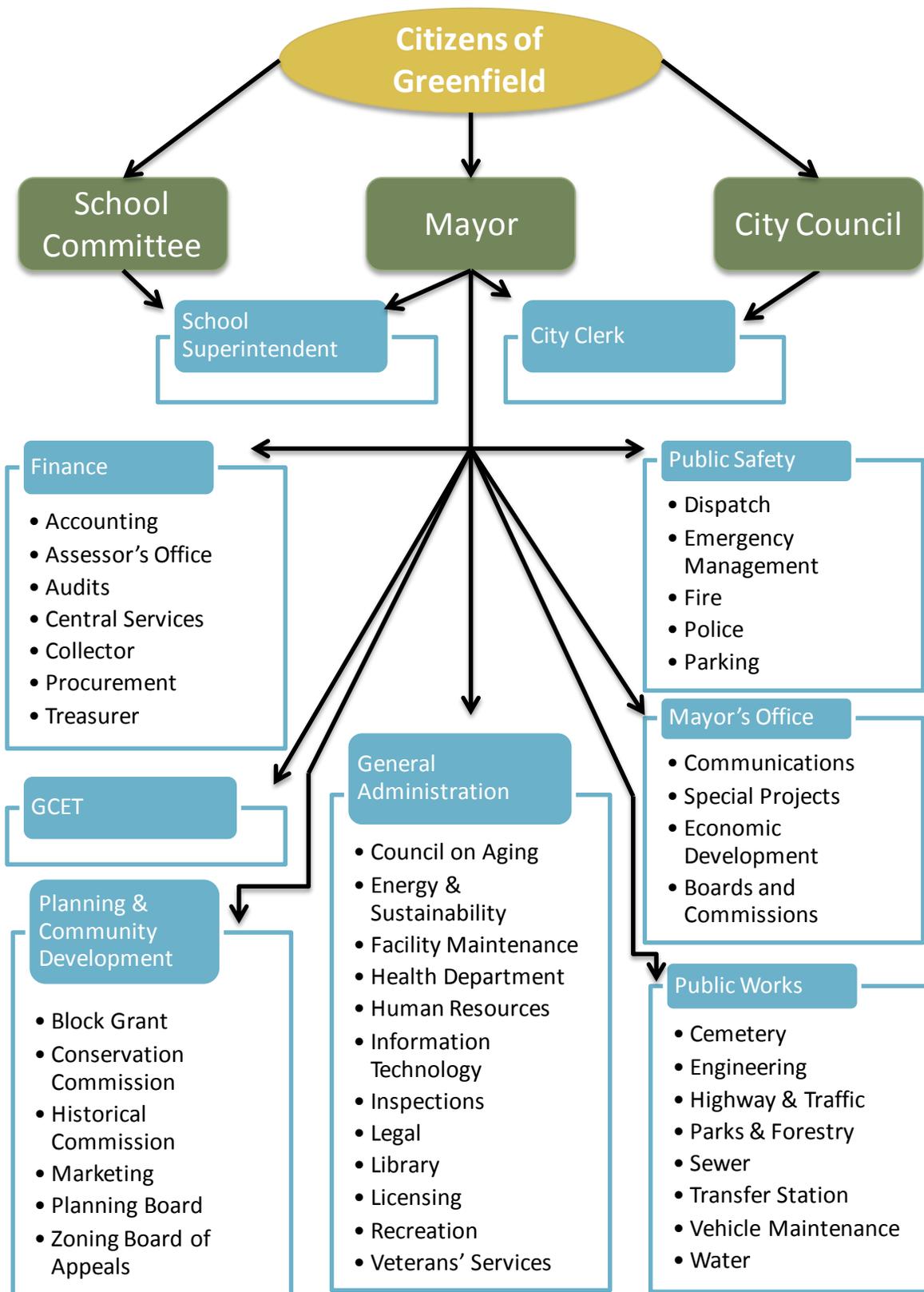
2016 – LEED Gold Certification awarded to the Greenfield High School

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<sup>1</sup> <https://newengland.com/yankee-magazine/travel/massachusetts/greenfield-massachusetts/>



# Organizational Chart



## Organizational Summary – Department Contacts

DEPARTMENT	NAME	TITLE	EMAIL
<b>Accounting Department</b>	Elizabeth Braccia	Town Accountant	ElizabethB@greenfield-ma.gov
<b>Assessors Department</b>	Audrey Murphy	Chief Assessor	AudreyM@greenfield-ma.gov
<b>Building Inspections</b>	Mark Snow	Inspector of Buildings	MarkS1@greenfield-ma.gov
<b>Central Maintenance</b>	George VanDelinder	Facilities Manager	GeorgeV@greenfield-ma.gov
<b>Clerk's Office</b>	Deborah Tuttle	Town Clerk	DeborahT@greenfield-ma.gov
<b>Council On Aging</b>	Hope Macary	Council on Aging Director	HopeM@greenfield-ma.gov
<b>Department of Public Works</b>	Don Ouellette	Director of Public Works	DonaldO@greenfield-ma.gov
<b>Energy Department</b>	Carole Collins	Energy and Sustainability Manager	Energy@greenfield-ma.gov
<b>Finance Department</b>	Marjorie L. Kelly	Finance Director	LaneKel@greenfield-ma.gov
<b>Fire Department</b>	Robert Strahan	Fire Chief and Emergency Management Director	RobertS80@greenfield-ma.gov
<b>Health Department</b>	Nicole Zabko	Director of Public Health	NicoleZ@greenfield-ma.gov
<b>Human Resources</b>	Dennis Helmus	Human Resources Director	DennisH@greenfield-ma.gov
<b>I.T. Department</b>	Fernando Fleury	I.T. Manager	FernandoF@greenfield-ma.gov
<b>Library</b>	Ellen Boyer	Library Director	EBoyer@greenfield-ma.gov
<b>Licensing</b>	Lori Krikorian	DEC Licensing Coordinator	LoriK@greenfield-ma.gov
<b>Planning Department</b>	Eric Twarog	Planning Director	EricT@greenfield-ma.gov
<b>Police Department</b>	Robert Haigh	Police Chief	Haighr@greenfieldpd.org
<b>Recreation Department</b>	Christy Moore	Recreation Director	ChristyM@greenfield-ma.gov
<b>School Department</b>	Jordana Harper	Superintendent	supergps@gpsk12.org
<b>Treasurer/Collector's Office</b>	Kelly Varner	Treasurer/Collector	KellyV@greenfield-ma.gov
<b>Veterans Services Department</b>	Timothy Niejadlik	Veterans Service District Director	TimothyN@greenfield-ma.gov

# At-a-Glance Report for Greenfield

## DLS At A Glance Report for Greenfield

Socioeconomic	
County	FRANKLIN
School Structure	K-12
Form of Government	COUNCIL AND MAYOR
Population (2017)	17,521
Labor Force (2015)	9,260
Unemployment Rate (2015)	4.20
DOR Income Per Capita (2017)	20,136
Housing Units per Sq Mile (2009)	382.01
Road Miles (2017)	132.00
EQV Per Capita	77,721
Number of Registered Vehicles (2017)	18,237
Number of Registered Voters (2017)	11,660

Bond Ratings	
Moody's Bond Ratings as of December 2015	A1
Standard and Poor's Bond Ratings as of December 2015	AA-

Fiscal Year 2017 Cherry Sheet Aid	
Education Aid	12,985,856
General Government	3,052,555
Total Receipts	16,510,043
Total Assessments	3,394,133
Net State Aid	13,115,910

Fiscal Year 2017 Tax Classification			
Tax Classification	Assessed Values	Tax Levy	Tax Rate
Residential	1,037,218,117	22,538,750	21.73
Open Space	0	0	0
Commercial	250,085,887	5,434,366	21.73
Industrial	36,116,660	784,815	21.73
Personal Property	73,963,567	1,607,228	21.73
Total	1,397,384,231	30,365,159	

Fiscal Year 2017 Revenue by Source		
Revenue Source	Amount	% of Total
Tax Levy	30,365,159	48.82
State Aid	17,434,803	28.03
Local Receipts	8,900,228	14.31
Other Available	5,494,837	8.83
Total	62,195,028	

Fiscal Year 2017 Proposition 2 1/2 Levy Capacity	
New Growth	575,983
Override	
Debt Exclusion	1,228,243
Levy Limit	32,778,766
Excess Capacity	2,413,607
Ceiling	34,934,606
Override Capacity	3,384,083

Other Available Funds		
2017 Free Cash	FY2015 Stabilization Fund	FY2017 Overlay Reserve
2,177,885	2,858,381	297,200

Fiscal Year 2017 Average Single Family Tax Bill	
Number of Single Family Parcels	3,866
Assessed Value of Single Family	182,240
Average Single Family Tax Bill	3,960
State Average Family Tax Bill	
Fiscal Year 2013	4,846
Fiscal Year 2014	5,020
Fiscal Year 2015	5,214

#### Fiscal Year 2015 Schedule A - Actual Revenues and Expenditures<sup>2</sup>

	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	51,143,935	13,712,334	1,500,140	3,927,241	136,909	70,420,559
Expenditures	50,707,868	12,141,767	26,397,063	3,527,890	249,689	93,024,277
Police	2,785,843	0	0	0	0	2,785,843
Fire	1,935,475	0	0	0	0	1,935,475
Education	18,623,694	4,894,608	0	0	0	23,518,302
Public Works	2,628,169	0	1,179,524	3,527,890	0	7,335,583
Debt Service	4,243,573					4,243,573
Health Ins	6,137,390				0	6,137,390
Pension	3,150,604				0	3,150,604
All Other	11,203,120	7,247,159	25,217,539	0	249,689	43,917,507

#### Total Revenues and Expenditures per Capita

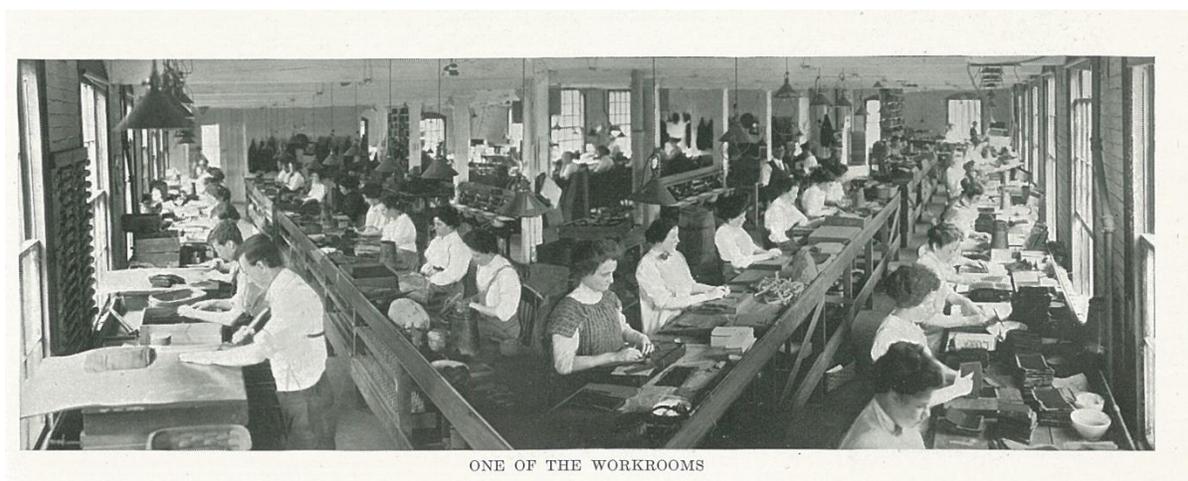
	General Fund	Special Revenue	Capital Projects	Enterprise Funds	Trust Revenue	Total All Funds
Revenues	2,923.8	783.9	85.8	224.5	7.8	4,025.9
Expenditures	2,898.9	694.1	1,509.1	201.7	14.3	5,318.1

<sup>2</sup> This data only represents the revenues and expenditures occurring in these funds and does not reflect and transfers to or from other funds. Therefore, this data should not be used to calculate an ending fund balance. If you have questions regarding the data contained in this report, please contact the Municipal Databank/Local Aid Section at (617) 626-2384 or databank@dor.state.ma.us

## Demographics

	Greenfield	Massachusetts
<b>Population</b>		
Population estimates, July 1, 2015, (V2015)	17,450	6,794,422
Population, Census, April 1, 2010	17,456	6,547,629
<b>Age and Sex</b>		
Persons under 5 years, percent, April 1, 2010	5.8%	5.6%
Persons under 18 years, percent, April 1, 2010	19.7%	21.7%
Persons 65 years and over, percent, April 1, 2010	16.5%	13.8%
Female persons, percent, April 1, 2010	52.5%	51.6%
<b>Race and Hispanic Origin</b>		
White alone, percent, April 1, 2010 (a)	92.4%	80.4%
Black or African American alone, percent, April 1, 2010 (a)	1.7%	6.6%
American Indian and Alaska Native alone, percent, April 1, 2010 (a)	0.3%	0.3%
Asian alone, percent, April 1, 2010 (a)	1.4%	5.3%
Two or More Races, percent, April 1, 2010	2.6%	2.6%
Hispanic or Latino, percent, April 1, 2010 (b)	4.9%	9.6%
White alone, not Hispanic or Latino, percent, April 1, 2010	89.8%	76.1%
<b>Population Characteristics</b>		
Veterans, 2011-2015	1,323	355,083
Foreign born persons, percent, 2011-2015	6.9%	15.5%
<b>Housing</b>		
Housing units, April 1, 2010	8,377	2,808,254
Owner-occupied housing unit rate, 2011-2015	56.9%	62.1%
Median value of owner-occupied housing units, 2011-2015	183,800	333,100
Median selected monthly owner costs -with a mortgage, 2011-2015	1,447	2,063
Median selected monthly owner costs -without a mortgage, 2011-2015	615	717
Median gross rent, 2011-2015	831	1,102
Building permits, 2015	X	17,424
<b>Families and Living Arrangements</b>		
Households, 2011-2015	7,731	2,549,721
Persons per household, 2011-2015	2.18	2.53
Living in same house 1 year ago, percent of persons age 1 year+, 2011-2015	83.3%	87.1%
Language other than English spoken at home, percent of persons age 5 years+, 2011-2015	9.7%	22.5%
<b>Education</b>		
High school graduate or higher, percent of persons age 25 years+, 2011-2015	91.4%	89.8%
Bachelor's degree or higher, percent of persons age 25 years+, 2011-2015	30.9%	40.5%
<b>Health</b>		
With a disability, under age 65 years, percent, 2011-2015	11.5%	7.9%
Persons without health insurance, under age 65 years, percent	4.9%	3.3%

	Greenfield	Massachusetts
<b>Economy</b>		
In civilian labor force, total, percent of population age 16 years+, 2011-2015	64.9%	67.5%
In civilian labor force, female, percent of population age 16 years+, 2011-2015	60.8%	63.4%
Total accommodation and food services sales, 2012 (\$1,000) (c)	42,726	17,508,975
Total health care and social assistance receipts/revenue, 2012 (\$1,000) (c)	226,106	63,583,090
Total manufacturers shipments, 2012 (\$1,000) (c)	143,006	81,927,799
Total merchant wholesaler sales, 2012 (\$1,000) (c)	263,360	123,904,370
Total retail sales, 2012 (\$1,000) (c)	437,370	92,915,380
Total retail sales per capita, 2012 (c)	24,917	13,980
<b>Transportation</b>		
Mean travel time to work (minutes), workers age 16 years+, 2011-2015	21.5	28.7
<b>Income and Poverty</b>		
Median household income (in 2015 dollars), 2011-2015	49,612	68,563
Per capita income in past 12 months (in 2015 dollars), 2011-2015	28,095	36,895
Persons in poverty, percent	14.2%	11.5%
<b>Businesses</b>		
All firms, 2012	1,765	607,664
Men-owned firms, 2012	953	357,158
Women-owned firms, 2012	579	199,210
Minority-owned firms, 2012	200	89,967
Nonminority-owned firms, 2012	1,413	499,959
Veteran-owned firms, 2012	207	58,339
Nonveteran-owned firms, 2012	1,412	525,667
<b>Geography</b>		
Population per square mile, 2010	814.7	839.4
Land area in square miles, 2010	21.43	7,800.06



From an advertisement for Emil Weisbrod and Sons: Manufacturers of Fancy Leather Goods.

## Greenfield's Top Employers and Top Taxpayers

Current initiatives to improve the business climate of Greenfield are:

- Increasing internet speeds and lowering costs through GCET,
- Increasing parking availability through the addition of a parking garage,
- Promoting growth through TIF and other incentives,
- Lowering energy costs through municipal aggregation with Greenfield Light and Power, and
- Improving quality of life through increased programming at the new Community Center (COA), Recreation Department, Library, and Schools!

### Employers with over 100 employees<sup>3</sup>

Argotec
Baystate Franklin Medical Center
Bete Fog Nozzle
Big Y
Charlene Manor Extended Care
Clinical & Support Options
Coca-Cola Bottling Plant
Commonwealth of Massachusetts
Gentiva Health Services
Greenfield Savings Bank
Home Depot
Kennametal
Sandri Co.
Super Stop & Shop
Town of Greenfield
YMCA

Top Property Taxpayers	Assessed Value
Big Y	\$11,189,600
Home Depot	\$11,060,100
Petty Plain	\$9,048,100
Greenfield Corp Ctr	\$6,825,600
66 Greenfield LLC	\$6,780,100
Weldon Associates	\$6,200,700
Stop & Shop	\$6,116,600
Homesavers Council	\$5,750,900
Syfeld Greenfield	\$5,611,100
John C Chakalos	\$5,466,600

*The total valuation for the City of Greenfield in FY2017 was*  
**1,397,384,231.**  
*This group represents 5% of the total valuation.*

<sup>3</sup> From the Massachusetts Department of Labor and Workforce Development at:  
[http://lmi2.detma.org/lmi/Top\\_employer\\_list.asp?gstfips=25&areatype=15&gCountyCode=000002](http://lmi2.detma.org/lmi/Top_employer_list.asp?gstfips=25&areatype=15&gCountyCode=000002)



Dean,  
Photographer

BANK ROW FROM MAIN STREET

## GREENFIELD'S ACHIEVEMENTS IN VARIED MANUFACTURES

An Old New England Town with a  
Modern Industrial Development

By John Carll Lee

A careful investigation, undertaken a few years ago, revealed that Greenfield was the wealthiest town in the world for a community of its size. A similar consideration undertaken at the present day would reveal that the town has never, since its establishment as an industrial community, been the victim of hard times to the extent that many industrial communities have again and again suffered. There has never been a day in the entire life of the industrial community when the number of unemployed has been a source of trouble; and within the past three decades there have been few who were unemployed save such as chose to avoid employment. There are two reasons for such an unusual record. One is that Greenfield has never in any sense been boomed. Its growth has always been steady and consistent. There are few to be found who can recall a time when there was not a demand for more buildings, or a time when there have been many empty houses along its streets. In the past year there have been two factories vacated when the concerns have moved to larger quarters. Neither of these factory build-

ings remained empty for a longer period than three months. The other reason for the situation is the widely varied industries of the town. Many rapidly growing manufacturing communities are to be found in other sections; and there have been great accumulations of wealth in the towns and cities devoted exclusively to the manufacture of some one particular line of merchandise. The prosperity of these communities may be phenomenal for a time, but a sudden turn in the market, or some single deviation of fortune, brings about a suspension of the activities of such places with consequent hardships for the entire population.

The railroad facilities in Greenfield are an important factor in the town's prosperity. Access may be had through direct lines of rail communication to all four points of the compass. The facilities for freight shipments in all directions, to and from New York, Boston, Canada and the entire West, are efficiently supplied by the Boston & Maine Railroad over double tracked roads. The intersecting lines of the Connecticut & Passumpsic and Fitch-

## SECTION 2 – Budget Overview All Funds

### Budget Calendar

The budget calendar is released to all departments and agencies as well as the City Council in August. Dates are adjusted as needed within the requirements of the Home Rule Charter.

September 1, 2016

- Capital Budget package out to departments and agencies

September 30, 2016

- Completed Capital Budgets due back to Finance Department

November 9, 2016

- Instructions for entry of operating budgets and Revolving Fund packages directly into MUNIS released to departments and agencies

December 23, 2016

- Completed Operating Budget and Revolving Fund packages to be completed in MUNIS

January 23, 2017

- Capital Improvement Committee makes final recommendation to Mayor

January 30, 2017

- Mayor sends Capital Budget to Town Council (Charter 5-10a)

March 14, 2017

- School Department Budget submitted to the Mayor (Charter 5-2b)

March 31, 2017

- Mayor presents Operating Budget to the Council (Charter 5-3)

May 30, 2017

- Deadline for action by Town Council (Charter 5-6c)

## FY2018 Budget Overview and Timeline

On November 9, 2016, the Finance Department released the instructions for the FY18 Operating Budget to each non-school department requesting that they prepare the budget based on the following:

- The overall bottom line should be level funded.
- Salary and wages should be funded to reflect only increases, steps and longevity approved in current contracts. Contracts for the Management, Teamsters and Clerical personnel will expire June 30, 2017. Police Unit A and Fire will expire June 30, 2018. Police Unit B and Dispatch were not settled at the time instructions were released.
- Ordinary expenditures should be level funded or reduced to allow for contractual salary increases.
- The Mayor also asked the School Department for a level funded budget.

The FY2018 budgets were entered directly by the department heads into MUNIS, the new accounting software system for the first time. They were reviewed by the Finance Director and City Auditor between late December and mid-January, when they were turned over to the Mayor with recommended changes or adjustments. The Mayor reviewed and made final changes to be implemented by the department heads.

The department heads were also asked to update mission statements, goals and objectives to be included in the budget book.

The Finance Director prepared a preliminary budget recap utilizing the Governor's estimates for Cherry Sheet receipts, estimated local revenue, real and personal property tax estimates, and the submitted departmental budgets. The Governor's revenue estimates reflected an overall increase of \$113,300 (+.72%) over last year. Local aid assessments reflect a decrease of \$28,533 (-10.7%) in non-school related assessments in the Governor's numbers. No estimates from the Legislature are available as of this writing.

The final vote of the School Committee on the School Department's budget was held on March 13, 2017 and forwarded to the Mayor.

The final FY2018 budget was submitted to the Ways and Means Committee of the City Council for approval on March 31, 2017 and will be voted by the Council no later than May 30, 2017.

## Property Tax “101” – A Taxpayers Guide

### Introduction

This information about real estate taxation is designed to explain the process leading to a tax bill and attempts to dispel many of the common misconceptions associated with this often-misunderstood subject. Slightly over half the money needed to fund the City’s government must be raised through property taxation. The remainder of the revenue comes from other sources, such as state aid and local receipts.

Massachusetts’ municipal law permits two types of local property taxation – real estate and personal property. Since it affects the greatest number of residents, most public attention is focused on the real estate tax.

### How is Property Value Determined?

The average residential dwelling in Greenfield gets its new assessment each year from the Assessing Department’s analysis of the property sales market. You could correctly say that the amount your “new neighbors” paid your “old neighbors” for the houses in your area provided the Assessors with the basis for your new assessment. The Assessors program the mass appraisal system with relevant sales information and it generates new values for similar property that did not sell.

It is important to understand that your fiscal year assessment is based on sales information that took place more than a year before the new assessment appears on your bill. For instance, the FY18 assessments are meant to reflect the value of your property on January 1<sup>st</sup>, 2017 and were derived from sales information obtained in calendar year 2016. They do not reflect the property’s current value. Unlike many “appraisals” that are meant to reflect current value, “assessments are retrospective and look back in time to “arms length sales” that have already taken place.

### Assessed Value & Tax Rate

Every year the Assessing Department adjusts all of the City’s taxable property according to a procedure outlined in Massachusetts General Law. The new “assessed value” is designed to reflect the property’s “full and fair cash value” on the first day of January prior to the December bill on which it first appears. It is important to note that your assessed value is a year old when it appears on your bill, and is not intended to be a reflection of the property’s current value. The assessors then “add up” the total assessed value of all of the City’s taxable property.

The City’s Finance Department provides the assessors with exactly how much revenue must be raised through property taxation. It is this revenue figure, divided into the total assessed value of the City’s taxable property that determines the basic “equalized” tax rate per \$1,000 of assessed value. Some communities, including Greenfield, use this rate to tax all classes of property.

Every five (5) years, subject to the dictates of the Commissioner of Revenue, the City is required to undergo a “recertification” procedure. This is commonly known as a “revaluation year.” In past years, it was at this time that property owners usually saw the greatest change in their property assessments. With the use of computerized mass appraisal systems, most communities, including Greenfield, now adjust their property assessments on a yearly basis. These assessments closely follow the fluctuations

in the marketplace and reflect a property values on the 1<sup>st</sup> of January prior to the bill on which the new assessed value first appears.

### **What Makes a Tax Bill Go Up or Down?**

Many factors can affect the total amount of your property tax bill and often many influences are at work at the same time. Historically, the yearly cost of funding a City increases each year, much in the same way the cost of maintain a household increases each year. If nothing else changed, this increase would more than likely cause your tax bill to go up.

These factors could contribute to an increase:

- Improvement to a property in the form of an addition, finished basement or attic or other alteration that would increase the property's market value.
- A disproportionate increase in the market value of a particular section of the City when compared to another section.
- The discovery by the assessors of incorrect property information, such as an additional apartment unity, bathroom, or finished basement, which was not recorded on the previous assessment.
- In the case of income producing property, the increase of income vs. the cost of doing business.
- Loss of taxable property to tax exempt status, thereby diminishing the tax base.

These factors could contribute to a decrease:

- A disproportionate decrease in the market value of a particular section of the City when compared to another section.
- The reduction in the value of the property as a result of an alteration made of the structure.
- The deterioration of the property as a result of neglect, disaster, or accident.
- In the case of income producing property, either loss of income or a change in the income expense ratio.
- Reduction of a form of revenue consuming municipal service(s).
- The addition to the tax base of taxable property.
- Other forms of budget reduction.

As you can see from above, there are many dynamics to each tax bill. Any single factor, but usually a combination of factors, will influence the amount of your bill. Although an "average" tax bill can be statistically produced, very few bills would actually reflect the statistical average.

### **What about Proposition 2 ½?**

Simply stated, Proposition 2 ½ says that a community cannot collect any more than 2.5% more than the maximum amount it was legally allowed to collect through property taxation in the previous year. This refers to the "total" amount that the City collects from the community and not the amount it collects from an individual taxpayer.

### **What is Growth and Why is it Important?**

"Growth," when referred to by municipal officials, means property eligible for taxation this year that was not there last year. The reason why so much importance is attributed to the "growth figures" is that the infusion of this new revenue assists in defraying the impact of budget increases on the tax bill.

Large capital building projects normally contribute to the bulk of the growth figures, but the simple addition of a deck to the back of a house is also part of the calculation. The cumulative effect of growth on the City’s economy can often reduce a tax bill by a couple of percent over what it would have been had this “growth” not occurred.

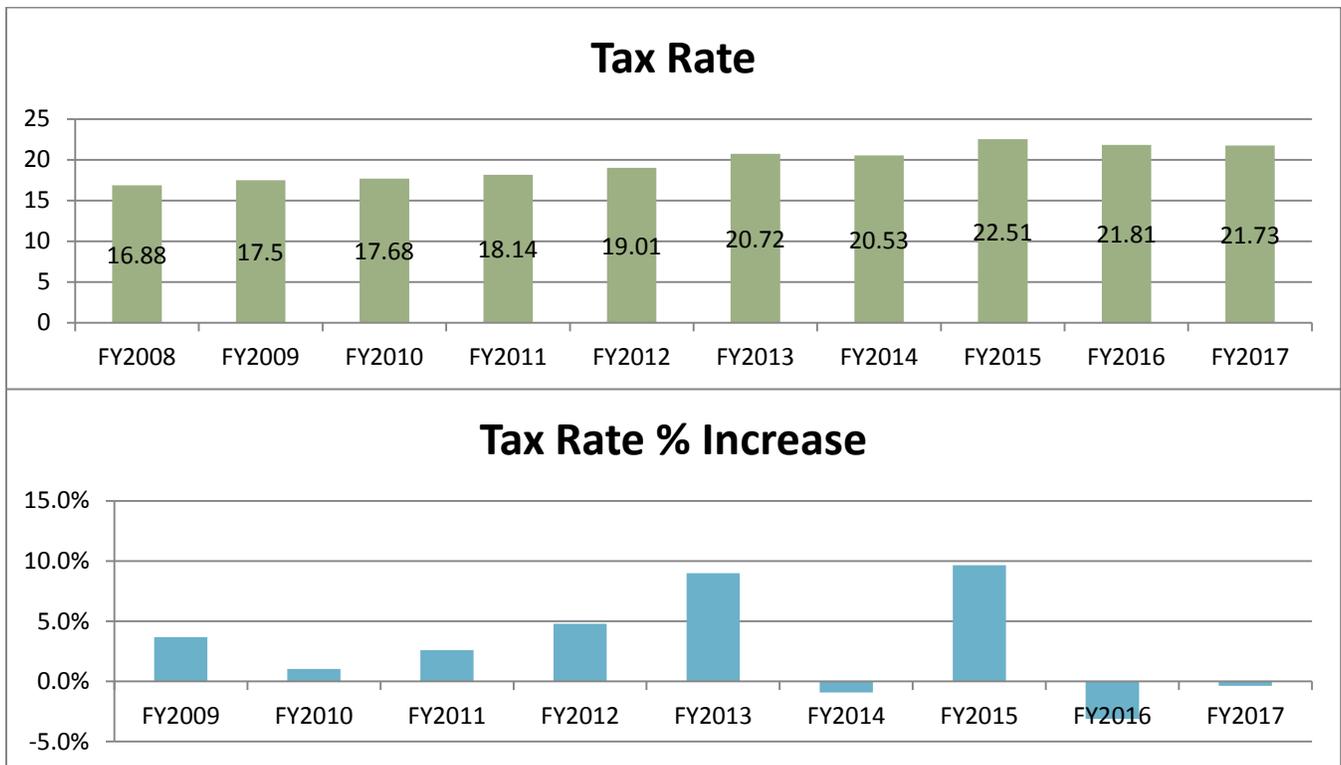
**Summary**

Although a community’s tax rate or rates are often a measure of comparison by one city to another, your actual tax bill consists of not one, but two parts – the tax rate and the property’s value assessment. The better comparison would be to compare a similar home, in a like neighborhood and the “bottom line” of an actual tax bill.

Remember, the city’s budget and what part of those funds come from property taxation determine the amount property owners are asked to contribute in the form of their tax bills. The property assessment and tax rate are the mathematical way in which that sum is realized.

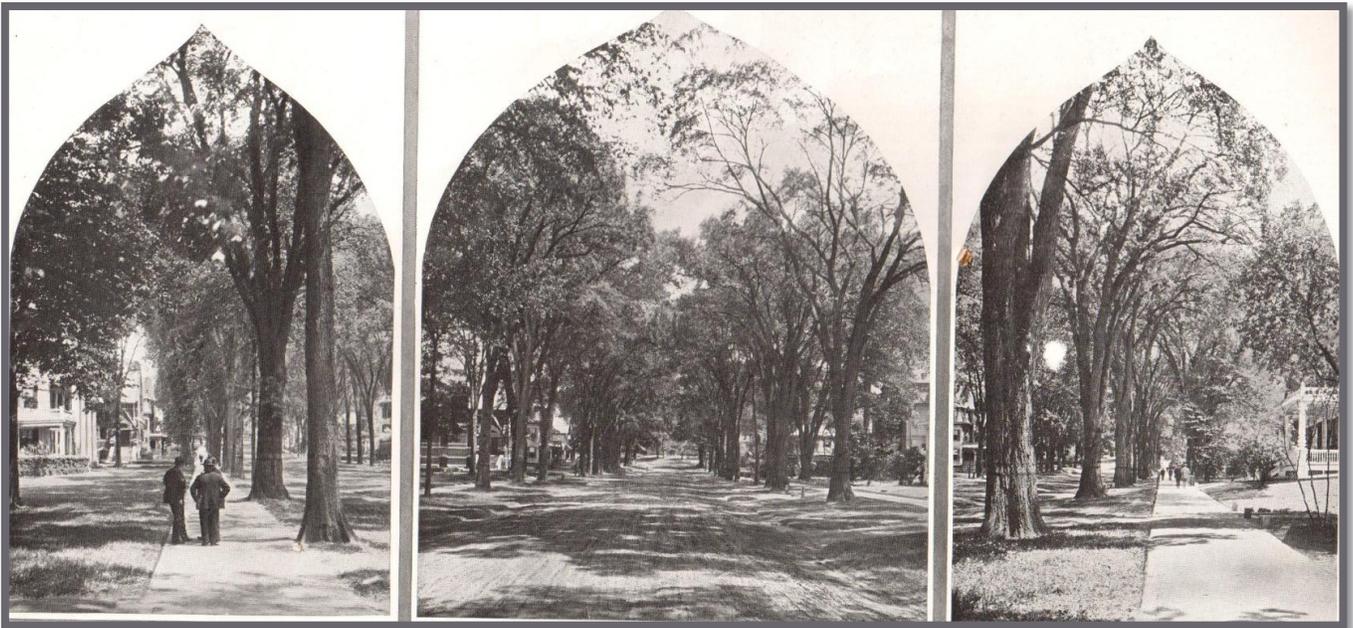
The Town maintains a computerized mass appraisal system and periodically reviews, through various processes, all its taxable property. The resulting citywide adjustments made to the property database assure taxpayers the most equitable distribution of the tax burden Greenfield tax assessors can provide.

Internet access to this information offers Greenfield’s citizens a clear look at the statistical component of their property assessment and a way to track any discrepancies that might warrant correction now and into the future.



“Neath the Braided Branches of Elms, East end of Main Street”

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# What is Voted by City Council – Budget vs. RECAP

## Breakdown of Tax Recapitulation Report

<b>FY 2017 BUDGET - MAJOR FUNDS</b>		<b>DATE VOTED</b>
General Fund Budget Appropriations Submitted by Mayor		
City - Includes Unemployment Transfer Out	27,915,433	
School	19,169,537	
<b>Total General Fund Appropriations</b>	<b>47,084,970</b>	<b>May</b>
Enterprise Fund Appropriations Submitted by Mayor		
Sewer	2,467,666	
Water	1,730,562	
<b>Total Enterprise Fund Appropriations</b>	<b>4,198,228</b>	<b>May</b>
<b>Total Budget to be voted - May (Submitted by Mayor)</b>	<b>51,283,198</b>	
<b>Other RECAP Items Voted at Tax Rate Setting</b>		<b>Tax Rate Meeting</b>
Cherry Sheet Offsets	745,037	
State Qualified Bond	2,080,593	
Overlay Deficit	263	
Overlay - Allowance for Abatements	297,200	
State and County Cherry Sheet Charges	3,894,133	
<b>Total Other Items on RECAP voted</b>	<b>7,017,226</b>	<b>November</b>
<b>Total RECAP Expenditures</b>	<b>58,300,424</b>	
<b>Other RECAP Items Voted at Tax Rate Setting</b>		
Revolving Funds	427,500	
Retained Earnings	102,000	
Capital Improvement, General Fund, Stabilization	1,973,550	
Free Cash - Various projects, General Fund, Stabilization	2,771,288	
<b>Total Other Votes by Council - Non Major Funds</b>	<b>5,274,338</b>	<b>Regular Council Meetings</b>

## Tax Rate Recapitalizations (RECAP) Sheet FY2018

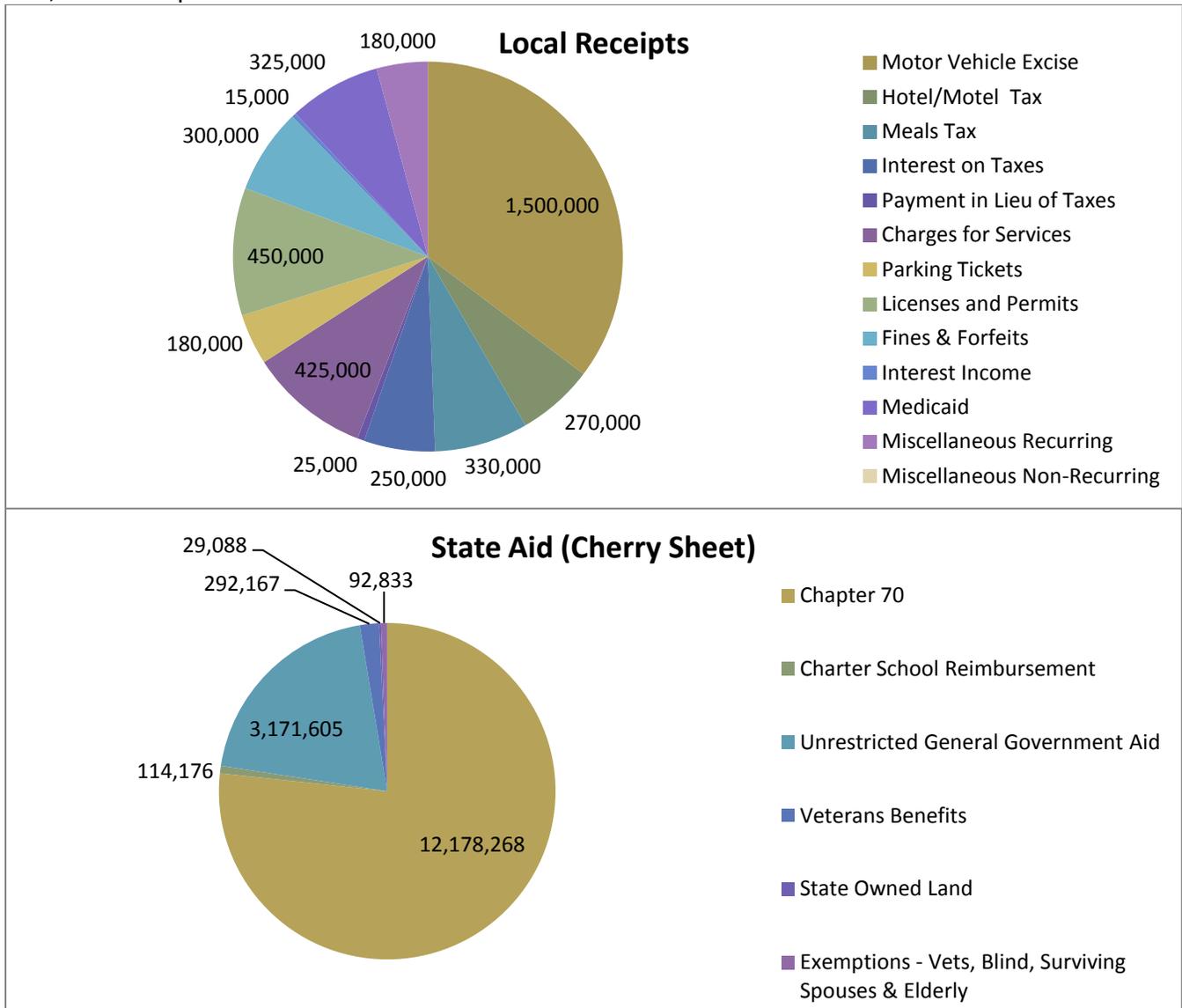
General Fund - Budget RECAP	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018
<b>Appropriations:</b>	<b>Tax RECAP</b>	<b>Tax RECAP</b>	<b>Proposed</b>
Operating Budget	45,156,330	45,721,420	47,456,601
Prop 2 ½ Exempt Debt Service	1,364,550	1,363,550	1,193,901
<b>Total Operating Budget</b>	<b>46,520,880</b>	<b>47,084,970</b>	<b>48,650,502</b>
Special Orders	0	0	0
Special Council Votes	0	0	0
<b>Total Appropriations</b>	<b>46,520,880</b>	<b>47,084,970</b>	<b>48,650,502</b>
<b>Other Amounts To Be Raised:</b>			
Current Year Overlay	301,816	297,200	300,000
Overlay Deficit (Prior Years)	12,482	236	0
Snow & Ice Deficit	99,842	0	0
State Assessments	261,336	263,320	237,556
State Qualified Debt	2,111,994	2,080,593	2,058,794
School Choice Sending Tuition	2,309,748	2,448,418	2,322,648
Charter School Sending Tuition	1,157,809	1,139,626	1,210,817
<b>Total Other Amounts To Be Raised</b>	<b>6,255,026</b>	<b>6,229,393</b>	<b>6,129,815</b>
<b>Total Amount To Be Raised</b>	<b>52,775,906</b>	<b>53,314,363</b>	<b>54,780,317</b>
<b>Estimated Receipts:</b>			
Cherry Sheet Receipts	15,523,737	15,716,863	15,853,433
Mass School Building Authority	924,760	924,760	924,760
Sewer Enterprise Indirect Costs	303,718	352,158	328,000
Water Enterprise Indirect Costs	285,322	300,049	263,900
Local Estimated Receipts	4,000,000	4,200,000	4,200,000
Pay As You Throw Fees	400,000	400,000	400,000
Parking Meter Receipts	200,000	300,000	500,000
<b>Total Estimated Receipts</b>	<b>21,637,537</b>	<b>22,193,830</b>	<b>22,470,093</b>
<b>Other Available Funds:</b>			
Transferred From Other Funds	0	0	0
Overlay Surplus	0	0	0
Stabilization Fund	1,400,000	750,000	0
Free Cash To Reduce The Tax Rate	0	0	0
Free Cash	0	0	0
<b>Total Other Available Funds</b>	<b>1,400,000</b>	<b>750,000</b>	<b>0</b>
<b>TOTAL REVENUES &amp; AVAILABLE FUNDS</b>	<b>23,037,537</b>	<b>22,943,830</b>	<b>22,470,093</b>
<b>Total Tax Levy</b>	<b>29,738,369</b>	<b>30,370,533</b>	<b>32,310,224</b>
Total Town Valuation	1,363,519,928	1,397,384,231	1,425,331,916
<b>Tax Rate</b>	<b>21.81</b>	<b>21.73</b>	<b>22.67</b>
<b>Levy Limit Calculation:</b>			
Levy Allowed For Prior Fiscal Year	29,088,817	30,219,063	31,550,523
2 1/2% Property Tax Increase	727,220	755,477	788,763
New Growth	403,026	575,983	575,000
Levy Limit	30,219,063	31,550,523	32,914,286
Debt Excludable From Prop 2 1/2	1,266,290	1,363,550	1,193,901
<b>Maximum Allowable Levy Limit</b>	<b>31,485,353</b>	<b>32,914,073</b>	<b>34,108,187</b>
<b>Levy Capacity (levy under/over levy limit)</b>	<b>1,746,983</b>	<b>2,543,539</b>	<b>1,797,963</b>

## Revenue Overview

For a municipality, the budget process begins with estimating revenues and continues throughout the year with monitoring the revenues monthly. The revenue assumptions and projections give the Mayor choices in allocating resources. Estimating revenues is a balance of trying to reduce the impact of the cost of government on taxpayers, providing a stable portfolio of reserves, and equating the cost of services to the revenues received.

Revenues are updated monthly throughout the year and analyzed closely for fluctuations. In so doing, the City is able to react in a timely manner in the event of any shortfalls and in time to maintain fiscal stability.

Many of the revenue sources have formulas and rates that cannot be changed by the City. Property tax formulas, excise tax and certain fines are set by the State. The City does have the ability to set user fees, as well as permit and license fees.



## Revenue Summary

	FY13	FY14	FY15	FY16	FY17E	FY18B
<b>Real and Personal Property</b>						
Total Real and Personal Property	27,012,193	26,919,611	29,715,846	29,738,370	30,365,159	31,398,390
<b>Local Receipts</b>						
Motor Vehicle Excise	1,414,198	1,440,343	1,482,541	1,632,363	1,500,000	1,500,000
Hotel/Motel Tax	233,065	305,369	296,804	271,008	275,000	270,000
Meals Tax	301,844	302,546	309,072	327,922	325,000	330,000
Interest on Taxes	286,841	302,078	412,923	260,351	250,000	250,000
Payment in Lieu of Taxes	18,012	17,737	28,707	48,886	45,000	25,000
Charges for Services	476,837	470,226	445,935	509,478	450,000	425,000
Parking Tickets	178,200	186,155	136,405	130,920	160,000	180,000
Licenses and Permits	486,057	666,294	714,400	777,664	700,000	450,000
Fines & Forfeits	200,312	210,175	187,165	158,061	155,000	300,000
Interest Income	4,720	19,010	59,674	19,295	15,000	15,000
Medicaid	303,563	235,091	350,503	351,516	250,000	325,000
Miscellaneous Recurring	116,479	163,613	101,106	306,211	250,000	180,000
Miscellaneous Non-Recurring	160,259	784,638	310,687	514,840	100,000	-
<b>Total Local Receipts</b>	<b>4,180,387</b>	<b>5,103,275</b>	<b>4,835,922</b>	<b>5,308,515</b>	<b>4,475,000</b>	<b>4,250,000</b>
<b>Total Local Receipts/Tax Levy</b>	<b>31,192,580</b>	<b>32,022,886</b>	<b>34,551,768</b>	<b>35,046,884</b>	<b>34,840,159</b>	<b>35,648,390</b>
<b>State Aid (Cherry Sheet)</b>						
Chapter 70	10,481,762	11,932,187	11,983,812	12,035,013	12,140,007	12,178,268
Charter School Reimbursement	240,737	191,556	86,755	76,171	134,914	114,176
Unrestricted General Government Aid	2,685,303	2,748,778	2,825,007	2,926,707	3,052,555	3,171,605
Veterans Benefits	473,737	472,168	466,748	368,598	306,529	292,167
State Owned Land	26,548	27,073	29,438	29,438	29,088	29,088
Exemptions - Vets, Blind, Surviving Spouses & Elderly	87,840	58,906	153,970	31,626	101,913	92,833
<b>Total</b>	<b>13,995,927</b>	<b>15,430,668</b>	<b>15,545,730</b>	<b>15,467,553</b>	<b>15,765,006</b>	<b>15,878,137</b>
<b>Offsets</b>						
School Choice Receiving Tuition	2,605,616	445,371	428,374	578,152	710,935	617,715
School Lunch Offset Receipts	11,853	12,301	12,991	0	0	0
Library Offset Receipts	31,668	30,670	28,511	34,012	34,102	35,262
<b>Total Offsets</b>	<b>2,649,137</b>	<b>488,342</b>	<b>469,876</b>	<b>612,164</b>	<b>745,037</b>	<b>652,977</b>
<b>Total Cherry Sheet Revenue</b>	<b>16,645,064</b>	<b>15,919,010</b>	<b>16,015,606</b>	<b>16,079,717</b>	<b>16,510,043</b>	<b>16,531,114</b>
<b>School Building Authority Reimbursements</b>						
MSBA	924,760	924,760	924,760	924,760	924,760	924,760
<b>Intergovernmental Fund Transfers</b>						
Indirect From Water Enterprise Funds	269,522	270,290	285,322	285,322	300,049	263,926
Indirect From Sewer Enterprise Funds	290,766	262,780	303,718	303,718	352,158	328,935
<b>Receipts Reserved</b>						
Parking Meters and Permits	389,979	409,387	397,910	440,252	450,000	500,000
<b>Grand Total GF Receipts</b>	<b>49,152,383</b>	<b>49,276,043</b>	<b>51,890,044</b>	<b>52,491,614</b>	<b>52,724,962</b>	<b>53,604,264</b>

## General Fund Revenue Detail & Graphs

Municipalities recognize four (4) primary sources of revenue: Property Taxes, State Aid, Local Receipts, and Other Funds. Of the four, property taxes represent by far the largest percent of revenues which forces the government to constantly work to maintain a balance between the cost of superior services and the impact on the taxpayer. When estimating revenues we follow the best practices guidelines of the DOR:

“For forecasting revenues, a moderately conservative approach should be used. Upon review of historical information, conservative assumptions should be made about dollar or percentage adjustments to the current year’s revenues in order to arrive at projections for the forecast year. With this approach, if projected revenues increase (e.g., Governor’s budget, new growth, user fees, and free cash), then a corresponding expenditure increase may be made to the recommended operating or capital budget. Alternatively, the potential revenue gain could be diverted to reserves, or left unexpended and allowed to close at year-end to free cash.”

In addition, the DOR recommends that “under sound financial policies, conservative revenue projections and departmental appropriations would be orchestrated to produce excess income and departmental turn backs. Additionally, the DOR takes measures to prevent towns from manipulating their local estimated receipts in order to balance a budget. Annually the department sends out a bulletin outlining issues in the upcoming budget process. In that bulletin, invariably there is a paragraph on revenue budgeting that starts with the phrase:

“The Bureau will continue to require that any [fiscal year] estimated receipt above its [previous fiscal year] actual amount (except for rounding) be supported by reasonable documentation. Unreasonable estimates may be rejected by the Bureau for tax rate setting purposes.”

### I. Real and Personal Property Tax

The primary source of revenue in the Commonwealth is real and personal property taxes. Real property includes land, buildings, and improvements erected or affixed to the land. Personal property includes movable items not permanently affixed to or part of the real property. The Board of Assessors determines the value of taxable land which is revalued at fair market value every five (5) years with annual updates. The Assessors are also responsible for determining the value of personal property annually.

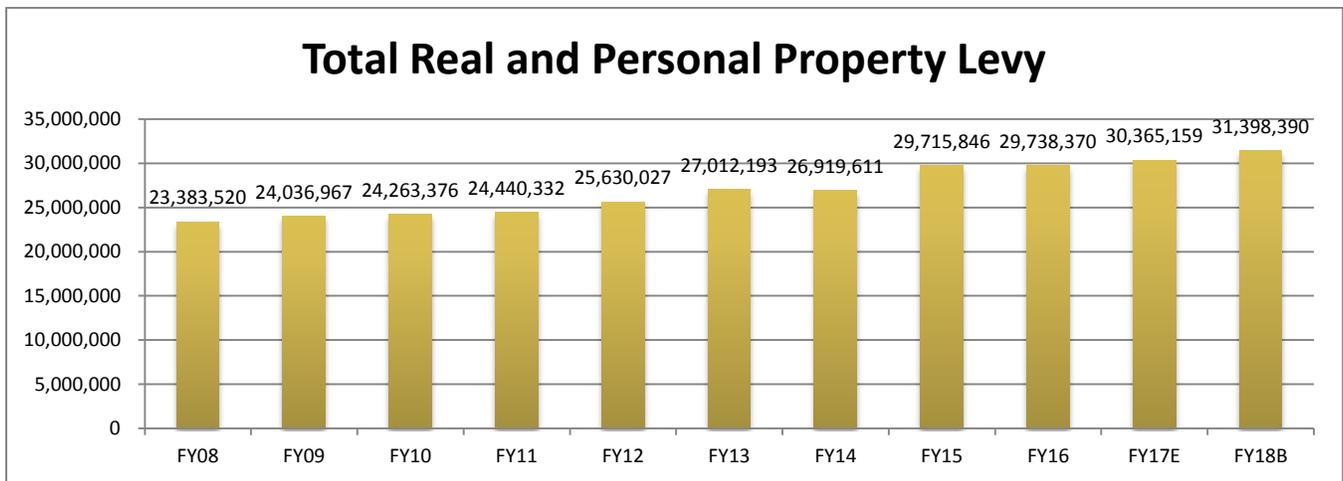
Factors influencing the tax levy and thus the amount of revenue generated by taxes:

- **The Proposition 2 ½ Increase**- Each year a community’s levy limit can be increased by 2.5% over the previous year’s levy limit. The City has chosen not to utilize this tool in three of the past five years to mitigate increases in property taxes.
- **New Growth**- This is value added to the levy by new construction, renovations and increases in the property tax base during a calendar year. The tax revenue realized by the new growth is then incorporated into the following year’s levy limit.
- **Debt Exclusions**- Debt exclusions allow for an increase in the levy limit for the life of a project or its debt service with the approval of the registered voters in the municipality. In 2012, the voters authorized the exclusion of the cost of the new Greenfield High School. That debt service will be excluded from the Prop 2 ½% limit for twenty-five years until FY2039.

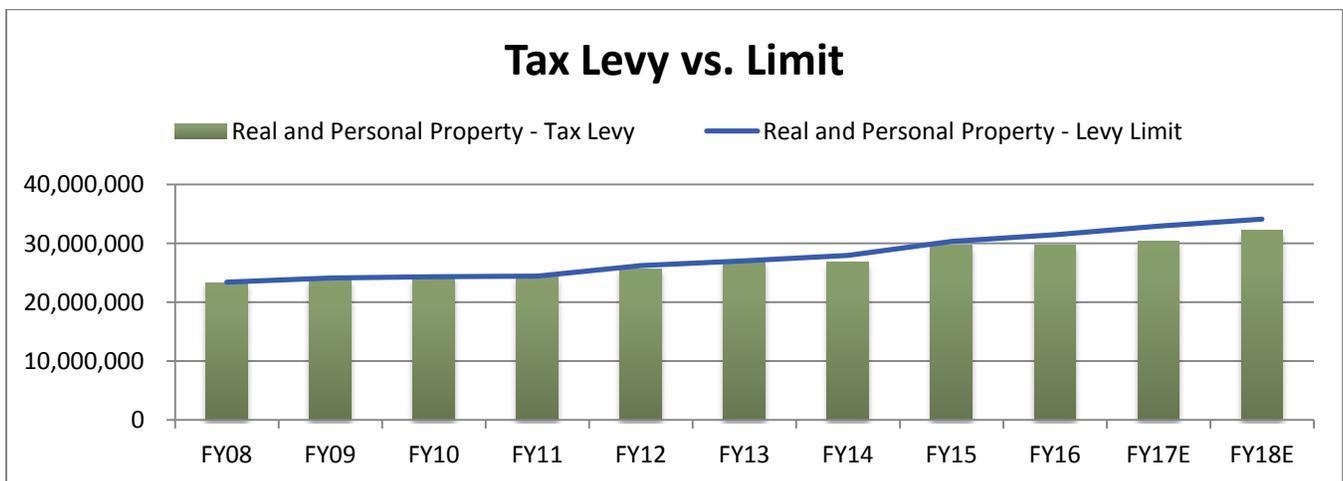
The property **Tax Levy** is the revenue a community raises through real and personal property taxes each fiscal year when it sets its tax rate.

**The Maximum Allowable Levy** The law established three types of annual levy limits: a levy limit, a levy ceiling and a maximum allowable levy. The levy limit is incremental and allows a permanent but controlled annual increase to the tax levy. The levy ceiling caps the levy limit for that fiscal year at 2.5 percent of the current fiscal year. The levy limit may be increased or decreased by locally adopted referenda, but may not exceed the levy ceiling. The levy ceiling may be increased temporarily by certain locally adopted exclusions. The maximum allowable levy is the maximum amount of property tax a community may raise in a fiscal year.

**The Tax Levy and Excess Levy Capacity** The levy cannot exceed the maximum allowable levy as calculated above. The dollar difference, or "excess levy capacity," is the amount by which the community may have legally levied, but chose not to do so.



The maximum allowable levy for Greenfield in FY2017 was \$32,914,073 but the City needed to raise only \$30,370,533 which was \$2.5 million under the limit. The maximum allowable levy limit for Greenfield for FY2018 is estimated to be \$34,108,187.

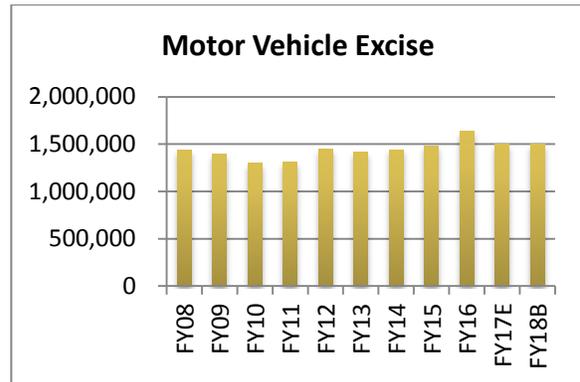


## II. Local Receipts

Local receipts are revenues locally generated other than real and personal property taxes. They include excise taxes, payment in lieu of taxes (PILOT), fines and forfeits, licenses and permits, investment income as well as miscellaneous recurring and non-recurring revenues and parking fees. These are the revenues for which the City specifically tries to take a conservative approach. Based on current trends in FY16 and FY17 Y-T-D, we are not estimating an increase in local receipts overall.

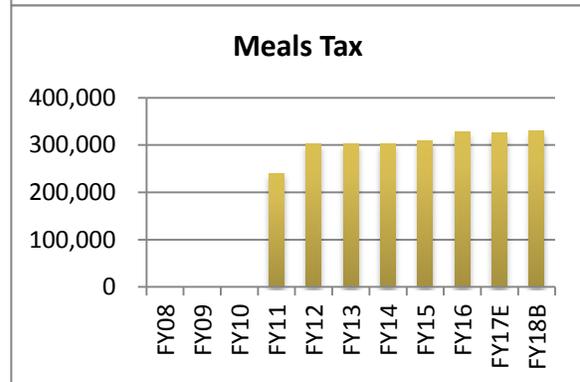
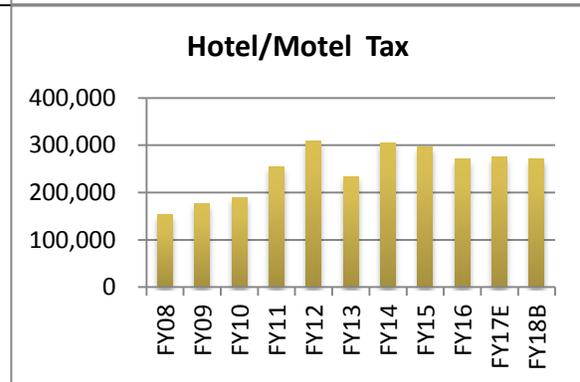
### Motor Vehicle Excise

Motor vehicle excise represents about 30% of the locally generated revenues outside of property taxes. This tax is assessed annually to owners of motor vehicles registered in Greenfield. The rate is set at \$25 per \$1,000 of vehicle value. The value reflects depreciation for five years and then will not go down again. Greenfield sends out approximately 18,000 vehicle excise bills annually.



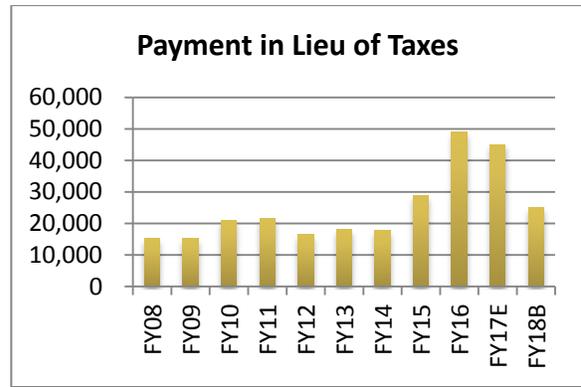
### Other Excise

MGL Chapter 64G authorizes municipalities to collect taxes on Hotel/Motel accommodations and meals. These options took effect in 2009 and 2010 respectively. The taxes are collected by the local establishments and submitted to the State which returns them to the municipality quarterly.



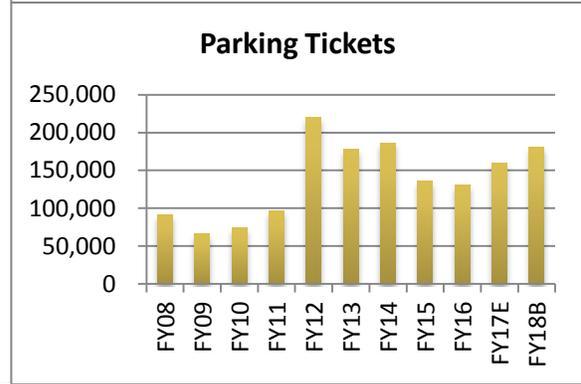
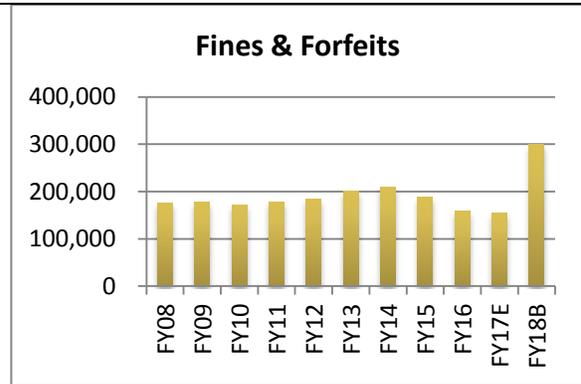
**Payment in Lieu of Taxes (PILOT)**

Some properties within the municipality are exempt from property taxes by the nature of their business. These include housing authorities, hospitals, churches, private schools, and other service organizations. In the past, agreements were negotiated with these organizations that provided some voluntary payment to offset some of the services rendered to them by the municipality. Most recently many non-profits have taken a harder stance, so the PILOT payments, while not robust, are expected to be reduced. We are considering a 44% decrease in this line from FY2017.



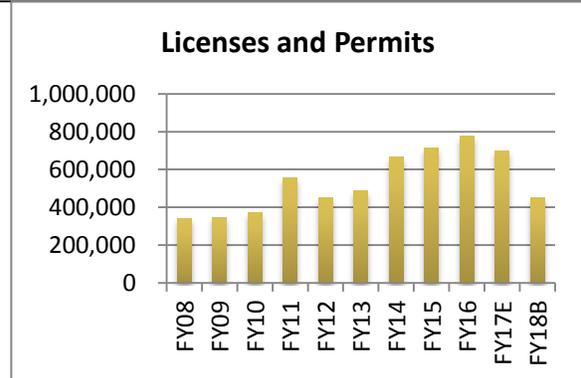
**Fines and Forfeits**

This includes the Assessor I/E penalty for non-reporting, parking tickets, and fines for moving violations. We are considering a 9% increase in this category based primarily on the current trend in parking tickets.



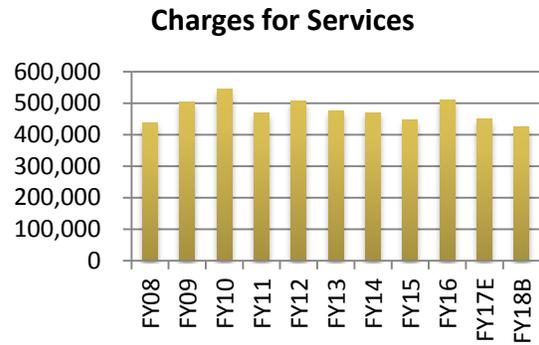
**Licenses and Permits**

These revenues are allowable for municipalities to use to offset the cost of certain services provided to the community. Departments and boards are authorized under MGL Chapter 40 §22F to set reasonable fees for licenses, permits or certificates. Greenfield has been fortunate to have experienced a period of new construction and renovation over the past few years which produced some healthy permit revenues in this caption. This year, building permits are down and may be for another year or two so we are considering a 29% decrease in the budget from FY2017.



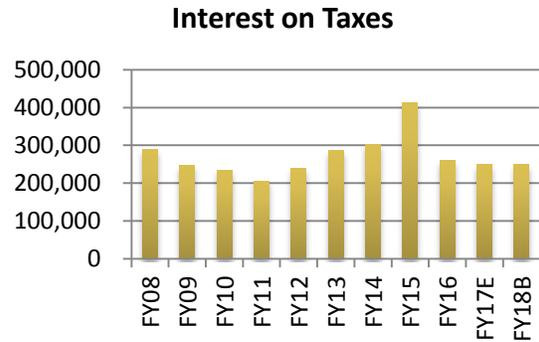
**Charges for Services**

This revenue is generated from the sale of Pay-as-You-Throw stickers and bag sales. The city sells the bags and stickers at town hall as well as many other locations throughout Greenfield (that list can be found on the City's website).



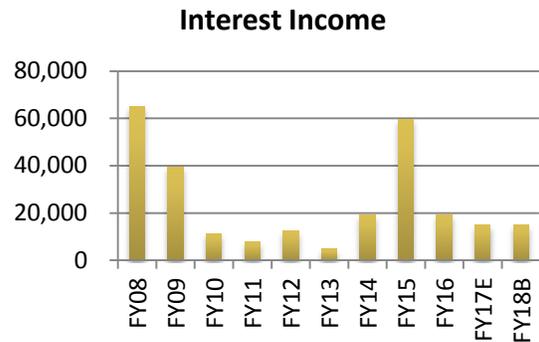
**Interest on Taxes**

This represents the interest collected on delinquent tax bills. Motor vehicle excise interest is calculated at 12% and all other bill at 14% per diem from the due date of the bill. In fiscal year 2015 there is a large increase because we collected a large sum of interest from a longtime delinquent property.



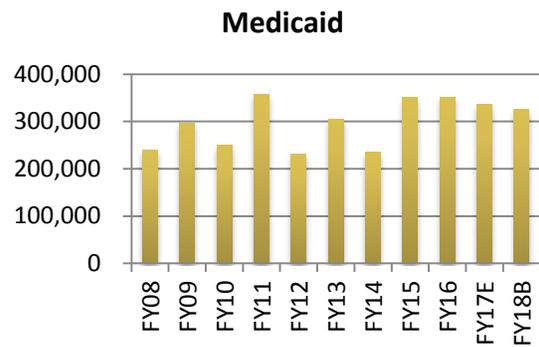
**Interest Income**

MGL Chapter 44 §55B instructs the Treasurer to invest all city money not required to be held liquid for purpose of distribution in accounts that will produce the highest possible rate of interest. The investment decision must take into account safety, liquidity and yield. Although rising slightly, we are considering a level budget for this line.



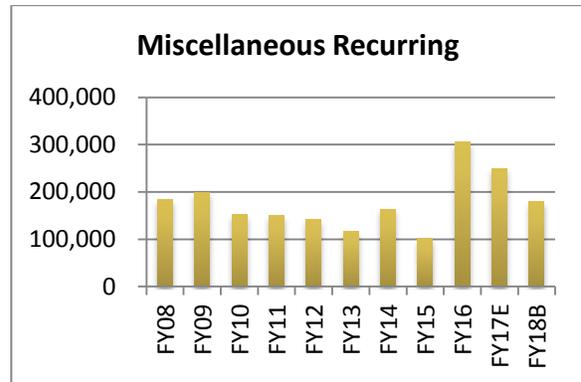
**Medicaid**

In accordance with the laws and regulations governing the Medicaid program, school systems are mandated through the Individuals with Disabilities Act (IDEA) to provide health related services to the special education population. The School can file claims for partial federal reimbursement for health services and some administrative support. If the Medicaid program does not change dramatically at the federal level, we anticipate level reimbursement.



