

BUDGET FOR 1970

RECOMMENDED BY ADVISORY COMMITTEE

Item No.	1969 Appropriations	1969 Expended	1970 Requested	1970 Recommended
GENERAL GOVERNMENT—3.1% of total				
1 Moderator				
a. Salary	\$ 30	\$ —	\$ 30	\$ 30
b. Expenses	15	—	15	15
2 Selectmen				
a. Salaries (Divided among 3 members)	1,020	1,020	1,020	1,100
b. Expenses	3,430	3,354	4,136	4,136
3 Assessors				
a. Salaries (Divided among 3 members)	1,290	1,290	1,500	1,400
b. Expenses	2,535	2,505	3,210	2,910
c. Out-of-State Travel	—	—	300	300
4 Tax Collector				
a. Salary	2,200	2,200	2,600	2,350
b. Expenses	1,300	1,298	1,300	1,350
5 Town Clerk				
a. Salary	1,610	1,610	1,900	1,725
b. Expenses	300	301	350	350
c. Out-of-State Travel	—	—	100	100
6 Treasurer				
a. Salary	1,880	1,880	2,350	2,025
b. Expenses	575	574	625	625
7 Town Accountant				
a. Salary	1,610	1,610	2,000	2,000
b. Expenses	650	647	650	700
8 Planning Board Expenses	1,015	743	1,215	1,015
9 Advisory Committee Expenses	350	323	450	450

<i>Item No.</i>	<i>1969 Appropriations</i>	<i>1969 Expended</i>	<i>1970 Requested</i>	<i>1970 Recommended</i>
10 Board of Appeals	130	287 (*1)	250	250
11 Law and Claims	1,950	1,866	1,950	1,950
12 Elections and Registrations	1,240	1,337 (*2)	2,035	2,035
13 Office Equipment				
a. Acquisition	1,770	1,755	650	650
b. Maintenance	266	266	500	500
14 Town House Maintenance	8,810	8,810	10,800	10,800
15 Academy Hall Maintenance	100	92	200	200
16 Certifying Notes	50	21	50	50
17 Total General Government	\$ 34,126	\$ 33,789	\$ 40,186	\$ 39,016

(*1) \$175.00—Transfer from Reserve Fund.

(*2) \$100.00—Transfer from Reserve Fund.

PROTECTION OF PERSONS AND PROPERTY—4.0% of total

18 Police				
a. Salaries	\$ 29,560	\$ 29,560	\$ 33,561	\$ 33,561
b. Maintenance of Cruiser	1,000	835	1,125	1,125
c. Other Expense	5,685	5,762 (*3)	3,463	3,463
d. Out-of-State Travel	—	—	140	140
19 Police Special Coverage				
a. School Crossing Guard	930	898	930	930
b. Recreation	—	—	200	200
c. Elections	—	—	75	75
20 Total Police	\$ 37,175	\$ 37,055	\$ 39,494	\$ 39,494
21 Dog Officer				
a. Wages	500 }	1,409 }	600	600
b. Expenses	— }	— }	1,000	1,000

(*3) \$381.00—Transfer from Reserve Fund.

(*4) \$820.00—Transfer from Reserve Fund.

Item No.	1969 Appropriations	1969 Expended	1970 Requested	1970 Recommended
22 Fire Department.....	3,832	3,849 (*5)	4,638*	4,638*
23 Forest Fires				
a. Wages.....	800	1,498 (*6)	1,000	1,000
b. Equipment.....	200	198	—*	—*
24 Forest Fire Warden.....	100	100	100	100
25 Civil Defense Supplies and Travel.....	150	—	100	100
26 Building Department Expenses.....	2,000	996	1,200	1,200
27 Insect Pest Control.....	400	394	400	400
28 Dutch Elm Disease.....	900	900	900	900
29 Tree Warden Expenses.....	2,000	1,948	2,000	2,000
30 Planting Trees.....	125	125	125	125
31 Total Protection.....	\$ 48,182	\$ 48,472	\$ 51,557	\$ 51,557

(*5) \$ 16.78—Transfer from Reserve Fund.

(*6) \$700.00—Transfer from Reserve Fund.

* Included in Fire Department Expenses.