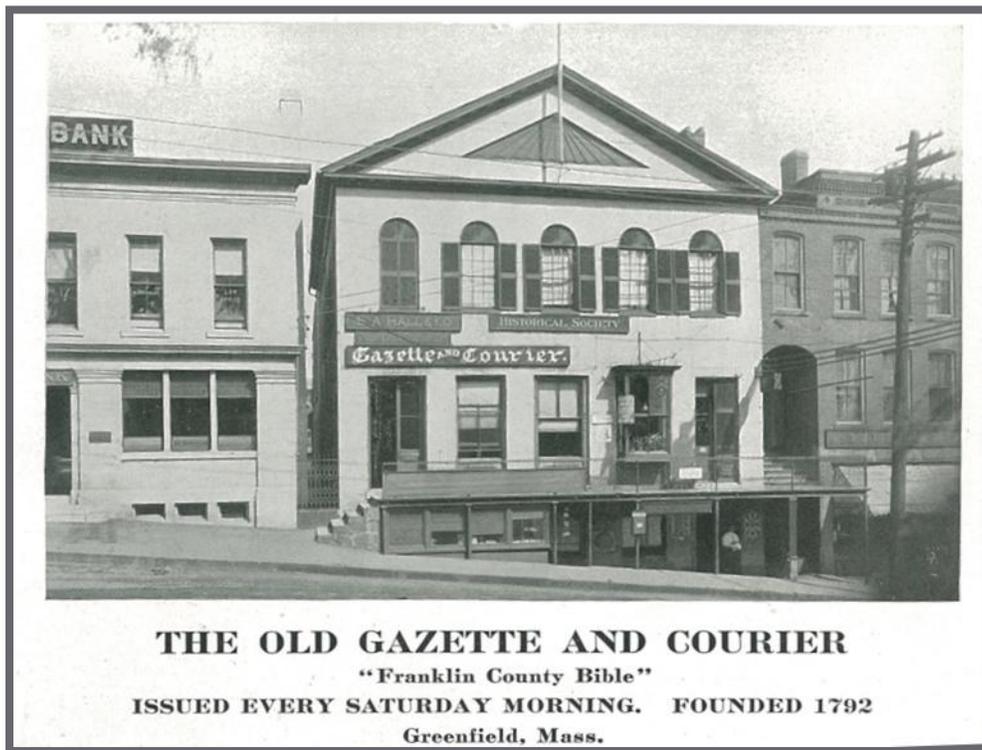
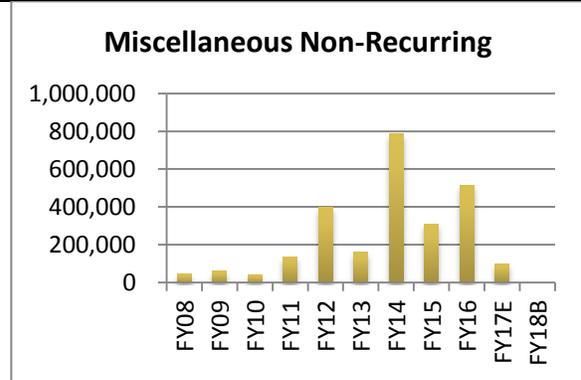
**Miscellaneous Recurring Revenue**

Receipts that can be counted on at some level every year. They include Sale of Publications, Veterans’ Regional Services Assessment, as well as the close-out of revolving funds (See Revolving Funds Section). We are contemplating no increase in these accounts.



**Miscellaneous Non-Recurring Revenue<sup>4</sup>**

Receipts that by their nature cannot be relied upon in future years. These one-time revenues are not budgeted. They include Energy Rebates, Reimbursement for Damage to Town Property, Motor Vehicle Lessor Surcharge and a general category for Miscellaneous Revenue. In past years, Bond Premiums were included in this category, but accounting for them has now changed under the Municipal Modernization Act.



<sup>4</sup> **Note:** Miscellaneous Non-Recurring revenues are not guaranteed and therefore should not be included in the calculation for estimating local receipts or as an offset to the levy.

### III. Intergovernmental Revenue – Cherry Sheet

State Aid to municipalities is sent out annually via the “Cherry Sheet” so named because it used to be sent put on pink paper. The Cherry Sheet has two (2) parts, revenues and assessments. Cherry Sheet receipts are detailed below. Cherry Sheet revenue is the primary intergovernmental revenue received by the City. Over the past 5 years it has represented approximately 27%-32% of all revenues. The revenues on the Cherry Sheet are direct school aid through Ch. 70, general local aid through Unrestricted General Government Aid, and specific reimbursements and distributions such as veteran’s benefits, exemptions for the elderly, state owned land, aid to public libraries, and several school related items.

#### Cherry Sheet Summary

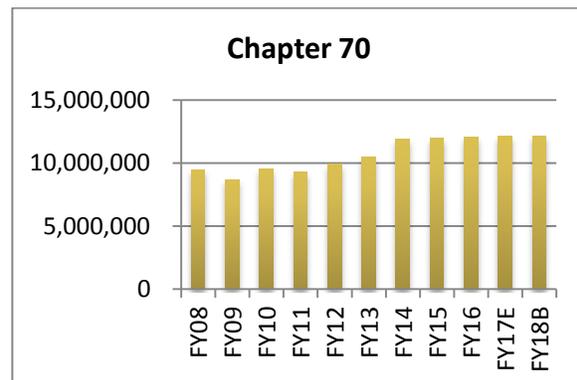
#### FY2018 Local Aid Estimates

	FY2017 Cherry Sheet Estimate	FY2018 Governor's Proposal	FY2018 HWM Budget Proposal	FY2018 SWM Budget Proposal	FY2018 Conference Committee
<b>Education:</b>					
Chapter 70	12,140,007	12,178,267			
Charter Tuition Reimbursement	134,914	114,176			
<b>Offset Receipts:</b>					
School Choice Receiving Tuition	710,935	617,715			
Sub-total, All Education Items:	12,985,856	12,910,158			
<b>General Government:</b>					
Unrestricted Gen Government Aid	3,052,555	3,171,605			
Veterans Benefits	306,529	292,167			
State Owned Land	29,088	29,088			
Exempt: VBS and Elderly	101,913	92,833			
<b>Offset Receipts:</b>					
Public Libraries	34,102	35,262			
Sub-Total, All General Government	3,524,187	3,620,955			
<b>Total Estimated Receipts</b>	<b>16,510,043</b>	<b>16,531,113</b>			

#### School Aid Chapter 70

Ch. 70 aid is figured through a complex formula that takes into account multiple factors including statewide average cost per pupil, local district pupil counts weighted to allow for special education costs, and the municipality’s fiscal “ability to pay.”

Ch. 70 School Aid for FY2018 is currently estimated to increase by only 0.32% or \$38,260.

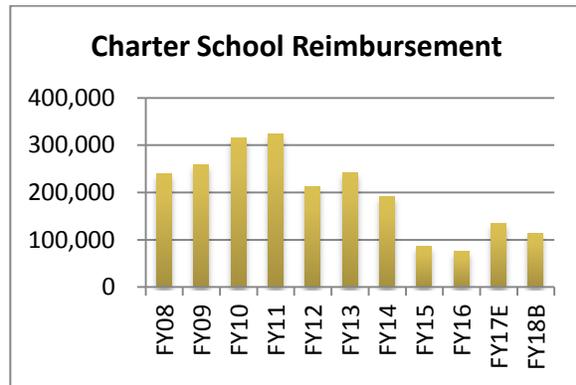


**Local Aid**

The primary state aid line items under this are Unrestricted General Government Aid (UGGA) and Charter School Reimbursement, another figure determined by a complex formula.

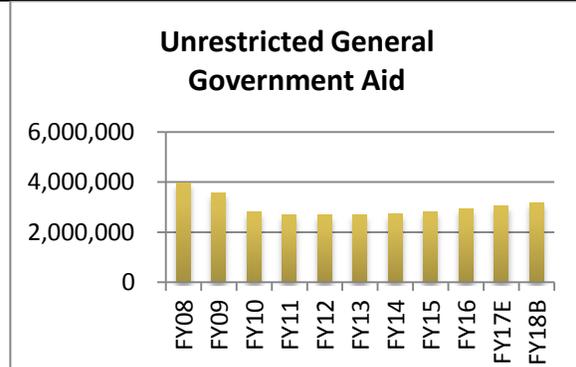
**Charter Tuition Reimbursement**

The State reimburses regional school districts and municipalities for the tuition they pay to Commonwealth charter schools. Sending districts are reimbursed a portion of costs associated with pupils attending charter schools beginning with the second quarter. The reimbursement has three (3) levels: 100% of the tuition increase in the first year, 60% of the tuition increase in the second year, and 40% of the increase in the third year. The reimbursement is subject to appropriation in the final state budget. As of this time, the FY2018 is estimated to be reduced by \$20,738 or 15.37%.



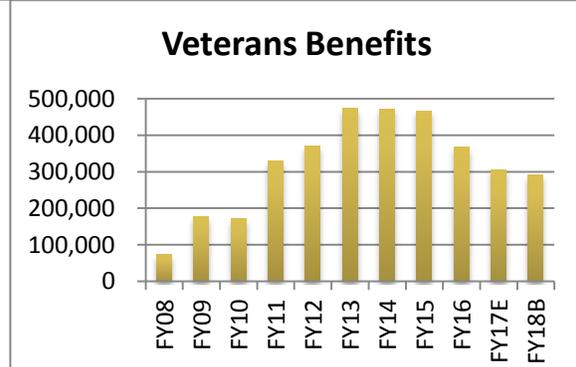
**Unrestricted General Government Aid (UGGA)**

In FY2010, the Commonwealth eliminated several revenue lines on the Cherry Sheet including Lottery Aid and Additional Assistance and replaced them with one line titled Unrestricted General Government Aid. Over the past five (5) years, UGGA has increased from 2%-4% annually. For FY2018, the estimate is an increase of \$119,050 or 3.9%.



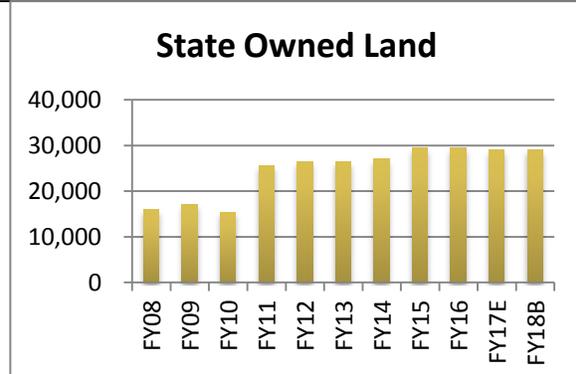
**Veterans' Benefits**

MGL Chapter 115 provides for 75% reimbursement on total expenditures made for veterans' for financial, medical and burial benefits. The estimate for FY2018 is a decrease of \$14,362 or 5%.



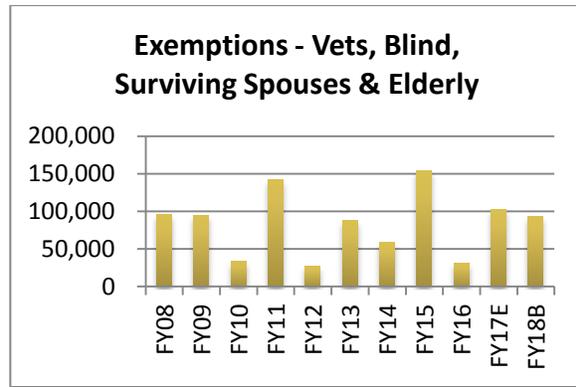
**State Owned Land**

MGL Chapter 58 authorizes the reimbursement to communities for forgoing tax revenues for tax exempt state-owned land. Payment is for land only, not for buildings or any other improvements erected on or affixed to the land. Greenfield has received an average of \$28,000 over the last five years.



**Exemptions- Vets, Blind, Surviving Spouses and Elderly**

The State reimburses the City for the reduction in tax revenue due to abatements and exemptions issued to more vulnerable taxpayers. The categories are authorized by the State, and the City cannot issue any other types of reductions. The reimbursement is authorized under MGL Chapter 59 which allows reimbursement for amounts abated in excess of \$175 of taxes or \$2,000 in valuation times the tax rate whichever is greater. The FY2018 estimate as of now is expected to reflect a reduction of \$9,080 or 8.91%.

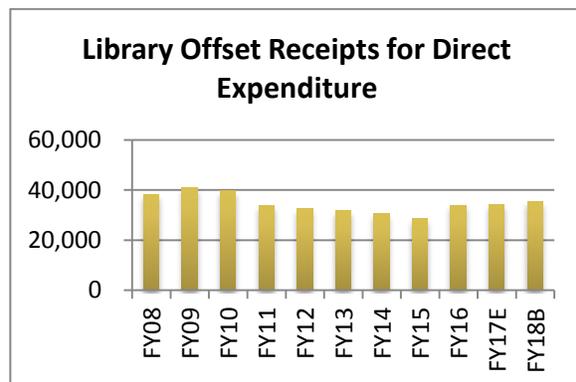


**Offsets**

There are some funds that the State pays through the Cherry Sheet but they are not included in the general local aid as they are authorized for specific departments. These are State Aid to Public Libraries and School Choice Receiving Tuition.

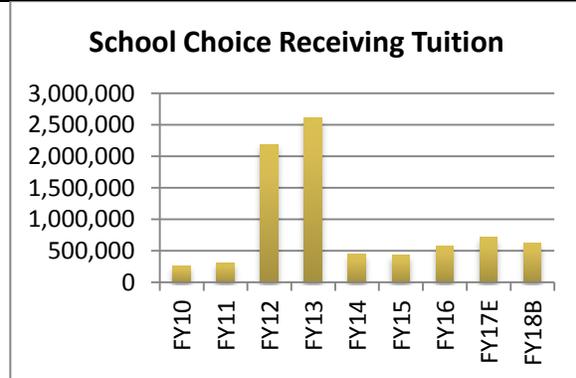
**Library Offsets**

Based on certain requirements that must be met by libraries, the Board of Library Commissioners issues an annual award to assist them in maintaining minimum library services and resources and to improve services.



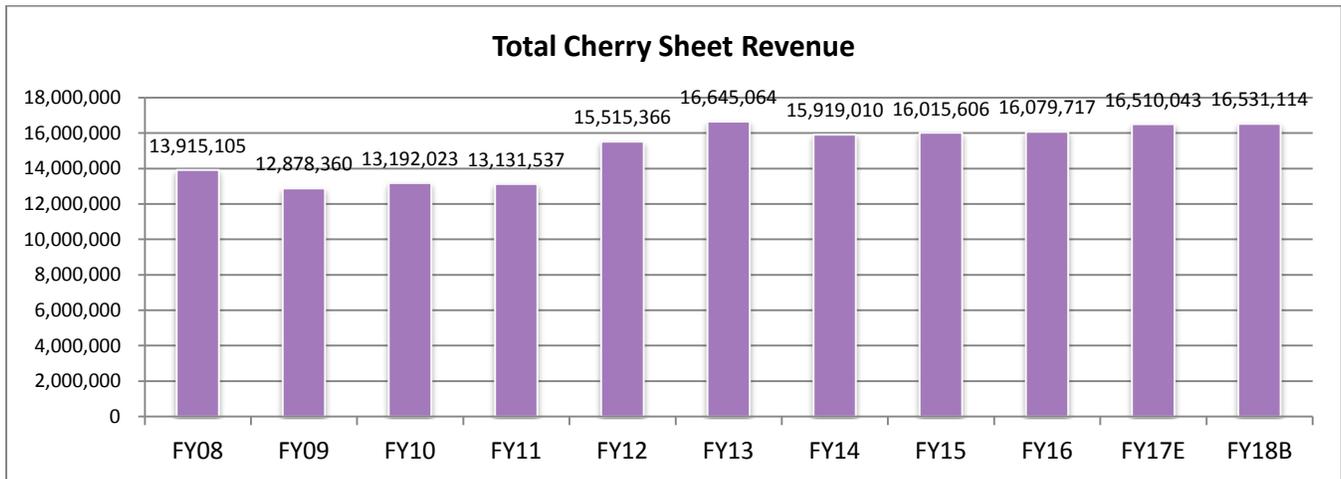
**School Choice Receiving Tuition**

School districts are reimbursed for the cost of educating students choosing to come into the district. Rates are capped at \$5,000 per student except for special education students, whose full cost is paid by the sending district. The reimbursement is based on October enrollment numbers and is balanced out at the end of the year.



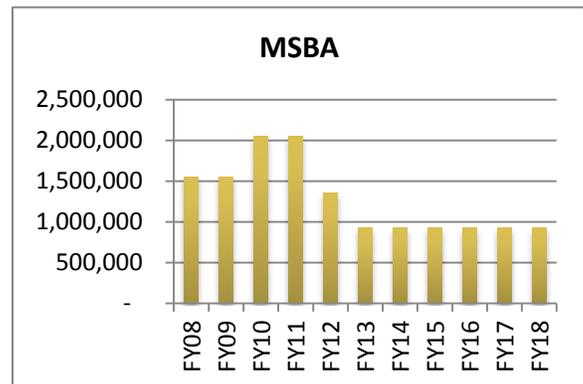
## Total Cherry Sheet Revenue

The offset accounts are deducted from the total Cherry Sheet Revenues to produce the net Cherry Sheet revenue figure that is on the budget recap.



## IV. School Building Authority (MSBA) Reimbursements

Over the past twenty-five years, the City has received more than \$70,000,000 in reimbursements through the Massachusetts School Building Authority for renovations to school buildings. In the mid-nineties, all five (5) elementary schools were renovated, followed by the Middle School in the late nineties. At that time, the MSBA reimbursed municipalities at the end of the project paying out the reimbursement over many years. The only remaining reimbursement coming to the City under that process is \$924,760 annually for the Middle School project, and the last payment is scheduled for FY2019.



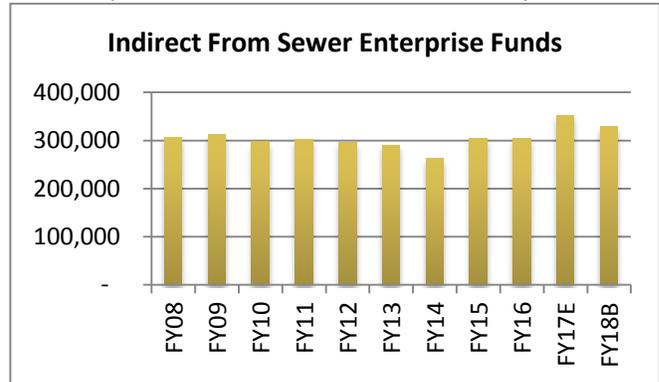
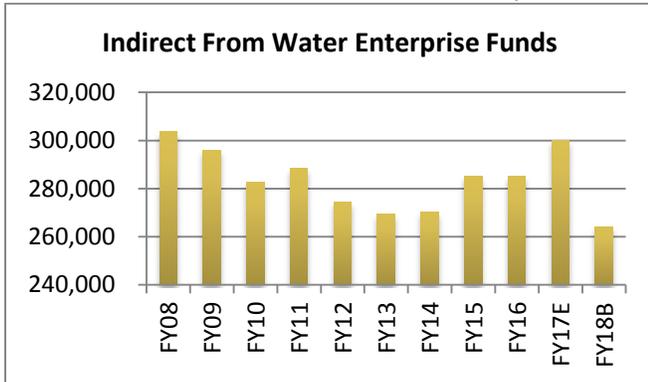
The process for reimbursement for projects approved by the MSBA after 2004 changed to a “pay-as-you-go” process whereby reimbursements are filed for and sent monthly to cut down on interest charges for the MSBA and municipalities. The following schools have participated in projects under this reimbursement process:

Year/School	Project	Total Cost	City's Investment
<b>2011: Four Corners</b>	Roof, windows, boiler	\$1,617,964	\$353,608
<b>2012: Greenfield High School</b>	New school	\$65,743,393	\$22,000,000
<b>2015: Green River</b>	Roof and windows	\$1,606,714	\$361,993
<b>2016: Federal Street</b>	Roof, windows, boiler	\$5,725,177(E)	\$1,295,886(E)

## V. Intergovernmental & Interfund Transfers

The Water and Sewer Enterprise Funds, financed by water and sewer usage charges, provide reimbursements for direct and indirect costs associated with a variety of Town services, provided by Finance, Treasury, Human Resources, and other Town Departments. Additionally, enterprise funds provide reimbursements to the general fund for all employee benefits (including fringe benefits) of those employees who work for the water and sewer departments, as well as costs for the Water and Sewer accounting and billing system. Finally, a portion of the Town's assessments for property/liability insurance and worker's compensation are also captured in the indirect costs of the enterprise funds of the Water and Sewer departments.

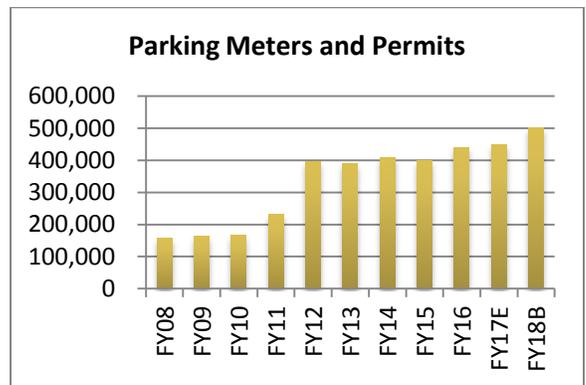
In fiscal year 2014, the Department of Revenue reviewed the indirect costs calculation of the Town and made recommendations that have now been adopted to more accurately reflect the true costs of the enterprise funds.



## VI. Other Financial Sources

### Receipts Reserved for Appropriation

The Town of Greenfield has a Parking Receipts Reserved for Appropriation Fund, where the revenue earned from parking meters and permits is credited to this fund. As part of the budget process, this money is appropriated to the General Fund to cover costs of the parking department. In case of unforeseen circumstances during the year, additional monies can be appropriated.



### Other Receipts Reserved – Not Budgeted

The Town has 3 other receipts reserved accounts – Sale of Town Owned Land, Insurance Reimbursements and State Elections. The Sale of Town Owned Land may be used for any purpose or purposes for which the Town is authorized to incur debt for a period of five years or more or be applied to the payment of indebtedness incurred under clause (3) of section seven, except that the proceeds of a sale in excess of five hundred dollars of any park land by a Town, town, or district shall be used only by said Town, town, or district for acquisition of land for park purposes or for capital improvements to park land. Insurance Reimbursements are to offset the cost of repairing or replacing buildings, vehicles or equipment. State Elections is to offset the cost of extended polling hours required by state elections.

### Other Sources of Revenue

The Town of Greenfield has in the past used Free Cash and Stabilization to balance the budget. In fiscal year 2017, it was necessary to use Stabilization to offset the snow and ice deficit due to a decrease in that budget.

## FY 2018 Operating Budget & Summary

Departments	FY 2016	FY 2017 ADJUSTED	FY 2018 DEPT REQ	FY 2018 FINANCE	FY 2018 MAYOR	% INC/DEC
<b>Legislative</b>						
Town Council						
Salary & Wages	40,000	67,200	67,248	67,248	67,248	0.07%
Expenditures	9,400	9,400	9,000	9,000	3,000	-68.09%
<b>Total Town Council</b>	<b>49,400</b>	<b>76,600</b>	<b>76,248</b>	<b>76,248</b>	<b>70,248</b>	<b>-8.29%</b>
<b>Total Legislative</b>	<b>49,400</b>	<b>76,600</b>	<b>76,248</b>	<b>76,248</b>	<b>70,248</b>	<b>-8.29%</b>
<b>Executive</b>						
Mayor						
Salary & Wages	165,025	171,476	170,657	172,000	182,370	6.35%
Expenditures	13,300	8,900	8,892	7,878	7,878	-11.48%
<b>Total Mayor</b>	<b>178,325</b>	<b>180,376</b>	<b>179,549</b>	<b>179,878</b>	<b>190,248</b>	<b>5.47%</b>
Assistant To The Mayor Econ. Develop. & Market.						
Salary & Wages	75,000	75,000	74,100	74,100	48,750	-35.00%
Expenditures	12,000	8,000	7,100	7,100	11,450	43.13%
<b>Total Assist To The Mayor</b>	<b>87,000</b>	<b>83,000</b>	<b>81,200</b>	<b>81,200</b>	<b>60,200</b>	<b>-27.47%</b>
<b>Total Executive</b>	<b>265,325</b>	<b>263,376</b>	<b>260,749</b>	<b>261,078</b>	<b>250,448</b>	<b>-4.91%</b>
<b>Financial Administration</b>						
Reserve Fund	100,000	100,000	100,000	100,000	75,000	-25.00%
Accounting						
Salary & Wages	142,820	164,650	214,910	212,260	210,260	27.70%
Expenditures	136,700	134,640	132,654	132,554	129,554	-3.78%
<b>Total Accounting</b>	<b>279,520</b>	<b>299,290</b>	<b>347,564</b>	<b>344,814</b>	<b>339,814</b>	<b>13.54%</b>
Independent Town Audit	44,000	38,500	46,500	46,500	46,500	20.78%
Assessors						
Salary & Wages	93,200	97,385	97,736	97,736	97,736	0.36%
Expenditures	75,950	74,115	70,964	61,185	61,185	-17.45%
<b>Total Assessors</b>	<b>169,150</b>	<b>171,500</b>	<b>168,700</b>	<b>158,921</b>	<b>158,921</b>	<b>-7.33%</b>
Finance Department						
Salary & Wages	99,500	102,500	-	-	-	-100.00%
Expenditures	2,850	1,725	-	-	-	-100.00%
<b>Total Finance</b>	<b>102,350</b>	<b>104,225</b>				<b>-100.00%</b>

Departments	FY 2016	FY 2017 ADJUSTED	FY 2018 DEPT REQ	FY 2018 FINANCE	FY 2018 MAYOR	% INC/DEC
Treasurer/Collector						
Salary & Wages	218,600	215,250	205,621	205,621	205,621	-4.47%
Expenditures	55,950	55,810	37,790	36,690	36,690	-34.26%
<b>Total Treasurer/Coll</b>	<b>274,550</b>	<b>271,060</b>	<b>243,411</b>	<b>242,311</b>	<b>242,311</b>	<b>-10.61%</b>
Tax Title	75,000	50,000	55,000	50,000	50,000	0.00%
<b>Total Financial Administration</b>	<b>1,044,570</b>	<b>1,034,575</b>	<b>961,175</b>	<b>942,546</b>	<b>912,546</b>	<b>-11.80%</b>

### Operations Support

Legal						
Labor Legal Svcs	63,000	45,000	45,000	45,000	45,000	0.00%
Town Atty Svcs	70,000	75,000	75,000	75,000	75,000	0.00%
<b>Total Legal</b>	<b>133,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>120,000</b>	<b>0.00%</b>
Human Resources Office						
Salary & Wages	169,950	172,626	176,800	176,800	189,408	9.72%
Expenditures	31,000	28,000	23,826	23,765	23,766	-15.12%
<b>Total Human Resources</b>	<b>200,950</b>	<b>200,626</b>	<b>200,626</b>	<b>200,566</b>	<b>213,174</b>	<b>6.25%</b>
Management Information Sys.						
Salary & Wages	170,000	173,000	174,093	174,093	174,093	0.63%
Expenditures	255,000	220,000	273,200	273,200	250,450	13.84%
<b>Total Management Info. Sys.</b>	<b>425,000</b>	<b>393,000</b>	<b>447,293</b>	<b>447,293</b>	<b>424,543</b>	<b>8.03%</b>
<b>Total Operations Support</b>	<b>758,950</b>	<b>713,626</b>	<b>767,919</b>	<b>767,859</b>	<b>757,717</b>	<b>6.18%</b>

### Licensing & Registration

Town Clerk						
Salary & Wages	145,750	147,000	139,648	139,648	139,648	-5.00%
Expenditures	6,560	6,740	4,500	4,410	4,410	-34.57%
<b>Total Town Clerk</b>	<b>152,310</b>	<b>153,740</b>	<b>144,148</b>	<b>144,058</b>	<b>144,058</b>	<b>-6.30%</b>
Elections						
Salary & Wages	20,000	15,500	13,000	13,000	13,000	-16.13%
Expenditures	19,600	13,600	11,600	11,510	11,510	-15.37%
<b>Total Elections</b>	<b>39,600</b>	<b>29,100</b>	<b>24,600</b>	<b>24,510</b>	<b>24,510</b>	<b>-15.77%</b>
Board Of Registrars						
Salary & Wages	3,500	3,500	3,500	3,500	3,500	0.00%
Expenditures	5,550	5,550	3,900	3,900	3,900	-29.73%
<b>Total Board Of Registrars</b>	<b>9,050</b>	<b>9,050</b>	<b>7,400</b>	<b>7,400</b>	<b>7,400</b>	<b>-18.23%</b>
Licensing Commission						
Salary & Wages	27,000	40,840	40,893	40,893	32,855	-19.55%
Expenditures	1,750	1,345	1,250	1,250	1,250	-7.06%
<b>Total Licensing Commission</b>	<b>28,750</b>	<b>42,185</b>	<b>42,143</b>	<b>42,143</b>	<b>34,105</b>	<b>-19.15%</b>
<b>Total Licensing &amp; Registration</b>	<b>229,710</b>	<b>234,075</b>	<b>218,291</b>	<b>218,111</b>	<b>210,073</b>	<b>-10.25%</b>

Departments	FY 2016	FY 2017 ADJUSTED	FY 2018 DEPT REQ	FY 2018 FINANCE	FY 2018 MAYOR	% INC/DEC
<b>Land Use &amp; Development</b>						
Conservation Comm	900	850	500	500	500	-41.18%
Planning Board	800	800	500	500	500	-37.50%
Zoning Board Of Appeals	600	600	500	500	500	-16.67%
Planning & Comm. Development						
Salary & Wages	106,450	115,100	116,504	116,504	107,018	-7.02%
Expenditures	21,350	11,700	10,950	7,700	7,700	-34.19%
Total Plan. & Comm. Develop.	127,800	126,800	127,454	124,204	114,718	-9.53%
Greenfield Redev Auth.	0	0	-	-		
<b>Total Land Use &amp; Development</b>	<b>130,100</b>	<b>129,050</b>	<b>128,954</b>	<b>125,704</b>	<b>116,218</b>	<b>-9.94%</b>
<b>Other General Government</b>						
Central Services						
Salary & Wages			-	109,312	109,312	
Expenditures	80,000	115,000	137,672	167,222	173,104	50.53%
Total Central Services	80,000	115,000	137,672	276,534	282,416	145.58%
Central Maintenance						
Salary & Wages	395,650	423,460	427,413	427,413	477,453	12.75%
Expenditures	105,700	77,140	113,385	99,165	99,165	28.55%
Total Central Maintenance	501,350	500,600	540,798	526,578	576,618	15.19%
Energy Dept						
Salary & Wages	73,700	122,325	91,996	140,745	132,482	8.30%
Expenditures	774,950	651,075	686,975	686,975	686,975	5.51%
Total Energy	848,650	773,400	778,971	827,720	819,457	5.96%
<b>Total Other General Government</b>	<b>1,430,000</b>	<b>1,386,500</b>	<b>1,457,441</b>	<b>1,630,832</b>	<b>1,678,491</b>	<b>21.06%</b>
<b>Public Safety</b>						
Police						
Salary & Wages	2,851,320	2,908,062	2,942,304	2,942,304	2,986,823	2.71%
Expenditures	306,805	273,900	238,900	237,900	237,900	-13.14%
Total Police	3,158,125	3,181,962	3,181,204	3,180,204	3,224,723	1.34%

Departments	FY 2016	FY 2017 ADJUSTED	FY 2018 DEPT REQ	FY 2018 FINANCE	FY 2018 MAYOR	% INC/DEC
Parking Enforcement						
Salary & Wages	72,000	72,000	81,540	81,540	81,540	13.25%
Expenditures	75,000	69,000	69,000	69,000	69,000	0.00%
	147,000	141,000	150,540	150,540	150,540	6.77%
Dispatch Center						
Salary & Wages	552,050	551,556	554,405	554,405	554,405	0.52%
Expenditures	6,500	7,000	4,000	4,000	4,000	-42.86%
Total Dispatch Center	558,550	558,556	558,405	558,405	558,405	-0.03%
Fire						
Salary & Wages	1,781,700	2,072,176	2,070,576	2,070,575	2,053,076	-0.92%
Expenditures	225,400	180,300	181,900	174,813	161,713	-10.31%
Capital						
Total Fire	2,007,100	2,252,476	2,252,476	2,245,388	2,214,789	-1.67%
Building Inspector						
Salary & Wages	165,300	154,000	155,000	155,000	155,000	0.65%
Expenditures	11,500	4,850	3,850	3,800	3,800	-21.65%
Total Building Inspector	176,800	158,850	158,850	158,800	158,800	-0.03%
Plumbing & Wire Inspections	75,100	85,041	85,000	85,000	84,400	-0.75%
Sealer Of Wgths& Msrs	11,000	11,000	11,000	11,000	11,000	0.00%
Animal Inspector	3,200	3,200	3,200	3,200	2,880	-10.00%
Civil Defense						
Salary & Wages	9,500	9,500	9,500	9,500	9,500	0.00%
Expenditures	15,750	9,500	9,500	9,500	9,500	0.00%
Total Civil Defense	25,250	19,000	19,000	19,000	19,000	0.00%
Animal Control Office						
Salary & Wages	40,000	25,800	23,793	23,793	23,793	-7.78%
Expenditures	2,500	2,500	1,250	1,250	1,250	-50.00%
Total Animal Control	42,500	28,300	25,043	25,043	25,043	-11.51%
<b>Total Public Safety</b>	<b>6,204,625</b>	<b>6,439,385</b>	<b>6,444,718</b>	<b>6,436,580</b>	<b>6,449,580</b>	<b>0.16%</b>
<b>Education</b>						
Greenfield Public Schools	17,526,275	18,162,000	18,699,475	18,699,475	18,200,000	0.21%
Franklin Tech	1,136,420	1,257,537	1,282,688	1,300,023	1,300,023	3.38%
Smith Vocational	0	34,000	18,000	18,000	18,000	-47.06%
Total Regional Schools	1,136,420	1,291,537	1,300,688	1,318,023	1,318,023	2.05%
<b>Total Education</b>	<b>18,662,695</b>	<b>19,453,537</b>	<b>20,000,163</b>	<b>20,017,498</b>	<b>19,518,023</b>	<b>0.33%</b>

Departments	FY 2016	FY 2017 ADJUSTED	FY 2018 DEPT REQ	FY 2018 FINANCE	FY 2018 MAYOR	% INC/DEC
<b>Public Works</b>						
Operating Budget						
Salary & Wages	1,408,300	1,419,605	1,393,801	1,393,801	1,393,801	-1.82%
Expenditures	613,200	646,720	645,071	636,659	580,659	-10.21%
Total Operating Budget	2,021,500	2,066,325	2,038,872	2,030,460	1,974,460	-4.45%
Snow & Ice Removal						
Salary & Wages	76,500	76,500	72,280	72,280	76,000	-0.65%
Expenditures	143,500	180,000	134,220	134,220	144,000	-20.00%
Total Snow Removal	220,000	256,500	206,500	206,500	220,000	-14.23%
<b>Total Public Works</b>	<b>2,241,500</b>	<b>2,322,825</b>	<b>206,500</b>	<b>206,500</b>	<b>2,194,460</b>	<b>-5.53%</b>
<b>Other D. P. W. Related Expenses</b>						
Street Cleaning	60,000	55,000	35,000	35,000	35,000	-36.36%
Trash Disposal Fees	292,000	252,000	252,000	252,000	252,000	0.00%
Cemeteries	19,500	10,000	20,000	20,000	20,000	100.00%
<b>Total Other D. P. W.</b>	<b>371,500</b>	<b>317,000</b>	<b>307,000</b>	<b>307,000</b>	<b>307,000</b>	<b>-3.15%</b>
<b>Human Services</b>						
Health Inspection Service						
Salary & Wages	154,070	186,313	180,628	180,628	175,368	-5.87%
Expenditures	6,800	5,750	5,750	5,200	5,200	-9.57%
Total Health Inspection Service	160,870	192,063	186,378	185,828	180,568	-5.99%
Council On Aging						
Salary & Wages	133,200	138,899	136,927	136,927	129,023	-7.11%
Expenditures	10,885	10,135	9,035	9,035	10,035	-0.99%
Total Council On Aging	144,085	149,034	145,962	145,962	139,058	-6.69%
Youth Commission						
Salary & Wages	0	4,400				-100.00%
Expenditures	5,000	600				-100.00%
Total Youth Commission	5,000	5,000	-	-	-	-100.00%
Veterans' Services						
Salary & Wages	161,500	153,060	162,340	162,340	162,340	6.06%
Expenditures	552,600	436,940	432,078	431,978	433,778	-0.72%
Total Veterans' Svcs	714,100	590,000	594,418	594,318	596,118	1.04%

Departments	FY 2016	FY 2017 ADJUSTED	FY 2018 DEPT REQ	FY 2018 FINANCE	FY 2018 MAYOR	% INC/DEC
Domestic Violence Prev	900	800	800	800	800	0.00%
Human Rights Comm	700	300	300	300	300	0.00%
Disability Access Comm	800	300	300	300	300	0.00%
<b>Total Human Services</b>	<b>1,026,455</b>	<b>937,497</b>	<b>928,158</b>	<b>927,508</b>	<b>917,144</b>	<b>-2.17%</b>

#### Culture & Recreation

Library						
Salary & Wages	539,300	557,850	561,123	561,123	561,123	0.59%
Expenditures	108,275	106,500	107,500	107,500	103,000	-3.29%
<b>Total Library</b>	<b>647,575</b>	<b>664,350</b>	<b>668,623</b>	<b>668,623</b>	<b>664,123</b>	<b>-0.03%</b>
Recreation						
Salary & Wages	130,000	133,000	147,587	147,935	147,935	11.23%
Expenditures	0	0	-	-	-	
<b>Total Recreation</b>	<b>130,000</b>	<b>133,000</b>	<b>147,587</b>	<b>147,935</b>	<b>147,935</b>	<b>11.23%</b>
Historical Commission	800	200	100	100	1,200	500.00%
<b>Total Culture &amp; Rec</b>	<b>778,375</b>	<b>797,550</b>	<b>816,310</b>	<b>816,658</b>	<b>813,258</b>	<b>1.97%</b>

#### Debt Service

Bonded Debt Principal	1,695,000	1,653,000	1,942,000	1,942,000	1,942,000	17.48%
Bonded Debt Interest	235,000	174,339	346,834	346,834	346,834	98.94%
Short Term Interest	35,000	35,000	35,000	35,000	35,000	0.00%
<b>Total Debt Service</b>	<b>1,965,000</b>	<b>1,862,339</b>	<b>2,323,834</b>	<b>2,323,834</b>	<b>2,323,834</b>	<b>24.78%</b>

#### Miscellaneous

FRCOG Core Assessments	90,650	92,835	92,835	94,747	94,747	2.06%
Contributory Retirement	3,342,525	3,569,365	3,798,688	3,798,688	3,722,715	4.30%
Non-Contributory Retire	31,000	32,000	32,000	32,000	32,000	0.00%
Worker's Compensation	225,000	225,000	225,000	225,000	225,000	0.00%
Unemployment Comp	100,000	100,000	150,000	150,000	100,000	0.00%
Employees' Health Ins	6,700,000	6,625,000	7,075,000	7,075,000	7,075,000	6.79%
Employees' Life Ins	70,000	72,000	70,000	70,000	70,000	-2.78%
Other Post Emp Benefits	0	0				
Medicare Match	380,000	380,000	380,000	380,000	390,000	2.63%
Liability Insurances	427,000	425,500	422,000	422,000	422,000	-0.82%
<b>Total Miscellaneous</b>	<b>11,366,175</b>	<b>11,521,700</b>	<b>12,245,523</b>	<b>12,247,435</b>	<b>12,131,462</b>	<b>5.29%</b>

### Total Operating Budget

<b>46,524,380</b>	<b>47,489,635</b>	<b>47,142,983</b>	<b>47,305,391</b>	<b>48,650,502</b>	<b>2.44%</b>
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WESTERN NEW ENGLAND

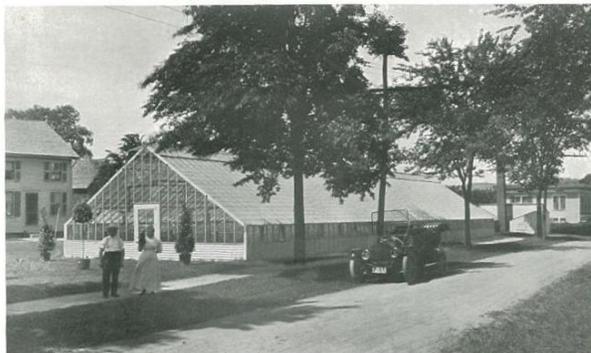


Dean,  
Photographer

MASONIC BUILDING AND ODD FELLOWS HALL  
View of Main Street, West.

AT THE SUNNY DELL GREEN HOUSES

You Will Find Choice Carnations, Potted Plants



For Sale  
or to  
Rent

Floral  
Designs  
a  
Specialty

Also  
Roses

E. A. RICHARDS, FLORIST

High and  
Sanderson Sts.

GREENFIELD

will benefit THREE by stating that you saw this advertisement in "WESTERN NEW ENGLAND"

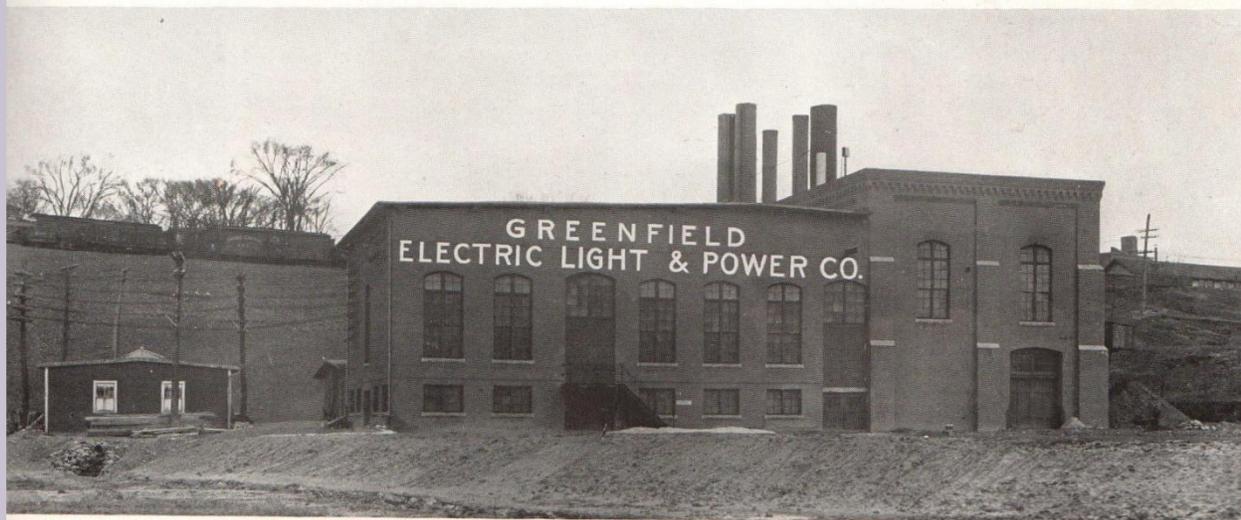


GENERAL OFFICES AND SHOWROOMS



**WE FURNISH LIGHT AND POWER at LOWER RATES THAN MAY BE FOUND IN WESTERN NEW ENGLAND ALSO SUPPLY ELECTRIC APPLIANCES, FIXTURES, MOTORS, ETC. 🏰 Yours for a Greater Greenfield**

GREENFIELD ELECTRIC LIGHT & POWER CO.  
GREENFIELD, MASS.



STEAM PLANT

Greenfield Electric Light and Power Company was founded in 1886.

**REDUCED RATES**  
Highest Net Rate, 9-3/8c per K. W. Hr.

**Electricity is Now Cheap**  
The cost of electricity for illumination is so low that other methods will be essentially abandoned.

**Make Electricity Your Servant**

**A Proposition**

**Special Offer Closing November 30, 1912**  
**For \$37.50**

We will wire and fix up complete for electric lights, and to exceed four feet (4) lights, any home now equipped and within reach of our present lines.

Examine an exhibition at our salesroom, call upon us for complete information. Tel. 1500-11

**Opportunity Knocks but Once**  
This Special Offer Closes, November 30, 1912

Orders for wiring contracts will be filed in order received.

**GREENFIELD ELECTRIC LIGHT AND POWER COMPANY**

**GREENFIELD LIGHT & POWER PROGRAM**

**2017 PROGRAM PRICE**

**8.041 ¢/KWH**

This the price for the Standard Offering. It is the default price for all customers: residential, small businesses, and medium and large businesses.

Price term: January 2017 meter reads - January 2018 meter reads.

Greenfield now offers the Greenfield Light and Power Program, a Community Choice Aggregation that provides residents with 100% green electricity, and includes the purchase of locally generated renewable energy credits to bolster the local economy. Community Choice Aggregation is a form of group purchasing in which a town selects an electricity supply on behalf of its citizens. The goal is to obtain the best price possible for electric supply for Town residents.

## State Assessment Estimates (Cherry Sheet)

### FY2018 Local Aid Assessments

#### State Assessments and Charges:

Air Pollution Districts	4,383	4,348
RMV Non-Renewal Surcharge	40,080	35,180
Sub-Total, State Assessments:	44,463	39,528

#### Transportation Authorities:

Regional Transit	176,955	174,307
Sub-Total, Transportation Authorities:	176,955	174,307

#### Annual Charges Against Receipts:

Special Education	44,671	23,721
Sub-Total, Annual Charges:	44,671	23,721

#### Tuition Assessments:

School Choice Sending Tuition	2,488,418	2,322,648
Charter School Sending Tuition	1,139,626	1,210,817
Sub-Total, Tuition Assessments:	3,628,044	3,533,465

<b>Total Estimated Charges:</b>	<b>3,894,133</b>	<b>3,771,021</b>
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## Other Budgeted Items Voted by Council

### Unemployment Fund - Included in General Fund Budget

The unemployment account is voted annually and then transferred to a special revenue account to pay for unemployment costs as they occur during the year. The balance of the special revenue account carries forward to the subsequent fiscal year.

### Revolving Funds - Separate Vote - Not in Budget

The Revolving Funds are submitted to the City Council as a separate order as a supplemental part of the FY2018 budget process. Revolving funds are voted pursuant to the provisions of Massachusetts General Law Chapter 44, Section 53E1/2. Expenditures from these funds shall not exceed the amount of the funds received in the respective funds or the budget amount voted by council. Under the Municipal Modernization Act of 2016, revolving funds will be established by an ordinance and the budget of expenses will be voted annually. A complete listing of all revolving accounts voted by council can be found in the following pages.

## Revolving Funds – Overview & Detail

A departmental revolving fund is a place to set aside revenue received, through fees and charges, for providing a specific service or program. The revenue pool is, in turn, a source of funds available to use by a department without further appropriation to support the particular service or program.

Most frequently, cities and towns create general departmental revolving funds under M.G.L. Ch 44, Sec. 53E½ (see below). Formerly, the fund was created with an initial city council or town meeting authorization that identifies which department receipts are to be credited to the revolving fund and specifies the program or purposes for which the money may be spent. Under the Municipal Modernization Act of 2016, this process will be accomplished with a city ordinance. The ordinance will define the same uses as well as designate the department, board or official with authority to expend the funds and places. The limit on the total amount of the annual expenditures will be established at the meeting of the General Fund Budget vote. This annual limit may be increased at any time during the fiscal year by recommendation of the Mayor and approval of the City Council.

### **Massachusetts General Laws, Chapter 44: Section 53E 1/2.**

#### **Revolving Funds** (effective November 7, 2016)

Section 53E 1/2. Notwithstanding section 53, a city or town may authorize by by-law or ordinance the use of 1 or more revolving funds by 1 or more municipal agencies, boards, departments or offices, which shall be accounted for separately from all other monies in the city or town and to which shall be credited any fees, charges or other receipts from the departmental programs or activities supported by the revolving fund. Expenditures may be made from such revolving fund without further appropriation, subject to the provisions of this section; provided, however, that expenditures shall not be made or liabilities incurred from any such revolving fund in excess of the balance of the fund or in excess of the total authorized expenditures from such fund, and no expenditures shall be made unless approved in accordance with sections 41, 42, 52 and 56 of chapter 41.

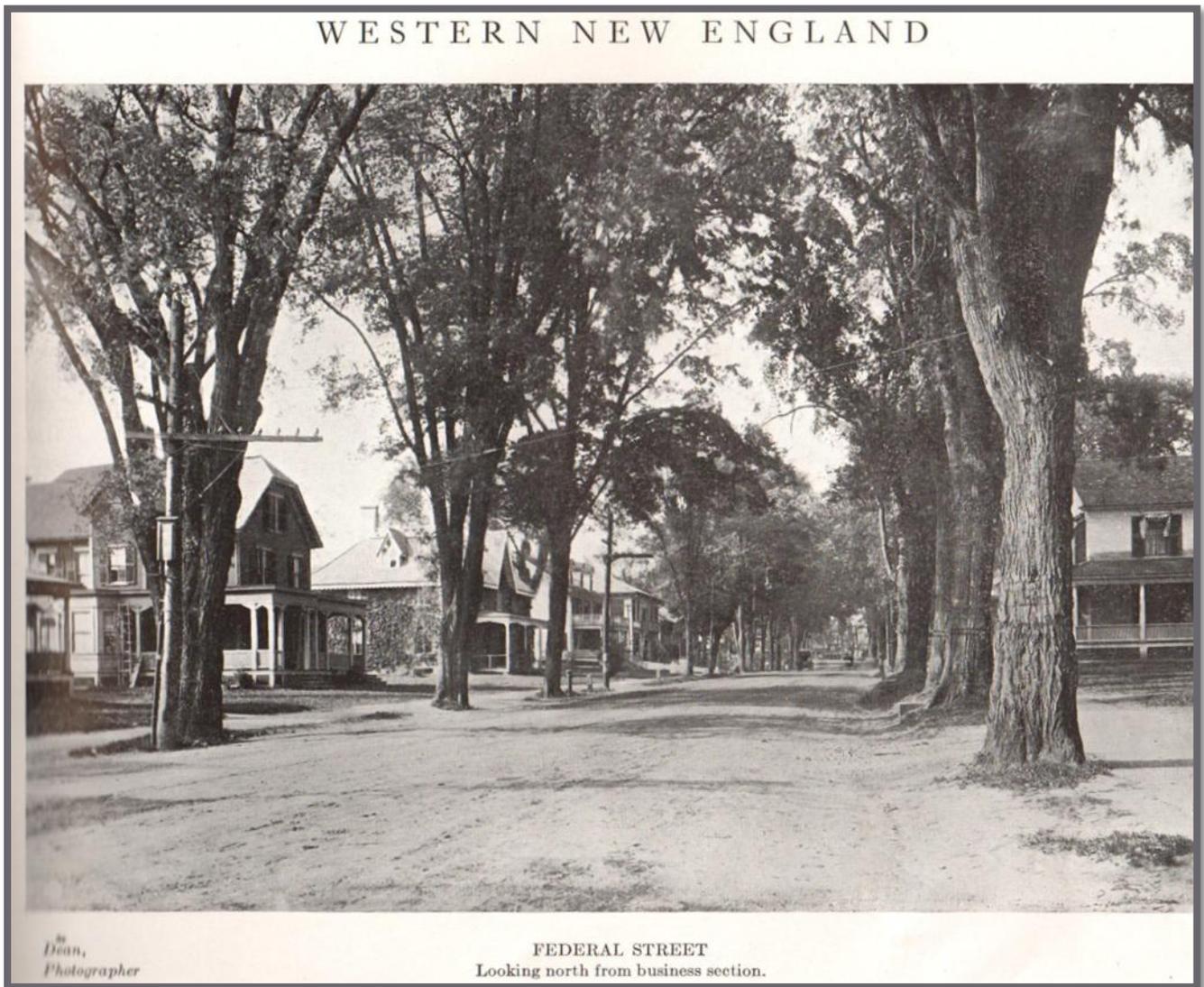
Interest earned on any revolving fund balance shall be treated as general fund revenue of the city or town. No revolving fund may be established under this section for receipts of a municipal water or sewer department, a municipal hospital, a cable television access service or facility or for receipts reserved by law or as authorized by law for expenditure for a particular purpose. Revolving fund expenditures shall not be made to pay wages or salaries for full-time employees unless the revolving fund is also charged for the costs of fringe benefits associated with the wages or salaries so paid; provided, however, that such prohibition shall not apply to wages or salaries paid to full-time or part-time employees who are employed as drivers providing transportation for public school students; provided further, that only that portion of a revolving fund which is attributable to transportation fees may be used to pay the wages or salaries of those employees who are employed as drivers providing transportation for public school students; and provided further, that any such wages or salaries so paid shall be reported in the budget submitted for the next fiscal year.

A revolving fund shall be established pursuant to this section by by-law or ordinance. The by-law or ordinance shall specify for each fund: (1) the programs or activities for which the revolving fund may be expended; (2) the departmental receipts in connection with those programs or activities that shall be credited to the revolving fund; (3) the board, department or officer authorized to expend from such fund; and (4) any reporting or other requirements the city or town may impose. The establishment of any fund shall be made not later than the beginning of the fiscal year in which the fund shall begin. Notwithstanding this section, whenever, during the course of any fiscal year, any new revenue source becomes available for the establishment of a revolving fund under this section, such a fund may be established in accordance with this section upon certification by the city auditor, town accountant, or other officer having similar duties that the revenue source was not used in computing the most recent tax levy.

The city or town shall, on or before July 1 of each year, vote on the limit on the total amount that may be expended from each revolving fund established under this section. In any fiscal year, the limit on the amount that may be spent from a revolving fund may be increased with the approval of the city council and Mayor in a city or with the approval of the board of selectmen and finance committee in a town.

Upon termination of a revolving fund, the balance in the fund at the end of that fiscal year shall revert to surplus revenue at the close of the fiscal year.

The director of accounts may issue guidelines further regulating revolving funds established pursuant to this section.



Federal Street  
Looking north from business section.

## Revenue from Revolving Funds

Fund	REVOLVING FUND	AUTHORIZED TO SPEND	REVENUE SOURCE	USE OF FUND	FY 18 SPENDING LIMIT	DISPOSITION OF FUND BALANCE
1550	Dog Licensing	Town Clerk & Health Dept	Dog Licenses	Offset Expenses for the Care & Management of Dogs and animal control	7,500	\$5,000 Avail, Balance Closed to GF
1553	Building Permits	Building Department	Building Department Permit Fees	Building Department Expenses	30,000	Balance Closed to GF
1554	Rents/Tax Possessions	Finance	Rents collected from Foreclosed Properties	Maintenance and other costs associated with Foreclosed Properties	20,000	Balance Available for Expenditure
1555	Ordinance Enforcement	Town Clerk	Fines Issued for Ordinance Violations	Enforcement of Town Ordinances	2,500	Balance Closed to GF
1556	Library Fines	Library Director	Library Fines & Reimbursements for Lost Items, Fees	Purchase of Materials & Supplies	25,000	Balance Available for Expenditure
1558	Council on Aging/ Senior Center	Council on Aging & Director	Fees, Revenues & Donations Generated from Council on Aging Activities	Offset Expenses of Council on Aging Programs & Activities	20,000	Balance Available for Expenditure
1561	Burial Permits	Health Department, Cemetery Commission (DPW)	Burial Permits Fees, Cemetery Fees	Health Department Expenses, Cemetery Expenses	10,000	Balance Available for Expenditure
1562	Health Permits	Health Department	Health Department Permit Fees	Health Department Permit Expenses	19,000	Balance Closed to General Fund
1563	Nursing Services	Health Department	Fees, Revenues Generated by Nursing Services	Nursing Services Expenses	10,000	Balance Available for Expenditure
1571	Police Property Sales	Police Chief	Sales of Property Held, Confiscated or Forfeited to the Police Department	Police Department Expenses	5,000	Balance Available for Expenditure
1580	Fire Prevention	Fire Chief	Fire Department Non-General Fund Permits	Offset Expenses of Fire Prevention Activities & Emergency Response	35,000	Balance Available for Expenditure
1585	Ambulance Services	Fire Chief	Ambulance Transports	Offset Expenses of Ambulance Service	50,000	Balance Available for Expenditure
1590	Transfer Station	Public Works	Fees Generated from the Transfer Station Operation	Transfer Station Expenses & Waste Disposal	190,000	Balance Closed to GF

**Aggregate Amount of All Revolving Funds Authorized**

**\$424,000**

## Revolving Funds - FY2018 Budget

	2016 Actual	2017 Budget	2018 Request	2018 Finance	2018 Mayor
<b>161.Town Clerk Department</b>					
15501610.5200 Purchase Of Services	2,271	2,500	2,500	2,500	2,500
15501610.5402 Rabies Testing	3,420	5,000	5,000	5,000	5,000
<b>Total Clerk Dog Fund</b>	<b>5,692</b>	<b>5,000</b>	<b>7,500</b>	<b>7,500</b>	<b>7,500</b>
<b>241.Building Inspections</b>					
15532410.5200 Purchased Services GEOTMS	17,896	10,000	20,000	20,000	20,000
<b>243.Plumbing Inspections</b>					
15532430.5200 Purchased Services GEOTMS	2,257	7,500	4,000	5,000	5,000
<b>245.Electrical Inspections</b>					
15532450.5200 Purchased Services GEOTMS	2,559	7,500	5,000	5,000	5,000
<b>Total Inspections Permits</b>	<b>22,712</b>	<b>25,000</b>	<b>29,000</b>	<b>29,000</b>	<b>29,000</b>
<b>134.Finance Department</b>					
15541340.5200 Purchased Services	15,803	25,000	10,000	20,000	20,000
<b>161.Town Clerk Department</b>					
15551610.5200 Contracted Services	0	2,500	0	2,500	2,500
<b>610.Library</b>					
15566100.5200 Purchased Services	0	3,000	0	4,000	4,000
15566100.5515 Audio Visual Supplies	12,805	10,000	11,000	11,000	11,000
15566100.5516 Books & Processing	11,066	12,000	10,000	10,000	10,000
<b>TOTAL Library Fines</b>	<b>23,871</b>	<b>25,000</b>	<b>21,000</b>	<b>25,000</b>	<b>25,000</b>
<b>541.Council on Aging</b>					
15585410.5200 Purchased Services	6,522	15,000	14,700	17,600	17,600
15585410.5400 Supplies	4,355	5,000	2,400	2,400	2,400
<b>TOTAL COA Revolving Fund</b>	<b>10,877</b>	<b>20,000</b>	<b>17,100</b>	<b>20,000</b>	<b>20,000</b>
<b>491.DPW Cemetery</b>					
15614910.5200 Contracted Services	0	10,000	0	10,000	10,000
<b>TOTAL Burial Permits</b>	<b>0</b>	<b>10,000</b>	<b>0</b>	<b>10,000</b>	<b>10,000</b>
<b>511.Health Department</b>					
15625110.5200 Purchased Services GEOTMS	6,696	7,500	19,000	19,000	19,000
15625110.5780 Expenses Reimb	58,988	0	0	0	0
<b>TOTAL Health Permits</b>	<b>65,684</b>	<b>7,500</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>

		<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2018</b>	<b>2018</b>
		<b>Actual</b>	<b>Budget</b>	<b>Request</b>	<b>Finance</b>	<b>Mayor</b>
15635110.5112	Nursing Services Wages	630	0	0	0	0
15635110.5400	Nursing Services Expenses	4,370	10,000	10,000	10,000	10,000
<b>TOTAL Nursing Services</b>		<b>5,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>210. Police Department</b>						
15702100.5400	Supplies	3,694	0	4,125	0	0
<b>TOTAL Police Property Sales</b>		<b>3,694</b>	<b>0</b>	<b>4,125</b>	<b>0</b>	<b>0</b>
15712100.5400	Supplies & Materials	0	5,000	5,000	5,000	5,000
15712100.5733	Dues & Memberships	120	0	0	0	0
	Drug Enforcement Buy					
15712100.5780	Money	100	0	0	0	0
<b>TOTAL Law Enforcement Trust</b>		<b>220</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
<b>220. Fire Department</b>						
15802200.5130	Overtime-Fire Prevention	6,708	6,000	6,000	6,000	6,000
15802200.5400	Fire Prevention Supplies	7,561	7,000	7,000	7,000	7,000
15802200.5875	Fire Department Vehicle	15,742	22,000	22,000	22,000	22,000
<b>TOTAL Fire Department Permit</b>		<b>30,011</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
<b>230. Ambulance Service</b>						
	Overtime - Ambulance					
15852300.5130	Services	5,569	12,000	10,000	10,000	10,000
15852300.5200	Billing Services	4,553	8,000	6,000	6,000	6,000
	Vehicles Maintenance					
15852300.5242	Ambulance	2,152	4,000	3,000	3,000	3,000
15852300.5319	Intercept ALS Services	5,600	9,000	6,000	6,000	6,000
15852300.5503	Medical Supplies	2,656	8,000	6,000	6,000	6,000
15852300.5715	EMS Training	7,009	9,000	6,000	6,000	6,000
15852300.5870	Ambulance Lease	12,158	0	13,000	13,000	13,000
<b>TOTAL Ambulance Services</b>		<b>39,697</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>
<b>435. DPW Transfer Station</b>						
15904350.5111	Salary Wages	122,779	110,000	88,208	88,500	88,500
15904350.5129	Longevity Pay	0	825	992	1,000	1,000
15904350.5130	Transfer Station Overtime	12,759	20,000	10,000	20,000	20,000
15904350.5172	Life Insurance Fringe Exp	295	200	197	200	200
15904350.5177	Health Insurance Fringe Exp	29,078	12,250	13,165	13,500	13,500
	Medicare Town Match Fringe					
15904350.5181	Exp	1,360	1,575	1,279	1,300	1,300
15904350.5200	Purchased Services	0	5,150	0	0	0
15904350.5246	Disposal Costs	19,978	40,000	48,960	65,200	65,200
15904350.5305	Medical Physicals	0	0	270	300	300
<b>TOTAL Transfer Station</b>		<b>186,250</b>	<b>190,000</b>	<b>163,071</b>	<b>190,000</b>	<b>190,000</b>

## SECTION 3 – Departmental Budgets

### DIVISION 1: Legislative and Executive

#### Town Council

##### **Mission Statement – Why we Exist**

The Town Council consists of thirteen members. Nine members are precinct councilors elected by the voters from each of the nine precincts. Four members serve as Councilor-at-large and are elected by the voters at large.

The Town Council is empowered to act as the Legislative Branch of Town Government through Massachusetts General Laws and Town Charter. The Town Council adopts rules which regulate the procedure under which the Town Council operates which are called Town Council Rules of Procedure.

The Town Charter gives the Town Council authority to make investigations into certain affairs of the Town; require a Town Officer or agency to appear before them to give information related to certain municipal operations; summon the Mayor to provide information on any matter under the jurisdiction of the Town Council; review appointments made by the Mayor to multiple member boards; appoint a Town Auditor; and to appoint the Town Clerk who serves as Clerk to the Council.

The Town Council holds hearings on the Town Budget, reviews proposed expenditures, and adopts the budget with or without amendments. The Town Council is also responsible for adopting and amending town Ordinances and zoning amendments.

##### **Accomplishments**

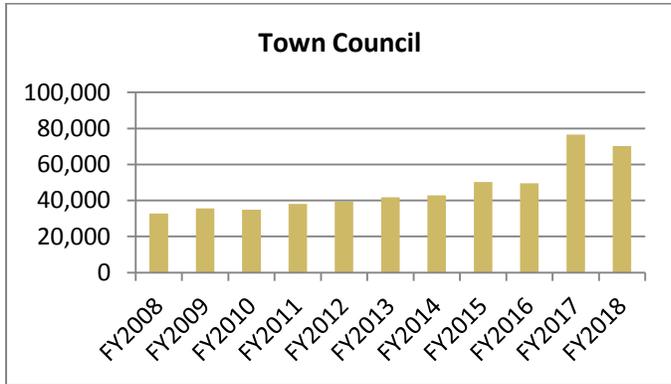
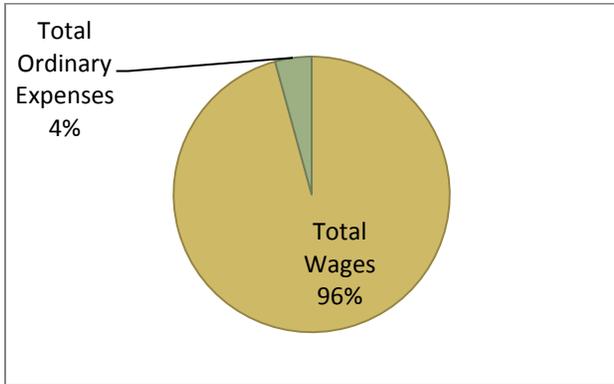
- Amended Town Ordinances
- Amended Charter changes
- Approved the GCET Manager's salary
- Approved three TIF agreements
- Passed four resolutions.

##### **Goals**

To continue redefining the roles of Town Government through ordinance amendments, charter changes, and zoning ordinances in order to encourage economic growth in Greenfield.

111.Town Council

Account	Account Description	2016 Actual	2017 Approved	2017 Amended	2018 Request	2018 Mayor
01001110.5111	Sal & Wages -Full Time	40,881	40,208	40,208	40,208	40,208
01001110.5112	Stipends - Town Council	-	26,000	26,000	26,000	26,000
01001110.5129	Longevity Pay	-	992	992	1,040	1,040
Total Wages		40,881	67,200	67,200	67,248	67,248
01001110.5345	Advertising	2,003	1,250	1,250	1,250	1,250
01001110.5421	Office Supplies - Various	1,166	1,650	1,650	1,250	1,250
01001110.5711	Meetings & Seminars	811	5,850	5,850	5,850	-
01001110.5712	Mileage Reimbursement	238	650	650	650	500
Total Expenses		4,218	9,400	9,400	9,000	3,000
<b>Total Town Council</b>		<b>45,099</b>	<b>76,600</b>	<b>76,600</b>	<b>76,248</b>	<b>70,248</b>



## Mayor

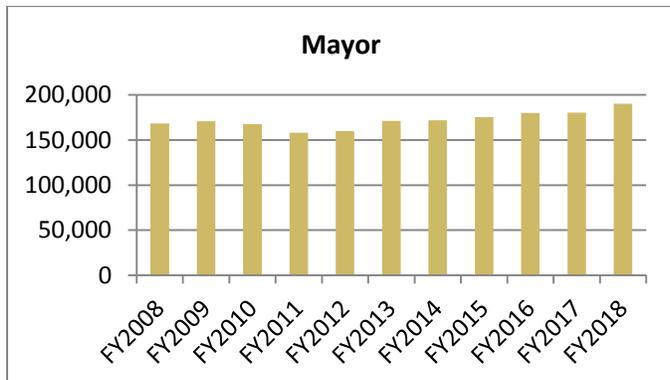
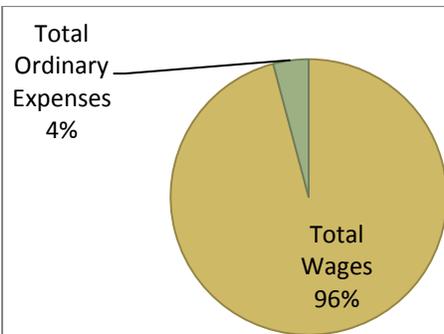
According to the Charter, the executive powers of the Town are solely vested in the Mayor. The Mayor is responsible for supervision, direction, and efficient administration of all Town activities and functions placed under the office's control by the general law, Charter, bylaw, or custom. This includes enforcement of Town bylaws and all other functions logical to the office's mission.

By virtue of office, the Mayor is an ex-officio member of every multiple-member Town body and a voting member of the Greenfield School Committee. The Mayor also makes appointments to all Town boards/commissions and may declare states of emergency.

Additionally, the Mayor may exercise review and veto authority over proposed legislation, subject to the Charter. The term of office is three years and is a non-partisan position.

120.Mayor

Account	Account Description	2016 Actual	2017 Approved	2017 Amended	2018 Request	2018 Mayor
01001200.5110	Salary - Mayor	76,993	77,936	77,936	77,936	95,000
01001200.5111	Salary & Wages Full Time	92,029	93,540	93,540	92,721	87,370
	Total Wages	169,022	171,476	171,476	170,657	182,370
01001200.5200	Purchase Of Service	2,525	750	750	750	650
01001200.5341	Telephone Mayor	1,004	650	650	714	0
01001200.5345	Advertising	935	300	300	500	500
01001200.5421	Office Supplies	1,219	1,000	1,000	1,000	1,000
01001200.5711	Meetings & Seminars	1,878	1,200	1,200	1,788	1,788
01001200.5733	Dues & Memberships	4,023	5,000	5,000	4,140	3,940
	Total OE	11,584	8,900	8,900	8,892	7,878
	<b>Total Mayor</b>	<b>180,606</b>	<b>180,376</b>	<b>180,376</b>	<b>179,549</b>	<b>190,248</b>



## Assistant to the Mayor for Economic Development

### Mission

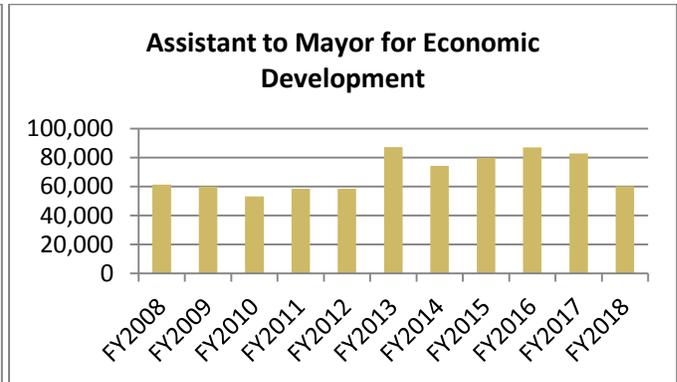
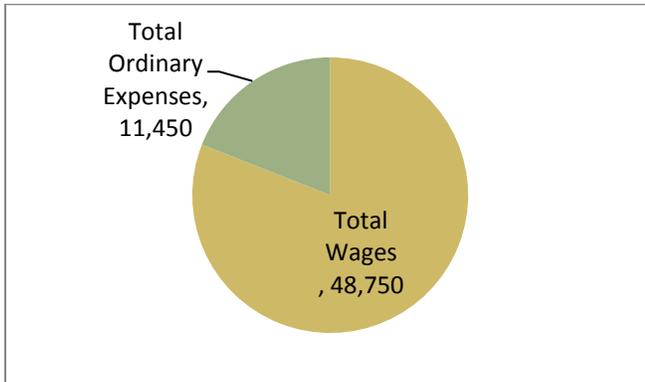
The Town of Greenfield’s economic development department seeks to increase the wealth of our community and the prosperity of our citizens by encouraging capital investment and job creation.

### FY 2018 Goals & Objectives

- Facilitate the expansion and retention of existing business.
- Market the assets of the City and the region to attract new investment and stimulate employment.
- Identify additional opportunities for industrial and commercial development.
- Revitalization of the City’s downtown business district.

#### 125.Economic Development

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001250.5111	Full Time Wages	81,919	75,000	75,000	74,100	48,750
	Total Wages	81,919	75,000	75,000	74,100	48,750
01001250.5200	Purchase Of Service	1,848	7,700	7,700	2,650	7,000
01001250.5343	Printing	0	0	0	2,450	2,450
01001250.5711	Meetings & Seminars	222	175	175	1,250	1,250
01001250.5712	Mileage Reimbursement	0	0	0	750	750
	Total Expenses	2,070	7,875	7,875	7,100	11,450
<b>Total Economic Development</b>		<b>83,990</b>	<b>82,875</b>	<b>82,875</b>	<b>81,200</b>	<b>60,200</b>



## DIVISION 2: General Government

### Assessing Department

#### **Mission Statement – Why We Exist**

The primary responsibility of the Greenfield Assessing Department is to value and record all real and personal property within the community. According to Massachusetts Law, every three years the assessments of all properties must be reviewed and certified for fair market value, equitability and uniformity by the Department of Revenue. Assessors also maintain the values in years between certification. This includes the annual updating of records for properties that are subject to new construction or demolition. This is done to assure that property owners pay their fair share of the cost of local government in proportion to the amount of money the property is worth.

In addition, the Assessor's office is partially responsible for the motor vehicle excise tax bills originated by the State Registry of Motor Vehicles. They make corrections to reflect recent changes and then pass them on to the municipal Tax Collector for distribution.

In addition, the Assessing Department:

- Informs the public about their assessments and related concerns of the office.
- Defends real and personal property assessments.
- Addresses abatement applications and appeals.
- Updates property ownership and characteristics.
- Maintains maps of parcel boundaries.
- Determines exemption eligibility and processes statutory exemptions and other forms of tax relief such as chapter land for agricultural / horticultural, recreational and forest land use. Assess Farm animals and machinery for tax purposes.
- Processes information supplied by the State Department of Fisheries and Wildlife and issue Boat Excise Tax.
- Analyzes market trends and economic rents to estimate the value of all assessable property.

#### **Accomplishments:**

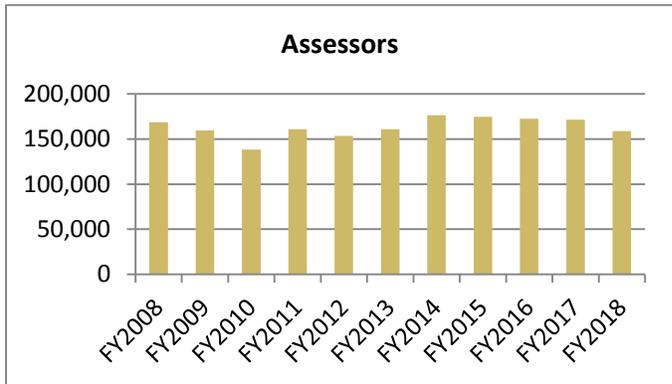
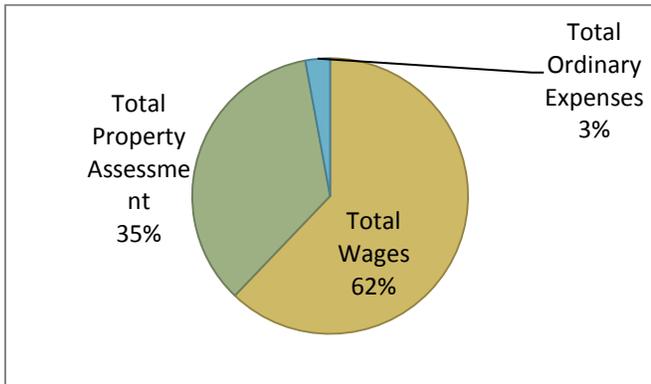
- FY2017 the Department of Revenue performed the triennial recertification process. They also did an internal audit of the Assessor's office which passed/exceeded what is expected.
- We recorded a high amount of new growth. New construction was above normal with some of the housing projects doing large rehabs or rebuilds.
- Inspected 90% of all condo's (special project).

#### **FY 2018 Goals & Objectives**

- Begin inspections of exempt properties, including the Fair Grounds.
- Continue with inspections of Leyden Woods rebuilds and all other permitted work, cyclical inspections and sales.
- Learn new Munis software as it pertains to this office.
- School for BOA Christopher Miller and AA Kimberly MacDonald.

141.Assessors

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001410.5111	Perm Sal Wages Full Time	92,032	90,751	90,751	91,044	91,044
01001410.5113	Elect Offs Sal & Wages	5,400	5,400	5,400	5,400	5,400
01001410.5129	Longevity Pay	0	1,234	1,234	1,292	1,292
	Total Wages	97,432	97,385	97,385	97,736	97,736
01001410.5245	Software Lease & Support	13,082	15,000	15,000	8,878	0
01001410.5302	Legal	1,288	0	0	1,000	1,000
01001410.5312	Property Assessments	55,000	55,000	55,000	56,650	56,650
01001410.5318	Recording	1,262	1,200	1,200	1,200	1,200
01001410.5321	Tuition - Assessors School.	1,158	750	750	1,500	1,500
01001410.5341	Telephone	566	1,000	1,000	651	0
01001410.5345	Advertising	0	50	50	50	50
01001410.5421	Various Office Supplies	881	500	500	500	425
01001410.5556	Magazine & Newspaper Subs	230	230	230	230	55
01001410.5711	Meetings & Seminars	226	135	135	135	135
01001410.5712	Mileage Reimbursement	63	50	50	50	50
01001410.5733	Dues & Memberships	170	200	200	120	120
	Total Expenses	73,926	74,115	74,115	70,964	61,185
<b>Total Assessors</b>		<b>171,358</b>	<b>171,500</b>	<b>171,500</b>	<b>168,700</b>	<b>158,921</b>



## Finance and Accounting Departments

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### **Mission Statement – Why We Exist**

The Mission of the Finance Department is to present a complete and accurate statement of the City's financial condition. It is responsible for all financial and accounting activities in the Town of Greenfield. Many of these activities are prescribed by Massachusetts General Laws to insure the fair assessment and collection of revenues and the proper disbursement of funds to meet approved expenditures. These activities are guided by the City Charter and Ordinances, sound financial and accounting business practices, and adherence to the Massachusetts General Laws.

The mission of the Accounting Department is to manage the Town's accounting records to ensure conformity with generally accepted accounting principles and to issue reports that comply with State laws and regulations; process the Town's bills for payment and provide reporting services to the other town departments.

### **Significant Budget & Staffing Changes for FY 2018**

With the ensuing retirement of our long time Finance Director we find ourselves in a time of flux with the possibility of reorganizing our internal structure. The town charter allows for 2 separate offices of Finance Director and City Auditor, but also allows for a combined position of Finance Director/City Auditor. With the Mayor's guidance, the City is combining the Finance and Accounting offices into one which will save the town money, gain efficiencies, and give the Mayor some latitude in the restructuring of the management aspect of the town. This change adds a position of Assistant Accountant to the combined department. The overall savings for this reorganization is approximately \$74,000

### **Recent Accomplishments**

- Successfully converted the town's financial software system to MUNIS in FY2016 and FY2017, including:
  - Converting the town's payroll system to MUNIS in FY2017 in partnership with the school business office
  - Worked with the Treasurer department to convert the Tax Billing software to MUNIS in FY2017.
  - Worked with the DPW department to convert the Utility Billing software to MUNIS in FY2017.
  - Worked with the GTD department to implement Transparency software in MUNIS also known as Open Checkbook.
  - Worked with the GTD department to implement Tyler Content Manager, a document management tool for MUNIS.
  - Worked with HR to begin conversion to MUNIS software in FY2017.
  - Conducted initial MUNIS training for department heads.
  - Worked with DPW and Treasurer/Collector to roll out General Billing in MUNIS.

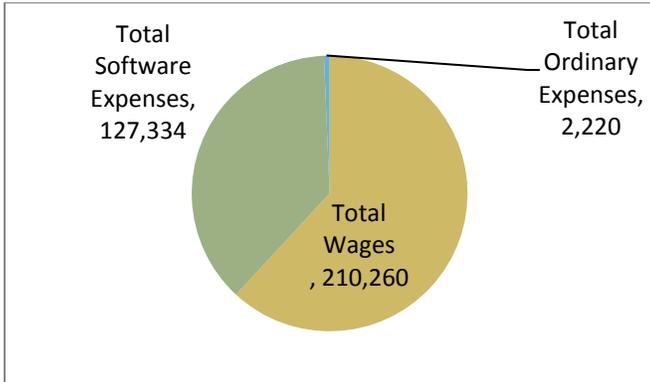
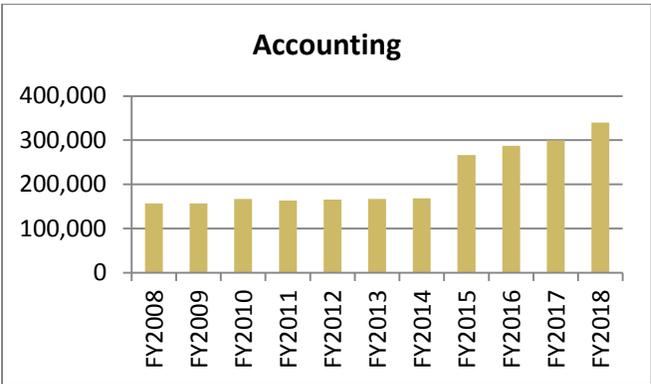
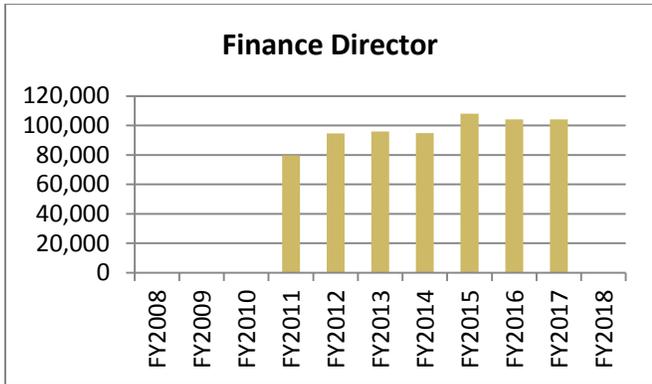
## FY 2018 Goals & Objectives

- Completion of the MUNIS software conversions:
  - Employee Self Service through payroll which will give employees access to their own payroll records, complete open enrollment, request time off and complete payroll timesheets online.
  - Roll out the Requisition module in MUNIS with departments to automate the Purchase Order process.
  - Work with the Police department to automate the Outside Detail billing process and integrate with MUNIS.
  - Implement the Fixed Assets, Project and HR modules.
- Work with the Treasurer department to create uniform turnover forms to be used by all departments.
- Address all recommendations of the auditors in the management letter.
- Work with Technology department to populate town website with available forms for employees and departments.
- Continue to improve on Financial Policies and Procedures to ensure a positive bond rating.
- Reorganize the accounting office to accommodate the department merge.
- Work with the Treasurer, Assessor and DPW departments to write new software procedures and user manuals.
- Work with DPW to implement time clocks that will automate payroll process.
- Work with the Police department to automate payroll process with IMC.
- Streamline the year end process to ensure on time completion of required state reporting.

134.Finance						
Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001340.5111	Finance Director Salary	102,783	102,500	103,732	0	0
	Total Wages	102,783	102,500	103,732	0	0
01001340.5321	Schooling	95	500	500	0	0
01001340.5341	Telephone	604	0	0	0	0
01001340.5421	Office Supplies	935	500	500	0	0
01001340.5711	Meetings & Seminars	24	75	75	0	0
01001340.5712	Mileage Reimbursement	139	100	100	0	0
01001340.5733	Dues & Memberships	460	550	550	0	0
	Total Expenses	2,256	1,725	1,725	0	0
<b>Total Finance</b>		<b>105,039</b>	<b>104,225</b>	<b>105,457</b>	<b>0</b>	<b>0</b>

**135.Accounting**

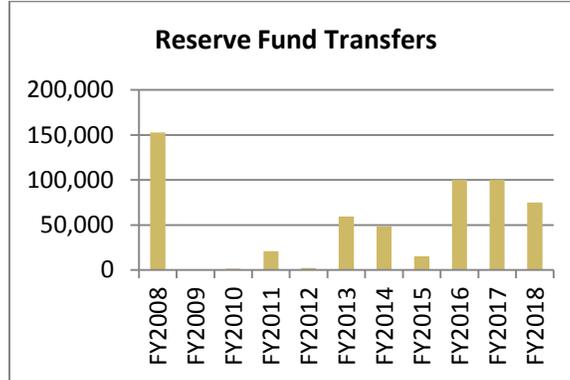
Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001350.5111	Perm Sal Wages Full Time	153,383	146,800	148,535	214,910	210,260
01001350.5112	Sal & Wages - Part Time	0	0	0	0	0
01001350.5122	Temp Wages Part Time	4,988	17,850	17,850	0	0
01001350.5130	Overtime	261	0	0	0	0
Total Wages		158,632	164,650	166,385	214,910	210,260
01001350.5313	Software Assessment	144,414	132,250	132,250	130,334	127,334
01001350.5321	School - Accounting	0	1,000	1,000	600	600
01001350.5421	Various Office Supplies	596	1,000	1,000	1,000	900
01001350.5711	Meetings & Seminars	290	200	200	200	200
01001350.5712	Mileage Reimbursement	0	100	100	50	50
01001350.5733	Dues & Memberships	90	90	90	470	470
Total Expenses		145,389	134,640	134,640	132,654	129,554
<b>Total Accounting</b>		<b>304,021</b>	<b>299,290</b>	<b>301,025</b>	<b>347,564</b>	<b>339,814</b>



## Reserve Fund

### 132.Reserve Fund

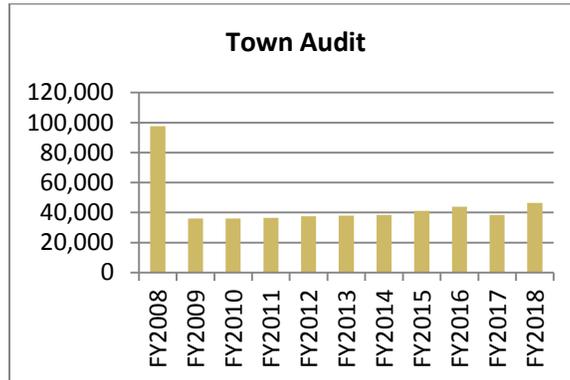
Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001320.5781	Reserve Fund Transfers	0	100,000	98,672	100,000	75,000



## Town Audit

### 136.Town Audit

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001360.5301	Auditing	51,000	38,500	38,500	46,500	46,500



## Treasurer/Collector Department

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The primary function of the Treasurer's Office is to preserve and manage the financial resources of the Town. This office is responsible for the receipt, deposit and disbursement of Town funds. The Treasurer is also responsible for the investment of town funds in order to maximize income in the safest way possible while maintaining sufficient liquidity. We also submit quarterly/annual tax forms to the state and the federal government. We record all town monies and complete monthly reconciliations of bank and cash accounts. We also are responsible for all municipal borrowing, both short and long term. The Treasurer is also the custodian of all town owned property and is responsible for collecting on all tax title accounts.

The Collectors Office serves as the central location for all collection of Town monies. All bills for Real Estate, Personal Property, and Excise are both billed and collected out of our office. We also collect money for Water/Sewer bills, Parking Tickets, Parking Permits as well as trash stickers and bags. We also research and produce Municipal Lien Certificates (MLC's) upon written request and payment.

### **Mission Statement**

The Treasures strives to invest and protect the Town's money to maximize income to be used for the betterment of Greenfield. The Collector's mission is to collect on the various bills issued by the Town as timely as possible, while at the same time giving the best service possible to the citizens of Greenfield.

### **Accomplishments**

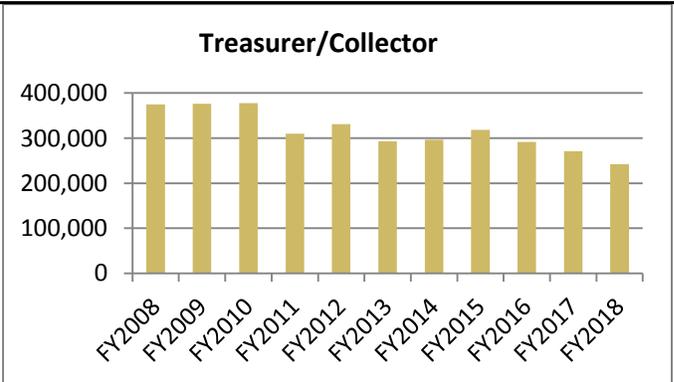
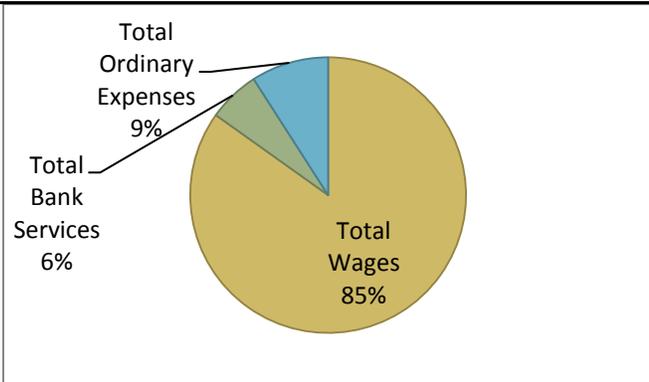
- We recently went from an office staff of 3 full time employees to a staff of 2 full time and 1 part time employees. We are still doing the same amount of work, with fewer resources due to efficiencies developed within the department.
- We hired a new Collections Clerk in May, who is one of our part time employees. She has been a great with the customers and a good addition to the team.
- The Collector is working towards certification and is continuing to attend school annually.
- We recently converted to Munis in February 2017 and are slowly getting up to speed in the new system. It has been a long process to get here and we are all working very hard to get our processes down and really utilize the system for all it is capable of.
- Reduced the tax title balance from \$1,500,000 to roughly \$300,000 in the 5 years since taking office.
- We have held 5 auctions in the past 3 years to reduce the number of town owned property to reduce the liability to the Town as well as make additional income for Greenfield.
- Reconciliation of cash/bank accounts is done more timely than in previous years. Reconciliation is now completed by the 15<sup>th</sup> of the following month.
- Receipts are now reported more timely, usually within a week of the receipt of the money, which allows the Mayor to have more accurate and timely information.
- We have reduced staff from 1 full time person to 1 part time person due to efficiencies within the office.

**Goals**

- Update procedures manual for new software that will be implemented by the end of the fiscal year.
- Convert tax title into Munis and start utilizing some of the other functionality within the software for cash reconciliation.
- Process tax titles more timely by filing takings closer to what the law allows rather than waiting a year, which has been the standard practice for Greenfield.
- Continue to auction of town owned property to get them back on the tax rolls for the Town.
- Continue to look for ways to increase investment income for the Town.
- Try and minimize the number of borrowings in comings years
- Maintain a high rate of collection
- More effectively promote online payment options to citizens
- Update the procedures manual for the continuing process changes
- Find new cost saving measures to stay under budget
- Become more proficient in Munis so that we may serve the citizens in Town better and become ever more efficient

**145.Treasurer**

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001450.5111	Perm Sal Wages Full Time	183,216	160,258	160,258	150,782	150,782
01001450.5112	Perm Sal Wages Part Time	42,157	54,000	54,000	53,809	53,809
01001450.5129	Longevity Pay	0	992	992	1,030	1,030
Total Wages		225,373	215,250	215,250	205,621	205,621
01001450.5243	Off. Equip. & Furnishings	10,146	9,000	9,000	8,000	6,900
01001450.5254	Software-Repairs/maint	15,798	16,500	16,500	0	0
01001450.5309	Bank Services	16,730	12,000	12,000	14,700	14,700
01001450.5318	Reg. Of Motor Vehicle Fee	166	100	100	100	100
01001450.5319	Bond Issue Expense	339	5,000	5,000	0	500
01001450.5321	Schooling	210	300	300	90	90
01001450.5343	Printing	10,213	9,500	9,500	9,500	9,500
01001450.5421	Paper & Stationery	5,662	3,000	3,000	5,000	4,500
01001450.5711	Meetings & Seminars	25	100	100	90	90
01001450.5712	Mileage Reimb.	279	200	200	200	200
01001450.5733	Dues & Memberships	110	110	110	110	110
Total Expenses		59,679	55,810	55,810	37,790	36,690
<b>Total Treasurer</b>		<b>285,052</b>	<b>271,060</b>	<b>271,060</b>	<b>243,411</b>	<b>242,311</b>



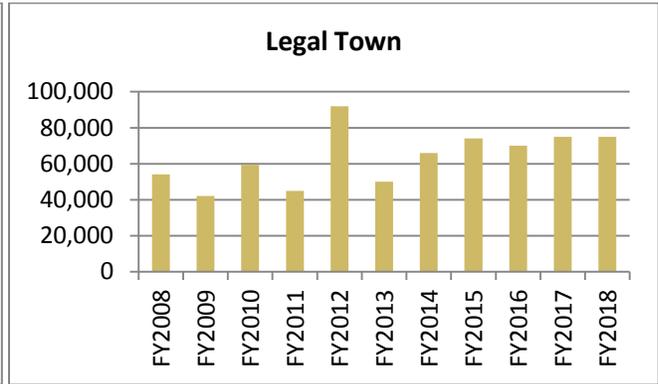
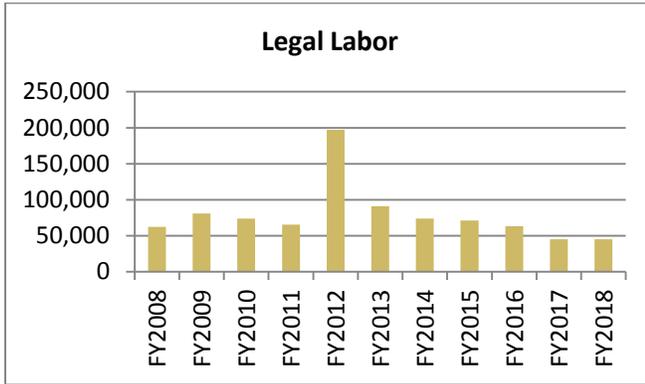
## Legal Counsel

### 150. Legal Labor

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001500.5200	Labor Relations & Barging	35,740	15,000	15,000	15,000	15,000
01001500.5305	Labor Special Litigation	34,608	30,000	30,000	30,000	30,000
<b>Total Legal Labor</b>		<b>70,349</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>	<b>45,000</b>

### 151. Legal Town

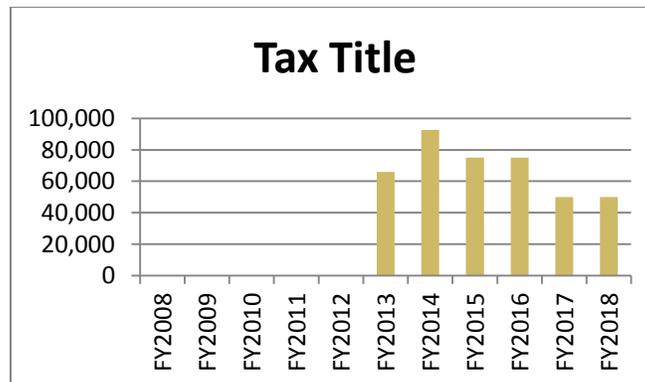
Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001510.5302	Town Attorney Services	68,362	75,000	75,000	75,000	75,000



## Tax Title

### 158. Tax Title Expenses

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001580.5317	Tax Title Legal Expenses	49,932	35,000	35,000	40,000	38,000
01001580.5318	Tax Title Filing Expenses	11,098	15,000	15,000	15,000	12,000
<b>Total Tax Title Expenses</b>		<b>61,030</b>	<b>50,000</b>	<b>50,000</b>	<b>55,000</b>	<b>50,000</b>





*Dean,  
Photographer*

RESIDENCE OF JUDGE FRANKLIN G. FESSENDEN  
Corner of Main and High Streets.

## Human Resources

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### **Mission Statement – Why We Exist**

The mission of the Human Resources Department is to contribute to the achievement of Town objectives by establishing and maintaining an equitable personnel system that promotes efficiency and economy of government and provides ethical, efficient, consistent and professional customer-responsive service to applicants, employees and town departments.

The main function of the Human Resources Department is to ensure that the City has a competent and diverse workforce that can work well to meet the City's business goals. Personnel staff serves the public and City employees by providing information about city employment opportunities, implementing policies and procedures, ensuring that labor practices are followed, and fostering positive relations to create an environment where employees can work productively and develop their skills.

### **Accomplishments – What we Do**

The Human Resources Department provides generalist personnel / labor relations services to the Mayor, Town Departments, and individual employees.

Services accomplished include:

- responsibility for or assistance in: outreach, recruitment, selection, appointment, promotion, discipline and separation of employees;
- position classification and job descriptions, wage and salary classification and administration, contract administration, affirmative action/EEO compliance and Sexual Harassment Officer, benefits administration, assist in or are responsible for insurance contracts negotiation and benefit monitoring (life, dental, health, workers compensation and injured on duty);
- employee orientation, training and development;
- collective bargaining and civil service administration, labor and employee relations, grievance and discrimination complaint administration, Worker's Compensation and Injured On Duty administration, performance appraisal administration, public/media relations, unemployment administration, DOT/CDL testing administration, personnel file record keeping and retention, federal and state statutory compliance;
- and policy development, implementation, monitoring and enforcement;
- Flexible Spending Accounts (FSA), Health Reimbursement Accounts (HRA) and Benefits Administration for all town and school employees regarding health, life and dental insurance and FSA/HRA terminations, enrollments, changes, qualifying events and problem solving including employee information and counseling.

### **Staffing**

There are no staffing changes from FY17:

Human Resources Director	1 FTE
Human Resources Generalist	1 FTE
Human Resources Assistant	1 FTE

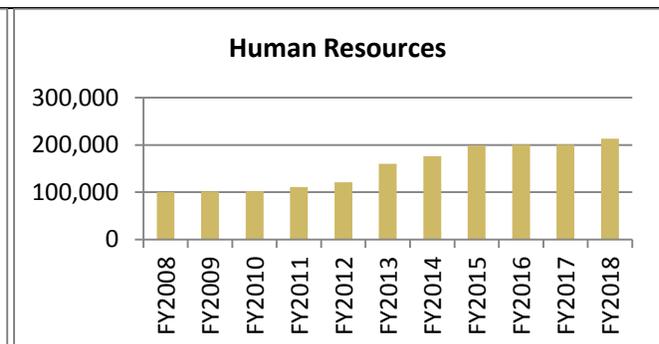
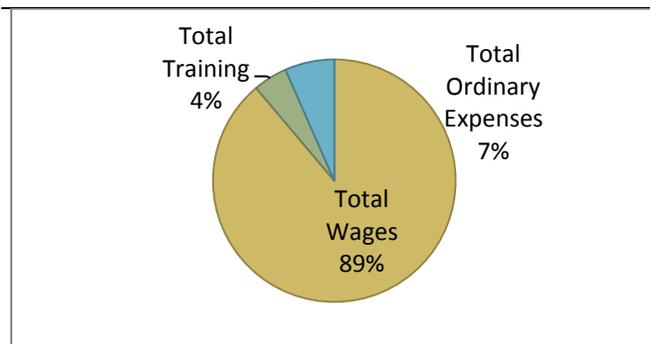
## FY18 Goals and Objectives

To continue to perform ‘What we Do’ in the most efficient, effective and productive manner so as all areas of responsibilities and tasks remain accomplishments for the department and the city. Examples of specific FY18 goals include:

- To successfully negotiate successor collective bargaining agreements with the S Schedule Salaried Employees Association; UE Local 274 Town Hall Clerical and Library Employees; and Teamsters Local 404 Department of Public Works;
- To successfully finalize the successor collective bargaining agreement with Local 469 International Brotherhood of Police Officers Supervisor Unit (Unit B);
- To respond to the continued implementation of the Affordable Care Act as currently exists or will exist as dictated on the federal level.
- To successfully implement the health insurance plan year to again coincide with the fiscal year as agreed upon for a sixteen (16) month and transition contract with Health New England.
- Expand HR Department website to enhance E-government goals
- To successfully manage active actions against the town in the form of lawsuits, filings with the MA Labor Relations Commission, MA Commission Against Discrimination, Joint Labor Management Committee and Civil Service Commission as they arise.
- Continue reviewing and updating job descriptions pursuant to update plan and departmental reorganizations;
- Complete transfer of Retiree Health Insurance and Benefit Administration duties for the 500+ retirees from Collector/Treasurer Office to HR.

152.Human Resources

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001520.5111	Full Time Salary	162,765	172,626	173,777	176,800	189,408
	Total Wages	162,765	172,626	173,777	176,800	189,408
01001520.5200	Purchase Of Service	3,759	14,000	14,000	9,778	9,718
01001520.5345	Advertising & Printing	9,764	10,000	10,000	10,000	10,000
01001520.5421	Office Supplies	1,158	1,500	1,500	2,250	2,250
01001520.5425	Office Equipment	112	1,250	1,250	500	500
01001520.5711	Meetings & Seminars	60	350	350	350	350
01001520.5712	Mileage Reimbursement	189	300	300	300	300
01001520.5733	Dues & Memberships	779	600	600	648	648
	Total Expenses	15,821	28,000	28,000	23,826	23,766
<b>Total Human Resources Depart</b>		<b>178,586</b>	<b>200,626</b>	<b>201,777</b>	<b>200,626</b>	<b>213,174</b>



### **Mission Statement**

The Greenfield Technology Department provides and supports resources which facilitate the flow of information within and between municipal departments, and expands the reach and usefulness of technology to staff and residents.

### **Recent Accomplishments**

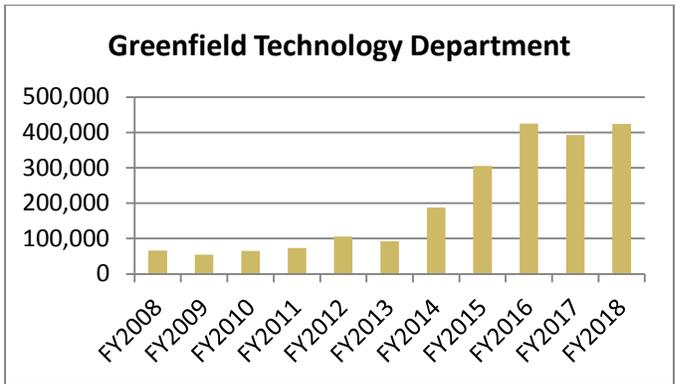
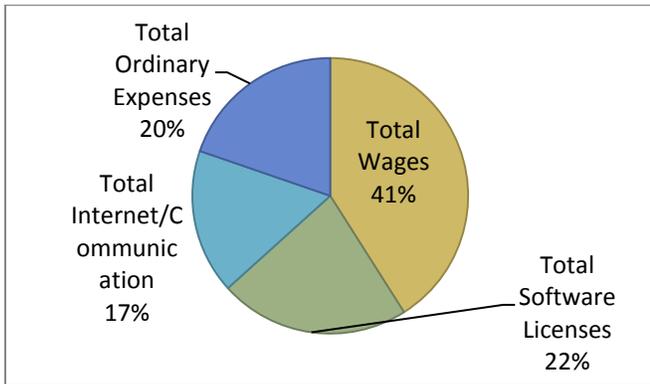
- Migrated all municipal servers from legacy stand alone server/virtualized infrastructure to a modern Hyperconverged infrastructure.
- Modernized the municipal and public safety hardware network backbone.
- Redesigned the network subnets, vlans and firewalls in order to improve connectivity and security.
- Replaced all Windows XP desktops with desktops running Windows 7.
- Collaborated with KMG in the configuration and deployment of the downtown wireless project.
- Deployed Phase 1 and Phase 2 of the Town website.
- Migrated most Town departments to a VoIP telephone system.
- Deployed NextRequest, public record request management system, in order to modernize our ability to consolidate workflows, disseminate requested records and ensure compliance with state law.
- Revamped Disaster Recovery system away from magnetic tape to network/cloud storage.
- Deployed Greenfield311 App (SeeClickFix) with the help of a state grant. The app allows residents to be able to report non-emergency issues (potholes, graffiti, etc..) issues via smartphone and the Town's website.
- Expanded Munis access to all Town and the School Administration departments.
- Rebuilt the Town's and Public Safety's Domain Controllers.
- Launched Agenda and Minutes module on the website.

### **FY 2018 Goals and Objectives**

- Complete the migration from legacy Exchange 2007 email system to Gmail.
- Design, Configure and Implement a document management system (using Google docs) in order to provide better collaboration between departments and Town Government.
- Migrate Police Department legacy servers to a Hyperconverged infrastructure.
- Replace legacy/failing Police and Dispatch workstations.
- Complete the implementation of an inclusive online permitting platform for the Building, Fire, Health and Town Clerk departments.
- Upgrade the Town Clerk's obsolete Voter database and hardware.
- Purchase, Configure and Deploy Chromebooks for the Town Council and Commissions.
- Deploy a downtown Video Surveillance System.
- Research and if possible this year deploy a modern content management system in order to digitize and archive our paper records.
- Streamline the Town GIS systems.

155.Greenfield Technology Department

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001550.5111	Perm Sal/wages-Full Time	160,801	173,000	173,000	174,093	174,093
	Total Wages	160,801	173,000	173,000	174,093	174,093
01001550.5244	Equipment Repairs & Maint	3,365	5,000	5,000	5,000	5,000
01001550.5254	Software Maintenance	1,124	39,250	39,250	101,450	94,700
01001550.5313	Management Consulting	90,315	20,000	20,000	20,000	10,000
01001550.5314	Website	7,474	10,000	10,000	5,000	5,000
01001550.5319	Training	0	85,000	0	3,000	3,000
01001550.5342	Internet/Communication Lines	103,845	0	85,000	78,000	72,000
01001550.5421	Office Supplies	218	750	750	750	750
01001550.5423	AWS	0	10,000	10,000	10,000	10,000
01001550.5858	Purchase Computer Hardware	23,173	20,000	20,000	20,000	20,000
01001550.5859	Computer Software	19,245	30,000	30,000	30,000	30,000
	Total Expenses	248,759	220,000	220,000	273,200	250,450
<b>Total Greenfield Technology</b>		<b>409,561</b>	<b>393,000</b>	<b>393,000</b>	<b>447,293</b>	<b>424,543</b>



## Town Clerk

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The Town Clerk's Office is often considered the first stop in local government. We serve as the central information point for other town departments, and citizens of the town. The Town Clerk is empowered under MGL to carry out specific duties of the Town. Those include recording town votes, administering and recording oaths of office, transmitting election results to the Secretary of the State, and certifying money appropriation to Town Departments. Other functions are prescribed by Ordinance, and the Town Charter along with other responsibilities imposed by custom and tradition.

The Town Clerk serves as the custodian of all town records, supervises the acceptance, recording and reporting of all birth, death and marriage records. The Clerk certifies copies of records, votes, minutes and ordinances. The following permits and licenses are issued by the Clerk's Office; marriage intentions and licenses, dog licenses, raffle permits, under/above ground storage licenses, business certificates, filing and collection of fees for non-criminal fines, yearly census, jury and school lists, file cash receipts to Treasurer and is the keeper of the Town seal.

### **Mission Statement –why we exist**

It is the mission of the Town Clerk's Office to be a primary provider of information with quality services to the community as well as working cooperatively and in coordination with Town Officials, and State and Federal agencies all while performing a large variety of tasks to achieve established goals as well as to comply with state and local statutes.

### **Accomplishments**

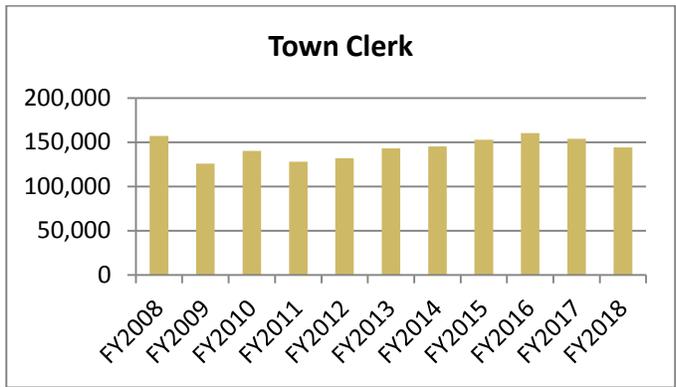
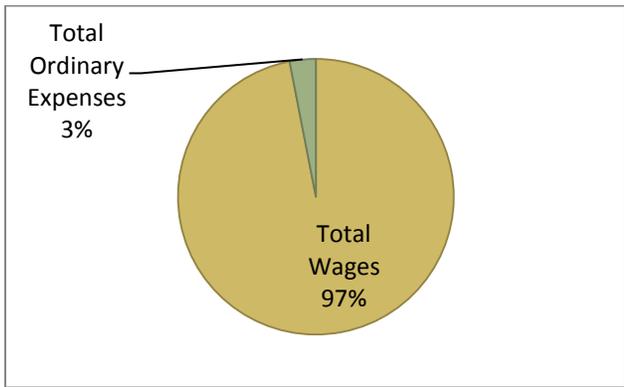
- Set in place a final collection of unlicensed dogs in the town resulting in over \$25,000.00 in previous year's lost revenues.

### **FY18 Goal and Objectives**

- To maintain and continue a high level of customer and quality services.
- To help construct and implement a program for easier collection of unpaid minimal non criminal fines.
- Finalize the Town Code and put on Town web page.

161.Town Clerk

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001610.5111	Perm Sal Wages Full Time	149,240	130,000	130,000	117,470	117,470
01001610.5112	Permanent Part-Time Wages	3,302	17,000	17,000	22,178	22,178
	<b>Total Wages</b>	<b>152,542</b>	<b>147,000</b>	<b>147,000</b>	<b>139,648</b>	<b>139,648</b>
01001610.5243	Office Equip & Furnishing	1,005	1,000	1,000	0	0
01001610.5307	Book Binding	105	1,000	1,000	1,000	1,000
01001610.5421	Office Supplies	708	2,000	2,000	1,500	1,410
01001610.5711	Meetings & Seminars	228	2,000	2,000	1,275	1,275
01001610.5712	Mile Reimb.	99	200	200	200	200
01001610.5733	Dues & Memberships	536	540	540	525	525
	<b>Total Expenses</b>	<b>2,681</b>	<b>6,740</b>	<b>6,740</b>	<b>4,500</b>	<b>4,410</b>
<b>Total Town Clerk</b>		<b>155,223</b>	<b>153,740</b>	<b>153,740</b>	<b>144,148</b>	<b>144,058</b>



## Board of Registrars & Elections

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### **Mission Statement –Why We Exist**

The Board of Registrar of voters consists of three members appointed by the Mayor. The Town Clerk serves as the fourth member and chair of the board and serves as the Chief Election Officer. The Clerk's office:

- Enters, maintains and purges all voter registrations as well as notifications to voters.
- Prepares, mails, and updates the annual town census.
- Creates a yearly jury list for the State.
- Creates and maintains a school list.
- Prepares and creates an annual town street list book for publication.

Registrars are responsible for certifying voter signatures on nomination papers, ballot question petitions, initiative petitions for laws, and citizen referendum petitions for federal, State, and local elections. The Town Clerk is responsible for creating local candidate nomination papers.

The Town Clerk prepares an election calendar and schedule for all town and special elections which contain filing schedules, deadlines, and campaign finance requirements. The Clerk keeps local candidates informed on campaign finance laws and the reporting schedule. The Town Clerk prepares the election ballot and submits to the printer and programmer and also prepares and posts the Election Warrant. The Clerk maintains and prepares all voting lists used in elections. Maintains a list of active poll workers who work under the direction of the Town Clerk on Election Day. Organizes the set up/take down of voting equipment.

### **Accomplishments**

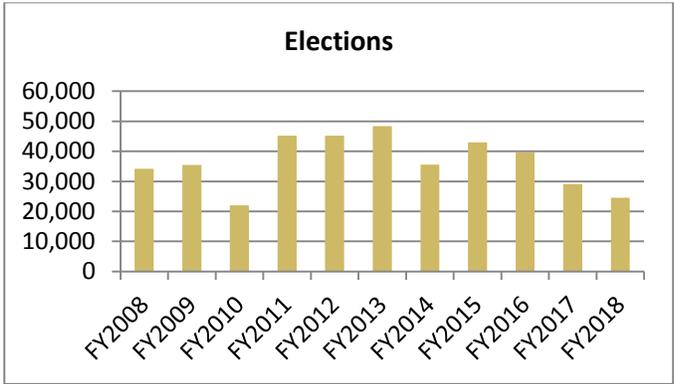
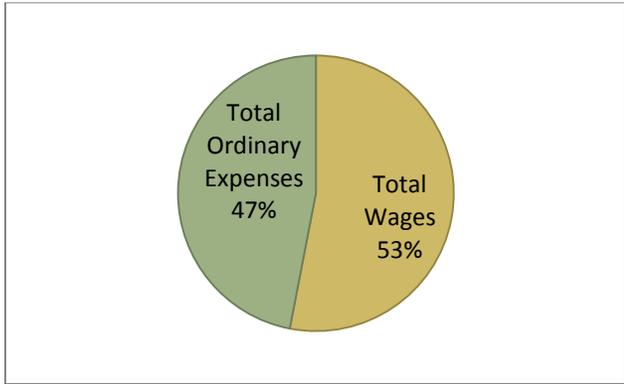
The Clerk's Office successfully conducted the State's first ever full week of early voting for the 2017 Presidential Election. During normal business hours 2,549 town voters cast an early election ballot in the Clerk's Office. We also offered one Saturday of our own time to allow Greenfield voters to cast an early ballot.

### **FY18 Goal and Objectives**

Purchase new voting equipment to replace the current outdated equipment.

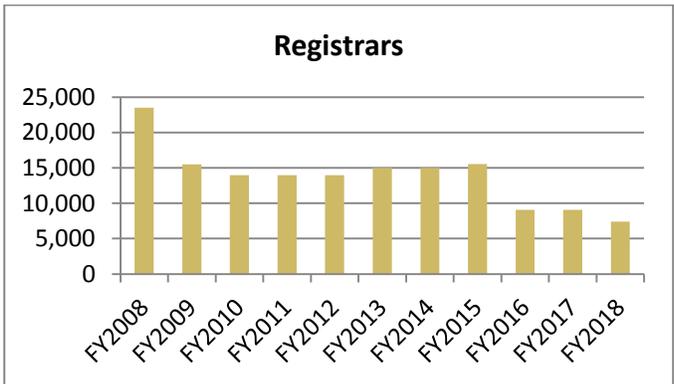
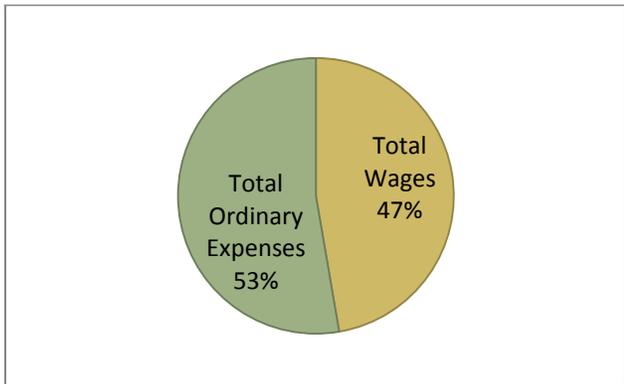
162.Elections

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001620.5122	Temp Wages Part Time	11,562	14,500	14,500	12,000	12,000
01001620.5130	Overtime	2,508	1,000	1,000	1,000	1,000
	Total Wages	14,070	15,500	15,500	13,000	13,000
01001620.5200	Purchase Of Service	6,519	5,000	5,000	5,000	5,000
01001620.5230	Transportation	0	1,000	1,000	0	0
01001620.5291	Contracted Services	2,099	2,100	2,100	2,100	2,100
01001620.5343	Printing	3,916	3,000	3,000	3,000	3,000
01001620.5421	Office Supplies	2,045	2,500	2,500	1,500	1,410
	Total Expenses	14,579	13,600	13,600	11,600	11,510
<b>Total Elections</b>		<b>28,648</b>	<b>29,100</b>	<b>29,100</b>	<b>24,600</b>	<b>24,510</b>



163.Registrars

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001630.5112	Perm Sal Wages Part Time	2,800	3,500	3,500	3,500	3,500
	Total Wages	2,800	3,500	3,500	3,500	3,500
01001630.5319	Street Lists	4,462	4,500	4,500	3,500	3,500
01001630.5421	Office Supplies	2,489	500	500	400	400
01001630.5711	Meetings & Seminars	0	500	500	0	0
01001630.5712	Mileage Reimb.	0	50	50	0	0
	Total Expenses	6,951	5,550	5,550	3,900	3,900
<b>Total Registrars</b>		<b>9,751</b>	<b>9,050</b>	<b>9,050</b>	<b>7,400</b>	<b>7,400</b>

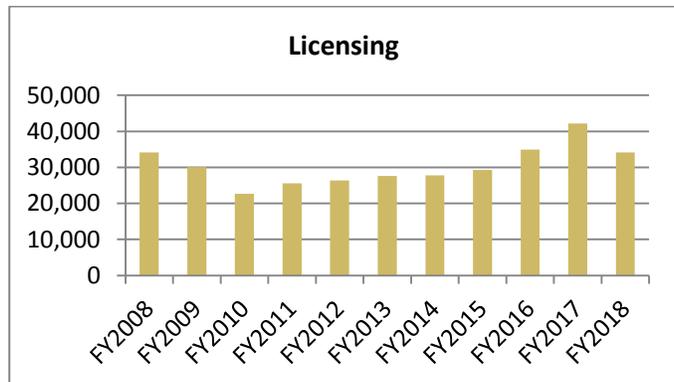
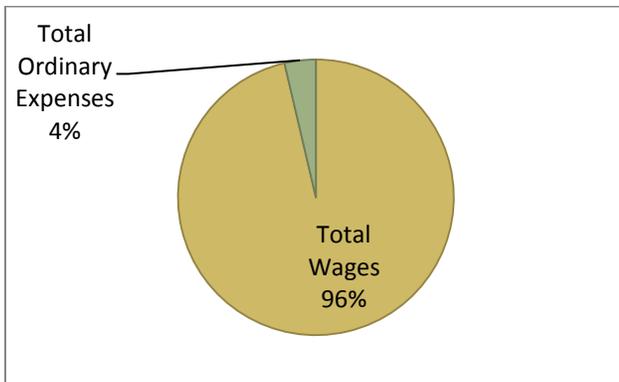


## Licensing Commission

Section 6-9 of the Home rule Charter authorizes a Board of License Commissioners which shall have the power to issue licenses for inn-holders or common victuallers, have the powers of a Licensing Board appointed under MGL c. 138, § 4, and to be the licensing authority for the purposes of Chapter 138 and Chapter 140 of the General Laws and which shall have all of the other powers with respect to licenses which prior to the adoption of the Home Rule Charter were exercised by the Board of Selectmen. The Board of License Commissioners may grant licenses relating to alcoholic beverages under Chapter 138 of the General Laws and those licenses under Chapter 140 of the General Laws which are not, by the provisions of said chapter, placed within the jurisdiction of another municipal officer or agency, and it shall have all the powers and duties of a licensing authority under said chapters.

The Board is made up of 5 members appointed by the Mayor for three year terms. No person while a member of the Board of License Commissioners shall have any connection, directly or indirectly, with the sale or distribution of alcoholic beverages in any form.

165.Licensing		FY16	FY17	FY17	FY18	FY18
Account	Account Description	Actual	Approved	Amended	Request	Mayor
01001650.5111	Perm Sal/wages-Full Time	0	40,188	40,188	40,188	32,150
01001650.5112	Perm Wages – Part Time	33,795	0	0	0	0
01001650.5129	Longevity Pay	0	652	652	705	705
	Total Wages	33,795	40,840	40,840	40,893	32,855
01001650.5345	Advertising	35	450	450	300	300
01001650.5421	Office Supplies	758	695	695	750	750
01001650.5712	Mileage	152	150	150	150	150
01001650.5733	Dues & Memberships	0	50	50	50	50
	Total Expenses	945	1,345	1,345	1,250	1,250
	<b>Total Licensing</b>	<b>34,740</b>	<b>42,185</b>	<b>42,185</b>	<b>42,143</b>	<b>34,105</b>





LOBBY



VERANDA

# THE FAMOUS OLD MANSION HOUSE



*Excellent Cuisine*

*Dutch Room*

*Ratbskeller*

**HEADQUARTERS FOR AUTO PARTIES**

*Opp. Court Square, Greenfield*

W. E. Wood Estate  
H. L. Wood, Manager



DUTCH ROOM



MAIN DINING ROOM

## Planning Department

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### **Mission Statement – Why We Exist**

To provide a strong comprehensive approach for the future development of the city through a wide range of activities including economic development, land use planning, housing policy, transportation projects, historic preservation, open space conservation, and neighborhood improvement efforts.

### **Significant Budget and Staffing Changes for FY2018**

There are no staffing changes for FY2018. The following existing staffing will remain for FY2018:

- Director of Planning & Development (General Fund);
- Permits Manager/Conservation Agent (General Fund);
- Community Development Administrator (CDGB funded); and
- Rehabilitation Specialist (CDGB funded).

There is a minor increase to the salary line item due to COLA and step increases required by contractual agreements.

### **Recent Accomplishments**

- Received a technical assistance grant to design and place “Wayfinding” signage throughout Greenfield from the Massachusetts Downtown Initiative program.
- Completion of a Complete Streets Prioritization Plan (May 2017).
- Completed improvements under the CDBG Façade Improvement Program at five (5) prime downtown locations with another due for completion in summer 2017.
- Completed the 2016 tax map updates.
- Amended multiple sections of the Zoning Ordinance.
- Convened a Use Regulation Working Group to recommend revisions to the use schedules (Table of Uses) of the Zoning Ordinance.
- Convened a Parking Regulation Working Group that will forward recommended revisions to the parking regulations of the Zoning Ordinance to the Planning Board for consideration.
- Amended Chapter 195 (local Wetlands Ordinance) of the General Codes.
- Applied for 2017 MDI Technical Assistance Funding to close Court Square as a pedestrian way.
- Assisted with a grant application for a new skateboard park at 34 Riddell Street.

### **FY2018 Goals and Objectives**

#### **Goal – To Improve Communication**

- To maintain a high level of responsiveness and accessibility and deliver services more efficiently
- To utilize technology more effectively to communicate with other departments and the community.
- To keep the community informed and to share information on major projects coming before the Town through full utilization of the Town’s website.
- To continue to provide high quality technical assistance to the various land use boards and commissions.

#### **Goal – To Encourage Appropriate Economic Development**

- To support the growth of new and existing private businesses.
- To complete the redevelopment of the former Bendix/Besley property at 180 Laurel Street to include Brownfield’s closeout under the Massachusetts Contingency Plan.

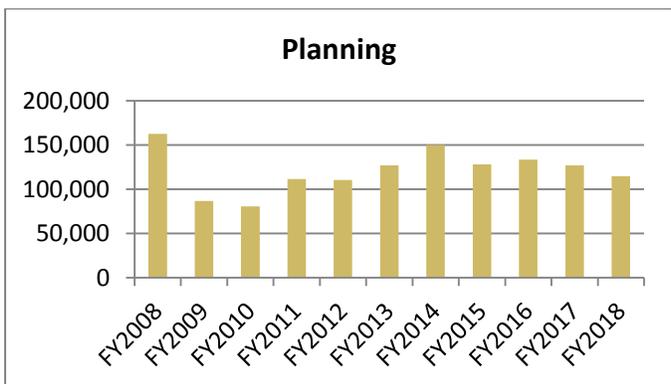
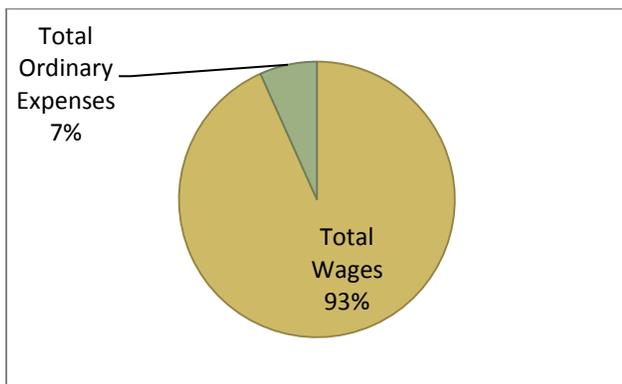
- To continue reviewing and amending the Greenfield Zoning Ordinance to encourage the types of development recommended by Sustainable Greenfield, Greenfield’s 2014 Comprehensive Sustainable Master Plan.

**Goal – To Continue Implementation of Sustainable Greenfield**

- As a member of the Sustainable Greenfield Implementation Committee, to continue reviewing and amending the Greenfield Zoning Ordinance to encourage the types of development recommended by Sustainable Greenfield, Greenfield’s 2014 Comprehensive Sustainable Master Plan.
- Create a new Infill Development/Adaptive Reuse Ordinance.
- Revise Greenfield’s land use regulations (Subdivision Regulations, Zoning ordinance and Chapter 695, Storm water Regulations) by incorporating Low Impact Development (LID) techniques.
- Complete the Deerfield Street Housing Project (7 dwelling units of alternative housing constructed through a preferred developer at 98-106 Deerfield Street).
- Apply for Tier 3 funding under the MA Complete Streets Program up to \$400,000 for the construction of a Complete Streets project.

177.Planning

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001770.5111	Perm Sal Wages Full Time	116,064	115,100	115,100	116,504	107,018
	Total Wages	116,064	115,100	115,100	116,504	107,018
01001770.5200	Purchase Of Services	2,108	0	0	0	0
01001770.5243	Repairs/maint Off. Equip.	0	200	200	0	0
01001770.5245	Computer Maintenance	3,250	3,250	3,250	3,250	0
01001770.5270	Rent	3,456	5,200	5,200	5,200	5,200
01001770.5313	Planning--Consulting Serv	2,519	0	0	0	0
01001770.5341	Telephone Service	78	0	0	0	0
01001770.5343	Printing	0	0	0	200	200
01001770.5344	Postage	46	0	0	250	250
01001770.5345	Advertising	1,266	450	450	300	300
01001770.5711	Meetings & Seminars	494	900	900	600	600
01001770.5712	Mile Reimb.	797	900	900	500	500
01001770.5733	Dues & Memberships	613	800	800	650	650
	Total Expenses	14,628	11,700	11,700	10,950	7,700
<b>Total Planning</b>		<b>130,692</b>	<b>126,800</b>	<b>126,800</b>	<b>127,454</b>	<b>114,718</b>



## Conservation Commission

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### **Mission Statement – Why We Exist**

The Greenfield Conservation Commission was established to protect the Town's natural resources. The Commission is responsible for environmental planning, accepting gifts of land and money for conservation purposes, acquiring grant money for town acquisition of open space, advising other Town boards on environmental concerns, and administering the Massachusetts Wetlands Protection Act and the Greenfield Wetlands Protection Ordinance.

### **Significant Budget and Staffing Changes for FY2018**

There are no staffing changes for FY2018. The following existing supporting staffing will remain for FY2018: Permits Manager/Conservation Agent (General Fund); The proposed FY2018 Conservation Commission budget of \$500.00 is a reduction of \$400.00 from FY2017.

### **Recent Accomplishments**

In accordance with the Commission's mission, the Commission:

- For calendar year 2016, processed 6 Notices of Intent, 9 Requests for Determination of Applicability, 2 emergency permits, 1 Abbreviated Notices of Resource Area Delineation, and 10 reported violations.
- On-going monitoring – the Conservation Agent provided weekly monitoring of on-going active permitted projects.
- Amended Chapter 195 (local Wetlands Ordinance) of the General Codes.
- Completed a timber harvest at the GTD/Griswold Conservation Land. This work included applying for a DCR Stewardship Implementation Grant and Mass Audubon Forestry for the Birds Grant; hiring a consulting forester; going through the bid process to hire a logger; daily management of the timber harvest and invasive plant species control; and organize a pre-harvest walk for the general public at the GTD/Griswold Conservation resulting in \$9,500 in revenue.
- New Kiosk and trail map at GTD/Griswold Conservation Land
- The Conservation Agent co-wrote the trail grant application and narrative with Recreation Director Christy Moore for evaluating and updating the trail system for Sachem's Head and Poet's Seat. This grant was not awarded but should be revisited.
- On-going trail maintenance – the Conservation Agent worked with outside vendors for providing trail maintenance; went thru Mayor and Town Council approval process for hiring vendors.
- Created new, formal trails at the Green River Conservation Land (property abutting the Swim Area and Murphy Park).

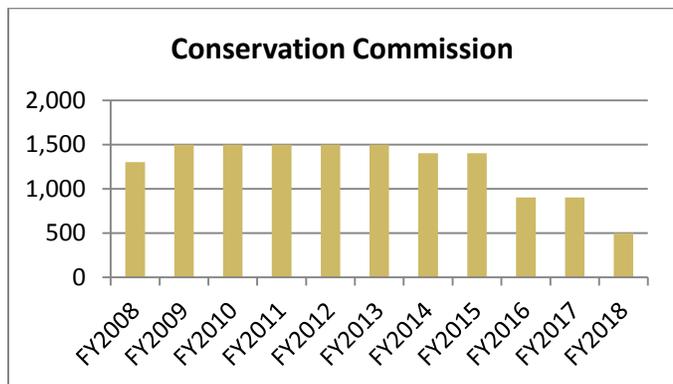
### **FY2018 Goals and Objectives**

- To continue to review applications and deliver decisions in a timely manner.
- To continue to inspect and resolve reported violations in a timely manner.
- To look for ways to deliver services more efficiently and effectively through the use of technology.
- To maintain expertise of Conservation Commission membership.

- To maintain the expertise of the Conservation Agent by supporting attendance at appropriate workshops, seminars, certification courses, etc.
- To provide information to the public regarding the Town’s open spaces and land managed by the Conservation Commission, including but not limited to trail maps, open space maps, etc.
- To continue to work with Town departments to incrementally implement the goals and objectives of the 2012 Open Space and Recreation Plan.
- To continue the Town’s commitment to Green Communities designation and energy efficiency and sustainability goals.
- Revise Greenfield’s land use regulations (Subdivision Regulations, Zoning ordinance and Chapter 695, Stormwater Regulations) by incorporating Low Impact Development (LID) techniques.

171.Conservation Commission

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001710.5200	Purchase Of Service	0	100	100	0	0
01001710.5711	Meetings & Seminars	185	550	550	300	300
01001710.5733	Dues & Memberships	0	200	200	200	200
<b>Total Conservation Commission</b>		<b>185</b>	<b>850</b>	<b>850</b>	<b>500</b>	<b>500</b>



## Planning Board

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### **Mission Statement – Why We Exist**

To make careful studies; To prepare plans of the resources, possibilities and needs of the Town; To report annually to the Town Council regarding the condition of the Town; To make a master plan of growth and development, natural resources, transportation, housing, etc.; To have an official map prepared if authorized by Town Council; To review and make recommendations regarding the layout, alteration, relocation or discontinuance of public ways; To draft, hold hearings, and make recommendations to the Town Council on the adoption of Zoning Ordinances; To review and issue special permits under the Zoning Ordinance; To adopt and administer local subdivision regulations; To review and approve subdivisions of land and project site plans.

### **Significant Budget and Staffing Changes for FY2018**

There are no staffing changes for FY2018. The following existing supporting staffing will remain for FY2018: Director of Planning & Development (General Fund); the proposed FY2018 Planning Board budget of \$500.00 is a reduction of \$300.00 from FY2017.

### **Recent Accomplishments**

In accordance with the Planning Board's mission, the Board:

- For calendar year 2016, processed 1 Special Permit application, 4 Site Plan review applications, and 9 Approval Not Required (ANR) plans.
- Amended the Zoning Ordinance by adding a new section on Accessory Dwelling Units (Section 200-7.18).
- Amended Section 200-4.10(C) of the Zoning Ordinance by adding "light industry, manufacturing or processing plant" as a use allowed by special permit within the Office (O) District and amended the Table of Uses.
- Participated on the Use Regulation Working Group that met for several months. This group forwarded recommended revisions to the use schedules (Table of Uses) of the Zoning Ordinance to the Planning Board for consideration.
- Participated on the Parking Regulation Working Group that met for several months. This group will forward recommended revisions to the parking regulations of the Zoning Ordinance to the Planning Board for consideration.