HEALTH AND SANITATION—0.9% of total

32 Health.....	\$ 100	\$ 60	\$ 100	\$ 100
33 Board of Health Agent.....	500	500	500	500
34 Animal Inspection.....	75	75	75	75
35 Meat Inspection.....	60	60	60	60
36 Town Dump Maintenance.....	5,200	7,457 (*7)	8,500	8,500
37 Mosquito Control.....	1,500	1,499	2,500	2,500
38 Total Health and Sanitation.....	\$ 7,435	\$ 9,651	\$ 11,735	\$ 11,735

(*7) \$4,000.00—Transfer from surplus at Special Town Meeting 10/30/69.

HIGHWAYS—4.5% of total

39 Superintendent of Streets Salary.....	\$ 6,805	\$ 6,805	\$ 7,800	\$ 7,800
40 Clerical Assistance.....	450	—	—	—
41 Highways, Bridges and Railings.....	8,500	8,443	8,500	8,500
42 Snow and Ice Removal.....	19,000	18,901	19,000	19,000
43 Gasoline.....	4,000	3,247	4,000	4,000

Item No.	1969 Appropriations	1969 Expended	1970 Requested	1970 Recommended
44 Road Machinery Maintenance	6,000	7,377 (*8)	6,500	6,500
45 Town Garage Maintenance	1,250	1,113	1,250	1,250
46 Street Lighting	5,220	3,877	6,000	6,000
47 Public Grounds	4,500	4,570 (*9)	5,000	5,000
48 Total Highways	\$ 55,725	\$ 54,333	\$ 58,050	\$ 58,050
(*8) \$1,400.00—Transfer from Reserve Fund.				
(*9) \$ 70.35—Rebate.				
SCHOOLS—69.3% of total				
49 Administration	\$ 22,545	\$ 20,439 (*10)	\$ 28,060**	
50 Instruction	418,363	412,153 (*11)	431,584**	
51 Other School Services	47,231	46,869	55,430	
52 Operation and Maintenance of Plant	58,100	56,257	67,180	
53 Community Services	1,300	1,213	1,800	
54 Acquisition of Fixed Assets	—	—	1,000	
55 Programs with Other Districts	7,300	6,245	9,400	
56 Total Local Schools	\$ 554,839	\$ 543,176	\$ 594,454**	\$ 594,454***
57 Regional School District	268,537	268,537	296,308	288,735
58 Total All Schools	\$ 823,376	\$ 811,713	\$ 890,762	\$ 883,189
** This will be adjusted to the 1970 negotiated figure.				
*** To be adjusted.				
(*10) \$2,000.00—Transfer from Reserve Fund.				
(*11) \$2.00—Rebate.				
RECREATION—1.0% of total				
59 a. Salaries	\$ 6,500	\$ 6,433	\$ 7,650	\$ 7,500
b. Operating Expenses	2,000	2,399 (*12)	2,865	2,250
c. Improvements	3,000	2,815	3,665	3,000
60 Total Recreation	\$ 11,500	\$ 11,647	\$ 14,180	\$ 12,750
(*12) \$525.40—Transfer from Reserve Fund.				

UNCLASSIFIED—3.5% of total

Item No.	1969 Appropriations	1969 Expended	1970 Requested	1970 Recommended
61 Town Reports	\$ 3,200	\$ 3,138	\$ 3,200	\$ 3,200
62 Memorial Day	300	200	300	300
63 Insurance	18,005	17,988	21,420	21,420
64 County Retirement System	6,732	6,732	7,542	7,542
65 Conservation Commission	150	150	430	300
66 Veterans' Benefits	2,500	3,915 (*13)	3,500	3,500
67 a. Library Expenses	8,000	9,374 (*14)	8,984	8,984
b. Library Capital Improvements	—	3,522 (*15)	—	—
68 Cemeteries	250	270 (*16)	100	100
69 Total Unclassified	\$ 39,137	\$ 45,289	\$ 45,476	\$ 45,346

(*13) \$1,500.00—Transfer from Reserve Fund.

(*14) \$929.00—Obtained from Dog Fund; \$580.00—State Aid.

(*15) Carew Trust Fund.

(*16) \$20.35—Trust Fund Income.

MATURING DEBT AND INTEREST—13.7% of total

70 a. Elementary School Maturing Debt #1	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
b. Interest on Debt #1	3,840	3,840	3,360	3,360
71 a. Intermediate School Maturing Debt #2	90,000	90,000	90,000	90,000
b. Interest on Debt #2	65,940	65,940	62,160	62,160
72 a. Elementary School Addition Loan	5,000	5,000	—	—
b. Interest on School Addition Loan	140	70	—	—
73 Interest on Loans	4,000	8,013 (*17)	5,000	5,000
74 Total Maturing Debt and Interest	\$ 183,920	\$ 187,863	\$ 175,520	\$ 175,520
75 GRAND TOTAL	\$1,203,401	\$1,202,757	\$1,287,466	\$1,277,163

(*17) \$4,015.42—Transfer from Reserve Fund.