## FY2018 Goals and Objectives

- To continue to review applications and deliver decisions in a timely manner.
- To continue to inspect and resolve reported violations in a timely manner.
- To look for ways to deliver services more efficiently and effectively through the use of technology.
- To maintain expertise of Planning Board membership.
- To continue the Town’s commitment to Green Communities designation and energy efficiency and sustainability goals.
- Revise Greenfield’s land use regulations (Subdivision Regulations, Zoning ordinance and Chapter 695, Stormwater Regulations) by incorporating Low Impact Development (LID) techniques.
- To continue reviewing and amending the Greenfield Zoning Ordinance to encourage the types of development recommended by Sustainable Greenfield, Greenfield’s 2014 Comprehensive Sustainable Master Plan.
- Amend the Parking Regulations of the Zoning Ordinance.
- Amend the Schedule of Uses of the Zoning Ordinance.
- Create a new Infill Development/Adaptive Reuse Ordinance.

### 175.Planning Board

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001750.5345	Advertising	-75	300	300	150	150
01001750.5711	Meetings & Seminars	0	200	200	200	200
01001750.5712	Mileage Reimbursement	0	200	200	150	150
01001750.5733	Dues &Memberships	0	100	100	0	0
<b>Total Planning Board</b>		<b>-75</b>	<b>800</b>	<b>800</b>	<b>500</b>	<b>500</b>



## Zoning Board of Appeals

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### **Mission Statement – Why We Exist**

The Zoning Board of Appeals issues special permits, special permits for signage and variances under the Zoning Ordinance. It also hears petitions for administrative appeals from decisions made by the Building Inspector and Planning Board.

### **Significant Budget and Staffing Changes for FY2018**

There are no staffing changes for FY2018. The following existing supporting staffing will remain for FY2018: Director of Planning & Development (General Fund); the proposed FY2018 Planning Board budget of \$500.00 is a reduction of \$100.00 from FY2017.

### **Recent Accomplishments**

In accordance with the Zoning Board's mission, the Board:

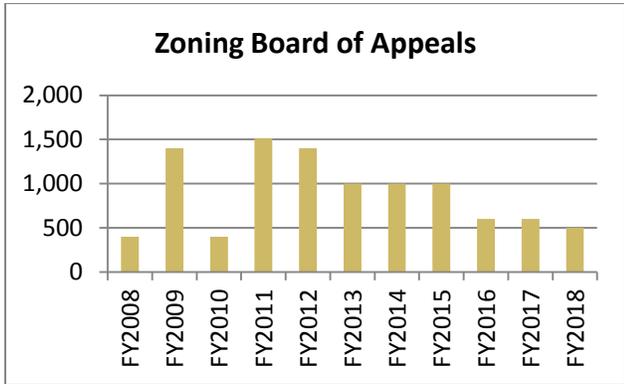
- For calendar year 2016, processed 11 Special Permit applications and 1 Appeal application.
- Amended the Zoning Ordinance by adding a new section on Accessory Dwelling Units (Section 200-7.18).
- Participated on the Use Regulation Working Group that met for several months. This group forwarded recommended revisions to the use schedules (Table of Uses) of the Zoning Ordinance to the Planning Board for consideration.
- Participated on the Parking Regulation Working Group that met for several months. This group will forward recommended revisions to the parking regulations of the Zoning Ordinance to the Planning Board for consideration.

### **FY2018 Goals and Objectives**

- To continue to review applications and deliver decisions in a timely manner.
- To continue to inspect and resolve reported violations in a timely manner.
- To look for ways to deliver services more efficiently and effectively through the use of technology.
- To maintain expertise of Zoning Board membership.
- To continue the Town's commitment to Green Communities designation and energy efficiency and sustainability goals.
- Revise Greenfield's land use regulations (Subdivision Regulations, Zoning ordinance and Chapter 695, Stormwater Regulations) by incorporating Low Impact Development (LID) techniques.
- To continue reviewing and amending the Greenfield Zoning Ordinance to encourage the types of development recommended by Sustainable Greenfield, Greenfield's 2014 Comprehensive Sustainable Master Plan.

176.Zoning Board

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001760.5345	Advertising	827	600	600	500	500



WESTERN NEW ENGLAND ADVERTISER

THE DEVELOPMENT OF CYPRESS STREET

JUST OFF CONWAY STREET CAR LINE, RUNNING TO WELLS STREET. SEWER AND CEMENT WALKS THE FULL LENGTH OF THE STREET ON BOTH SIDES BEING PUT IN FREE. ONE HOUSE COMPLETED EXCEPT PAINTING, FOUR HOUSES IN PROCESS OF CONSTRUCTION

The view below is of the land just at the head of Cypress Street, showing the excellent opportunity of side track for manufacturing purposes. *I will give to the Board of Trade* one acre of land provided they will locate a good manufacturing concern on the same.

**W. EDWARD BENSON**  
*The Real Estate Man*  
 152 MAIN STREET \* GREENFIELD, MASSACHUSETTS

THIS SITE FREE FOR MANUFACTURING

## Central Services

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### **Mission Statement – Why We Exist**

Central Services was created 2 years ago with the mission of centralizing expenses and services that are used by all departments. The City determined that we no longer needed to reflect these costs in each individual department. For fiscal year 2018 we will be adding central purchasing to this department. It is responsible for researching historical spending for supplies and materials used across all departments and it identify savings and efficiencies, in addition will ensure proper procurement prescribed by Massachusetts General Laws. As a new department the overall roles and responsibilities will be developed during FY2018.

### **Significant Budget & Staffing Changes for FY 2018**

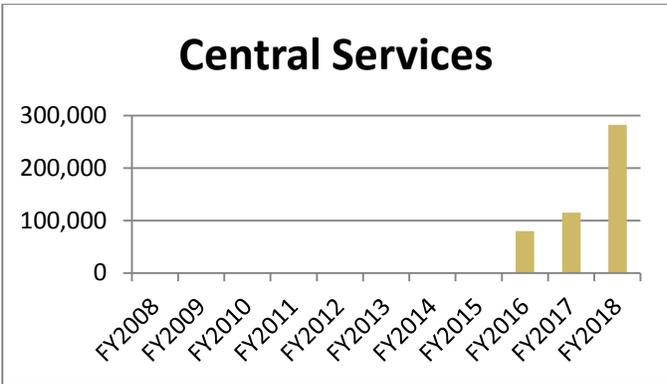
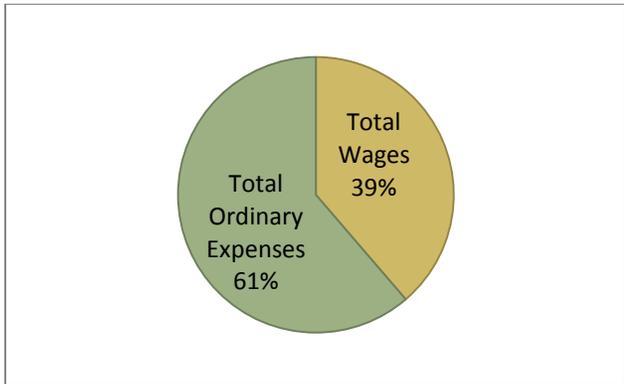
The Central Services/Purchasing department will be staffed with two full time employees who are shifting from other departments; one from the Police department and the other from the Mayor's office. There is also a part time admin person filled by a current floating position.

### **FY 2018 Goals & Objectives**

- Research and review historical purchases and identify savings and efficiencies.
- Work with Finance and Accounting to utilize the existing P-Card functionality in MUNIS.
- Work with department heads to identify purchasing needs and other expenses that can be centralized.
- Work with Finance and Accounting to utilize the existing Contract and Project functionality in MUNIS.
- Work with Finance and Accounting to help roll out the existing Requisition functionality in MUNIS.
- Research and apply for grant opportunities.

191. Central Services

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001910.5111	Sal & Wages -Full Time	0	0	0	0	98,500
01001910.5112	Sal & Wages - Part Time	0	0	0	0	10,812
	Total Wages	0	0	0	0	109,312
01001910.5246	Central Contr-Services	2,765	0	0	0	1,500
01001910.5274	Copy Machines	21,590	18,000	18,000	26,824	29,224
01001910.5341	Telephone/Communications	20,891	40,000	41,328	55,848	58,038
01001910.534102	Cell Phones	0	0	0	0	25,380
01001910.5344	Postage Machine	50,252	48,000	48,000	48,000	48,000
01001910.5421	Office Supplies	0	0	0	0	3,546
01001910.5438	Copy Machine Paper Supplies	7,200	6,500	6,500	7,000	7,000
01001910.5556	Magazine & Newspaper Subs	0	0	0	0	416
	Total Expenses	102,698	112,500	113,828	137,672	173,104
Total Central Services		102,698	112,500	113,828	137,672	282,416



## Central Maintenance

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### **Mission Statement**

The Department of Central Maintenance serves as the steward to maintain the built environment of Greenfield's town buildings, traffic, and street lights. Our mission is to collaborate with town tax payers, department directors, and superintendents to insure that this built environment is maintained to best serve the City known as the Town of Greenfield.

### **Significant Budget & Staffing Changes for FY2018**

Staffing levels will remain the same in FY2018 with no anticipated increases. This manpower level has allowed us to address over 900 work orders and requests that have been received in FY2017, but has prohibited us from working toward a comprehensive preventive maintenance program for the town. This is particularly true in the HVAC area with nearly 500 pieces of equipment to maintain.

The Central Maintenance budget continues to be level funded and is therefore carefully managed to insure sufficient funds are available for building repairs that threaten life, safety, and health. Repairs and renovations for cosmetic enhancement or convenience are deferred until year-end to determine if funding is available.

### **Recent Accomplishments**

Most of the work requested of Central Maintenance is oriented toward repairs to existing equipment and building structure. However, accomplishments where Central Maintenance played an instrumental role in providing a high level of quality work while saving the Town significant money included:

- Installation of all communication wiring in the Middle School as part of the School Administration move out of 141 Davis Street
- Completion of small projects in the new High School that would have been costly extras if performed by outside contractors
- Winterization of Veterans Field House and bathrooms, Splash Pad at Hillside Park, Dog Park at Green River Park, and Town Pool facility to save fuel and protect assets from freezing
- Replacement of many outdoor parking and building lights from conventional bulbs to LED.
- Installation of new emergency generator at Town Hall and replacement of inoperative generator at Middle School
- Construction and wiring of new server room for GCET
- Relocation of kitchen equipment in Middle School
- Total refurbishment of fire escape stairs at the Library
- Removal of heat pump system from 141 Davis Street to save for future use.
- Replacement of all water fountains, bubblers, and sink faucets in schools and town buildings that showed high levels of lead and copper.
- Repairs to car chargers that were vandalized.

### **FY2018 Goals and Objectives**

- Maintain current level of service to Town within present budget constraints
- Identify critical assets in schools and town buildings and develop a preventive maintenance plan to improve their reliability.

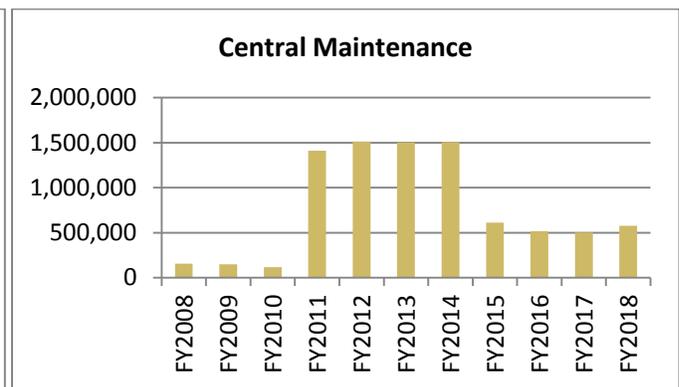
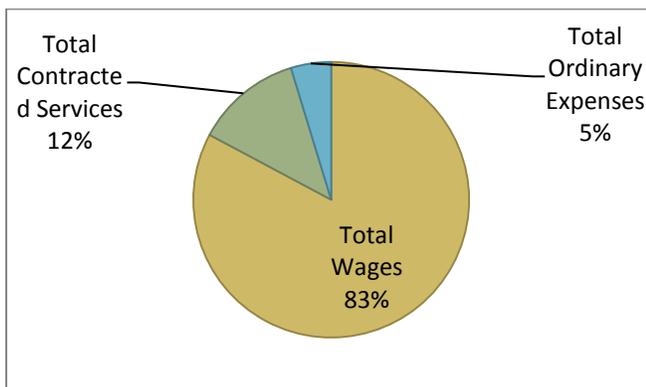
- Move forward with generator replacement at Town Hall and installation of emergency generator at DPW Yard once funding is approved.
- Provide some level of HVAC control at Green River School
- Continue upgrade of all decorative street light control boxes that have deteriorated over the years.
- Support the Energy and Sustainability Department on new energy saving projects; e.g. high school solar panels, heat pump system in Town Hall, replacement of old roof top units on school buildings.
- Relocation of traffic light camera controlling Deerfield Street left turn to improve reliability.<sup>5</sup>

192.Central Maintenance
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Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001920.5110	Wages Administration	58,800	59,176	59,176	59,616	109,656
01001920.5111	Wages - Skilled Labor Electric	111,531	114,644	114,644	115,550	115,550
01001920.5112	Wages - Skilled Labor Mechanic	94,489	98,585	98,585	101,822	101,822
01001920.5113	Wages - Custodian	141,320	149,055	149,055	148,405	148,405
01001920.5129	Longevity Pay	0	0	0	520	520
01001920.5130	Overtime	1,012	2,000	2,000	1,500	1,500
	Total Wages	407,151	423,460	423,460	427,413	477,453
01001920.5241	Street Lights - Cont Service	1,585	990	990	1,500	1,500
01001920.524221	Police Dept - Cont Services	432	500	500	500	500
01001920.524222	Fire Dept - Cont Services	503	0	0	0	0
01001920.524233	School Bldgs - Cont Services	4,668	6,000	25,500	26,803	16,003
01001920.524256	20 Sanderson St - Cont Service	1,837	450	450	500	500
01001920.524261	Library - Cont Services	2,113	500	500	500	500
01001920.524290	CM - Cont services/Equip Renta	38,538	30,000	30,000	36,592	36,592
01001920.524292	Traffic Signals - Cont Service	1,248	600	600	7,880	7,880
01001920.524293	114 Main St - Cont Services	986	900	900	0	0
01001920.524294	Misc Town Bldgs - Cont Service	0	1,000	1,000	500	500
01001920.524295	Generators - Cont Services	5,650	6,500	6,500	6,500	6,500
01001920.5246	Town Hall - Cont Services	8,251	2,000	2,000	1,500	1,500
01001920.534190	CM - Telephone/Communications	1,126	2,000	2,000	3,420	0
01001920.5421	Office Supplies	100	200	200	200	200
01001920.543746	Street Lights - Materials	6,637	500	500	500	500
01001920.543756	20 Sanderson St - Materials	1,302	500	500	500	500
01001920.543792	Town Hall - Materials	2,204	1,000	1,000	800	800
01001920.543793	114 Main St - Materials	148	150	150	0	0
01001920.543794	Misc Town Bldgs - Materials	1,580	2,000	2,000	800	800
01001920.5440	Traffic Signals - Materials	14	500	500	1,000	1,000
01001920.5451	Town Hall - Cleaning Supplies	2,351	1,200	1,200	1,500	1,500
01001920.545121	Police Dept - Cleaning Supplie	1,884	1,200	1,200	4,500	4,500
01001920.545154	COA - Cleaning Supplies	467	600	600	600	600
01001920.545156	20 Sanderson St - Cleaning Sup	526	600	600	600	600

<sup>5</sup> This project is dependent on funds available in FY2018 operating budget. Reallocation of these funds for higher priority repairs may be necessary.

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001920.545161	Library - Cleaning Supplies	976	1,000	1,000	1,000	1,000
01001920.5482	Vehicles - Fuel	2,598	2,000	2,000	2,000	2,000
01001920.5485	Vehicle Maintenance - Parts/Lu	4,621	500	500	500	500
01001920.5532	CM - Materials/tools/equipment	5,093	8,000	8,000	6,000	6,000
01001920.5710	Personnel Services - Clothing	4,200	4,500	4,500	4,800	4,800
01001920.5711	Personnel Services - Tuition	100	800	800	900	900
01001920.5712	Personnel Services - Licenses	130	300	300	140	140
01001920.5713	Travel/Mileage Reimbursement	152	150	150	850	850
Total Expenses		102,018	77,140	96,640	113,385	99,165
<b>Total Central Maintenance</b>		<b>509,169</b>	<b>500,600</b>	<b>520,100</b>	<b>540,798</b>	<b>576,618</b>





The wooden building in the foreground, located on Olive Street, Greenfield, Mass., was rented for the purpose of housing the first generating equipment of the Greenfield Electric Light and Power Company

## Energy and Sustainability Department

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### Mission Statement

The Energy and Sustainability Department's mission is to reduce municipal energy use to achieve Green Community goals, promote and accomplish the community's vision for *Sustainable Greenfield*, and to expand Greenfield's prominence as a leader in sustainability. The Department's efforts result in both one-time savings from grant and incentive dollars, as well as ongoing savings through an overall reduction in energy usage. Over the last 5 years, the efforts of the Energy and Sustainability Department in combination with the electric savings from the solar farm have resulted in a total savings of over \$2 million to the Town.

The Department has three areas of focus:

- Programs and Initiatives
- Projects – design, fund, implement and administer
- Operations – monitor energy use and develop solutions to improve energy performance

### Recent Accomplishments

Greenfield has achieved four impressive energy goals in FY 2017:

- Surpassed Green Communities goal of reducing municipal energy consumption by 20%. Greenfield has realized 22% savings across all sectors and is one of only a handful of Massachusetts municipalities to accomplish this goal!
- Greenfield was named a 2016 Crown Community by American City and County Magazine for Greenfield Light & Power's innovative purchasing of locally generated renewable energy. All MA Renewable Portfolio Standard requirements for Greenfield Light & Power are met from solar and renewable energy projects in Greenfield and surrounding towns. Greenfield is one of only six communities recognized nationwide for this honor.
- Across all sectors, Greenfield has reduced the municipal carbon footprint by 51% since 2008. This is the equivalent of avoiding the emissions of 3,348,826 pounds of coal burned!
- Greenfield Light & Power Municipal Aggregation Program rolled out a new lower price in 2017. All rate classes pay 8.041cents/kWh for 100% green electricity.

### Fiscal Year 2017 Projects

- All Town buildings were evaluated for cost effective energy upgrades which led to two outcomes:
- The creation of Building Dashboards for town-wide use, which contain comprehensive data on Town buildings including historical energy use, detailed building information, and past and future improvements, and
- Several energy upgrade projects were completed, with an expected annual savings to the Town of \$7,000 and a payback of just over a year. Projects include:
  - Federal Street School – added attic insulation and performed air sealing
  - Three new Energy Star refrigerators replaced old, inefficient fridges
  - Two new heat pump water heaters were purchased to replace two at the end of their useful life
  - All Town owned parking lot lights have been upgraded to LEDs
  - All exterior lighting is in the process of being upgraded to LED

- Electric Vehicle Charging Station moved to Town Hall Lot from Miles Street lot for easier access to downtown. A second charging unit continues to be located in the Chapman Davis parking lot.
- The Energy and Sustainability Department collaborates with other Town Departments on innovative ways to implement energy efficiency projects that take advantage of available incentives and grant funds while reducing Town costs.
- The Energy and Sustainability Manager works closely with Town Committees on decisions impacting the sustainability of the Town.
- Town liaison for the Sustainable Greenfield Master Plan Implementation Committee
- Library Building Committee member
- Planning and Construction Committee consultant
- In conjunction with the adoption of the new Greenfield Complete Streets Policy to make Town streets safe for everyone, the Energy and Sustainability Manager delivered a public presentation on the importance and benefits of Complete Streets.
- Building Management Services and Demand Management – Four of the largest energy consuming school buildings were assessed for opportunities to reduce energy consumption. Based on this assessment, measures are currently being implemented, including updates to equipment schedules and controls that will save the Town a minimum of \$18,000 per year.
- The Energy Department performed a comprehensive audit of all Town electricity and heating accounts leading to the elimination of obsolete accounts and resulting in roughly \$750 savings per month in addition to an initial savings of \$2,000.

### **Continuing Projects**

- The Millbrook Well Field Solar Project with Community Solar will be built in 2018. In addition to providing roughly 25% of the municipal electricity load, over 700 kW will be available to community members at a discount for no upfront cost.
- The High School Solar and Battery Storage Project is expected to be completed by the end of 2017. Greenfield was awarded a \$367,310 grant as part of DOER's Community Clean Energy Resiliency Initiative that will help Greenfield be more resilient and better prepared to provide critical community services during extended power outages.

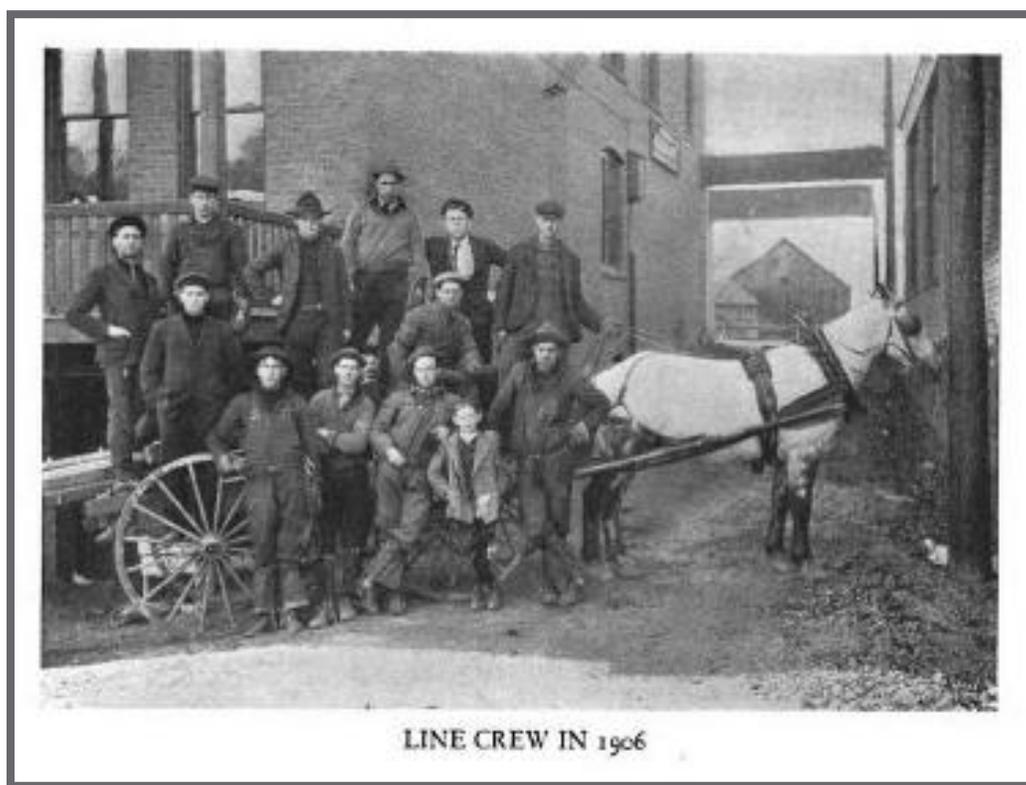
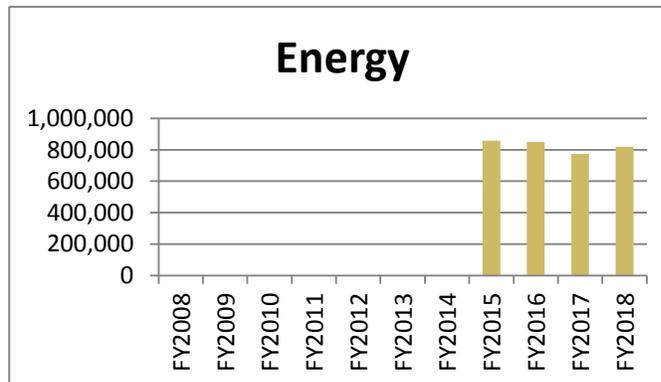
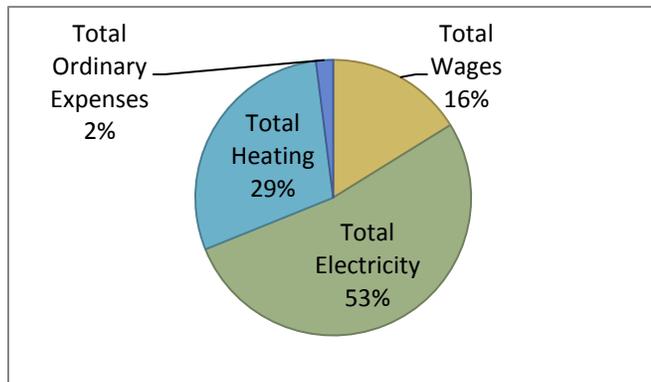
### **Fiscal Year 2018 Goals and Plans**

- The Energy Department has submitted a grant application for the 2017 round of competitive Green Communities funding. Successful municipalities will be notified in June, and pending the outcome, the Town plans to carry out the following projects:
- Install a highly efficient mini-split heat pump system in Town Hall. This project will reuse the equipment installed in the decommissioned Davis Street Administration building.
- Replace aging rooftop units at the Middle School and Four Corners School.
- The Energy Department continues to work with DPW to realize the development and funding of an anaerobic digester on the current water pollution control facility site. The digester will produce a significant amount of renewable energy made from waste while also reducing operating costs.
- Greenfield has been selected by the Harold Grinspoon Charitable Foundation Energy LLC to participate, along with a handful of western Massachusetts municipalities, on an innovative program to bring energy efficiency to more Greenfield residences!

197.Energy
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Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01001970.5111	Perm Sal & Wages Full Time	49,083	90,350	99,550	58,882	107,632
01001970.5112	Perm Sal & Wages Part Time	30,109	31,975	31,975	33,114	24,850
	Total Wages	79,192	122,325	131,525	91,996	132,482
01001970.5200	Consultant Services	12,822	14,600	14,600	12,500	12,500
01001970.521101	Elec - No Parish School	7,128	13,000	13,000	16,000	16,000
01001970.521102	Elec - Fed St School	13,073	6,600	6,600	18,000	18,000
01001970.521103	Elec - Green River School	13,665	16,000	16,000	21,000	21,000
01001970.521104	Elec - Four Corners School	26,496	29,000	29,000	36,000	36,000
01001970.521105	Elec - Newton School & Modules	18,272	6,000	6,000	18,000	18,000
01001970.521111	Elec - Middle School	32,018	35,200	35,200	18,750	18,750
01001970.521112	Elec - High School/PSS	150,814	76,000	76,000	45,000	45,000
01001970.521117	Elec - Vets Field House	7,949	1,000	1,000	2,000	2,000
01001970.521121	Elec - Police Station	15,702	3,200	3,200	19,000	19,000
01001970.521122	Elec - Fire Station	18,689	16,000	16,000	19,000	19,000
01001970.521139	Elec - School Admin Bldg	25,950	4,000	4,000	0	0
01001970.521141	Elec - Senior Center	12,082	13,000	13,000	12,000	12,000
01001970.521142	Elec - Town Yard	6,916	17,500	17,500	19,000	19,000
01001970.521143	Elec - Transfer Station & Biof	11,838	13,000	13,000	13,000	13,000
01001970.521150	Elec - Solar Room	28,922	25,000	25,000	28,000	28,000
01001970.521154	Elec - Veterans Center	2,743	3,000	3,000	2,750	2,750
01001970.521156	Elec - 20 Sanderson St	9,066	8,000	8,000	9,000	9,000
01001970.521161	Elec - Library	18,710	16,000	16,000	19,000	19,000
01001970.521163	Elec - Nash Mill Rd/Pool	3,777	3,250	3,250	3,750	3,750
01001970.521164	Elec - Street Lights	657	35,000	35,000	45,000	45,000
01001970.521165	Elec - Traffic Signals	21,856	21,500	21,500	21,500	21,500
01001970.521166	Elec - DL (Decorative Lights)	13,504	15,000	15,000	14,000	14,000
01001970.521167	Elec - OSL (Other Space Lights)	7,227	5,750	5,750	5,750	5,750
01001970.521168	Elec - Petty Plain/Dog Park	0	0	0	0	0
01001970.521192	Elec - Town Hall/Petty Plain R	9,825	17,500	17,500	20,000	20,000
01001970.521193	Elec - 114 Main St	6,192	6,500	6,500	6,500	6,500
01001970.521212	Oil -HS Generator	1,135	500	500	500	500
01001970.521222	Oil - Fire Station	3,679	6,000	6,000	5,000	5,000
01001970.521301	NG - No Parish School	9,532	12,000	12,000	12,000	12,000
01001970.521302	NG - Federal St School	24,553	30,000	30,000	30,000	30,000
01001970.521303	NG - Green River School	20,908	15,000	15,000	25,000	25,000
01001970.521304	NG - Four Corners School	11,004	15,000	15,000	18,000	18,000
01001970.521305	NG - Newton School	9,260	12,000	12,000	11,000	11,000
01001970.521311	NG - Middle School	38,079	45,000	45,000	45,000	45,000
01001970.521312	NG - High School	26,886	40,000	40,000	40,000	40,000
01001970.521321	NG - Police Station	5,623	8,000	8,000	7,500	7,500
01001970.521322	NG - Fire Station	1,051	2,500	2,500	2,000	2,000
01001970.521342	NG - DPW Yard	8,319	12,500	12,500	10,000	10,000
01001970.521343	NG Transfer Station	9,455	5,000	5,000	10,000	10,000
01001970.521354	NG - 20 Sanderson St	4,563	6,000	6,000	6,000	6,000
01001970.521361	NG - Library	5,986	7,000	7,000	7,500	7,500
01001970.521392	NG - Town Hall/Petty Place	5,068	6,500	6,500	6,500	6,500
01001970.5214	Wood Pellets - Fire Station	2,142	3,000	3,000	2,500	2,500
01001970.5421	Various Office Supplies	2,134	2,000	2,000	1,500	1,500

01001970.5640	LPVEC Contract	0	150	150	150	150
01001970.5711	Meetings & Seminars	50	1,500	1,500	1,500	1,500
01001970.5712	Mileage Reimbursement	291	400	400	400	400
01001970.5733	Dues & Memberships	425	425	425	425	425
Total Expenses		686,033	651,075	651,075	686,975	686,975
<b>Total Energy</b>		<b>765,224</b>	<b>773,400</b>	<b>782,600</b>	<b>778,971</b>	<b>819,457</b>



## DIVISION 3: PUBLIC SAFETY

### Police

#### **Mission Statement**

The Greenfield Police Department is committed to providing the highest level of service to the entire community, with integrity, pride, respect and professionalism at all times. We will work diligently to reduce crime and the fear of crime through enforcement of laws, to protect life, property, and the rights of all. We pledge to work positively with the public through open and honest communication, enhancing and creating partnerships, with an emphasis on community policing.

#### **Significant Budget & Staffing Changes for FY 2018**

In an attempt to keep the budget as close to level as possible, from the FY 17 funding levels, has been challenging. Staffing has remained at 34 full time officers for the upcoming FY 18 year, and is just shy the 35 full time officers that were on staff in FY 16. Unfortunately, in the FY 18 budget one civilian position had to be removed in consideration of budget restraints. The position of supervisory manager will be eliminated, and the work load disseminated to upper management and remaining civilian employees. One of the largest concerns for this position being eliminated is the technical support that has been handled by this employee, which has been crucial at times for maintaining a functional Records and Dispatch management software system.

In efforts to reduce vehicle maintenance and fuel costs, the police department's fleet of vehicles had been reduced from 24 vehicles in 2013 to an agreed upon 18 vehicles by the end of 2014. This was done through an aggressive combination of leasing and buying of new vehicles, and the elimination of those which were cost prohibitive. However, this method only is successful if kept on a strict schedule. For several reasons, our current active fleet of vehicles will be at 16 by the end of FY 17, leaving a shortage of two vehicles in the rotation. This will increase the hours of usage of the remaining fleet, and will certainly have a negative impact on the maintenance budget which has been more than reduced by 50% since 2013. One of the downfalls of a fleet reduction the police services, is the lack of "spare" vehicles should an accident or major mechanical issues should occur. Unfortunately in FY 17 and looking into FY 18 the police department is facing these downfalls.

The overall FY 18 budget has been a work in progress, with several line items needing to be adjusted and shifted in anticipation for known cost increases, such as the nearly doubling of the regional communication assessment through the FRCCOG. Other expenses have either been removed to consolidate resources, or have been eliminated to reach budget process goals. The shifting of funding from particular wage lines, such as part time employees and FTO have been done to accommodate the increase in contractual wages for full time officers. In doing so, there is no anticipation to increase the number of part time officers for the department in FY 18, or beyond.

#### **FY 2018 Goals & Objectives**

- **Staffing:** It is always a goal to increase the overall staffing of the police department, to allow for officers to be designated to specialty assignments based on the community's needs and wants. However, the priority for FY 18 is to maintain the 25 officers in the patrol division, a 6 member detective bureau, 3 civilian employees, and 3 police administrative positions. The patrol division

includes uniformed patrol officers, supervisors and a downtown officer, with the detective bureau includes a full time School Resource Officer, a full time member of the Anti-Crime Task Force, a Juvenile Investigator, two general detectives and a supervisor. The Administrative Staff consists of the Chief, Deputy Chief and Administrative Lieutenant. Civilian staff includes a civilian attorney court officer, senior account clerk, and records/firearms clerk.

- **Police Station Replacement:** With policing moving so rapidly forward with technology, safety consideration, and ever increasing accountability and services, the current police station has reached its peak. Modern public safety service has been proven to be more efficient and effective with more updated and consolidated services under one roof. Continuing toward the construction of a multi-departmental public safety complex is a priority and major goal for FY 18.
- **Equipment Replenishment:** Another priority is to replenish the depleting fleet of vehicles, and return the count to 18 to ensure safe response to emergencies for the community. Having vehicles which are healthy and maintained is vital to ensuring officers have one of the most important tools for their everyday jobs. Radios have also come under a heated discussion, and with a failing county wide radio system, new radios and equipment may need to be obtained as they fail.

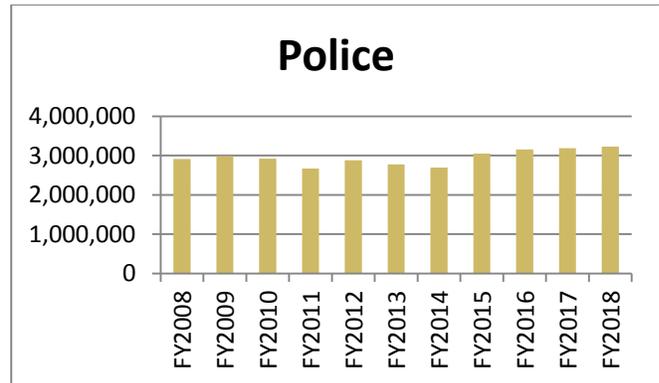
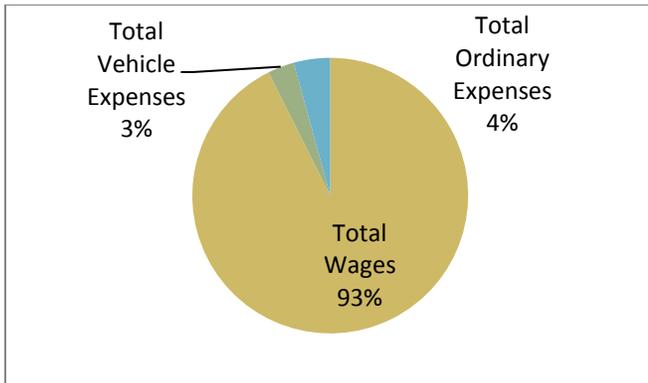
**How do FY 2018 Departmental Goals Relate to the City’s Overall Long & Short Term Goals?**

- As stated in the Master Plan, we are currently working with all interested parties in moving toward construction of a combined public safety complex. A major goal would be to continue to move forward in the planning and development of this much needed resource.
- For the past several years, we have worked to eliminate as much paper consumption as possible though the use of electronic storage and more efficient processing of data and services utilizing electronic requests and submissions. Additionally through cooperation with the IT department, we have reduced the amount of copiers/printers within the building, and moved to more efficient and less expensive options. We will continue to consolidate and upgrade the technical needs of the department.

210.Police

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01002100.5111	Perm Sal Wages Full Time	2,142,667	2,327,069	2,327,069	2,337,277	2,387,296
01002100.5122	Temp Wages Part Time	2,464	14,000	14,000	14,000	14,000
01002100.5129	Longevity Pay	20,191	20,100	20,100	22,102	22,102
01002100.5130	Overtime	66,848	85,000	85,000	89,000	85,000
01002100.5132	Court Overtime	20,027	20,000	20,000	20,000	20,000
01002100.5136	Training Overtime	35,500	40,000	40,000	40,000	40,000
01002100.5140	Differential	20,947	23,136	23,136	25,811	25,811
01002100.5141	Officer in Charge Pay	1,453	0	0	3,500	2,000
01002100.5142	Detective Stipends	7,854	12,200	12,200	12,600	12,600
01002100.5143	F.T.O. Pay	1,795	3,000	3,000	3,000	3,000
01002100.5152	Holiday	80,511	90,690	90,690	94,651	94,651
01002100.5161	Career Incentive	266,527	272,867	272,867	280,363	280,363
	Total Wages	2,666,784	2,908,062	2,908,062	2,942,304	2,986,823
01002100.5242	Vehicle Repairs Maintenance	15,464	12,500	12,500	12,500	12,500
01002100.5243	Repairs Maint Off Equipmt	11,032	10,000	10,000	10,000	10,000

01002100.5244	Rprs Maint Voice Comm	0	1,000	1,000	1,000	1,000
01002100.5245	Repairs Maint Radio Equip	7,638	6,500	6,500	7,800	7,800
01002100.5247	Rprs Maint Computers	32,885	5,000	5,000	5,000	5,000
01002100.5321	Schooling Tuition	10,726	15,000	15,000	15,000	15,000
01002100.5322	Academy Training	500	4,000	4,000	4,000	4,000
01002100.5325	Academy Physicals	3,972	2,000	2,000	2,000	2,000
01002100.5341	Telephone	22,604	13,000	13,000	13,000	13,000
01002100.5348	CJIS System	0	2,500	2,500	2,500	2,500
01002100.5385	Range Allowance - Wages	4,500	4,950	4,950	4,800	4,800
01002100.5421	Office Supplies	7,445	7,000	7,000	7,000	6,000
01002100.5423	Bldg. & Maint. Supplies	682	3,000	3,000	3,000	3,000
01002100.5482	No Lead Gasoline	35,243	45,000	45,000	45,000	45,000
01002100.5554	Clothing Allowance	31,545	35,400	35,400	37,000	37,000
01002100.5556	Uniform Expenses	11,739	12,000	12,000	12,000	12,000
01002100.5557	Vehicle Accessories	832	2,500	2,500	2,500	2,500
01002100.5558	Policing Accessories	1,535	7,500	7,500	7,500	9,500
01002100.5563	Prisoners Meals	0	250	250	0	0
01002100.5711	Meetings & Seminars	776	4,000	4,000	4,000	2,000
01002100.5712	Mileage Reimb.	477	300	300	300	300
01002100.5733	Dues & Memberships	3,890	3,000	3,000	3,000	3,000
01002100.5870	Cruiser Leases	170,342	76,000	76,000	40,000	40,000
Total Expenses		373,827	272,400	272,400	238,900	237,900
<b>Total Police</b>		<b>3,040,611</b>	<b>3,180,462</b>	<b>3,180,462</b>	<b>3,181,204</b>	<b>3,224,723</b>



### **Mission Statement**

The Greenfield Fire Department is organized to provide public safety services to the citizens and visitors of this community. As a team we will strive to minimize losses and suffering through emergency services delivery, public education, and information. We will provide our services and treat those we serve and each other in a manner that is honest, fair, and unbiased, in order to deliver fire prevention, life safety, fire suppression, emergency medical care, and rescue services.

### **Significant Budget & Staffing Changes For FY 2018**

The Fire Department 2018 budget is level funded from last year's appropriations. Increases in fixed cost and operating expenditures have resulted in a reduction of one firefighter and the downgrading of a critical command position within the department from FY 2017 levels. This is further compounded by 4 firefighters that have been lost through attrition over the last several years. The Deputy Chief's position has been replaced by a Captain complicating the chain of command.

There is a very real concern of the ability to maintain services within the current budget. Several line items are not funded to the known costs of that line item. Adjustments will need to be made weekly to maintain a bottom line budget but will prove to be difficult and may result in the reduction of further staff. Many fixed costs increases have occurred that have contributed to an increase in budget lines including contractual changes, and increased costs to goods and services. Funding for multiple line items have not kept up and in many cases has been reduced. These reductions in FY 2018 budget have occurred to anticipated overtime costs, training, maintenance, and replacement of equipment.

Emergency Management has seen no increase in operating cost for several years now and will continue to operate with funds allocated. With the closing of the Vermont Yankee Nuclear Power plant some operational costs will transfer to the City however this year reduced funding has been receive for one additional year maintaining services.

### **FY2018 Goals & Objectives**

- **Staffing:** Increase the on duty shift staffing to a minimum of 5 members at all times is a goal that continues to be a priority. 5 members on duty will allow the department to operate two pieces of equipment, reduce the amount of recall needed to maintain staffing, have the ability to handle multiple calls and provide for a safer working environment for the firefighters on duty. 2016 was the busiest year ever for the Greenfield Fire Department with 2702 emergency calls. All types of calls increased including serious fires. The restoration of the Deputy Chief is also a priority to accomplish as soon as possible to better maintain the chain of command for the Department. There are several Permanent Officers positions within the department that will need to be filled. This will be done by standards set through Massachusetts HRD civil service unit. It is the goal that by September all officer vacancies will be filled.
- **Fire Station Replacement:** Continue to identify a plan of action for the replacement of the current fire station. As identified in multiple reports, the current station is at its life's end. It is in need in significant repairs including a new oil burner, re-pointing of most of the brick work and replacement of the apparatus floor. The apparatus floor is at max capacity and is very close to being overweight. There are some structural defects and the current building does not meet many operational needs.
- **Fire Prevention:** Continue outreach to install smoke detectors and carbon monoxide detectors in any home in Greenfield that may need them. Aggressively provide outreach and education to

all areas of the Community to reinforce the importance of fire prevention to include topics such as evacuation plans, replacing detectors after 10 years, and having a home emergency plan. In a twelve month period (3/2016 through 3/2017) 12 residents have been lost to fires in Franklin County. Eight of which were children. Greenfield suffered a loss of 4 members of our community that passed away from the effects of fire as well as serious injuries that occurs to other residents from other fires. Prevention of further loss of life and injuries is our number one priority. We will accomplish this by expanding the S.A,F.E program as well teaming up with partners such as the Red Cross, Home Depot, and Greenfield Savings Bank to continue our outreach programs.

- Apparatus replacement: Identify and enhance the replacement program of apparatus within the department that is based on operational needs, improves safety and is cost effective. Much of the fleet identified from information provided by the vehicle study conducted for the town falls into a category of “needs immediate replacement”. It is understood that replacing almost the entire fleet would be very difficult to accomplish. A close analysis of the fleet and its operations needs must occur and serious consideration for replacement of several vehicles should be strongly considered.

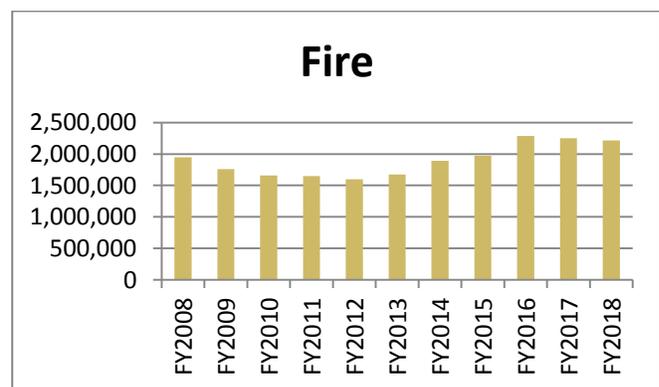
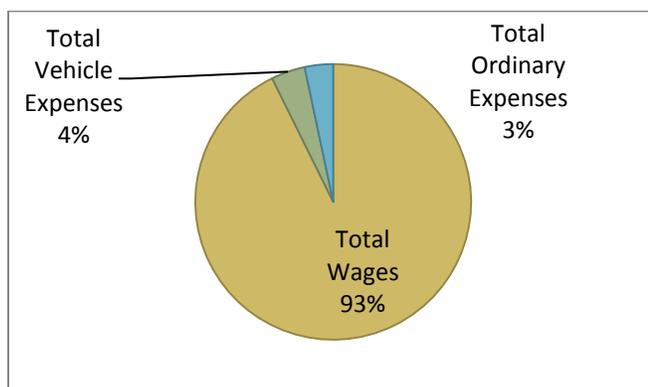
**How do FY 2018 Departmental Goals relate to the City’s Overall Long & Short Term Goals?**

- As stated in the master plan “staffing is a major concern” “ideally it should have two engine companies on duty at all times”
- Continue to “create and implement a long-range improvement plan that incorporates sustainability principles for plants, buildings and vehicles” as well as, “update fire and emergency services equipment so no equipment is older than 20 years.” This was listed in Goal #1 for action items listed in the Public Facilities, Services, and Energy section of the master plan.
- Continue to work with the Fire Prevention office to provide the best customer services for our citizens to maintain a safe environment for now and the future of all residents and visitors to the City of Greenfield.

220.Fire

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01002200.5111	Perm Sal Wages Full Time	1,663,241	1,742,678	1,742,678	1,717,539	1,717,539
01002200.5112	Perm Sal Wages Part Time	10,308	18,000	18,000	18,000	18,000
01002200.5129	Longevity Pay	12,294	14,423	14,423	17,805	17,805
01002200.5130	Overtime Fire Dept	116,636	100,000	100,000	110,238	95,238
01002200.5136	Training Overtime	16,425	17,325	17,325	17,325	16,325
01002200.5141	O.I.C. Pay	53	3,000	3,000	3,000	1,500
01002200.5152	Holiday Pay	76,654	80,959	80,959	82,786	82,786
01002200.5157	Standby Pay	2,500	2,500	2,500	3,600	3,600
01002200.5161	Incentive Pay	66,024	73,341	73,341	78,433	78,433
01002200.5163	Clothing Allowance Payroll	15,950	19,950	19,950	21,850	21,850
	Total Wages	1,980,085	2,072,176	2,072,176	2,070,576	2,053,076

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01002200.5240	Rpr & Maint to personal eq	1,262	1,000	1,000	1,000	1,000
01002200.5241	Buildings Grounds Maint	21,537	1,500	1,500	4,300	4,300
01002200.5242	Repair & Maint Vehicles	28,798	18,000	18,000	18,000	15,000
01002200.5243	Office Equipment	2,679	1,500	1,500	2,400	300
01002200.5244	Annual Equip Testing	11,326	5,000	5,000	12,000	12,000
01002200.5245	Software Maintenance	8,991	5,500	5,500	8,000	3,500
01002200.5251	Maintenance Pagers Radios	6,896	5,000	5,000	1,000	1,000
01002200.5321	School Training Fire Academy	4,837	6,000	6,000	2,400	2,400
01002200.5341	Telephone/IT Connections	8,446	7,000	7,000	7,000	1,000
01002200.5344	Postage	260	0	0	200	200
01002200.5350	Health and Wellness	1,976	3,500	3,500	5,200	1,800
01002200.5421	Office Supplies Fire Dept	2,101	2,000	2,000	2,000	1,813
01002200.5422	Haz-Mat Supplies	2,867	1,500	1,500	1,500	1,500
01002200.5444	Building Supplies	2,915	4,000	4,000	4,000	3,000
01002200.5482	Veh. Reg Gas & Diesel	15,596	16,500	16,500	15,000	15,000
01002200.5487	Batteries	2,655	2,500	2,500	2,500	2,500
01002200.5491	Multi-Alarm Expenses	421	1,000	1,000	500	500
01002200.5503	Medical Supplies	7,006	1,000	1,000	2,000	2,000
01002200.5551	Firefighting Equipment	19,845	15,000	15,000	13,000	13,000
01002200.5554	Uniforms Clothing Reimb	2,277	1,500	1,321	1,500	1,500
01002200.5555	Fire Prevention	330	500	500	250	250
01002200.5557	Radio Purchases	20,364	5,000	5,000	2,500	2,500
01002200.5558	Personal Fire Equipment	25,564	14,000	14,000	14,000	14,000
01002200.5711	Meetings Seminars Conferences	381	1,200	1,200	500	500
01002200.5712	Mileage Reimbursement.	511	300	300	250	250
01002200.5715	EMT Certification	1,290	1,200	1,200	1,800	1,800
01002200.5733	Dues & Memberships	1,359	1,100	1,100	1,100	1,100
01002200.5874	Fire Truck Lease	57,742	58,000	58,000	58,000	58,000
Total Expenses		260,229	180,300	180,121	181,900	161,713
<b>Total Fire</b>		<b>2,240,315</b>	<b>2,252,476</b>	<b>2,252,297</b>	<b>2,252,476</b>	<b>2,214,789</b>



## Emergency 911 Dispatch

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### **Mission Statement**

The Greenfield Emergency 911 Dispatch Department is dedicated to the community as the first step in emergency call response, and will deliver a professional service to all in need. The department's objective is to deliver adequate and appropriate emergency resources, in a timely manner, with an emphasis on safety for first responders, and the community as a whole.

### **Significant Budget & Staffing Changes for FY 2018**

For the first time in three years the department is staffed at ten employees, with no one in the training process. With this full complement of dispatcher personnel, the days of continuous forced overtime and heavy workloads on those who were here through the staffing shortage will hopefully be a thing of the past.

The budget has been level funded, however to accomplish this meant the shifting of funds out of overtime and part time wages into the salaries for the full time dispatchers to account for negotiated items. With this being said, the department will be reliant on two separate grants from State 911 in the areas of training, support and incentive, and EMD services for MedCare to continue our partnership for ambulance response. Without the two grants being acquired, the level funded budget alone would not support the department's needs, or the needs of the community. Unfortunately the grant application and submission process does not start prior to the FY 18 budget onset, and the annual amounts for both grants are subject to change each year.

### **FY 2018 Goals & Objectives**

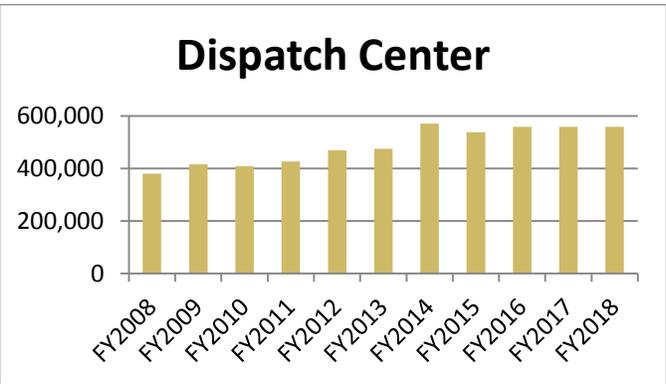
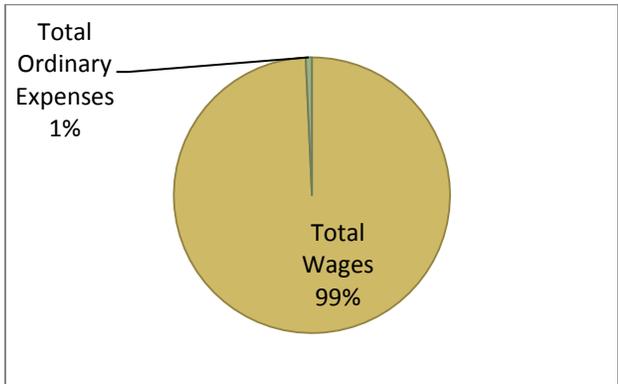
- **Staffing:** The first goal for FY 18 will be to retain, and employ all ten dispatchers that are currently supporting this community. The staffing is crucial to maintain a level of service that is deserving of the City of Greenfield. Additionally, full staffing allows dispatchers to not be consistently overworked in job that is often stressful and extremely demanding.
- **Equipment:** Additional goals will involve the NexGen 911 system which will be on line just prior to FY 18's onset. It is the intention of the City of Greenfield to begin taking cell 911 calls, which would be a source of revenue that currently is available to other dispatch centers. The proper paperwork and requests have been filed to begin this service, and Greenfield has already been awarded a third dispatch 911 console provided by the State to move forward with the department's needs. A secondary goal will be to replace equipment within the department such as tables and chairs that are adjustable, to better serve the physical stressors that an individual is subjected when movement can be limited. It is important to understand these valuable employees do not just answer phone calls, but are required to be attentive and professional at all times, in all situations.

### **How do FY 2018 Departmental Goals relate to the City's Overall Long & Short Term Goals?**

- As stated in the Master Plan the dispatch department is part of the larger public safety umbrella, and will be incorporated into the public safety complex. The current state of the room used as a dispatch center is small, dark, without natural light, and with inadequate equipment. A professional service requires professional accommodations which will be taken into account with the planning of the public safety complex. Additionally, with the move to answering cell phone 911 calls it will be essential to maintain the minimum staffing of ten dispatchers and call volumes will increase with taking on of many more 911 requests.

213.Dispatch

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01002130.5111	Dispatch Salary & Wages	389,112	435,350	435,350	459,315	459,315
01002130.5112	Dispatcher Part Time Wages	13,222	36,500	36,500	29,000	29,000
01002130.5129	Dispatch Longevity	1,201	1,666	1,666	1,507	1,507
01002130.5130	Dispatch Overtime	72,186	45,000	45,000	36,247	36,247
01002130.5140	Shift Differential-Dispatch	9,852	12,000	12,000	9,292	9,292
01002130.5152	Holiday-Dispatch Ctr	20,629	21,040	21,040	19,044	19,044
	<b>Total Wages</b>	<b>506,201</b>	<b>551,556</b>	<b>551,556</b>	<b>554,405</b>	<b>554,405</b>
01002130.5243	Routine Equipment Replacement	1,440	1,000	1,000	0	0
01002130.5421	Office Supplies	200	500	500	0	0
01002130.5554	Dispatch Clothing Allowance	2,472	3,000	3,000	3,000	3,000
01002130.5556	Dispatch Uniforms	2,584	1,500	1,500	0	0
01002130.5712	Mileage Reimbursement	562	1,000	1,000	1,000	1,000
	<b>Total Expenses</b>	<b>7,259</b>	<b>7,000</b>	<b>7,000</b>	<b>4,000</b>	<b>4,000</b>
	<b>Total Dispatch</b>	<b>513,460</b>	<b>558,556</b>	<b>558,556</b>	<b>558,405</b>	<b>558,405</b>



### **Mission Statement**

The City of Greenfield Parking Enforcement mission is to support the City through a professional service with the goal of enforcing the parking needs of the community. To reduce parking violations through equal enforcement of the overall plan of the City, and support the Parking Commissions direction and vision.

### **Significant Budget & Staffing Changes for FY 2018**

The overall budget for the parking enforcement department is healthy in part to an increase in staffing which has occurred throughout FY 17, bringing the levels up from two employees to five. The increase in staffing will be most beneficial as the new Franklin County Courthouse is now open and fully operational. There will be an extreme uptick of parking concerns moving forward, as the volume of traffic centering on the courthouse will no doubt increase annually. Additionally, the construction and completion of the parking garage will certainly assist in some of the parking concerns, however during the process more parking will be removed and the enforcement personnel will be needed to ensure neighborhoods will not be impacted negatively.

### **FY 2018 Goals & Objectives**

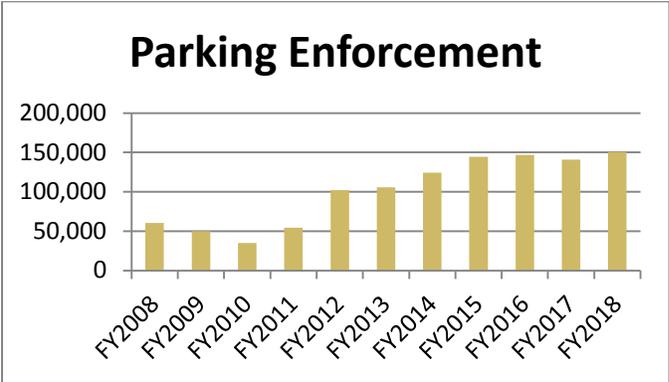
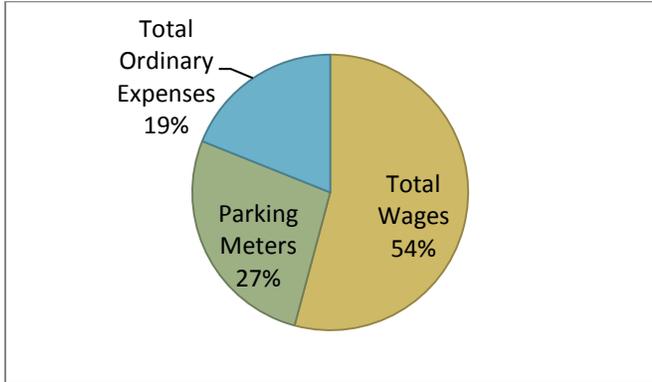
- **Staffing:** To maintain a level of staffing that supports the City's needs for parking enforcement, and to reduce the amount of violations in the City through diligent enforcement. With a goal in mind to have fewer violations, through the encouragement of our employees to assist those in adhering to the guidelines set forth by the Parking Commission.
- **Equipment:** To continue the process for upgrading the department through modern tools, more electronically communicated processes through software and hardware approved by the Parking Commission. New kiosks will be placed in the Town Hall and the Police Department that will be used for various needs, to include parking violation appeals and records requests.

### **How do FY 2018 Departmental Goals relate to the City's Overall Long & Short Term Goals?**

- As stated in the Master Plan, the approval for the construction of the parking garage will be a benefit to the overall parking plan for the City, and will be enrolled into the production of revenue which is ongoing through adequate staffing of the department. Additionally, the new technology that is being employed assists in the reduction of paper usage as well as providing more efficiency for the City.

212.Parking

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01002120.5111	Sal. & Wages Perm. Full Time	25,081	30,000	30,000	30,090	30,090
01002120.5112	Parking Perm Part Time Wages	28,232	42,000	42,000	51,450	51,450
	Total Wages	53,314	72,000	72,000	81,540	81,540
01002120.5247	Parking Meters - Contracted Se	19,155	24,500	24,500	24,500	24,500
01002120.5339	Parking Tickets	26,162	26,500	26,500	26,500	26,500
01002120.5534	Parking Meters - Materials	5,593	16,000	16,000	16,000	16,000
01002120.5554	Uniform & Other Clothing	120	2,000	2,000	2,000	2,000
	Total Expenses	51,030	69,000	69,000	69,000	69,000
<b>Total Parking</b>		<b>104,344</b>	<b>141,000</b>	<b>141,000</b>	<b>150,540</b>	<b>150,540</b>



## Department of Inspections – Building, Electrical, Plumbing, Gas, and Weights & Measures

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### **Mission Statement**

Department of Inspections is responsible for administering General Laws of Massachusetts, Massachusetts State Building, Mechanical, Electrical, Plumbing and Gas Codes, Architectural Access Board regulations, and local ordinances as they relate to land use, construction, occupancy and demolition of buildings and structures.

The primary goal of this department is to protect the public's life, health, safety and welfare as it relates to construction and occupancy of buildings. This department ensures all construction, reconstruction, alterations, and repairs of buildings conform to Mass General Laws, the requirements of Massachusetts State Building, Electrical, Plumbing, Gas codes, and the City of Greenfield's zoning ordinance. It is the responsibility of this department to conduct periodic inspections on specified use groups in existing buildings. This Department handles complaints and inquiries related to housing, zoning, and other local ordinances such as Vacant & Foreclosing properties. This Department assists other town departments with complaints and emergencies as necessary.

### **Significant Budget & Staffing Changes for FY18**

No significant changes to budget and staffing for FY18

### **Recent accomplishments**

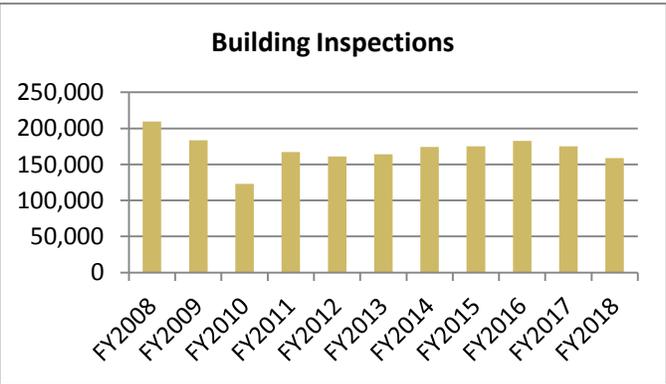
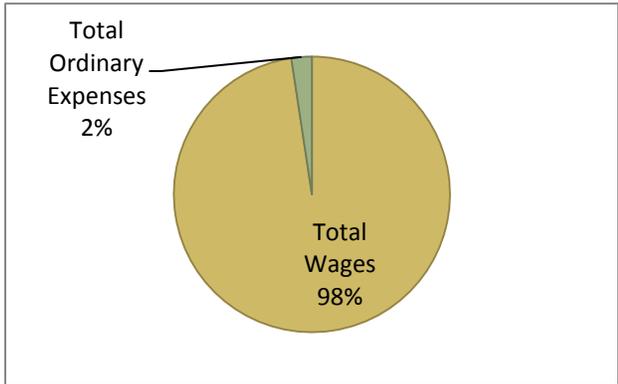
- July 1, 2016 thru March 1, 2017 - This department received, processed and issued the following permits, 613 building, 20 demolition, 267 electrical, 234 plumbing and 234 gas permits.
- July 1, 2016 thru March 1, 2017 - This department received and processed 41 business certificates.
- Weight & Measures – February 2017 - 68 Invoices generated and mailed for Weights & Measure devices in Greenfield. Inspections related to Weights & Measures devices are conducted by a state Inspector through a mutual agreement contract with City of Greenfield.
- July 1, 2016 thru March 1, 2017 this department conducted approximately 803 Construction and complaint related inspections, 172 Periodic Inspections, 113 Inspections related to vacant properties. 118 meetings i.e. Proposed jobs, preliminary job meetings, job progress, zoning related, technical reviews, etc.

### **FY2018 Goals & Objectives**

- Work with IT and other town departments to choose new permitting software that will allow this department to change from our current paper application process to online permitting process and payment. Goal is to increase efficiency, improve record keeping and tie all permitting and inspections together. New permitting software will have capabilities to allow expanded online services offered to the citizens of Greenfield and improve efficiencies.
- Complete master list for our current plans filing system. Explore the possibility of having all old plans and permits electronically scanned for long term storing.
- Continue work on vacant & foreclosing properties to ensure vacant & foreclosing properties comply with town's local ordinance, MGL laws and Massachusetts State Building Code.
- Continue periodic inspections for specified use groups including residential apartment buildings as required by Massachusetts State Building Code.

241. Building Inspections

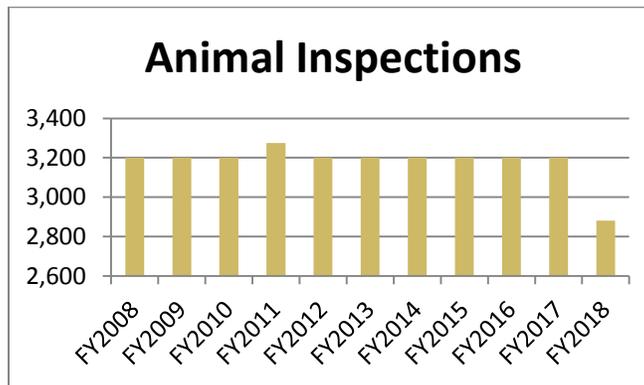
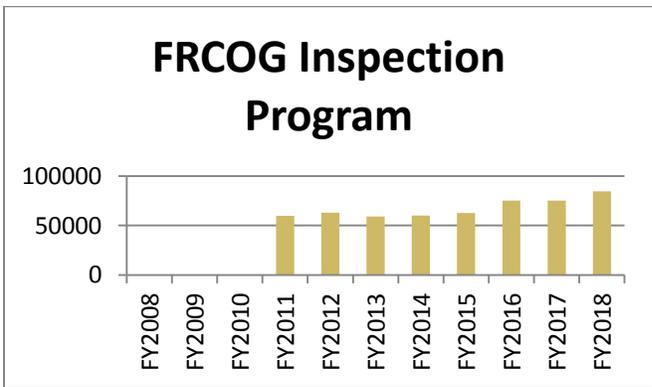
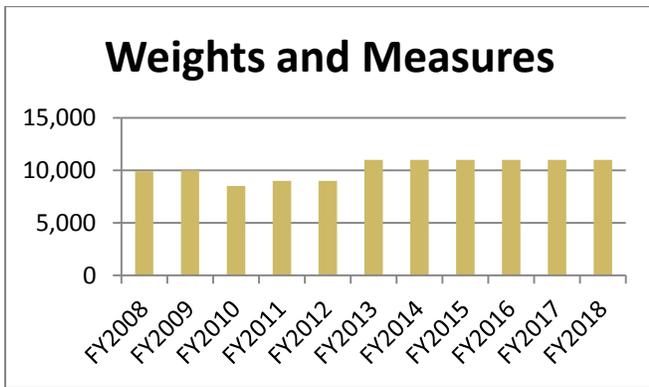
Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01002410.5111	Perm Sal Wages Full Time	151,975	154,000	154,000	155,000	155,000
01002410.5112	Perm Sal Wages Part Time	16,868	0	0	0	0
Total Wages		168,843	154,000	154,000	155,000	155,000
01002410.5200	Purchase of Service	3,013	200	200	200	200
01002410.5341	Telephone	2,099	1,000	1,000	0	0
01002410.5343	Printing	662	200	200	200	200
01002410.5421	Office Supplies	2,326	1,250	1,250	1,250	1,200
01002410.5554	Uniforms & Other Clothing	491	600	600	600	600
01002410.5711	Meetings & Seminars	759	1,000	1,000	1,000	1,000
01002410.5733	Dues & Memberships	395	600	600	600	600
Total Expenses		9,745	4,850	4,850	3,850	3,800
<b>Total Building Inspections</b>		<b>178,588</b>	<b>158,850</b>	<b>158,850</b>	<b>158,850</b>	<b>158,800</b>



244.Weights and Measures		FY16	FY17	FY17	FY18	FY18
Account	Account Description	Actual	Approved	Amended	Request	Mayor
01002440.5200	Purchase Of Service	9,000	11,000	11,000	11,000	11,000

246.FRCOG Inspection Program		FY16	FY17	FY17	FY18	FY18
Account	Account Description	Actual	Approved	Amended	Request	Mayor
01002460.5200	FCCOG Inspection Prog	75,100	75,100	75,100	75,100	84,400

249.Animal Inspection		FY16	FY17	FY17	FY18	FY18
Account	Account Description	Actual	Approved	Amended	Request	Mayor
01002490.5112	Animal Inspection Stipend	3,249	3,200	3,200	3,200	2,880



WESTERN NEW ENGLAND



Dean,  
Photographer

A BUSY SCENE ON MAIN STREET  
On the left is the "Old Colonnade" built in 1842

WESTERN NEW ENGLAND

THE MAGNET CITY

*By Winthrop Sears Bagg*

O city fair! Thy praise we sing, thy virtues manifold  
Are shown by loyal citizens in thought and deed untold.  
Thy glory is the civic pride by which the people rule,  
And in the temples built with hands, and in the home and school,  
In park and playground, tree and lawn, in hospital and hall,  
In marts of trade and factory—they speak thy praises all.

For situation beautiful, with hill and dale and plain  
And lakes where overhanging boughs are mirrored back again,  
With wooded slopes and fertile fields, and many a flowery lea  
Beside the noble river flowing onward to the sea:  
A cloud of witnesses around holds thee in full survey,  
And to the city beautiful their debt of homage pay.

On every side, through open gates, there flows a human tide,  
Drawn to the Magnet City by its honored name, world-wide,  
And there's a call to service. Men and women of today,  
Yours is the opportunity, you shall the sceptre sway.  
Yours is the privilege to serve your city well,  
To hold our civic justice high, our civic virtues tell.

Oh Kindly Light, that leadeth men amid the encircling gloom,  
Guide Thou our city's progress, make her public life the loom:  
On which we shape the character of all the people here,—  
That those who serve may act as without favor, spoil or fear,—  
That all the people governed may be prospered,—that we stand  
A type for civic virtue 'mid the cities of our land.

## Animal Control Officer

### Mission Statement

The mission of the Animal Control Officer is to protect the health and safety of city residents, and to protect animals and promote their humane treatment; and to provide a protective barrier for the prevention of Rabies between the citizens of Greenfield, Montague and Deerfield. The Animal Control Officer will protect our citizens by active enforcement of state and local laws. The primary objective of Animal Control Officer is to provide quality service to the citizens, while being dedicated to improving the co-existence of animals and humans.

### Budget and Staffing for FY18

The budget for the ACO division is level funded and there is one employee. Level funding will not have an effect on current services or the ability of the ACO to perform all job duties. Greenfield's portion of the ACO budget is approximately 50% of the total budget amount. Our neighboring towns of Montague and Deerfield share our ACO employee and fund each approximately ¼ of the total budget. The ACO vehicle is on its last leg and a new or alternative vehicle will need to be in place for the start of FY18. Both Deerfield and Montague will be contributing to the vehicle cost.

### Recent Accomplishments

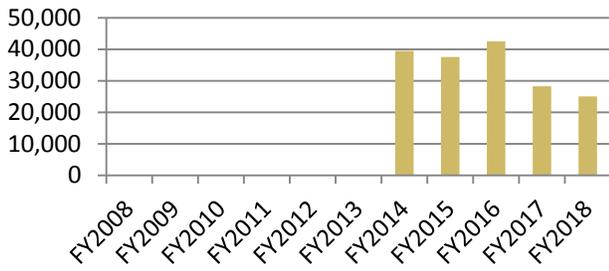
- Successfully covered 3-towns and provided excellent customer service to area residents
- Reunited countless pet owners with their animals
- Worked collaboratively with the Franklin County Dog Shelter
- Dealt with complicated animal complaints and investigations

### FY18 Goals and Objectives

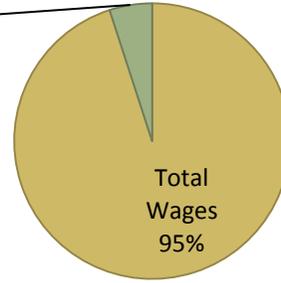
- Maintain the highest quality of services to the communities
- Relieve the pain and suffering of animals
- Promote responsible pet ownership
- Increase public awareness of animal issues
- Co-operation with Breed Rescue / Animal Welfare Organizations
- Continue training and education

292.Animal Control						
Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01002920.5111	Animal Control Officer	23,189	25,069	25,069	22,778	22,778
01002920.5129	Longevity Pay	0	731	731	390	390
01002920.5140	Call out Stipend	0	0	0	625	625
	Total Wages	23,189	25,800	25,800	23,793	23,793
01002920.5341	Cell Phone	564	600	600	300	300
01002920.5421	Supplies	-125	1,900	1,900	950	950
	Total Expenses	439	2,500	2,500	1,250	1,250
	<b>Total Animal Control</b>	<b>23,628</b>	<b>28,300</b>	<b>28,300</b>	<b>25,043</b>	<b>25,043</b>

## Animal Control



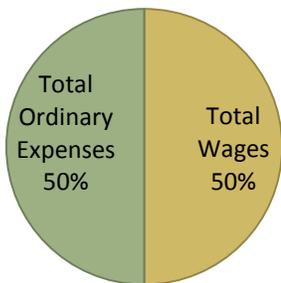
Total Ordinary Expenses  
5%



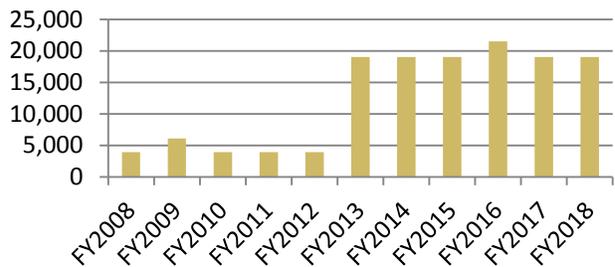
## Civil Defense

291.Civil Defense

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01002910.5112	Perm Sal Wages Part Time	5,240	9,500	9,500	9,500	9,500
01002910.5200	Purch of Service Civil Defense	9,500	9,500	9,500	9,500	9,500
<b>Total Civil Defense</b>		<b>14,740</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>	<b>19,000</b>



## Civil Defense



## **DIVISION 4: Education**

### **Greenfield Public Schools**

#### **Mission Statement and Core Principles**

##### **VISION - We believe that:**

The vision for Greenfield Public Schools is that all students have access to an academically rigorous, enriching and well-rounded education that affords them opportunities to be well-connected scholars and contributing members of the broader society in which they live. To that end, Greenfield Public Schools strives to create a partnership between educators, students and families to serve as a collaborative team and ensure the best possible outcomes for our students.

##### **MISSION – In order to accomplish this:**

- Pre-school opportunities prepare students for later success through a range of developmentally appropriate social, cognitive and motor opportunities in a safe, enriching environment
- Elementary school students engage in a broad and inter-disciplinary curriculum with opportunities for differentiated supports in order to master literacy and mathematics skills on grade-level, serving as a foundation for lives as productive, self-enabling citizens
- Middle School students engage in extensive community service, project-based learning, and thematic activities, connected to a rigorous and meaningful academic program of studies
- High School students participate in a wide range of accelerated and AP courses, take full advantage of college counseling, enjoy physical and emotional well-being through clubs, sports, and activities, and have access to preparation for college or career in their chosen field
- Teachers and faculty have access to high quality Professional Development, are experts in their content and instructional approaches, and have an active voice in key instructional

#### **Superintendent's Message**

The 2016-17 school year has demonstrated a commitment to ongoing implementation of the district's ambitious 3-5 year Strategic Plan, voted unanimously by the School Committee in October, 2015. This year showed meaningful progress on key measures, including a focus on effectively utilizing resources, and initial steps to explore increased municipal collaboration & efficiencies. The four Strategic Objectives in the Greenfield Public Schools Strategic Plan are as follows:

- Ensure access to engaging, rigorous and aligned curriculum and instruction that addressed the full needs of every learner,
- Supports high level of educator effectiveness thru; recruitment, professional development, and opportunities for collaboration,
- Effectively utilize and manage all available resources, and
- Strengthen meaningful collaboration with family and community partners.

In 2016-2017, an ongoing effort to develop aligned, rigorous curriculum across all levels was expanded to include professional development opportunities for teachers across all grade levels in content areas. Through the Superintendent's commitment to empowering teacher leaders, this work was accomplished through teacher voice, expertise, and collaboration, ensuring a bedrock of strong instructional practices and building for the future. Students will take the MCAS 2.0 assessments in the

Spring of 2017 on-line in grades three (3) thru eight (8), utilizing technology that includes Chromebooks, and on paper for grades nine (9) and ten (10).

## **FY18 Goals & Objectives**

The FY18 budget planning process was guided by a set of guiding priorities that included:

- High levels of academic achievement for all students
- Collaborative process between city departments and schools
- Shift towards site-based management, in keeping with Massachusetts Education Reform Act
- Maximizing an All Funds budget approach
- Transparency

All budget decision-making was made through the following priorities:

- Investing in effective strategies and practices
- Input from educators and administrators in formulating the blueprint will drive our work
- Planning to address the needs of diverse learners, including those with significant needs
- Investing in infrastructure functions that will support and enhance the academic work done in our schools

Financial objectives included in the proposed FY18 budget:

- Preserves classroom teacher ratios at appropriate levels
- Reduces administrative positions
- Reduces Transportation costs, putting more dollars into the classroom
- Makes maximum use of Revolving Funds and Reserves
- Fully accounts for ALL FY18 spending, shifting away from past practice of Supplemental Requests
- Creates opportunities for Town-School collaboration through shared Human Resources, Facilities positions

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## **Facilities & Enrollment**

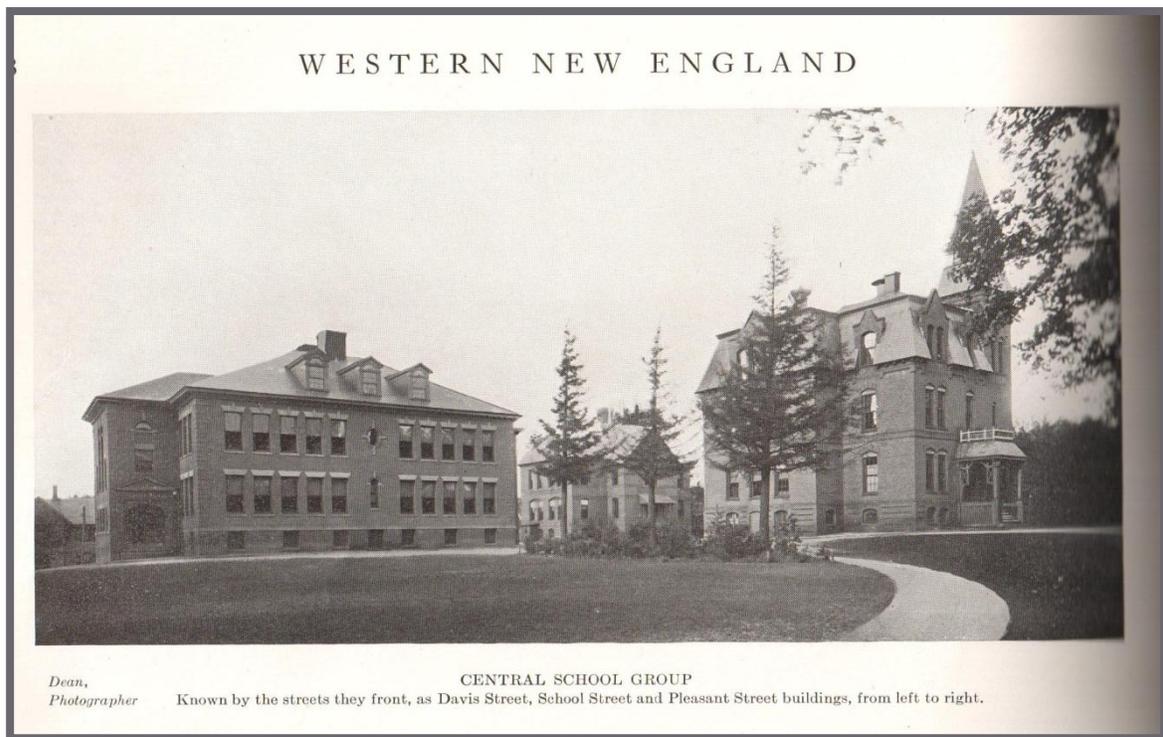
Greenfield Public School facilities are made up of one (1) PreK school, the Academy of Early Learning; three (3) Grade K-4 Elementary Schools, Newton School, Discovery School at Four Corners, and Federal Street School; (1) Middle School, which will house both the Math and Science Academy and Greenfield Middle School facility beginning in the Fall of 2017, and serving students in grades 5-7; and one (1) Greenfield High School for students in Grade 8-12.

The positive trend of increased Choice-In and decreased Choice-Out has continued. In addition, enrollments have remained steady, with modest increases. While the state no longer shelters homeless families and their children at area hotels, Greenfield enrolls many students who are considered to be “displaced.” In addition, changes in the demographics of Greenfield over the years have resulted in a higher than previous transiency rate, and increased educational demand. Greenfield Public Schools is proud of its facilities that are welcoming and safe environments for students from a wide variety of backgrounds.

## Public School Enrollment

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018*
PreK	101	111	105	110	122	131
Elementary K-4	880	779	778	714	707	725
Middle 5-7	534	354	370	363	385	403
High School 8-12	624	483	492	450	446	444
SpEd-Out of District	40	41	44	36	35	31
Charter Schools	113	109	101	89	n/a	n/a
School Choice Out	354	330	331	320	n/a	n/a

\*Projected FY18 is based on current enrollment as of March 23, 2017, rolled into FY18 grade levels.



In October of 2016, the Central Office moved out of the Davis Street School and into offices in the basement of the Middle School. In 2017, the building will be demolished to make room for the new Community Center for the Council on Aging.

## School Budget Summary

	FY2016 Actual	FY2017 Budget Adopted	FY2018 Budget Request	FY2018 Budget School Committee
301 North Parish	419,183	486,984	499,895	508,519
302 Federal Street	1,256,561	1,521,106	1,488,051	1,579,456
303 Green River	103,153	181,478	172,326	
304 Four Corners	1,144,073	1,481,350	1,586,707	1,671,937
305 Newton School	1,249,256	1,425,314	1,421,556	1,480,643
311 Middle School	2,182,246	2,575,839	2,692,910	2,729,885
312 High School	3,070,795	3,323,516	3,406,418	3,495,662
322 Athletics	65,103	101,000	55,000	55,000
328 Technology	534,098	575,715	569,200	569,200
332 Special Education	3,781,329	2,873,882	3,079,019	2,625,199
335 Transportation	1,073,621	1,524,704	1,505,210	1,475,210
341 Business Administration	291,685	628,832	275,255	612,899
District Wide		1,624,279		1,895,864
<b>TOTAL General Fund</b>	<b>17,646,145</b>	<b>18,324,000</b>	<b>18,995,549</b>	<b>18,699,475</b>

## FY 2018 School Budget by Cost Center

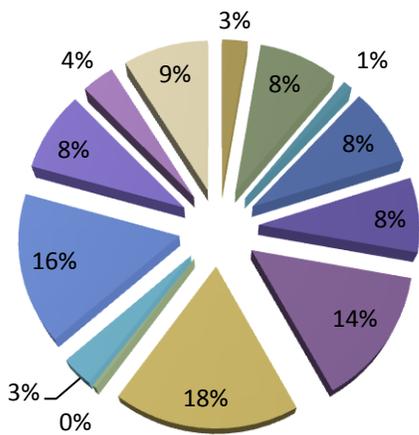
	FY2016 Actual	FY2017 Budget Adopted	FY2018 Budget Request	FY2018 Budget School Committee
301 North Parish				
301 Personnel Services	419,183	473,984	494,895	495,519
301 Supplies & Services	-	13,000	5,000	13,000
<b>301 Total North Parish</b>	<b>419,183</b>	<b>486,984</b>	<b>499,895</b>	<b>508,519</b>
302 Federal Street				
302 Personnel Services	1,256,561	1,515,252	1,488,051	1,562,356
302 Supplies & Services	-	5,854	-	17,100
<b>302 Total Federal Street</b>	<b>1,256,561</b>	<b>1,521,106</b>	<b>1,488,051</b>	<b>1,579,456</b>
303 Green River				
303 Personnel Services	103,153	181,478	172,326	-
303 Supplies & Services	-	-	-	-
<b>303 Total Green River</b>	<b>103,153</b>	<b>181,478</b>	<b>172,326</b>	<b>-</b>
304 Four Corners				
304 Personnel Services	1,144,073	1,466,491	1,586,707	1,654,537
304 Supplies & Services	-	14,860	-	17,400
<b>304 Total Four Corners</b>	<b>1,144,073</b>	<b>1,481,350</b>	<b>1,586,707</b>	<b>1,671,937</b>

		FY2016 Actual	FY2017 Budget Adopted	FY2018 Budget Request	FY2018 Budget School Committee
305	Newton School				
305	Personnel Services	1,248,245	1,420,373	1,421,556	1,464,093
305	Supplies & Services	1,011	4,941	-	16,550
<b>305</b>	<b>Total Newton School</b>	<b>1,249,256</b>	<b>1,425,314</b>	<b>1,421,556</b>	<b>1,480,643</b>
311	Middle School				
311	Personnel Services	2,166,407	2,536,039	2,667,210	2,674,235
311	Supplies & Services	15,839	39,800	25,700	55,650
<b>311</b>	<b>Total Middle School</b>	<b>2,182,246</b>	<b>2,575,839</b>	<b>2,692,910</b>	<b>2,729,885</b>
312	High School				
312	Personnel Services	2,973,198	3,224,071	3,302,918	3,364,612
312	Supplies & Services	97,596	99,445	103,500	131,050
<b>312</b>	<b>Total High School</b>	<b>3,070,795</b>	<b>3,323,516</b>	<b>3,406,418</b>	<b>3,495,662</b>
318	English Language Learners				
318	Personnel Services	213,770	256,741	215,256	215,256
318	Supplies & Services	6,250	10,200	13,200	13,200
<b>318</b>	<b>Total English Language Learners</b>	<b>220,020</b>	<b>266,941</b>	<b>228,456</b>	<b>228,456</b>
322	Athletics				
	Referees	-	-	-	-
322	Personnel Services	-	-	-	-
322	Supplies & Services	65,103	51,000	55,000	55,000
<b>322</b>	<b>Total Athletics</b>	<b>65,103</b>	<b>51,000</b>	<b>55,000</b>	<b>55,000</b>
325	Substitutes				
325	Personnel Services	409,900	162,300	193,000	333,000
325	Supplies & Services	11,075	-	-	-
<b>325</b>	<b>Total Substitutes</b>	<b>420,975</b>	<b>162,300</b>	<b>193,000</b>	<b>333,000</b>
326	Nursing				
326	Personnel Services	274,194	296,518	324,183	303,439
326	Supplies & Services	6,252	15,400	20,000	20,000
<b>326</b>	<b>Total Nursing</b>	<b>280,446</b>	<b>311,918</b>	<b>344,183</b>	<b>323,439</b>
327	Superintendent's Office				
327	Personnel Services	297,025	264,907	251,894	251,894
327	Supplies & Services	5,596	11,250	11,250	11,250
<b>327</b>	<b>Total Superintendent's Office</b>	<b>302,622</b>	<b>276,157</b>	<b>263,144</b>	<b>263,144</b>

	FY2016 Actual	FY2017 Budget Adopted	FY2018 Budget Request	FY2018 Budget School Committee
328 Technology				
328 Personnel Services	352,674	357,160	353,189	353,189
328 Supplies & Services	181,424	218,555	216,011	216,011
<b>328 Total Technology</b>	<b>534,098</b>	<b>575,715</b>	<b>569,200</b>	<b>569,200</b>
329 Curriculum and Instruction				
329 Personnel Services	112,672	146,424	61,200	151,200
329 Supplies & Services	161,113	28,450	126,150	76,100
<b>329 Total Curriculum and Instruction</b>	<b>273,785</b>	<b>174,874</b>	<b>187,350</b>	<b>227,300</b>
331 System-Wide Non- Instructional				
331 Personnel Services	39,104	-	-	30,000
331 Supplies & Services	135,363	110,035	159,035	144,335
<b>331 Total System-Wide Non- Instructional</b>	<b>174,468</b>	<b>110,035</b>	<b>159,035</b>	<b>174,335</b>
332 Special Education				
332 Personnel Services	2,074,999	1,130,478	1,090,223	993,153
332 Supplies & Services	1,706,330	1,743,404	1,988,796	1,632,046
<b>332 Total Special Education</b>	<b>3,781,329</b>	<b>2,873,882</b>	<b>3,079,019</b>	<b>2,625,199</b>
333 Section 504				
333 Personnel Services	-	15,320	-	-
333 Supplies & Services	1,499	14,100	14,100	14,100
<b>333 Total Section 504</b>	<b>1,499</b>	<b>29,420</b>	<b>14,100</b>	<b>14,100</b>
334 Custodial/ Maintenance				
334 Personnel Services	198,092	179,791	128,433	128,433
334 Supplies & Services	267,951	226,500	260,750	260,750
<b>334 Total Custodial/ Maintenance</b>	<b>466,043</b>	<b>406,291</b>	<b>389,183</b>	<b>389,183</b>
335 Transportation				
335 Personnel Services	216,113	332,596	368,430	338,430
335 Supplies & Services	857,509	1,192,108	1,136,780	1,136,780
<b>335 Total Transportation</b>	<b>1,073,621</b>	<b>1,524,704</b>	<b>1,505,210</b>	<b>1,475,210</b>
336 Contract Obligations				
336 Personnel Services	226,347	108,000	198,802	153,802
336 Supplies & Services	40,438	54,500	192,250	52,250
<b>336 Total Contract Obligations</b>	<b>266,785</b>	<b>162,500</b>	<b>391,052</b>	<b>206,052</b>

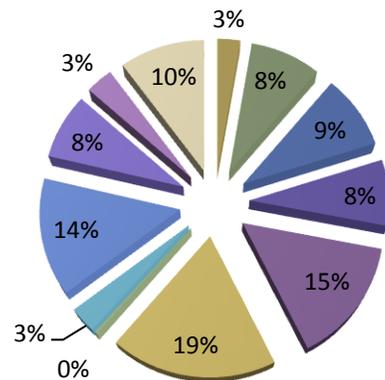
	FY2016 Actual	FY2017 Budget Adopted	FY2018 Budget Request	FY2018 Budget School Committee
340 School Committee				
340 Personnel Services	2,967	15,000	15,000	15,000
340 Supplies & Services	65,433	59,500	59,500	59,500
<b>340 Total School Committee</b>	<b>68,400</b>	<b>74,500</b>	<b>74,500</b>	<b>74,500</b>
341 Business Administration				
341 Personnel Services	291,685	265,775	262,855	262,855
341 Supplies & Services	-	12,400	12,400	12,400
<b>341 Total Business Administration</b>	<b>291,685</b>	<b>278,175</b>	<b>275,255</b>	<b>275,255</b>
<b>TOTAL GENERAL FUND</b>	<b>17,646,145</b>	<b>18,299,000</b>	<b>18,995,549</b>	<b>18,699,475</b>

**FY2017 Budget Adopted**



- North Parish
- Federal Street
- Green River
- Four Corners
- Newton School
- Middle School
- High School
- Athletics
- Technology
- Special Education
- Transportation
- Business Administration
- District Wide

**FY2018 Budget School Committee**



- North Parish
- Federal Street
- Green River
- Four Corners
- Newton School
- Middle School
- High School
- Athletics
- Technology
- Special Education
- Transportation
- Business Administration
- District Wide

Massachusetts Department of Elementary and Secondary Education  
 FY18 Chapter 70 Summary

**Aid Calculation FY18**

Prior Year Aid		
1	Chapter 70 FY17	12,140,007

**Foundation Aid**

2	Foundation budget FY18	20,736,410
3	Required district contribution FY18	9,577,874
4	Foundation aid (2 -3)	11,158,536
5	Increase over FY17 (4 - 1)	0

**Minimum Aid**

6	Minimum \$20 per pupil increase	38,260
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**Non-Operating District Reduction to Foundation**

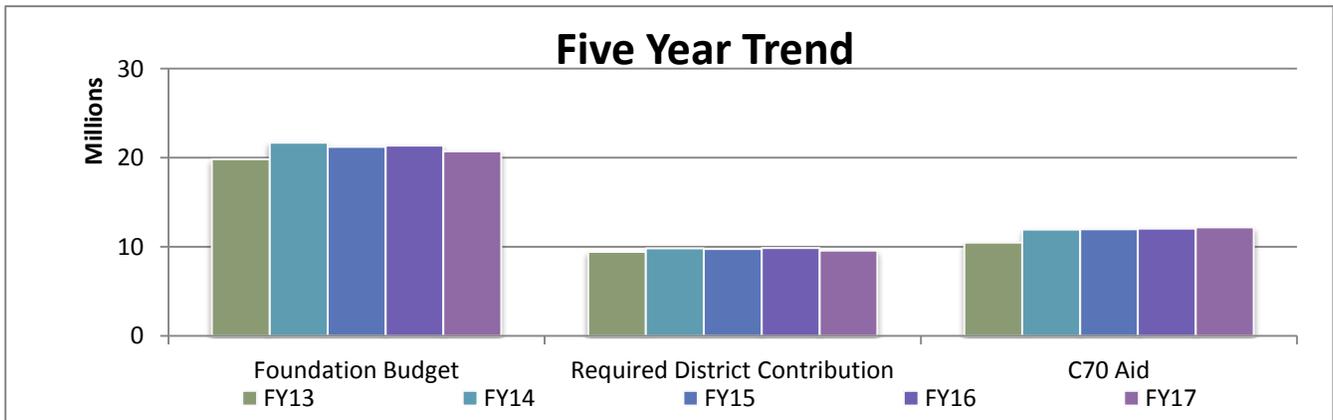
7	Reduction to foundation	0
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**FY18 Chapter 70 Aid**

9	sum of line 1, 5 minus 7	12,178,267
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**COMPARISON TO FY17**

	FY17	FY18	Change	Pct Chg
Enrollment	1,909	1,913	4	0.21%
Foundation budget	20,360,059	20,736,410	376,351	1.85%
Required district contribution	9,575,385	9,577,874	2,489	0.03%
Chapter 70 aid	12,140,007	12,178,267	38,260	0.32%
Required net school spending (NSS)	21,715,392	21,756,141	40,749	0.19%
Target aid share	53.47%	54.16%		
C70 % of foundation	59.63%	58.73%		
Required NSS % of foundation	106.66%	104.92%		



**Massachusetts Department of Elementary and Secondary Education  
Office of School Finance**

**FY18 Chapter 70 Foundation Budget**

	Pre - School	K Half- Day	K Full-Day	Jr High/ Elementary	High Middle	ELL School	ELL PK	ELL K Half	KF - 12	Vocational	Special Ed In District	Special Ed Out of District	Economically Disadvantaged	TOTAL*
<b>Foundation Enrollment</b>	66	0	162	734	427	486	0	0	69	2	70	19	855	1,913
1 Administration	12,146	0	59,622	270,141	157,153	178,867	0	0	25,395	736	177,811	48,263	0	930,135
2 Instructional Leadership Classroom and Specialist Teachers	21,936	0	107,685	487,904	283,835	323,054	0	0	45,866	1,329	0	0	0	1,271,610
3 Other Teaching Services Professional	100,583	0	493,771	2,237,181	1,145,299	1,916,974	0	0	316,733	13,411	586,730	0	2,770,106	9,580,787
4 Development Instructional Equipment & Tech	25,797	0	126,642	573,797	240,286	227,681	0	0	43,131	937	547,821	737	0	1,786,829
5 Guidance and Psychological	3,978	0	19,537	88,535	55,835	61,615	0	0	11,265	419	28,304	0	60,962	330,449
6 Pupil Services Operations and Maintenance	14,558	0	71,466	323,804	188,371	343,043	0	0	30,439	2,470	24,704	0	0	998,857
7 Employee Benefits/Fixed Charges	7,318	0	35,930	162,794	126,063	179,859	0	0	20,371	740	0	0	0	533,075
8 Special Ed Tuition	2,911	0	14,295	97,145	92,309	242,271	0	0	9,132	997	0	0	0	459,059
9	27,931	0	137,114	621,243	391,811	432,394	0	0	79,061	3,330	198,623	0	427,825	2,319,332
10	27,376	0	134,386	608,920	346,120	370,312	0	0	69,169	2,394	228,177	0	281,192	2,068,047
11	0	0	0	0	0	0	0	0	0	0	0	458,230	0	458,230
<b>12 Total</b>	<b>244,534</b>	<b>0</b>	<b>1,200,449</b>	<b>5,471,464</b>	<b>3,027,083</b>	<b>4,276,070</b>	<b>0</b>	<b>0</b>	<b>650,561</b>	<b>26,764</b>	<b>1,792,170</b>	<b>507,230</b>	<b>3,540,085</b>	<b>20,736,410</b>
13 Wage Adjustment Factor Economically Disadvantaged Decile	100.0%										<b>Foundation Budget per Pupil</b>		<b>10,840</b>	
14	9													

\*Total foundation enrollment does not include columns 11 through 13, because those columns represent increments above the base. The pupils are already counted in columns 1 to 10. Total foundation enrollment assigns pupils in pre-kindergarten and half-time kindergarten an enrollment count of .5.

Special education in-district headcount is an assumed percentage, representing 3.75 percent of K to 12 non-vocational enrollment and 4.75 percent of vocational enrollment.

Special education out-of-district headcount is also an assumed percentage, representing 1 percent of non-vocational K-12 enrollment.

"Economically disadvantaged headcounts are the number of pupils in columns 1 through 10 who are directly certified as eligible for the Supplemental Nutrition Assistance Program (SNAP); the Transitional Assistance for Families with Dependent Children (TAFDC); the Department of Children and Families' (DCF) foster care program; and MassHealth (Medicaid).

Each component of the foundation budget represents the enrollment on line 1 multiplied by the appropriate state-wide foundation allotment.

The wage adjustment factor is applied to underlying rates in all functions except instructional equipment, benefits and special education tuition.

The foundation budget shown on this page may differ from the final number used in the formula, due to rounding error.

**Massachusetts Department of Elementary and Secondary Education  
FY18 Determination of City and Town Total Required Contribution**

**Effort Goal**

1) 2016 equalized valuation	1,421,720,500
2) Property percentage	0.35%
3) Local effort from property wealth	5,030,380
4) 2014 income	373,311,000
5) Income percentage	1.42%
6) Local effort from income	5,301,883
7) Combined effort yield (row 3+ row 6)	10,332,264
8) Foundation budget FY18	22,538,803
9) Maximum local contribution (82.5% * row 8)	18,594,512
10) Target local contribution (lesser of row 7 or row 9)	10,332,264
11) Target local share (row 10 as % of row 8)	45.84%
12) Target aid share (100% minus row 11)	54.16%

**FY18 Increments Toward Goal**

13) Required local contribution FY17	10,452,665
14) Municipal revenue growth factor (DOR)	3.83%
15) FY18 preliminary contribution (13 x 14)	10,853,002
16) Preliminary contribution pct of foundation (15/8)	48.15%

If preliminary contribution is above the target share:

17) Excess local effort (15 - 10)	520,738
18) 85% reduction toward target (17 x 85%)	442,627
19) FY18 required local contribution (15 - 18), capped at 90% of foundation	10,410,375
20) Contribution as percentage of foundation (19 / 8)	46.19

If preliminary contribution is below the target share:

21) Shortfall from target local share (11 - 16)	
22) Added increment toward target (13 x 1% or 2%)*	
*1% if shortfall is between 2.5% and 7.5%; 2% if shortfall > 7.5%	
23) Shortfall from target after adding increment (10 - 15 - 22)	
24) FY18 required local contribution (15 + 22)	
25) Contribution as percentage of foundation (24 / 8)	

## Letter from the Superintendent

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### **Fiscal Year 2018 Budget Highlights:**

For the upcoming fiscal year the Franklin County Technical School presents a total operating budget of \$10,484,400; a 1.3 percent increase from fiscal year 2017's voted budget. The school committee and administrative team realize financial reserves used to balance past budgets are no longer available as State Aid (chapter 70) funding remains stagnant. We are forced to rely more heavily on squeezing efficiencies from our educational structure and asking for financial help from member towns. Despite these challenges, we are committed to providing an educationally responsible and financially sustainable spending plan.

### **Budget Impact:**

The total amount to be assessed to our 19 member towns in Fiscal year 2018 is \$5,824,400, which represents a 3 % increase or \$169,700 over the prior year's assessments.

### **FCTW Poised for Future Growth:**

The following budget for fiscal year 2018 continues to use the school district's personnel resources more efficiently with minimal to no impact on the student educational process.

### **Savings:**

A retiring culinary arts instructor will be replaced with a part-time instructor allowing the school to reduce from 3 to 2.6 instructional positions within that department at an approximate savings of \$45,000. Last year a two-year phase out of the business technology program was approved by school committee and the State Department of Education. We will be able to accelerate this process due to pending graduations and the one remaining underclassman choosing a different program. The savings from this closure will be approximately \$50,000. And finally, the resignation of our full-time librarian will allow us to explore the use of a part-time librarian for an estimated savings of \$50,000.

### **Areas of Curriculum Growth:**

The school district is excited to implement a full-time cooperative education coordinator/instructor. This position will be responsible for placing students into paid co-op positions with our local employers. We have had tremendous success with this program and we have outgrown our current model of part-time assistance to our students and employers. A retirement in the music program will help us expand our offerings for elective courses. We will move to a part-time program for music and add a part-time language option (Spanish). We will reach out to local school districts and the community college to find opportunities to share personnel for the delivery of this curriculum.

***Richard J Martin***  
Superintendent

**FY2018 Annual Assessments**

Town	Oct 1, 2016 Enrollment	FY 2018 Rate	Minimum Contribution	Transportation (Net of State Aid)	Above Net Spending	E & D Credit	Local Assessment	Assessment Per Pupil
Bernardston	21	4.8055%	181,906	13,998	78,477	(2,403)	271,979	12,951
Buckland	9	2.0595%	93,912	5,999	33,633	(1,030)	132,515	14,724
Colrain	21	4.8055%	192,703	13,998	78,477	(2,403)	282,776	13,466
Conway	7	1.6018%	92,595	4,666	26,159	(801)	122,619	17,517
Deerfield	16	3.6613%	219,837	10,665	59,792	(1,831)	288,464	18,029
Erving	33	7.5515%	455,307	21,997	123,322	(3,776)	596,850	18,086
Gill	10	2.2883%	100,042	6,666	37,370	(1,144)	142,934	14,293
<b>Greenfield</b>	<b>109</b>	<b>24.9428%</b>	<b>832,501</b>	<b>72,658</b>	<b>407,335</b>	<b>(12,471)</b>	<b>1,300,023</b>	<b>11,927</b>
Heath	12	2.7460%	84,787	7,999	44,844	(1,373)	136,257	11,355
Leyden	7	1.6018%	96,862	4,666	26,159	(801)	126,886	18,127
Montague	59	13.5011%	494,278	39,329	220,484	(6,751)	747,340	12,667
New Salem	3	0.6865%	27,253	2,000	11,211	(343)	40,121	13,374
Northfield	35	8.0092%	419,002	23,331	130,796	(4,005)	569,124	16,261
Orange	61	13.9588%	281,462	40,662	227,958	(6,979)	543,103	8,903
Shelburne	3	0.6865%	38,188	2,000	11,211	(343)	51,056	17,019
Sunderland	6	1.3730%	75,665	4,000	22,422	(686)	101,400	16,900
Warwick	9	2.0595%	82,295	5,999	33,633	(1,030)	120,898	13,433
Wendell	7	1.6018%	57,913	4,666	26,159	(801)	87,937	12,562
Whately	9	2.0595%	123,515	5,999	33,633	(1,030)	162,118	18,013
<b>Total</b>	<b>437</b>	<b>100%</b>	<b>3,950,023</b>	<b>291,300</b>	<b>1,633,077</b>	<b>(50,000)</b>	<b>5,824,400</b>	<b>13,328</b>

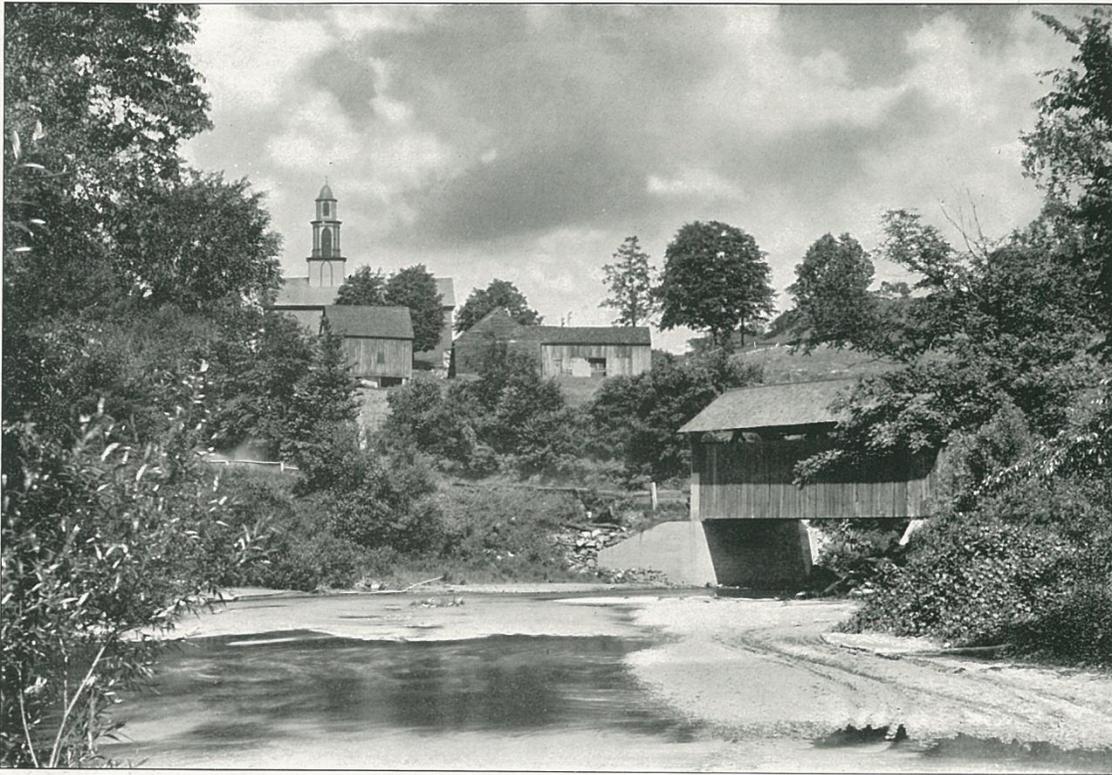
## Enrollment - 4 Year Trend

Town	Oct 2013	Oct 2014	Oct 2015	Oct 2016	FY15	FY16	FY17	FY18
Bernardston	20	21	20	21	4.20%	4.39%	4.32%	4.81%
Buckland	9	10	10	9	1.89%	2.09%	2.16%	2.06%
Colrain	23	23	24	21	4.83%	4.81%	5.18%	4.81%
Conway	7	5	8	7	1.47%	1.05%	1.73%	1.60%
Deerfield	21	16	14	16	4.41%	3.35%	3.02%	3.66%
Erving	24	31	32	33	5.04%	6.49%	6.91%	7.55%
Gill	8	5	10	10	1.68%	1.05%	2.16%	2.29%
<b>Greenfield</b>	<b>123</b>	<b>113</b>	<b>115</b>	<b>109</b>	<b>25.84%</b>	<b>23.64%</b>	<b>24.84%</b>	<b>24.94%</b>
Heath	4	7	11	12	0.84%	1.46%	2.38%	2.75%
Leyden	7	12	9	7	1.47%	2.51%	1.94%	1.60%
Montague	67	70	56	59	14.08%	14.64%	12.10%	13.50%
New Salem	9	8	3	3	1.89%	1.67%	0.65%	0.69%
Northfield	33	39	42	35	6.93%	8.16%	9.07%	8.01%
Orange	71	79	76	61	14.92%	16.53%	16.41%	13.96%
Shelburne	11	5	7	3	2.31%	1.05%	1.51%	0.69%
Sunderland	9	10	6	6	1.89%	2.09%	1.30%	1.37%
Warwick	12	7	4	9	2.52%	1.46%	0.86%	2.06%
Wendell	9	9	9	7	1.89%	1.88%	1.94%	1.60%
Whately	9	8	7	9	1.89%	1.67%	1.51%	2.06%
<b>Total</b>	<b>476</b>	<b>478</b>	<b>463</b>	<b>437</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Annual Operating Assessments - 4 Year Trend

Town	FY 15 Assessment	FY 16 Assessment	FY 17 Assessment	FY 18 Assessment	Change in Assessment	Change in Enrollment
Bernardston	231,964	248,089	250,690	271,979	8.49%	5.00%
Buckland	117,757	144,801	140,001	132,515	-5.35%	-10.00%
Colrain	273,547	290,738	309,414	282,776	-8.61%	-12.50%
Conway	106,259	80,642	132,076	122,619	-7.16%	-12.50%
Deerfield	332,849	258,291	238,156	288,464	21.12%	14.29%
Erving	380,833	496,351	544,652	596,850	9.58%	3.13%
Gill	96,620	62,411	126,096	142,934	13.35%	0.00%
<b>Greenfield</b>	<b>1,184,760</b>	<b>1,136,417</b>	<b>1,257,537</b>	<b>1,300,023</b>	<b>3.38%</b>	<b>-5.22%</b>
Heath	41,533	73,037	108,142	136,257	26.00%	9.09%
Leyden	115,536	193,108	152,521	126,886	-16.81%	-22.22%
Montague	682,601	760,615	659,356	747,340	13.34%	5.36%
New Salem	93,009	88,148	35,648	40,121	12.55%	0.00%
Northfield	395,363	507,555	607,938	569,124	-6.38%	-16.67%
Orange	497,731	577,194	606,729	543,103	-10.49%	-19.74%
Shelburne	159,170	74,295	103,713	51,056	-50.77%	-57.14%
Sunderland	136,045	158,406	97,748	101,400	3.74%	0.00%
Warwick	128,851	96,735	60,417	120,898	100.11%	125.00%
Wendell	121,144	113,257	104,729	87,937	-16.03%	-22.22%
Whately	133,732	129,910	119,136	162,118	36.08%	28.57%
<b>Total</b>	<b>5,229,304</b>	<b>5,490,000</b>	<b>5,654,699</b>	<b>5,824,400</b>		

WESTERN NEW ENGLAND



*Dean,  
Photographer*

GREEN RIVER BELOW NASH'S MILLS  
There are many beauty spots near by.

Work on Nash's Mill Bridge is on the Capital Plan for FY18. The bridge reconstruction is on the State TIP with plans for construction beginning in the spring of 2018.

## **DIVISION 5: Department of Public Works**

### **Mission Statement – Why We Exist**

The purpose of this department is to maintain city streets, vehicles and infrastructure including water, drainage, sewer systems and other physical assets to ensure the quality of life, public safety and manage the condition of the city assets to the best of our ability at all times. This department strives to manage at a high level all green space areas assigned to it including but not limited to all municipal cemeteries trees parks and benches in addition we provide responsible service to the public in a responsible manner and interface with all city departments to improve overall team performance within budget constraints and available staffing.

### **Significant budget and staffing changes for FY 2018**

This department replaced Chris Stoddard as city engineer with Nick Reitzel. We've also reduced our working foreman position by one and also reduced our mechanics by one.

### **Recent accomplishments**

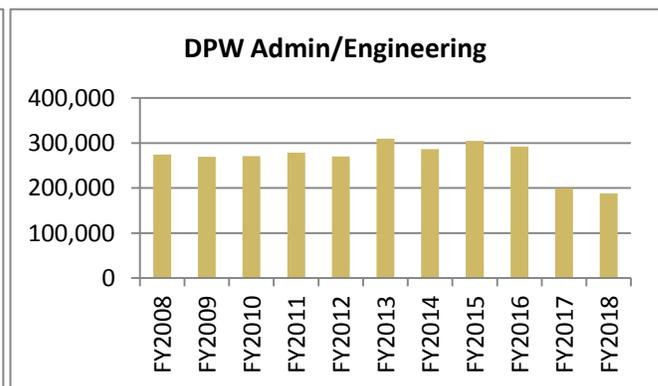
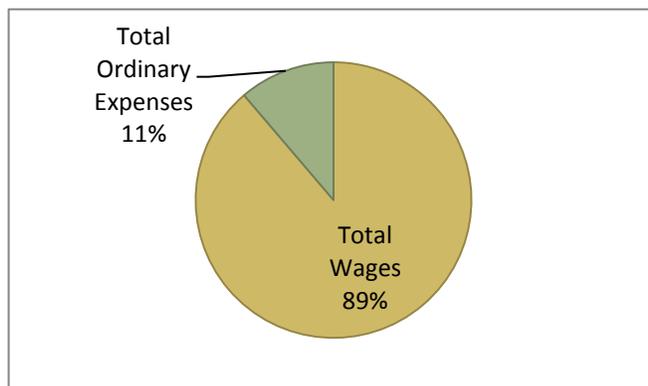
- In FY 17 we completed the Leyden Road water main project. This project increased the line from 1920 vintage 8 inch water main to 12 inch ductile iron, cement lined water main.
- The hundred-year-old water tank at Rocky Mountain was completely re-lined with a very durable flexible and EPA approved spray liner. This should extend the life of this tank by 25 years or more.
- We have completed the 25% design on Nash's mill bridge and this project has been approved by the state as a transportation improvement project (TIP) and is now scheduled for replacement starting in FY 19.
- We have completed the design of three new wastewater treatment plant pump stations. These three new stations will replace three stations that were built in the 1960s and have become obsolete. The actual construction work on these three pump stations should begin May or early June and be completed by August 15, 2017.
- All of the preliminary work has been completed on Silver Street. The reconstruction work will begin in April 2017 and should be completed by September 15, 2017
- A new dog Park was constructed and opened at the Green River Park in the fall of 2016
- I/I has been reduced by approximately 50% by working with the general public to remove sump pumps and roof drains and completing several significant infrastructure repairs. The Maple Brook rehabilitation was funded by CDBG also helped in significantly reducing I/I. We also completed an I/I study and will be developing a future program utilizing the results from that study.

### FY 2018 Departmental Goals

- Upgrade the DPW facilities by removing and replacing the cold storage building and constructing a new DPW office building.
- Repair the roof on the DPW building and install a bigger and newer generator for backup power.
- Remove the underground storage fuel tanks and install a salt brine machine.
- Improved water service by installing a fixed network meter reading system and replacing 3500 old water meters. Also develop a program to dredge the Glen reservoir to reduce turbidity in our raw water supply. We also plan on replacing our supervisory control and data acquisition systems for both the water and sewer (SCADA). This should significantly improve our management of both treatment facilities.
- Continue to work on our I/I program by utilizing the recent I/I study and focusing on the Cherry Rum Brook area.

#### 411.DPW Admin & Engineering

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004110.5111	Perm Sal Wages Full Time	265,976	165,480	165,480	165,370	165,370
01004110.5129	Longevity Pay	0	1,400	1,400	1,566	1,566
01004110.5130	Overtime	0	300	300	0	0
	<b>Total Wages</b>	<b>265,976</b>	<b>167,180</b>	<b>167,180</b>	<b>166,936</b>	<b>166,936</b>
01004110.5243	Office Contracted Services	450	3,450	3,450	0	0
01004110.5303	Engineering Contracted Services	2,085	3,000	3,000	3,000	3,000
01004110.5321	Tuition	3,040	1,000	1,000	2,000	2,000
01004110.5341	Telephone	8,467	8,500	8,500	6,400	0
01004110.5345	Advertising	0	0	0	3,000	3,000
01004110.5532	Engineering-Materials	6,997	6,000	6,000	3,000	3,000
01004110.5533	Materials DPW Office	6,844	9,000	9,000	9,000	8,820
01004110.5559	Personnel Licenses	225	370	370	350	350
01004110.5712	Travel and Mileage Reimbursement	609	400	400	500	500
01004110.5733	Dues & Memberships	380	500	500	465	465
	<b>Total Expenses</b>	<b>29,096</b>	<b>32,220</b>	<b>32,220</b>	<b>27,715</b>	<b>21,135</b>
<b>Total DPW Admin &amp; Engineering</b>		<b>295,072</b>	<b>199,400</b>	<b>199,400</b>	<b>194,651</b>	<b>188,071</b>



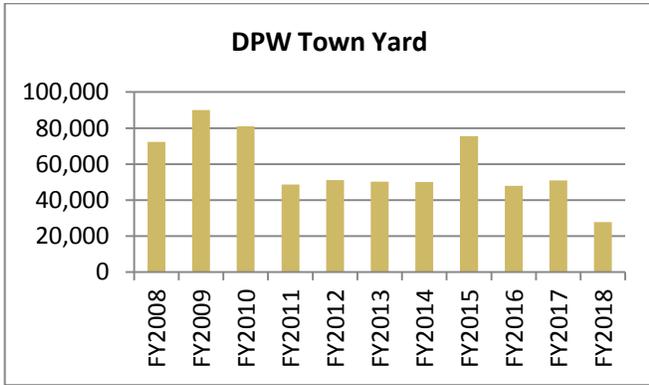


**Silver Street in 1936 near old Swamp Rd (now Country Club Rd).**

In April of 2017, the Department of Public Works will reconstruct Silver Street. The Department of Public Works has contracted with Warner Bros., LLC to reconstruct Silver Street from Chapman Street to Federal Street. Work consists of installing 11 new manhole structures, 14 new catch basins, and approximately 2,343 linear feet of new sewer and drain pipe ranging in size from 6-inch up to 18-inch; removing and replacing about 1,650 feet of sidewalk; installing approximately 385 linear feet of granite curbing and 6,250 feet of bituminous concrete berm; and reclaiming, grading and paving of the road surface. The sidewalk to be replaced is on the south side of Silver Street from Barr Avenue to Federal Street.

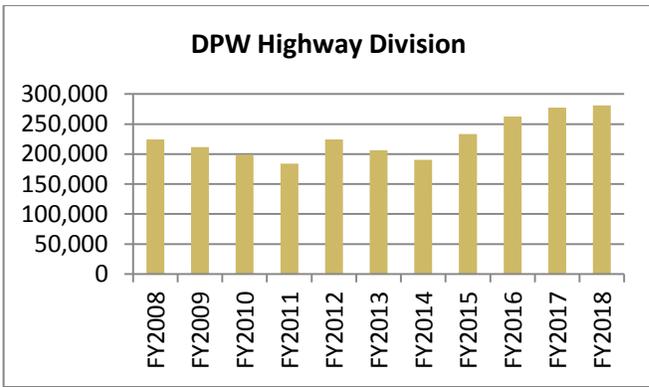
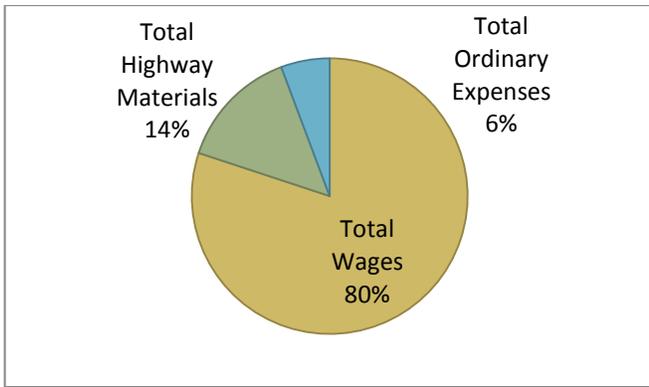
421.DPW Town Yard

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004210.5241	Yard Bldg-Ctrct Services	7,399	21,000	21,000	3,900	3,900
01004210.5308	Drug Testing	5,245	3,000	3,000	4,000	3,000
01004210.5341	Yard Communications	2,451	5,000	5,000	2,636	948
01004210.5439	Yard Materials	31,787	22,000	22,000	20,000	20,000
Total Expenses		46,882	51,000	51,000	30,536	27,848
<b>Total DPW Town Yard</b>		<b>46,882</b>	<b>51,000</b>	<b>51,000</b>	<b>30,536</b>	<b>27,848</b>



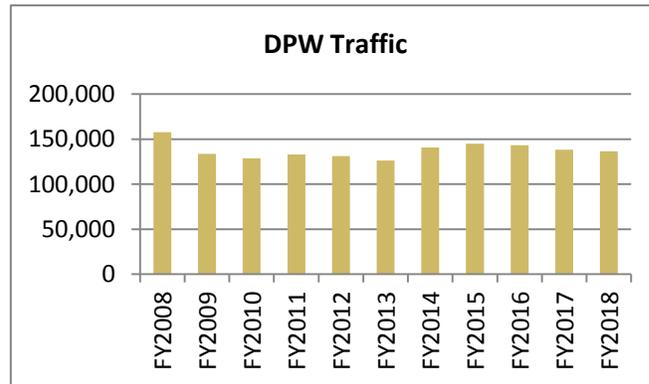
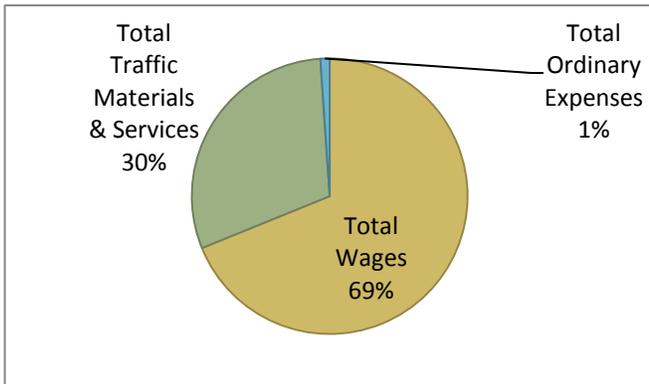
422.DPW Highway Division

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004220.5111	Perm Sal Wages Full Time	203,386	215,786	215,786	214,468	214,468
01004220.5120	Temp Sal Wages Full Time	984	5,000	5,000	7,200	7,200
01004220.5129	Longevity Pay	0	884	884	1,514	1,514
01004220.5130	Overtime	915	2,000	2,000	2,000	2,000
Total Wages		205,285	223,670	223,670	225,182	225,182
01004220.5246	Highways-Contracted Services	4,337	7,000	7,000	5,000	5,000
01004220.5305	Medical Physicals	0	0	0	675	675
01004220.5321	Tuition	190	300	300	500	500
01004220.5532	Highway-Materials	36,466	40,000	40,000	40,000	40,000
01004220.5533	Materials Sidewalks	7,718	3,500	3,500	3,500	3,500
01004220.5554	Clothing Allowance	2,400	2,400	2,400	3,000	3,000
01004220.5559	Personnel Licenses	681	300	300	3,375	3,375
Total Expenses		51,792	53,500	53,500	56,050	56,050
<b>Total DPW Highway Division</b>		<b>257,076</b>	<b>277,170</b>	<b>277,170</b>	<b>281,232</b>	<b>281,232</b>



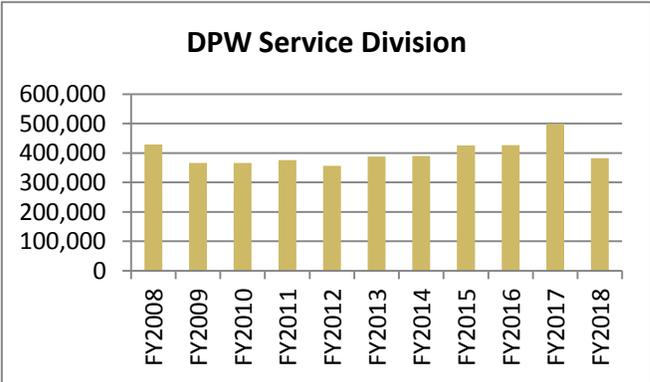
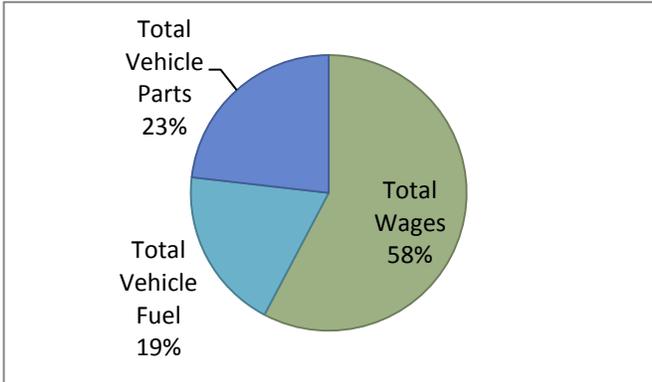
**425.DPW Traffic Division**

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004250.5111	Perm Sal Wages Full Time	80,381	82,790	82,790	81,805	81,805
01004250.5120	Temp Sal Wages Full Time	20,883	6,000	6,000	7,200	7,200
01004250.5129	Longevity Pay	0	800	800	887	887
01004250.5130	Overtime	3,236	6,500	6,500	4,000	4,000
	<b>Total Wages</b>	<b>104,500</b>	<b>96,090</b>	<b>96,090</b>	<b>93,892</b>	<b>93,892</b>
01004250.5248	Traffic Marking-Contract Srvcs	20,000	20,000	20,000	20,000	20,000
01004250.5305	Medical Physicals	0	0	0	270	270
01004250.5532	Traffic Marking-Materials	11,812	12,000	12,000	12,000	12,000
01004250.5533	Materials Traffic Signs	8,606	9,000	9,000	9,000	9,000
01004250.5554	Clothing Allowance	1,800	1,200	1,200	1,200	1,200
	<b>Total Expenses</b>	<b>42,218</b>	<b>42,200</b>	<b>42,200</b>	<b>42,470</b>	<b>42,470</b>
<b>Total DPW Traffic Division</b>		<b>146,719</b>	<b>138,290</b>	<b>138,290</b>	<b>136,362</b>	<b>136,362</b>



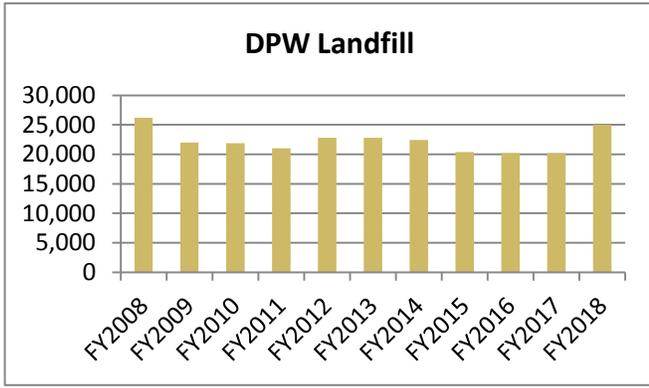
429.DPW Service Division

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004290.5111	Perm Sal Wages Full Time	250,537	256,087	256,087	205,003	205,003
01004290.5129	Longevity Pay	0	2,704	2,704	2,558	2,558
01004290.5130	Overtime	1,500	4,000	4,000	4,000	4,000
	Total Wages	252,037	262,791	262,791	211,561	211,561
01004290.5242	Vehicle Maint Contract Service	859	7,000	7,000	7,000	7,000
01004290.5305	Medical Physicals	0	0	0	675	675
01004290.5321	Tuition	636	2,000	2,000	2,000	2,000
01004290.5482	Gasoline- DPW/HI/Bldg/Insp/Asse	29,068	50,000	50,000	50,000	50,000
01004290.5483	Diesel- DPW/Hwy/Parks/Traf/Eng/	28,221	20,000	20,000	20,000	20,000
01004290.5484	Vehicle Maint-Lubricants	11,761	15,000	15,000	15,000	15,000
01004290.5485	Vehicle Parts	94,558	125,000	125,000	125,000	70,000
01004290.5554	Clothing Allowance	14,187	13,000	13,000	1,125	1,125
01004290.5559	Personnel Licenses	3,072	2,000	2,000	3,000	3,000
01004290.5561	Tool Allowance	2,700	2,700	2,700	2,250	2,250
	Total Expenses	185,063	236,700	236,700	226,050	171,050
<b>Total DPW Service Division</b>		<b>437,099</b>	<b>499,491</b>	<b>499,491</b>	<b>437,611</b>	<b>382,611</b>



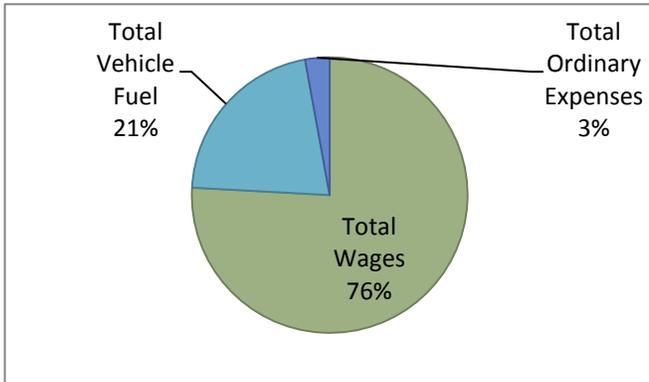
431.DPW Landfill

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004310.5246	Landfill-Contracted Services	22,497	20,000	20,000	25,000	25,000
01004310.5532	Landfill-Materials	100	200	200	0	0
Total Expenses		22,597	20,200	20,200	25,000	25,000
<b>Total DPW Landfill</b>		<b>22,597</b>	<b>20,200</b>	<b>20,200</b>	<b>25,000</b>	<b>25,000</b>



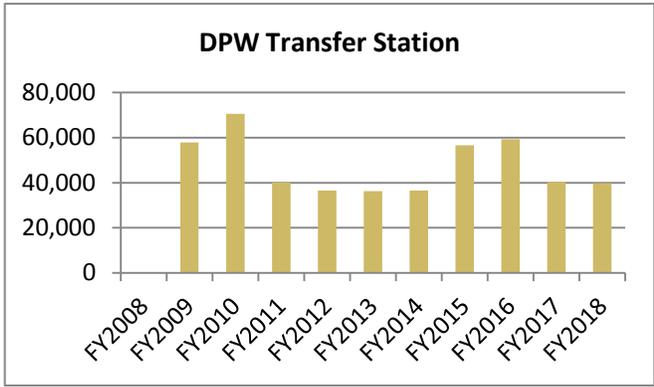
433.DPW Waste Collection

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004330.5111	Perm Sal Wages Full Time	209,711	216,755	216,755	243,195	243,195
01004330.5120	Temp Sal Wages Full Time	6,685	4,000	4,000	7,200	7,200
01004330.5129	Longevity Pay	0	600	600	574	574
01004330.5130	Overtime	18,854	20,000	20,000	20,000	20,000
Total Wages		235,251	241,355	241,355	270,969	270,969
01004330.5305	Medical Physicals	0	0	0	810	810
01004330.5321	Tuition	40	700	700	1,000	1,000
01004330.5482	Gas Fuel Waste Collection	2,973	4,000	4,000	4,000	4,000
01004330.5483	Diesel Fuel Waste Collection	50,557	72,000	72,000	72,000	72,000
01004330.5532	Waste/Recycle/compost-Material	7,480	1,500	1,500	1,500	1,500
01004330.5533	Materials Composting	752	2,500	2,500	2,500	2,500
01004330.5554	Clothing Allowance	4,190	6,600	6,600	3,600	3,600
01004330.5559	Personnel Licenses	985	800	800	810	810
Total Expenses		66,977	88,100	88,100	86,220	86,220
<b>Total DPW Waste Collection</b>		<b>302,228</b>	<b>329,455</b>	<b>329,455</b>	<b>357,189</b>	<b>357,189</b>



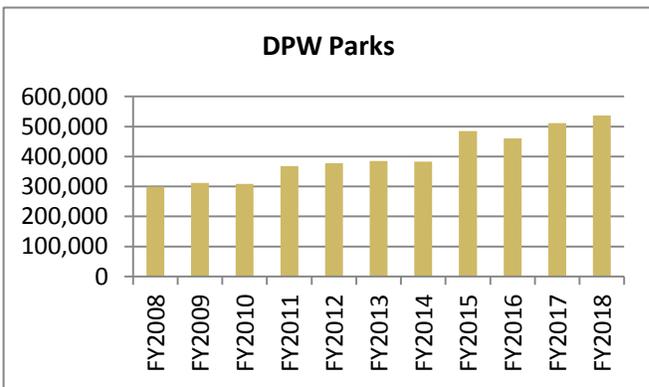
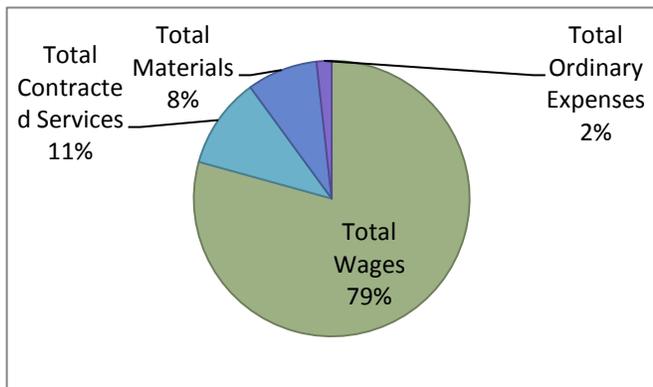
435.DPW Transfer Station