<i>Item No.</i>		<i>1969 Appropriations</i>	<i>1970 Recommended</i>
76	Total Budget Recommendations	\$1,203,401	\$1,277,163
77	Total Recommended, Special Articles	43,221	59,700
78	Total, All Recommendations	\$1,246,622	\$1,336,863
79	Estimated Additional Expenditures for State Charges, County Taxes, Overlay and all Other Amounts Required by Law to be Raised		60,000
80	Grand Total, Recommendations and Estimates		1,396,863
81	Deductions to Compute Estimated Tax Rate: Estimated Receipts, Income, Corporation, Gasoline Taxes, from State Motor Vehicle Excise, and Other Receipts from Sources Other than Taxation		405,000
82	Estimated Balance to be Raised by a Levy on Local Real Estate and Tangible Personal Property		\$ 991,863
83	Estimated Tax Rate Based upon Recommendations Using an Estimated Valuation of \$19,250,000 (before revaluation)		\$51.50 per thousand

SUMMARY OF SPECIAL ARTICLES

<i>Special Article</i>	<i>Requested</i>	<i>Recommended</i>
3 Hampden Centennial Celebration	\$ 500	\$ 500
5 Highway Dept.—New Machinery (also see below)	15,000	8,500
6 Highway Dept.—Sign-making Machine	500	On floor
7 Chapter 90 Maintenance	3,000	3,000
8 Chapter 90 Construction—Main Street storm drains	3,800	3,800
9 Chapter 81	2,200	2,200
14 Highways—Allen Place	4,000	4,000
20 Highways—Potash Hill Lane	3,000	3,000

21	Town Dump—Revision to Sanitary Land Fill (also see below)	32,500	20,000
22	Library—Air Conditioning	5,700	—
24	Conservation Fund	5,800	—
25	Hampden Superior Court Judgment—Intermediate School Land	14,700	14,700
To be Raised and Appropriated by Special Articles		\$ 90,700	\$ 59,700

FUNDS AVAILABLE FROM SOURCES OTHER THAN TAXATION

5	Highway Machinery (\$7,000 requested; \$8,500 recommended)	transferred	transferred
10	Highways—Chapter 81, 90 Construction, 90 Maintenance (\$29,500)	transferred	borrow
11	Highways—Traffic Control Flow Patterns	borrow	On floor
12	Highways—Traffic Control Flow Patterns (\$6,853)	State Grant	State Grant
15	Highways—Allen Place (\$2,284)	State Grant	State Grant
21	Town Dump—Revision to Sanitary Land Fill (\$12,500)	—	transferred
23	Library (\$580)	State Aid	State Aid
26	Library (\$500)	VFW Gift	VFW Gift
27	Reserve Fund (\$12,000)	transferred	transferred
28	Stabilization	transferred	denial
29	Library (\$762)	transferred	transferred
31	Reduction of Tax Rate	transferred	denial
			\$ 73,479
		1969	1970
Cash from Unappropriated Available Funds and Stabilization		\$ 74,600*	\$ 21,000
Other including State and County Highway money		48,443	52,479
Other Money to be Spent, Available from Sources Other than Taxation		\$ 123,043	\$ 73,479

* Including 10/30/69 Special Town Meeting.

SUMMARY OF BUDGET FOR 1970
Recommended by Advisory Committee

<i>Classification</i>	<i>1969 Appropriation</i>	<i>1970 Appropriation</i>	<i>% of Total</i>	<i>Differential</i>
General Government	\$ 34,126	\$ 39,016	3.1%	\$+ 4,890
Protection of Persons and Property	48,182	51,557	4.0%	+ 3,375
Health and Sanitation	7,435	11,735	0.9%	+ 4,300
Highways	55,725	58,050	4.5%	+ 2,325
Schools	823,376	883,189	69.3%	+ 59,813
Recreation	11,500	12,750	1.0%	+ 1,250
Unclassified	39,137	45,346	3.5%	+ 6,209
Maturing Debt and Interest	183,920	175,520	13.7%	- 8,400
Total Budget	<u>\$1,203,401</u>	<u>\$1,277,163</u>	100.0%	\$+ 73,762
Special Articles	43,221	59,700		+ 16,479
Additional Expenses (Estimated)	58,145	60,000		+ 1,855
Total Expenses	<u>\$1,304,767</u>	<u>\$1,396,863</u>		\$+ 92,096
Estimated Receipts	389,699	405,000		+ 15,301
Reduction of Tax Rate	30,000	—		- 30,000
Balance to be Raised by Tax (on property)	\$ 885,068	\$ 991,863		\$+106,795
Total Valuation, Estimate	\$18,831,215	\$19,250,000*		\$+418,785
Estimated Tax Rate	\$47 per \$1,000	\$51.50 per \$1,000		+\$4.50 per \$1,000

* Before revaluation.