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004350.5246	Transfer Station Cont Serv	16,048	15,000	15,000	15,000	15,000
01004350.5297	Trans Sta Hazard Waste Cont Serv	11,590	8,000	8,000	8,000	8,000
01004350.5341	Transfer Station Communication	959	1,200	1,200	1,000	1,000
01004350.5535	Transfer Station Haz Mat	1,323	1,200	1,200	1,000	1,000
01004350.5538	Transfer Station Materials	18,628	15,000	15,000	15,000	14,856
Total Expenses		48,548	40,400	40,400	40,000	39,856
<b>Total DPW Transfer Station</b>		<b>48,548</b>	<b>40,400</b>	<b>40,400</b>	<b>40,000</b>	<b>39,856</b>



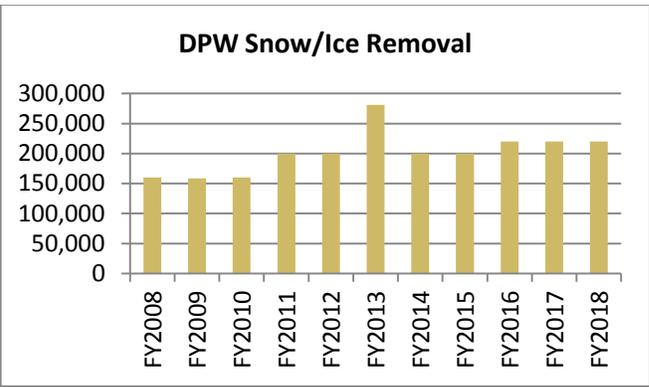
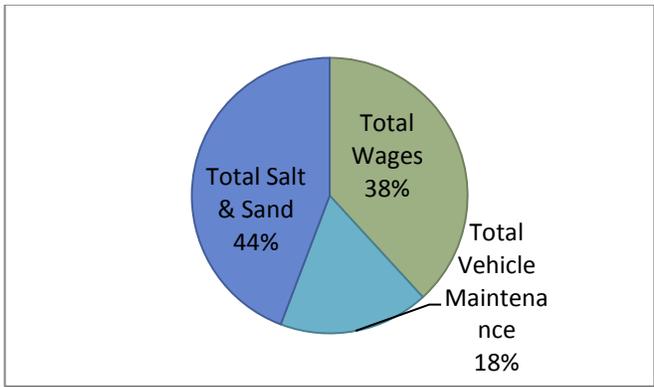
438.DPW Parks Division

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004380.5111	Perm Sal Wages Full Time	387,858	402,139	402,139	398,572	398,572
01004380.5120	Temp Sal Wages Full Time	10,285	14,000	14,000	14,400	14,400
01004380.5129	Longevity Pay	0	3,380	3,380	3,289	3,289
01004380.5130	Overtime	3,237	9,000	9,000	9,000	9,000
Total Wages		401,380	428,519	428,519	425,261	425,261
01004380.5242	Swim Area-Contracted Services	1,208	1,200	1,200	1,200	1,200
01004380.5243	Trees-Contracted Services	22,005	12,000	12,000	12,000	12,000
01004380.5244	Parks/public lands/bldgs-Cont	3,308	15,000	15,000	5,000	5,000
01004380.5245	School Grounds/Vets field-Cont	-257	3,000	35,826	39,000	39,000
01004380.5246	Grounds - Lunt Fields	68	300	300	300	300
01004380.5305	Medical Physicals	0	0	0	1,080	1,080
01004380.5321	Tuition - Parks/Forestry	1,338	1,700	1,700	2,250	2,250
01004380.5433	Swim Area Materials	6,751	5,000	5,000	6,800	6,800
01004380.5434	School Grounds/Vets field-Mate	5,384	9,000	9,000	9,000	9,000
01004380.5435	Town Parks/Property-Materials	17,178	21,000	21,000	20,000	20,000
01004380.5436	Public Lands-Materials	1,576	1,000	1,000	600	600
01004380.5437	Trees-Materials	4,711	5,000	5,000	5,000	5,000
01004380.5438	Tennis Court-Materials	10,283	3,000	3,000	3,000	3,000
01004380.5554	Clothing Allowance Parks/Forestry	5,306	4,200	4,200	4,800	4,800
01004380.5559	Personnel Licenses - Parks/For	1,371	1,000	1,000	1,000	1,000
Total Expenses		80,231	82,400	115,226	111,030	111,030
<b>Total DPW Parks Division</b>		<b>481,611</b>	<b>510,919</b>	<b>543,745</b>	<b>536,291</b>	<b>536,291</b>



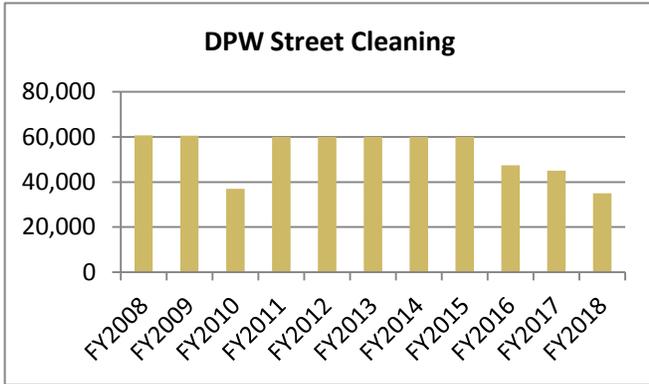
460.DPW Snow & Ice Removal

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004600.5130	Overtime - Snow & Ice	13,764	67,000	67,000	67,000	67,000
01004600.5157	Standby-Snow & Ice	3,900	9,500	9,500	5,280	9,000
Total Wages		17,664	76,500	76,500	72,280	76,000
01004600.5482	Fuel - gasoline - Snow & Ice	0	3,000	3,000	3,000	3,000
01004600.5483	Fuel - diesel - Snow & Ice	0	12,000	12,000	12,000	12,000
01004600.5485	Veh Main parts - Snow & Ice	55,211	30,000	30,000	30,000	35,000
01004600.5531	Chemicals - Ice band	1,093	5,000	5,000	0	0
01004600.5532	Materials - Snow & Ice	5,900	6,000	6,000	6,000	6,000
01004600.5533	Materials - Salt	55,302	66,000	66,000	80,220	80,000
01004600.5534	Materials - Sand	3,805	8,000	8,000	3,000	8,000
Total Expenses		121,312	130,000	130,000	134,220	144,000
<b>Total DPW Snow &amp; Ice Removal</b>		<b>138,975</b>	<b>206,500</b>	<b>206,500</b>	<b>206,500</b>	<b>220,000</b>



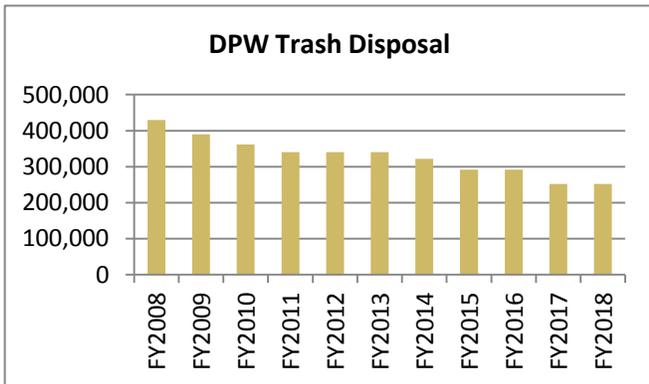
467.Street Cleaning

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004670.5295	Street Cleaning-Contract Serv	30,406	55,000	55,000	35,000	35,000
	Total Expenses	30,406	55,000	55,000	35,000	35,000
<b>Total Street Cleaning</b>		<b>30,406</b>	<b>55,000</b>	<b>55,000</b>	<b>35,000</b>	<b>35,000</b>



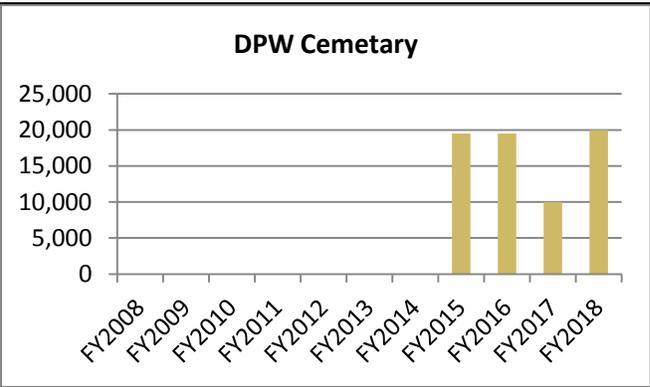
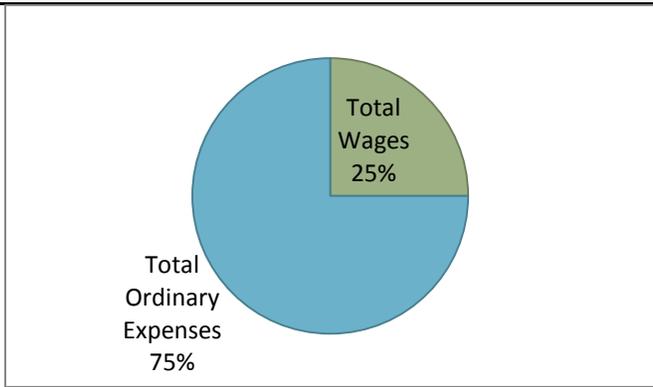
470.DPW Trash Disposal

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004700.5296	Trash Disposal Fees	214,539	240,000	240,000	240,000	240,000
01004700.5400	Trash Disposal-Supplies	20,976	12,000	12,000	12,000	12,000
	Total Expenses	235,515	252,000	252,000	252,000	252,000
<b>Total DPW Trash Disposal</b>		<b>235,515</b>	<b>252,000</b>	<b>252,000</b>	<b>252,000</b>	<b>252,000</b>



491.DPW Cemetery

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01004910.5120	Temp Sal Wages Full Time	0	0	0	5,000	5,000
	Total Wages	0	0	0	5,000	5,000
01004910.5240	Grounds - Cemetery	11,913	10,000	10,000	10,000	10,000
01004910.5460	Materials & Supplies	4,130	0	0	5,000	5,000
	Total Expenses	16,043	10,000	10,000	15,000	15,000
<b>Total DPW Cemetery</b>		<b>16,043</b>	<b>10,000</b>	<b>10,000</b>	<b>20,000</b>	<b>20,000</b>



WESTERN NEW ENGLAND



Dean,  
Photographer

AT THE ENTRANCE TO SHATTUCK PARK  
Greenfield.

At the Entrance of Shattuck Park

## DIVISION 6: Human Services

### Health Department

#### Mission Statement

The Greenfield Board of Health seeks to preserve and protect the health and well-being of the residents of Greenfield. The Board of Health protects the public health, prevents and controls disease, promotes safe and sanitary living conditions, and protects the environment from hazards. To this end the Board of Health promulgates, interprets and enforces regulations. The Health Department staff represents and works on behalf of the Board of Health delivering public health services to residents, businesses and visitors to benefit the diverse population of the City of Greenfield. This mission is accomplished through the core values of public health which are to Prevent, Promote and Protect.

#### Budget and Staffing for FY18

The Health Department will see a decrease in its FY18 budget. Health Director Nicole Zabko will be reducing her weekly hours from 37.5 to 30 due to family obligations and the start of taking over the family business. This change represents a decrease in field work hours performed by Director Zabko. No decrease in administrative duties is anticipated and the health department will function as is, with no decrease in services offered. The part-time health inspector position will remain in place which will allow for a seamless transition which is approved by Mayor Martin to begin the first week in this coming April.

#### Recent Accomplishments

- Board of Health approval to make available to some of the city's most vulnerable residents a state funded Needle Exchange Program that will be run by Tapestry Health
- Creatively worked with 6 food service locations to educate and bring awareness to use of green cleaners and sanitizers via a TURI grant (Toxic Use Reduction Institute) and provided them with start-up products at no cost to them. Happy to report that all locations have transitioned to cleaner and greener products
- Successfully implemented a very well received employee health program that fully funded itself by vaccine costs and vaccine administration via insurance reimbursements
- Planned and Organized a successful 2016 Health and Safety Fair
- Provided public health nursing services to the Towns of Bernardston and Montague; and inspectional services to the Town of Colrain
- Working with the Franklin County Solid Waste District the health department became a public drop-off site for Sharps Collection services
- Collaborated with county public health, medical health, and social health service providers on the creation and subsequent implementation (ongoing) of the Franklin County CHIP (Community Health Improvement Plan) using local data, health assessment information and evidence-based programming
- Completed a record number of inspections (FY17 TBD)
  - FY14: 1234 inspections completed
  - FY15: 1025 inspections completed (\*health inspector on leave for 4-months)
  - FY16: 1583 inspections completed

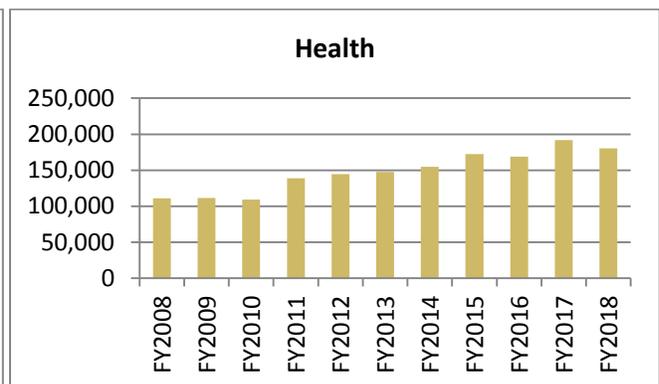
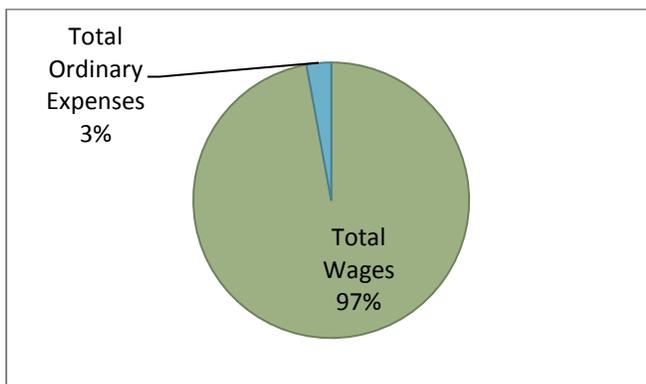
- Responded within a timely manner to all complaints registered with the department (FY17 TBD)
  - FY14: 187 complaints registered
  - FY15: 198 complaints registered
  - FY16: 242 complaints registered

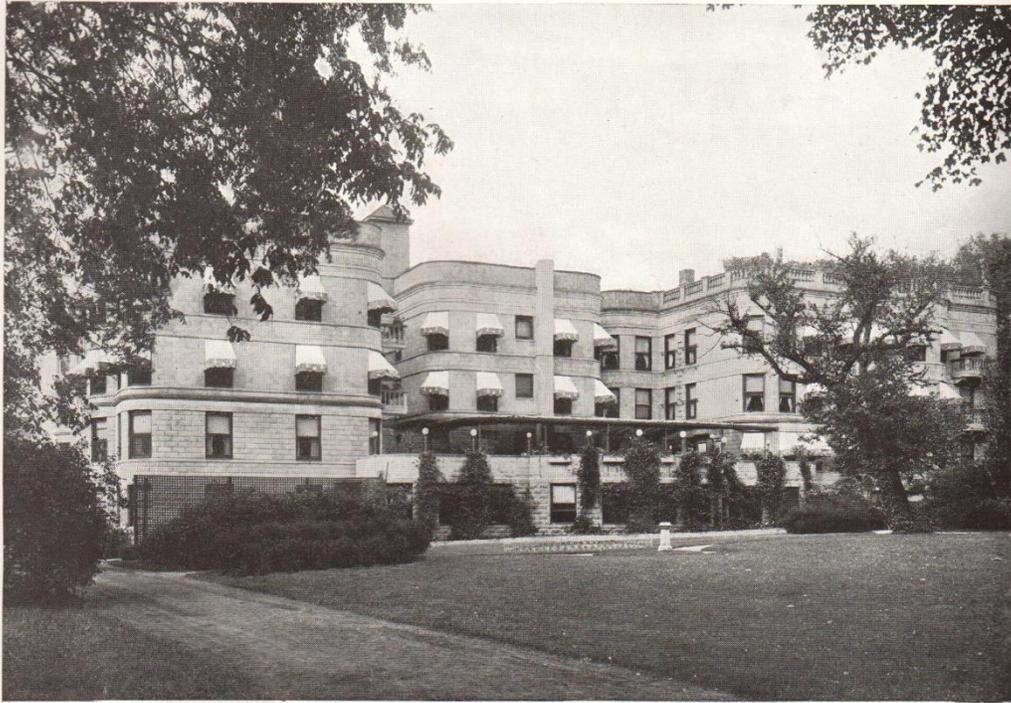
### FY18 Goals and Objectives

- Maintain current services/programs and provide exceptional customer service
- Apply again to the TURI grant so we can continue with the green products initiative and work with restaurants and partners on a Certified Green Restaurants program
- Offer additional public health nursing services as time and funding allow
- Support and provide assistance, as needed, to the Mayor’s Health Quest program
- Expand the yearly Health and Safety Fair and work with the Fire Department on planning and implementation
- Continue to bring public health awareness and education to the community
- Migrate over to a robust permitting and inspections software program that will allow for increased efficiency within department and ability to collect data with ease
- Establish a Health Department Facebook page

511.Health

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01005110.5111	Perm Sal Wages Full Time	115,963	117,260	117,260	104,749	104,749
01005110.5112	Perm Sal Wages Part Time	48,999	68,453	68,453	75,292	70,032
01005110.5129	Longevity Pay	0	600	600	587	587
Total Wages		164,962	186,313	186,313	180,628	175,368
01005110.5200	Purchase Of Service	293	250	250	250	200
01005110.5341	Pagers/telephone	440	500	500	500	0
01005110.5421	Office Supplies	2,423	2,000	2,000	2,000	2,000
01005110.5503	Nursing Medical Supplies	992	1,000	1,000	1,000	1,000
01005110.5711	Meetings & Seminars	1,787	1,500	1,500	1,500	1,500
01005110.5733	Dues & Memberships	490	500	500	500	500
Total Expenses		6,425	5,750	5,750	5,750	5,200
<b>Total Health</b>		<b>171,387</b>	<b>192,063</b>	<b>192,063</b>	<b>186,378</b>	<b>180,568</b>





*The Home of  
Luxury*

# The Weldon Hotel

*Greenfield  
Mass.*



The former Weldon Hotel temporarily houses the Council on Aging.

In 2017, construction begins on a new Community Center for the Council on Aging on Pleasant Street.

### **Mission Statement**

The mission of the Greenfield Council on Aging is to provide meaningful educational, social, recreational, cultural, volunteer opportunities, and healthy lifestyle support to promote independence and encourage community engagement for people age 55+ at the Greenfield Senior Center.

### **Changes for FY18**

The Council on Aging is gearing up for the department's move into the John A. Zon Community Center which is expected to open in the second half of FY18. The new location will accommodate all existing COA programs, allow for expansion in the number of people we serve, increase the range of programs and services offered, and provide a space more conducive to intergenerational programming.

### **Recent Accomplishments**

- More than 1,500 people were served by the Greenfield COA last year with 1,800 programs offered.
- Program Advisory meetings with various groups of seniors provide guidance to ensure our offerings remain relevant to the changing service population (many baby boomers).
- Obtained a grant to purchase Assistive Listening equipment which will be moved to the new facility for use there.
- With an eye towards the new Community Center, we increased the number of intergenerational programs from two in FY16, to eight (to date through February) in FY17.
- Community partnerships: GHS, Four Rivers Charter School, Federal Street and Newton Schools, other Town departments, healthcare agencies and providers, GCTV, several non-profits, and private sector agencies.
- Senior Tax Work Off Program finished its third year.
- Seniority Dance Company -- mixed age dance performance group -- begins its second year.
- New in FY17: Center open Wednesday evenings till 7:00 p.m. during Daylight Saving Time.

### **FY18 Goals & Objectives**

- Identify new programming opportunities for the new larger space, further expand intergenerational programming.
- Increase the number and type of meals we serve. Provide healthy snack opportunities.
- Recruit 30 new volunteers to work in the new Center: tour guides, front desk, benefits counselors, program leaders, and more.
- The COA board, in close coordination with Town officials, will develop a shared use agreement for the new Center to maximize appropriate use of the space by a wide range of community members and groups.
- Implement Community Nutrition and Wellness Project which will include culinary literacy, kitchen safety, food prep and preservation, raised bed gardening, and other related programs.
- Recruit active members with fundraising experience to reinvigorate the Greenfield Senior Foundation, a non-profit 501c3, to raise funds for furnishings and equipment for the new location.

### **Sustainable Master Plan Alignment:**

"A senior center that is healthy and located near the town center."

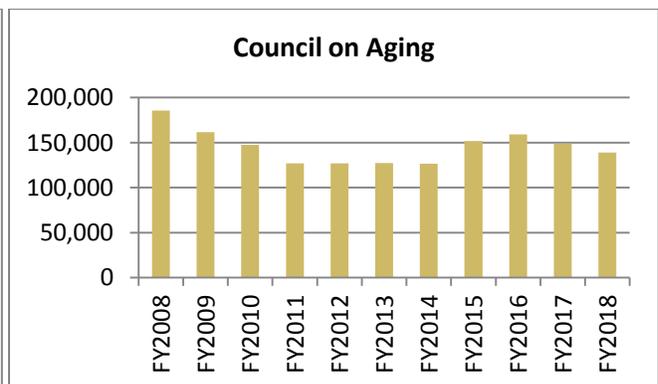
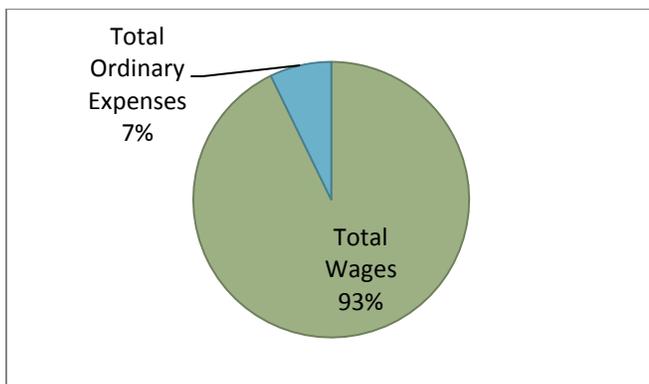
"...improve Senior Services by moving to a larger/healthier space with adequate staffing and increased programs." The new Community Center will help the COA align with multiple Master Plan goals.

- Reduce energy use by moving to a highly energy efficient building.
- Gardening Project will increase access to local produce, provide an outdoor fresh-air program, and improve nutritional status.

- Planning a food program which focuses on principles of sustainability, such as using local food, composting food waste and reduce/eliminate use of disposable goods.
- Encourage people who use the Center to walk, bike, carpool, or use public transit to reduce traffic, fuel consumption, and emissions.
- Upgraded sidewalks at new Center, along with benches and attractive grounds, will enhance walkability of the Pleasant Street neighborhood.
- Promote increased physical activity through our expanded free fitness program, including our new intergenerational walking group planned for GHS track
- Attract visitors to Greenfield from all over the region.

541.Council on Aging

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01005410.5111	Perm Sal Wages Full Time	59,074	57,850	59,450	135,202	127,298
01005410.5112	Perm Sal Wages Part Time	77,636	79,449	77,849	0	0
01005410.5129	Longevity Pay	0	1,600	1,600	1,725	1,725
Total Wages		136,710	138,899	138,899	136,927	129,023
01005410.5241	Repairs/maint Bldgs & Bld	500	500	500	500	500
01005410.5243	Repair/maint Office Equip	500	500	500	500	500
01005410.5271	Rent - Weldon Center	6,000	6,000	6,000	4,500	5,500
01005410.5319	Fire Inspections	64	200	200	600	600
01005410.5341	Telephone	1,701	0	0	0	0
01005410.5343	Printing	185	185	185	185	185
01005410.5344	Postage	0	400	400	400	400
01005410.5421	Office Supplies	312	300	300	300	300
01005410.5425	Computer Supplies	0	150	150	150	150
01005410.5451	Cleaning Supplies	73	300	300	300	300
01005410.5453	Various Paper Products	30	300	300	300	300
01005410.5552	Rec Program Supplies	336	600	600	600	600
01005410.5711	Meetings & Seminars	0	150	150	150	150
01005410.5712	Mileage Reimb.	267	300	300	300	300
01005410.5733	Dues & Memberships	0	250	250	250	250
Total Expenses		9,967	10,135	10,135	9,035	10,035
<b>Total Council on Aging</b>		<b>146,677</b>	<b>149,034</b>	<b>149,034</b>	<b>145,962</b>	<b>139,058</b>



## Veterans' Services

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### Mission Statement

To advocate for veterans, their spouses, dependants, widows or widowers for Veterans' Benefits on the Local, State and Federal levels for all towns in the Upper Pioneer Valley Veterans' District. These include but are not limited to the following: VA Healthcare, VA Pension & Compensation, Housing Assistance, Employment Assistance, and programs for the indigent veteran population.

### Significant Budget Changes for FY18

FY18 will be the 4th year of a budget reduction for Veterans' Services for Greenfield. In addition FY18 will be the 3rd year Greenfield has been a member of the Upper Pioneer Valley District. Greenfield has not only seen a budget reduction from FY15 (\$747800) to FY18 (\$59700 requested), but Greenfield is reimbursed approximately \$100,000 each year it has been in the district by member towns as part of the inter-municipal assessment. Finally a large portion of our M.G.L. Ch115 benefit expenditures are reimbursed at 75% by the state on Greenfield Cherry sheet.

### Recent Accomplishments

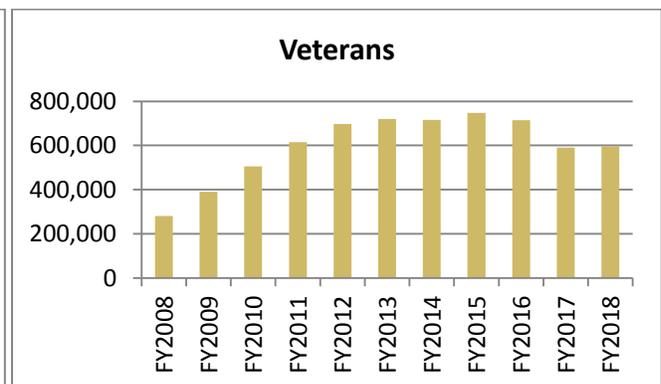
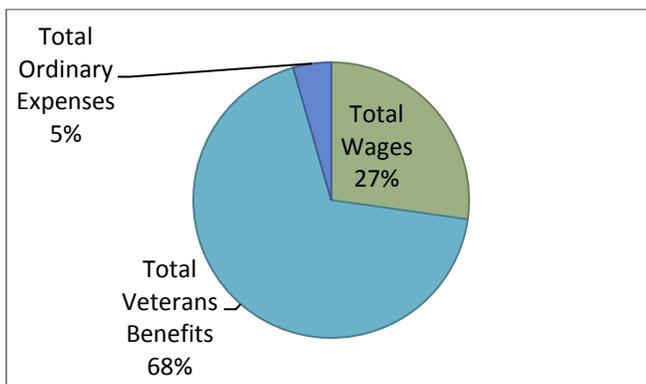
- District certified by Massachusetts Department of Veterans' Services for another two years by demonstrating the ability to effectively service our veterans and their dependents I.A.W M.G.L. CH 115, this is the largest district by Square miles(725 sq mi) and member count in the state(26 towns)
- District filed over \$300,000 in VA claims this past year(claims that have been awarded to date), since district was formed we have over \$1,500,000 in VA awards flowing into our communities on a annual basis, helping to reduce member towns M.G.L. Ch 115 outlays
- Veteran Service Assistant Laura Thorne named VSA of the year by the State of Massachusetts
- District presented as model by the State at yearly training for municipalities considering district formation
- Office sponsored the largest Agent Orange town Hall in Western New England in April of 2017
- Staff conducted over 320 hours of satellite office hours in the district, and sponsored or attended over 12 outreach events this past year(fairs, presentations, old home days, nursing homes, etc)

### FY2018 Goals & Objectives

- Ensure a smooth transition to a new employee when our current part-time VSO retires
- Continue to conduct outreach events, with emphasis on our most rural veterans and their dependents
- Expand efforts to file for VA claims with the elderly
- Continue to submit Ch115 reimbursements to state with zero disallowed(4th year in a row)
- Facilitate the use of more non-profit groups and their funding to minimize the impact on our budget
- Conduct home visits of all M.G.L. Ch 115 clients in district
- Re-train all new Town Treasurers ,Town Administrators, and Select Boards in regards to Veterans Benefits in the district as needed
- 
- How FY2018 Departmental Goals Relate to Greenfield's Overall Long & Short Term Goals
- Our budget addresses the need for public services in Greenfield and in the district while reducing public outlay and increasing visibility in the community
- Our current location increases foot traffic in downtown as clients visit for services they often shop and dine before and after visiting us
- By locating in a long vacate storefront we have helped downtown blight, and increased downtown traffic. We average 5-8 drop in visits per day, and usually have established appointments of 2-3 per

day. In addition we issue benefit payments to approximately 125 clients in the district (average \$60,000 per month), of whom 40-50 pick up at our location, often cashing at local banks before leaving Greenfield.

543.Veterans						
Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01005430.5111	Perm Sal Wages Full Time	132,363	134,560	134,560	140,630	140,630
01005430.5112	Perm Wages - Part Time	24,050	18,500	18,500	21,710	21,710
	Total Wages	156,413	153,060	153,060	162,340	162,340
01005430.5243	Repairs/maint Off Equip.	1,483	400	400	400	300
01005430.5270	Rent - 294 Main Street	15,600	15,600	15,600	16,800	18,600
01005430.5341	Telephone	1,160	1,900	1,900	600	600
01005430.5343	Printing	268	150	150	150	150
01005430.5344	Postage-Veterans	0	663	663	0	0
01005430.5453	Various Paper Products	2,595	400	400	400	400
01005430.5531	Police Outside Detail	528	1,500	1,500	1,462	1,462
01005430.5562	Veterans Grave Markings	3,765	4,727	4,727	4,400	4,400
01005430.5711	Meetings Seminars Conf Vets	18	150	150	150	150
01005430.5712	Mileage Reimb Vets	0	300	300	300	300
01005430.5733	Dues & Memberships	115	150	150	200	200
01005430.5771	Vets Bene: Ordinary Allow	250,660	252,700	252,700	255,000	255,000
01005430.5772	Vets Bene: Fuel Allowance	87,613	95,000	95,000	94,008	94,008
01005430.5773	Vets Bene: Medical Benefits	9,010	12,000	12,000	14,004	14,004
01005430.5774	Vets Bene: Burial Allowance	2,000	6,000	6,000	5,000	5,000
01005430.5775	Vets Benefits: Dental	1,122	1,300	1,300	1,200	1,200
01005430.5776	Vets Benefits: Misc	34,572	44,000	44,000	38,004	38,004
	Total Expenses	410,508	436,940	436,940	432,078	433,778
<b>Total Veterans</b>		<b>566,921</b>	<b>590,000</b>	<b>590,000</b>	<b>594,418</b>	<b>596,118</b>

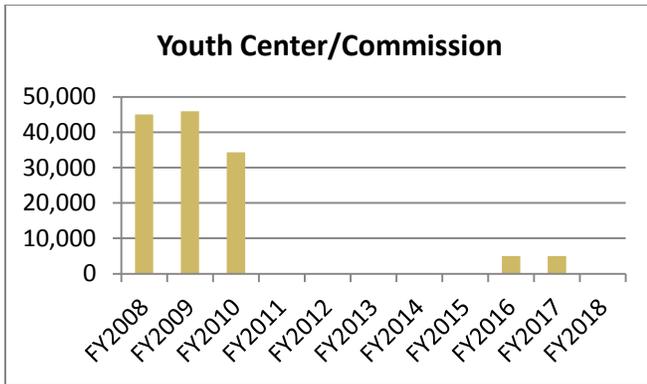


## Youth Commission

The Youth Commission budget is merged with the Recreation Department’s budget for FY2018.

### 542.Youth Commission

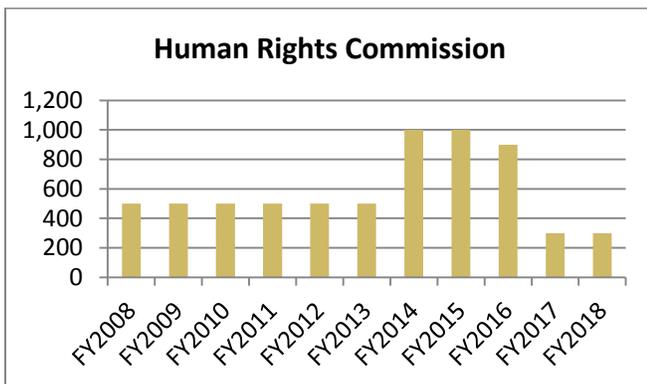
Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01005420.5111	Sal & Wages -Full Time	0	4,400	4,400	0	0
01005420.5200	Purchase Of Service	2,000	100	100	100	0
01005420.5400	Supplies & Materials	2,939	500	500	500	0
<b>Total Youth Commission</b>		<b>4,939</b>	<b>5,000</b>	<b>5,000</b>	<b>600</b>	<b>0</b>



## Human Rights Commission

### 544.Human Rights Commission

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01005440.5200	Purchase of Service	0	300	300	300	300

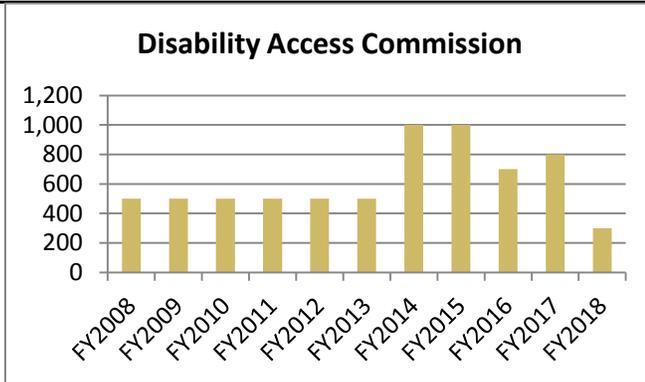


## Disability Access Commission

In 1994, the Town Council accepted MGL Chapter 40 §8J authorizing the establishment of a Disability Access Commission to advise the municipality in ensuring compliance with state and federal laws and regulations that affect people with disabilities. The Mayor appoints members, the majority of whom must have a disability or have an immediate family member who is disabled.

545.Disability Access Commission

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01005450.5421	Office Supplies	0	175	175	175	175
01005450.5711	Meetings Disability Access Com	0	125	125	125	125
<b>Total Disability Access Commission</b>		<b>0</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>300</b>

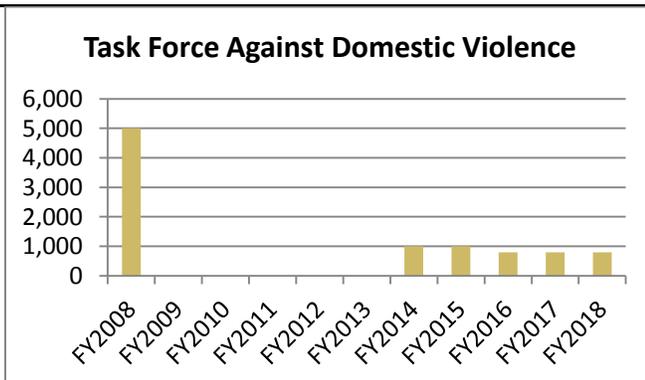


## Mayor's Task Force against Domestic Violence

Section 6-24 of the Home Rule Charter provides for the Mayor's Task Force Against Domestic Violence. The task force consists of seven (7) members whose background and/or skill set is proscribed by the Charter.

546.Task Force Against Domestic Violence

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01005460.5200	Domestic Violence Prevention	0	500	500	500	500
01005460.5400	Supplies-Domestic Violence	273	200	200	200	200
01005460.5421	DVFG Office Supplies	0	100	100	100	100
<b>Total Domestic Violence Commission</b>		<b>273</b>	<b>800</b>	<b>800</b>	<b>800</b>	<b>800</b>





### Greenfield Public Library

In 2017, the Library Building Committee presented plans for a new library building to the Town Council.

## **DIVISION 7: Culture and Recreation**

### **Library**

#### **Mission Statement – Why We Exist**

The Greenfield Public Library serves as a public center for enrichment, entertainment, access to technology, self-directed learning, and the exploration of ideas. The library serves all member of the community, regardless of age, income, education, religious, or political beliefs and makes no judgment on the nature of individual inquiry.

#### **Significant Budget & Staffing Changes for FY2018**

The library's budget has been level funded for FY2018, which means we will need to apply for a waiver in order to be certified by the Massachusetts Board of Library Commissioners (MBLC). Certification enables the library to receive State Aid (app. \$35,000 in FY2017). It also gives Greenfield residents free borrowing privileges at libraries around the state. There are no significant staffing level changes.

#### **Recent Accomplishments**

- Submitted Massachusetts Public Library Construction Grant to the MBLC, a culmination of work by 70 town residents for 3 years.
- Expanded "Tech Help Sessions" offered to people needing assistance learning to use technology.
- Hosted over 400 people at four separate multi-generational "Experience the Book" parties, run by the Children's Department staff.
- Expanded offerings of Teen programming, including book discussions, movie nights, and craft activities.
- Implemented a successful adult component for the statewide Summer Reading Program.

#### **FY2018 Goals and Objectives**

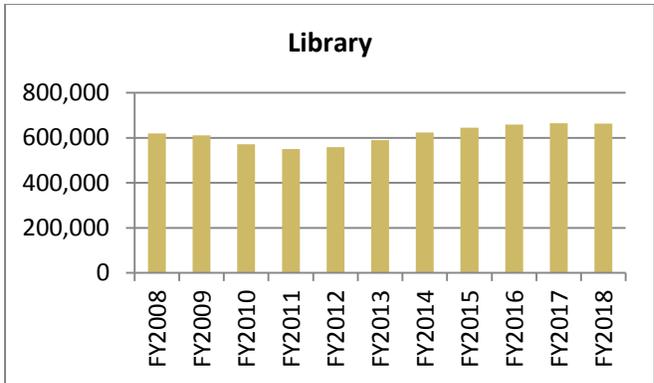
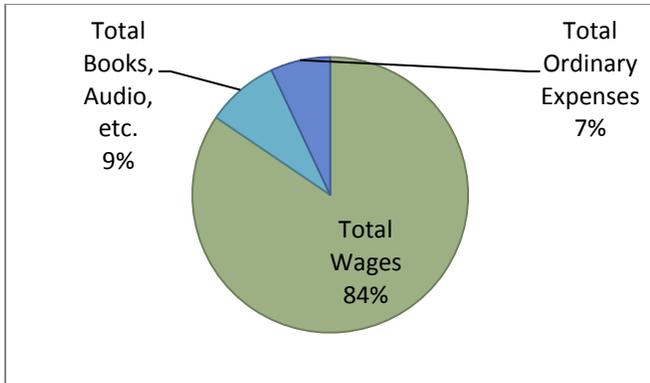
- Work with town's IT Department to create a technology plan that ensures in-house computer resources are updated and replaced on a timely basis.
- Collaborate with social service agencies to share information with residents about services and programs offered in town.
- Begin a Capital Campaign in support of a new public library for Greenfield.
- Administer the Massachusetts Public Library Construction Grant.

#### **How FY2018 Departmental Goals Relate to City's Master Plan**

- Submitting the Library's Construction Grant application acts in accordance with Strategy 5 of the city's Sustainable Master Plan to "improve Greenfield's Public Library facilities to include adequate parking, accessibility, and community gathering space."

610.Library

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01006100.5111	Perm Sal Wages Full Time	454,488	457,770	457,770	461,424	461,424
01006100.5112	Perm Sal Wages Part Time	79,665	87,900	87,900	86,688	86,688
01006100.5122	Temp Wages Part Time	13,831	4,000	4,000	4,000	4,000
01006100.5129	Longevity Pay	0	5,180	5,180	5,951	5,951
01006100.5130	Overtime	2,724	1,500	1,500	1,500	1,500
01006100.5140	Differential	1,458	1,500	1,500	1,560	1,560
Total Wages		552,166	557,850	557,850	561,123	561,123
01006100.5241	Repairs/maint Building/grnds	15,600	2,500	2,500	2,500	2,500
01006100.5342	C/W MARS	29,801	34,000	34,000	36,000	36,000
01006100.5421	Library Supplies	9,932	9,000	9,000	9,000	8,000
01006100.5451	Cleaning Supplies	1,002	1,000	1,000	0	0
01006100.5515	Audio Visual Materials	19,265	20,000	20,000	20,000	19,000
01006100.5516	Books And Processing	26,125	30,000	30,000	30,000	28,000
01006100.5556	Magazine & Newspapers Subs	5,990	10,000	10,000	10,000	9,500
Total Expenses		107,715	106,500	106,500	107,500	103,000
<b>Total Library</b>		<b>659,881</b>	<b>664,350</b>	<b>664,350</b>	<b>668,623</b>	<b>664,123</b>



## Recreation

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### **Mission Statement- Why We Exist**

The mission of the Greenfield Recreation Department is to enrich the lives of the residents of Greenfield by providing safe, welcoming parks and recreation facilities and affordable, diverse recreation and cultural opportunities for people of all ages to play, learn, and build community. Community is created through people, parks, and programs. It is the vision of the Greenfield Recreation Department to create a happy and healthy community where residents can live, learn, work, and play.

### **Significant Budget & Staffing Changes for FY2018**

Slight increase in the budget due to longevity expenses and the merging of the Youth Commission budget into the Recreation Department's budget. No staffing changes.

### **Recent Accomplishments**

- Completed renovations at Green River Park which included a much requested dog park. The project received the 2017 Design of Facility Award from the Massachusetts Recreation & Park Association.
- Assisted with the Greenfield Criterium bike race, introducing a new event to the community.
- Expanded Movies in the park to include three special theme days.
- Undertook the management and operation of two EEC Licensed after school programs at Federal Street School and Four Corners School serving over 60 families for the 2016-2017 school year.
- Introduced a new Pre-Season Basketball program.
- Expanded the collaborative relationship with Safe Schools Safe Streets (4SC)
- Coordinated three new art programs funded by the Adams Art Grant for Middle & High School students who will create and paint parking meters, utility box murals, and rain activated art.
- Installation of "The Cyclist" a bronze Public Art Sculpture in June funded by the Adams Art Grant.
- Involved in the creation of a new town tourism website and Crossroad Cultural District Designation.

## **FY 2018 Goals & Objectives**

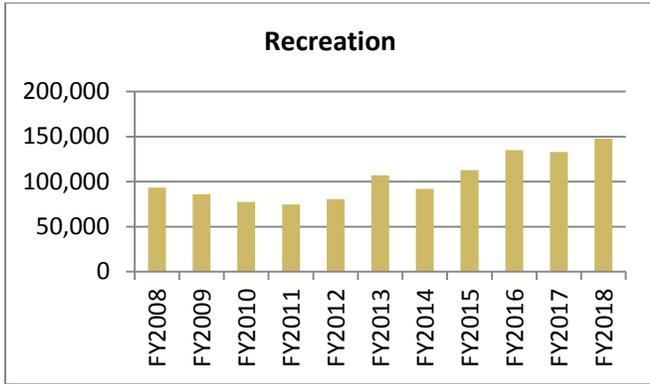
- To increase participation in youth sports programming.
- To increase facility rentals and mobile stage rentals.
- To offer new programming that utilizes the recently created Dog Park.
- To increase attendees and participation in all of our events and parks.
- To meet the needs of our growing camp program by increasing staffing.
- To use our partnership with the Crossroads Cultural District to increase community involvement and tourism.
- To replace bleachers and enhance ADA Accessibility at Lunt Fields.
- To develop new relationships with local businesses to donate to, volunteer for, or sponsor special events and programs.
- To continue to enable volunteer groups to participate in the enhancement of our parks and facilities.
- Partnering with the Kiwanis Club to assist with our Bike Rodeo in conjunction with the Safe Routes to School Program where students receive bike safety information and free helmets.
- To continue to improve our relationships with the general public and provide excellent customer service.

## **Greenfield Sustainable Master Plan Accomplishments**

- **Beautification of Downtown [Chapter 3 - Economic Development - Strategy 5, ALSO Chapter 1 – Land Use – Strategy 7]**
  - Light Pole Banners installed
  - Bioswale built at Green River Park Renovation
  - New murals and painted meters
- **Greenfield Sustainable Master Plan Accomplishment: Recreation Department accomplishments [Chapter 5 – Resources and Recreation – Strategy 2]**
  - Hillside Park upgrade
  - Playground upgrades at Middle School and Newton St School
  - Tennis court improvements and portable stage acquisition
  - Green River Park Renovation
  - Installation of Kids Train at Energy Park
- **Safe Routes to School Program expanded/ Bike Safety For Students Program implemented [Chap 7 – Education – Strategy 7]**
  - Recreation department implemented Bike Rodeo program
  - Students receive free bike helmets

630.Recreation

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01006300.5111	Perm Sal Wages Full Time	128,019	133,000	133,000	147,397	147,397
01006300.5112	Perm Sal Wages Part Time	4,043	0	0	0	0
01006300.5129	Longevity Pay	0	0	0	190	538
<b>Total Recreation</b>		<b>132,062</b>	<b>133,000</b>	<b>133,000</b>	<b>147,587</b>	<b>147,935</b>



630.Recreation Department Revolving Fund

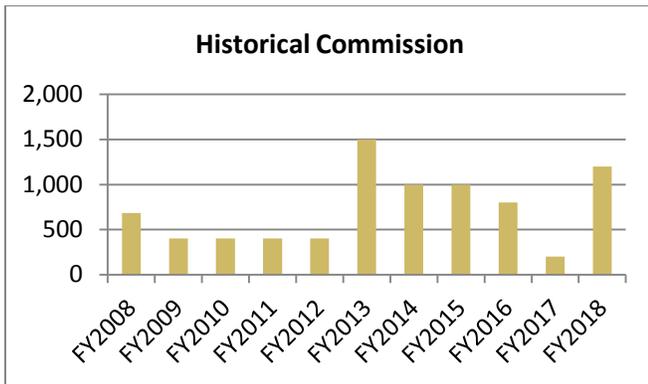
Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
19006300.5120	Temp Sal Wages Full Time	32,035	44,000	44,000	44,000	44,000
19006300.5121	Temp Sal Wages Full Time	15,431	24,500	24,500	24,500	24,500
19006300.5122	Temp Wages Part Time	26,590	42,000	42,000	42,000	42,000
19006300.5123	Part Time Wages Afterschool	0	71,250	71,250	71,250	71,250
19006300.5130	Overtime Recreation Revolving	674	0	0	0	0
19006300.5200	Recreation Rev Purch Services	64,810	87,500	87,500	87,500	87,500
19006300.5341	Recreation Telephone	1,069	3,240	3,240	3,240	3,240
19006300.5344	Postage	0	0	0	0	0
19006300.5400	Recreation Revolving Supplies	81,699	101,500	101,500	101,500	101,500
<b>Total Recreation Department Revolving Fund</b>		<b>222,309</b>	<b>373,990</b>	<b>373,990</b>	<b>373,990</b>	<b>373,990</b>

## Historical Commission

In March of 1973, MGL Ch. 40D §8D was accepted by Town Meeting authorizing the establishment of a Historical Commission. In the law, the Commission is charged with the preservation, protection and development of the historical or archeological assets of the city.

660.Historical Commission

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01006600.5200	Hist Comm Purch of Service	0	100	100	100	1,000
01006600.5421	Office Supplies	0	100	100	100	200
<b>Total Historical Commission</b>		<b>0</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>1,200</b>



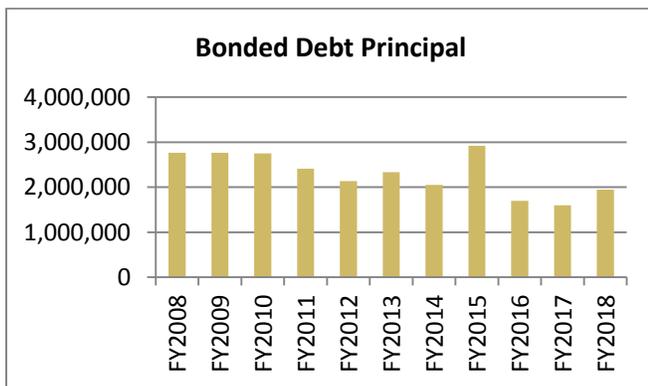
## DEBT SERVICE

Chapter 44 of the Massachusetts General Laws describes the limitations and restrictions on municipalities incurring any and all debt. A city is allowed to borrow up to 5% of its equalized valuation (EQV) which is its debt limit. Based on the latest EQV of \$1,361,745,600, the debt limit for Greenfield is \$68,087,280. As of March 2016, there are bond issues outstanding from 1999, 2000, 2005, 2009, 2012, and 2014. The issues from 2000 and 2014 include school building debt which was exempted from Proposition 2 ½ by the voters.

### Existing Long-Term Debt

#### Debt Service

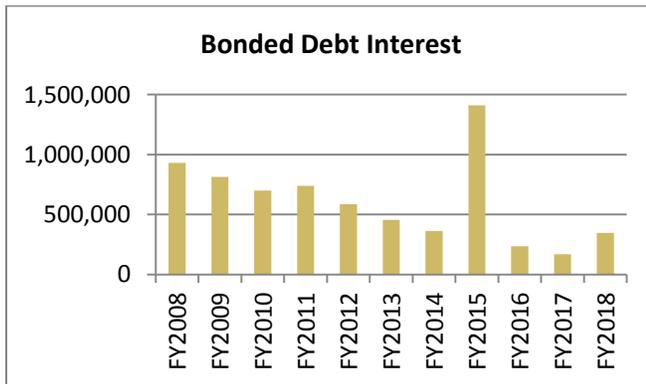
710. Debt Service						
Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01007100.5900	Multi Purpose Loan of 2000	19,000	18,000	18,000	18,000	18,000
01007100.59002	Middle School Project MPL 00	714,000	710,000	710,000	707,000	707,000
01007100.5905	Multi-Purpose Loan of 2005	110,000	103,000	103,000	73,000	73,000
01007100.5909	Multi-Purpose Loan of 2009	209,000	199,000	199,000	193,000	193,000
01007100.5912	Multi-Purpose Loan of 2012	472,000	340,000	340,000	245,000	245,000
01007100.5916	Multi Purpose Loan of 2016	0	0	0	478,000	478,000
01007100.5999	Multi-Purpose Loan of 1999	170,000	100,000	100,000	100,000	100,000
01007100.59991	Principal Pay down	0	128,000	128,000	128,000	128,000
<b>Total Debt Service</b>		<b>1,694,000</b>	<b>1,598,000</b>	<b>1,598,000</b>	<b>1,942,000</b>	<b>1,942,000</b>



## Debt Interest

### 751.Debt Interest

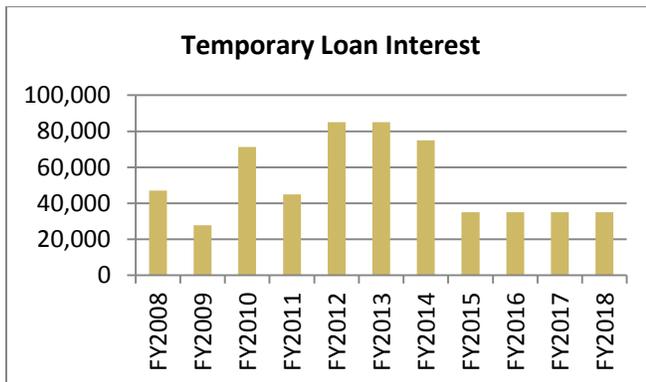
Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01007510.5900	Multi-Purpose Loan of 2000	2,495	1,665	1,665	788	788
01007510.59002	Middle School Project MPL 00	111,483	79,453	79,453	44,911	44,911
01007510.5905	Interest Multi-Purpose 2005	16,818	12,043	12,043	7,734	7,734
01007510.5909	Multi-Purpose Loan of 2009	35,408	30,446	30,446	24,815	24,815
01007510.5912	Multi-Purpose Loan of 2012	52,173	42,733	42,733	35,933	35,933
01007510.5916	Multi Purpose Loan of 2016	0	0	0	230,378	230,378
01007510.5999	Multi-Purpose Loan of 1999	15,145	2,275	2,275	2,275	2,275
<b>Total Debt Interest</b>		<b>233,520</b>	<b>168,615</b>	<b>168,615</b>	<b>346,834</b>	<b>346,834</b>



## Short Term Interest

### 752.Short Term Interest

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01007520.5925	Interest On Notes Payable	16,404	35,000	35,000	35,000	35,000



## Miscellaneous

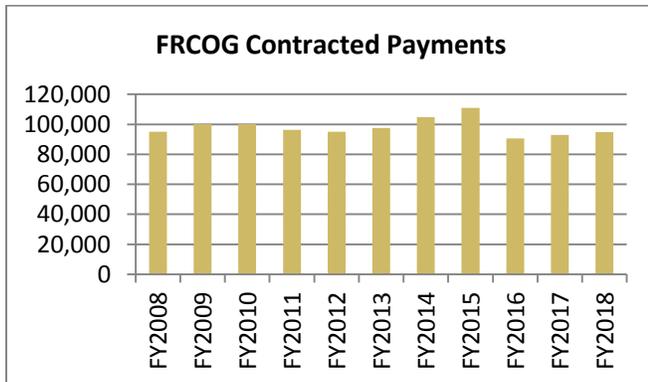
Other than the annual assessment from the Franklin Regional Council of Governments, the accounts herein are related to employee benefits and liability insurances. Employee benefits include Contributory and Non-contributory Retirement, Employee Health and Life Insurance, Medicare Insurance, Unemployment Insurance, and Workers' Compensation. Employee benefits, including retirement costs represent 23% of the operating budget. Liability insurances include public official and school committee liability, employee bonds, equipment and vehicle coverage, law enforcement liability, police and fire indemnification, and commercial liability.

## FRCOG Assessments

The Franklin Regional Council of Government (FRCOG) serves the 26 member towns of Franklin County, is the former county government and is the designated Regional Planning Agency for Franklin County. The FRCOG provides municipal and regional support services to the communities of Franklin County and western MA. Franklin County is the most rural county in Massachusetts with a population of 72,000 across 725 square miles. The FRCOG provides service to the City of Greenfield in plumbing and electrical inspections, which is included in the Builder Inspections budget. The City also pays an annual assessment for membership that is a combination of Regional services and Statutory. The increase in FY18 is \$ 1,912 or 2%.

### 820.FRCOG Assessments

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01008200.5621	FRCOG Regional Serv Assess	84,894	86,550	86,550	86,550	87,782
01008200.5622	FRCOG Statutory Assessment	5,734	6,285	6,285	6,285	6,965
<b>Total FRCOG Assessments</b>		<b>90,628</b>	<b>92,835</b>	<b>92,835</b>	<b>92,835</b>	<b>94,747</b>

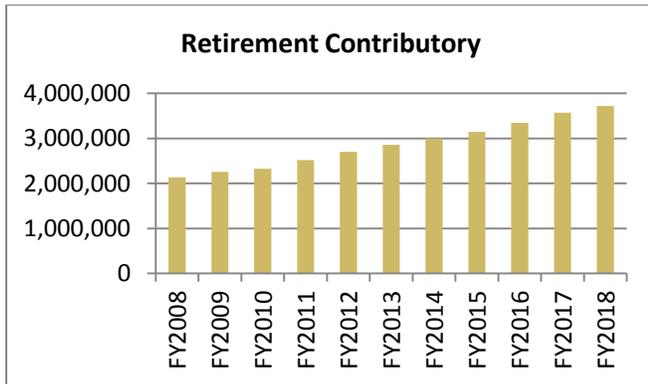


## Contributory Retirement

The Greenfield Contributory Retirement System includes of the City of Greenfield, Greenfield Housing Authority, Franklin County Tech School and GCET employees. It provides pension and annuity payments to 277, 30 surviving spouses, and collects pension contributions from 469 active employees. There is contribution increase from FY17 to FY18 of \$153,350, which is a 4% increase.

### 911.Contributory Retirement

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01009110.5185	Contributory Retirement	3,337,164	3,569,365	3,569,365	3,798,688	3,722,715

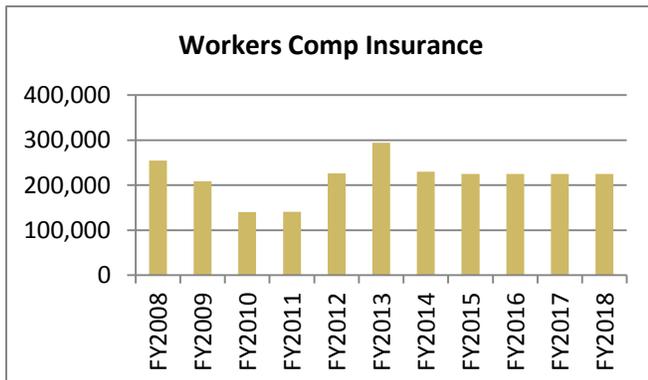


## Workers Comp Insurance

The City's Workers Compensation Insurance is currently with Massachusetts Inter-local Insurance Association (MIIA).MIIA monitors the City's loss ratio and supplies the City with comprehensive reports and provides free training to city employees to minimize accidents and injuries. There is a decrease of \$5,000 in FY18 budget, or 2%.

### 912.Workers Comp Insurance

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01009120.5740	Workers Comp Insurance	200,427	225,000	225,000	225,000	225,000

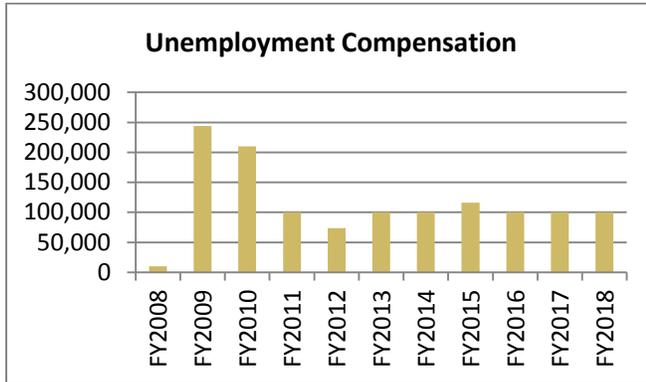


## Unemployment

The City of Greenfield is self funded for unemployment claims. The Unemployment budget is voted annually and then transferred to a special revenue account to pay for unemployment costs as they occur during the year. The balance of the special revenue account carries forward to the subsequent fiscal year.

913.Unemployment Fund

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01009130.5964	Unemployment Fund Budget Transfer	150,000	100,000	100,000	150,000	100,000



## Employee Health Insurance

After several years of relatively flat rates, Health New England presented a 7.9% increase for FY18 based on utilization and loss ratio. Retiree health insurance increased 5.4%. Resulting in a blended increase of 6.4%

914.Employees Health Insurance

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01009140.5171	PPO Health Insurance	174,760	210,000	210,000	165,000	165,000
01009140.5177	HMO Health New England	5,015,527	5,215,000	5,215,000	5,565,000	5,565,000
01009140.5179	Medicare Health Insurance	276,611	280,000	280,000	290,000	290,000
01009140.5181	Retiree Supplemental Hlth Ins	903,779	915,000	915,000	1,040,000	1,040,000
01009140.5184	Administrative Fee	1,024	5,000	5,000	15,000	15,000
<b>Total Employees Health Insurance</b>		<b>6,371,701</b>	<b>6,625,000</b>	<b>6,625,000</b>	<b>7,075,000</b>	<b>7,075,000</b>

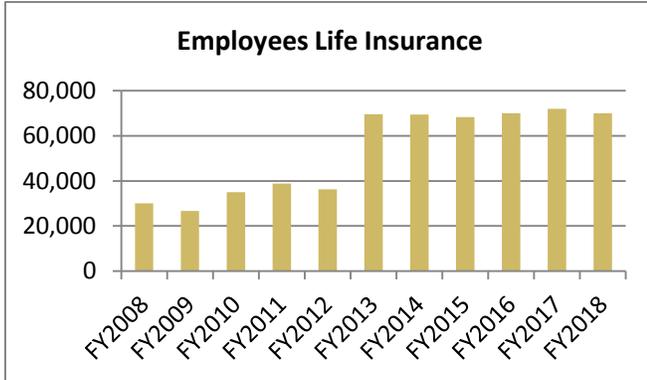


## Employee Life Insurance

Employee life insurance covers the premium for a \$10,000 policy for each employee. This was established in a 3-year contract in 2016, which will expire at the end of 2018.

### 915. Employees Life Insurance

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01009150.5172	Life Insurance Boston Mutual	66,628	72,000	72,000	70,000	70,000

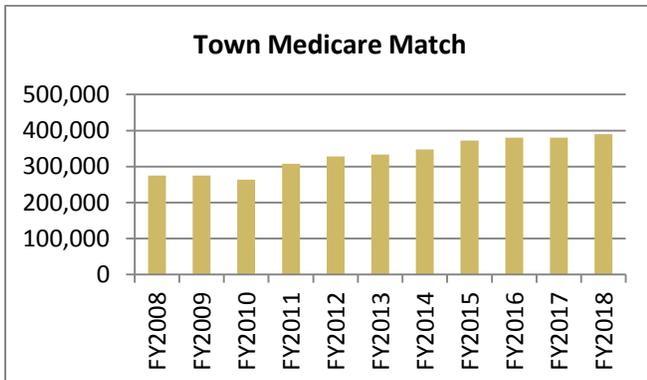


## Medicare Insurance

The Medicare budget calculation is based on prior year number of employees and is adjusted for inflation. There is no indication that there will be enough of a change in employment level for FY18, an adjustment was made in the Medicare budget as it has been underfunded in the past. Thus, FY18 has an increase of \$10,000, which is a 3% increase above FY17.

### 916. Medicare Town Match

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01009160.5181	Medicare Town Match	393,715	380,000	380,000	380,000	390,000

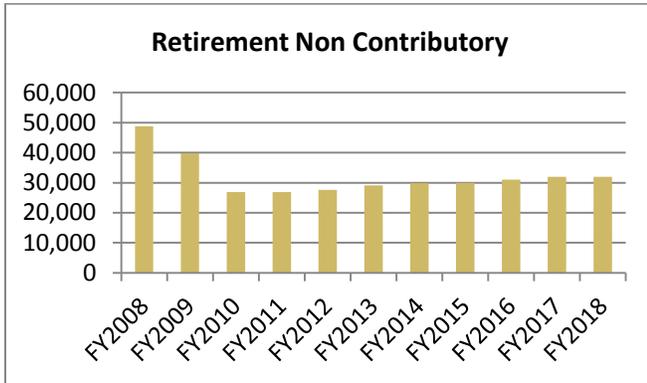


## Non-Contributory Retirement

As of March 2017, the City provides pension benefits for a limited group of non-contributory retirees. This includes two pension recipients paid monthly.

### 917.Non Contributory Retirement

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01009170.5189	Non Contributory Pension - School	30,894	32,000	32,000	32,000	32,000

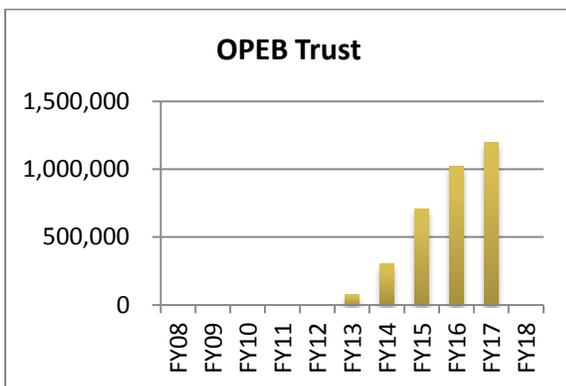


## Other Post-employment Benefits (OPEB)

Other Post-employment Benefits (OPEB) are post-employment benefits other than pensions. OPEB generally takes the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. It may also include some types of life insurance, legal services, and other benefits.

### 920.Other Post Employment Benefits

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01009200.5966	OPEB – Other Post Employment Benefits	0	0	100,000	0	0

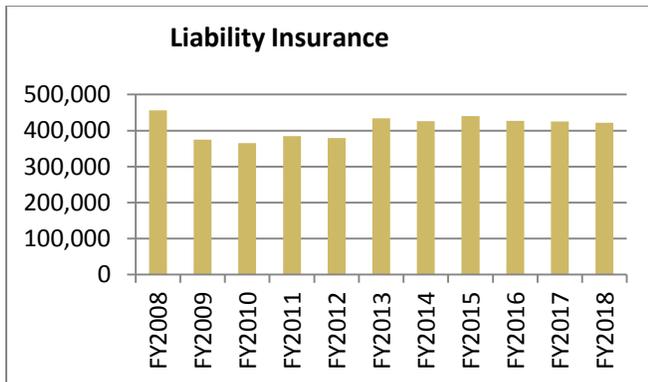


## Liability Insurance

The City's Liability Insurances are currently with Massachusetts Inter-local Insurance Association (MIIA). There is a decrease from FY17 to FY18 of \$ 5,000, or a 1% decrease.

### 940.Liability Insurance

Account	Account Description	FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
01009400.5741	Public Officials & Employees	38,955	39,000	39,000	41,000	41,000
01009400.5742	Police & Fire Indemnification	105,681	110,000	110,000	115,000	115,000
01009400.5743	Comp General Liability Ins	48,204	60,000	60,000	50,000	50,000
01009400.5744	Business Auto Liability Ins	65,942	70,000	70,000	73,000	73,000
01009400.5745	School Board Liability Ins	8,453	10,000	10,000	8,700	8,700
01009400.5746	Excess Liability Coverage	10,256	12,000	12,000	10,000	10,000
01009400.5747	Boiler & Machinery Coverage	6,639	7,000	7,000	7,500	7,500
01009400.5748	Commercial Property Liab Ins	75,295	73,000	73,000	74,000	74,000
01009400.5749	Law Enforcement Liability Ins	16,517	20,000	20,000	17,000	17,000
01009400.5750	Employee Bonds	2,061	2,000	2,000	2,200	2,200
01009400.5751	Inland Marine Liability Ins	22,373	22,500	22,500	23,600	23,600
<b>Total Liability Insurance</b>		<b>400,376</b>	<b>425,500</b>	<b>425,500</b>	<b>422,000</b>	<b>422,000</b>





CAPITAL, \$200,000.00

SURPLUS AND PROFITS, \$250,000.00

# FIRST NATIONAL BANK

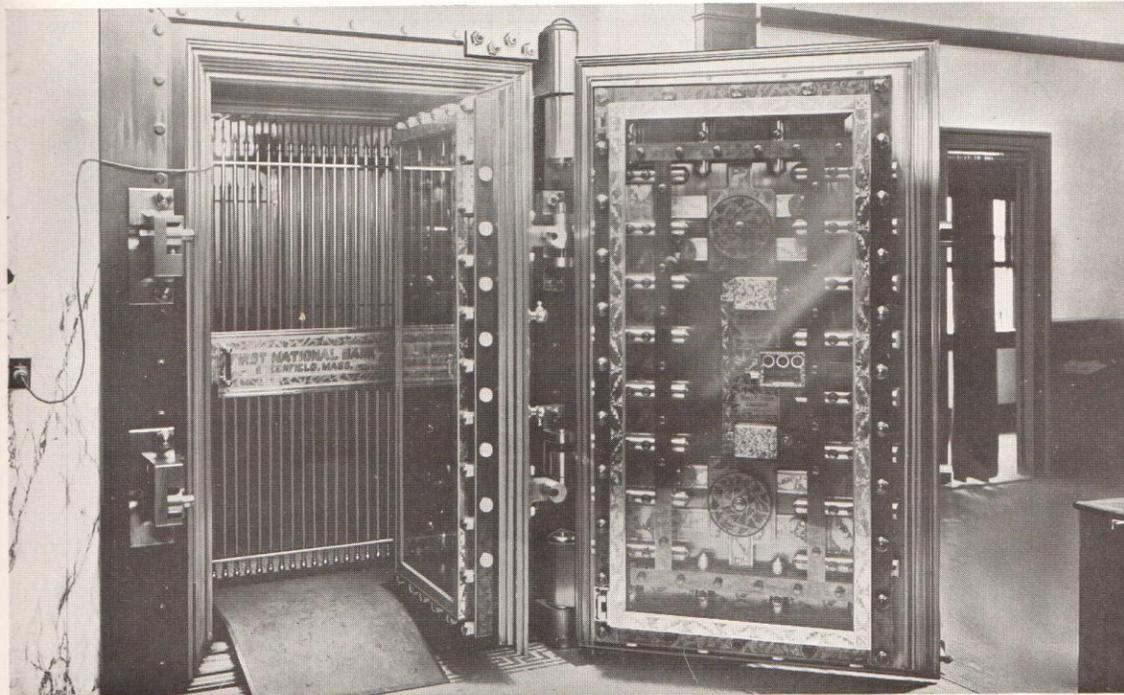
GREENFIELD, MASSACHUSETTS

INCORPORATED 1822

SAFE DEPOSIT BOXES \$3 PER YEAR AND UPWARD

JOSEPH W. STEVENS, PRESIDENT

JOHN E. DONOVAN, CASHIER





Tracy & James got married in downtown. They managed to get access to the old First National Bank building to do some portraits of the couple before their ceremony. It's an incredible, cavernous space with an enormous old vault and a few other leftovers from the bank's heyday.

Photo by Matthew Cavanaugh Photography.

# SECTION 4 – Debt, Stabilization Funds, and Plans

## Debt Overview

### Bond Ratings

In March of 2014, at the time of the issuance of the bonds for the new Greenfield High School, Standard and Poor’s gave the City’s a long term bond rating of AA and upgraded the underlying rating from A to AA-.

“In our opinion, the town's budgetary flexibility has improved, with available reserves above 8% of expenditures as per the draft fiscal 2013 audit, and Greenfield has no plans to significantly spend down the reserves. Supporting Greenfield’s finances is what we consider to be very strong liquidity, with total government available cash as a percent of total governmental fund expenditures at 12% and as a percent of debt service at more than 300%. We believe the town has strong access to external liquidity. We view the town's management conditions as strong with good financial practices and policies.”

-Standard and Poor’s

The increased bond rating has helped decrease the City’s borrowing costs and is looked at as a positive message with regard to the City’s approach to budgeting both operational and capital needs.

The City has made a concerted effort to ensure upward movement in the rating. In March of 2014, the City had increased its reserves to nearly \$3.0 million and was under its tax levy by nearly \$1.0 million. Most recently, we have maintained reserves at that mark and have been as much as \$2.0 million under the levy limit.

A positive bond rating, higher reserves and more reasonable borrowing costs are all important as we craft the long term debt going forward to allow for several large projects.

### Long-Term Debt

Long term debt is generally issued every two to three years by the City.

There are currently seven (7) outstanding long-term bond issues dating from 1999 to 2016.

Issued	General Fund Outstanding	Sewer Fund Outstanding	Water Fund Outstanding	Retirement Date
1999	\$102,275			May 2018
2000	\$1,496,939		\$426,524	March 2020
2005	\$239,414	\$37,545	\$50,516	March 2022
2009	\$911,198	\$243,108	\$47,458	June 2025
2012	\$1,577,408	\$391,025	\$187,355	February 2027
2014	\$36,293,888	\$339,850	\$212,875	March 2039
2016	\$6,565,440	\$931,515	\$1,922,100	June 2042
<b>Totals</b>	<b>\$47,186,562</b>	<b>\$1,943,043</b>	<b>\$2,856,828</b>	

The 2014 issue included the new Greenfield High School bonding of \$22,000,000 which was excluded from Proposition 2 ½ by a vote of the citizens. All other issues are “non-excluded” debt which means the annual debt service payments are included in the General and Enterprise budgets. Care has to be taken in planning projects to ensure that new annual debt service is scheduled as part of the whole debt picture. That avoids peaks and valleys and maintains a level debt picture.

## Financial Reserve Policies

The credit rating of a town is a measure of its overall fiscal health. It is regarded by taxpayers, investors, and the media as an independent judgment of the government's financial performance. Multiple factors contribute to the credit rating, and among the most important is the establishment and maintenance of adequate reserves to reduce the dependency on borrowing and to hedge against reduction of services in leaner economic times. In recognition of the critical importance of reserves, the following formal policy is instituted for the Stabilization Fund, Use of Free Cash, and the Reserve Fund for the Town of Greenfield.

### STABILIZATION

- The Town will adhere to all of the requirements of MGL Ch.40, S.5B in the administration of the Stabilization Fund.
- At least \$300,000 shall be appropriated annually until the fund reaches \$1.5M. The goal of the Town will be to maintain at least 5% of the operating budget in the Stabilization Fund primarily through appropriation from free cash.
- Use of stabilization funds will be limited to non-recurring expenditures
- Funds withdrawn from stabilization in a given fiscal year must be replaced dollar for dollar in the next fiscal year in addition to any appropriation required to maintain the targeted balance.

### FREE CASH

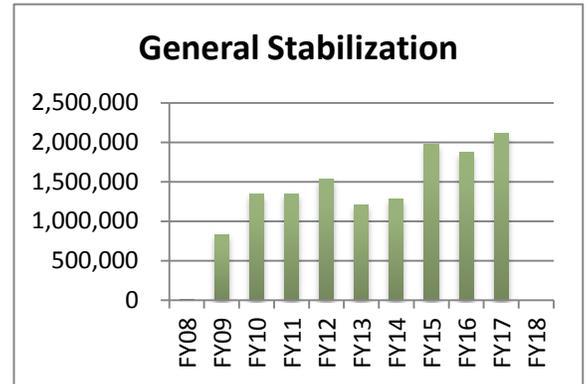
- The Town will maintain a free cash balance to provide a cushion against unforeseen expenditures and to avoid sharp fluctuations in the tax rate.
- Free cash will not be depleted in any given year so that there is a positive balance to begin the next fiscal year.
- Free cash will in fact be "budgeted" through the practice of conservative revenue projections to produce excess income. Departmental appropriations will be managed to produce departmental turn backs where and whenever possible.
- The ultimate goal for the Town is to generate 3%-5% of the operating budget in free cash.
- Free cash will be available to supplement current year operations only in the most extreme situations. Should such a situation arise, the available amount will be restricted to 1.5% of available free cash.

### RESERVE FUND

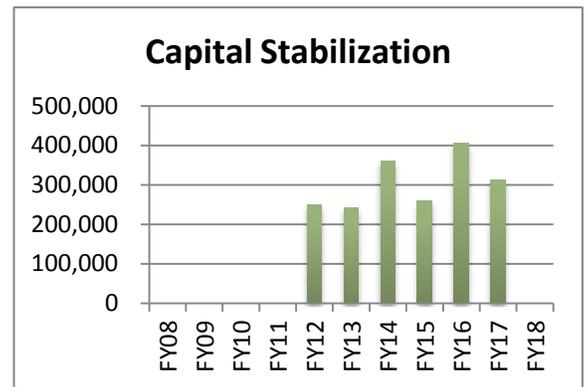
- The Town will budget an amount for unforeseen and extraordinary expenses not to exceed 3% of the previous year's tax levy for a reserve fund as allowed in MGL Ch40, S.5.
- The actual amount appropriated will depend on the financial strength of the Town. During difficult economic periods, the recommended reserve budget may be higher as departments struggle with tight budgets. During periods of revenue growth, a lower reserve balance may be justified as slightly more spending latitude may be given to departments.
- In all cases, reserve fund transfers will not be requested until a deficit actually exists in the departmental bottom line.

## Stabilization Funds

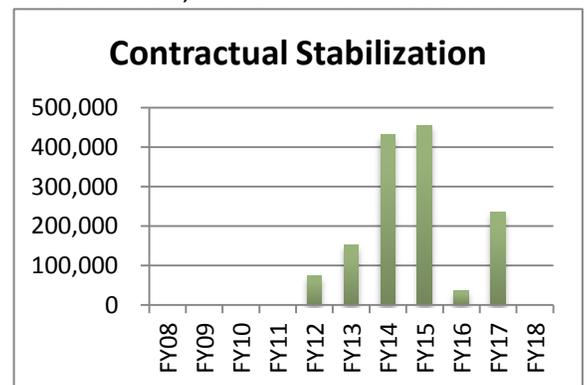
Stabilization Funds are authorized Under MGL Ch. 40 §5B for any lawful purpose, but special stabilization accounts are useful tools for set asides for capital purchases, contractual agreements, and other issues that can cause negative stress on budgets. The City has five (5) stabilization funds: General Stabilization, Capital Stabilization, Building Maintenance Stabilization, and Special Education Stabilization. Over the past five (5) years, expenditures from these accounts have kept stress off the operating budget, helped in planning, and helped with debt management.



A stabilization fund is a fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose (MGL Ch. 40 § 5B). Communities may establish one or more stabilization funds for different purposes and may appropriate any amount into them annually (the Municipal Modernization Act of 2016 eliminated the annual cap). All interest earnings stay with the Stabilization Fund.



The treasurer shall be the custodian of all stabilization funds and may deposit the proceeds in a trust company, co-operative bank or savings bank, if the trust company or bank is organized or exists pursuant to the laws of the commonwealth or any other state or may transact business in the commonwealth and has its main office or a branch office in the commonwealth; a national bank, federal savings bank or federal savings and loan association, if the bank or association may transact business and has its main office or a branch office in the commonwealth; provided, however, that a state-chartered or federally-chartered bank shall be insured by the Federal Deposit Insurance Corporation or its successor; or may invest the funds in participation units in a combined investment fund pursuant to section 38A of chapter 29 or in securities that are legal investments for savings banks.



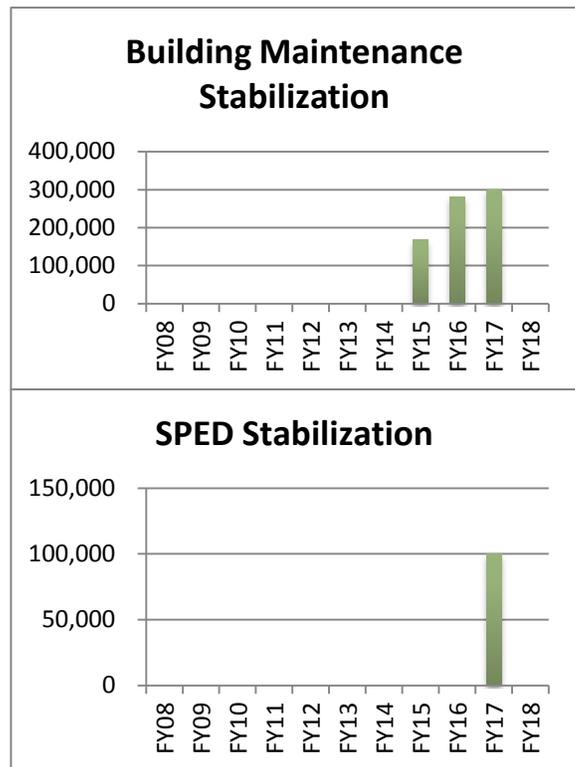
For cities and towns subjected to criticism for operating in perpetual crisis mode, allowing municipal assets to deteriorate, or general shortsightedness, special purpose stabilization funds can provide an effective planning tool. Under M.G.L. c. 40 §5B, municipalities can create multiple stabilization funds, assign a different purpose to each, and take advantage of a unique funding option.

For instance, a community could establish a fund to pay solely for the maintenance and repair of municipal buildings. A separate fund might be created to supplement the state highway funds received

under Chapter 90 to cover the cost of an ongoing street improvement program. Another stabilization fund might be set up to finance a vehicle replacement program. In this example, a community anticipating the need to purchase a \$400,000 fire truck in five years could reserve \$80,000 a year in a special purpose stabilization fund and retain the interest earned. In the past, municipalities would need state approval of special legislation to set up such a reserve.

A special purpose stabilization fund:

- Encourages a community to think long term. Programs to replace vehicles, maintain buildings, and improve roads require an evaluation of all assets, the formulation of a replacement or repair schedule, and a calculation of long-term projected costs.
- Helps a community save money. If the \$400,000 purchase price of a fire truck were borrowed over 15 years instead of paying cash in full, interest payments could add about \$150,000 to the total cost, depending on interest rates. Even if this additional cost would have a nominal tax rate impact, it can instead be a savings or expended elsewhere.
- Helps a community manage debt. A plan to accumulate cash over time and pay outright for a moderate-range capital expenditure helps preserve debt capacity for major, high-dollar purchases or projects. An approach that balances debt with pay-as-you-go practices and that protects against unforeseen costs is viewed in a positive light by credit rating agencies.
- Builds resident confidence in government. Special purpose stabilization funds directly address resident concerns and provide assurance that money appropriated for a particular purpose will be used for that purpose and not be diverted.



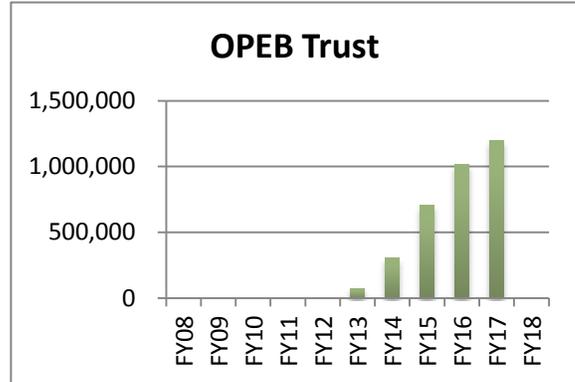
Both the creation of a special purpose stabilization fund and appropriation to the fund was changed from a 2/3 vote of City Council, effective November 7, 2016, with the enactment of the Municipal Modernization Act to a majority vote. A two-thirds vote of a city council is still required to appropriate out of special stabilization funds.

There are two options for building up balances in special purpose stabilization funds. One is as a traditional appropriation, presented as a budget line item or in a separate article, sourced from within the levy or from other general fund revenues, including potentially a transfer of funds from another existing account.

## Other Post-employment Benefits (OPEB)

Employees of state and local governments may be compensated in a variety of forms in exchange for their services. In addition to a salary, many employees earn benefits over their years of service that will not be received until after their employment with the government ends through retirement or other reason for separation. The most common type of these postemployment benefits is a pension. As the name suggests, other post-employment benefits (OPEB) are post-employment benefits other than pensions. OPEB generally takes the form of health insurance and dental, vision, prescription, or other healthcare benefits provided to eligible retirees, including in some cases their beneficiaries. It may also include some types of life insurance, legal services, and other benefits.

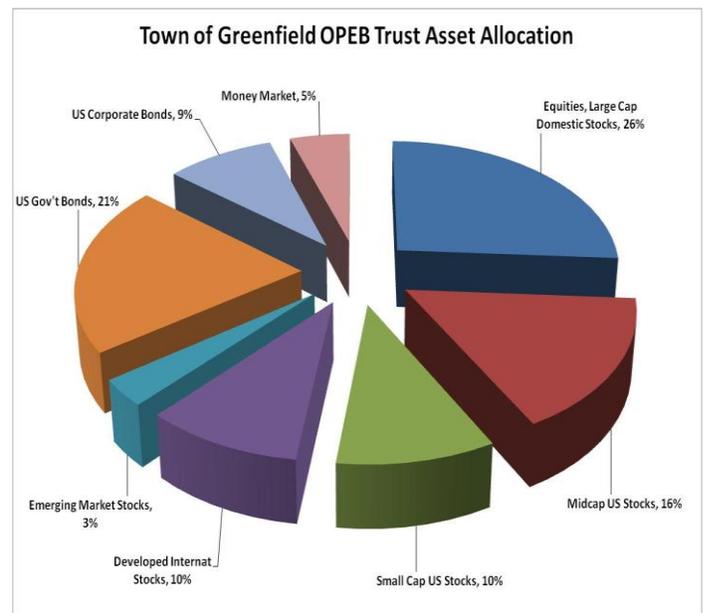
The process of determining how much should be set aside now in order to provide for future benefits in a defined benefit plan utilizes actuarial methods and assumptions. An actuary's estimate or "valuation" is the product of many assumptions, based on historical experience, regarding the factors that determine the level of resources that will be needed in the future to finance benefits.



Year Ended June 30	Annual Required Contribution (ARC)	Actual Contribution	% of AOC Contributed	Net OPEB Obligation (NOO)
2011	7,236,298	2,372,700	33%	14,212,172
2012	7,259,588	2,185,723	30%	19,286,037
2013	6,463,389	2,929,377	45%	22,820,049
2014	6,503,570	2,565,803	39%	26,757,816
2015	5,873,177	2,919,008	50%	29,711,985

The OPEB Trust Fund is invested with the investment firm Pershing/Abbey Capital LLC. The funds are invested with adherence to the Prudent Investor Rule. Asset Allocation is based on a proven strategy to keep the funds safe, while still achieving a competitive return on the investments.

Fiscal Year	Funding Type	Amount
2012	Town Appropriation	25,000
2012	Free Cash Funding	25,000
2013	Town Appropriation	25,000
2014	Town Appropriation	75,000
2014	Free Cash Funding	150,000
2015	Free Cash Funding	350,000
2016	Free Cash Funding	300,000
2017	Free Cash Funding	100,000
Total Funding to Date		1,050,000
Interest Earnings		146,332
<b>Current Balance</b>		<b>1,196,332</b>

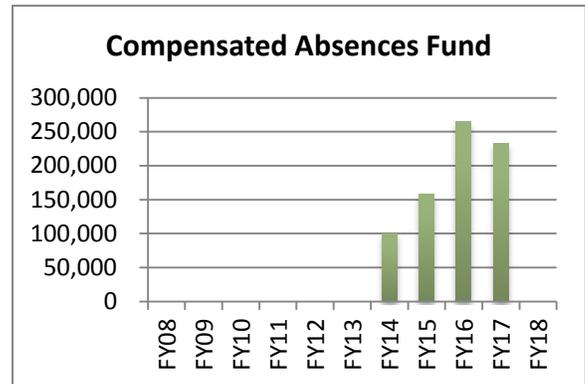


## Compensated Absences Trust

The Compensated Absences Trust is a reserve fund for future payments of accrued liabilities for compensated absences due employees or officers of the town upon separation of employment. The City accepted Massachusetts General Law chapter 40, § 13D March 19, 2014 to establish this reserve fund.

The statute allows for the treasurer to invest the monies in the manner authorized by MGL section 54 of chapter 44, and any interest earned thereon shall be credited to and become part of the fund. The city council may designate the municipal official to authorize payments from this fund, and in the absence of a designation, it shall be the responsibility of the chief executive officer of the city.

The current balance in this fund is \$ 232,186.



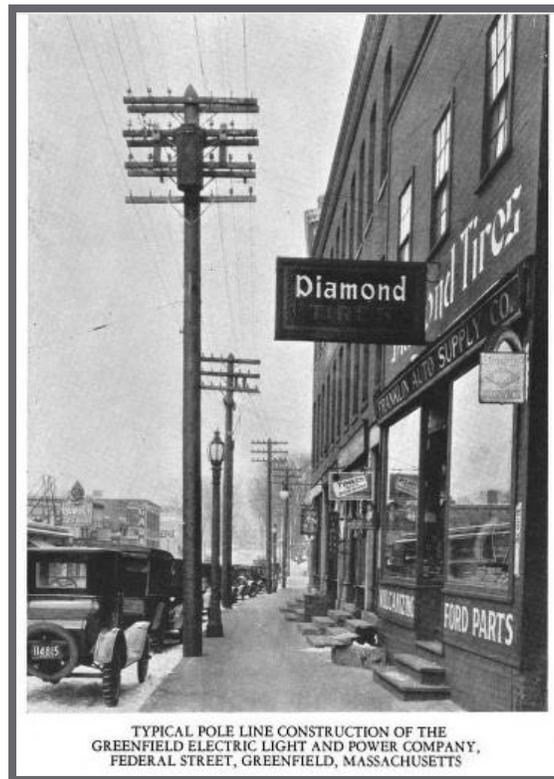
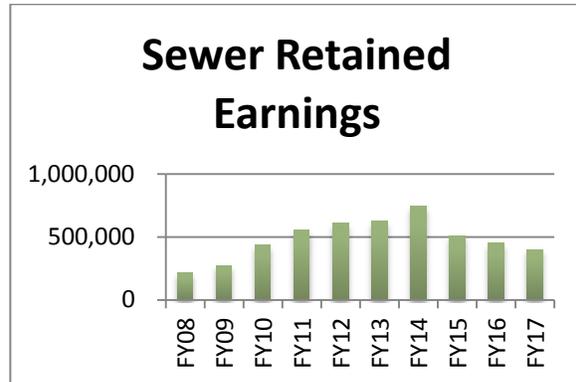
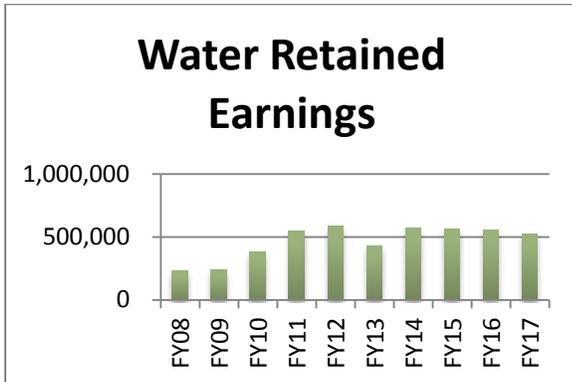
## Free Cash

Free cash is the term used to represent funds available for appropriation which are generated when the actual revenue collections exceed the estimates or when expenditures are less than appropriated or both. The calculation of free cash is based on the balance sheet as of June 30, which is submitted by the City Auditor, but it is not available for appropriation until certified by the Director of Accounts.

Once certified, free cash is available for expenditure, but the City has established a practice of moving the majority of it into Stabilization Funds for future use.

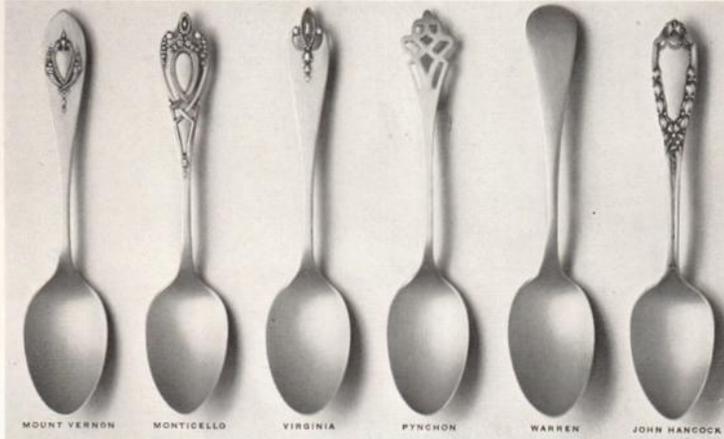
## Retained Earnings

The overlay is raised by the assessors in the annual tax levy as a reserve for abatements and exemptions. Until the Municipal Modernization Act (MMA), there was a separate overlay reserve for each fiscal year to cover property tax abatements and exemptions granted by the assessors or ordered by the Appellate Tax Board for just that fiscal year. Under the MMA, a single overlay reserve will now cover the costs of potential abatements or exemptions granted by the assessors or ordered by the Appellate Tax Board for any fiscal year. This will allow municipalities to avoid deficits which formerly occurred when amounts abated or exempted exceeded the balance in the overlay account for that particular year.





### EXCLUSIVE DESIGNS



### IN STERLING SILVER TABLEWARE

Here are patterns that will meet the most exacting demands in serviceability, style and finish. Each one is made in a complete line of flatware and every piece displays the finest and most painstaking workmanship.

All the patterns are made in Sterling silver, 925/1000 fine, and in substantial weights. Your jeweler will be glad to show you these patterns and to quote prices.



### ROGERS, LUNT & BOWLEN CO. *Silversmiths*

MAIN OFFICE AND FACTORY: GREENFIELD, MASS.

NEW YORK

CHICAGO

SAN FRANCISCO

In 2016, a 64 bed substance abuse treatment center opened in two floors of the former Lunt Silversmiths building on Federal Street — offering for acute detox and longer term clinical support.

## SECTION 5 – Enterprise Funds

### Enterprise Fund Overview

#### What is an Enterprise Fund?

An enterprise fund establishes a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. Under enterprise accounting, the revenues and expenditures of the service are segregated into a separate fund with its own financial statements, rather than commingled with the revenues and expenses of all other governmental activities. Financial transactions are reported using standards similar to private sector accounting. Revenues are recognized when earned and expenses are recognized when incurred, under a full accrual basis of accounting. An enterprise fund provides management and taxpayers with information to measure performance, analyze the impact of financial decisions, determine the costs of providing a service and identify any subsidy from the general fund in providing service.

Enterprise accounting allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy or other available funds, if any. A community may choose to recover total service costs through user charges, but it is not required.

#### History

The enterprise fund statute, MGL 44 § 53F ½<sup>6</sup> (formerly Chapter 41 § 39K), was enacted in 1986. Before that time, communities used special revenue funds authorized under various general laws or special acts in order to separately account for their business type services. These special revenue funds were limited, however, with regard to the services and costs covered. The funds were most commonly authorized for water, gas and electric utility departments and use primarily to account for annual operating costs, not the indirect costs, capital expenditures or fixed assets of the service. The purpose of the enterprise fund statute was to give communities the flexibility to account separately for all financial activities associated with a broader range of municipal services.

#### Basis of Accounting

Proprietary fund revenues and expenses are recognized on the accrual basis. Revenues are recognized in the accounting period in which they are earned and become measurable; expenses are recognized in the period incurred, if measurable.

The following major proprietary funds are classified Enterprise funds and are audited as such:

- The Sewer Enterprise fund is used to account for Sewer activities.
- The Water Enterprise fund is used to account for Water activities.

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<sup>6</sup> For the entire MGL on Enterprise Funds visit the Massachusetts Department of Revenue website: <http://www.mass.gov/Ador/docs/dls/publ/misc/EnterpriseFundManual.pdf>

## Enterprise Funds Summary

	Actual FY2016	Estimated FY2017	Budgeted FY2018	Increase % FY17 v FY18	Increase FY17 v FY18
<b>Revenue</b>					
Sewer Rates	2,200,462	2,356,816	2,427,520	6.6%	156,355
Sewer Other	117,859	110,850	120,000	-6.3%	(7,009)
<b>Total Sewer Revenue</b>	<b>2,318,321</b>	<b>2,467,666</b>	<b>2,547,520</b>	<b>6.1%</b>	<b>149,345</b>
Water Rates	1,646,837	1,620,262	1,668,870	-1.6%	(26,575)
Water Other	110,384	110,300	115,000	-0.1%	(84)
<b>Total Water Revenue</b>	<b>1,757,221</b>	<b>1,730,562</b>	<b>1,783,870</b>	<b>-1.5%</b>	<b>(26,659)</b>
<b>Enterprise Funds Total Revenue</b>	<b>4,075,542</b>	<b>4,198,228</b>	<b>4,331,390</b>	<b>2.9%</b>	<b>122,686</b>
<b>Expenditures</b>					
Sewer Wages	845,922	894,729	843,646	5.5%	48,807
Sewer Ordinary Expenses	648,384	651,100	647,105	0.4%	2,716
Sewer Capital	608,696	569,679	637,791	-6.8%	(39,017)
<b>Total Sewer Expenditures</b>	<b>2,103,002</b>	<b>2,115,508</b>	<b>2,128,542</b>	<b>0.6%</b>	<b>12,506</b>
Sewer Indirect Costs	303,718	352,158	328,935	13.8%	48,440
<b>Total Sewer Expenditures/Indirects</b>	<b>2,406,720</b>	<b>2,467,666</b>	<b>2,457,477</b>	<b>2.5%</b>	<b>60,946</b>
Water Wages	649,504	771,700	775,156	15.8%	122,196
Water Ordinary Expenses	394,408	379,300	379,385	-4.0%	(15,108)
Water Debt	352,256	279,513	381,541	-26.0%	(72,743)
<b>Total Water Expenditures</b>	<b>1,396,168</b>	<b>1,430,513</b>	<b>1,536,082</b>	<b>2.4%</b>	<b>34,345</b>
Water Indirect Costs	285,322	300,049	263,926	4.9%	14,727
<b>Total Water Expenditures/Indirects</b>	<b>1,681,490</b>	<b>1,730,562</b>	<b>1,800,008</b>	<b>2.8%</b>	<b>49,072</b>
<b>Enterprise Funds Total Expenditures</b>	<b>4,088,210</b>	<b>4,198,228</b>	<b>4,257,485</b>	<b>2.6%</b>	<b>110,018</b>
<b>Net Increase/Decrease</b>	<b>(12,668)</b>	<b>0</b>	<b>73,906</b>		

## Enterprise Fund – 2018 Operating Budget

### Sewer Enterprise Fund – FY18 Operating Budget

		FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
60001450.5319	Bank Service Charges	2,883	3,000	3,000	3,000	3,000
	<b>TOTAL - Treasurer Department</b>	<b>2,883</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>
60004110.5111	Sewer Ent Salary Wages	273,567	299,976	299,976	263,191	263,191
60004110.5129	Longevity Pay	-	3,328	3,328	2,714	2,714
	<b>TOTAL - DPW Admin &amp; Engineering</b>	<b>273,567</b>	<b>303,304</b>	<b>303,304</b>	<b>265,905</b>	<b>265,905</b>
60004290.5111	Sewer Ent Salary Wages	52,725	52,150	52,150	52,367	52,367
60004290.5129	Longevity Pay	-	1,000	1,000	679	679
60004290.5130	Overtime Vehicle Maint	233	350	350	650	650
60004290.5242	Swr Veh Maint Cont Serv	6,500	6,000	6,000	6,000	6,000
60004290.5482	Sewer Gasoline	2,747	14,000	14,000	14,000	14,000
60004290.5483	Diesel Fuel Sewer Enterprise	16,983	28,000	28,000	28,000	28,000
60004290.5484	Sewer Veh Maint Lubricants	3,000	3,000	3,000	3,000	3,000
60004290.5485	Sewer Veh Maint Parts	40,078	40,000	40,000	40,000	40,000
	<b>TOTAL - DPW Service Division</b>	<b>122,265</b>	<b>144,500</b>	<b>144,500</b>	<b>144,696</b>	<b>144,696</b>
60004400.5111	Perm/full Time Wages	324,085	361,682	361,682	293,783	293,783
60004400.5120	Temporary Full Time	4,329	-	-	7,200	7,200
60004400.5129	Longevity Pay	-	3,848	3,848	3,445	3,445
60004400.5130	Overtime-Collection	16,883	24,240	24,240	24,240	24,240
60004400.5157	Standby Collection	23,465	19,000	19,000	23,088	23,088
60004400.5246	Sewer Mains-Contract Services	4,325	4,000	4,000	4,000	4,000
60004400.5247	Sewer Service-Contract Service	17,768	20,000	20,000	20,000	20,000
60004400.5305	Medical Physicals	-	-	-	1,485	1,485
60004400.5308	Random Drug Testing	-	-	-	1,485	1,485
60004400.5321	Tuition-Sewer Collection	155	1,200	1,200	2,250	2,250
60004400.5532	Sewer Mains - Materials	52,339	33,000	33,000	33,000	33,000
60004400.5533	Materials Sewer Manholes	12,247	3,000	3,000	8,000	8,000
60004400.5534	Sewer Ser - Materials	13,225	25,000	25,000	20,000	20,000
60004400.5535	Flow Meters	-	1,000	1,000	1,000	1,000
60004400.5554	Pers. Ser -Clothing Allow	5,025	4,700	4,700	6,600	6,600
60004400.5559	Licenses-Sewer Collection	1,268	1,200	1,200	1,080	1,080
60004400.5840	Sump Pump I & I	2,369	12,000	12,000	12,000	12,000
60004400.5841	Drain Line Repair	-	4,000	4,000	4,000	4,000
60004400.5845	Sewer Service Cleanout Program	1,922	5,000	5,000	5,000	5,000
	<b>TOTAL - DPW Sewers &amp; Drains</b>	<b>479,405</b>	<b>522,870</b>	<b>522,870</b>	<b>471,656</b>	<b>471,656</b>
60004430.5211	Sewer Pump Station-Electricity	6,464	5,000	5,000	5,000	5,000
60004430.5213	Sewer Pump Station Propane Gas	-	500	500	500	500
60004430.5246	Sewer Pump Sta-Cntr Service	-	1,000	1,000	1,000	1,000
60004430.5532	Sewer Pump Station-Materials	-	2,000	2,000	2,000	2,000
	<b>TOTAL - DPW Sewer Pumping Stat</b>	<b>6,464</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>	<b>8,500</b>
60004490.5111	Perm/full Time Wages	100,882	94,355	94,355	131,545	131,545
60004490.5120	Temporary Full Time	11,645	3,800	3,800	7,200	7,200
60004490.5130	Overtime-Sewer Treatment	18,551	22,000	22,000	22,000	22,000

		FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
60004490.5157	Standby-Sewer Treatment	6,705	9,000	9,000	11,544	11,544
60004490.5211	WPCF Electricity	179,563	140,000	140,000	140,000	140,000
60004490.5212	WPCF Heating Oil	5,151	11,000	11,000	11,000	11,000
60004490.5213	WPCF LP Gas	-	100	100	100	100
60004490.5246	WPCF Contacted Serv	11,553	16,000	16,000	16,000	16,000
60004490.5247	WPCF Lab-Cont Serv	5,424	6,500	6,500	6,500	6,500
60004490.5248	Sludge Disposal Contract Serv	168,879	175,000	175,000	190,000	190,000
60004490.5293	Sewer Plant Trash Disposal	-	100	100	-	-
60004490.5305	Medical Physicals	-	-	-	405	405
60004490.5321	WPCF Tuition	680	3,000	3,000	3,000	3,000
60004490.5341	WPCF Communications	5,905	5,000	5,000	4,000	4,000
60004490.5531	WPCF Chemicals	18,762	14,000	14,000	14,000	14,000
60004490.5532	WPCF Materials	42,663	48,000	48,000	48,000	48,000
60004490.5533	Materials WPCF Lab	9,538	7,400	7,400	7,400	7,400
60004490.5554	Clothing Allow Uniforms	7,928	7,400	7,400	4,300	4,300
60004490.5559	WPCF Licenses	1,163	1,000	1,000	1,000	1,000
.	<b>TOTAL - DPW W.P.C.F</b>	<b>594,992</b>	<b>563,655</b>	<b>563,655</b>	<b>617,994</b>	<b>617,994</b>
60007100.5905	Sewer Principal MPL 2005	14,000	12,000	12,000	12,000	12,000
60007100.5909	Multi-Purpose Loan of 2009	26,000	26,000	26,000	26,000	26,000
60007100.5912	Sewer Project - MPL 2012	71,000	60,000	60,000	60,000	60,000
60007100.5914	Sewer Projects - MPL 2014	25,000	25,000	25,000	25,000	25,000
60007100.5916	Multi Purpose Loan of 2016	-	-	-	43,000	43,000
60007100.5940	WPCP Upgrade-MWPAT Loan	389,827	402,656	402,656	406,458	406,458
	<b>TOTAL - Debt Service</b>	<b>525,827</b>	<b>525,656</b>	<b>525,656</b>	<b>572,458</b>	<b>572,458</b>
60007510.5905	Sewer Interest-MPL 2005	2,370	1,790	1,790	1,205	1,205
60007510.5909	Multi-Purpose Loan of 2009	8,605	7,598	7,598	6,850	6,850
60007510.5912	Sewer Project - MPL 2012	11,283	9,863	9,863	8,663	8,663
60007510.5914	Sewer Projects - MPL 2014	13,425	12,425	12,425	11,425	11,425
60007510.5916	Multi Purpose Loan of 2016	-	-	-	32,190	32,190
60007510.5940	WPCP Upgrade-MWPAT Loan	727	7,347	7,347	-	-
	<b>TOTAL - Debt Interest</b>	<b>36,409</b>	<b>39,023</b>	<b>39,023</b>	<b>60,333</b>	<b>60,333</b>
60007520.5925	Temporary Interest	-	5,000	5,000	5,000	5,000
	<b>TOTAL - Short Term Interest</b>	<b>-</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>
60009910.5960	Interfund Transfer	16,000	-	-	-	-
60009910.5961	Indirect Cost/worker Comp-Trans	17,293	13,941	13,941	35,440	35,440
60009910.5962	Indirect Cost/health Ins-Trans	142,525	151,100	151,100	127,000	127,000
60009910.5963	Indirect Cost/life Ins-Trans	1,476	1,476	1,476	1,200	1,200
60009910.5964	Indirect Cost/retirement-Trans	65,973	71,387	71,387	71,387	71,387
60009910.5965	Indirect Costs/other Dpt-Trans	65,148	105,824	105,824	81,668	81,668
60009910.5966	Indirect Cost-Medicare Match	11,303	8,430	8,430	12,240	12,240
	<b>TOTAL - Transfer To General Fund</b>	<b>319,718</b>	<b>352,158</b>	<b>352,158</b>	<b>328,935</b>	<b>328,935</b>
	<b>TOTAL - Sewer Enterprise Fund</b>	<b>2,361,530</b>	<b>2,467,666</b>	<b>2,467,666</b>	<b>2,478,477</b>	<b>2,478,477</b>

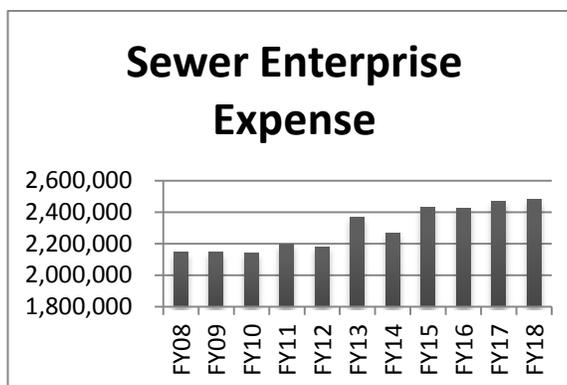
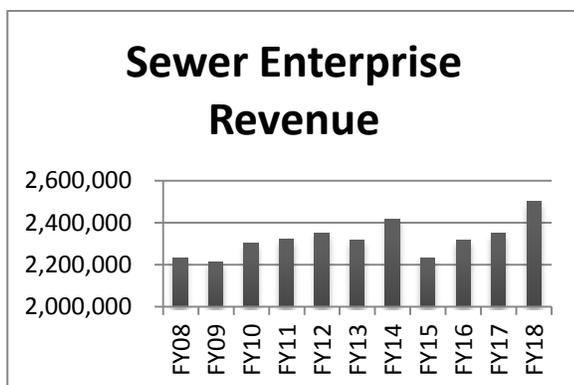
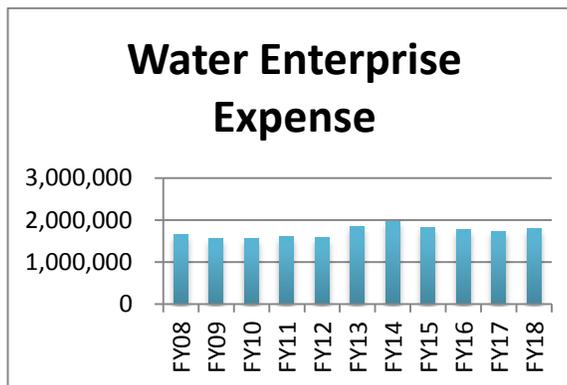
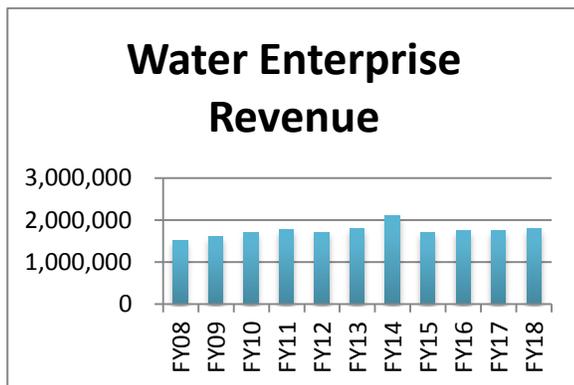
## Water Enterprise Fund – FY18 Operating Budget

		FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
61004110-5111	Admin & Engineering Wages	120,791	223,564	223,564	249,100	241,950
61004110-5129	Longevity Pay	-	-	-	522	522
61004110-5130	Overtime	-	325	325	-	-
	<b>TOTAL-DPW Admin &amp; Engineering</b>	<b>120,791</b>	<b>223,564</b>	<b>223,564</b>	<b>249,100</b>	<b>241,950</b>
61004290-5111	Water Fund Salaries	46,698	49,211	49,211	49,319	49,319
61004290-5130	Overtime	230	650	650	600	600
61004290-5242	Water-Vehicle Maint Cont Serv	6,500	6,500	6,500	6,500	6,500
61004290-5482	Water-No Lead Gasoline	9,388	16,000	16,000	16,000	16,000
61004290-5483	Diesel Fuel Water Enterprise	3,514	6,000	6,000	6,000	6,000
61004290-5484	Water-Vehicle Maint Lubricants	3,000	3,000	3,000	3,000	3,000
61004290-5485	Water-Vehicle Maint Parts	40,000	40,000	40,000	40,000	40,000
	<b>TOTAL-DPW Service Division</b>	<b>109,331</b>	<b>121,361</b>	<b>121,361</b>	<b>121,419</b>	<b>121,419</b>
61004520-5111	Perm Salary/Wages Full Time	320,703	308,700	308,700	294,449	294,449
61004520-5120	Temp Salary/Wages Full Time	1,414	9,000	9,000	7,200	7,200
61004520-5129	Longevity Pay	-	4,000	4,000	4,229	4,229
61004520-5130	Overtime	10,259	9,000	9,000	9,000	9,000
61004520-5157	On Call Standby	11,610	10,000	10,000	11,904	11,904
61004520-5161	Incentive Pay - Water Licenses	4,600	-	-	3,915	3,915
61004520-5211	Water Main Heaters Electricity	2,169	3,000	3,000	3,000	3,000
61004520-5246	Water Main Contracted Services	11,719	2,500	2,500	2,500	2,500
61004520-5247	Water Services Contracted Serv	294	1,500	1,500	1,500	1,500
61004520-5305	Medical Physicals	-	-	-	1,485	1,485
61004520-5306	Water/Sewer Billing Data	9,902	12,000	12,000	12,000	12,000
61004520-5308	Random Drug Testing	-	-	-	3,360	3,360
61004520-5321	Personnel Services-Tuition	2,879	4,000	4,000	4,000	4,000
61004520-5532	Water Mains-Materials & Tools	67,534	25,000	25,000	25,000	25,000
61004520-5533	Materials Fire Hydrants	14,356	18,000	18,000	18,000	18,000
61004520-5534	Water Services-Materials	23,896	25,000	25,000	25,000	25,000
61004520-5535	Water Meters-Materials	11,099	10,000	10,000	10,000	10,000
61004520-5554	Personnel Services-Clothin All	4,800	6,000	6,000	8,500	8,500
61004520-5559	Personnel Services Licenses	3,554	1,800	1,800	3,500	3,500
	<b>TOTAL-DPW Water Distribution</b>	<b>500,788</b>	<b>449,500</b>	<b>449,500</b>	<b>448,542</b>	<b>448,542</b>
61004530-5210	Green River Plant Electricity	36,940	38,000	38,000	38,000	38,000
61004530-5211	Adams Hill Tank/Pump Electrici	6,289	6,000	6,000	6,000	6,000
61004530-5213	Green River Plant Gas	914	1,000	1,000	1,000	1,000
61004530-5246	Green River Pump-Contract Serv	19,799	4,500	4,500	4,500	4,500
61004530-5247	Adams Hill Tank Pump-Contract	-	2,000	2,000	2,000	2,000
61004530-5346	Adams Hill Tank Pump Communica	347	900	900	900	900
61004530-5532	Green River Pumpstation-Materi	134	1,000	1,000	1,000	1,000
61004530-5533	Materials Adams Hill Tank Pump	383	1,600	1,600	1,600	1,600
	<b>TOTAL-DPW Water Pumping Stat</b>	<b>64,806</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>	<b>55,000</b>
61004540-5111	Perm Salary & Wages Full Time	94,376	135,250	135,250	104,734	104,734
61004540-5129	Longevity Pay	-	-	-	1,096	1,096

		FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
61004540-5130	Overtime	14,310	16,000	16,000	16,000	16,000
61004540-5157	Standby	4,900	6,000	6,000	23,088	23,088
61004540-5210	Millbrook Wells Electricity	33,917	32,000	32,000	32,000	32,000
61004540-5211	Oak Hill Filter Plant Electric	4,380	5,000	5,000	5,000	5,000
61004540-5212	Rocky Mt Tank Electricity	1,954	2,000	2,000	2,000	2,000
61004540-5213	Millbrook Wells Gas	952	2,200	2,200	2,200	2,200
61004540-5214	Oak Hill Filter Plant Gas	1,175	2,500	2,500	2,500	2,500
61004540-5215	Rocky Mt Tank-Gas	-	200	200	-	-
61004540-5246	Leyden Glen Reservoir-Contract	3,367	3,000	3,000	3,000	3,000
61004540-5247	Millbrook Wells-Contract Servi	9,897	7,000	7,000	7,000	7,000
61004540-5248	Oak Hill Filterplant-Contract	17,323	20,000	20,000	20,000	20,000
61004540-5250	Laboratory-Contract Service	3,800	9,000	9,000	9,000	9,000
61004540-5304	Leyden Glen Reservoir-Taxes	65	9,000	9,000	8,835	8,835
61004540-5305	Medical Physicals	-	-	-	405	405
61004540-5341	Millbrook Wells-Communications	1,162	2,500	2,500	2,500	2,500
61004540-5342	Oak Hill Filter Plant-Communic	1,737	2,200	2,200	2,200	2,200
61004540-5531	Millbrook Wells-Chemicals	11,664	11,400	11,400	11,400	11,400
61004540-5532	Oak Hill Filter Plant-Chemical	4,483	8,000	8,000	8,000	8,000
61004540-5533	Materials Leyden Glen Reservoir	-	300	300	300	300
61004540-5534	Millbrook Wells-Materials	6,337	9,000	9,000	5,000	5,000
61004540-5535	Oak Hill Filter Plant-Material	5,181	10,000	10,000	5,000	5,000
61004540-5536	Rocky Mt Water Tank-Materials	722	1,200	1,200	1,200	1,200
61004540-5537	Laboratory Materials	6,539	7,500	7,500	7,500	7,500
	<b>TOTAL-DPW Water Supply Facilities</b>	<b>228,243</b>	<b>301,250</b>	<b>301,250</b>	<b>279,958</b>	<b>279,958</b>
61004990-5820	Green River Pump Station	50,101	-	-	-	-
	<b>TOTAL-DPW Capital Projects</b>	<b>50,101</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
61007100-5900	Water Fund Projects-MPL 2000	152,000	147,000	147,000	145,000	145,000
61007100-5905	Water Fund Projects-MPL 2005	16,000	15,000	15,000	15,000	15,000
61007100-5909	Multi-Purpose Loan of 2009	5,000	5,000	5,000	6,000	6,000
61007100-5912	Water Principal MPL 2012	62,000	50,000	50,000	40,000	40,000
61007100-5914	Water Principal-MPL 2014	20,000	20,000	20,000	15,000	15,000
61007100-5916	Multi Purpose Loan of 2016	-	-	-	60,000	60,000
	<b>TOTAL-Debt Service</b>	<b>255,000</b>	<b>237,000</b>	<b>237,000</b>	<b>281,000</b>	<b>281,000</b>
61007510-5900	Water Fund Projects-MPL 2000	27,598	20,883	20,883	13,764	13,764
61007510-5905	Water Fund Projects-MPL 2005	3,063	2,368	2,368	1,636	1,636
61007510-5909	Multi-Purpose Loan of 2009	1,688	1,494	1,494	1,335	1,335
61007510-5912	Water Interest-MPL 2012	6,245	5,005	5,005	4,005	4,005
61007510-5914	Water Interest-MPL 2014	8,563	7,763	7,763	6,963	6,963
61007510-5916	Multi Purpose Loan of 2016	-	-	-	67,838	67,838
	<b>TOTAL-Debt Interest</b>	<b>47,155</b>	<b>37,513</b>	<b>37,513</b>	<b>95,541</b>	<b>95,541</b>
61007520-5925	Water Fund Temporary Interest	-	5,000	5,000	5,000	5,000
	<b>TOTAL-Short Term Interest</b>	<b>-</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>

		FY16 Actual	FY17 Approved	FY17 Amended	FY18 Request	FY18 Mayor
61009910-5960	Interfund Transfer	16,000	-	-	-	-
61009910-5961	Indirect Cost Transfer-Workers	19,392	14,138	14,138	35,440	35,440
61009910-5962	Indirect Cost Transfer-Health	132,265	111,326	111,326	70,000	70,000
61009910-5963	Indirect Cost Transfer-Life In	1,378	1,378	1,378	1,000	1,000
61009910-5964	Indirect Cost Transfer-Retirement	57,411	60,680	60,680	64,578	64,578
61009910-5965	Indirect Cost Transfer-Other D	65,148	105,824	105,824	81,668	81,668
61009910-5966	Indirect Cost Transfer-Medicare	9,728	6,703	6,703	11,240	11,240
<b>TOTAL-Transfer To General Fund</b>		<b>301,322</b>	<b>300,049</b>	<b>300,049</b>	<b>263,926</b>	<b>263,926</b>
61009930-5960	Transfer To Capital Project Fund	70,000	0	0	0	0
<b>TOTAL-Capital Project Fund Transfer</b>		<b>70,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL-Water Enterprise Fund</b>		<b>1,747,537</b>	<b>1,730,562</b>	<b>1,730,562</b>	<b>1,800,008</b>	<b>1,792,858</b>

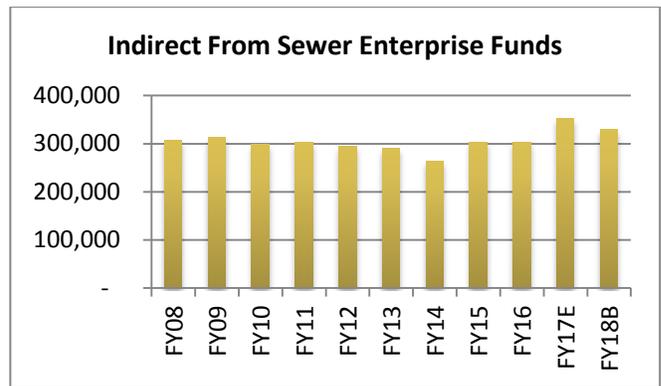
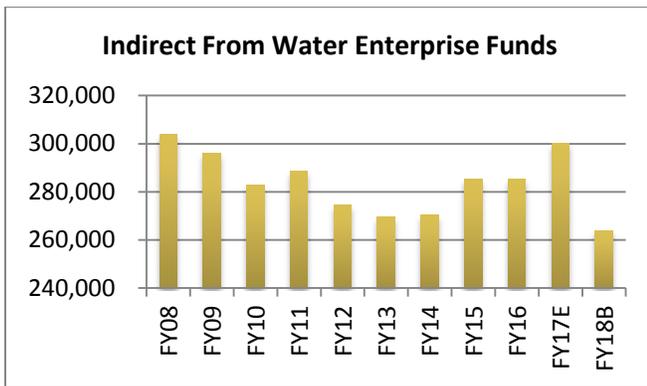
## Enterprise Fund - Revenue and Expenses Historical Graphs



## Enterprise Fund – Other Financial Uses (OFU) Indirect Costs

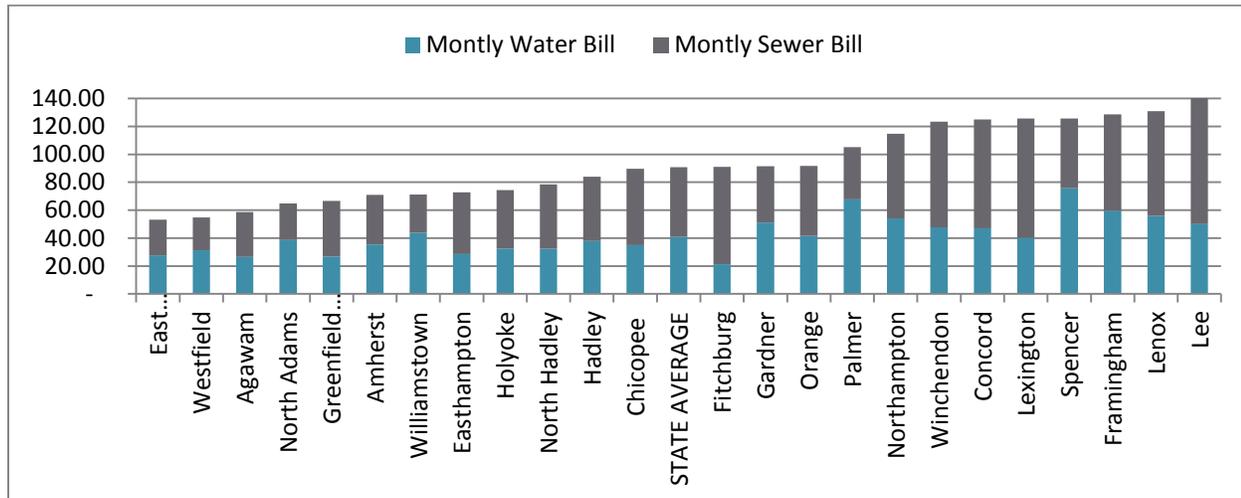
The Water and Sewer Enterprise Funds, financed by water and sewer usage charges, provide reimbursements for direct and indirect costs associated with a variety of Town services, provided by Finance, Treasure, Human resources, and other Town departments. Additionally, enterprise funds provide reimbursements to the general fund for all employee benefits (health, life, Medicare insurances, etc) of those employees who work for the water and sewer departments, as well as costs for the Water and Sewer accounting and billing system. Finally, a portion of the Town’s assessments for property/liability insurance and worker’s compensation are also captured in the indirect costs of the enterprise funds of the water and sewer departments.

In fiscal year 2014, the Department of Revenue reviewed the indirect costs calculation of the Town and made recommendations that have now been adopted to more accurately reflect the true costs of the enterprise funds.



## Water & Sewer Rate Comparisons

Tigh and Bond surveys Massachusetts communities about water and sewer rates and publishes it biannually. They calculate the average homeowner's cost by using a standard of 120 hundred cubic feet (or 90,000 gallons) of water use. Greenfield is the fifth lowest bill out of the 23 municipalities with water and sewer.



**Average Annual Bill Comparison**

	Water Bills	Sewer Bills	Combined Bill
East Longmeadow	331	306	637
Westfield	375	283	658
Agawam	317	388	705
North Adams	462	315	777
<b>Greenfield (2015)</b>	<b>320</b>	<b>479</b>	<b>799</b>
Amherst	426	426	852
Williamstown	527	328	855
Easthampton	342	532	874
Holyoke	388	505	893
North Hadley	390	552	942
Hadley	455	552	1,007
Chicopee	418	659	1,077
<b>STATE AVERAGE</b>	<b>491</b>	<b>600</b>	<b>1,090</b>
Fitchburg	254	839	1,093
Gardner	613	486	1,099
Orange	500	600	1,100
Palmer	812	450	1,262
Northampton	648	730	1,378
Winchendon	572	908	1,480
Concord	563	937	1,500
Lexington	483	1,025	1,508
Spencer	910	598	1,508
Framingham	716	827	1,543
Lenox	670	900	1,570
Lee	600	1,087	1,687

The MA Water and Wastewater Rates Dashboard is a great tool to compare rates and bills across the Commonwealth. It is available to the public at:

<http://www.efc.sog.unc.edu/reslib/item/massachusetts-water-and-wastewater-rates-dashboard>



**UNC**  
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FINANCE CENTER

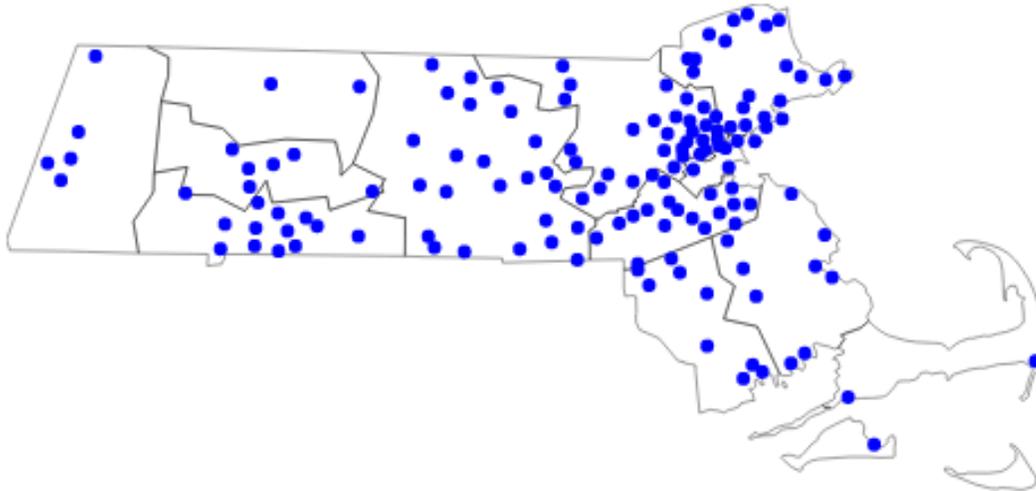
## MA Water and Wastewater Rates Dashboard

Rates as of December 2014

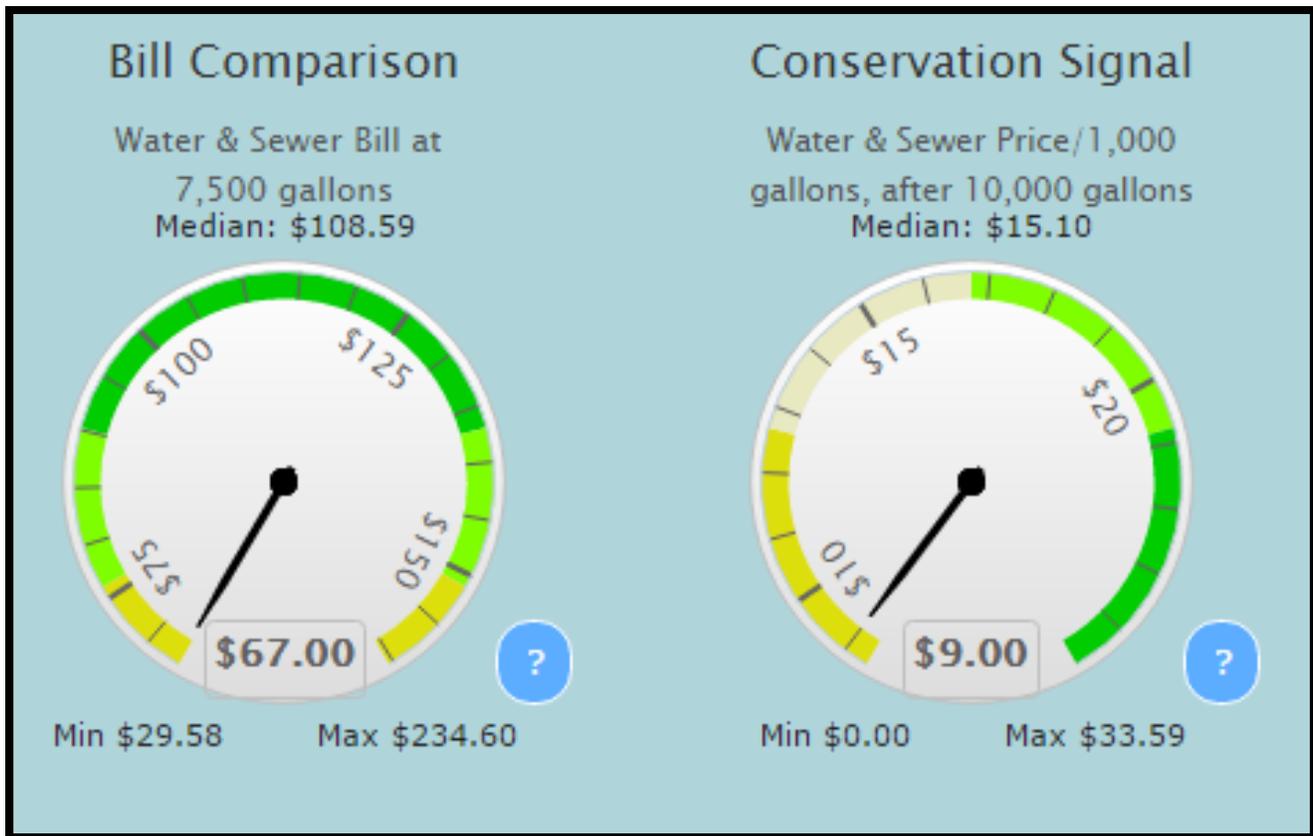
Dashboard updated: September 7, 2016



\*\*\* Town of Greenfield



146 rate structures compared



## SECTION 6 – Capital Improvement Plan

### Capital Improvement Program – Mayor’s Message

The Capital Improvement Committee worked in November and December of 2016 reviewing and prioritizing the FY18-FY22 Capital Improvement Plan. Instructions to departments included a request that the Sustainable Master Plan be considered when making their requests. They did not disappoint. Requests for the next five years include nearly \$30M in building projects (Senior Center, Library, and Public Safety Complex) all of which are included in the Master Plan. In addition, there is approximately \$2.0M for studies or amenities to enhance the quality of life for the citizens of Greenfield, many of which are also in the plan. The difficulty of course is determining which of the projects are the most critical and of the highest priority. Because of the volume of requests, we have had to reposition projects and postpone large purchases to create a more realistic plan even for the first year, and we look to the Council for additional guidance.

The recommendations of the Committee include utilization of Capital and Building Stabilization Funds. In addition, municipal leasing is preferred to provide more flexibility than borrowing.

I agree with the Committee that all requests have merit, but they must be prioritized. We have taken a hard look at each one and assigned higher priorities to those that affect health and safety replacement of obsolete equipment and those building projects that I feel are most critical in the eyes of our citizens. After that review, the capital budget presented to you for FY16 is as follows:

General Fund:	\$6,468,000	Borrowing
	\$104,900	Appropriate from Capital Stabilization
	\$90,000	Appropriate from Building Stabilization
	\$105,000	Available Funds
	\$42,000	Leasing
	<hr/>	
	\$6,809,900	Total
Sewer Fund:	\$1,570,000	Borrowing
Water Fund:	\$1,000,000	Borrowing

Recommendations for General Fund borrowing authorities are limited for the most part to major projects and purchases over \$50,000. Those eleven projects total \$6,468,000 and include construction of the senior center, road repairs and upgrades and some design. The Committee feels that limiting the amount of borrowing especially in the General Fund continues to be critical with the coming projects.

The existence of a capital stabilization account allows the recommendation for numerous small projects and purchases under \$50,000. Five requests averaging \$21,000 fall under this category and all of them will contribute to safety, productivity, and or efficiency. In addition this year we are recommending utilization of the building maintenance stabilization fund for three projects.

Additionally, we have recommended requests with other funding sources such as leases and available funds in the amount of \$147,000.

Sewer Fund borrowing is for programs mandated under DEP and upgrades to pump stations to avoid additional mandates from DEP. The Water Fund borrowing recommendation addresses the rehabilitation of the Rocky Mountain Water Tank.

I look forward to discussing the merits of these projects with you and determining the final plan.

## Capital Improvement Program (CIP) – Overview

The Capital Improvement Program is governed by Section 5-10 of the Home Rule Charter and further defined by ordinance.

A capital expenditure is typically defined in terms of useful life and cost. Greenfield considers a capital purchase to be one of over \$25,000 with a useful life of at least 5 years. Purchases not meeting those thresholds should be considered an expense in the operating budget.