REPORT OF ADVISORY BOARD

Our report a year ago reflected concern for the financing of Town Government due to the dubious condition of the State Treasury. The Commonwealth took an optimistic attitude in the Cherry Sheet. Hampden, we were advised, would receive within \$6,000 of the amount allocated in 1968, and on this basis, the Assessors were able to fix a tax rate of \$47. This was an increase of \$6 over the previous year and represented moneys to pay for additional services as approved at the 1969 Annual Town Meeting.

Despite these optimistic predictions, the early returns from the Commonwealth were "paper" rather than hard cash, and we ended the year with a severely reduced cash position. We borrowed, for example, \$400,000 during 1969 in anticipation of receipts from State and local revenue—\$250,000 more than the previous year. In addition, departments were realistic in their budget appropriations leaving little surplus to return to the Treasury. This reduced our cash position and limits our ability to transfer funds for 1970 budgetary purposes.

Specifically, although at this writing we have not received the official certification from the State, our Free Cash (which approximates Surplus) is apt to be down \$60,000 to \$70,000 from last year's figure of \$133,000. Traditionally, we draw on Free Cash to finance many of our capital expenditures that are voted in Special Articles, i.e. road improvements, machinery purchase, non-recurring projects, and thus avoid raising these funds by taxation in the given year.

Coupled with the above, the increase in Budget and Appropriation recommendations of \$107,000, plus expected additions of \$40,000, suggest an increase of \$7 or more on the tax rate. No real hope for improvement in the Cherry Sheet receipts seems indicated. The revaluation of the Town, now in process, will broaden the tax base and should spread the burden more equitably, but the dollars to be raised will not change.

GENERAL BUDGET

As we prepare this, the General Budget is not well defined. The final figures on the Local School budget are still unavailable, but it is expected that the increase in both school budgets may total in the neighborhood of \$100,000 over last year. The outcome of the local teachers' contract negotiations will determine this figure. As last year, we have urged the School Committees to re-examine their budgets in an effort to effect some reductions. Unlike the local schools (although it must be recognized that Minnechaug has completed contract negotiations for this year), the "indirect" costs of school operation show a significantly higher percentage of increase than the direct teaching expense. We pointed this out to the Townspeople at the Annual Town Meeting last year, but it is worthy of note that the trend seems to prevail.

The Hampden Advisory Committee suggests five areas in the Regional Budget which we hope might be reviewed with good results. The total reduction is \$32,983 of which Hampden's share would be 22.96%. These reflect our concern for the growth factor in the non-teaching services of the school.

- (a) In the area of teachers' salaries, the past few years show that a surplus is generally realized. In 1969, \$19,000 was turned back; \$7,000 in 1968; \$4,000 in 1967; and \$8,700 in 1966. We suggest that a reduction of \$11,100 in the Principal's Office and Teaching budget items could be effected without jeopardizing the program (this would amount to less than 2% of the request).

- (b) We recommend that the cost of guidance, up from \$42,000 in 1968 to a requested \$71,442 this year, be increased to \$65,442. This would permit the guidance department personnel the salary increases averaged by the teachers.
- (c) We suggest that the \$2,000 for the planning consultant's fee (included in School Committee expense) and the \$7,320 expense of blacktopping a parking area preparatory to the new construction properly should be allocated to the cost of the High School addition and not included in the current year's operational budget.
- (d) We recognize the value of a well-rounded athletic program but question the need for an increase to \$26,795 this year in this area (a 60% increase in two years).
- (e) In the maintenance of equipment account, \$6,000 was budgeted in 1968 and \$18,000 spent, which indicates an unforeseen major outlay was necessary. The 1969 budget of \$10,402 reflected a 40% increase over 1968 and was sufficient to meet the need. We suggest that the 1969 figure will again be adequate.
- (f) Although not included in the above suggested reductions, we question whether a sum of \$2,000 Out-of-State Travel is essential for the administration of a high school.