The capital package is released annually in September and returned by early October. For most of October, November and December, the Capital Improvement Committee (CIC) listens to requests and deliberates as to what they will forward to the Mayor for recommended projects and purchases as well as the funding mechanism for each. Those recommendations are sent on in late December.

The Mayor reviews the CIC plan and amends or sends it on to the Council in time for their February meeting. Approval by mid-March means the City can get bid documents together and out in order to maximize the time to perform the work.

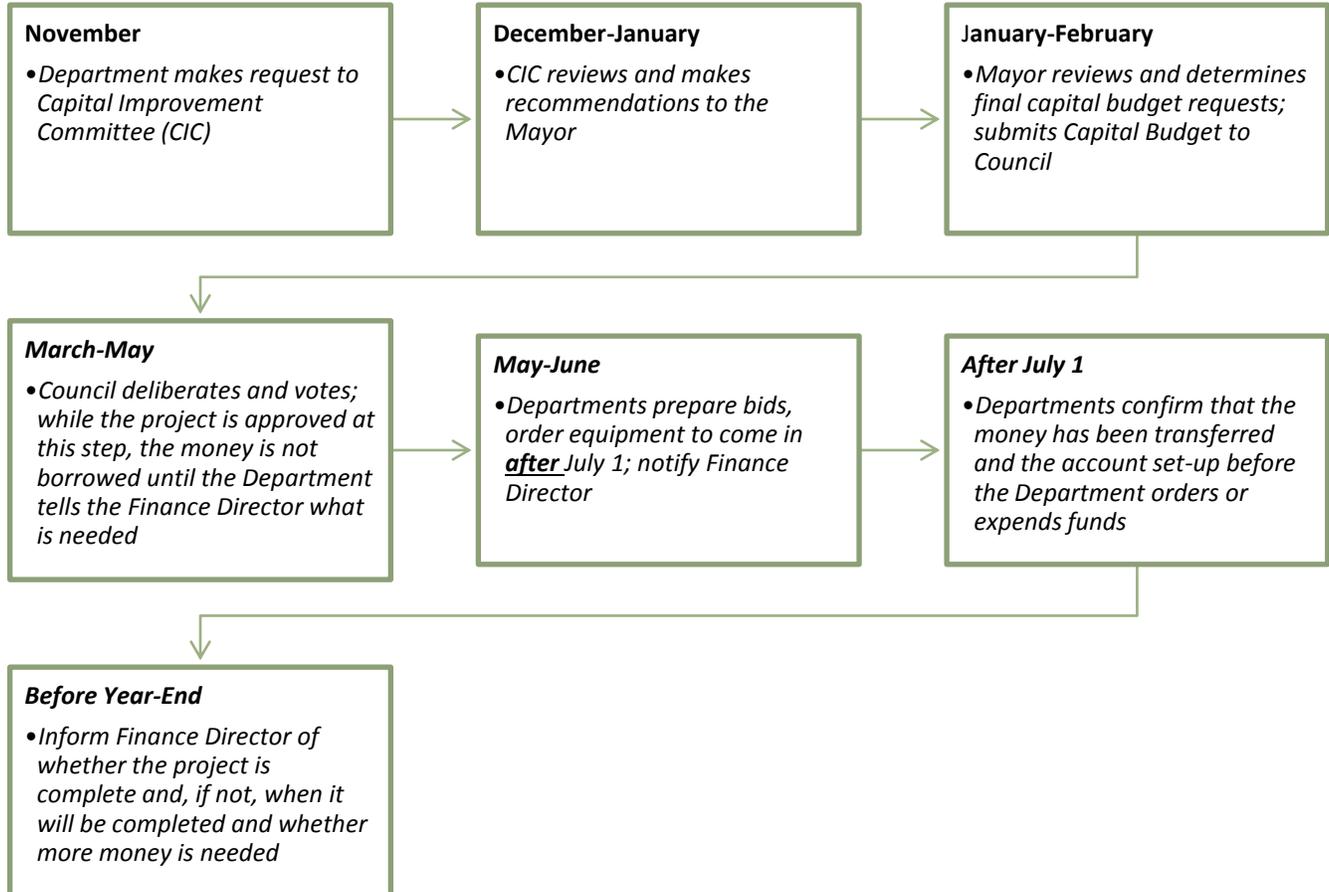
The City has established a capital stabilization fund as well as a building maintenance stabilization fund for capital purchases and projects under \$50,000. These funds relieve some of the pressure on borrowing and thus the operating budget.

## Impact of CIP on Operating Budget – General Fund

The Capital Plan for FY2018 features a minimal amount of borrowing and instead relies on the stabilization funds to lessen the impact of borrowing on the overall debt picture and thus the operating budget:

Description	Funding Source	Cost	Impact
New Voting Machines	Capital Stabilization	\$65,000	Necessary for elections
Replace Newton School Sidewalk and Stairs	Building Maintenance Stabilization	\$75,000	Health and Safety
Elementary School Flooring Replacement	Building Maintenance Stabilization	\$35,000	Preventive maintenance and asset protection
School Fencing Replacement	Building Maintenance Stabilization	\$25,000	Health and Safety
School Server Replacement	Capital Stabilization	\$35,000	Improves overall efficiency in technology
Nash's Mill Bridge Design for TIP	Bonding	\$100,000	Safety/City contribution to TIP
Wisdom Way Design for TIP	General Stabilization	\$175,000	Safety/City contribution to TIP
Salt Brine Machine	Capital Stabilization	\$60,000	Improved road safety in snow
Improvements to Poet Seat	Building Maintenance Stabilization	\$50,000	Asset protection
Roof Replacement DPW Yard	Bonding	\$350,000	Asset protection
New Generator at DPW Yard	General Stabilization	\$75,000	Health and Safety/Efficiency

## Capital Improvement Timeline



## Capital Improvement – General Fund 2018-2023

### General Government

TOWN CLERK	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Replace Voting Machines	163	18	1	CS	65,000					65,000

### Public Safety

POLICE	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Replacement Lockers for All Officers	210	18	3	BM		89,100				89,100
Community Policing Trailer	210	19		CS		35,000				35,000
Building Remodel and Updates (if no PSC)	210	20		B			1,000,000			1,000,000
Parking Lot Repavement (if no PSC)	210	21		B				250,000		250,000
<b>TOTAL</b>					-	124,100	1,000,000	250,000	-	1,374,100

FIRE	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Replace Rescue1/Engine 3	220	18								0
Brush 1 Replacement	220	18								0
Tower 1 Refurbishment	220	18								0
Ambulance	220	19				250,000				250,000
Boat	220	19				35,000				35,000
Engine 5 Replacement	220	19					650,000			650,000
SCBA Bottles	220	19					85,000			85,000
<b>TOTAL</b>						285,000	735,000	-	-	1,020,000

PUBLIC SAFETY	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
PS Building	200	17		B		12,000,000				12,000,000

	FY18	FY19	FY20	FY21	FY22	TOTALS
<b>TOTAL - Public Safety</b>	-	12,409,100	1,735,000	250,000	-	14,394,100

## Greenfield Public Schools

Newton School	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Sidewalks and Stairs	300	18	1	BM	75,000					75,000
Paving and Lining of Parking Lot	300	19	1	B		113,500				113,500
<b>TOTAL</b>					75,000	113,500				188,500

FOUR CORNERS SCHOOL	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Paving	300	18	2			55,250				55,250
Redesign Office Space	300	18	2							0
4 Classroom Addition	300	18	1							0
Install New Lanes In Driveway	300	18	5							0
<b>TOTAL</b>					-	55,250	-	-	-	55,250

GREEN RIVER SCHOOL	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Paving	300	19	3	B	-	71,000				71,000

ALL ELEMENTARY	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Flooring Replacement	300	18	2	BM	35,000					35,000
Fencing Replacement	300	18	1	BM	25,000					25,000
Swipe Card System	300	18	4	BM						0
Asbestos Remediation	300	18	1	B		100,000				100,000
<b>TOTAL</b>					60,000	100,000				160,000

FOOD SERVICE	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Replacement of Appliances	300	18	2	CS		38,200	47,300	33,000	34,000	152,500

TECHNOLOGY	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Chromebooks for Grade 3-4	300	18	1	B						0
Update iPads/Labs at GHS,GMS	300	18	1	B		94,510				94,510
Computers for New Staff/Smart Boards	300	18	1	CS						0

TECHNOLOGY	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Server Replacement FSS,GHS, Data	300	18	1	CS	35,000					35,000
Purchase Copiers District-wide	300	18	1	B						0
Chromebooks for Grade 5&8	300	19	1	B		170,200				170,200
Server Replacement FSS, District Data	300	19	1	CS		34,900				34,900
Computers for New Staff/Smart Boards	300	19	1	CS		30,200				30,200
Update iPads/Labs at GMS, District Wide	300	19	1	B		78,600				78,600
Laptop Carts	300	19	1	B		108,750				108,750
Purchase Copiers District-wide	300	20	1	CS		39,000				39,000
Chromebooks for Grade 6&9	300	20	1	B			63,270			63,270
Update Devices/iPads Elem/GMS	300	20	1	B			84,500			84,500
Chromebooks for Grade 7&10	300	21	1	B				65,270		65,270
Update Devices/iPads Elem/GMS	300	21	1	B				60,000		60,000
<b>TOTAL</b>					35,000	556,160	147,770	125,270	34,000	864,200

	FY18	FY19	FY20	FY21	FY22	TOTALS
<b>TOTAL - Schools</b>	170,000	943,210	180,770	159,270	34,000	1,453,250

## Public Works

Public Works	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Nash's Mill Bridge Design	400	18	1	B	100,000					100,000
Wisdom Way Rehabilitation Design	400	18	1	GS	175,000					175,000
Maple Brook repairs	400	18	2	B		400,000				400,000
Scout Road reconstruction	400	18	4							-
Anaerobic digestion design	400	18	2	B/G		200,000				200,000
Shelburne Rd Reconstruction	400	18	2	B		400,000				400,000
Replacing aging guard rail	400	18	2	CS	-	30,000	-	30,000	-	60,000
Salt brine making machines	400	18	2	CS	60,000					60,000
Poet seat improvements	400	18	3	BM	50,000					50,000
New roof DPW building at Wells St	400	18	2	B	350,000					350,000
New generator for emergency power	400	18	1	GS	75,000					75,000
Replacement for blue storage building	400	18	3	G						220,000
Moving to Wells Street Study	400	18	2							-
Repairs to Bascom Rd Bridge	400	19		CS		26,000				26,000
Crushing/Screening	400	19				100,000				100,000
Anaerobic Digestion Installation	400	19	3	B/G		4,000,000				4,000,000
Wisdom Way Rehabilitation	400	22	1						3,700,000	3,700,000
<b>TOTAL</b>					810,000	5,156,000	-	30,000	3,700,000	9,916,000

## Library

	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
New Library Building	610			B				10,000,000		10,000,000

## Recreation

	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Replace GR School Playground	630	18	2	B		55,000				55,000
Purchase Park Bleachers	630	18	1	B						0
Construct Skate Park	630	18	3	B						0
Vet's Field Improvements	630	19		B		200,000				200,000
Replace Lights at Vet's Field	630	19		B		215,000				215,000
Hillside Park Pavilion	630	20		CS			75,000			75,000
Main Street Banner	630	20		CS			85,000			85,000
Highland Park Trail Map	630	21		CS				30,000		30,000
Beacon Park Adult Exercise Circuit and construct Bocce Courts	630	21						85,000		85,000
Beacon ADA Upgrades	630	21		B/G				55,000		55,000
Recreation Needs Assessment	630	21						35,000		35,000
Four Corners School Playground	630	21		B				38,000		38,000
Upgrades Poet Seat Stairs & Benches	630	22		CS					45,000	45,000
Middle School Playground	630	22		B					35,000	35,000
<b>TOTAL</b>					-	<b>470,000</b>	<b>160,000</b>	<b>243,000</b>	<b>80,000</b>	<b>953,000</b>

## Total Capital Improvement Plan

	FY18	FY19	FY20	FY21	FY22	TOTALS
<b>TOTAL – Capital Improvement Plan</b>	1,595,000	20,108,310	2,795,770	11,432,270	13,380,000	49,941,350

## CIP – Enterprise Funds 2018-2023

### Sewer Fund – Capital Improvement

	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Water meter replacement/fixed network	400	18		B						-
Replace the SCADA system	400	18		B	225,000				4,000,000	4,500,000
Sewer main replacement program	400	18		B		200,000	200,000	200,000	400,000	1,000,000
I and I projects	400	18		B	200,000	200,000	200,000	200,000	200,000	1,000,000
Hydraulic Sewer model	400	19		B		200,000				200,000
WWTP Upgrades	400	20					TBD			
<b>TOTAL – Sewer Fund</b>					<b>425,000</b>	<b>600,000</b>	<b>400,000</b>	<b>400,000</b>	<b>4,600,000</b>	<b>6,700,000</b>

### Water Fund – Capital Improvement

Water Fund	DEP	FY	PRI	SR	FY18	FY19	FY20	FY21	FY22	TOTALS
Water meter replacement/fixed network	400			B						-
Dredging the Glen reservoir/dam repairs	400			B		100,000	100,000	100,000	100,000	600,000
Replace the SCADA system	400			RE	125,000					125,000
Water main replacement program	400			B		200,000	200,000	200,000	400,000	1,000,000
Well reconditioning	400			RE		30,000		50,000		80,000
Oak Hill upgrades	400			B		200,000				200,000
Hydraulic water model upgrade	400			RE			20,000			20,000
Westside water tank project	400			B					4,500,000	4,500,000
<b>TOTAL – Water Fund</b>					<b>125,000</b>	<b>530,000</b>	<b>320,000</b>	<b>350,000</b>	<b>5,000,000</b>	<b>6,525,000</b>

## Capital Improvement Planning Committee Bylaw

**Section 1.** The Mayor shall establish and appoint a committee to be known as the Capital Improvement Planning Committee, composed of one member of the Planning & Construction Committee, one member of the Ways and Means Committee of the City Council, and the School Superintendent or his designee. The City Accountant and/or the Director of Municipal Finance and Administration shall be an ex-officio staff member without the right to vote. The Committee shall choose its own officers.

**Section 2.** The Committee shall study proposed capital projects and improvements involving major non-recurring tangible assets and projects which:

- Are purchased or undertaken at intervals of not less than five years;
- Have a useful life of at least five years; and
- Cost over \$10,000.

All officers, boards and committees, including the Mayor and the School Committee, shall, by November 1st of each year, give to the Committee, on forms prepared by it, information concerning all anticipated projects requiring Council action during the ensuing six years. The Committee shall consider the relative need, impact, timing and cost of these expenditures and the effect each will have on the financial position of the city. No appropriation shall be voted for a capital improvement requested by a department, board or commission unless the proposed capital improvement is considered in the Committee's report<sup>1</sup> or the Committee shall first have submitted a report to the Mayor explaining the omission.

**Section 3.** The Committee shall prepare an annual report recommending a Capital Improvement Budget for the next fiscal year, and a Capital Improvement Program including recommended capital improvements for the following five fiscal years. The report shall be submitted to the Mayor for consideration and approval. The Board shall submit its approved Capital Budget to the City Council for adoption.

**Section 4.** Such Capital Improvement Program, after its adoption, shall permit the expenditure on projects included therein of sums from departmental budgets for surveys, architectural or engineering advice, options or appraisals; but no such expenditure shall be incurred on projects which have not been so approved by the city through the appropriation of sums in the current year or in prior years, or for preliminary planning for projects to be undertaken more than five years in the future.

**Section 5.** The Committee's report and the Mayor's recommended Capital Budget shall be published and made available in a manner consistent with the distribution of the Way & Means Committee report. The Committee shall deposit its original report with the City Clerk.

This does not apply to citizen petitions placed on the warrant.

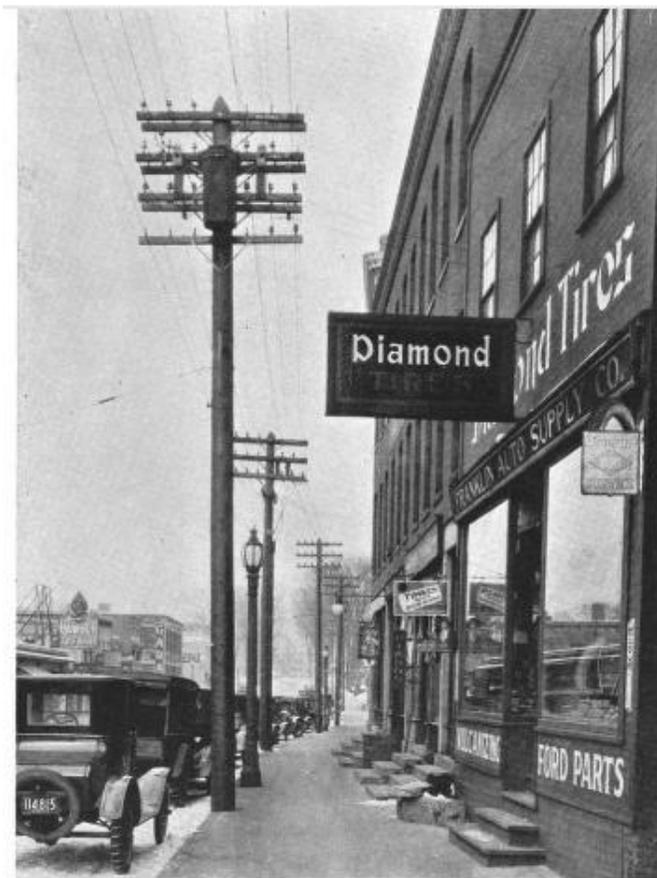
## Capital Improvement Policies

- The city will make all capital improvements in accordance with an adopted capital improvement program.
- The city will develop a multi-year plan for capital improvements and update it annually.
- The city will enact an annual capital budget based on the multi-year capital improvement plan. Future capital expenditures necessitated by changes in population, changes in real estate development or changes in economic base will be calculated and included in capital budget projections.
- The city will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvement will be projected and included in operating budget forecasts.
- The city will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and priorities, and whose operating and maintenance costs have been included in operating budget forecasts.
- The city will maintain all its assets at a level adequate to protect the city's capital investment and to minimize future maintenance and replacement costs.
- The city, as part of its capital planning process, will project its equipment replacement and maintenance needs for the next several years and will update this projection each year. From this projection, a maintenance and replacement schedule will be developed and followed.
- The city will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval.
- The city will determine the least costly financing method for all new projects.



## Debt Policies

- The town will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues.
- When the town finances capital projects by issuing bonds, it will pay back the bonds within a period not to exceed the expected useful life of the project.
- Total debt service for general obligation debt will not exceed 8 percent of the general fund operating budget.
- Total general-obligation debt will not exceed that provided in the state statutes.
- Where possible, the town will use special assessment, revenues or other self-supporting bonds, instead of general obligation bonds.
- The town will not use long-term debt for current operations.
- The town will retire bond anticipation debt within six months after completion of the project.
- The town will maintain good communications with bond rating agencies about its financial condition. The town will follow a policy of full disclosure on every financial report and bond prospectus.



TYPICAL POLE LINE CONSTRUCTION OF THE  
GREENFIELD ELECTRIC LIGHT AND POWER COMPANY,  
FEDERAL STREET, GREENFIELD, MASSACHUSETTS

## SECTION 7 – Appendix

### The Budget Process

#### The Budget and Appropriation Process

The budget document is the instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The legalistic view is that a budget is a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them. In a much more general sense, budgets may be regarded as devised to aid management to operate an organization more effectively. In the general sense, budgets are the financial expression of plans prepared by managers for operating an organization during a time period and for changing its physical facilities and its capital structure.

The budget preparation process for all Cities is governed by Massachusetts General Law (MGL) Ch. 44. The General Laws require that the budget be supported by revenues earned during the year plus any saving from prior years. The General Laws also requires public involvement in the process including the requirement for a public hearing on the proposed budget.

The Mayor provides leadership in the budget process by developing budgetary policy and working closely with department heads and the City Council to assure that the process identifies community needs and priorities and develops a farsighted and well-crafted plan. The Mayor initiates the budget process that provides the policy context for identification of priorities and development of initiatives.

Within 170 days after the annual organization of the City government (which is ordinarily in early January), the Mayor is required to submit a budget of proposed expenditures for the fiscal year beginning on the next July 1. The City Council may make appropriations for the recommended purposes and may reduce or reject any item. Without a recommendation of the Mayor, the City Council may not increase any item or make an appropriation for a purpose not included in the proposed budget (except by a two-thirds vote in case of the failure of the Mayor to recommend an appropriation for such a purpose within the 7 days after a request from the City Council). If the City Council fails to act on any item of the proposed budget within 45 days, that item takes effect.

If the Mayor does not make a timely budget submission, provision is made for preparation of a budget by the City Council. Provision is also made for supplementary appropriations upon a recommendation of the Mayor. Enterprise Fund expenditures are required to be included in the budget adopted by the City Council. The school budget is limited to the amount appropriated by the City Council, but the school committee retains full power to allocate the funds appropriated.

Under certain circumstance and subject to certain limits and requirement, the City Council of a City, upon the recommendation of the Mayor, may transfer amounts appropriated for the use of the department (except for a municipal light plant or a school department) to another appropriation for the same department or for use of any other department.

The Water Fund was established under Chapter 41, § 69B January 2000, as a special revenue fund until 2008 when it was adopted as an Enterprise fund. Commencing July 1, 1994, the City established the Sewer Enterprise Fund in accordance with Chapter 44, § 53F ½, of the General Laws.

The Finance Department prepares budget packages for each department in November. The Mayor holds a city wide meeting, attended by all department heads and finance personnel, concerning a general overview of the state of the economy, and to outline specific guidelines dictating the preparation of individual department budgets. In consultation with the Finance Department, each department then prepares an operating budget entering directly into the MUNIS accounting software and a mission statement outlining the projected goals for the future. These operating budgets are reviewed by the Finance Department and then prepared for the Mayor's review.

In February and March, each department head meets with the Mayor and Finance team to review their proposed budgets and program changes for the coming year. As the proposed budgets are reviewed by the Mayor, the budgets submitted may be adjusted based on the individual needs of each department. During the months of March, the Mayor finalizes the Annual Budget document for submission to the City Council. The proposed budget documentation is prepared by the Finance Department. The City Council accepts the budget and submits it to the subcommittee on Administration and Finance (Ways and Means). The City Council subcommittee then holds meetings with the Mayor, Finance Director, City Auditor and department heads to review each departmental budget. The budget must be approved by a majority vote of the City Council within 45 days of receipt of the budget, but no later than June 30th of each year.

The school department budgets are prepared by the Superintendent of Schools and the School Business Manager. The school budget is reviewed and approved by the School Committee and subsequently to the Mayor and the City Finance Department for inclusion in the City Budget presentation to the City Council for approval and appropriation.

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### **What is a Balanced Budget?**

A budget is considered in balance when revenues are equal to or greater than expenditures. This is a requirement of all Massachusetts communities.

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### **The Budget Format**

The budget summary contains summary totals from all operating segments. The revenue section details revenue sources with expected trends. Each departmental section contains a department mission statement and financial data relating to the entire department, including personnel detail. The enterprise section includes revenue and expenditure trends of the self-sustaining enterprise funds along with departmental goals. The CIP section details all expected capital program outlays in the current fiscal year, as well as a summary of the next following years. If you've made it this far, congrats!

## Budget Amendments

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### Budget Amendment Increases

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Any increase to the budget must be submitted to the City Council by the Mayor for approval. Budget amendments usually occur from transfers from other special revenue funds (usually receipts reserved for appropriation funds), free cash appropriations in general fund, or retained earnings appropriations within the Enterprise Funds. They can also be voted as an additional appropriation to the budget to be offset by property taxes, local revenue, state aid, and reserves prior to the tax rate being set in December of each year.

### Budget Amendment Transfers

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Budget transfers within the school department are submitted to the School Committee for their approval, and are processed by the Finance Department once approved. Budget transfers for city (non-school) budgets, between departments must be submitted to City Council for their approval. Transfers between personnel to ordinary expenses for the same department require the Mayor's approval with a report to the City Council. This is due to the fact that the City Council votes the original budget as follows:

**City Budgets** – The City Council votes each personnel and ordinary expenses line separately within each department

**School Budgets** - The City Council votes the TOTAL for the school budget, not separate departments and/or organizational units as they for the City Budget.

The City of Greenfield adopted the Department of Revenue of Local Services Bulletin no. 06-209 from May 2006 Section C2. This section refers to the alternative year end procedure which allows budget transfer starting May 1 and ending July 15, upon recommendation of the Mayor, of any departmental appropriation to another department appropriation, not to exceed three percent of 5,000, whichever is greater, of the department's annual budget. The Municipal Modernization Act (MMA) revised this bulletin to lift this cap effective November 7, 2016. The Finance Department will provide the City Council Ways and Means Committee with a list of these budget transfers in addition to the regular transfers.

## Budget Goals

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### Policy Drive Planning:

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The budget is developed based upon community values and key city strategic financial and program policies. The City of Greenfield's Five Year Financial Forecast provides the nexus between the long-term financial plan and budgetary development. The plan includes a comprehensive multi-year projection of the financial position and budget projections, including documentation of revenue and cost assumptions and projections.

### Program of Services for the Community:

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The budget is designed to focus of financial information, missions and goals that have value added outcomes to the community through city services. The Mayor and the City Council will use the City's fundamental principles as a basis for allocation choices and policy discussions. It also provides a basis for measuring progress toward goals during the budget period.

### Financial Plan of Allocation and Resource Management:

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The budget establishes the plan and legal appropriations to allow the City to operate during the fiscal year. The budget provides specific direction for departments and agencies for management of resources. It also provides broad goals related to the City's overall financial position and identifies business decisions required to keep the City financially viable and strong. It is developed using all available financial and planning reviews, including the Five Year Financial Forecast and the five-year rolling Capital Improvement Program.

### Communication Tool:

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The budget is intended to communicate to a broad range of readers, both locally and around the region, as well as the larger governmental and financial community. The budget expresses priorities and goals, assignments and plans, targets and hopes. It is a key statement of City priorities, and is meant to provide confidence in, and confirmation of, the Ordinance-mandated Mayor form of government.

# THE FRANKLIN SAVINGS INSTITUTION

Greenfield : Massachusetts



*INCORPORATED IN 1834. PRESENT RESOURCES \$7,106,000.00*  
*Deposits received daily and commence interest quarterly: January 1, April 1, July 1, October 1*  
*Bank has never paid dividends at less than 4 per cent per annum except for one year*



## Budgeting & Accounting Practices

The **basic financial statements** of the City of Greenfield, Massachusetts are prepared in accordance with Generally Accepted Accounting Principles (GAAP) in the United States of America. The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The Significant accounting policies are described herein.

For budgetary financial reporting purposes, the Uniform Municipal System (UMAS) basis of accounting (established by the Commonwealth of Massachusetts) is followed, which differs from the GAAP basis of accounting, those differences are listed below. A reconciliation of budgetary-basis to GAAP-basis results for the General Fund for the fiscal year ended June 30, can be found in the City's Comprehensive Financial Statement (CAFR) at the following website: [http://greenfield-ma.gov/files/FY2015\\_FinancialStatements - Greenfield - signed final.pdf](http://greenfield-ma.gov/files/FY2015_FinancialStatements_-_Greenfield_-_signed_final.pdf)

## Basis of Accounting & Budgeting

The **basis of accounting** and the **basis of budgeting** determine when revenues and expenditures are recognized for the purpose of financial reporting and budget control. Accounting on a **cash basis** means that revenues and expenditures are recorded when cash is actually received or paid out. Most larger business employ **full accrual accounting** in which revenues are recorded when earned (rather than when received), and expenditures are recognized when an obligation to pay is incurred (rather than when payments is made). Capital expenses (the cost of acquiring tangible assets) are recognized over the life of the asset, not when the asset is purchased.

Governments typically employ a hybrid basis of accounting termed **modified accrual**. Under this system, revenues are recognized when they become measurable and available; expenditures are recognized when the obligation to pay is incurred. Capital expenditures are recognized at the time of purchase. This means that governments may experience significant increases and decreases in total expenditures from year to year because capital expenses tend to be large and unevenly timed. To help explain year to year expenditure trends, capital expenditures are reported separately from operating costs in this budget document.

The City of Greenfield uses modified accrual accounting and budgeting for its government fund types which include the general fund, special revenue funds, and capital project funds. For proprietary fund types (enterprise funds) the city uses full accrual accounting and budgeting.

## Fund Accounting

Fund accounting is an accounting system organized on the basis of funds, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures as appropriate. Resources are allocated to and accounted for in individual funds based upon purpose for which they are to be spent and the means by which spending activities are controlled. Fund accounting is used by states and local government and for not-for-profit organizations that need to account for resources for which the use is restricted by donors or grantors.

### Types of Funds

There are seven types of funds that can be used, as needed, by state and local governments, both general purpose and limited purpose. The types of funds are as follows:

#### Government Funds

**The General Fund** – The General Fund is the major operating fund of municipal governments, and it accounts for the vast majority of municipal operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the municipal departments, including the schools, are supported in whole or in part by the General Fund.

**Special Revenue Funds** – To account for the proceeds of specific revenue sources (other than expendable trust or for major capital projects) that are legally restricted to expenditures for specific purpose. These funds are used mostly for donations, revolving, state, federal, and other intergovernmental revenue and expenditures.

**Capital Project Funds** – To account for financial resources to be used for the acquisition or construction of major capital facilities or acquisition of equipment – other than those financed by proprietary funds or trust funds.

**Debt Service** – To account for accumulation of resources for, and the payment of, general long-term debt principal and interest.

#### Proprietary Funds

**Enterprise Funds** – To account for operations (a) that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

**Internal Service Funds** – To account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

## Fiduciary Funds

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**Trust and Agency Funds** – To account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and/or other funds. These include (a) expendable trust funds, (b) nonexpendable trust funds, (c) pension trust funds, (d) OPEB trust fund, (e) compensated absences trust fund and (f) agency funds.

## Governmental Accounting

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The modified accrual basis of accounting, as appropriate, should be utilized in measuring financial position and operating results.

**Governmental fund** revenues and expenditures should be recognized on the modified accrual basis. Revenues should be recognized in the accounting period in which they become available and measurable. Expenditures should be recognized in the accounting period in which the fund liability is incurred, if measurable, except for un-matured interest on general long-term debt, which should be recognized when due.

**Proprietary fund** revenues and expenses should be recognized on the accrual basis. Revenues should be recognized in the accounting period in which they are earned and become measurable; expense should be recognized in the period incurred, if measurable.

**Fiduciary fund** revenues and expenses or expenditures (as appropriate) should be recognized on the basis consistent with the fund's accounting measurement objective. Nonexpendable trust and pension trust funds (and investment trust funds) should be accounted for on a accrual basis; expendable trust funds should be accounted for on the modified accrual basis. Agency fund assets and liabilities should be accounted for on the modified accrual basis.

**Transfers** should be recognized in the accounting period in which the inter-fund receivable and payable arise.

## Fund Balance & Fund Equity

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The arithmetic difference between the amount of financial resources and the amount of liabilities recorded in the fund is the Fund Equity. Residents of the governmental unit have no legal claim on any excess of liquid assets over current liabilities; therefore, the Fund Equity is not analogous to the capital accounts of an investor-owned entity. Accounts in the Fund Equity category of the General Fund and special revenue funds consist of reserve accounts established to disclose that portions of the equity are not available for appropriation (reserved or designated); the portion of equity available for appropriation is disclosed in an account called FUND BALANCE.

## Annual Audits

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At the close of each fiscal year, state law requires the City of Greenfield to publish a complete set of financial statements in conformity with accounting principles generally accepted in the United State of America (GAAP), and that are audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to that requirement, the City of Greenfield has been audited by the firm of MelansonHeath, Accountants/Auditors, of Greenfield, Massachusetts. A copy of the most current CAFR and prior fiscal year financial statements can be found on the City's website at [http://greenfield-ma.gov/files/FY2015 FinancialStatements - Greenfield - signed final.pdf](http://greenfield-ma.gov/files/FY2015_FinancialStatements_-_Greenfield_-_signed_final.pdf)

### Reporting Entity

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For financial reporting purposes, the City has included all funds, organizations, agencies, boards, commissions and institutions. The City as also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the City are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the City (the primary government) and it component units. One entity has been included as a component unit in the reporting entity, because of the significance of its operation and/or financial relationship.

### Blended Component Units

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Blended component units are entities that are legally separate from the City, but are so related that they are, in substance, the same as the City, or entities providing services entirely or almost entirely for the benefit of the City. The following component unit is blended within the Fiduciary Funds of the

The Greenfield Contributory Retirement System (the System) which was established to provide retirement benefits primarily to city and school employees and their beneficiaries. In fiscal year 2017, employees of the newly established Municipal Light Plant (GCET) became members of the System. The System is governed by five-member board comprised of the City Auditor (ex-officio), two members elected by the System's participants, one member appointed by the Mayor and one member appointed by the other board members. The System is presented using the accrual basis of accounting and is reported as a pension trust fund in the fiduciary fund financial statements. Additional financial information of the System can be obtained by contacting the System located at town hall.

### Availability of Financial Information for Component Units

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The Greenfield Contributory Retirement System does not issue a separate audited financial statement. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts' (Commonwealth) Public Employees Retirement Administration Commission (PERAC). That report may be obtained by contacting the System located at 14 Court Square, Greenfield, MA 01301.

### Government-Wide and Fund Financial Statements

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The government-wide financial statements (i.e., the statement of net position and the statement of activities) report information on all of the non-fiduciary activities of the primary government. For the most part, the effect of inter-fund activity has been removed from these statements. *Governmental*

*activities*, which normally are supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which rely to a significant extent on fees and charges for support.

### **Fund Financial Statements**

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Separate financial statements are provided for governmental funds, proprietary funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements.

### **Major Fund Criteria**

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Major funds must be reported if the following criteria are met:

- If the total assets, liabilities, revenues or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets, liabilities, etc.) for all funds of that category type (total government or total enterprise funds), *and*
- If the total assets, liabilities, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

## Measurement Focus, Basis of Accounting, and Financial Statement Presentation

### Government-Wide Financial Statements

The government-wide financial statements are reported using the *economic resources measurement focus* and the *accrual basis of accounting*, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met. As a general rule, the effect of inter-fund activity has been eliminated from the government-wide financial statements.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants for goods, services, or privileges provided.
- Operating grants and contributions
- Capital grants and contributions, including special assessments.

Internally dedicated resources are reported as *general revenues* rather than as program revenues. Likewise, general revenues include all taxes and excises.

For the most part, the effect of inter-fund activity has been removed from the government-wide financial statements. However, the effect of inter-fund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

### Fund Financial Statements

**Governmental** fund financial statements are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers property tax revenues to be available if they are collected within 60 days of the end of the current fiscal year end. All other revenues items are considered to be measurable and available only when cash is received by the government.

Expenditures general are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

The City reports the following major governmental funds:

- The *General Fund* is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.
- The *FEMA tropical storm Irene* accounts for the activity related to the disaster recovery and clean-up efforts for the August 27, 2011 tropical storm.
- The 2015 capital articles fund accounts for all activities related to the capital articles voted for fiscal year 2015.
- The *High School Construction Fund* accounts for all activities related to the construction to the City's new high school.

**Proprietary** funds distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the enterprise fund are charges to customers for sales and services. Operating expenses for the enterprise funds include cost of sales and services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

The City reports the following major proprietary funds:

- The *Water Enterprise Fund*, which accounts for operations related to providing the City's water services and supporting infrastructure.
- The *Sewer Enterprise Fund*, which accounts for operations of the City's wastewater treatment facility and supporting infrastructure.

**Fiduciary** fund financial statements are reported using the flow of economic measurement focus and use the accrual basis of accounting except for the Agency Fund, which has no measurement focus. Fiduciary funds are used to account for assets held in trustee capacity for others that cannot be used to support the governmental programs.

The following Fiduciary fund types are reported:

- The *Pension Trust Fund* accounts for the activities of the Greenfield Contributory Retirement System, which accumulates resources for pension benefit payments to qualified employees.
- The *Private-Purpose Trust Fund* is used to account for trust arrangements, other than those properly reported in the pension trust fund or permanent fund, under which principal and investment income exclusively benefit individuals, private organization, or other governments.
- The *OPEB Trust Fund* is used to account for trust arrangements, specifically the OPEB trust, under which the principal and investment income exclusively benefit individuals.
- The *Agency Funds* account for fiduciary assets held by the City in a custodial capacity as an agent on behalf of others. Agency funds report only assets and liabilities, and therefore, have no measurement focus.



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## All Around Helpfulness

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STORE SERVICE REALIZED  
AT THE WILSON STORE

Service at Wilson's means more than it usually does in other stores—it has a deeper significance than a mere desire to sell goods. Service stands for “all around helpfulness” here. Service here means readiness and friendliness to you personally. Readiness to search for the best the world produces, readiness to give you the newest and best fashions as swiftly and as accurately as quick wits and modern facilities can procure them from home and foreign markets.

The friendliness with which we greet and serve you, the pleasant faces at every counter, the willing hands and feet and the intelligent respect for your wishes and wants—all these are evidence of our store service—the ideal service.

We are but human after all and mistakes are apt to occur despite our watchful eyes. But remember when they do happen we are far sorer than you and will cheerfully and promptly right the smallest wrong.

We appreciate the gracious spirit of our customers and hope this little talk will further the upright, kindly spirit existing between the public and John Wilson & Co.—the store that strives to make its service one of all around helpfulness.

**JOHN WILSON & CO.**  
GREENFIELD, MASS.

# TOWN OF GREENFIELD INVESTMENT POLICY

## Purpose

The purpose of this document is to specify the policies and guidelines that provide for the prudent and productive investment of funds.

The Town of Greenfield authorizes the Treasurer to act as the custodian and investment officer of Town funds and to invest the following funds in accordance with this policy, the provisions of Massachusetts General Laws ("MGL") Chapter 44, Sections 54, 55 and other applicable state statutes.

- General Fund
- Enterprise Funds
- Capital Projects Fund
- Debt Service Funds
- Special Revenue Funds
- Stabilization Funds
- Trust Funds
- State and Federal Grants Fund\*

Any other funds deemed to be public funds for the Town of Greenfield

\* The investment procedures of grant funds are subject to grant or contractual terms.

## I. The Investment of General Funds, Special Revenue Funds, Enterprise Funds, and Capital Projects Funds

### A. Scope

This section of the policy applies only to short term operating funds such as general funds, special revenue funds, enterprise funds, bond proceeds and capital project funds. Section two will deal with trust funds, and any other funds with special circumstances such as stabilization funds.

### B. Objectives

Massachusetts General Laws, Chapter 44, section 55B requires the municipal/district treasurer to invest all public funds except those required to be kept un-invested for purposes of immediate distribution. Modern banking systems enable the public treasurer to maintain even these funds in interest bearing form until the date a disbursement order clears through the banking system.

The state law further requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines

are intended to further the objective of securing the highest return that is consistent with safety of principal while meeting the daily cash requirements for the operation of the entity's business.

**Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and choice of depository. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.

**Liquidity** is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.

**Yield** is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

### C. Investment Instruments

**Note:** Public investments in Massachusetts are not protected through provisions in State law. Therefore, they are largely uncollateralized. Many banking institutions are willing to put up collateral, albeit at a cost to the entity of a lower interest rate. The Treasurer negotiates for the highest rates possible, consistent with safety principles.

The Treasurer may invest in the following instruments:

- Massachusetts State pooled fund: **Unlimited amounts** (Pool is liquid)
- The Massachusetts Municipal Depository Trust (MMDT), an investment pool for state, local, county and other independent governmental authorities, is under the auspices of the State Treasurer and currently managed by Fidelity Investments. It invests in Bankers Acceptances, Commercial Paper of high quality, Bank Certificates of Deposit, Repurchase agreements (Repos), and U. S. Treasury Obligations. It has Federal Deposit Insurance Corporation (F.D.I.C.) pass-through insurance on the C.D.'s and takes delivery on the Repos and Treasuries. Under Government Accounting Standards Board Regulation (GASB III), it is not considered an uncollateralized product.
- U. S. Treasuries that will be held to maturity: **Unlimited amounts** (Up to one year maturity from date of purchase)
- U.S. Agency obligations that will be held to maturity. **Unlimited amounts** (Up to one year maturity from date of purchase)
- Bank accounts or Certificates of Deposit, hitherto termed C.D.'s. (Up to one year) which are fully collateralized through a third party agreement.

- Bank accounts and C.D.'s (Up to one year) insured by F.D.I.C. up to **\$100,000 limit** All bank accounts and C.D.'s in one institution are considered in the aggregate to receive the \$100,000 insurance coverage. In some cases Banking Institutions carry additional insurance, Depository Insurance Fund of Massachusetts (D.I.F.M): Contact banking representative for amounts of coverage.

**Unsecured bank deposits** of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: These investments **will be limited to no more than 5% of an institution's assets and no more than 10% of a municipality's cash**. Their credit worthiness will be tracked by Veribanc, Sheshunoff, or other bank credit worthiness reporting systems. They will be diversified as much as possible. C.D.'s will be purchased for no more than three months and will be reviewed frequently.

**Money Market Mutual Funds** that are registered with the Securities and Exchange Commission that have received the highest possible rating from at least one nationally recognized statistical rating organization and as otherwise referenced in the Massachusetts General Law Chapter 44 Section 55.

#### **D. Diversification**

Diversification should be interpreted in two ways: in terms of maturity as well as instrument type and issuer. The diversification concept should include prohibition against over concentration of maturities as well as concentration in a specific institution. With the exception of U.S. Treasury obligations or investments fully collateralized by U.S. Treasuries or agencies, and State pools (MMDT), no more than 10% of the Town's investments shall be invested in a single financial institution.

#### **E. Authorization**

The Treasurer has authority to invest municipality funds, subject to the statutes of the Commonwealth Massachusetts General Law Chapter 44 Section 55,55A, & 55B.

#### **E1. Authorized Financial Dealers and Institutions**

Financial institutions should be selected first and foremost with regard to safety. The Treasurer's office shall subscribe to and use one or more of the recognized bank rating services, such as Veribanc or Sheshunoff. Brokers should be recognized, reputable dealers.

When using the Veribanc rating service the Treasurer may invest in such banks that show a green rating in a particular quarter. If a rating is yellow the Treasurer should contact the appropriate banking institution and request in writing an explanation of the change in rating and the expected time table for it to be changed to green.

If for a second quarter such rating has not been corrected, the Treasurer should consider removing all funds that are not collateralized, or carries some form of depositors insurance.

If a rating moves to red all money should be immediately collateralized or covered by some form of depositors insurance or be removed from the banking institution.

Any brokerage houses and broker/dealers, wishing to do business with the municipality, are to supply the following information to the Treasurer upon request:

**Audited financial statements**

Proof of National Association of Security Dealers certification

A statement that the dealer has read the municipality's investment policy and will comply with it

Proof of credit worthiness (minimum standards: at least five years in operation and a minimum capital of 10 million dollars)

An annual review of the financial condition and registration of qualified financial institutions and broker/dealers will be conducted by the investment officer.

**F. Restrictions**

Chapter 44, Section 55 set forth the several restrictions that the Treasurer must be aware of when making investment selections.

A Treasurer shall not at any one time have on deposit in a bank or trust company an amount exceeding 60% of the capital and surplus of such bank or trust company, or banking company, unless satisfactory security is given to it by such bank or trust company, or banking company for such excess.

The treasurer shall not make a deposit in any bank, trust company or banking company that he/she is associated as an officer or employee or has been the same for any time during the three years immediately preceding the date of any such deposit.

All securities shall have a maturity from date of purchase of one year or less.

Purchases under an agreement with a trust company, national bank or banking company to repurchase at not less than original purchase price of said securities on a fixed date shall not exceed ninety days.

**G. References**

Massachusetts General Law Chapter 44, Section 55

Massachusetts General Law Chapter 44, Section 55A

Massachusetts General Law Chapter 44; Section 55B

II. The Investment of Trust Funds, Stabilization Funds and  
Community Preservation Act.

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This section of the policy applies only to funds that could be invested long term, i.e. trust funds, stabilization funds, community preservation funds.

**A. Scope**

This policy applies to all accounts that are designated as Trust Funds, Stabilization Funds, Community Preservation Funds. These funds include all accounts that are received as scholarships and perpetual care receipts.

All accounts will be maintained separately receiving their proportionate interest and any realized and unrealized gains or losses. Trust Funds may be co-mingled and invested in any instruments allowed by the Commonwealth of Massachusetts list of Legal Investments Legal issued by the Banking Commissioner each July. Each trust fund must be accounted for separately. Chapter 44 Section 54 sets forth that Treasurers may invest in instruments that are legal for savings banks. This list of investments is included in the Commonwealth of Massachusetts List of Legal Investments, Chapter 167 Section 15A.

### **B. Authority**

Massachusetts General Law Chapter 44, section 54 pertains to the investment of Trust Funds. All trust funds shall fall under the control of the Town Treasurer unless otherwise provided or directed by the donor.

### **C. Objective**

Massachusetts General Laws, Chapter 44, section 55B requires the Town Treasurer to invest all public funds except those required to be kept un-invested for purposes of immediate distribution.

This section also requires that invested funds are to be placed at the highest possible rate of interest reasonably available, taking account of safety, liquidity and yield. Therefore, these guidelines are intended to further the objective of securing the highest return that is consistent with safety of principal while meeting the daily cash requirements for the operation of the entity's business.

**Safety** of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital through the mitigation of credit risk and interest rate risk. These risks shall be mitigated by the diversification and prudent selection of investment instruments, and choice of depository. Credit risk is the risk of loss due to the failure of the security issuer or backer. Interest rate risk is the risk that the market value of the security will fall due to changes in general interest rates.

**Liquidity** is the next most important objective. The overall investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Since all possible cash demands cannot be anticipated, the treasurer shall carry out investment activities in a manner that provides for meeting unusual cash demands without the liquidation of investments that could result in forfeiture of accrued interest earnings, and loss of principal in some cases.

**Yield** is the third, and last, objective. Investments shall be undertaken so as to achieve a fair market average rate of return, taking into account safety and liquidity constraints as well as all legal requirements.

## D. Investment Instruments

M.G.L. Chapter 44 section 54 states that money should be deposited into savings bank, trust companies incorporated under the laws of the commonwealth, banking companies incorporated under the laws of the commonwealth which are members of the Federal Deposit Insurance Corporation, or national banks, or invested in participation units in a combined investment fund under section thirty-eight A of chapter twenty-nine, or in a paid-up shares and accounts of and in co-operative banks, or in shares of savings and loan associations or in share or savings deposits of federal savings and loan associations doing business in the commonwealth.

Additionally the Town of Greenfield may invest such funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the commonwealth; provided, that not more than fifteen percent of any such trust funds shall be invested in bank stocks and insurance company stocks, nor shall more than one and one-half percent of such funds be invested in the stock of any one bank or insurance company. Refer to the Commonwealth of Massachusetts List of Legal Investments.

The Treasurer may invest in the following instruments:

- U. S. Treasuries that maybe sold prior to maturity: **Unlimited amounts** (With no limit to the length of maturity from date of purchase)
- U.S. Agency obligations that maybe sold prior to maturity. **Unlimited amounts** (With no limit to the length of maturity from date of purchase)
- Bank accounts or Certificates of Deposit, hitherto termed C.D.'s. **Unlimited amounts** (With no limit to the length of maturity from date of purchase), which is fully collateralized through a third party agreement.
- Bank accounts and C.D.'s (With no limit to the length of maturity from date of purchase), fully insured by F.D.I.C. and in some cases also Depository Insurance Fund of Massachusetts (D.I.F.M): **\$100,000 limit** All bank accounts and C.D.'s in one institution are considered in the aggregate to receive the \$100,000 insurance coverage.

**Unsecured bank deposits** of any kind such as other checking, savings, money market, or Certificates of Deposit accounts at Banks that do not fit the above categories. These investments are subject to the following limitations: These investments **will be limited to no more than 5% of an institution's assets and no more than 10% of a municipality's cash**. Their credit worthiness will be tracked by Veribanc, Sheshunoff, or other bank credit worthiness reporting systems. They will be diversified as much as possible.

Common and preferred stock that are listed in the List of Legal Investments.

Investment Funds that are listed in the List of Legal Investments.

All other items not separately identified here that are listed in the List of Legal Investments.

## E. Legal References

Massachusetts General Law Chapter 44, Section 54

Massachusetts General Law Chapter 44, Section 55A

Massachusetts General Law Chapter 44, Section 55B

### III. Reporting Requirements

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On an annual basis a report containing the following information will be prepared by the Treasurer and made available for review:

- A report of the account types (i.e. general fund, trust funds, stabilization) including fund balances, investment return information and summary of income received as of the end of the reporting period.
- The municipal treasurer shall include in the report a brief statement of general market and economic conditions and other factors that may affect the Town's cash position.
- The report should demonstrate the degree of compliance with the tenets set forth in the Investment Policy.

### IV. Internal Controls

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The investment officer is responsible for establishing and maintaining an internal control system designed to ensure that the assets of the Town are protected from loss due to employee error, fraud, and misrepresentation by third parties or imprudent actions by employees and officers. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. Accordingly, the investment officer shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping of all funds received.
- Avoidance of physical delivery securities
- Clear delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian

#### **A. Delegation of Authority**

Management responsibility for the investment program is hereby delegated to the Treasurer, who shall establish written procedures for the operation of the investment program consistent with this investment policy. Procedures should include references to custody, repurchase, wire transfer, and bank security agreements, and banking service contracts. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Treasurer. The Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

## V. Ethics

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The Treasurer and Assistant Treasurer shall refrain from personal business activity that could conflict with proper execution of the investment policy, or which could impair their ability to make impartial investment decisions. The Treasurer shall disclose in writing to the Town Manager any material financial interests in financial institutions with whom they conduct business. They shall further disclose any large personal financial/investment positions that could be related to the performance of the investment portfolio, particularly with regard to the time of purchase and sales.

### **Standards of Care**

The standard of prudence to be used by the Treasurer shall be the “Prudent Person” standard and shall be applied in the context of managing an overall portfolio. The Treasurer acting in accordance with written procedures, and this investment policy, and exercising due diligence shall be relieved of personal responsibility for an individual security’s credit risk or market price changes, provided the purchases and sale of securities is carried out in accordance with the terms of this policy.

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own affairs; not for speculation but for investment considering the probable safety of their capital as well as the probable income to be derived.

In addition this section would also apply to M.G.L. Chapter 44 Section 55A which refers to the liability of the Treasurer for losses due to bankruptcy.

## Debt Management Policies

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Debt management is an integral part of overall fiscal planning. The primary objective of debt management is to borrow at the least cost over the life of the debt. To meet this objective, there must be clear strategy as to what purposes to borrow for, when to schedule major projects to be financed through debt and how long to allow for repayment. Another underlying principle in managing debt is the realization that it distributes part of a current cost to future taxpayers and thus care must be utilized in structuring repayment and interest costs.

For many years, capital needs were displaced by the fiscal demands of current operations and suddenly the Town was faced with crumbling infrastructure which demanded immediate attention. As a result, the debt levels became high and can truly be characterized as burdensome. A disciplined approach to borrowing and adherence to debt policies will help to bring the debt levels back into line, will improve the quality of our decision making, will demonstrate our commitment to long term planning and will signal rating agencies that our government is well managed and that we will continue to meet our obligations in a timely manner. The rating agencies in turn may regard that as a compelling reason to increase our credit rating and minimize our interest costs.

- The Town of Greenfield will comply strictly with MGL Ch. 44 in all matters of public debt.
- All debt of the Town will be issued as general obligation debt pledging the full faith and credit of the Town for repayment.
- Direct debt will be payable from general revenues. The ultimate goal for total budget allocation for capital borrowing through direct debt should be under 10% including town and school projects.
- Revenue-supported debt will be issued on behalf of enterprise or special funds (sewer, water) and must be fully supported by the revenues of the specific funds.
- Repayment of the debt service (including principal, interest and related issuance costs) should be capped at 5% of the total budget with additional monies coming from current resources such as stabilization or free cash
- Repayment of debt should be planned on a rapid schedule with a minimum goal of 60% principal repayment within 5 years and 90% within 10 years. Exceptions to this schedule should be limited to revenue supported debt (sewer and water projects) which is subject to different guidelines that consider useful life of a project and current interest rates in the market.
- Short-Term debt will be issued within the guidelines of MGL Ch.44 as to purpose and term of borrowing. All short-term issues of under \$50,000 will be considered for repayment at the end of the term in preference to long term bonding.

## Fraud Policies

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The City of Greenfield is committed to its duty to ensure effective stewardship of public money and other assets and resources for which we are responsible. It is the policy of the City of Greenfield to prevent and deter all forms of fraud that could threaten the security of our assets or our reputation. The Town is committed to the prevention, detection, investigation and corrective action relative to fraud.

City Officials and employees must, at all times, comply with all applicable laws and regulations. The City will not condone the activities of officials or employees who achieve results through violation of the law or unethical business dealings. The City does not permit any activity that fails to stand the closest possible scrutiny.

This policy sets out specific guidelines and responsibilities regarding appropriate actions that must be followed for the investigation of fraud and other similar irregularities.

### **What is Fraud?**

Fraud is a violation of trust that is defined as a deception deliberately practiced to secure unfair or unlawful gain. The term includes but is not limited to such acts as deception, bribery, forgery, extortion, theft, embezzlement, misappropriation of money or assets, false representation, the concealment of material facts relating to any of the above and collusion or conspiracy to commit any or all of the above.

### **What to do if you suspect fraudulent activity:**

The Town recognizes there may only be a suspicion of fraud, thus any concerns should be reported to the Director of Municipal Finance and Administration. If the concern involves the Director of Municipal Finance, any concerns should be reported to the Mayor. The Director of Municipal Finance has the primary responsibility for the investigation of all suspected fraudulent acts as defined in the policy.

### **Actions:**

All cases of suspected fraud will be investigated and appropriate action will be taken.

# Budget Document Survey

Your opinion is important to us! Please take a few minutes to tell us what you think about our budget document. Your comments will be used to help improve this document.

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**Overall Impressions:** How would you rate the entire document? (Check One)

- Not Helpful     Minimal Help     Slightly Helpful     Mostly Helpful     Very Helpful

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**Readability:** How easy to read and understand is the subject matter?

- Difficult to Read     Somewhat Difficult     Adequate     Easy to Read     Very Easy to Read

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**Sections:** Using the following scale, please rate the sections below (1-Not Helpful to 5 – Very Helpful):

Section 1 – General Overview	_____	Section 5 – Budget Overview Enterprise	_____
Section 2 – Budget Overview All Funds	_____	Section 6 – Capital Improvement Program	_____
Section 3 – Departmental Budgets	_____	Section 7 – Appendix	_____
Section 4 – Debt, Stabilization Funds and Plans	_____		

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**Content:** What would you like to see added, expanded, reduced or removed?

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**Comments:**

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**Please send this page to:**

Elizabeth Braccia  
14 Court Square  
Town of Greenfield, MA 01301  
[elizabethb@greenfield-ma.gov](mailto:elizabethb@greenfield-ma.gov)

# City of Greenfield's Open Checkbook Website Overview

The Town of Greenfield's Open Checkbook is in the process of being developed and will be available by May 1, 2017. Greenfield's Open Checkbook site provides financial transparency to the public with easy access to the Town of Greenfield's expenditure information for the current fiscal year, as well as a historic view of previous years. This interactive website can be used to search details of government spending by department, fund, government area, and vendor. The detail of financial data within this site covers every level of government expenditures, from total spending by fiscal year to individual vendor payments. Employee payroll information is also available (payroll will roll out at a later date).

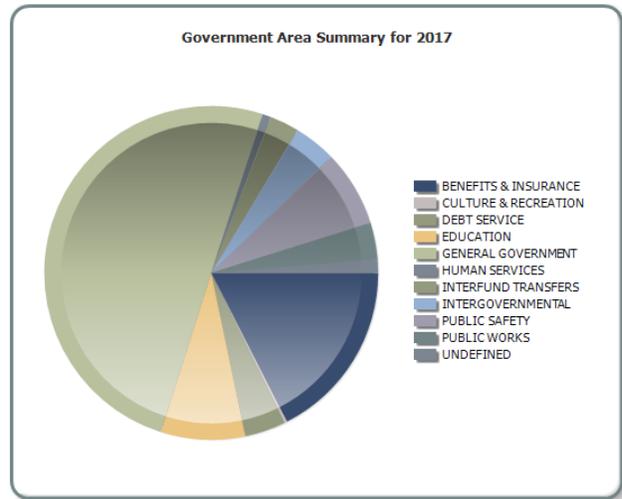
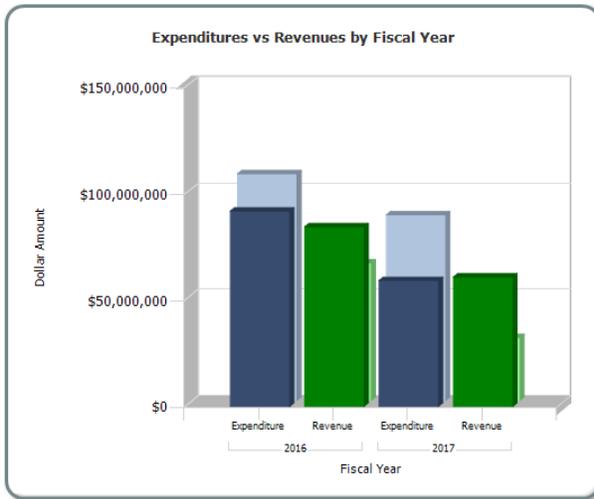
Once it is active, you will simply click on Open Government link on the Town's website on the main page and you will be directed to an area that has the Open Checkbook and the Town Budget. Open Checkbook will direct you to this site:



## Town of Greenfield Citizen Transparency

Greenfield's Citizen Transparency site provides financial transparency to the public with easy access to the Town of Greenfield's expenditure, revenue, budget and payroll information for the current fiscal year, as well as a historical view of previous years. This interactive website can be used to search details of municipal expenses and revenues by category, department, fund, government area and vendor. The data within this site covers every level of municipal finances, from fiscal year totals to individual vendor payments.

The following spending views are available:



## Greenfield 311 - Website & App Overview

Greenfield implemented the SeeClickFix platform, known locally as Greenfield 311, to help the town collect and respond to resident concerns. Using Greenfield 311, residents can directly request City services, report problems to relevant departments, ask questions about City services, and interact with City officials about issues of concern. This is available to residents through the Town of Greenfield's website and through an app that users can download onto their Smartphone.

- **Empowerment.** Greenfield 311 allows anyone to report and track non-emergency issues anytime via the internet. This empowers citizens to take care of and improve their neighborhoods.
- **Efficiency.** Two heads are better than one and 300 heads are better than two. The town can't be in all places at all times, with Greenfield 311, it is easy for everyone to report and issue, monitor the issue, and receive follow up.
- **Engagement.** Citizens who take the time to report even minor issues and see them fixed are likely to get more engaged in their local communities. It's called a self-reinforcing loop. This also makes people happy and everyone benefits from that.

### Town of Greenfield, MA

[Change location]

Issues   Answers   Neighbors   Watch Areas

Follow this Place

Report an Issue

**Looking to get your government on SeeClickFix?**  
Check the "who's watching" section below to see who's already here!

**GET STARTED!**

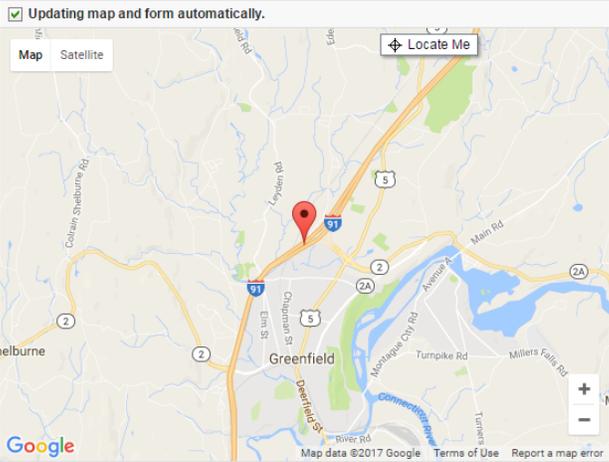
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#### REPORT AN ISSUE

Help

Updating map and form automatically.

Map    Satellite



Find your Location

Drag the marker to the location of your issue or simply type in its address.

Where will this report go?



**Street Address\***

**City/County\***

**State/Province\***

Step 1 of 2

[Next >](#)

## Next Request – Public Records Request Website Overview

The Town of Greenfield is excited to announce our new Open Public Records web portal. In light of the new public records law changes mandated by the Commonwealth of Massachusetts, Greenfield has partnered with NextRequest (a company that has grown out of a Code for America project) to create a new digital portal for managing and disseminating public records. Through this new technology – which went live March 20th on the Town’s website - we hope that members of the public will be able to easily and seamlessly communicate with town officials to request and receive public records.

The screenshot shows the 'Open Public Records' page on the Town of Greenfield website. The page features a navigation bar at the top with links for 'Public Record Requests', 'TOWN OF GREENFIELD', 'MAKE REQUEST', 'ALL REQUESTS', 'DOCUMENTS', 'ADMIN', 'SETTINGS', and 'SIGN OUT'. The main content area includes the Town of Greenfield seal, a title 'Open Public Records', and several text blocks. Two orange buttons, 'SEARCH' and 'MAKE REQUEST', are prominently displayed. The background of the page is a faded image of a snowy forest.

Public Record Requests  
TOWN OF GREENFIELD

MAKE REQUEST ALL REQUESTS DOCUMENTS ADMIN SETTINGS SIGN OUT

### Open Public Records

This is the test site. Please submit requests on the Town Clerk's Website before March 20, 2017.

This Public Records Request Portal allows you to submit your public records request, track, and access public records held by the Town of Greenfield, Massachusetts.

Users can search and review previous records requests, and access responsive documents and data. The Public Records Request Portal is part of the Town's ongoing effort to make government more transparent and easier to navigate. To get started, click the **MAKE REQUEST** button on this page.

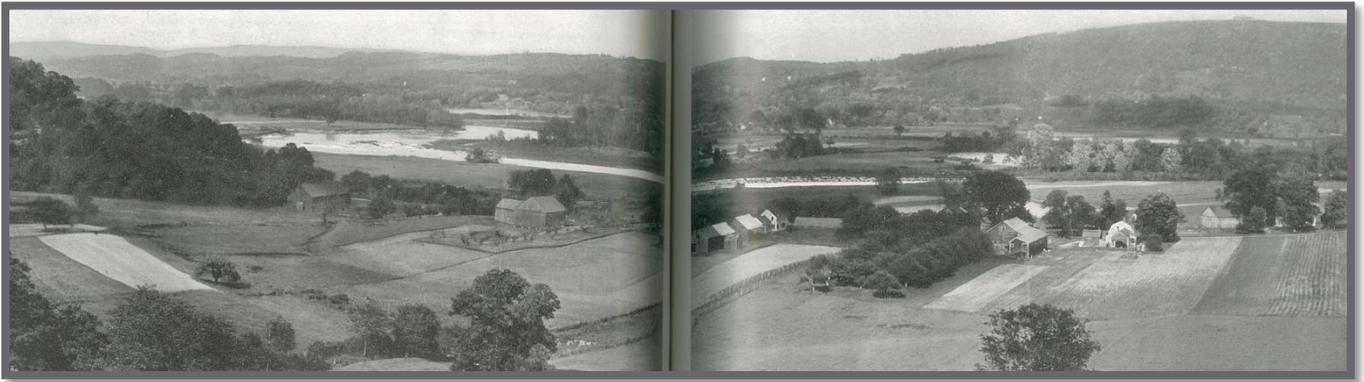
Public records access is governed by the Massachusetts Public Records Law (M. G. L. Chapter 66). If you have questions about the law, please contact the State's [Public Records Division](#) at 617-727-2832 or [pre@sec.state.ma.us](mailto:pre@sec.state.ma.us). The Town of Greenfield's Records Access Officer is the Town Clerk, currently Deborah Tuttle, who can be reached at 413-772-1555 x 6162 or [townclerk@greenfield-ma.gov](mailto:townclerk@greenfield-ma.gov).

SEARCH

MAKE REQUEST

Q Search 20 requests and counting.

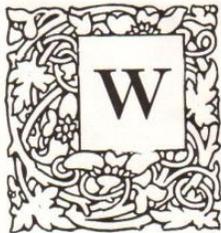
Make a new public records request.





BOSTON & MAINE R. R. STATION AND FREIGHT YARDS

# GREENFIELD HAS IT



WHEN YOU SEEK A CHANGE OF LOCATION, YOU WANT AN "ISER," DON'T YOU? GREENFIELD LEADS IN A LONG LIST OF PREËMINENT FEATURES, ALL COMBINING TO MAKE THE TOWN IDEAL FOR PLACING YOUNG OR ALREADY ESTABLISHED INDUSTRIES.

Greenfield already has numerous and varied manufactures, all prosperous without exception.

Greenfield has plenty of available factory sites with railroad lines East, West, North and South; also hydro-electric power from near-by power stations on the Connecticut and Deerfield Rivers, aggregating nearly 200,000 H. P.

Greenfield has hundreds of skilled artisans and room for thousands more. There are no labor questions, consequently there need be no loss of time and trouble by strikes if you locate your establishment here.

Greenfield has pure water, modern sewerage, is ideally located on an elevation surrounded by rich agricultural communities, all conducing to health and happiness.

Present industries include factories making taps and dies, mechanics' small tools, mitre boxes, blacksmith tools, solid silver ware, toilet goods and flavoring extracts, pocketbooks and leather novelties; printing and electrotyping, mailing machines, rakes, shovels, woodenware specialties, wooden boxes, paper boxes, knit goods, cigars, house finish, baby carriages, plain and fancy crackers, etc.

For detailed information, write the

## GREENFIELD BOARD OF TRADE

GREENFIELD, MASSACHUSETTS