Deducting from the total appropriation figure in the General Budget the cost of schools and debt service, the increase over 1969 amounts to about \$25,000. A substantial part of this is reflected in salary and wage increases. We commend the Board of Selectmen for attacking the problem of wages, particularly as respects the Highway Department and other full-time employees. A Salary Survey Committee appointed by the Selectmen submitted a realistic and equitable study which has been implemented in budget recommendations. One immediate benefit to the Town should be the increase in Highway Department personnel. The Department has been hampered by the fact that the salary level has not attracted sufficient competent personnel for the Highway work.

In the area of health and sanitation, a study has been completed and a proposal will be made in a special article to improve the standard of the town dump through converting it to a sanitary land-fill operation. The General Budget reflects the anticipated cost of operating the dump under the proposed system, as discussed in Article 21.

The Advisory Committee is recommending the requested expenditure of \$2,500 for mosquito control in the Spring. We do so on the assumption that a satisfactory result will follow, through the use of a new program of spraying. Should this not produce the desired end, we are of the opinion that future mosquito control expenditures should be eliminated.

A by-product of the tight financial situation in 1969 was increased demands on the Reserve Fund, \$4,000 of which was transferred to cover the cost of short-term loans. The detail of Reserve Fund transfers is found at the conclusion of this report.

Advisory Committee comments on recommendations bearing on Special Articles in the 1970 Town Warrant are these:

ARTICLE 4—(Payment of bills)—The Town Departments are to be complimented for closing their books with no unpaid bills carried forward. This is the first year in many that this has been done, and it reflects closer attention to appropriation balances by Officials and Department Heads.

ARTICLE 21—(*Town Dump*)—We encouraged the engineering study leading to the upgrading of the present dump and support the \$32,500 proposal for its improvement. The patience shown by the neighbors is appreciated and we believe this move is long overdue. Our support is predicated upon receipt of a satisfactory set of operating specifications, realizing that poor operations can negate the money spent in upgrading the present dump.

This dump proposal actually presents an opportunity for upgrading a Town service at minimum operating cost. In a land-fill operation, the number of hours that the dump is open will be a major part of the operating expense. A comparison should be made between the cost of individual dumping by citizens and a Town pick-up service. This might result in (a) improved service to the citizens of the Town, and, (b) some offsetting savings.

ARTICLE 24—(*Conservation*)—We are sympathetic to the goals of the Conservation Commission. However, we believe that these goals should be clearly spelled out to the voters and adopted in principle by the Town in the form of a comprehensive definitive plan. With this understanding, the Townspeople can support well defined projects that fit into this plan. We strongly feel that this initial step is necessary before allocating money to such a project.

ARTICLE 28—(*Stabilization*)—The Stabilization Fund had a balance of \$116,918 as of January 1, 1970, and any additional moneys to the Fund would have to come from Free Cash or by way of taxes. Neither source is recommended by the Advisory Committee, and we suggest that no additional money be added to the Stabilization account in 1970.

ARTICLE 31—(*Reduce the Tax Rate*)—Because of the low level of Free Cash, it is not recommended that any transfer be made for the purpose of reducing the tax rate.

SCHOOLS

The steady and continuing increase in the operating expenses proposed by the two school committees and its reflection in the tax rate has been a major concern of the Advisory Committee. Of equal immediate concern are the long range consequences of the capital expenditures related to the proposed Minnechaug addition.

At the October Special Town Meeting, we opposed the article for land acquisition money and planning money for the Minnechaug addition on the basis of its grandiose scope. As a committee, we support quality education and we recognize the need for some further space. We view the addition of 87 acres to the present 48 acres of the Minnechaug tract for an addition to accommodate 800 or even 1,200 more students as a typical extravagance. (Previous state guide lines called for a minimum of 20 + 25 or 45 acres for a 2,500 pupil school.) At the same time we question the timing of the enrollment projections on which this addition is based.

In a similar fashion, we fail to see the need for a \$5,000,000 school addition when, in our eyes, a \$2,500,000 addition could provide quality education. To us, the difference must be charged to extravagance.

Such costs are often lightly dismissed on the basis that State aid will pay 65%. First, the citizens are the State aid and, secondly, the part often overlooked is that the State does not pay interest costs. The towns bear the total interest expense. In the present and foreseeable money market, it is expected that the towns would pay about 6.8% on 20-year bonds. (The original Minnechaug bonds were 3.15%.) At the 6.8% rate, interest costs to the region exceed the State aid. For example, a \$5,000,000 school on a 20-year bonding at 6.8% would result in a net cost to the

region of \$5,520,000 over the 20 years. The first year's interest and principal would be \$427,500. Since such an addition would have a major impact on the taxes for a period of 20 years, we urge Hampden voters to insist upon having and studying the available options carefully. We want quality education, but do we need a glorified edifice? Learn the details of the proposed addition and vote at the special town meetings which consider the Minnechaug addition.

HIGHWAYS

While spending freely on school operation and construction, some of the other necessary Town services have suffered. As an example, the Highway Department is one such area. This year we have requests and recommendations totaling \$115,000. We are sure that this amount and perhaps more is needed to maintain and upgrade our highway system. However, we believe we might begin to strengthen our engineering effort which goes into our highway projects. While the Town has not yet reached the point of requiring a full-time Town Engineer, we feel there is merit in supplementing our current engineering. We suggest that the Selectmen consider retaining a consulting engineering firm to aid in planning, estimating, securing approvals, and preparing bid specifications. This might result in a better over-all program with minimal additional cost.

TOWN EXPENSES

In our normal review of town expenses, we are frequently concerned with tight budgetary control, particularly within the smaller departments and committees. Lack of control makes it difficult to conduct the current business of these offices within a fixed budget. It also hampers the preparation of budgetary projections for future years. We suggest that the Selectmen establish a policy for the monthly totaling of bills and, with the Town Accountant, assist these groups in setting up a running ledger of their expenses and in keeping their accounts current. This should permit better planning and a tighter control of town finances and will alert a department to any budgetary problems. A side benefit will accrue in the budgeting process in 1971 when departments will be called upon to prepare 18-month budgets.

We are also concerned with the amount of hand bookkeeping involved in payroll preparation in the School Department and in the office of the Treasurer. As these payrolls become more complex, it appears increasingly desirable to employ electronic data processing equipment. The local banks offer such services. We recommend that the Selectmen study these services with an eye to adopting such a plan for the Town payrolls by Fall. The Fall introduction of such a system will coincide with the start of the school year and the major payroll load and will provide a fair trial of such a system before the next budget is prepared. It will permit the evaluation of the economies that can be realized in the various departments before budget time. This information should make possible future budget reductions.

We cannot be optimistic about the 1970 tax rate, and we urge each of you to study the issues carefully in preparation for the Town Meeting.

The Advisory Committee is indebted to all Town Departments for their continuing cooperation and wishes to thank Committee Secretary, Mrs. Charles N. Snow, for her help during the past year.

Respectfully submitted,

WILLIAM T. OLMSTEAD, *Chairman*
RAYMOND A. BARKHUFF
DANIEL M. FLYNN
JOHN L. MATTHEWS, JR.
ROBERT J. SICBALDI

1969 TRANSFERS FROM THE RESERVE FUND

		\$15,000.00
Board of Appeals	\$ 175.00	
Dog Officer	820.00	
Elections and Registrations	100.00	
Fire Department	16.78	
Forest Fire Wages	700.00	
Interest on Loans	4,015.42	
Parks and Recreation	525.40	
Police Expense—Communications	381.00	
Road Machinery Maintenance	1,400.00	
Schools—Legal Counsel	2,000.00	
Town House Remodeling	83.00	
Veterans' Benefits	1,500.00	
	<hr/>	
	\$11,716.60	
Balance on hand December 31, 1969		\$ 3,283.40



ADVISORY BOARD—Left to right: Daniel M. Flynn, John L. Matthews, Jr., Robert Sicbaldi, Raymond Barkhuff, Jean Snow, Secretary, William T. Olmstead, Chairman.



EMERGENCY TELEPHONE NUMBERS

POLICE DEPARTMENT.....	566-3
FIRE DEPARTMENT.....	566-3
HARRIS AMBULANCE SERVICE.....	739-7
HIGHWAY DEPARTMENT.....	566-8
MASSACHUSETTS ELECTRIC COMPANY.....	596-9
NEW ENGLAND TEL. & TEL. CO.....	1-283-9
MERCY HOSPITAL.....	788-7
SPRINGFIELD HOSPITAL.....	787-3
WESSON MATERNITY HOSPITAL.....	739-7
WESSON MEMORIAL HOSPITAL.....	785-1
LUDLOW HOSPITAL.....	1-583-8

[illegible]

BULK RATE
U. S. POSTAGE

PAID

Permit No. 7
Hampden, Mass.

P. O. BOXHOLDER
RFD

